



# GOPAL NARAYAN SINGH UNIVERSITY

JAMUHAR ROHTAS (BIHAR)

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## SYLLABUS

Three-year (*Six Semesters*) Full-Time

### **Bachelor of Business Administration (BBA)** Degree Programme

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Session 2024-25 onwards



**Narayan  
Academy of  
Managerial Excellence**  
*...horizon & beyond*

**FACULTY OF MANAGEMENT STUDIES (FMS)**

### **SCHEME OF BBA PROGRAMME 2024-27**

The details corresponding to schemes of courses in different subjects are given under respective subjects in BBA syllabus.

<b>SEMESTER - I</b>						
<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBA111	Principles and Practices of Management	3	1	0	4
2	BBA112	Business Communication-I	1	1	0	2
3	BBA113	Financial Accounting	3	1	0	4
4	BBA114	Business Statistics and Logic	3	1	0	4
5	BBA115	Business Applications Using IT	2	0	0	2
6	BBA116	Environmental Science and Sustainability	2	0	0	2
7	AUC111	General English *	2	0	0	0
8	BBA117	Integrated Viva-Voce	0	0	0	2
<b>TOTAL</b>						<b>20</b>

\*Audit Course

### **SEMESTER II**

<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBA121	Human Behaviour and Organization	3	1	0	4
2	BBA122	Business Communication-II	1	1	0	2
3	BBA123	Marketing Management	3	1	0	4
4	BBA124	Business Economics	3	1	0	4
5	BBA125	Indian Knowledge System	1	0	1	2
6	BBA126	Business Environment	1	1	0	2
7	AUC121	Media Literacy and Critical Thinking *	1	1	0	0
8	BBA127	Integrated Viva-Voce	0	0	0	2
<b>TOTAL</b>						<b>20</b>

\*Audit Course

**SEMESTER III**

<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBA211	Cost and Management Accounting	3	1	0	4
2	BBA212	Legal And Ethical Issues In Business	3	1	0	4
3	BBA213	Human Resource Management	3	1	0	4
4	BBA214	Indian Systems of Health and Wellness	1	1	0	2
5	BBA215	Management Information System (MIS)	3	1	0	4
6	AUC211	Disaster Management *	0	0	1	0
7	BBA216	Integrated Viva-Voce	0	0	0	2
<b>TOTAL</b>						<b>20</b>

\*Audit Course

**SEMESTER IV**

<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBA221	Entrepreneurship and Startup Ecosystem	1	1	0	2
2	BBA222	Operations Management	3	1	0	4
3	BBA223	Financial Management	3	1	0	4
4	BBA224	Business Research Methodology	3	1	0	4
5	BBA225	International Business	3	1	0	4
6	AUC221	Design Thinking and Innovation *	1	1	0	0
7	BBA226	Integrated Viva-Voce	0	0	0	2
<b>TOTAL</b>						<b>20</b>

\*Audit Course

**SEMESTER V**

<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBA311	Strategic Management	3	1	0	4
2	BBA312	Logistics and Supply Chain Management	3	1	0	4
3	BBA313	Discipline Specific Electives - I				4
4	BBA314	Discipline Specific Electives - II				4
5	BBA315	Discipline Specific Electives - III				4
6	BBA316	Summer Internship	-	-	-	4
7	BBA317	Major Project [To be Evaluated in Sixth Semester]	-	-	-	0
8	BBA318	Integrated Viva-Voce	0	0	0	2
<b>TOTAL</b>						<b>26</b>

**SEMESTER VI**

<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBA321	Corporate Governance	2	0	0	2
2	BBA322	Business Taxation	2	0	0	2
3	BBA323	Discipline Specific Electives – IV				4
4	BBA324	Discipline Specific Electives – V				4
5	BBA325	Discipline Specific Electives - VI				4
6	BBA326	Major Project [Initiated in Vth Semester]	-	-	-	4
7	BBA327	Comprehensive Viva-Voce	0	0	0	2
<b>TOTAL</b>						<b>22</b>

### List of Electives

S. No.	Discipline	List of Electives
1	<b>Finance (A)</b>	BBA313A: Banking and Insurance
		BBA314A: Behavioral Finance (Neuro Finance)
		BBA315A:Sustainable Finance
		BBA323A:Financial Derivatives
		BBA324A: Investment Analysis & Portfolio Management
		BBA325A: Strategic Corporate Finance
2	<b>Marketing (B)</b>	BBA313B: Digital Marketing
		BBA314B: Consumer Behaviour
		BBA315B:Integrated Marketing Communication
		BBA323B:Retail Marketing
		BBA324B:Marketing of Services
		BBA325B:International Marketing
3	<b>Human Resource (C)</b>	BBA313C: HRD –Systems & Strategies
		BBA314C: Performance & Compensation Management
		BBA315C: Talent Acquisition and Management
		BBA323C: HR Analytics
		BBA324C: Change Management and Organizational Development
		BBA325C:Behavioral Testing and Training for Employee Retention
4	<b>Business Analytics (D)</b>	BBA313D:Data Analytics using R/Python
		BBA314D:Data Visualization using tableau / Power BI
		BBA315D:Social-Media & Web Analytics
		BBA323D:Marketing Analytics
		BBA324D:Finance Analytics
		BBA325D:HR Analytics
5	<b>Health Care (E)</b>	BBA313E:Healthcare Infrastructure and Support Services
		BBA314E:Community Medicine
		BBA315E:Healthcare Administration
		BBA323E:Healthcare Finance
		BBA324E:Healthcare Policies and Governance
		BBA325E:Healthcare Marketing

<b>6</b>	<b>Rural Management (F)</b>	BBA313F:Rural Society and Polity
		BBA314F:Rural Marketing Management
		BBA315F:Rural Livelihoods and Production Systems
		BBA323F:Community Organization for Rural Management
		BBA324F:Rural Entrepreneurship (With Focus on WASH)
		BBA325F:Understanding International Organizations and SDGs

# **Bachelor of Business Administration (BBA)**

## **Syllabus of First Semester**



**Bachelor of Business Administration (BBA)**

<b>SEMESTER - I</b>						
<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBA111	Principles and Practices of Management	3	1	0	4
2	BBA112	Business Communication-I	1	1	0	2
3	BBA113	Financial Accounting	3	1	0	4
4	BBA114	Business Statistics and Logic	3	1	0	4
5	BBA115	Business Applications Using IT	2	0	0	2
6	BBA116	Environmental Science and Sustainability	2	0	0	2
7	AUC111	General English *	2	0	0	0
8	BBA117	Integrated Viva-Voce	0	0	0	2
<b>TOTAL</b>						<b>20</b>

**\*Audit Course**



## Principles and Practices of Management

<b>BBA111</b>	<b>Principles and Practices of Management</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

This course introduces the student to the key aspects of management -planning, organizing, leading, and controlling by integrating both classical and contemporary management practices. Through case studies, interactive sessions, and practical exercises, students will learn to apply these principles to real-world scenarios that will prepare them for leadership roles in diverse organizational settings. The goal is to equip students with the tools and insights necessary to manage effectively and drive organizational success.

### Course Objectives:

1. To understand the basic concepts, principles, and theories of management.
2. To examine the essential functions of managers.
3. To analyze the impact of globalization, diversity, and ethics on management.
4. To develop skills in strategic planning, decision-making, and leadership.

### Course Content:

#### Unit 1: Introduction to Management

Definition, nature, and significance of management, principles of management, management and administration, levels of management, role of managers and managerial skills; Evolution of management thought: Classical, Behavioral, Quantitative, Systems, Contingency and Modern approaches; Management as a science and an art; Functions of management: Planning, organizing, leading, and controlling

#### Unit 2: Planning, Organizing and Staffing

Nature, Importance and Purpose of planning in management; Types of plans: Strategic, tactical, operational ; Planning process and techniques ; Decision- making- Importance and steps, decision making models and tools; Organizational structure and design; types of organizational structures: Functional, divisional, matrix; Authority, responsibility, and delegation, Centralization Vs Decentralization of authority and responsibility – Span of Control; Coordination and integration, MBO and MBE; Nature and Importance of staffing – Process of selection and recruitment.

#### Unit 3: Leading, Directing and Controlling

Meaning and nature of directing, Leadership theories (trait, behavioral, contingency, participative, charismatic, transformational, level-5 leader), Motivation theories and practices (Maslow, Herzberg two factor, McGregor's Theory X & Theory Y), Hawthorne effect, Communication (meaning and importance) in management, Team building and group dynamics; Controlling-meaning and steps in controlling, control process and systems, essentials of sound

control system, methods of establishing control, types of control; Performance measurement and management.

#### **Unit 4: Strategic Management, Ethics and Social Responsibility**

Overview of strategic management, SWOT analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), Sustainable management practices.

#### **Text Books (Latest Editions):**

1. Rao, V. S. P. Management Principles and Applications. Taxmann Publications.
2. Bright, D. et al. Principles of Management. OpenStax Textbooks, Houston
3. Kapoor, Premvir, Principles of Management, Khanna Book Publishing.
4. Jones, G. R., and George, J. M. Essentials of contemporary management. New York, NY: McGraw-Hill Education.
5. Robbins, S. P. & Coulter, M. A. Management. Pearson.

#### **Course Outcomes:**

After completing this Course Students will be able to:

1. Demonstrate how management principles are used to solve practical business problems
2. Compare and contrast different management theories and their effectiveness in various organizational contexts
3. Design a management strategy for a hypothetical or real organization using a mix of management theories and practices
4. Propose innovative management solutions to enhance efficiency and effectiveness in given business scenarios.

## Business Communication-I

<b>BBA112</b>	<b>Business Communication-I</b>	<b>1L:1T:0P</b>	<b>2 Credits</b>
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### Course Description:

This course focuses on bringing in perspective the importance of Business Communication for organizations and individual employees in the context of multicultural workforce in a digital world. The course will focus on instilling effective communication skills in students for organizational set up. The course will be taught using texts, cases and classroom exercises for improving both written and oral communication in students.

### Course Objectives:

1. To understand the concept, process, and importance of Business Communication.
2. To help students in understanding the basic principles and techniques of business communication.
3. To train students to acquire and master written communication for the corporate world.
4. To sensitize students to understand Business Communication in Global and Cross-Cultural context.

### Course Content:

#### Unit 1: Introduction to Communication in Organizations

Introduction to Business Environment and Communication, Models of communication, Basics of Communication (types, channels and barriers), 7Cs of communication, Formal and informal communication, Listening Skills, communication on social media platforms.

#### Unit 2: Written Communication

Planning and executing different types of messages, emails, formal letters (Planning & Layout of Business Letter) and informal messages on e-platforms, negative messages: indirect & direct negative messages; Persuasive messages, request letters to various stakeholders, Sales Letters, Complaint & Follow up Letters, Promotion Letters, Job application Letters, cover letters, resume, Resignation Letters.

#### Unit 3 - Interpersonal Communication

Team communication, managing communication during online meeting, communication with virtual team, communication in gig economy; Presentation skills (Verbal and non-verbal); Powerpoint presentation skills; Infographics, introduction to contemporary alternatives (such as- Prezi, Visme, Microsoft Sway, Zoho)

#### Unit 4 - Digital Communication

Social media and individual, social media & organizations, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, Digital collaboration, digital citizenship –digital etiquettes & responsibilities; Introduction to personal and organizational websites.

**Text Books (Latest Editions):**

1. AICTE's Prescribed – Communication Skills in English, Khanna Book Publishing.
2. Lesikar, R.V. & M.E. Flatley, "Business Communication: Connecting in a Digital World", McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P., Effective Business Communication. McGraw Hill.
4. Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication
5. Boove, C.L., Thill, J. V. & Raina, R. L, Business Communication Today, Pearson.

**Reflective Exercises and Cases:**

1. Review of Bharat Muni's Natya Shastra (Rasa, Sahridayata & Sadharanikaran)
2. Preparing on curriculum vitae/resume and cover letter
3. Reading of annual report

**Course Outcomes:**

After completing this Course Students will be able to:

1. Apply the skills of effective letter writing and be able to create various kinds of Business letters.
2. Understand various barriers to communication and apply pre-emptive measures, including feedback, to minimize the same.
3. Students shall be able to effectively analyze and evaluate various kinds of business correspondence and e-correspondence.
4. Able to present in front of audience with confidence and expertise.

## Financial Accounting

BBA113	Financial Accounting	3L:1T:0P	4 Credits
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### Course Description:

This course intends to introduce basic accounting principles and practices. The students will have knowledge about the fundamental accounting processes such as journalizing, ledger posting, preparation of trial balance and final accounts in sole trading and company form of business. It also deals with providing an overview of accounting standards on sustainability accounting as value creation for business.

### Course Objectives:

1. To provide an understanding of application of various principles and practice of Accounting.
2. To demonstrate the knowledge on the process of accounting cycle and basic steps involved in Accounting.
3. To apply the knowledge of systematic maintenance of books of accounts to real life business.
4. To estimate Annual Financial statements of Sole proprietorship and Company form of business.

### Course Content:

#### Unit– I: Introduction to Accounting, Accounting system and process

Meaning, Need for accounting and accounting information system, Stakeholder using accounting information, Qualitative aspects of financial accounting, Accounting standards in India and International (outline), Branches of Accounting, Types of Business Organisations, Accounting taxonomy, Accounting concepts and conventions, Accounting concept of income and expenditure, Classification of capital and revenue- expenditure and income, accounting equation of assets equals capital and liabilities, accounting process, contingent assets and liabilities, Fictitious assets.

#### Unit – II: Recording transactions and Trial balance

Transactions -nature, Entry in Journal, Purchases, sales, Returns, Receivables, and payables, Inventory, Depreciation and amortizations, reserves, Intangible assets accounting, GST transactions, Entry in Ledger, Accounting accuracy through Trial balance, correction of errors.

#### Unit – III: Final Accounts

Preparation of Trading and Profit and Loss account, cash books, and Balance Sheet of sole trading concerns, importance of disclosures in final accounts

## **Unit - IV: Company Final Accounts**

Introduction to company – kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical).

Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.

### **Text Books (Latest Editions):**

1. Jain S.P., & Narang K L. . Basic Financial Accounting I, New Dehli, Kalyani publishers.
2. Kimmel, Financial accounting, Wiley Publications
3. Gupta, A.. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.
4. S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi.
5. Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL learning.
6. Accounting for sustainability: [www.ifac.org](http://www.ifac.org)
7. Peter Bartelmus, E K Seifert, Green Accounting, London, Routledge Publications
8. IFRS sustainability standards: [www.ifrs.org](http://www.ifrs.org)

### **Suggested Cases**

1. Smokey Valley Café
2. Irrigation Equipment's Limited
3. Monarch Trading Company

### **Course Outcomes:**

On having completed this course student should be able to:

1. Identify the application of various principles and practice of Accounting in preparation of accounting statements.
2. Demonstrate the knowledge on the process of accounting cycle.
3. Apply the knowledge of systematic maintenance of books of accounts to real life business.
4. Estimate Annual Financial statements of Sole proprietorship and Company form of business.

## Business Statistics and Logic

<b>BBA114</b>	<b>Business Statistics and Logic</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

Quantitative Aptitude tests have been one of the key components in all competitive exams across the globe in recent years. All tests include such aptitude problems to assess a candidate's arithmetic precision, conceptual numerical ability, analytical ability and rational thinking applicability. Hence this course on Business Statistics and Logic has been introduced as part of BBA programs.

Business Statistics helps us to make business decisions under uncertainties. Such decisions must be objective and unbiased and based on quantitative data. This necessitates an analysis of data using appropriate statistical tools and hence understanding of these techniques and models. With the business entities keen on making data-driven decisions it is essential for individuals working in this uncertain environment to possess such skills to make better decisions backed by data.

### Course Objectives:

1. To establish importance of logical reasoning in human inquiry.
2. To demonstrate data handling skills and summarize data with clarity.
3. To extend an understanding of application of relevant concepts of Statistics to a given business scenario.
4. To understand business problems and make decisions using appropriate statistical models and explain trends
5. To demonstrate the knowledge on the process of organizing a data and conduct statistical treatment.

**Pedagogy:** This course could be dealt using multiple pedagogies like interactive lecture, students' discussions, case studies and experiential learning.

### Unit – I: Measures of Central Tendency, Dispersion, Measures of Skewness and Kurtosis

Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation.

Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance.

### Unit – II: Correlation and Regression

Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable error. regression- meaning and utility of regression analysis, comparison between correlation and

regression, regression lines –x on y, y on x, regression equations and regression coefficients. meaning,

### **Unit – III: Probability and Probability distributions**

Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value.

### **Unit–IV: Introduction to Logic**

Number series, coding decoding and odd man out series, direction sense test, seating arrangements – linear and circular, blood relations, arithmetic and geometric progressions, Inductive and deductive reasoning.

### **Practical Component:**

Understanding basic concepts of statistics is possible by incorporating data sets from real life situations. In every unit one hour could be set aside to handle realistic data such as number of steps taken on a day, daily expenditures of students, air quality index in various months in various cities, stock prices etc. using EXCEL and make their interpretations. Students may make short presentations of their analysis to add to the learning experience.

### **Readings:**

#### **Textbooks (Latest Editions):**

1. Levin R. I. & Rubin D. S. *Statistics for Management*. Delhi: Pearson.
2. Pillai & Bagavathi. *Statistics, Theory and Practice*, S Chand Publishing
3. SP Gupta. *Statistical Methods*, Sultan Chand and Sons
4. SC Gupta. *Fundamentals of Statistics*, Himalaya Publishing House
5. Sharma, Gupta, *The Practice of Business Statistics*, Khanna Publishing House.
6. Sharma J.K. *Business Statistics*, Vikas Publishing House

### **Reference Research Paper:**

- Fildes, R., & Goodwin, P. (2007). Against your better judgment? How organizations can improve their use of management judgment in forecasting. *Interfaces*, 37(6), 570-576.
- Stanovich, K. E., & West, R. F. (2000). Individual differences in reasoning: Implications for the rationality debate? *Behavioral and Brain Sciences*, 23(5), 645-665.

### **Learning Outcomes:**

On having completed this course student should be able to:

1. Demonstrate data handling skills with clarity and logical reasoning.
2. Outline the relevant concepts of Statistics to a given context/business scenario
3. Organize business data and conduct statistical treatment.
4. Evaluate and interpret data using appropriate statistical techniques.
5. Explain data trends using appropriate statistical models.



### Business Applications Using IT

<b>BBA115</b>	<b>Business Applications Using IT</b>	<b>1L:1T:0P</b>	<b>2 Credits</b>
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#### Course Description:

The learner shall be able to work through basic ICT operational tools commonly used across businesses and also make a sound base for developing basic analytical skills using IT tools later on.

#### Course Objective(s):

1. To learn basics of computers and its uses for information interchange.
2. To aware student regarding the role of computation in businesses and help them to get acquainted with Information Communication Technology.
3. To develop students understanding of Ms Word, Excel, Powerpoint for exploring its significance in modern business practices.
4. To learn basics of Electronic Payment Mechanisms along with basic cyber law structure and its regulatory framework.

#### Course Content

1. **Computing and Business:** Software and Hardware resources in Business Computing. Windows Operating Environment and Applications. Internet as a formidable business tool. Computer networks. Data and Information. Business data and processing. IT tools and techniques for developing managerial acumen (*Word processor, spreadsheets and presentations*). Emails and Outlook configurations. Online Learning platforms for Information interchange.
2. **Word Processors:** Microsoft Word, MS-Word Environment and component, Preparing and Editing MS Word Documents with standard formatting tools. Spell and grammar check. Insertion of images, graphics, tables, charts, equations and symbols along with page layout and formatting. Mail Merge applications for printing and Emailing.
3. **Powerpoint Presentation:** MS-Power Point Environment, Creating Power point presentation, Design Template, Adding Images Chart and Links to Power Point Presentation, Adding Animation and Sound, Inserting external multimedia files. Navigating slides in your presentation. Printing PowerPoint slides.
4. **Excel Spreadsheets:** MS-Excel environment. Excel File Operations, Selecting Ranges; Inserting and Deleting Rows and Columns; Entering and Editing Text, Data and Formulas; Constructing Statistical Charts and Graphs, Working with Date and Time; Lookup and Reference.
5. **Electronic Payment System:** Introduction to payment system; Online Payment System – prepaid e-payment service, postpaid e- Payment system. Smart card, debit and credit cards, magnetic strip card, Electronic wallets. E-Cheques, Credit/Debit card based PS, online Banking. Electronic Data Interchange, EDI and Paperless trading, EDI standards. Basics of Cyber Law and Computer Security.

#### SUGGESTED READINGS:

1. *V Rajaraman:*

Is of Computers

Fundamenta

2. <i>E Balagurswamy:</i>	Fundamenta
Is of Computers	
3. <i>Anita Goel:</i>	Computer
Fundamentals	
4. <i>Satish Jain:</i>	Computer
Course Windows 10 with MS Office 2016	
5. <i>Bittu Kumar:</i>	Mastering
MS Office	

### **Learning Outcomes:**

1. The students learn about computer and its various components associated to it.
2. Various applications of Microsoft Office to prepare students in order to associate various software tools in Business.
3. Display willingness for students to prepare excel spreadsheets, PowerPoint presentation slides for maintaining records and promotion of business in the form of digital presentations for businesses.
4. Demonstrating various applications for students to learn analytical skills, communication skills and audio visual presentations skills
5. Summarize the functions of electronic payment mechanisms over various online platforms for its successful implementation and understanding new trends in the world of ICT.

## Environmental Science and Sustainability

<b>BBA116</b>	<b>Environmental Science and Sustainability</b>	<b>2L:0T:0P</b>	<b>2 Credits</b>
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### Course description:

This course aims to familiarize students with fundamental environmental concepts and their relevance to business operations, preparing them to address forthcoming sustainability challenges. It is designed to equip students with the knowledge and skills needed to make decisions that account for environmental consequences, fostering environmentally sensitive and responsible future managers. The course content is divided into four comprehensive units. Unit 1 introduces basic environmental principles, the man-environment relationship, and sustainability issues. Unit 2 focuses on ecosystems, biodiversity, and sustainable practices. Unit 3 addresses environmental pollution, waste management, and sustainable development strategies. Finally, Unit 4 explores social issues, environmental legislation, and practical applications through hands-on fieldwork. Through this holistic approach, students will gain a deep understanding of environmental processes, the importance of sustainable practices, and their role in promoting sustainability within business contexts.

### Course Objective(s):

1. This course aims to familiarize students with basic environmental concepts, their relevance to business operations, and forthcoming sustainability challenges.
2. This course will equip students to make decisions that consider environmental consequences.
3. This course will enable future business graduates to become environmentally sensitive and responsible managers.

### Course Content:

#### Unit 1: Understanding Environment, Natural Resources, and Sustainability

Fundamental environmental concepts and their relevance to business operations; Components and segments of the environment, the man-environment relationship, and historical environmental movements. Concept of sustainability; Classification of natural resources, issues related to their overutilization, and strategies for their conservation. Sustainable practices in managing resources, including deforestation, water conservation, energy security, and food security issues. The conservation and equitable use of resources, considering both intergenerational and intergenerational equity, and the importance of public awareness and education.

#### Unit 2: Ecosystems, Biodiversity, and Sustainable Practices

Various natural ecosystems, learning about their structure, functions, and ecological characteristics. The importance of biodiversity, the threats it faces, and the methods used for its conservation. Ecosystem resilience, homeostasis, and carrying capacity, emphasizing the need for sustainable ecosystem management. Strategies for in situ and ex situ conservation, nature reserves, and the significance of India as a mega diverse nation.

#### Unit 3: Environmental Pollution, Waste Management, and Sustainable Development

Various types of environmental pollution, including air, water, noise, soil, and marine pollution, and their impacts on businesses and communities. Causes of pollution, such as global climate change, ozone layer depletion, the greenhouse effect, and acid rain, with a particular focus on pollution episodes in India. Importance of adopting cleaner technologies; Solid waste

management; Natural and man-made disasters, their management, and the role of businesses in mitigating disaster impacts.

#### **Unit 4: Social Issues, Legislation, and Practical Applications**

Dynamic interactions between society and the environment, with a focus on sustainable development and environmental ethics. Role of businesses in achieving sustainable development goals and promoting responsible consumption. Overview of key environmental legislation and the judiciary's role in environmental protection, including the Water (Prevention and Control of Pollution) Act of 1974, the Environment (Protection) Act of 1986, and the Air (Prevention and Control of Pollution) Act of 1981. Environmental justice, environmental refugees, and the resettlement and rehabilitation of affected populations; Ecological economics, human population growth, and demographic changes in India.

#### **Readings:**

##### **Text Books (Latest Editions):**

- Poonia, M.P. *Environmental Studies*, Khanna Book Publishing Co.
- Bharucha, E. *Textbook of Environmental Studies*, Orient Blackswan Private Ltd.
- Dave, D., & Katewa, S. S. *Text Book of Environmental Studies*. Cengage Learning India Pvt Ltd.
- Rajagopalan, R. *Environmental studies: from crisis to cure*, Oxford University Press.
- Miller, G.T. & Spoolman S. *Living in the Environment*. Cengage.
- Basu, M., & Xavier Savarimuthu, S. J. *Fundamentals of environmental studies*. Cambridge University Press.
- Roy, M. G. *Sustainable Development: Environment, Energy and Water Resources*. Ane Books.
- Wright, R.T. & Boorse, D.F. *Environmental Science: Toward A Sustainable Future*

##### **Course Outcome(s):**

1. Explore the basic environmental concepts and issues relevant to the business and management field.
2. Recognize the interdependence between environmental processes and socio-economic dynamics.
3. Determine the role of business decisions, policies, and actions in minimizing environmental degradation.
4. Identify possible solutions to curb environmental problems caused by managerial actions.
5. Develop skills to address immediate environmental concerns through changes in business operations, policies, and decisions.

## General English - I

<b>AUC111</b>	<b>General English - I</b>	<b>2L:0T:0P</b>	<b>0 Credits</b>
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### Course Objective:

1. To provide learning environment to practice listening, speaking, reading and writing skills.
2. To assist the students to carry on the tasks and activities through guided instructions and materials.
3. To effectively integrate English language learning with employability skills and training.
4. To provide hands-on experience through case-studies, mini-projects, group and individual presentations.

### Course Content:

#### Unit- I: Vocabulary Building

The concept of Word Formation, Root words from foreign languages and their use in English, Acquaintance with prefixes and suffixes from foreign languages in English to form derivatives, Synonyms, antonyms, and standard abbreviations.

#### Unit-II: Basic Writing Skills

Sentence Structures, Use of phrases and clauses in sentences, Importance of proper punctuation, Creating coherence, Organizing principles of paragraphs in documents, Techniques for writing precisely

#### Unit- III: Identifying Common Errors in Writing

Subject-verb agreement, Noun-pronoun agreement, Misplaced modifiers, Articles, Prepositions, Redundancies

#### Unit- IV: Nature and Style of sensible Writing

Describing, Defining, Classifying, providing examples or evidence, writing introduction and conclusion, Module V: Writing Practices, Comprehension, Précis Writing, Essay Writing

#### Unit-V: Oral Communication (This Module involves interactive practice sessions in Language Lab)

Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations

## **Unit- VI: Oral Communication (This Module involves interactive practicesessions in Language Lab)**

Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations

### **Text/Reference Books (Latest Editions):**

1. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.,
2. Effective Communication Skills. Kul Bhushan Kumar, Khanna Book Publishing,
3. Practical English Usage. Michael Swan. OUP.
4. Remedial English Grammar. F.T. Wood. Macmillan.
5. On Writing Well. William Zinsser. Harper Resource Book.
6. Study Writing. Liz Hamp-Lyons and Ben Heasley. Cambridge University Press.
7. Communication Skills. Sanjay Kumar and PushpLata. Oxford University Press.
8. Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. OxfordUniversity Press.

**Course Outcomes:** On having completed this course student should be able to:

1. Understand the principles of word formation, recognize root words, prefixes, and suffixes from foreign languages, and enhance their vocabulary through synonyms, antonyms, and abbreviations.
2. Develop foundational writing skills, including sentence construction, paragraph organization, punctuation usage, and writing with clarity and coherence.
3. Identify and correct grammatical errors such as subject-verb and noun-pronoun agreement, misused modifiers, articles, prepositions, and redundancy.
4. Learn to write descriptively, define and classify information, support ideas with examples, and structure effective introductions and conclusions.
5. Improve comprehension and writing abilities through practical exercises in précis writing, essay writing, and text interpretation.

# **Bachelor of Business Administration (BBA)**

## **Syllabus of Second Semester**



**SEMESTER II**

<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBA121	Human Behaviour and Organization	3	1	0	4
2	BBA122	Business Communication-II	1	1	0	2
3	BBA123	Marketing Management	3	1	0	4
4	BBA124	Business Economics	3	1	0	4
5	BBA125	Indian Knowledge System	1	0	1	2
6	BBA126	Business Environment	1	1	0	2
7	AUC121	Media Literacy and Critical Thinking *	1	1	0	0
8	BBA127	Integrated Viva-Voce	0	0	0	2
<b>TOTAL</b>						<b>20</b>

**\*Audit Course**



## Human Behaviour and Organization

<b>BBA121</b>	<b>Human Behaviour and Organization</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

This course will cover principles and concepts to understand how individuals interact with each other and their environment in organizational contexts. Students will explore topics such as motivation, perception, personality, leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and real-world applications

### Course Objectives:

1. To develop basic understanding of the concept of human behavior and organization.
2. To highlight the importance of OB in modern organizations.
3. To understand individual and group behavior in the workplace to improve the effectiveness of an organization.
4. To critically evaluate leadership styles and strategies.

### Course Content:

#### Unit 1: Introduction to Human Behavior and Organization

Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models

#### Unit 2: Individual Behavior

Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development;

Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values.

Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory).

#### Unit 3: Group & Team Behaviour

Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group, and teams; Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams.

#### Unit 4: Leadership & Power

Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic): Comparison of Indian leadership styles with other countries. Bases of Power.

Organizational Culture : Concept of culture; Impact (functions and liability); Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural management, Stress, and its Management.

**Readings:**

**Text Books (Latest Editions):**

1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred - Organizational Behavior: An Evidence-Based Approach -McGraw Hil Publishers Co. Ltd., New Delhi.
3. Prasad, L.M-Organizational Theory Behavior-Sultan Chand & Sons, New Delhi.
4. Rao, VS P-Organization Behavior –Himalaya Publishing House.
5. Aswathappa.K.-Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition.

**Learning Outcomes:**

After completing this Course Students will be able to:

1. Describe individual and group behavior in organizational settings.
2. Demonstrate theoretical knowledge of human behavior in human lifsetting in management.
3. Judge the lacunae in the system to be able to improve the organizationhealth and other OB outcomes.
4. Formulate a more productive system and high-performance work cultureoperating on the principles of OB.

## Business Communication-II

<b>BBA122</b>	<b>Business Communication-II</b>	<b>1L:1T:0P</b>	<b>2 Credits</b>
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### Course Description:

This course focuses on bringing in perspective the importance of Business Communication for organizations and individual employees in the context of multicultural workforce in a digital world. The course will focus on instilling effective written and oral communication skills in students. The course will be taught using texts, cases and classroom exercises for improving both written and oral communication in students.

### Course Objectives:

1. To understand the concept, process, and importance of business communication with a strategic imperative.
2. To help students in understanding the basic principles and techniques of various workplace communication including digital communication skills
3. To train students to acquire and master intra and inter organizational communication
4. To train students for communicating effectively for the purpose of gaining employment.

### Course Content:

#### **Unit 1: Written communication: intra organizational/ departmental/ workplace communication**

Need and Types, Basics of Writing Office Circulars, Agenda, Notice, Office Memoranda, Office Orders, News Letters; Positive and Negative Messages, Use of Technology for Communication, Effective IT communication tools- Electronic mail: advantages, safety and smartness in writing email, E-mail etiquettes; Use of online social media for communication and Public Relations; Ethical dilemmas in use of social media for communication. Report Writing: Types of Business Reports, responding to request for proposals (RFP), response to RFP, Formal Report- Components and Purpose, Organizing Information- Outlining & Numbering Sections, Section Headings, Sub-Headings, & Presentation; Reporting in Digital Age, Writing Reports on Field Work/Visits to Industries, Business Proposals; Summarizing Annual Reports of Companies- Purpose, Structure and Principles; Drafting Minutes of a Meeting;

Corporate Communication- channels of corporate communication, target segments of corporate communication, types of corporate communication; Managing Crisis-Communication; Managing communication during change; Culture as communication

#### **Unit 2: Oral Communication, Professionalism and team work**

Meaning, Nature, and Scope of Effective Oral Communication; Techniques of Effective Speech, Media for Oral Communication- Face-to-Face Conversation, Teleconferences, Press Conference, Telephonic Conversations, Radio Presentation, Public address and Podcast.

Constructing Oral Report; Group Discussion, Teams communication; Communication during online meeting; Online and offline professional etiquettes; Conducting appraisals, conducting interviews.

### **Unit 3: Negotiation Skills and Cross-Cultural Communication**

Negotiation communication with vendors, suppliers, employees and other stakeholders; BATNA & communication during negotiations; Body language and negotiation;

Impact of globalization on organizational communication; Cross-Cultural frameworks (ex. Geert Hofstede); Culture & appropriate communication; Etic and Emic approaches to Culture; Communication to a diverse workforce; Overcoming barriers and biases in Cross-Cultural Communication; Building Inter-Cultural Workplace Skills; Cross-cultural etiquettes across clusters/countries.

### **Unit 4: Contemporary Communication**

Digital communication- individual communicating via social media, organizations communicating via social media, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, digital collaboration, digital citizenship –digital etiquettes & responsibilities; Introduction to personal and organizational websites; communication through podcasts.

Job Searching in Digital Age; Creating Resume (CV, cover letter), Creating Customized Cover Messages for Job Applications, Purposes and Types of Employment Interviews, Performing Optimally in a Job Interview- Do's and Don'ts Before, During and After the Interview.

### **Readings:**

#### **Text Books (Latest Edition):**

1. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.
2. Lesikar, R.V. & M.E. Flatley, "Business Communication: Connecting in a Digital World", McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P. Effective Business Communication. McGraw Hill.
4. Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication
5. Boove, C.L. et al., Business Communication Today, Pearson.

### **Course Outcomes:**

1. Apply the skills for writing various workplace written communications.
2. Effectively analyze and evaluate Business Reports.
3. Demonstrate competence in delivering impressive power- point presentations.
4. Create objective and succinct Resumes and be prepared to perform optimally in Job Interviews.

## Marketing Management

<b>BBA123</b>	<b>Marketing Management</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

Marketing management course is designed to help undergraduate students gain a broad, foundational understanding of the basic components of modern marketing. This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course is intended to bring in key principles and activities crucial for the role that marketing has in an organization.

### Course Objective(s):

1. Develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business.
2. Develop skills to analyze and synthesize information and derive insights related to marketing management, from several perspectives
3. It also explores best practices in managing marketing activities within an organization and how to measure the impact on demand and attempt to forecast and influence its future levels, magnitude and timing.

### Course Content:

#### Unit 1:

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, selling concept, Marketing concept, Holistic marketing concept; Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context); Market and competition analysis, Market Analysis and Creating and Delivering Customer Value. types of marketing (B2C, B2G, B2B, C2C)

#### Unit 2:

Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behavior, The Rise of Consumer Democracy, Stimulus Response Model of Consumer Behavior, Buyer's Cultural, Social, Personal, and Psychological Characteristics particularly in Indian context, Consumer Buying Decision Process, Business Customer's Buying Decision Process, and Traditional vs. Experiential Marketing's View of Customer

#### Unit 3:

Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling. Portfolio approach – Boston Consulting Group (BCG) matrix. Introduction to Brand Management and Innovation and New Product Development.

Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), and Adapting Price.

Promotion Decisions: Factors determining promotion mix, Promotional Tools – Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel

Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management.

#### **Unit 4:**

Marketing of Services: unique characteristics of services, marketing strategies for servicefirms – 7Ps. Contemporary issues in Marketing, E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).

#### **Text Books (Latest Editions):**

1. Kotler P., Keller K., et al. *Marketing Management* (16th edition). Pearson Education Pvt. Ltd.
2. Aaker, D. A. and Moorman Christine., *Strategic Market Management: Global Perspectives*. John Wiley & Sons.
3. Shainesh G. Kotler Philip, Keller Kevin, Alexander Chernev, Jagdish N. Sheth | *Marketing Management*. Pearson Higher Education
4. Kotler, P., Armstrong, G., and Agnihotri, P. Y. *Principles of Marketing* (17<sup>th</sup> edition). Pearson Education.
5. Ramaswamy, V.S. & Namakumari, S. *Marketing Management: Indian Context Global Perspective* (6<sup>th</sup> edition). Sage Publications India Pvt. Ltd.
6. Sheth, J. N., & Sisodia, R. S. (Eds). *Does Marketing Need Reform?: Fresh Perspectives on the Future*. Routledge.
7. Percy, L. *Strategic Integrated Marketing Communications*. Routledge.
8. Chaffey, D., & Ellis-Chadwick, F. *Digital Marketing* (7<sup>th</sup> edition). Pearson Higher Education.
9. Biswas A. K. *Strategic Market Management: Managing Markets for profit and growth* Notion Press.
10. Schmitt, B. *Experiential marketing*. Bilbao: Deusto.
11. Kumar, N. *Marketing as Strategy: Understanding the CEO's Agenda for driving Growth and Innovation*. Harvard Business Review Press.
12. Treacy, M., and Wiersema, F. *The discipline of market leaders: Choose your customers, narrow your focus, and dominate your market*. Basic Books.
13. Treacy, M. *Double-digit Growth: How Great Companies Achieve It--No Matter what?* Penguin.
14. Capon, N. *The marketing mavens*. Crown Business.
15. Levitt T. *Marketing Myopia*.
16. Hamel & Prahalad *Competing for the Future*
17. Peter Doyle : *Value-Based Marketing*
18. Forsyth, Gupta, Haldar : *A Segmentation You Can Act on*.
19. Daniel Yankelovich and David Meer (HBS) : *Rediscovering Market Segmentation*
20. C. K. Prahalad : *The Fortune at the Bottom of the Pyramid*
21. Al Ries & Jack Trout : *Positioning: The battle for your mind*

#### **Course Outcome(s):**

1. Understand fundamental marketing concepts, theories and principles, the role of marketing in the organization context.
2. Recognize various elements marketing mix for effective functioning of an organization.
3. Critically analyze an organization's marketing strategies.
4. Learn appropriate tools and techniques of marketing with focus on Indian experiences, approaches and cases.
5. Evaluate marketing implementation strategies and formulate and assess strategic, operational and tactical marketing decisions.

## Business Economics

<b>BBA124</b>	<b>Business Economics</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objective (s):

Business economics uses economic concepts and principles by emphasizing on demand and supply analysis, production & cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy that might affect business performance.

1. It equips students with fundamental concepts of microeconomics.
2. Business economics delves into the complexities of market structures, helping students navigate challenges such as competition, regulatory environments, and technological disruptions.
3. It fosters critical thinking by analyzing real-world case studies, enabling students to propose innovative solutions to business problems.
4. Innovative solutions to business problems.
5. A grasp of business economics is essential for aspiring entrepreneurs, managers, and analysts.
6. Seeking to thrive in today's dynamic and interconnected business landscape.

### Course Content:

#### Unit-1: Fundamentals and Basic elements of Microeconomics

The Economic Problem: Scarcity and Choice, Nature and Scope-Positive and Normative Economics. Scope of Study and Central Problems of Micro and Macroeconomics. Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand. Supply Schedule: individual and market supply, determinants of supply, law of supply, Elasticity of supply. Determination of demand and supply, effect of a shift in demand and supply.

#### Unit-2: Producer And Consumer Behavior

Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium. Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves. Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.

#### Unit-3: Analysis of Market

Concept of Market and Main Forms of Market. Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, and oligopoly.

#### Unit-4: National Income and Various Indian Economy Challenges

Circular Flow of Income. Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income. A Brief Introduction of Indian Economy - Pre-and Post-Independence. Current Challenges Facing by Indian Economy- Human Capital Formation, Poverty, Dynamic Business Environment, Trade with Various Nations, Sustainable Economic Development.





**Readings:****Text Books (Latest Editions):**

1. Varian. H.R: Microeconomics A modern Approach
2. Mc Connell & Brue: Microeconomics Principal, problems & policies. McGraw Hills Professional Publication.
3. Ahuja, H.L. Advanced Economic theory
4. Jain K.P. Advanced Economic theory
5. Jhingan M.L. Modern Microeconomics
6. J. Shapiro: Macro Economic Theory and Policy
7. W.H. Bransin: Macro-Economic Analysis
8. M.L. Jhingan: Macro-Economic Theory and Policy
9. M.C. Vaishya: Macro-Economic Theory
10. Sunil Bhaduri: Macro Economic Analysis
11. H.L. Ahuja: Micro Economic Theory; Modern Publisher, Gulab Bhawan, 6, Bahadurshah Zafar Marg, New Delhi.
12. Samuelson & William D. Nordhaus: Economics; McGraw Hills.
13. A.N. Agarwal: Indian Economy.
14. M. Maria John Kennedy: Advanced Micro Economic Theory; Himalaya Publishing House, Delhi.
15. I.C. Dhingra & V.K. Garg: Economic Development & Planning in India.
16. D.M. Mithani: Macro Economics; Himalaya Publishing House.
17. "Macroeconomics" by N. Gregory Mankiw
18. "Macroeconomics: Principles, Applications, and Tools" by Arthur O'Sullivan, Steven Shiffrin, and Stephen Perez
19. "Macroeconomics" by Olivier Blanchard

**Course outcomes:**

At the end of the course students will be able to:

1. Understand basic concepts of microeconomics and solve the problem of reallocation and
2. distribution of the scarce resources.
3. To analyze the form and nature of the market and their pricing strategies.
4. Understand the calculation of national income and true measure for increasing economic welfare.
5. Understand various challenges associated with the Indian economy and help to balance the economy

## Indian Knowledge System

<b>BBA125</b>	<b>Indian Knowledge System</b>	<b>2L:0T:0P</b>	<b>2 Credits</b>
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### Course Objectives

- To help the learner to understand the concept of “vasudhaiva kutumbkam” and its realization process as an base for the development of vision for a humane society.
- To help to identify the universality in humans and its coexistence in existence
- To introduce the sense of responsibility, duties and participation of individual for establishment of fearless society.
- To help to understand the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the holistic development of physical, mental and spiritual wellbeing of one and all, at the level of individual, society, nation and ultimately the whole world.

### Detailed contents:

#### Module 1: The world view & Vision of Human Society

The concept of non-duality of Prakriti (Jad) and Purush (Chetana), human as coexistence of Jad & Chetan, Pancha-mahabhutas, the root of sorrow and suffering, freedom from sorrow, salvation, eternal peace truth (vyaharika satya), ultimate truth. The acceptance of various systems of philosophy for realization of truth and complementariness in society in ancient Indian system.

#### Module 2: Aspiration and Purpose of Individual and Human Society

Aims of Human life; at individual level and societal level. At societal level; Four purusarthas Dharma, Artha, Kama, Moksha. Individual level; Abhyudaya (progress), Nihisreyasa (perfection) Pravrtti, Nivrtti. Dharma; Dharma sutras (Gautama, apastamba, baudhayana, vasistha). Dharma-Shastra; (manusmriti, naradamrti, visnumrti, yajnavalkya smriti) sociology, different stages of life like studenthood, householdership, retirement and renunciation, rites and duties, judicial matters, and personal laws (Aachara, Vyavahara, Prayaschitta). Artha; Kautliya Arthashastra, Kamandakiya Nitisara, Brihaspati Sutra, Sukra Niti, Moksha: Human liberation (Ignorance to Knowledge)

#### Module 3: Program for Ensuring Human Purpose: at Individual and Societal level –I

Fundamental concept of Nitishastra: Satyanishtha Aur Abhiruchi (Ethics, Integrity & aptitude). The true nature of self; Shiksha Valli, Bhriugu Valli (concept of Atman-Brahman (self, soul). The true constitution of Human: Ananda Valli (Annamaya Kosha, Pranamaya Kosha, Manomaya Kosha, Vijnanamaya Kosha, Anandamaya Kosha). The four states of consciousness (Waking state, Dreaming state, Deep Sleep State, Turiya the fourth state), Consciousness (seven limbs and nineteen mouths), Prajna, Awareness. The Life Force *Prana* (Praana-Apaana-Vyaana-Udaana- Samaana)

#### **Module 4: Program for Ensuring Human Purpose: at Individual and Societal level - II**

Differentiating *Vidya* and *Avidya*, human bondages, Higher and Lower Knowledge (Para Vidhya & Apari Vidhya). Concept of Sattva, Rajas, Tamas and need of balancing the same, Patanjali yog sutra; Yama, Niyama, Asanas, pranayams, pratyahara, dharna, dhyana, Samadhi, Sixteen category of padartha, pramans (pratyaksh, anumana, upamana, shabda). Saadhana chatushtayam (viveka, vairagya, mumukshatavam, shadsampathi (sama, dama, uparama, titiksha, shraddha, samadhi), Understanding Nitya karma, Naimittika Karma, Kamya karma, prayaschitta karma, Nishidha Karma.

Meditation and Progressive meditation (Narada's education), Ativadin to self-knowledge, Jyan yog, Karma yog, sanyas yog in aspect to harmonious practice in society

#### **Module 5: Practices for Ensuring Human Purpose – III**

Practice in philosophy, architecture, grammar, mathematics, astronomy, metrics, sociology, economy and polity, ethics, geography, logic, military science, weaponry, agriculture, mining, trade and commerce, metallurgy, shipbuilding, medicine, poetics, biology and veterinary science.

#### **References:**

1. Maharaj Swami Chidatmanjee, Ancient Indian Society, Anmol publication pt ltd, india
2. S. C. Banerjee, Society in Ancient India: Evolution Since the Vedic Times Based on Sanskrit, Pali, Prakrit and Other Classical Sources: No. 1 (Reconstructing Indian History and Culture), DK printing, India
3. Rao, N. 1970. *The Four Values in Indian Philosophy and Culture*. Mysore: University of Mysore.
4. Chakraborti, K. 2001. Religious Process: The Puranas and the Making of Regional Tradition, Delhi, OUP.
5. Kuhn, T. 1970. *The Structure of Scientific Revolutions*, (2nd ed.). University of Chicago Press, USA.
6. Keith, A. (1925). *The religion and philosophy of the Veda and Upanishads*. Delhi: Motilal Banarsidass Publishers.

7. Shendge, M. (1977). *The civilized demons. The Harappans in Rgveda*. New Delhi: Abhinav Publications
8. Kane, P. 1941. *History of Dharmashastra*. Vol II, Part I. Poona: BhandarkarOriental Research Institute.
9. The Religion and Philosophy of the Veda and Upanishads. Delhi: Motilal Banarsidass.
10. Parpola, A. 2007. 'Human Sacrifice in India in Vedic Times and Before', Chapter VIII, in *The Strange World of Human Sacrifice*, ed., J. Bremmer. Leuven, Belgium: Peeters.
11. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru.
12. Kapur K and Singh A K (Eds) 2005). *Indian Knowledge Systems*, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Central chinmay mission trust, Bombay, 1995.
13. Keith, Arthur Berriedale. *The Religion and Philosophy of the Veda andUpanishads*. 2 Vols. Delhi: Motilal Banarsidass, 1970.
14. Keith, A. (1925). *The religion and philosophy of the Veda and Upanishads*. Delhi: Motilal Banarsidass Publishers.
15. Nair, Shantha N. *Echoes of Ancient Indian Wisdom*. New Delhi: Hindology Books, 2008.
16. R C Dutt, *A history of civilization in ancient India*, vol 1, Taylor & Francis, US
17. R C Dutt, *A history of civilization in ancient India*, vol 2, Taylor & Francis, US
18. SK Das , *The education system of Ancient hindus*, Gyan publication house, India
19. BL Gupta, *Value and Distribution system in India*, Gyan publication house, India
20. Reshmi Ramdhoni, *Ancient Indian Culture and Civilisation*, star publication ,2018
21. Supriya Lakshmi Mishra, *Culture and History of Ancient India (With Special Reference Of Sudras)*, 2020.
22. Om Prakash, *Religion and Society in Ancient India* , Bhariya Vidhya Prakashan, 1985
23. J Auboyer, *Daily Life in Ancient India from Approximately 200 BC to AD 700*, Munshi ram Manoharlal publication, 1994.
24. DK Chakkrabarty, Makkhan Lal, *History of Ancient India (Set of 5 Volumes)*, Aryan book Internation publication, 2014
25. Dr. Girish Nath Jha, Dr. Umesh Kumar Singh and Diwakar Mishra, *Scienceand Technology in Ancient Indian Texts*, DK Print World limited,
26. Swami BB Vishnu, *Vedic Science and History - Ancient Indian's Contribution tothe Modern World*, gosai publication, 2015
27. Chatterjee, S.C. *The Nyaya Theory of Knowledge*. Calcutta: University of Calcutta Press, 1950.
28. Vidyabhusana, S.C. *A History of Indian Logic*. Delhi: Motilal Banarsidass Publication, 1971.
29. Dasgupta, Surendra. *A History of Indian Philosophy*. Delhi: MotilalBanarsidass, 1991.Vols. III & IV.

30. Mercier, Jean L. From the Upanishads to Aurobindo. Bangalore: Asian Trading Corporation, 2001.

**Course Outcome(s):**

1. Explain the Indian worldview of Prakriti–Purusha and key concepts like suffering, truth, and liberation in various philosophical systems.
2. Interpret the purpose of life through Purusharthas, Dharmashastras, and life stages with a focus on ethics and social order.
3. Analyse the human constitution (Koshas, consciousness, Prana) and its connection to ethics, awareness, and self-integration.
4. Differentiate higher and lower knowledge, and evaluate yogic and philosophical practices for inner growth and social harmony.
5. Demonstrate the application of Indian knowledge systems across disciplines to support holistic individual and societal development.

### Business Environment

<b>BBA126</b>	<b>Business Environment</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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To understand the nature of Business Environment and its contribution in developing a modern business eco-system within the broad framework of contemporary policies.

#### Course Objective (s):

1. Develop an understanding of Business- concept, nature, scope and objectives of business, business ethics and values, corporate governance. Licensing partnership.
2. Understand the Distinctive features of different forms of business organization; sole proprietor, partnership characteristics, registration, partnership deed, partner's rights, duties and liabilities, dissolution of partnership.
3. Become aware of the concepts of Joint stock company-Concept characteristics types, formation of company. Multinational companies-concept and role of MNCs Co-operative and state ownership: forms of organization, nonprofit organizations.
4. Understand to working and functioning of trade associations.

#### Course Content:

1. **Introduction to Business Environment:** Understanding concept, significance and nature of Business Environment both nationally and globally. External, Internal, Macro and Micro perspectives. Emergence of **MSME** enterprises. Emerging business trends within and outside country. Business Environment within South Asia and India's challenges.
2. **Economic & Technological Environment:** Economic Systems (Capitalism, Communism and Mixed Economy), Economic Reforms (Economic Policies, Industrial Policies, Trade policies, Fiscal and Monetary Policies). Economic Development and Role of Government. Technological Environment: Dimensions, Features and Impact of policy.
3. **Politico-Legal Environment:** Politics and Business w.s.r. to India. Role of Political and Legal Institutions. Business Responsibilities towards Government and vice versa. Legal framework of Business-Regulatory Institutions.
4. **Socio-Cultural Environment:** Business and Society. Objectives of Business. Social Responsibilities of Business. Business and culture. Social audit, Nature- Evolution – benefits. Business Ethics and Corporate Governance.
5. **Ecological Environment:** Business dimensions through ecological conservation. Ecological Resource generation and utilization. Green businesses. Carbon credits. Governmental and corporate interventions towards sustainable practices of business.

#### Text Books (Latest Edition):

1. Fernando: Business Environment
2. Cherunilam: Business Environment-Text and cases
3. Aswathappa: Essentials of Business Environment
4. Cherunilam: International Business Environment
5. Justin Paul: Business Environment
6. MB Shukla: Business Environment

**Course Outcomes:**

1. Enumerate the concept of business organization
2. Analyze the significance of management functions and important organizational behavior elements at different levels of organization
3. Develop and sharpen understanding of how different management approaches can be used to enhance organization effectiveness
4. Integrate skills to align individual and organizational objectives
5. Assess the application of management theories in real life decision making
6. Evaluate the managerial issues in different functional areas of organization

## Media Literacy and Critical Thinking

AUC121	Media Literacy and Critical Thinking	1L:1T:0P	0 Credits
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This course equips students with essential media literacy and critical thinking skills to analyze and navigate various media forms. It covers the dynamics of media production and ownership in India, ethical and regulatory considerations, and enhances digital literacy for responsible online engagement. Through comprehensive study and practical exercises, students will learn to critically engage with media content, uncover biases, and make informed decisions in media consumption and production.

### Course Objective(s):

1. Develop critical thinking skills to analyze various media forms effectively and identify underlying biases.
2. Foster media literacy principles for navigating digital media landscapes and evaluating credibility.
3. Explore media production dynamics and ownership structures in the Indian context.
4. Address ethical and regulatory considerations in media practices.
5. Enhance digital media literacy for responsible online engagement and combating misinformation.

### Course Content:

#### Unit 1: Foundations of Media Literacy and Critical Thinking

Core principles of media literacy and critical thinking; Definition and significance of media literacy, its historical evolution within the Indian context; Understanding media as a powerful communication tool and its role in shaping societal perceptions and behaviors.

#### Unit 2: Deconstructing Media Texts

Forms of media texts, including print, broadcast, digital, and social media; Textual analysis and the deconstruction of visual media using semiotics; The impact of media representations on individual perceptions and societal attitudes, from relevant case studies in the Indian context.

#### Unit 3: Media Consumption and Production Dynamics

Dynamics of media production, distribution, and consumption in India: Influence of ownership and control structures on media content; Techniques for critically evaluating media content and analyzing audience consumption patterns

#### Unit 4: Ethics, Regulation, and Digital Media Literacy

Ethical and regulatory considerations inherent in media practices and the evolving landscape of digital media literacy. Ethical principles in media, the regulatory framework governing media content, and the role of self-regulatory bodies in upholding ethical standards; Digital media's impact on contemporary media literacy practices, strategies for navigating online information, and promoting digital citizenship.



**Text Books (Latest Editions):**

1. Potter, W. J. Media literacy (8th ed.). SAGE Publications.
2. Hobbs, R. Media literacy in the digital age. Routledge.
3. Halpern, D. F. Thought & knowledge: An introduction to critical thinking (5th ed.). Psychology Press.
4. Kahneman, D. Thinking, fast and slow. Farrar, Straus and Giroux.
5. Baran, S. J., & Davis, D. K. Mass communication theory: Foundations, ferment, and future (8th ed.). Cengage Learning.
6. Kahne, J., & Bowyer, B. Media literacy education in action: Theoretical and pedagogical perspectives. Routledge.
7. Barbour, K., & Marshall, J. The media literacy handbook. ASCD.
8. Bhaskar, N. K. Media laws and ethics in India. Lexis Nexis.
9. West, R., & Turner, L. H. Understanding intercultural communication: Negotiating a grammar of culture (2nd ed.). Routledge.
10. Aufderheide, P., & Jaszi, P. Reclaiming fair use: How to put balance back in copyright (2nd ed.). University of Chicago Press.
11. Hammond, J. S., Keeney, R. L., & Raiffa, H. Smart choices: A practical guide to making better decisions. Harvard Business Review Press.
12. Covey, S. R. The 7 habits of highly effective people: Powerful lessons in personal change (30th anniversary ed.) Simon & Schuster.

**Course Outcome(s):**

1. Demonstrate proficiency in analysing media texts and identifying implicit messages and ideologies.
2. Apply media literacy principles to make informed decisions about media consumption and production.
3. Understand the complexities of media production, distribution, and audience behavior.
4. Adhere to ethical standards in media content creation and consumption.
5. Promote responsible digital citizenship by navigating online information critically and combating misinformation.

# **Bachelor of Business Administration (BBA)**

## **Syllabus of Third Semester**



**SEMESTER –III**

<b>S. No.</b>	<b>CourseCode</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBA211	Cost and Management Accounting	3	1	0	4
2	BBA212	Legal and Ethical Issues in Business	3	1	0	4
3	BBA213	Human Resource Management	3	1	0	4
4	BBA214	Indian Systems of Health and Wellness	1	1	0	2
5	BBA215	Management Information System (MIS)	3	1	0	4
6	AUC211	Disaster Management *	0	0	1	0
7	BBA216	Integrated Viva-Voce	0	0	0	2
<b>TOTAL</b>						<b>20</b>

**\*Audit Course**

### **Cost and Management Accounting**

<b>BBA211</b>	<b>Cost and Management Accounting</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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#### **Course Description:**

This course covers the fundamental concepts and various aspects in Cost as well as Management accounting. This course discusses how to prepare a cost sheet, costing for materials, labour cost and overheads. This course also talks about financial statement analysis using various tools like comparative and common size Income Statements and Balance Sheet, Trend Analysis, Ratio Analysis, Cash Flow Statement, Budgets and Budgetary Control. It also throws some light on Management Reporting in general. And thus this course as a part of the Business administration programme provides fundamental knowledge and basic understanding on various methods, tools and techniques of cost and management accounting helpful for financial decision making required for a budding professional in the domain of accounting and finance.

#### **Course Objectives:**

1. To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material, Labour and Overhead cost.
2. To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information
3. To provide with the basic understanding of budgetary control
4. To develop the knowledge of the learners to understand and prepare a management report.

#### **Course Content:**

##### **Unit-I: Introduction to Cost and management accounting**

Definitions, features, objectives, functions, scope, advantages and limitations. Relationship and differences between Cost accounting, Management accounting and Financial Accounting. Cost Concepts-Cost classification – Elements of cost - Preparation of cost sheet and quotation. Material cost-direct and indirect material cost, Inventory control techniques-stock levels, EOQ, ABC analysis. Issue of materials to production- pricing methods-FIFO, LIFO and Average methods. Labor cost: direct and indirect labour cost-methods of payment of wages including incentive plans -Halsey and Rowan plans, Tailors Piece Rate method. Overheads: features, classification, methods of allocation and apportionment of overheads, primary and secondary distributions.

##### **Unit II: Marginal Costing and Budgetary control**

Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between Marginal costing and Absorption costing - Break Even Analysis-Meaning and

Importance - Break even chart- P/V ratio - Cost Volume Profit Analysis- Margin of Safety-Angle of Incidence- Problems in Marginal costing. Budgets - Meaning and importance - Budgetary Control- Meaning and Importance-Types of Budgets, practical problems - Flexible Budget and cash Budget,

### **Unit-III: Financial Statement Analysis**

Comparative Income Statements and Balance Sheets- Common Size Income Statements and Balance Sheet analysis- Trend Analysis. Ratio Analysis – Introduction, Classification & Interpretation of Ratios-Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios.

### **Unit-IV: Cash flow statement and Management Reporting**

Introduction- Concept of Cash- Sources of cash flow Cash from operation- cash from Financing and cash from investment- Inflow and outflow of cash- Preparation of cash flow statements with adjustments.

Management Reporting – Meaning and Definitions of reports- Objectives and Purpose- Reports to top level management – Reports to lower level management- Sample Reports

### **Text Books (Latest Edition):**

- Arora, M. N. Cost and Management Accounting, New Delhi: Himalaya Publishing House.
- Jain, S.P., & Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers.
- Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services.
- Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.
- Arora, M.N. Management Accounting, New Delhi: Himalaya Publishing House
- Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi: Tata McGraw Hill Education

### **Course Outcomes:**

On having completed this course student should be able to:

1. Understand the fundamentals of cost and management accounting, including cost elements, material and labour costing, and overhead allocation techniques.
2. Apply marginal costing techniques and prepare various budgets for managerial decision-making and cost control.
3. Analyze financial statements using comparative, common-size, trend analysis, and interpret key financial ratios for performance evaluation.
4. Prepare cash flow statements and develop effective management reports to support internal decision-making processes.

## Legal and Ethical Issues in Business

<b>BBA212</b>	<b>Legal and Ethical Issues in Business</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

This course provides a comprehensive exploration of the key legal concepts, regulations, and ethical dilemmas that businesses face across various sectors. Through lectures, case studies, and interactive discussions, students will develop the ability to critically analyze legal scenarios and ethical issues, and make informed decisions that align with both legal requirements and ethical business practices.

### Course Objectives:

1. The course aims to provide students with the understanding of key legal and ethical issues in the business context of India
2. The course will help students analyze ethical dilemmas in business decisions
3. The course will help the students understand the legal and regulatory aspects of business ethics that concern the financial, competitive and charitable responsibilities of organizations.
4. The course will help the students gain knowledge about the ways in which organizational and individual factors impact business ethics

### Course Content:

#### Unit 1: Introduction to Business Law

Business law – definition, scope, importance of understanding the role of law in business; Elements of a contract – offer and acceptance, consideration, contractual capacity; Essentials of a valid contract; Types of contracts; Performance obligations; Types of contract breaches and remedies; Product liability and consumer protection laws; Business torts; Employment law

#### Unit 2: Sales and Leases

Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performance and remedies, Warranties and Product liability;

Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course; Liability and discharge, Bank customer Relations/Electronic Fund Transfers.

#### Unit 3: Introduction to Business Ethics

The definition and importance of business ethics, business ethics in the Indian context; Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporate social responsibility; Environment & business;

Issues related to Business Ethics in marketing, finance & human resource functions. Ethical responsibilities of multinational corporations; Ethical dilemmas facing businesses globally including issues related to discrimination, human rights, environmental impact, and intellectual property.

#### **Unit 4: The Ethical Decision-making process**

Philosophical approaches to ethical decision making; Ethics & Religious approaches; Moral & Legal aspects of ethical decision making: Ethical aspects in Bhagvat Gita; Kautiliya's Arthshastra; Swami Vivekanand on Ethics; Swami Vivekanand's message to the youth of India; Ethical Decision Making in Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Karma, Indian philosophy of work ethics; Kautilya's Arthshastra; Introduction to Integral Humanism; Ethical Decision-Making Frameworks to Improve Decision-Making Outcomes; Corporate Governance and its Impact on Ethical Decision-Making; Whistleblowing; Conflict Resolution.

#### **Readings:**

##### **Text Books (Latest Edition):**

1. Tulsian, P. C. Business and Corporate Laws. S. Chand Publishing.
2. Fernando, A.C. Business Ethics and Corporate Governance. Pearson
3. Bayern, S. Business Law Beyond Business. J. Corp. L., 46, 521.
4. Vivekanand, S. To the Youth of India. Advaita Ashrama.

#### **Course Outcomes:**

1. Recall major laws and regulations and ethical principles that guide business conduct.
2. Analyse case studies to identify legal and ethical challenges within business operations.
3. Evaluate the effectiveness of existing legal frameworks in governing business practices
4. Propose solutions to ethical dilemmas based on ethical theories and principles that align with corporate social responsibility

## Human Resource Management

<b>BBA213</b>	<b>Human Resource Management</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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**Course Description:** Human Resource Management course will deal with HR policy, and HR Function in detail. HR planning, HRD, HR career Management, Performance, compensation and global HRM will be integral part of this course. Industrial relations, compliance and employment relations, HR analytics and Use of AI in HRM to reimagine HR Processes are the content of the course.

### Course Objective(s):

1. The course will enable students to understand how HR plays a functional role, needed for organizational effectiveness and management.
2. Understand the difference between functional and strategic role of HR
3. Students will analyze the need for HR planning, Innovation, use of technology, and sector specific HR needs
4. Understand the innovation in HRM and best practices

### Course Content:

#### Unit 1: The Nature of HRM

Human Resource Management—An Introduction; Human Resource Business Partnership HRM; HRM policies, HRM in globally competitive environment; Functional HRM; strategic human resource management

#### Unit 2: Plan, Acquire, Develop, Career Management

Employee life cycle approach, Human Resource Planning; Recruitment and Selection; Training and Development; Competency Management; Career Management Talent Management, Managing the GIG employees and Virtual employees and team

#### Unit 3: Engagement, Performance, compensation management, Industrial Relations, Compliance, Employment relations

Changing nature of Employee Engagement; Performance Management; Compensation and Benefits; Compensation for Special Groups, Industrial Relations; Workplace Laws and Regulations; Employment Relations

#### Unit 4: Technology, HR Analytics, Innovation

Human Resource Information and Analytics; Human Resource Management Innovations; Human Resource Management in Small and Medium Enterprises; Human Resource Management in the Service Sector, Organization Transformation and the Human Resource Leadership; Diversity, Equity and Inclusion; Workplace Wellness, sustainability goals and HRM, Green HRM and challenges.

### Readings:

#### Text Books (Latest Editions):



1. DeNisi, A.S. ,Griffin,R.W and Sarkar,Anita Human Resource Management,Cengage Learning
2. Sengupta Amitabha, Human Resource Management: Concepts, Practices, andNew Paradigms
3. Cascio, Wayne F., Managing Human Resources, Tata McGraw Hill, New Delhi
4. DeCenzo, David A, and Stephan P. Robbins, Fundamentals of Human Resource Management, Wiley India, New Delhi
5. Bhattacharyya, Dipak Kumar, Human Resource Management, Excel Books, NewDelhi

**Course Outcome(s):**

This course will equip a student to:

1. Explain how Functional HRM contributes in organizational management.
2. Analyze all HR Functions like recruitment selection, performance management, compensation benefit, Training and Development and Career Management/Talent Management
3. Apply HR analytics, HR with innovation
4. Create sustainable goals with diversity, Inclusion and wellness

## Indian Systems of Health and Wellness

<b>BBA214</b>	<b>Indian Systems of Health and Wellness</b>	<b>1L:1T:0P</b>	<b>2 Credits</b>
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### Course Objective(s):

1. To understand the importance of a healthy lifestyle
2. To familiarize students about physical and mental health
3. To create an awareness of various lifestyle related diseases
4. To provide understanding of stress management

### Course Content:

#### Unit 1: Introduction to Health & Wellness

- Definition of Health
- Importance of health in everyday life
- Components of health – physical, social, mental, spiritual and its relevance
- Concept of wellness
- Mental health and wellness
- Determinants of health behaviour

#### Unit 2: Mind Body and Well-Being

- Mind body connection in health – concept and relation
- Implications of mind-body connection
- Wellbeing – why it matters?
- Digital wellbeing

#### Unit 3: Deficiency & Diseases

- Malnutrition, under nutrition and over nutrition
- Body system and common diseases
- Sedentary lifestyle and risk of disease
- Modern lifestyle and associated health risks

#### Unit 4 : Indian system of well being

- Health beliefs of India
- Health systems in India – AYUSH.
- Perspective of indigenous people towards health
- Happiness and well-being in India

### Books / References:

- Carr, A. Positive Psychology: The science of happiness and human strength. UK: Routledge
- C. Nyambichu & Jeff Lumiri, , Lifestyle Disease: Lifestyle Disease management

**Course Outcome(s):**

After completion of this course the learner will be able to –

1. Understand the definition and components of health, wellness, and mental well-being, and analyse factors influencing health behaviour.
2. Explore the mind-body connection and its impact on well-being; evaluate the role of digital well-being in modern life.
3. Identify the effects of nutritional deficiencies and sedentary lifestyles; understand common diseases and assess modern lifestyle-related health risks.
4. Explore traditional Indian health systems (AYUSH) and critically analyze indigenous perspectives on health, happiness, and holistic well-being.

## Management Information System (MIS)

BBA215	Management Information System (MIS)	3L:1T:0P	4 Credits
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### Course Objective

The course aims to provide students with comprehensive knowledge and practical skills in managing information systems (MIS), database management, information system applications, and project management using modern tools and methodologies. Students will learn to analyze, design, and implement effective MIS solutions in various business contexts.

### Course Outcomes:

1. Understand the basic concepts, types, dimensions, and components of MIS, and evaluate the benefits and evolution of IT infrastructure in the digital firm era.
2. Apply database management principles by setting up and managing DBMS packages, creating Entity-Relationship diagrams, and understanding data models, data warehouses, and administration techniques.
3. Analyze various MIS applications, including DSS, GDSS, and knowledge management systems, and develop e-commerce solutions by leveraging enterprise models, business process reengineering, and digital communication strategies.
4. Evaluate project management objectives and methodologies, including agile practices such as SCRUM, and manage projects effectively to control risk factors and understand ethical, social, and political issues in the information era.

### Course Content :

#### Unit 1: Fundamentals concepts of MIS

Basics concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era

#### Unit 2: Data base management system:

Objectives of data base approach- Characters of database Management systems- Data processing system- Components of DBMS packages - Data base administration- Entity – Relationship (conceptual)

#### Unit 3 : Information system applications:

MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E-Commerce, E-communication, Business Process Reengineering.

#### Unit 4: Managing Projects

Objectives of project management, Fundamentals of project management information systems with agile methodologies -Introduction of SCRUM, Roles and meetings, User stories, Project risk, Controlling risk factors, Ethical, social, and political issues in the information era.

**Text Book – (Latest Edition):**

1. Laudon, K. C., & Laudon, J. P.. Management information systems: managing the digital firm. Fifteenth Edition. Pearson.
2. Coronel, C., & Morris, S.. Database systems: design, implementation, & management. Cengage Learning.
3. Olson, D. . Information systems project management (First; 1; ed.). US: Business Expert Press.
4. Schiel, J. The ScrumMaster Study Guide. Auerbach Publications.
5. The Scrum Master Guidebook: A Reference for Obtaining Mastery" , CHANDAN LAL PATARY
6. Scrum: The Art of Doing Twice the Work in Half the Time", Jeff Sutherland, J.J. Sutherland
7. Stair, R., & Reynolds, G. Fundamentals of information systems. Cengage Learning.

**Course Outcomes (COs)**

After completion of this course the learner will be able to –

1. Understand the fundamental concepts of MIS, including types, dimensions, components, benefits, and the evolution of IT infrastructure in modern organizations.
2. Explain the database management system (DBMS) approach, its objectives, characteristics, components, administration, and the basics of Entity-Relationship (ER) modeling.
3. Analyze various information system applications like MIS, Decision Support Systems (DSS), Group DSS, Knowledge Management Systems, Expert Systems, and enterprise applications including E-Business, E-Commerce, and Business Process Reengineering.
4. Apply the principles of project management in managing information system projects, understand agile methodologies such as SCRUM, and identify the processes for project risk management.
5. Assess the ethical, social, and political issues related to information systems in the digital era, ensuring responsible use and governance of information technologies.

## Disaster Management

AUC211	DisasterManagement	0L:0T:1P	0 Credits
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In our rapidly evolving 21st-century world, challenges emerge in diverse forms, transcending borders and intertwining economic, societal, and environmental realms. These challenges profoundly affect vulnerable communities, magnifying their susceptibility to climate-related shocks and disasters. As we navigate through these complexities, it becomes increasingly evident that aligning strategies with global Sustainable Development Goals (SDGs) across various geographical scales is paramount. This alignment incorporates perspectives of environmental sustainability, climate adaptation, and disaster resilience. In light of these considerations, this course aims to equip students with the knowledge and skills necessary to address and mitigate the impacts of disasters in a holistic manner.

### Course Objective(s):

- To provide understanding of the concepts related to disaster
- To highlight the importance and role of disaster management
- To enhance awareness of institutional processes and management strategies to mitigate the impacts of disasters

### Course Content:

#### Unit 1: Concepts and Terminologies

Understanding key concepts of Hazards, disasters; Disaster types and causes (Geophysical, Hydrological, Meteorological, Biological and Atmospheric; Human-made); Global trends in disasters - Impacts (Physical, Social, Economic, Political, Environmental and Psychosocial); Defining Vulnerability (Physical Vulnerability; Economic Vulnerability; Social Vulnerability)

#### Unit 2: Key concepts of Disaster Management Cycle

Components of disaster management cycle (Phases: Response and recovery, Risk assessment, Mitigation and prevention, Preparedness planning, Prediction and warning); Disaster risk reduction (DRR), Community based disaster risk reduction

#### Unit 3: Initiatives at national and international level

Disaster Risk Management in India and at international level: Related policies, plans, programmes and legislation; International strategy for disaster reduction and other initiatives

#### Unit 4: Emergency Management

Explosion and accidents (Industrial, Nuclear, Transport and Mining) - Spill (Oil and Hazardous material); Threats (Bomb and terrorist attacks) - Stampede and conflicts

Training and Demonstration Workshops (at least two workshops) be organized in association with the NIDM, NDRF, NCDC, Param Military, Fire Brigade, CISF, local administration etc.

### Readings (Latest Editions):

1. Sharma, S.C. , Disaster Management, Khanna Book Publishing.
2. Clements, B. W.,: Disasters and Public Health: Planning and Response, Elsevier Inc.

3. Dunkan, K., and Brebbia, C. A., (Eds.) : Disaster Management and Human Health Risk: Reducing Risk, Improving Outcomes, WIT Press, UK.
4. Singh, R. B. (ed.), Natural Hazards and Disaster Management: Vulnerability and Mitigation, Rawat Publications, New Delhi.
5. Ramkumar, Mu, Geological Hazards: Causes, Consequences and Methods of Containment, New India Publishing Agency, New Delhi.
6. Modh, S. Managing Natural Disaster: Hydrological, Marine and Geological Disasters, Macmillan, Delhi.
7. Carter, N. Disaster Management: A Disaster Management Handbook. Asian Development Bank, Manila.
8. Govt. of India Vulnerability Atlas of India. BMTPC, New Delhi.
9. Govt. of India Disaster Management in India. Ministry of Home Affairs, New Delhi.
10. Matthews, J.A., Natural Hazards and Environmental Change, Bill McGuire, Ian Mason.

**E-Resources** <http://www.ndma.gov.in/en/>  
<http://nidm.gov.in/> <https://www.unisdr.org/>  
<http://www.emdat.be>  
<https://www.weather.gov/safety/>  
<https://www.preventionweb.net/risk/vulnerability>

### **Course Outcomes:**

Upon successful completion of this course, students will be able to:

1. Articulate the critical role of disaster management in reducing risks and enhancing resilience
2. Identify and describe key institutional frameworks and processes in disaster management.
3. Conduct risk assessments and develop disaster management plans for specific scenarios

# **Bachelor of Business Administration (BBA)**

## **Syllabus of Fourth Semester**





**SEMESTER IV**

<b>S. No.</b>	<b>CourseCode</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBA221	Entrepreneurship and Startup Ecosystem	1	1	0	2
2	BBA222	Operations Management	3	1	0	4
3	BBA223	Financial Management	3	1	0	4
4	BBA224	Business Research Methodology	3	1	0	4
5	BBA225	International Business	3	1	0	4
6	AUC221	Design Thinking and Innovation *	1	1	0	0
7	BBA226	Integrated Viva-Voce	0	0	0	2
<b>TOTAL</b>						<b>20</b>

## Entrepreneurship and Startup Ecosystem

BBA221	Entrepreneurship and Startup Ecosystem	1L:1T:0P	2 Credits
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### Course Objective(s):

- To understand Entrepreneurship and its types
- To understand that not all ideas can be turned into viable business models and estimate business potential of an idea
- To understand different type of finances available and financing methods
- To be able to draft business plans on an identified idea
- To understand the nuances of operating a startup – low budget marketing, stabilizing operations, build a team from scratch and scaling the business
- To know what is a Family Business and how is it different from Entrepreneurship

### Course Content:

#### Unit 1: Introduction to Entrepreneurship & Family Business

Definition and Concept of entrepreneurship, Entrepreneur Characteristics, Classification of Entrepreneurs, Role of Entrepreneurship in Economic Development – Start-ups, Knowing the characteristics of Family business with discussion on few Indian cases of Family Business like Murugappa, Dabur, Wadia, Godrej, Kirloskar etc.

#### Unit 2: Evaluating Business opportunity

Sources of business ideas and opportunity recognition, Guessing the market potential of a business idea, Feasibility analysis of the idea, Industry, competition and environment analysis

#### Unit 3: Building Blocks of starting ventures

Low cost Marketing using digital technologies, Team building from scratch, Venture Funding, Establishing the value-chain and managing operations, Legal aspects like IPR and compliances

#### Unit 4: Start-up Ecosystem

Know

the components of the start-up ecosystem including Incubators,

Accelerators, Venture Capital Funds, Angel Investors etc., Know various govt. schemes like Start-up India, Digital India, MSME etc., Sources of Venture Funding available in India, Source of Technology, Intellectual Property management

### Text Books (Latest Edition):

1. Startup India Learning Program by Start Up India available at [www.startupindia.gov.in](http://www.startupindia.gov.in)
2. Entrepreneurship, Rajeev Roy, Oxford University Press
3. Entrepreneurship: Successfully Launching New Ventures by R. Duane Ireland Bruce R. Barringer, Pearson Publishing
4. Family Business Management by Rajiv Agarwal, Sage Publishing
5. Anish Tiwari , “Mapping the Startup Ecosystem in India”, Economic & Political Weekly
6. Ramachandran, K, Indian Family Businesses: Their survival beyond three generations, ISB Working Paper Series

**Course Outcome(s):**

At the end of the course, the student would be able to -

1. Understand basic building blocks of creating a venture
2. Be able to identify a business opportunity and translate it into a viable business model
3. Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents
4. Know the legacy of family businesses and key differentiations from entrepreneurship

## Operations Management

<b>BBA222</b>	<b>Operations Management</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

Operations Management introduces students to the fundamental principles and practices essential for managing business operations efficiently. This course covers various production systems, process design, quality management, and emerging trends in operations management. Students will learn to optimize processes, implement quality management principles, and adapt to technological and sustainable advancements, preparing them to manage operations in a dynamic business environment.

### Course Content:

#### Unit 1: Introduction to Operations Management

Operations management is the backbone of any organization, involving the planning, organizing, and supervision of processes. This unit covers the significance of operations management in achieving organizational success by enhancing efficiency, ensuring quality, and delivering customer satisfaction. Students will explore different production systems, the alignment of operations with business strategies, and the key functions of operations management, including planning, organizing, staffing, leading, and controlling.

#### Unit 2: Process Design and Analysis

This unit delves into the strategic decisions involved in selecting and designing processes and layouts. Students will learn to analyze processes using tools like flowcharts and process maps and explore various techniques for continuous improvement. The unit also covers capacity planning, providing strategies to balance capacity and demand effectively. Emphasis is placed on understanding process choices, layout decisions, and the importance of space utilization, flexibility, cost, safety, and comfort.

#### Unit 3: Quality Management

Quality management is crucial for delivering products and services that meet customer expectations and adhere to industry standards. This unit explores essential quality concepts, the principles of Total Quality Management (TQM), and the implementation of Six Sigma and Lean Manufacturing. Students will learn various tools and techniques to enhance quality, reduce defects, and improve operational efficiency, leading to higher customer satisfaction and competitive advantage.

#### Unit 4: Emerging Trends in Operations Management

The field of operations management is continuously evolving with new trends and technologies. This unit focuses on sustainable operations, the impact of technology, and the complexities of global operations. Students will understand the importance of integrating sustainable practices, leveraging advanced technologies like AI and IoT, and managing operations in a global context. These insights will prepare students to adapt to the dynamic business environment and drive operational excellence.

### Textbooks (latest Edition):

1. Operations Management by William J. Stevenson
2. Operations Management: Processes and Supply Chains by Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman
3. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox

4. Introduction to Operations and Supply Chain Management by Cecil C. Bozarth and Robert B. Handfield

**Case Topics:**

- Case study on Toyota's Production System: Exploring Lean Manufacturing.
- Analysis of Amazon's supply chain operations for customer satisfaction and efficiency.
- Case on Zara's fast fashion operations strategy and its global supply chain management.

**Course Outcomes:**

1. Understand the core principles of operations management and their significance in enhancing efficiency, quality, and customer satisfaction.
2. Analyse different production systems and develop strategies aligned with business objectives.
3. Optimize operational processes through effective process design, layout decisions, and capacity planning.
4. Implement quality management principles to enhance product/service quality and reduce defects.
5. Evaluate emerging trends in operations management, such as sustainable operations and technological advancements.

## Financial Management

<b>BBA223</b>	<b>Financial Management</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

Financial Management is offered with intent to equip the students with the basic knowledge of finance theory and its application to develop relevant financial strategies pertinent to profit-seeking organizations. The theme of financial management is structured around three decision making financial areas: Investment- long and short term, Financing and Dividend policy. This imbues students with analytical and decision-making skills in managing finance through application of theoretical questions and practical problems.

### Course Objectives:

1. To apply the knowledge in taking finance decisions
2. To develop analytical skills to identify financial management problems and solve them.
3. To analyse the relationship among capital structure, cost of capital, dividend decisions, and value of the business.
4. To assess a firm's requirement for long-term assets by applying capital budgeting techniques.

### Course Content:

#### Unit I: Introduction to Financial Management

Meaning of finance and financial management, Types of finance, Objective and Scope of financial management – profit maximization and wealth maximization - merits and criticisms- Financial decisions, Internal relation of financial decisions, Factors influencing financial decisions, Functional areas of financial management, Functions of a finance manager, Agency Cost, Definition of ethics and the importance of ethics in Finance, Sources of Finance: Ownership securities – Equity shares, Preference shares, Deferred shares, No par stock/shares, Shares with differential rights, Sweat Equity, Creditorship securities – Debentures – Zero coupon bonds, Zero interest bonds, Callable bonds, Deep discount bonds Internal financing or ploughing back of profit – short term and long term sources. Startup finance-Bootstrapping, Series Funding.

#### Unit II: Capital Structure & Capitalization

Meaning of capitalization – Theories of capitalization – cost theory and earnings theory. Over capitalization and under capitalization (Theory) – causes – effects and remedies, Watered stock, Over trading and under trading. Meaning of capital structure and financial structure, principles of capital structure, Optimum Capital Structure, Determinants of capital structure, capital gearing-Theories of Capital structure, Effect of capital structure on EPS, EBIT-EPS Analysis, Point of indifference- Practical Problems

#### Unit III: Cost of Capital, Leverages and Managing Working Capital

Meaning of cost of capital, significance of cost of capital, components of cost of capital – Computation of Cost of capital and Weighted Average Cost of Capital, CAPM-Practical Problems. Meaning of Leverage, Types of Leverages – operating, financial and combined leverage, risk and leverage – practical problems.

Managing working Capital - Meaning of working capital, types of working capital, working capital cycle, adequate working capital, determinants of working capital, estimation of working capital- Practice problems. Management of cash. Management of inventory and debtors.

## **Unit IV: Capital Budgeting and Dividend policy**

Meaning of Capital Budgeting, Importance, Need, Time value of money-Present and Future Value (Simple Problems), Capital budgeting process, project appraisal by using traditional methods and modern methods, Practical problems on Payback Period, Net Present Value, Profitability Index, IRR and MIRR methods, Dividend policy-Meaning, Kinds, Theories of dividend decisions, determinants of dividend policy decisions, Companies Act, 2013 and SEBI Guidelines on Dividend Distribution.

### **Readings:**

#### **Textbooks (Latest Editions):**

1. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill.
2. Chandra, P. Financial Management. New Delhi, India. Tata McGraw Hill Book Co.
3. Pandey,I.M. Financial Management. New Delhi, India. Vikas Publishing House.
4. Kumar, A. Financial Management, Khanna Publishing House.
5. Gupta, S, K., Sharma, R.K. & Gupta, N . Financial Management. Kalyani Publishers.
6. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill.
7. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning.

### **Course Outcomes:**

On having completed this course, student should be able to:

1. Summarize the motives behind financial decision making.
2. Interpret the relevant theories and concepts of various practices of financial management and ethics in Finance.
3. Analyze the relationship among capital structure, cost of capital, dividend decisions, and value of the business.
4. Evaluate projects for profitability

## Business Research Methodology

<b>BBA224</b>	<b>Business Research Methodology</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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**Course Description:** Business Research Methodology provides an in-depth understanding of the fundamental concepts and applications of research methods in business. This course covers various research designs, data collection methods, statistical techniques, and the process of writing research reports. Through this curriculum, students will develop the skills required to design sound research, effectively collect and analyze data, and communicate research findings comprehensively.

### Course Objectives:

1. To grasp the fundamentals of research methodology and apply them in various research or project works.
2. To identify and utilize appropriate research methods aligned with research objectives.
3. To master the techniques of data collection, editing, and analysis to prepare for advanced studies and professional requirements.
4. To learn the intricacies of interpreting data and writing comprehensive research reports.

### Course Contents:

#### Unit 1: Introduction to Research

This unit explores the definition, history, evolution, and types of scientific inquiry and research. It addresses the ethical considerations in research, the process of research, and the characteristics and components of good research work.

#### Unit 2: Formulating the Research Problem

Students will learn how to identify and formulate research problems, conduct literature reviews, and develop research questions and objectives. This unit also covers the process of creating effective research designs.

#### Unit 3: Measurement and Data Collection

This unit focuses on measurement and scaling, discussing different types of data, sources of measurement error, and scale construction techniques. It also covers various data collection methods, including questionnaires, interviews, and observations.

#### Unit 4: Data Analysis and Interpretation

Topics include sampling methods, data preparation (editing and coding), and hypothesis testing using parametric and non-parametric tests. This unit also discusses the tools and techniques for data visualization like charts, tables, and box plots.

### Textbooks and (Latest Edition):

1. *Malhotra, N. K., Nunan, D., & Birks, D. F. , Marketing research. Pearson UK.*
2. *Research Methodology* by Ranjit Kumar.



3. *Research Methods for Business* by Uma Sekaran.

4. *Methodology of Research* by C.R. Kothari.

**Course Outcomes:**

1. Prepare a detailed research plan covering all essential aspects of a research project.
2. Construct and administer effective research instruments like questionnaires.
3. Execute data collection strategically to gather relevant information.
4. Apply advanced statistical techniques for data interpretation.
5. Draft comprehensive research reports tailored to specific audience needs.

## International Business

<b>BBA225</b>	<b>CC 405</b>	<b>International Business</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objectives:

The course aims to help students to understand the following :

1. To provide foundational knowledge of international business by exploring stages of internationalization, trade theories, and global trade barriers.
2. To examine the dynamics of Foreign Direct Investment (FDI), including its trends, types, theoretical frameworks, and the role of global institutions in FDI liberalization.
3. To analyze regional and global economic integration and its impact on international business through trade blocs, economic indicators, and multilateral trade negotiations.
4. To explore emerging trends and challenges in international business, including digital transformation, ethical and environmental considerations, and geopolitical shifts such as Brexit and reshoring.

### Course Contents:

#### Unit 1: Introduction to International Business

Introduction to International Business Stages of Internationalization – EPRG Framework, International Trade Theories: Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses

#### Unit 2: Introduction of Foreign Direct Investment

Introduction Foreign Direct Investment in the World Economy, Trends in FDI, Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI, International Institutions and the Liberalization of FDI, CAGE Model.

#### Unit 3: Economic Integration

Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies.

#### Unit 4: Emerging Trends in International Business

International Entrepreneurship and Born Global Firms, Ethical Considerations - CSR Frameworks and Approaches and ethical considerations, ESG investing and reporting standards, corporate responses to climate change and social justice issues

Implications of Brexit on international business laws, the rise of digital platforms, and e-commerce. Re-shoring and Nearshoring Trend, Impact of pandemic on International Business.

### Text Books (Latest Edition):

1. International Business: Competing in the Global Marketplace" by Charles W. L. Hill.

2. International Business: Concept, Environment and Strategy, 3e by VyuptakeshSharan Pearson Education
3. International Business: The Challenges of Globalization by John J. Wild andKenneth L. Wild.
4. Rakesh, M. J. International Business, New Delhi, Oxford University Press.
5. Aswathappa, A. . International Business, 2e. Tata McGraw-Hill Education.

**Course Outcomes:**

1. Demonstrate and interpret the fundamental theories of international business andtrade.
2. Develop an understanding of the concept of Foreign Direct Investment and itsimpact on various world economy
3. Analyse the significance of economic Integration in International Business
4. Appraise and develop a comprehensive understanding of global emerging trends and stakeholder engagement

## Design Thinking and Innovation

AUC221	Design Thinking and Innovation	1L:1T:0P	0 Credits
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### Course Objectives:

Operating under turbulent and uncertain business environment, ‘innovation’ has become the key driver of organizational success for all companies. Managers are expected to be leading this change by navigating companies into rapid evolution of new products/services and business models.

The primary focus of DTI is to help learners develop creative thinking skills and apply design based approaches/tools for identifying and implementing innovation opportunities into implementable projects. Following a learning-by-doing approach, the objectives of the course are –

1. Introduce students to design-based thinking approach to solve problems
2. Observe and assimilate unstructured information to well framed solvable problems
3. Introduce student to templates of ideation
4. Understand the importance of prototyping in the innovation journey
5. Implementing innovation projects

### Course Content:

#### Unit 1: Basics of Design Thinking

Understand the concept of innovation and its significance in business, Understanding creative thinking process and problem solving approaches, Know Design Thinking approach and its objective, Design Thinking and customer centricity – real world examples of customer challenges, use of Design Thinking to Enhance Customer Experience, Parameters of Product experience, Alignment of Customer Expectations with Product, Discussion of a few global success stories like AirBnB, Apple, IDEO, Netflix etc., Explain the four stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement

#### Unit 2: Learning to Empathize and Define the Problem

Know the importance of empathy in innovation process – how can students develop empathy using design tools, Observing and assimilating information, Individual differences & Uniqueness Group Discussion and Activities to encourage the understanding, acceptance and appreciation of individual differences., What are wicked problems, Identifying wicked problems around us and the potential impact of their solutions

#### Unit 3 : Ideate, Prototype and Implement

Know the various templates of ideation like brainstorming, systems thinking, Concept of brainstorming – how to reach consensus on wicked problems, Mapping customer experience for ideation, Know the methods of prototyping, purpose of rapid prototyping, Implementation

#### Unit 4 : Feedback, Re-Design & Re-Create

Feedback loop, focus on User Experience, address ergonomic challenges, user focused design, Final concept testing, Final Presentation – Solving Problems through innovative design concepts & creative solution

**Text Books (Latest Edition):**

1. E Balaguruswamy , Developing Thinking Skills (The way to Success), Khanna Book Publishing Company
2. Tim Brown, "Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation", *Harvard Business Review*
3. 8 steps to Innovation by R T Krishnan & V Dabholkar, Collins Publishing
4. Design Thinking by Nigel Cross, Bloomsbury

**Course Outcome(s):**

By the end of the course, students will be able to –

1. Propose real-time innovative product designs and Choose appropriate frameworks, strategies, techniques during prototype development.
2. Know wicked problems and how to frame them in a consensus manner that is agreeable to all stakeholders using appropriate frameworks, strategies, techniques during prototype development.
3. Analyze emotional experience and Inspect emotional expressions to better understand users while designing innovative products

# **Bachelor of Business Administration (BBA)**

## **Syllabus of Fifth Semester**



### SEMESTER V

<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBA311	Strategic Management	3	1	0	4
2	BBA312	Logistics and Supply Chain Management	3	1	0	4
3	BBA313	Discipline Specific Electives - I				4
4	BBA314	Discipline Specific Electives - II				4
5	BBA315	Discipline Specific Electives - III				4
6	BBA316	Summer Internship	-	-	-	4
7	BBA317	Major Project [To be Evaluated in Sixth Semester]	-	-	-	0
8	BBA318	Integrated Viva-Voce	0	0	0	2
<b>TOTAL</b>						<b>26</b>

## SEMESTER –V

### Strategic Management

<b>BBA311</b>	<b>Strategic Management</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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#### Course Objective(s):

The objective of this course are:

1. To enhance the ability to do the job of a general manager responsible for strategic performance. Specifically, to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole.
2. To analyse the competitive situation and evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

#### Course Content:

##### Unit 1: Introduction to Strategy

The objectives of this topic is to understand concept of "strategy", and discuss the most common elements of strategy; the topic also undertakes the evolution of strategic management thinking over the decades; the topic covers the importance of strategic thinking and gives insight into how the firms build and sustain competitive advantage.

Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management

##### Unit 2: Strategic Analysis

The objective of the unit are to evaluate the value-capturing ability of incumbents in an industry using the industry analysis tools, to forecast industry profitability from shifts in underlying conditions and forces; to understand the industry for strategy formulation.

Environmental appraisal- Scanning the Environment ,Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company's External Environment: Components of External Environment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces, Industry Analysis – Analysis of the competitive environment ; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis , Experience Curve, SWOT analysis, BCG Matrix, GE- Cell Matrix.

##### Unit 3: Strategy Formulation

The objectives of the Unit are to review corporate strategy for a diversified firm and identify the sources of corporate advantage; to understand the mechanism of diversification leading to value creation. It also helps to develop understanding about the different corporate strategies which are crucial for the survival, growth and expansion of the business.



Business Strategy Formulation: Generic strategies; Functional areas and link between business strategy and functional strategy; Corporate Strategy Formulation: Creating value and diversification; Strategic alliances; International expansion strategies; Introduction to strategies of growth, stability and renewal, types of growth strategies concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger & acquisitions

#### **Unit 4: Strategy Implementation and Control**

The objectives of this topic are to understand the importance of internal alignment and learn to leverage temporary opportunities into sustainable advantages; the topic also dwells in Value Innovation, Business Delivery System Innovation and Eco System Innovation for sustainable business performances.

Structural Implementation; Functional and Operational Implementation; Behavioural Implementation; Strategy Evaluation and Control; Strategic leadership; Strategic control and corporate governance; Issues in Strategy Implementation; Creating effective organizational designs; Strategy and society; Managing innovation and fostering corporate entrepreneurship; Integration of Functional Plans and Policies- Strategy Evaluation and Control - Operational Control - Overview of Management Control.

#### **Text Books (Latest Edition):**

Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal . Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15<sup>th</sup> Edition, Pearson.

#### **Suggested Readings:**

1. Arthur A Thompson, Margaret A Peteraf, John E Gamble, AJ Strickland III, Thomas Joseph (2021). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases, 22nd Edition, McGraw Hill.
2. Krishna G. Palepu, Tarun Khanna. (2010). Winning in Emerging Markets: A Roadmap for Strategy and Execution, Harvard Business Press.
3. Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.
4. Pankaj Ghemawat, "Strategy and the Business Landscape" Pearson Education
5. Porter, M. E. (1989). *From competitive advantage to corporate strategy* (pp. 234- 255). Macmillan Education UK.

## **Course Outcomes**

- 1: Explain the concept of strategy, its relevance, evolution, and the strategic management process, including the roles of vision, mission, goals, objectives, and ethical governance in business strategy.
- 2: Apply environmental and industry analysis tools such as PESTEL, SWOT, Value Chain Analysis, BCG Matrix, GE-Cell Matrix, and experience curve to assess the external and internal business environments for strategic decision-making.
- 3: Formulate appropriate business and corporate strategies, including generic strategies, diversification, strategic alliances, international expansion, growth, stability, and renewal strategies, and understand the fundamentals of mergers and acquisitions.
- 4: Implement and evaluate strategies through effective structural, functional, operational, and behavioral alignment, and apply strategic leadership and control mechanisms to ensure successful execution.
- 5: Demonstrate understanding of value innovation, ecosystem innovation, and the integration of functional plans to foster corporate entrepreneurship, manage innovation, and drive sustainable competitive advantage.

## Logistics and Supply Chain Management

<b>BBA312</b>	<b>Logistics and Supply Chain Management</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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**Course Description:** Supply Chain Management is a comprehensive course that equips students with essential skills to manage and optimize supply chains in modern business environments. The course covers logistics, strategic fit, network design, sourcing, pricing, and demand management, emphasizing the impact of digital transformation on supply chain strategies and operations. Through case studies and practical insights, students will learn to design effective supply chain networks, optimize e-commerce operations, and manage global challenges.

### Course Objectives:

1. To understand the strategic role of supply chain management in enhancing organizational competitiveness.
2. To explore the design and optimization of supply chain networks, particularly for e-commerce.
3. To examine the impact of sourcing and pricing decisions on supply chain efficiency and effectiveness.
4. To develop skills in coordinating and managing supply and demand in a globalized market environment.

### Course Content:

#### Unit 1: Introduction to Supply Chain Management

Role of supply chain management in organizations, achieving strategic fit, and understanding supply chain drivers and metrics. Students will learn about the integral nature of supply chains in aligning business strategies with operational capabilities to enhance performance and competitiveness.

#### Unit 2: Supply Chain Network Design

Distribution networks with a focus on e-business applications and global supply chain networks. This unit covers the strategies and challenges of creating efficient and responsive supply chain networks that align with business objectives and the dynamic nature of global markets.

#### Unit 3: Sourcing and Pricing Strategies

Sourcing decisions and pricing management within supply chains. Students will explore various sourcing strategies and pricing models that can be employed to optimize revenue management and cost-efficiency in supply chains, with a particular focus on e-commerce dynamics.

#### Unit 4: Demand and Supply Coordination

Synchronization of demand forecasting, aggregate planning, and sales operations planning, this unit teaches students how to coordinate supply chain activities to balance demand and supply efficiently. Key topics include demand forecasting techniques, aggregate planning strategies, and the importance of coordination across the supply chain.

### Textbooks and References (Latest Editions):

1. *Supply Chain Management: Strategy, Planning, and Operation*, 7th ed., by Sunil Chopra

& Peter Meindl, Pearson.

2. *Logistics & Supply Chain Management*, 5th ed., by Martin Christopher, Pearson.

**Course Outcomes:**

1. Understand the strategic role of supply chain management and analyse supply chain drivers and metrics to align operations with business goals.
2. Design effective supply chain networks, with emphasis on e-business and global operations, to enhance responsiveness and efficiency in dynamic markets.
3. Evaluate sourcing and pricing strategies to optimize cost-efficiency and revenue in traditional and e-commerce-driven supply chains.
4. Apply forecasting and planning techniques to coordinate supply chain activities and maintain balance between demand and supply.

# **Bachelor of Business Administration (BBA)**

## **Syllabus of Sixth Semester**



## SEMESTER VI

<b>S. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1	BBA321	Corporate Governance	2	0	0	2
2	BBA322	Business Taxation	2	0	0	2
3	BBA323	Discipline Specific Electives – IV				4
4	BBA324	Discipline Specific Electives – V				4
5	BBA325	Discipline Specific Electives - VI				4
6	BBA326	Major Project [Initiated in Vth Semester]	-	-	-	4
7	BBA327	Comprehensive Viva-Voce	0	0	0	2
<b>TOTAL</b>						<b>22</b>

## Corporate Governance

<b>BBA321</b>	<b>Corporate Governance</b>	<b>2L:0T:0P</b>	<b>2 Credits</b>
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### Course Description:

This course will teach the fundamental theories and practice of corporate governance. This course covers the history of the corporation, boards of directors, the division of profit sharing and various forms of employee ownership and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading, international corporate governance, and policy developments likely to impact the corporation.

### Course Objectives:

1. To provide learners with a comprehensive understanding of the concept of Corporate Governance, its emergence, and its significance in the modern organizational context.
2. To equip learners with the ability to assess and identify the various global corporate failures, using international codes of corporate governance.
3. To enable learners to understand and apply various composition of the board, the role of board and board committees, and concepts like insider trading, shareholder activism, class action suits, whistleblowing mechanism, and CSR in corporate governance.
4. To develop learners' skills for understanding the regulatory framework of corporate governance in India and to investigate the impact of corporate failures in India and common governance problems in these failures.

### Course Content:

#### Unit 1: Conceptual Framework of Corporate Governance

Corporate Governance: Meaning, significance, and principles; Management and corporate governance; Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholders' Theory; One Tier and Two-Tier Boards

#### Unit 2: Corporate Governance and Role of Stakeholders

Board composition: Executive directors, non-executive directors and independent directors; Role of Board and board committees; Insider Trading; Shareholder activism; Class action suits; Whistleblowing Mechanism, CSR and Corporate Governance

#### Unit 3: Global Corporate Failures and International Codes

Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, SOX Act 2002, OECD Principles of Corporate Governance.

#### Unit 4: Corporate Governance Regulatory Framework in India and Corporate Failures in India

Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017); Regulatory framework: Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015. Satyam Computer Services Ltd, Kingfisher Airlines, PNB Heist; ICICI Bank; Common Governance Problems in various Corporate Failures in India and abroad.

### **Suggested Readings: (Latest Editions)**

- Act, S. O. (2002). Sarbanes-Oxley act. Washington DC.
- Aparajita, S., & Rhudra, R. Insider Trading Regulation 2015. GNLU L. Rev., 4, 69.
- Monks, R. a. G., & Minow, N. Corporate Governance. John Wiley & Sons.
- Roy Chowdhury Ghosh, A. Corporate Governance Under the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.
- Satheesh Kumar, T. N. Corporate Governance. India: Oxford University Press.
- Sharma, J. P. Corporate Governance, Business Ethics and CSR:(with Case Studies and Major Corporate Scandals). Ane Books Pvt. Ltd.
- Note: Latest edition of readings may be used and latest amendments to the regulations shall be referred to.
- Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

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

1. Describe the concept of corporate governance and its significance and discuss different theories of corporate governance.
2. Demonstrate the role of different stakeholders in corporate governance and interpret concepts like insider trading, shareholder activism, and CSR.
3. Relate major global corporate failures and the international codes that were developed in response.
4. Judge the regulatory framework of corporate governance in India, major corporate failures in India and the common governance problems associated with these failures.



## **Business Taxation**

<b>BBA322</b>	<b>Business Taxation</b>	<b>2L:0T:0P</b>	<b>2 Credits</b>
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### **Course Description:**

This course provides a comprehensive understanding of business taxation, focusing on Goods and Services Tax (GST) and Customs Duty. Students will examine the principles, concepts, and practices of key areas, gaining insights into impact on business operations. By the end of the course, students will be equipped with the knowledge and skills necessary to navigate the complexities of GST and Customs Duty in the business environment.

### **Course Objective(s):**

1. Analyse the legal provisions governing GST and Customs Duty to comprehend their scope and application in business transactions.
2. Examine the tax implications of GST and Customs Duty on different business activities.
3. Explain procedures and methods to calculate GST liabilities and Customs Duty obligations accurately, ensuring compliance with relevant laws and regulations.
4. Orient with the practical application of GST and Customs Duty in business decision-making processes.
5. Provide knowledge of latest amendments and changes in GST and Customs Duty laws to adapt business strategies and practices accordingly.

### **Course Content:**

#### **Unit 1: Goods and Service Taxes (GST) – Overview and Concepts**

Fundamentals of GST, Constitution {101st Amendment} Act 2016, Tax Structure in India, Types of Taxes – Direct and Indirect Taxes. Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, one nation one tax, objectives, structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages.

Introduction to Central Goods and services Tax 2017 (CGST), State Goods and Service Tax Act 2017 (SGST), Union Territory Goods and Services Tax Act 2017 (UTGST), Integrated Goods and Services Tax Act 2017, Goods and Service Tax Network (GSTN), GST Council. Dual Model of GST – GSTN. Process of registration, compulsory registration, exemption from registration, liability for registration, deemed registration, cancellation of registration and revocation of registration. GST Unique Identification Number (GSTIN).

#### **Unit 2: Levy, Collection and Input Tax Credit**

Meaning of Supply, scope of supply, types of Supplies – Composite and Mixed Supplies. Levy and Composition, Composition of Levy. Persons liable to pay GST, Time of Supply and Value of Supply. Input Tax Credit – eligible and ineligible tax credit. Availability of Tax Credit under special circumstances- Transfer of Input Tax Credit – Input Service Distributor- Tax Invoice - Bill of Supply- Credit Note -Debit Note - Receipt Voucher - Payment Voucher - Revised Invoice - Transportation of goods without issue of Invoice - Delivery Challan. Payment of Tax -Modes of Payment - Electronic Liability Register - Electronic Credit Ledger - Electronic Cash Ledger- Time line for Payment of Tax - Challan Reconciliation - Interest on Late Payment - Set off of Input Tax Credit - Refunds- Application for Refund of Tax, Interest, Penalty, Fees or any Other Amount.

### **Unit 3 : Filing of GST Returns and Audit**

Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7-GSTR8- GSTR – 9 -

GSTR10- GSTR11. Audit by tax authority's U/s 65 – Special Audit U/s 66- Audit by department- Power of Departmental Audit – Returns- Authorization to Audit – Audit Procedure – Duration of Audit- Audit Findings-Reply to Audit Findings - Period of Limitation to issue Show Cause Notice - Assessment under Chapter XII- Assessment & Audit Rules (no 98 to 102) - Demands and Recovery.

Practical's on online GST Registration Process and Payment of Tax; Enabling GST and Defining Tax Details - Tally ERP; Defining Tax Rates at Master and Transaction Levels; Defining GST Rates at Stock Group Level; Defining GST Rate at Transaction Level; Accounting of GST Transactions; Creation of GST Duty ledgers; GST Reports; Generating GSTR; Exporting GSTR; Uploading of GSTR on GST portal.

### **Unit 4: Customs Duty**

Introduction- Basic Concepts - Territorial Waters - High Seas – Types of Customs Duties

- Basic customs duty - Protective duties - Safeguard duty – Countervailing Duty on subsidized articles - Anti-dumping duty – Baggage - Valuation - Baggage Rules and Exemptions. Procedure (including warehousing) - Export Procedure - Deemed Exports -

Duty drawback - Customs (Import of Goods at Concessional Rate of Duty) Rules, 2017 -Valuation of Imported Goods -Valuation of Export Goods.

#### **Readings:**

##### **Textbooks (Latest Editions)**

1. Datey, V. S.; Indirect Taxes. Taxmann Publications Pvt. Ltd.
2. Balachandran, V. ; Indirect Tax Laws. Sultan Chand & Sons.
3. Datey, V. S.; GST and Customs Law. Taxmann Publications Pvt. Ltd.
4. Singhania, V. K., & Singhania, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd.
5. Sahay, B. S., & Ranjan, R. ; Goods and Services Tax (GST). Cengage Learning India.
6. Sury, M. M.; Indirect Taxes. New Century Publications.

#### **Course Learning Outcome(s):**

On successful completion of the course students will be able to:

1. Describe the legal framework of GST and Customs Duty, including key provisions, regulations thereby explaining the tax implications on various business transactions.
2. Interpret tax laws and regulations to assess the impact of GST and Customs Duty on business operations and compliance requirements.
3. Calculate GST liabilities and Customs Duty obligations for different business scenarios and solve practical taxation problems related to the two.
4. Analyse the implications of GST and Customs Duty on business decisions, considering factors such as cost, risk, and compliance for effective planning thereby minimizing tax liabilities.
5. Create compliance frameworks for businesses to ensure adherence to GST and Customs Duty

regulations.

## **Appendix-1: Electives**

- **Finance**
- **Marketing**
- **Human Resource**
- **Business Analytics**
- **Health Care**
- **Rural Management**



**Finance**  
**Banking and Insurance**

<b>BBA313A</b>	Banking and Insurance	<b>3L:1T:0P</b>	<b>4 Credits</b>
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**Course Description:**

This course provides a thorough examination of the principles, practices, and regulatory structures governing the banking and insurance sectors in India. Students will be oriented with the functions, procedures, products and services of banks and insurance companies. This course aims to facilitate a comprehensive understanding of the banking and insurance sectors, equipping students for careers in banking, insurance, financial services, or related fields.

**Course Objective(s):**

1. Develop understanding of fundamental principles and functioning of banking in India.
2. Explain concepts and general principles of insurance in relation with risk and its management.
3. Expand knowledge of various products & services and latest technologies used in banking and insurance sector.
4. Equip students with techniques to analyse the financial performance of banks for the purpose of risk management.

**Course Content:**

**Unit 1: Introduction to Banking and Insurance**

Evolution, structure, development of banking in India - Commercial (Public, Private and Foreign), Rural, Co-Operative bank. Significance and role of banks in economic development and growth. RBI - objectives, functions and role in development. Banking

Products – Fee based and Fund based products. Types of Accounts, Deposits, Advances and Collaterals. Nature of Banks Investments -- Management of assets and liabilities of banks, Understanding commercial banks' balance sheet and income statement, CAMEL Rating and different banking ratios. Banking Regulations, Introduction to BASEL Norms. Capital Adequacy requirement, SLR, CRR, CAR requirements. Overview of Risk Management in Banks—Asset Liability Management. Non-Performing Assets – Problems and efforts to manage them.

Evolution, structure, development of insurance in India. Definition of Insurance and Assurance. General Principles of Insurance, Insurance Terminology. Purpose and Need of Insurance--- Risk Meaning and definition, Risk and uncertainty, Chances of loss – Peril and Hazard - Classification of risks . Techniques of managing risk – Risk pooling- insurable risks vs. hedging – Risk Transfer Methods. Insurance Regulatory and Development Authority (IRDA) Duties, Powers and Functions of IRDA, The Banking Regulation (Amendment) Act, 2020

**Unit 2: Retail Banking**

Account opening process and documentation of different types of accounts – KYC and AML. Retail Products Overview (Customer requirements and Products development). Description of Liability products, Description of Asset Products. Credit scoring and CIBIL. Retail Product Marketing Strategies- - Tie-up with Institutions for Personal loans/ Creditcards/ Educational loans/ Authorized Dealers for

Auto/ Vehicle loans, and with Builders/ Developers for Home loans. Delivery Channels - Branch, Extension counters, Universal Banking, ATMs, POS, Internet Banking, M-Banking. Customer Relationship Management, stages in CRM process. Technology for Retail Banking - Static information, Account opening, basic loan origination data etc. Updated information like income details at different frequencies. Transaction information, disbursement and final settlement of the loan amount.

### **Unit 3: Life Insurance**

Fundamental principles of life insurance. Basic features of life insurance contracts. Life insurance products – Traditional and unit linked policies, Individual and group policies

- With and without profit policies. Types of life insurance policies – Term insurance, Whole life insurance and its variants, Endowment insurance and its variants, Annuities and Pension Plans. Special Policies for children, females and handicapped. Mortality table, Different types of premiums, Premium payment options Premium calculations – Factors affecting premium. Assignment Nomination and Surrender of policy. Policy lapse and revival, Paid up value of policy. Insurance Application and Acceptance Procedure. Policy claims: Survival benefits, Death claims – Maturity claims, Early claims & non-early claims. Documents required for processing early claims. Death due to un-natural causes or accidents. Claims concession clause and extended claims concession clause – Presumption of death. Different channels for marketing of insurance, Bancassurance.

### **Unit 4: General Insurance.**

Meaning, Evolution and Growth of General Insurance. Fundamentals of General Insurance. Fire Insurance: Fire Insurance coverage, Consequential loss (fire), Declaration policies. Marine Insurance: Marine Cargo policies, Hull policies, Institute cargo clauses, Institute hull clauses, Open policies. Motor Insurance: Types of policies, Third party Insurance, Comprehensive coverage, Conditions and Exclusions – premium. Health Insurance and Mediclaim policies, Personal Accident Insurance, Liability Insurance, Burglary Insurance, Rural Insurance covers, Agricultural Insurance Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability other Miscellaneous Insurances. Underwriting and Premium Rating: Proposal forms, Cover notes, Certificates of Insurance, Endorsements, Premium Rating, Premium Loading. Settlement of Claims: Claim procedure, TPAs, Claim forms, Investigation / Assessment. Essential Claim Documents. Settlement Limitation, Arbitration, Loss Minimization and Salvage.

### **Textbooks (Latest Editions)**

1. Indian Institute of Banking and Finance; Risk Management. Macmillan India Ltd.
2. Koch, T. W., & MacDonald, S. S. ;Bank Management. Cengage Learning.
3. Rose, P. S., & Hudgins, S. C. Bank ;Management and Financial Services. McGraw Hill.
4. Indian Institute of Banking and Finance; Principles & Practices of Banking. Macmillan Indian Ltd.
5. Indian Institute of Banking and Finance; Banking Products & Services. Taxman Publications Pvt. Ltd.
6. Trieschmann, J. S., Hoyt, R. E., & Sommer, D. W; Risk Management & Insurance. Cengage Learning.
7. Insurance Institute of India; Principles of Insurance. Mumbai.
8. Insurance Institute of India; Practice of Life Insurance. Mumbai.
9. Insurance Institute of India; Practice of General Insurance. Mumbai.

## **Research Papers / Articles**

1. Reddy, Y. V. (2006). "Economic Policies and India's Reform Agenda: New Thinking". New Delhi: Orient BlackSwan.
2. Das, S. (2023). "Retail Credit Growth in India: Post-Pandemic Trends and Analysis." RBI Bulletin.
3. Patra, M. D. (2024). "Monetary Policy in India: Navigating Inflation and Growth." RBI Bulletin.
4. Gupta, S. (2023). "Evolution and Sustainability of Retail Credit in India." RBI Bulletin.
5. Ravi, S., & Bose, S. (2023). "Insurance and Economic Growth in India: A Critical Review." Journal of Risk and Insurance, 90(1), 123-145.
6. Sen, S., & Gupta, P. (2023). "Impact of Technology on the Insurance Sector in India." Insurance: Mathematics and Economics, 98, 45-59.
7. Roy, A., & Chakraborty, T. (2023). "Risk Management in Indian Insurance Companies." Journal of Financial Services Research, 57(2), 211-229.

## **Case Topics / Areas**

1. The Rise and Fall of a Particular Bank
2. Merger of Associate Banks with State Bank of India
3. Any Particular Bank Fraud Case
4. Digital Transformation in Insurance Sector / Banking Sector
5. Ayushman Bharat Scheme and Indian Medical Insurance Sector

## **Course Learning Outcome (s):**

On successful completion of the course students will be able to:

1. Explain the functioning of the Banking and Insurance sectors and relate their growth with the economy as a whole.
2. Compare various products and services offered by Banking and Insurance sectors.
3. Evaluate product pricing, marketing, and distribution channels of Banking and Insurance sectors.
4. Equip with tools and techniques for financial performance analysis and risk management in Banking and Insurance.

## Behavioral Finance

<b>BBA314A</b>	Behavioral Finance	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

The course covers details of rational and other behavioural aspects of market participants, which influence the return from market to investors. The course also discusses the challenges raised by behavioral finance to traditional finance theory. Course also highlights some applications of behavioral finance to decision making.

### Course Objectives:

This course aims to help the students

1. Understand the role of emotions in decision making
2. Understand the role of heuristics and biases in financial decision making
3. Appreciate the impact of emotions on investor psychology and resulting challenges to traditional finance theory
4. Utilise learnings from behavioral finance to help guide public policy and financial product design

### Course Content:

#### Unit 1: Introduction Behavioural finance

Rationality, Agency theory, Prospect theory, Traders brain, Reasoned emotions; Overreaction and optimism

#### Unit 2: Heuristic and Biases

Emotion and reasoning, Excessive risk taking, Anchoring, Bandwagon effect, Confirmation bias, Availability heuristic, Over confidence, Framing, Ostrich effect, Loss aversion, Gamblers' fallacy, Status Quo bias, class exercises and games on heuristics and biases

#### Unit 3: Investor Behavior and Challenges to market efficiency

Attitude to risk, expected utility, Mental accounting, Noise trader risk in financial markets; Resistance to recognizing failure, Conformity, Social forces selfishness or altruism, Group psychology on Board, Contrarian investing, Conflict of interest, Investor risk capacity measurement tools; Anomalies - Small firm effect, Momentum Vs Reversal, Behavioural explanation for anomalies

#### Unit 4: Behavioral Finance implications for decision making

Implications for Government Policies on health, education, savings – Nudge, Framing; Design of investment products, insurance products

### Textbooks and Reference Book (Latest Editions)

1. Chandra, P., Behavioral Finance, McGraw Hill
2. Singh, R., Behavioral Finance, PHI
3. Kapoor, S., Prosad, J. M., Behavioral Finance, Sage



**Research Papers / Articles/ Books:**

1. Statman, M., Behavioral Finance – The Second Generation, CFA Institute Research Foundation
2. Thaler, R., Sunstein, C. R., Nudge: Improving Decisions About Health, Wealth, and Happiness, Penguin

**Case Topics:**

1. Classroom games to help students understand Heuristics and Biases
2. Exploring recent financial news and trying to explain hotly debated decisions via Behavioral Finance
3. Nudges in Policy Decisions by the Government

**Course Outcomes**

Understand key behavioural finance theories such as rationality, agency theory, and prospect theory, and analyze emotional and cognitive biases like overreaction and optimism in financial decision-making.

Identify and evaluate common cognitive biases and heuristics—including overconfidence, anchoring, and loss aversion—that influence financial behavior through practical exercises and simulations.

Analyze investor behavior patterns, risk attitudes, and psychological influences on market efficiency; explain anomalies and behavioral explanations using tools and real-world cases.

**Implications for Decision Making**

Apply behavioural finance insights to improve decision-making in areas like policy-making, financial product design, and personal financial planning through techniques such as nudging and framing.

## Sustainable Finance

<b>BBA315A</b>	Sustainable Finance	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

The course will provide students with a foundational understanding of sustainable finance. It will arm them with knowledge of key concepts, theories, and topics to successfully navigate developments across this emerging field, and identify and mobilise levers of change.

### Course Objective(s):

1. Visualize finance and sustainability as integrated disciplines and identify its origins, drivers and trends
2. Introduce basic terms and concepts in sustainable finance
3. Develop an understanding of sustainability challenges and apply ESG model to effectively address these challenges in financial decision-making processes.
4. Provide insight of different financial products for addressing issue of sustainability and discuss diverse sustainable investment strategies.

### Course Content:

#### Unit 1: Climate Change and Finance

History of Sustainable Development and 17 goals of sustainable development. Factors Influencing Climate Finance, Climate Strategies: Reduction and Adaptation, Introduction to Renewable Energy Finance, Moral Aspects of Domestic and International Climate

Finance. Global Environmental Politics, Discussion on Excessive Consumption versus Population Growth, Global Standards for Environmental Policy, Energy Strategy, and Climate Change, Cross-border Environmental Advocacy. Effects of Climate Change on Finance -- Direct Impacts on Unrestricted Industries, on Carbon-regulated Industries and Financial Institutions, Institutional Investors, and their Advocacy

Financial Tools for Climate Change (subsidized finance, mixed finance, securities, assurances, performance-based payments), Climate Risk and Equity Valuation, Pollution Surcharge, Corporate Risk Management Behaviour, Risk Mitigation Strategies in the Face of Climate Change Risk

#### Unit 2: Sustainable Finance

The three components of the Environment Social and Governance (ESG) Model and Identification of Significant ESG Concerns, Filtering, Thematic, and Selecting Ethical Investment Approaches. Anatomy of ESG evaluations or ESG Score, Features of ESG Indicators and Evaluations.

Investment Opportunities -- Stocks, Fixed Income, Environmentally Friendly Bonds, Property, Commodity Investments, Mutual Funds, Indices, ESG in Managing Government Wealth and Government Sponsored Funds, Future of ESG Investments. Asset Allocation and Portfolio Analysis--- Evaluation of Risk and Return for ESG Portfolios, Asset Allocation and Portfolio Analysis, Concept, and Use of Diversification and Hedging, Comparison of ESG Portfolios and Traditional Portfolios. Sustainability and Asset Pricing--Sustainable Capital Asset Pricing Model, ESG Integration in Value,

Momentum, and Growth Factors. Sustainable Blue Economy--Classification of Blue Economy Sectors and Activities, Blue Economy and Small Nations and Coastal Communities.

### **Unit 3: Carbon Credit and Mechanism**

Essentials of Carbon Credit Carbon and its Valuation, Carbon Levies, Carbon Markets, Prospects of Carbon Pricing International Carbon Markets-- Overview of Climate Conferences – Kyoto and Paris Agreements, Global Emission Trading Platforms, EU-ETS, and other Markets, Comparative Assessment. Voluntary Carbon Market--Carbon Calculation- Footprints, Verification of Carbon, Scopes 1-3 of Carbon Emissions, Carbon Offsetting Mechanism - Supply and Demand, International Offset Mechanisms. Carbon Offset Market--Voluntary Offsetting Market, Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) and its Tradable Instruments, Buying and Selling Offset Credits – Forward and Spot Sales. Global Offset Exchanges – Voluntary Carbon Emissions Offset Futures – Basis Markets. Emission Trading in India-- Performance Analysis, Energy Saving Certificates (ESCCerts) and RECs Specifications, Trading of ESCerts and RECs on Energy Exchanges. Future Trends of Carbon Trading in India.

### **Unit 4 : Sustainable Reporting and Disclosure Practices**

Drivers of Sustainability Reporting, Global Reporting Initiative (GRI), Principles of Responsible Investment, Integrated Reporting Practices. Legal Framework. Conventions and Treaties-- Brundtland Commission, Kyoto Protocol, Bali Roadmap, UN Conference on Sustainable Development, UN Paris Agreement, COP26, COP27 Circular Economy Concept--10 R's, Progression towards a Circular Economy, Principles for Circular Economy.

Environmental, Social, and Governance Concept-- ESG Disclosures and their significance, Greenwashing, ESG Reporting Frameworks, Comparison of ESG, SRI, and Impact Investing

### **Textbooks (Latest Editions)**

1. Schoenmaker, D., & Schramade, W. ; Principles of Sustainable Finance. Oxford University Press.
2. Labatt, S., & White, R. R. ; Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products. John Wiley & Sons, Inc. / Wiley Finance.
3. Krosinsky, C., Robins, N., & Viederman, S. ; Evolutions in Sustainable Investing: Strategies, Funds and Thought Leadership. John Wiley & Sons, Inc. / Wiley Finance.
4. Jeucken, M. ; Sustainable Finance and Banking: The Financial Sector and the Future of the Planet. Earthscan Publications Ltd.
5. Krosinsky, C., & Robins, N. (Eds.) ; Sustainable Investing. The Art of Long-Term Performance. Earthscan Publications Ltd.
6. Dikau, S., Oesingmann, K., & Thomä, J. ; The Principles of Green Finance. Greenleaf Publishing.

### **Research Papers / Articles**

1. Clark, G. L., Feiner, A., & Viehs, M. (2015). From the stockholder to the stakeholder: How sustainability can drive financial outperformance. University of Oxford.
2. Montgomery, C. A., & Porter, M. E. (1998). The business case for sustainability: An integrated literature review. Harvard Business Review, 76(2), 64-77.

3. Khan, M., Serafeim, G., & Yoon, A. (2016). Corporate sustainability: First evidence on materiality. *The Accounting Review*, 91(6), 1697-1724.
4. Smith, J., & Kumar, R. (2024). Advancing Green Finance: A Review of Climate Change and Sustainability in the Financial Sector. *Journal of Sustainable Finance & Investment*, 14(2), 123-145.
5. Johnson, P., & Wang, Y. (2024). The Role of ESG Ratings in Sustainable Finance: A Comparative Analysis. *Journal of Financial Economics*, 132(4), 897-918.

### **Case Topics / Areas:**

Cases on decisions in Sustainable Finance including

1. Green Bonds and Climate Bonds
2. Sustainable Investing and ESG Integration
3. Carbon Credit Pricing and Transfer

### **Course Learning Outcome (s):**

On successful completion of the course students will be able to:

1. Analyse the impact of climate change on finance and develop risk management strategies to mitigate climate change risks in the financial sector.
2. Assess and integrate Environmental Social and Governance (ESG) considerations into various investment options and asset pricing models."
3. Proficient in analysing and applying the principles of carbon credit its pricing, markets, offsetting mechanisms, and implications on global climate agreements and emissions trading
4. Apply global reporting standards, legal frameworks, and the concepts of circular economy and Environmental, Social, and Governance (ESG) principles in reporting and disclosure practices.

## Financial Derivatives

<b>BBA323A</b>	Financial Derivatives	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

The objective of the course is to introduce the concepts of derivative products such as forwards, futures, options and their role in risk management. The course will explore the linkages of derivative prices with their respective underlying assets. The course will also introduce the students to complex derivatives such as interest rate and credit derivatives.

### Course Objectives:

The course aims to build

1. Knowledge about the structure of vanilla derivative products such as forwards, futures and options
2. Exposure to the pricing of vanilla derivatives
3. Knowledge about interest rate and credit derivatives
4. Ability to understand utilisation of derivatives for risk management

### Course Content

#### Unit 1: Introduction to Derivatives

What are Derivatives; Structure of common derivatives – Forwards, Futures, Options; Use of derivatives; Challenges in using derivatives; Exposure to equity, currency, agricultural and non-agricultural commodity derivatives; Derivatives available to retail customers and corporates; Derivative exchanges and OTC derivatives

#### Unit 2: Derivative Pricing

Pricing of Forwards and Futures; Cost of carry; Convergence of forwards, futures and underlying asset price; Contango and Backwardation; Differences between forwards and futures; Binomial Option Pricing Model; Concept of hedging using underlying asset; Delta; CRR model; Black Scholes Option Pricing Model - application

#### Unit 3: Interest Rate and Credit Derivatives

Fixed rate vs Floating rate borrowing and investments; Forward Rate Agreements; Interest rate swaps; Currency Swaps; Credit Default Swap; Collateralised Debt Obligation; Role of credit derivatives in 2008-09 Global Financial Crisis

#### Unit 4: Derivatives in Risk Management

Business risk from volatility in revenues and expenses; Risk in agriculture and commodity businesses; Risk in global businesses; Goal of Risk Management; Utilisation of vanilla derivatives for risk management using Case studies

### Textbooks (Latest Editions)

1. Hull, J. C., Options, Futures and Other Derivatives, Pearson
2. Rajib, P., Commodity Derivatives and Risk Management, PHI
3. Srivastava, R., Derivatives and Risk Management, OUP India

**References:****Research Papers / Articles**

1. Appropriate National Stock Exchange, Bombay Stock Exchange, Multi Commodity Exchange and National Commodity and Derivatives Exchange webpages for details on available for trading equity, commodity, currency and interest rate Derivatives
2. SEBI website FAQs on equity, commodity and currency derivatives

**Case Topics**

1. Utilization of agricultural product forwards by farmers
2. Pricing of options for jewellery industry (gold importers)
3. Utilization of swaps by domestic companies when borrowing globally

**Course Outcomes:**

Upon completion of the course students should be

1. Aware of differences between vanilla derivative products
2. Able to understand the linkage between derivative pricing and the underlying asset
3. Exposed to the wider variety of interest rate and credit derivatives
4. Develop an ability to analyse a situation and recommend usage of derivatives

## Investment Analysis and Portfolio Management

<b>BBA324A</b>	<b>Investment Analysis and Portfolio Management</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

This course will familiarize students with the structure, nomenclature and practices of financial markets. Students will be exposed to the wide variety of securities available. Course will also cover theories related to risk and return and conceptual insight to the valuation of securities.

### Course Objectives:

The course aims to build

1. Knowledge about investments, their importance, and difference from speculation
2. Exposure about the financial markets, utility and securities
3. Understanding about Fundamental and Technical analysis
4. Knowledge about importance of investing in a portfolio and its management

### Course Content:

#### Unit 1: A Conceptual Framework of Investments

Defining Investment, Describing Investments – Objectives, Characteristics, Process, Difference from speculation

#### Unit 2: Financial Markets

What are Financial Markets, Economic Utility, Different types of Financial Markets, Exchange vs OTC, Participants; Instruments in Debt Markets – Money Market, Bond Market; Instruments in Equity Markets – Shares, IPOs; Other Markets – Foreign Exchange, Commodities, Gold, Derivatives; Investment Avenues – Debt, Equity, Deposits, Mutual Funds; Regulatory Bodies – RBI and SEBI – Roles and Responsibilities

#### Unit 3: Fundamental and Technical Analysis

What is Fundamental Analysis? Investor mindset; Challenges in execution; Macroeconomic analysis – Domestic vs Global; Valuation impact of GDP, Inflation, Interest rate, Money supply; Industry analysis - Industry life cycle, Business cycle; Company analysis – Financial Statement Analysis, Valuation of equity and debt; What is Technical Analysis – Difference from Fundamental Analysis; Investor mindset; Challenges in execution; Chart types: line charts, candle stick, point and chart figures; Tools - Dow's Theory, Elliot wave, patterns - Trends, flags, cup and handle, triangles, head & shoulders, Bollinger bands, technical indicators - Simple Moving Averages, MACD, RSI, ROC

#### Unit 4: Portfolio Management

Efficient Market Hypothesis, Concept of portfolio and portfolio management, concept of risk-return using CAPM, Diversification, types of portfolio management – active vs passive, Asset allocation decision, Markowitz Portfolio Theory; Measurement of portfolio risk and return - Sharpe, Treynor's and Jensen Ratios

### **Textbooks (Latest Editions)**

1. Elton, J. E., Gruber, M. J., Brown, S. J., Modern Portfolio Theory and Investment Analysis, Wiley
2. Reilly, F.K., Brown, K. C., Analysis of Investments and Management of Portfolios, Cengage Learning
3. Chandra, P., Investment Analysis and Portfolio Management, McGraw Hill
4. Kevin, S., Security Analysis and Portfolio Management, PHI Learning

### **Research Papers / Articles**

1. Investor Education Reading Material, SEBI website
2. Sardar, S., Chaudhari, D. R., Das, S., Decentralized Finance: Implications for Financial System, RBI Bulletin, 21<sup>st</sup> May 2024
3. FAQs for Portfolio Managers, SEBI website

### **Case Topics**

1. Investment or Speculation? Comparison of equity and debt versus cryptocurrencies
2. Fundamental and Technical Analysis of a FMCG or Manufacturing company
3. Recommending stocks, building and optimising a portfolio

### **Course Learning Outcomes:**

Upon completion of the course students should be

1. Identify a financial security as an asset or speculation
2. Able to understand the importance of financial markets
3. Aware of the various perspectives which can be utilized to analyse a stock
4. Able to understand the nuances of building and optimizing a portfolio



## Strategic Corporate Finance

<b>BBA325A</b>	Strategic Corporate Finance	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

The primary objective is to provide the framework, concepts, and tools for analysing financial decisions based on fundamental principles of modern financial theory. The course will deal with capital structure, cost of capital, corporate valuation and restructuring related issues. It will enable the students to steer the corporate issues and challenges in better manner.

### Course Objectives:

1. Develop understanding of the concept of Strategic Finance for decision-making in corporate world.
2. Expand knowledge of corporate valuation and gain an overview of different corporate valuation techniques.
3. Compare and contrast situations of financial distress and their management strategies.
4. Orient students with the concept of merger, acquisition or management buyout

### Course Content:

#### Unit 1: Introduction

Introduction to strategic corporate finance: Strategy v/s Planning. Importance of strategy in financial decisions. types of financial strategy for shareholder's wealth maximization, overall corporate value addition and economic value addition. Key Financial Risks – Interest rate risk, Credit risk, Political risk, Currency risk, Foreign exchange markets, Money market hedges, Exchange rate risk management strategies, Interest rate risk management strategies, Credit risk management strategies, Long-term exposure to foreign currency risk. Different sources of capital, determination of capital structure and factors affecting the capital structure, cost of capital.

#### Unit 2: Concept of Valuation

Overview of company valuation, Valuation Principles and Practices, “what if” scenarios, key financial and commercial factors affecting the business valuation. Applying enterprise valuation methodologies including market multiples, precedent transactions, and discounted cash flow analysis (DCF). Estimating a Firm's Equity and Enterprise Value for investment and change of control analysis. Estimating a Firm's Cost of Capital: CAPM, Arbitrage Pricing Theory and alternatives to CAPM, Weighted Average Cost of Capital. Valuing Firms with a Changing Capital Structure, Adjusted Present Value. Overview of other approaches of valuation- Income Approach, Market Approach, Asset Based Approach, EVA.

#### Unit 3 : Financial Distress and Restructuring

Meaning of bankruptcy, factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.

## **Unit 4 : Merger and Acquisitions**

Overview of M&A, Types of mergers and procedures, Valuation of an organisation, Value gaps, Financing mergers and takeovers, Defence tactics, Legal and financial due diligence, Management buy outs. Leverage buyouts. Reverse Merger. Valuation Methods, Benchmarks of Value & Valuation of the Target's Equity, Marketability of the Stock, Takeovers and Control Premiums, Shareholder Wealth Effects and Methods of Payment, Exchange Ratio. Tax Issues in M&A - Financial Accounting for M&As, Taxable versus Tax-Free Transactions.

### **Textbooks (Latest Editions)**

1. Berk, J., & DeMarzo, P. ; Corporate Finance. Pearson Education Limited.
2. Brealey, R. A., Myers, S. C., & Allen, F. ; Principles of Corporate Finance. McGraw-Hill Education.
3. Clayman, M. R., Fridson, M. S., Troughton, G. H., & Scanlan, M. C. ; Corporate Finance: A Practical Approach. Wiley.
4. Damodaran, A. ; Corporate Finance Theory and Practice. John Wiley & Sons, Inc.
5. Horne, J. C. V., & Wachowicz, J. M., Jr. Fundamentals of Financial Management. FT Prentice Hall, Pearson Education.
6. Pettit, J. ; Strategic Corporate Finance Applications in Valuation and Capital Structure. John Wiley & Sons, Inc.
7. Rosenbaum, J., & Pearl, J. ; Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions. Wiley.
8. Griffith College. ; CPA Strategic Level - Strategic Corporate Finance.

### **Research Papers / Articles**

1. Modigliani, F., & Miller, M. H. (1958). The cost of capital, corporation finance, and the theory of investment. The American Economic Review, 48(3), 261-297.
2. Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. Journal of Financial Economics, 3(4), 305-360.
3. Jensen, M. C. (1986). Agency costs of free cash flow, corporate finance, and takeovers. The American Economic Review, 76(2), 323-329.
4. Myers, S. C., & Majluf, N. S. (1984). Corporate financing and investment decisions when firms have information that investors do not have. Journal of Financial Economics, 13(2), 187-221.
5. Ross, S. A. (1977). The determination of financial structure: The incentive-signalling approach. The Bell Journal of Economics, 8(1), 23-40.

### **Case Topics / Areas**

1. Mergers and Acquisitions
2. Capital Budgeting
3. Financing Strategies
4. Leverage Buyout
5. Corporate Valuations

**Course Learning Outcome (s):**

Upon successful completion of the course students will be able to:

1. Analyse different corporate strategies aimed at maximizing shareholder wealth, enhancing overall corporate value and management of various risks
2. Apply different valuation techniques for corporate decision making.
3. Categorize, select, and analyse relevant information to develop strategies aimed at reducing situations of financial distress.
4. Evaluate and advise strategies on a proposed merger, acquisition or management buyout.

## **Marketing**

### **Digital Marketing**

<b>BBA313B</b>	Digital Marketing	<b>3L:1T:0P</b>	<b>4 Credits</b>
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Digital Marketing (DM) focuses on the subdomain of Marketing that serves customers by leveraging digital assets. These assets include online channels of communication & distribution, search engines, social media, and mobile commerce. While the principles from the Marketing Management (MM) course form the bedrock, this course emphasizes how related concepts, frameworks, and strategies should be reimagined to tap into the power of the Internet and associated e-commerce platforms.

#### **Course Objective(s):**

1. Develop a foundational understanding of how Digital Marketing.
2. Be able to develop or critique the business models of firms that are engaged in digital marketing.
3. Applying skills and capabilities to address DM problems in the real world.

#### **Course Content:**

##### **Unit I: Introduction to Digital Marketing**

Evolution of Digital Marketing, Traditional Marketing vs. Digital Marketing; Digital Marketing Framework, Digital Marketing Business Models; Digital Consumers; Consumer Behavior on Digital Channels, Managing Consumer Demand, Digital Decision Journey, POEM Framework.

##### **Unit II: Digital Marketing Strategy Development**

Digital Marketing Assessment Phase; Elements, Digital Marketing Internal Assessment, Objective Planning, Digital Marketing Strategy; Groundwork, Digital Marketing Mix, Skills in Digital Marketing,

##### **Unit III: Digital Marketing Planning**

Digital Marketing Communication and Channel Mix; Display, Search Engine, Social Media, Facebook, LinkedIn Advertising etc.; Designing the Communication Mix, Digital Marketing Campaign Management; Content Management; Web Design, Optimization of Websites, Web Analytics, Search Engine Optimization, Data Interpretation in Marketing Decision.

##### **Unit IV: Digital Marketing Execution Elements**

Digital Marketing Execution Elements; Managing Digital Marketing Revenue, Managing Service Delivery and Payment, Role of Artificial Intelligence, Virtual Reality & Augmented Reality in Digital Marketing, Managing Digital Implementation Challenges, Digital Ethics – Data Privacy and Ethical Marketing.

#### **Text Books (Latest Editions)**

1. Bhatia, Puneet Singh. Fundamentals of Digital Marketing. 2ed., 2023, Pearson.
2. Ahuja, Vandana. Digital Marketing. 2015, Oxford University Press
3. Kingsnorth, Simon (2022), Digital Marketing Strategy: An Integrated Approach to Online Marketing. New Delhi: Kogan Page.
4. Gupta, Seema (2022), Digital Marketing. McGraw Hill Education (India) Pvt. Ltd.
5. Hafiz, Adnan (2024), Fundamentals of Digital Marketing: Text and Cases, New Delhi: Book Rivers.

#### **References**

#### **Teaching Learning Process:**

Lectures, Presentations, Role plays, Case studies, Term papers on a given topic

**Course Learning Outcome (s):**

Upon successful completion of the course students will be able to:

1. Understand the evolution and framework of digital marketing, distinguish it from traditional marketing, and analyse consumer behaviour across digital channels.
2. Develop digital marketing strategies by conducting internal assessments, setting objectives, and applying the digital marketing mix effectively.
3. Design and manage integrated digital marketing campaigns using various channels, optimize website performance, and interpret data for informed marketing decisions.
4. Execute digital marketing plans by managing revenue and service delivery, applying emerging technologies like AI and VR, and addressing ethical and implementation challenges.

## Consumer Behaviour

<b>BBA314B</b>	<b>Consumer Behaviour</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objective(s):

A comprehensive study of consumer behavioral concepts and models designed to help understand, evaluate, and predict consumer behavior. The course also deepens a student's knowledge to understand the complexities of consumer decision-making and accordingly translate them into effective marketing strategies in the Indian Context.

### Course Content:

#### Unit 1: Understanding Consumer Behavior

Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Value and the Consumer Behavior Framework; Online Consumer Behavior. Organizational Buying Behavior; Consumerism.

#### Unit 2: External Influences on Consumer Behavior

Lifestyles and Psychographics on Buying Behavior; Social Class and Group Influence on Consumer Behavior – Reference Group and Family Influence on Buying Behavior; Influence of Culture on Consumer Behavior

#### Unit 3: Internal Influences on Consumer Behavior

Consumer Perception; Consumer Learning, Memory and Involvement; Dynamics of Consumer Motivation; Consumer Personality; Consumer Attitudes and Attitude Change.

#### Unit 4: Consumer Decision Making

Concept of Consumer Decision; Situational Influence on Consumer's Decision; Consumer Decision Making Process – Need Recognition and Search, Alternative Evaluation and Choice, Post-purchase Behavior; Different Models of Consumer Decision Making.

### Text Books / References: (Latest Edition)

1. Schiffman, L. G.; Kanuk L. L. and Kumar, S. R. Consumer Behavior. Pearson Education Inc.
2. Loudon, D. L. and Bitta, J. Albert Della. Consumer Behavior; Concepts and Applications. Tata McGraw Hill Publishing Company Limited
3. Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. Consumer Behavior (CB): A South Asian Perspective. Cengage Learning India Pvt. Limited
4. Hawkins, D. I.; Best, R. J. and Coney, K. A. Consumer Behavior: Building Marketing Strategy. Tata McGraw-Hill Publishing Company Limited. Evans, M.; Jamal, A. and Foxall, G. Consumer Behavior, John Wiley & Sons LTD.
5. Solomon, M. R. Consumer Behavior Buying, Having and Being. PHI Learning Private Limited
6. Nair, S. R. Consumer Behavior Consumer Behavior & Marketing Research. Himalaya Pub. House.

**Course Outcome(s):**

1. Understand core concepts of consumer behaviour and analyse individual and organizational buying patterns, including online behaviour and consumerism.
2. Examine how culture, social class, reference groups, family, and lifestyles influence consumer buying behaviour.
3. Analyse internal psychological factors such as perception, motivation, learning, memory, personality, and attitudes that shape consumer decisions.
4. Evaluate the consumer decision-making process, including situational influences, need recognition, information search, choice evaluation, and post-purchase behaviour through various decision models.

## Integrated Marketing Communication

<b>BBA315B</b>	<b>Integrated Marketing Communication</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objective:

The objective of the course is to help students comprehend the principles and practices of marketing communications. It discusses the tools used by marketers to inform consumers and to present a managerial framework for integrated marketing communications planning.

### Course Content:

#### Unit 1: Introduction to Integrated Marketing Communication (IMC)

Evolution of Integrated Marketing Communication, Role of IMC in creating brand identity, Promotional Mix: Tools for IMC, Partners and industry organizations, Brands and stakeholder relationships, Customer brand decision making;

#### Unit 2: Planning for Marketing Communication

IMC planning, Data-driven communication; Creating, sending, and receiving brand messages; Message strategy, IMC media planning, Setting communication objectives, establishing MARCOM Objectives for Promotional Programmes, Hierarchy of effects model, DAGMAR; MARCOM budgeting and methods of budgeting

#### Unit 3: Developing the Integrated Marketing Communication Programme

Consumer sales promotion, trade sales promotions and co-marketing; personal selling, public relations and brand publicity, direct marketing and customer service, product placements, events, sponsorship, and packaging, social media marketing

#### Unit 4: Evaluation of Promotional Programmes

Meaning and importance of measuring communication effectiveness, the testing process, measuring the effectiveness of other promotional tools and IMC, Concept of pre-testing, concurrent testing, post-testing

### Textbooks (Latest Editions):-

1. Advertising & Promotion – An Integrated Marketing Communications Perspective; by George Belch, Michael Belch and Keyur Purani; Mc Graw Hill
2. Integrated Marketing Communications: A South Asian Perspective, by O'Guinn, Allen, Semenik, Banerjee, Cengage Learning India
3. Integrated Advertising, Promotion, and Marketing Communication; by Kenneth Clow and Donald Baack; Pearson
4. Advertising Management; by Aaker, Batra and Myers; Prentice-Hall
5. Percy, L. (2014). Strategic integrated marketing communications. Routledge.

### References:- Reference Papers:

1. Almquist, E. & Wyner, G. (2001), Boost Your Marketing ROI with experimental Design, Harvard Business Review, 79 October 2001 79(9), 5-11.
2. Balachandran, I. (2011). Don't Go Away. We'll Be Right Back: The Ups and Downs of



3. Barry, P. (2008). *The Advertising Concept Book: Think Now, Design Later: A Complete Guide to Creative Ideas, Strategies and Campaigns*, Thames and Hudson
4. Chitty, Luck, Valos, Barker and Shimp (2015), *Integrated Marketing Communications*, Cengage Learning, 4th Edition (ISBN 9780170254304).
5. Dewhirst, T., & Hunter, A. (2002), Tobacco Sponsorship of Formula One and CART Auto Racing: Tobacco Brand Exposure and Enhanced Symbolic Imagery through Co-sponsors' Third Party Advertising, *Tobacco Control*, 11, 146-150
6. Duncan, T., and Ouwersloot, H. (2008), *Integrated Marketing Communications*. European ed. New York: McGraw-Hill,
7. Greenberg, J., & Elliott, C. (2009), A Cold Cut Crisis: Listeriosis, Maple Leaf Foods, and the Politics of Apology, *Canadian Journal of Communication*, 34(2), 189-204.
8. Keller, K. L. (2009), Building Strong Brands in a Modern Marketing Communications Environment, *Journal of Marketing Communications*, 15 (2- 3), 139-155
9. Pricken, M. (2008). *Creative Advertising: Ideas and Techniques from The World's Best Campaigns* (2nd Edition), Thames And Hudson
10. Terence A. Shimp, *Advertising & Promotion: An IMC approach*, Cengage Learning

**Course Outcomes:**

1. Understand the key terms, definitions, and concepts used in integrated marketing communications.
2. Examine how integrated marketing communications help to build brand identity and brand relationship and create brand equity through brand synergy.
3. Choose a marketing communication mix to achieve the communications and behavioural objectives of the IMC campaign plan.
4. Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

### Retail Marketing

<b>BBA323B</b>	Retail Marketing	<b>3L:1T:0P</b>	<b>4 Credits</b>
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#### Course Objective(s):

The objective of the course is to make students understand the unique nature and scope of marketing in the retail environment. The course will enable students to get familiarize with retailing concepts, issues and challenges. The course aims at enhancing student's capability to identify and analyse retail business environment and its opportunities and challenges, in order to envision and strategies for the respective business.

#### Course Content:

##### Unit 1:

Introduction to Retailing: Definition, Characteristics, Theories of Retailing; Emerging trends in retailing; Evolution of retailing in India; Factors behind the change of Indian retail industry; Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, and Non-store based, and other forms of Non-traditional Retailing; Retail consumers.

**Readings:** Berman, Evan, Chatterjee: Retail Management, A Strategic Approach(2018), Pearson Education (Chapter 1, 2, 4, 5, 6, 7 and 8) Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 1, 2, 3, 4)

##### Unit 2:

The objective of the unit are to understand and appreciate the formulation of retail marketing strategies based on competitive and consumer analysis; understand the role of pricing and communication strategy and its integration with market strategy; recognize the importance and role of people strategy.

Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning; Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management; Mark-up & Markdown in merchandise management; Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail People Strategy

**Readings:** Berman, Evan, Chatterjee: Retail Management, A Strategic Approach(2018), Pearson Education (Chapter 4,5,6,11,14,15,17)

Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 5, 9.14, 15)

##### Unit 3:

The objective of the Unit are to understand the finance strategy and location strategy in retail. It also highlights the important considerations for site selection and the related theories and its implications. It also highlights the Store Management and related concepts.

Retail Finance strategy; Retail Location Strategy- Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation: theories and application. Store Planning: Design & Layout, Introduction to Visual merchandising, Retail Image Mix, effective retail space management, floor space management;

**Readings:** Berman, Evan, Chatterjee: Retail Management, A Strategic Approach(2018), Pearson Education (Chapter 9,10, 16, 18,19)

#### **Unit 4:**

The objective of the Unit is to understand the role of buying and merchandising management; to understand the application of services in Retail as strategy and its various dimensions; to recognize the importance of relationship marketing in retail; to comprehend and know the contemporary issues in Retail including the digital strategies of online players in retail.

Buying and Merchandising strategy; Service Strategy; Customer Relationship and Customer experience; IT in retailing; E-tailing, quick commerce.

#### ***Readings:***

Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9, 10)

Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 3, 11, 13, 18)

#### **Course Outcomes**

- 1: Explain the concept, characteristics, and theories of retailing, the evolution of retailing in India, and evaluate emerging trends, retail formats, and consumer behavior in retail contexts.
- 2: Develop and apply retail marketing strategies including the retail marketing mix, advertising, sales promotion, store positioning, and merchandise management, along with understanding pricing strategies and retail people strategy.
- 3: Analyze and apply retail finance and location strategies, including trading area analysis, site selection theories, store design, layout, visual merchandising, and retail space management for optimal retail performance.
- 4: Evaluate the processes of buying and merchandising management, and understand the application of services in retailing, relationship marketing, and contemporary retail issues including digital strategies and online retail trends.
- 5: Demonstrate the ability to integrate retail strategy, consumer insights, financial planning, and technology-driven innovations to address challenges in both physical and online retail environments.

## Marketing of Services

<b>BBA324B</b>	<b>Marketing of Services</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objective(s):

1. Explain the need for a specialized discipline in services marketing.
2. Identify key challenges in services marketing and explore strategies to address them.
3. Understand the evolving service environment in India and globally.
4. Highlight the distinctive characteristics and dynamics of services marketing.
5. Equip students with relevant concepts and tools for effective decision-making in real-world service marketing scenarios.

### Course Content:

#### Unit 1: Understanding Services, Service Consumers and Managing Services Quality

Difference between goods and services marketing; Challenges of Services Marketing; Role of internal and interactive marketing in services; Services Marketing Myopia, Expanded Services Marketing mix; Levels of service expectations; Factors influencing Consumers' perception of service; Different types of Service Quality; Determinants of Service Quality; Gap Model of Service Quality; Servqual instrument to measure service quality; Service quality research.

#### Unit 2: Service as Product, Service Delivery Process and Service Pricing

Distinction between core, facilitating, and support services; Different levels of customer participations in the creation of service and the strategies to enhance the customer participation in service production and delivery; Service blueprinting and its benefits; Customer Service standards; Strategies to manage fluctuations of demand in the creation and delivery of services; Service delivery intermediaries; Setting up Service prices- costs, perceived value and competition; Revenue Management in specific service industries; Pricing concepts- price bundling, captive pricing, two-part pricing, loss-leadership pricing and result-based pricing; Price competition challenges.

#### Unit 3: Service Communication, Branding, Physical Evidence in Service

Challenges in designing communication programme for services; Service communication problems; Strategies for matching service promises with delivery; Services advertising; Role of promotion in marketing of services; Servicescape, the roles played by the servicescape, and its effects; Environmental dimensions of servicescape; High-contact and Low-contact ; Approaches for understanding servicescape effects.

#### Unit 4: Service Failures, Recovery Strategies, Managing People and Customer Relationships

Service failures; strategies and tactics of service recovery in the event of a service failure; service guarantee and its role in promoting and achieving service quality; customer feedback system; human resource strategies for customer oriented service delivery; internal marketing in delivering the promise made to customers (through external marketing); interactive marketing (managing the moments of truth); guideline for people in service organizations ; service oriented organizational

structure; customer loyalty; customer lifetime value ; customer equity; framework for building customer loyalty.

**Text Books (Latest Edition):**

1. Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7 th Edition TMH,2018
2. Services Marketing: Jochen Wirtz, Christopher H. Lovelock & Jayanta Chatterjee 9<sup>th</sup> Edition; Published by World Scientific, 2023
3. Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10: 1264098359 | ISBN13: 9781264098354 © 2023
4. Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman | John E.G. Bateson ISBN: 9789386858771 Edition: 5<sup>th</sup> Edition

**Course Outcome(s):**

At the end of this course, students would be able to:

1. Understand the Concept of Services and intangible products
2. Discuss the relevance of the services Industry to Industry.
3. Examine the characteristics of the services industry.
4. Analyse the role and relevance of Quality in Services
5. Visualize future changes in the Services Industry

## International Marketing

<b>BBA325B</b>	<b>International Marketing</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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World trade has risen 45 times between 1948 when GATT (General Agreement on Tariffs and Trade) came into being and 2022 under the WTO's (World Trade Organization) oversight. The volume of international trade stood at \$25 Trillion in 2022 (WTO). India's share is about 2%, with considerable opportunity for further growth. Against this macroeconomic backdrop, International Marketing (IM) takes a microeconomic perspective and focuses on helping firms serve customers globally. Successful IM practices must recognize complex sociological, economic, regulatory, and political challenges and opportunities. While the principles from the Marketing Management (MM) course provide the foundation, this course will emphasize how related concepts, frameworks, and strategies should be reimagined to tap into the tastes, aspirations, and resources of seven billion customers worldwide.

The course will be taught via lectures, case discussions, and short projects/simulations.

### Course Objective(s):

1. Develop a foundational understanding of how IM is anchored in classic MM and yet differs from it.
2. Be able to perform PEST – Political, Economic, Social, and Technological – analysis of international markets at the level of countries, regions (e.g., Latin America), and economic blocs (e.g., European Union).
3. Develop and apply templates for understanding customers' needs and wants, and finding ways to appeal to those customers.
4. Be able to contrast the opportunities for products vs. services, technological offerings vs. consumer non-durables, branded products vs. commodities.
5. In all of the above, appreciate similarities to and differences from the Indian context.

### Course Content:

#### Unit I: International Marketing – An Overview

Scope and Challenges in International Marketing, International Marketplace, Macroeconomic & Microeconomic concepts; Social, Cultural, Legal, Political, and Ethical Considerations, and Economic Groupings, role of governance mechanisms, especially the WTO, World Bank and International Monetary Fund (IMF), Indian International Marketing Policies and Institutions.

#### Unit II: International Market Entry and Development:

Strategic Planning – Assessing Global Market, International Market Research, Global Market Entry Strategies, – Export/Import, International Intermediaries – EMC, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNCs and Globalisation, Mergers and Acquisitions.

#### Unit III Product Adaption and Pricing Strategies International Market:

Product Standardization and Adaption, Product Constituents and Content, Brands in the International Market, Quality, Packaging and Labelling, Marketing Consumer Services Globally, Price Dynamics in the International Market, Global Pricing Methods & Strategies for International Markets.

## **Unit IV: Promotion and Distribution Strategies for International Marketing:**

International Advertising, Global Sales Promotion Strategies, Legal Constraints, Media Channels for International Advertising, Designing the Sales Force Management for the International Market, Factors Affecting the Choice of Distribution Channels, Channel Management and Structure.

### **Textbooks (Latest Edition):**

1. Kotabe, Masaaki and Kristiaan Helsen, *Global Marketing Management*. New York, NY: John Wiley.
2. Bansal, Garima, *International Marketing*. Daryaganj, Delhi: Mahavir Books.
3. Gillespie, Kate and K. Scott Swan, *Global Marketing*. New York, NY: Taylor Francis.
4. Alon, Ilan, Eugene Jaffe, Christian Pranje, and Donata Vianelli, *Global Marketing: Strategy, Practice and Cases*. New York, NY: Routledge.
5. Philip R. Cateora, Mary C. Gilly, John L. Graham, *International Marketing –Indian Edition*. McGraw Hill Education – New Delhi

### **Course Outcome(s):**

Upon completion, you should be able to:

1. Understand the scope, challenges, and macro/microeconomic, socio-cultural, legal, and political factors influencing international marketing, along with the role of institutions like WTO, World Bank, and IMF.
2. Learn to assess global markets and apply strategic international market entry methods, including exports, FDI, franchising, and inter-firm cooperation.
3. Analyse product adaptation, branding, packaging, service marketing, and pricing strategies suited to diverse international markets.
4. Develop effective global promotion and distribution strategies, including advertising, sales force design, and legal and logistical considerations in international channel management.

## **Human Resource**

### **HRD – Systems & Strategies**

<b>BBA313C</b>	<b>HRD – Systems &amp; Strategies</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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#### **Course Description:**

This course will cover principles and concepts to understand how individuals interact with each other and their environment in organizational contexts. Students will explore topics such as motivation, perception, personality, leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and real-world applications.

#### **Course Objectives:**

1. To develop basic understanding of the concept of human behavior and organization.
2. To highlight the importance of OB in modern organizations.
3. To understand individual and group behavior in the workplace to improve the effectiveness of an organization.
4. To critically evaluate leadership styles and strategies.

#### **Course Content:**

##### **Unit 1: Introduction to Human Behaviour and Organization**

Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models

##### **Unit 2: Individual Behavior**

Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development;

Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values; Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory); Swami Vivekanand's principles and approach to citizenship behavior; Swami Vivekanand's approach to personality development; Pandit Deendayal Upadhyaya approach to Integral humanism.

##### **Unit 3: Group and Team Behavior**

Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group; Teams, Theoretical Frameworks and models of Teams, Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams; Managing Virtual teams; Managing teams in the Gig economy; Managing Diverse Teams; Diversity, Equity & Inclusion; Organisational Justice, types of organizational justice; employee engagement



## Unit 4: Leadership & Power

Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic); Nurturant Task Leader; Servant Leadership, Comparison of Indian leadership styles with other countries. Bases of Power; Elements of organization Culture; Leadership & organizational culture; Cultural differences in Leadership

### Text books (Latest Edition):

1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.
2. Luthans F. Organizational Behavior: An Evidence-Based Approach - McGraw Hill Publishers Co. Ltd., New Delhi
3. Rao, VSP - Organization Behavior – Himalaya Publishing House.
4. Aswathappa.K. - Organizational Behavior – Himalaya Publishing House, Mumbai, 18th Edition.

### References:

1. Upadyaya D (2016) Integral humanism: An analysis of some basic elements. Prabhat Prakashan, Delhi
2. Note on Workplace Psychology Theories | Karen MacMillan | Ivey Publishing | W18651-PDF-ENG | <https://hbsp.harvard.edu/product/W18651-PDF-ENG>

### Reflective Exercises and Case Studies

1. Personality assessment through a questionnaire (MBTI/16PF etc.)
2. Feedback: The Broken Loop in Higher Education - and How to Fix It | Mihnea C. Moldoveanu, Maja Djikic | Rotman Management | ROT337-PDF-ENG | <https://hbsp.harvard.edu/product/ROT337-PDF-ENG>
3. Review Literature of the book “Personality Development” by Swami Vivekananda by Exotic India Art.
4. Translating Swami Vivekananda into Management Practice.
5. [https://link.springer.com/chapter/10.1007/978-981-19-1158-3\\_17](https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17)
6. Brewing Barista Discontent at Starbucks | Anthony Wilson-Prangley, Amy Moore | Harvard Business Review | 7964-HTM-ENG | <https://hbsp.harvard.edu/product/7964-HTM-ENG>
7. Case Analysis through the perspective of Integral humanism
8. Dine Together: Discriminating Tastes? | Mark Rennella | Harvard Business Review | 7977-HTM-ENG | <https://hbsp.harvard.edu/product/7977-HTM-ENG>
9. UltraTech Cement: A Transition Towards Behaviour-Based Safety | Servjaeta Verma, Ravi Kant Dubey | Ivey Publishing | W18445-PDF-ENG | <https://hbsp.harvard.edu/product/W18445-PDF-ENG>
10. Movie Review of the movie “Ruka hua Faisla”/12 Angry Men (for group decision-making)
11. Understanding Belbin Individual Team Roles <https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-Report-Sample.pdf>
12. Reflective exercise on the concept of leadership in Mahabharata versus Ramayana.
13. LiveCase Simulation: Move - Leadership Performance | Noah Askin | LiveCase | Jun 15, 2023 | <https://hbsp.harvard.edu/product/LC0019-HTM-ENG>
14. Leadership Simulation: Patient Zero | Christopher Robichaud | Harvard Business Publishing | 7215-HTM-ENG | <https://hbsp.harvard.edu/product/7215-HTM-ENG>
15. Leadership and Team Simulation: Everest V3 | Michael A. Roberto, Amy C. Edmondson

16. Report submission on leadership lessons from Ancient Indian Scriptures like Ramayana, Mahabharata, Bhagvad Gita & Kautilya's Arthashastra.
17. HBR, 2022: How Great Leaders Communicate. <https://hbr.org/2022/11/how-great-leaders-communicate>
18. Leading strategic and organizational change at Tata Steel: the role of culture <https://www.cambridge.org/core/books/abs/leading-strategic-change/leading-strategic-and-organizational-change-at-tata-steel-the-role-of-culture/AEBA5AF709A>
19. Ratan Tata: Ethical Leadership | Ashok K. Dua, Sumita Rai | Ivey Publishing | W17258-PDF-ENG | <https://hbsp.harvard.edu/product/W17258-PDF-ENG>

### **Course Outcomes:**

1. Understand individual and group behavior in organizational settings.
2. Apply theoretical knowledge of human behavior in human life setting in management.
3. Evaluate the lacunae in the system to be able to improve the organization health and other OB outcomes.
4. Create a more productive system and high-performance work culture operating on the principles of OB.

## Performance & Compensation Management

<b>BBA314C</b>	Performance and Compensation Management	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

To familiarize learners about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

### Course Objectives:

1. To provide learners with understanding of performance management concepts.
2. To equip learners with the dynamics of performance appraisal and develop criteria for assessing performance.
3. To enable learners to develop effective appraisal systems that can be linked to managerial objectives and compensation.
4. To enable learners with contemporary issues and solutions in appraisal systems.

### Course Content:

#### Unit 1: Introduction to Performance Management

Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management as a System and Process of Management.

#### Unit 2: Performance Planning and Managing Performance

Developing Performance Planning: Agreement and Action Planning, Methods of managing performance of all the levels of Management (including labour), Graphics rating scale, Ranking Methods, Paired Comparison Methods, Forced Distribution Method, Critical Incident Method, Behaviourally Anchored Rating Scales, Management By Objective, 360-Degree Performance Appraisal, Performance Feedback & Counselling, Performance analysis for Individual and organizational Development.

#### Unit 3: Learning Organisation and Performance Based Compensation

Concept-Peter Senge Model, Need, Types, Factors and Obstacles in Learning Organisation, Performance Management and Compensation: Concept of Performance Related Pay, Criteria for Performance Related Pay, Installing and Monitoring PRP.

#### Unit 4: Implementation of Performance Management

Performance Management and Career Planning: Advantages and Significance, Coaching and Mentoring in Performance Management: Concept, Roles, Advantage and Disadvantage of Coaching and Mentoring, Performance Management and Talent Management: Concepts, Features and Strategies to retain employees. Competency Mapping, Competency Mapping & its Linkage with Career Development and Succession Planning, Online Appraisal: Advantage & Disadvantage, Performance Management Audit, Ethical and Legal issues in Performance Management

**Readings:**

1. Armstrong, M. (2003). Handbook of Strategic Human Resource Management: a guide to action. Crest.
2. Armstrong, M. (2006). Performance management: Key strategies and practical guidelines. Kogan page.
3. Berger, L. A., & Berger, D. R. (2004). The talent management handbook. New York, NY: McGraw-Hill.
4. Bhattacharyya, D. K. (2011). Performance management systems and strategies. Pearson Education India.
5. Dencker, J. C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. Administrative Science Quarterly, 54(3), 453-485.
6. Jordan, A. H., & Audia, P. G. (2012). Self-enhancement and learning from performance feedback. Academy of management review, 37(2), 211-231.
7. Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C., & Hinkin, T. R. (2012). When employees are out of step with coworkers: How job satisfaction trajectory and dispersion influence individual-and unit-level voluntary turnover. Academy of management journal, 55(6), 1360-1380.
8. McDonnell, A. (2011). Still fighting the “war for talent”? Bridging the science versus practice gap. Journal of business and psychology, 26, 169-173.
9. Rao, T. V. (2004). Performance Management and Appraisal Systems: HR tools for global competitiveness. SAGE Publications India.
10. Silzer, R., & Dowell, B. E. (2009). Strategy-Driven Talent Management. John
11. Trevor, C. O., Reilly, G., & Gerhart, B. (2012). Reconsidering pays dispersion's effect on the performance of interdependent work: Reconciling sorting and pay inequality. Academy of Management Journal, 55(3), 585-610.

Note: Latest edition of readings shall be used and referred to.

**Pedagogy:**

This course uses multiple pedagogies like interactive lectures, learner discussions and PPTs, research articles, case studies, and simulation exercises.

**Practical Exercise:**

1. Conduct role-play sessions for appraisal interviews, providing constructive feedback of peers.
2. Develop an incentive plan for production employees or other professional roles.
3. Develop an incentive plan for production employees or other professional roles.
4. Engage in group discussions on ethical considerations in performance appraisal and compensation decisions.

**Course Outcomes:**

After completion of the course, learners will be able to:

1. Describe the key concepts of performance management and methods of performance management in practices.
2. Compare the organisations in the context of Talent Management, Coaching and Mentoring, Competency Model and its linkage with Performance Management.
3. Relate the elements of performance appraisal and potential appraisal and devise a system of performance-based compensation systems.
4. Devise the performance management system in the organisation, with the help of performance planning that are specific, measurable, attainable, relevant and trackable in the organisation.

## Talent Acquisition and Management

<b>BBA315C</b>	Talent Acquisition and Management	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

This course describes the talent acquisition and management process. The details of competency management and assessment centre are well described. Analyse why and what of succession planning. Mentoring and rewarding talent for retention and understanding future trends of managing talent will be well explained in the course.

### Course Objective(s):

1. To develop an understanding of the processes of Talent Acquisition
2. To sensitize students towards Career management and Succession Planning
3. To understand fundamentals of competency management and assessment centers
4. To know the future trends of Talent Management

### Course Content:

#### **Unit1: Introduction to Talent Management and Talent Acquisition strategies**

Overview of Talent Management and Factors affecting Talent Management context globally; Need and Type of Talent, Four components of Talent Management; Creating a culture for Talent Management. Difference between Recruitment and Talent Acquisition; Definition and role in Talent Management; Contemporary strategies in acquiring talent; Competing value Proposition and role of Employer Branding in Talent Acquisition; Onboarding new Hires and socializing challenges.

#### **Unit 2: Talent acquisition and role of Assessment centers**

Concept of Assessment centers; Definition and meaning of assessment centers; Use and Benefit of Assessment centers; Outsourcing and use of technology in Assessment centers; Training Assessors, Resources required, Validity and reliability of Assessment centers, Disadvantages of Assessment center; When to use and not to use Assessment centers. through Assessment Centres. Definition of Competencies, Types of competencies; Assessing and developing competencies; Role of training in Competency development; Competency Mapping, at Individual and task level; Use of Competency Framework for developing Talent.

#### **Unit 3: Career Management and Succession Planning, Managing Potential of Key talent**

Fundamentals of Career Planning, trends and Best Practices; Models of career Planning; Succession Planning Process and Issues; Challenges pertaining to Succession Planning; Managing Performance and Potential of Key talent, Managing Potential of Key talent.

#### **Unit 4: Mentoring Talent, Rewarding talent and Future trends in Talent Acquisition and Management**

Mentoring High Potential talent; Process of effective Mentoring; Gender Differences in Mentoring Process; Managing the Reward and Benefits for Talent, building in customized talent reward strategy for retaining talent, War for talent; Ethics of Managing Talent; Talent and technology trends.

**Text Books / References:**

1. Talent Management, Author(s): Gowri Joshi | Veena Vohra, CengageLearning
2. Hurconomics for Talent Management Latest Edition, First Publisher: Pearson Education  
Editor: -- T. V Rao ISBN: 13-978- 8131759677
3. The Talent Management Handbook, Third Edition: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People, 3rd Edition by Lance A. Berger, Dorothy Berger© 2018 | Latest Edition available

**Course Outcome(s):****At the end of this course students will be able to:**

1. Develop a knowledge about acquiring Talent and developing competencies
2. Compare and contrast various Talent acquisition strategies.
3. Describe how Assessment centres work in Talent Acquisition
4. Evaluate the dynamics of succession planning, reward and potential management,

## HR Analytics

<b>BBA323C</b>	<b>HR Analytics</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

The course is an application oriented one and most of the exercises must be done with case studies and examples. During the course basic concepts regarding HR metric will be revised and applied using organisational data.

### Course Objectives:

1. To provide learners with a comprehensive understanding of the concept of analytics, especially in the HR context, and to understand HR indicators conceptually.
2. To equip learners with key metrics measured by HR analytics, understand data sources and requirements, and learn about the ethics of measurement and evaluation.
3. To enable learners to understand and apply various statistical analysis for HR, including measures of central tendency and basics of regression analysis.
4. To develop learners' skills in understanding the frameworks for HR analytics and the HR analytics process/cycle.

### Course Contents:

#### Unit 1: Introduction

Concept of Analytics, Concepts of Analytics in HR Context: People and Workforce Analytics, Importance of HR Analytics, Understanding HR indicators conceptually.

#### Unit 2: HR Metrics

Defining Metrics: key metrics measured by HR Analytics; Demographics, Data sources and Requirements, Data Requirements and Types of data, Difficulties in Obtaining data, Ethics of Measurement and Evaluation.

#### Unit 3: Statistics Tools

Statistical analysis for HR (Measures of central tendency-Mean, Median, Mode;

#### Unit 4: HR Analytics Process and its Contribution in decision making

Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework, HR Analytics Process/Cycle, Introduction to levels of HR Analytics. Developing HR Scorecard, Developing HR Analytics, and Analytics for Decision Making (Improved Productivity and Efficiency).

### Readings:

- Edwards, M. R., & Edwards, K. (2019). Predictive HR analytics: Mastering the HR metric. Kogan Page Publishers.
- Isson, J. P., & Harriott, J. S. (2016). People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent. John Wiley & Sons.
- Evans, J. (2020). Business Analytics, Global Edition. United Kingdom: Pearson Education.
- Van Wieren, S. (2017). Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish. Technics Publications, LLC.

Note: Latest edition of readings may be used and shall be referred to.

**Pedagogy:**

This course uses multiple pedagogies like interactive lectures, learner discussions and PPTs, research articles, case studies, and simulation exercises.

**Practical Exercise**

Learners must

1. research a successful company and write a report on how HR analytics is implemented and its impact on the company's success.
2. identify key HR metrics for a hypothetical organisation and discuss the ethical considerations in measuring and evaluating these metrics.
3. analyse a given set of HR data using statistical tools and present their findings.
4. apply the LAMP Framework and HCM 21 Framework to a hypothetical HR scenario.
5. develop an HR scorecard for a hypothetical organisation and discuss how they would use HR analytics for decision making.

**Course Outcomes:**

After completion of the course, learners will be able to:

1. Explain the importance of HR analytics and discuss HR indicators.
2. Identify key HR metrics, discuss the types of data required for HR analytics, and explain the ethical considerations in measurement and evaluation.
3. Use statistical tools to analyse HR data.
4. Develop an HR scorecard, use HR analytics for decision making.



### **Change Management and Organizational Development**

<b>BBA324C</b>	Change Management and Organizational Development	<b>3L:1T:0P</b>	<b>4 Credits</b>
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**Course description:** This course describes the contemporary issues in change and the process of change. Strategic change interventions are described followed by differentiation between change and Organizational development. Nature of planned change and models of change and OD are well defined in the course. Process of OD and Human and Techno structural interventions are well covered in the course.

#### **Course Objective(s):**

1. Understand change management and need for the change in organizational settings.
2. To sensitize students to Organizational Development and Change interventions
3. Enable understanding and application of OD interventions.
4. To understand the nature of Planned change.

#### **Course Content:**

##### **Unit 1: Why Change, contemporary issues in change; The Substance and Process of Change**

What Changes? Purpose and Vision; Change Communication Strategies; Resistance to Change.

##### **Unit 2: Strategic Change Interventions.**

Transformational Change, Continuous Change; Trans organizational Change; Organization Development for Economic, Ecological, and Social Outcomes; Future Directions in Organization Development

##### **Unit 3: Introduction to Organizational Development and Change**

Introduction to OD, Difference between OD and Change; The Nature of Planned Change, Models of OD; Roots and History of Doing OD; When should organizations use OD?

##### **Unit 4: The Process of Organization Development**

Entering and Contracting; Diagnosing; Collecting Data, Analysing, and Feeding Back Diagnostic Information; Designing Interventions; Managing Change Evaluating and Reinforcing Organization Development Interventions. Interpersonal and Group Process Approaches; Organization Process Approaches; Employee Involvement; structural design, Downsizing, Reengineering, Parallel structures, TQM, High

#### **Text Books (Latest Edition):**

1. Palmer, I., Dunford, R., & Buchanan .A.,. 2009 ,(2nd Ed.) Managing organizational
2. change: A multiple perspectives approach. Boston: McGraw-Hill Irwin
3. 2.Organization Development and Change with MindTap, 11e
4. Author(s): Thomas G. Cummings | Christopher G. Worley, Cengage Learning
5. Organization Development, Principles, Processes, Performance

6. Author : Gary N. McLean, 2018, Pearson

### **Practical Exercises**

1. Kotter, J. P., & Rathgeber, H. (2013). Our iceberg is melting: changing and succeeding under any conditions. New York, St. Martin's Press
2. Chip Heath, How to Change Things When Change Is Hard (Hardcover), 2010, First Edition, Crown Business

### **Course Outcome(s):**

**At the end of this course students will be able to :**

1. Analyse the difference between Organizational Development and Change
2. Apply different Models of Organizational Development to organizations a real case example
3. Describe Process interventions and techno structural interventions.
4. Evaluate the process of resistance to change and how to manage such resistance to change

## Behavioural Testing and Training for Employee Retention

<b>BBA325C</b>	<b>Behavioral Testing and Training for Employee Retention</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Description:

To familiarize learners about concepts of Employee retention and Behavioral Testing and how to use them to face the challenges of retaining and motivating employees to high performance.

### Course Objectives:

1. To provide learners with a comprehensive understanding of the individual behavior.
2. To equip learners with behaviorism and methods of behavioral assessment.
3. To enable learners to understand the uses, varieties, and construction of psychological tests.
4. To develop learners' skills in understanding the process of learning and development and career planning.

### Course Content:

#### Unit 1: Individual Behavior

Foundations of Individual Behaviour; Personality - Type A/B, Big five personality types, factors influencing personality; Attitude – concept, components, job related attitudes; Learning- concept, theories and reinforcement; Perception and emotions- concept, perceptual process, factors influencing perception, perceptual errors and distortions; Beliefs and values - concept and types: terminal values and instrumental values.

#### Unit 2: Behavioral Assessment

Behaviorism, Kinds of consequences, Reinforces, Intrinsic and extrinsic reinforces, Consequences and timing, The Premack principle, Extinction, Criticisms of behaviorism, Methods of behavioral assessment, The focus of assessment, Functional analysis, Analysis of problem behavior, Motivational analysis, Behavioral vs traditional assessment

#### Unit 3: Psychological testing

Uses and Varieties of Psychological Tests, Item Analysis, Norms and the Meaning of Tests Scores; Reliability and its Types; Validity and its Basic Concepts; Steps for Test Construction, Test adaptation and revalidation; Other Techniques of behavioral Assessment; Ethical and Social Considerations in Testing; Ethical Guidelines in behavioral Assessment.

#### Unit 4: Efficient Learning and Development

Introduction to learning and development, Orientation, career development, Six phases of career Development, Career Development Tools, Career Planning On-the-Job Training, Instructor-led vs. Self-paced Training, In-house vs. External Training Services, Evaluating Training Programs, Experimental Design, Kirkpatrick Model, Pilots and After Action Review, Set SMART Goals, Common Metrics in Training, Training Cost per Employee, Cost Benefit Analysis and Return on Investment, Learner Engagement, Training Experience Satisfaction, Review: Implementation and Evaluation of Training and Development Strategy

**Readings:**

1. Aiken, L. R. (2009). Psychological testing and assessment. Pearson Education India.
2. Anastasi, A., & Urbina, S. (1997). Psychological testing. Prentice Hall/Pearson Education.
3. Kaplan, R. M., & Saccuzzo, D. P. (2001). Psychological testing: Principles, applications, and issues. Wadsworth/Thomson Learning.
4. Miller, L. A., McIntire, S. A., & Lovler, R. L. (2011). Foundations of psychological testing: A practical approach. Sage.
5. Muchinsky, P. M., Culbertson, S. S. (n.d.). Psychology Applied to Work®: An Introduction to Industrial and Organizational Psychology. United States: Hypergraphic Press.
6. Pareek, U. N. (2007). Understanding Organizational Behavior. India: Oxford University Press.
7. Whiston, S. C. (2009). Principles and applications of assessment in counselling. Thomson Brooks/Cole, 2.

Note: Latest edition of readings may be used and shall be referred to.

**Pedagogy:**

This course uses multiple pedagogies like interactive lectures, learner discussions and PPTs, research articles, case studies, and simulation exercises.

**Practical:**

1. conduct a behavioral assessment of a character from a case study or a film.
2. design a simple psychological test and discuss its reliability and validity.
3. a career development plan for a hypothetical employee.
4. design a training program for a specific skill and discuss how they would evaluate its effectiveness.
5. Understanding self and others through
  - a. Transaction analysis
  - b. MBTI
  - c. FIRO-B
  - d. DISC Assessment
  - e. Strength Finder
  - f. BIG FIVE
  - g. JOHARI Window
6. Exercise for planning and developing training process for career development in various phases of career.

**Course Outcomes:**

On successful completion of the module learners will be able to:

1. Explain different traits available in an individual's personality.
2. Interpret the principles of behaviorism and conduct a behavioral assessment. the process of test construction and discuss the ethical considerations in testing.
3. Examine the phases of career development and the tools for career planning.
4. Design and evaluate a training program using models like the Kirkpatrick Model.

## **Business Analytics**

### **Data Analytics using R / Python**

<b>BBA313D</b>	<b>Data Analytics using R / Python</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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#### **Course Objective:**

To provide students with a comprehensive understanding of the R programming language, enabling them to proficiently handle data analysis tasks, visualize data insights, and apply statistical methods using R's diverse functions and packages.

#### **Course Contents:**

##### **Unit-1**

Introduction: Features of R – How to install and run R – Comments in R – Reserved words – Identifiers – Constants – Variables – Operators (Arithmetic, Relational, Logical, Assignment, Miscellaneous Operators) – Operator Precedence – Strings. Basic Data Types (Numeric, Integer, Complex, Logical, Character) – Creating, combining vectors – Accessing Vector Elements – Modifying Vectors – Deleting Vectors- Vector arithmetic and Recycling – Vector Element Sorting – Reading Vectors – Creating Lists – Accessing List elements – Updating List Elements –Merging Lists – List to Vector conversion – Creating matrices – Accessing Matrix Elements – Matrix Arithmetic – MatrixManipulation – Matrix Operations.

##### **Unit-2: Arrays, Factors and Data Frames**

Creating Arrays – Accessing Array Elements – Array Element Manipulation – Array Arithmetic – Creating factors – Accessing Factor Components – Modifying factors – Creating Data Frames – Accessing Data Frames Components – Modifying Data Frames – Aggregating Data – Sorting Data – Merging Data – Reshaping data – Sub-setting data –Data Type Conversion

##### **Unit-3: Flow Control & Functions**

Decision making (using if statement - if...else statement - Nested If...Else statement – I felse function - Switch statement) – Loops (for loop – while Loop – repeat Loop) – Loop Control statements – break statement – next statement – Function definition andFunction Calling – Function without arguments – Built-in functions (Mathematical functions – Character functions – statistical functions – date and time functions – other functions – Recursive function)

##### **Unit-4: Charts & Graphs**

Bar charts (Plotting bars vertically and horizontally – Plotting categorical data – Grouped bar chart – Stacked bar chart) – Histogram (Simple histogram – Histogram with labels, breaks and density lines) – Line graphs (Simple line graph & Graphs with Multiple lines) – Pie charts (Simple and 3D piecharts)

#### **Text Books (Latest Edition):**

1. Beginner's Guide for Data Analysis using R Programming, Jeeva Jose
2. R Cookbook, Paul Teetor
3. R for Data Science, Garrett Grolemond and Hadley Wickham
4. Practical Business Analytics Using R and Python, Umesh R. Hodeghatta, UmeshaNayak
5. Hands-On Programming with R, Garrett Grolemond 24
6. An Introduction to Statistical Learning: With Applications in R, Daniela Witten,Gareth James Robert Tibshirani, and Trevor Hastie

## 7. Data Analytics using Python, Bharti Motwani

### Web Resources:

1. <https://www.rstudio.com/online-learning/>
2. <https://hackr.io/tutorials/learn-r>
3. <https://www.statmethods.net/r-tutorial/index.html>
4. <https://www.tutorialspoint.com/r/index.htm>

### Course Outcomes:

On successful completion of the module learners will be able to:

1. Demonstrate proficiency in R programming essentials, including data types, vectors, matrices, and operators, establishing a strong foundation for advanced data manipulation.
2. Manage complex data structures such as arrays, lists, and data frames, and perform operations like sorting, merging, and sub-setting to prepare data for analysis.
3. Understand control flow mechanisms, including decision-making and looping constructs, and will develop custom functions for repetitive analytical tasks.
4. Create compelling visual representations of data through bar charts, histograms, line graphs, and pie charts, enabling data-driven decision-making in business and research contexts.

## Data Visualization

<b>BBA314D</b>	<b>Data Visualization</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objective:

1. To understand the principles of effective data visualization design and develop skills and knowledge necessary to proficiently create data visualizations.
2. To interpret data visualizations and communicating complex information to facilitate data-driven decision-making in various business and organizational contexts.

### Course Contents:

#### Unit-1: Introduction to Data Visualization

Definition and importance in business contexts – Evolution of data visualization techniques – Gestalt principles and their application in visualization – Cognitive aspects influencing perception of visual data – Categorical, numerical, temporal data and their visual representations – Visualization techniques based on data types – Use of color, layout, and typography

#### Unit 2: Data Preparation

Data cleaning and preprocessing techniques – Data formats and data type conversion – Handling missing data and outliers – Merging data sets – Basic data reduction techniques – Sampling data from large data sets – Data quality assessment - Addressing biases and ethical concerns in data presentation – Ensuring transparency and accuracy in visualizations

#### Unit-3: Basic Visualization Techniques

Applications and variations in bar and column chart designs - Visualizing trends and patterns using line and area charts - Time series analysis and forecasting with line charts Understanding proportions and compositions using pie and donut charts - Representing correlations and relationships with scatter plots – Adding dimensions using bubble charts - Distribution analysis using histograms - Outlier detection and statistical summaries with box plots - Visualizing large datasets with heatmaps - Hierarchical data representation using tree maps - Visualizing relationships and connections with networkgraphs - Process visualization and flow analysis with flow diagrams - Mapping data points and patterns on geographical maps - Applications in location-based analytics and insights – Waterfall charts, radar charts, and spider charts

#### Unit-4: Data dashboards and storytelling

Interactive vs Static Visualizations – Dashboard design – Implementing filters, parameters, and actions in dashboards – Visual Storytelling Techniques – Elements of a compelling data story – Constructing and structuring narratives around data insights - Using visual elements to support the narrative flow - Animation to enhance understanding of data – Animations for interactive data exploration - Techniques for engaging and persuading stakeholders with data stories - Addressing questions and concerns through storytelling

### Text Books (Latest Edition):

1. Visual Data Storytelling with Tableau by Lindy Ryan (Text Book)
2. Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaum Knaflitz. (Text Book)

### Reference Books:

1. Mastering Microsoft Power BI - Second Edition: Expert techniques to create interactive insights for effective data analytics and business intelligence by Greg Deckler and Brett Powell

## 2. The Visual Display of Quantitative Information by Edward Tufte

### **Course Outcomes:**

On successful completion of the module learners will be able to:

1. Develop proficiency in using a variety of data visualization techniques, including charts, graphs, and interactive dashboards, to effectively communicate insights from complex datasets.
2. Critically analyze data visualizations to evaluate their clarity, accuracy, and relevance in different business contexts, enabling informed decision-making.
3. Demonstrate the ability to utilize popular data visualization tools and software to create impactful visual representations of data that meet specific business needs and objectives.
4. Enhance their ability to communicate insights derived from data visualizations clearly and persuasively to diverse stakeholders, fostering data-driven decision-making within organizations.



## Social Media & Web Analytics

<b>BBA315D</b>	<b>Social Media &amp; Web Analytics</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objectives:

This course aims to equip students with the knowledge and skills to effectively leverage social media for marketing. Students will learn to develop comprehensive social media marketing plans, utilize analytics tools, manage social media data, and execute campaigns across various platforms to drive engagement, lead generation, and conversions.

### Course Content:

#### Unit 1: Introduction

Social media and its role within Marketing, Rules of engagement for Social media marketing Target audience – Influencers – Message/Content, Developing a Social media marketing plan Scope and marketing utility of blogging, micro-blogging, Using blogs for brand building & lead generation, Blog Analytics and Performance Tracking, social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live streaming, webinars

#### Unit 2: Social Media Data Management

Social media analytics, social media metrics – Introduction to analytics tools for popular social media (Facebook, Twitter, LinkedIn, YouTube, Instagram), Social media monitoring and Online reputation management.

#### Unit 3: Social Media Measurements

What is Pay per Click Marketing (PPC)?, Why we need PPC?, Google AdWords Account Structure, Facebook PPC Account Structure, What is CPC & “Click-through-Rate” (CTRs)?, What is “Cost/Conversion”?, How to increase CTR & Conversion? What is Tracking Code?

Doing Keyword Research for PPC, what is Keyword Research? Difference between SEO & PPC keywords, Ads for PPC Campaigns, Bidding, Quality Score, Score Effect on Bids, Increase Position on Search, Conversion rates, ‘Calls to Action’ (CTA), Cost/Conversion,

PPC reporting structure, Campaign Performance Reports

#### Unit 4: Introduction to Web Analytics

Definition and Importance of Web Analytics, Key Metrics: Page Views, Visits, Unique Visitors, Bounce Rate, Conversion Rate, Understanding Website Traffic Sources: Direct, Referral, Organic, Paid

#### Unit 5: Google Analytics Fundamentals:

Setting Up Google Analytics Account, Tracking Code Implementation, Dashboard Overview and Customization, Understanding Reports: Real-Time, Audience, Acquisition, Behavior, and Conversions

### Text Books (Latest Edition):

1. Social Media Marketing: A Strategic Approach,. Barker, Barker, Bormann, Zahay and Roberts, 2017, Cengage Learning
2. Social Media Marketing (3e), Tuten and Solomon, 2018, Sage
3. Web Analytics 2.0: The Art of Online Accountability and Science of Customer

- Centricity", Avinash Kaushik
4. Google Analytics Breakthrough: From Zero to Business Impact", Feras Alhlou, Shiraz Asif, Eric Fettman
  5. Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Chuck Hemann, Ken Burbary

### Reference Books:

1. Social Media Marketing for Dummies (3e). Singh and Diamond, 2014, Wiley
2. Social Media Marketing: Next generation of business engagement, Evans and McKee, 2010, Wiley

### Readings

1. J. S. Immaculate, A. S. Janet and K. J. C. Angel, "A Study of Social Media Analytics," 2021 9TH INTERNATIONAL CONFERENCE ON RELIABILITY, INFOCOM TECHNOLOGIES AND OPTIMIZATION (TRENDS AND FUTURE DIRECTIONS) (ICRITO), Noida, India, 2021, pp. 1-13, doi: 10.1109/ICRITO51393.2021.9596247.
2. The Importance of Social Media Analytics by Samuel Rondot, January 2020, [online] Available: <https://hackernoon.com/>.
3. S Stieglitz, M Mirbabaie, B Ross and C Neuberger, "Social media analytics - Challenges in topic discovery data collection and data preparation", IJM, vol. 39, pp. 156-168, 2018.

### Case Studies

1. A Study Shows the Best Times of Day to Post to Social Media, Vamsi K. Kanuri; Shrihari Sridhar; Yixing Chen, <https://hbsp.harvard.edu/product/H04J6S-PDF-ENG?Ntt=Social%20Media%20%26%20Web%20Analytics>
2. Five Mind-Blowing Web Stats You Should Know, Anthony K. Tjan, <https://hbsp.harvard.edu/product/H003YK-PDF-ENG?Ntt=Social%20Media%20%26%20Web%20Analytics>
3. How Social Media's Obsession with Scale Supercharged Disinformation, Joan Donovan, <https://hbsp.harvard.edu/product/H064S3-PDF-ENG?Ntt=Social%20Media%20%26%20Web%20Analytics>
4. How to Hold Social Media Accountable for Undermining Democracy, Yaël Eisenstat, <https://hbsp.harvard.edu/product/H064IW-PDF-ENG?Ntt=Social%20Media%20%26%20Web%20Analytics>

### Course Outcomes:

1. Understand the role of social media within marketing, including rules of engagement, target audience identification, and the development of social media marketing plans.
2. Apply analytics tools for popular social media platforms to track and analyze performance metrics, manage online reputation, and make data-driven decisions.
3. Analyze the components of Pay per Click (PPC) marketing, including keyword research, ad creation, bidding strategies, and conversion tracking to improve campaign performance.
4. Ability to interpret Website performance metrics using Google Analytics and to navigate through various reports, including real-time, audience, acquisition, behavior, and conversions, to gather insights

## Marketing Analytics

<b>BBA323D</b>	<b>Marketing Analytics</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objective:

The course aims to equip students with the knowledge and skills to apply various marketing analytics techniques, including descriptive, exploratory, and prescriptive data analytics, to make data-driven decisions. Students will learn to utilize tools like Excel/R/SPSS/Python for summarizing marketing data, conduct customer journey mapping, calculate customer lifetime value, perform RFM and churn analysis, and apply advanced methods such as cluster analysis, pricing analytics, and conjoint analysis to optimize marketing strategies.

### Course Content:

#### Unit 1:

Relevance and Scope of Marketing Analytics, use of descriptive, exploratory and prescriptive data analytics. Recent Trends in Marketing Analytics.

#### Unit 2:

Summarize Marketing Data: Slicing and Dicing Marketing Data with PivotTables- Using Charts to Summarize Marketing Data- Using Functions to Summarize Marketing Data. (Excel/R/Python)

#### Unit 3:

Customer journey mapping using customer analytics, calculating customer life time value (CLV), RFM analysis, Customer churn and its analysis, Use of cluster analysis for customer segmentation, segmentation analysis process, cluster analysis and its applications

#### Unit 4:

Pricing objectives, Bundling and types of bundling, skimming, analytics with price skimming, price elasticity using regression-based model. Product Attribute Analysis [Conjoint]- Logistic Regression – Discrete Choice Analysis & Random Utility Theory

### Text Book (Latest Editions):

1. Marketing Analytics- Seema Gupta, Avadhoot Jathar, Wiley Publications
2. Wayne L. Winston, Marketing Analytics-Data-Driven Techniques with Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana
3. Stephen Sorger , Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors.
4. Gary L. Lilien and Arvind Rangaswamy , Marketing Engineering: Computer-Assisted
5. Marketing Analysis and Planning, Pearson Education
6. Marketing Analytics, Moutusy Maity, Pavankumar Gurazada

### Reference Books:

Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston

### Readings:

1. Economic Times/ Financial Express/ Business Standard/ Mint, Business Today, Business World.
2. Dwivedi, Ram Kumar; Dixit, Rinku Sharma; Lohmor Choudhary, Shailee; Sahiba, Zainab; Naik, Satyaprakash, “The Customer Loyalty vs. Customer Retention: The Impact of Customer Relationship Management on Customer Satisfaction:”, Web Intelligence, vol. Pre-press, no. Pre-press, pp. 1-18, 2024, Published: 4 January 2024, DOI: 10.3233/WEB-230098.
3. Dr. Biplab Kumar Biswal, Dr. Rinku Sharma Dixit, Dr. Shailee Lohmor Choudhary, Pulkit Srivastava, Dr. Mohnish Kumar, “**Exploring the Ethical Use of Artificial Intelligence in Marketing and Advertising**”, Journal of Informatics Education and Research, Volume 3 (2), Year 2023, Pages 1566 -1572.
4. Wamika Sharma, Weng Marc Lim, Satish Kumar, Aastha Verma, Rajeev Kumra, Game on! A state-of-the-art overview of doing business with gamification, Technological Forecasting and Social Change, 10.1016/j.techfore.2023.122988, **198**, (122988), (2024).
5. Gomaa Agag, Yasser Moustafa Shehawy, Ahmed Almoraish, Riyad Eid, Houyem Chaib Lababdi, Thouraya Gherissi Labben, Said Shabban Abdo,
6. Understanding the relationship between marketing analytics, customer agility, and customer satisfaction: A longitudinal perspective., Journal of Retailing and Consumer Services, Volume 77, 2024, 103663, ISSN 0969-6989, <https://doi.org/10.1016/j.jretconser.2023.103663>.

### Online Resources:

[https://onlinecourses.nptel.ac.in/noc20\\_mg30/preview](https://onlinecourses.nptel.ac.in/noc20_mg30/preview)

### Case Studies

1. MedfirstIndia: Digital Marketing Analytics for Decision-Making, Sheri Lambert; Amy Lavin; Pradeep Racherla; Shravan Karpuram,  
<https://hbsp.harvard.edu/product/W34167-PDF-ENG?Ntt=marketing%20analytics>
2. Amazon Shopper Panel: Paying Customers for Their Data, By: Eva Ascarza; Ayelet Israeli,  
<https://hbsp.harvard.edu/product/521058-PDF-ENG?Ntt=marketing%20analytics>

### Course Outcomes:

1. Demonstrate the ability to use descriptive, exploratory, and prescriptive data analytics to extract insights from marketing data and inform strategic decisions.
2. Apply advanced Excel/R/SPSS functions, PivotTables, and charts to effectively summarize and analyze marketing data.
3. Utilize customer analytics techniques, such as customer journey mapping, CLV calculation, RFM analysis, and churn analysis, to understand and predict customer behavior.
4. Implement advanced analytical methods, including cluster analysis for customer segmentation, regression-based price elasticity models, and conjoint analysis for product attribute evaluation.

## Finance Analytics

<b>BBA324D</b>	<b>Finance Analytics</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objective

This course aims to equip students with the essential skills and knowledge to analyze financial data using advanced tools like Excel, SPSS/Python or R. Students will learn to summarize and visualize data, implement financial models, conduct time-series forecasting, and apply various risk management techniques to make informed financial decisions.

### Methodology

The course uses computer-based problem solving and lectures for applying concepts with tools like MS-EXCEL/SPSS/Python or R.

### Course Content:

#### Unit: I Summarizing and Analyzing Financial Data

Summarize Data, Slicing and Dicing Financial Data with PivotTables, Basic Charts to Summarize Financial Data. Pricing Analytics, Risk based pricing, Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing.

#### Unit – II: Financial Data Analysis and Modeling

Analyze financial data and implement financial models using any software. Process of Data, implement the models and generate typical output namely Prices and individual security returns, Portfolio returns, Risks, Factor Models

#### Unit - III: Time Series Analysis and Forecasting

Forecasting-Time Series Data-Component Factors of the Time- Series Model, Trend Analysis-Seasonal and Cyclical Behaviour-Smoothing of Annual Time Series: Moving averages, Exponential smoothing -Least-Squares Trend Fitting and Forecasting: Linear, quadratic and exponential models.

#### Unit - IV: Advanced Time Series Models and Forecasting Techniques

Autocorrelation and Auto Regression, Autoregressive Models, ARIMA Time-Series Model Time-Series Forecasting of Monthly or Quarterly Data, Accuracy Statistics and Forecast Model Selection, Families of Forecasting Models, Hierarchical Forecasting, Adjustments to Statistical Forecasts

### Text Books (Latest Edition):

1. Financial Analytics, Pitabas Mohanty
2. Processing and Analyzing Financial Data with R, by Marcelo S Perlin
3. Business Forecasting”, Hanke/Wichern, Pearson Publications
4. Business Forecasting: A Practical Approach, A. Reza Hoshmand
5. Statistics and Data Analysis for Financial Engineering: with R examples; David Ruppert, David S. Matteson, Springer.
6. Practical Time Series Forecasting with R: A Hands-On Guide" by Galit Shmueli, Kenneth C. Lichtendahl Jr.

## References

1. Damodar Gujarati & Dawn Porter, Sangeetha Gunasekar, “Basic Econometrics”, 5th Edition McGraw Hill Education (India) Private Limited.
2. Peter Kennedy, “A Guide to Econometrics”, 6th Edition -Wiley.
3. Analysis of Economic Data, Gary Koop, (4th Edition), Wiley.
4. Time Series Analysis and Its Applications: With R Examples" by Robert H. Shumway,David S. Stoffer

## Readings:

- Economic Times/ Financial Express/ Business Standard/ Mint, Business Today, Business World  
Jeevitha, T. (2019). Financial Analytics.
- Daniel Broby, The use of predictive analytics in finance, The Journal of Finance and Data Science, Volume 8, 2022, Pages 145-161,  
<https://doi.org/10.1016/j.jfds.2022.05.003>.

## Case Studies:

1. Fullerton: Risk Analytics and Business Strategy, Ravi Anshuman; Mitra Saby,  
[https://hbsp.harvard.edu/product/IMB587-PDF- ENG?Ntt=financial%20analytics](https://hbsp.harvard.edu/product/IMB587-PDF-ENG?Ntt=financial%20analytics)
2. Using Data Analytics and Visualization in Accounting and Auditing at Toby Biotech Inc, Tiffany Rasmussen, [https://hbsp.harvard.edu/product/B5979-PDF- ENG?Ntt=financial%20analytics](https://hbsp.harvard.edu/product/B5979-PDF-ENG?Ntt=financial%20analytics)

## Course Outcomes:

1. Apply advanced functions, PivotTables, and charts to effectively summarize, visualize, and analyze financial data, including pricing analytics and risk assessment.
2. Implement financial models and analyzing publicly available data to generate insights on prices, individual security returns, portfolio returns, and associated risks.
3. Analyze time-series data to understand component factors of time-series models, performing trend analysis, and applying various smoothing techniques for accurate forecasting.
4. Evaluate and create autoregressive models, ARIMA time-series models, and hierarchical forecasting methods, assessing forecast accuracy and selecting appropriate models for financial data forecasting.

## HR Analytics

<b>BBA325D</b>	<b>HR Analytics</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objective(s):

The course is designed to equip students with the knowledge, skills, and competencies necessary to understand and apply data analytics techniques in the field of human resource management.

### Course Content:

#### Unit 1:

Evolution and rise of HR Analytics, Application of HR metrics: HR operations metrics, recruitment metrics, training and development metrics, to measure, monitor and take corrective actions so as to conduct the HR function and operations efficiently.

#### Unit 2:

Descriptive analytics, HR dashboards using any software, slicing and Dicing of HR data with pivot table application

#### Unit3:

HR analytics application of correlation and regression, understanding variants of T test, one way and two-way ANOVA, interpretation and understanding of different statistical tools and techniques, classification problem using logistics regression.

#### Unit4:

HR Analytics applied to absenteeism, HR operations efficiency, job classification, employee attrition, training and development, Decision tree and clustering algorithms.

### Text Books (Latest Edition):

1. Practical Applications of HR Analytics, by Manish Gupta Pratyush Banerjee, Jatin Pandey, Sage (Text book).
2. HR Analytics : Connecting Data and Theory by Rama Shankar Yadav and Sunil Maheshwari , Wiley(Text Book)
3. HR Analytics Essentials You Always Wanted To Know (Self-Learning Management Series) Dr. Michael Walsh , Vibrant Publishers.
4. Doing HR Analytics: A Practitioner's Handbook With R Examples by Mr. Sundmark, Lyndon HR Analytics, 2ed: Understanding Theories and Applications by Dipak KumarBhattacharyya, Wiley.
5. Winning on HR Analytics: Leveraging Data for Competitive Advantage by Ramesh Soundararajan and Kuldeep Singh, Sage.
6. Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley

### Readings

- Kale, Hritik & Anute, Nilesh. (2022). HR Analytics and its Impact on Organizations Performance.
- McCartney, S. and Fu, N. (2022), "Bridging the gap: why, how and when HR analytics can impact organizational performance", Management Decision, Vol. 60 No. 13, pp. 25-

47. <https://doi.org/10.1108/MD-12-2020-1581>

- Alessandro Margherita, Human resources analytics: A systematization of research topics and directions for future research, Human Resource Management Review, Volume 32, Issue 2, 2022, 100795, <https://doi.org/10.1016/j.hrmmr.2020.100795>.
- Khaliq , R., & Saritha , B. (2023). Benefits and Challenges of Adopting HR Analytics: A Comprehensive Review . Journal of Economics, Management and Trade, 29(11), 24–33. <https://doi.org/10.9734/jemt/2023/v29i111159>
- By Prof. Pooja Karekar Dr. Beena Jiby, “The power of HR analytics- Transforming HR in India” International Journal of International Institute of Management Studies, Jan 2022, Vol1, Issue 1, pp 15 – 30.
- Sharma M, Bhatia MS. HR analytics adoption: An exploration of challenges and critical success factors. Personnel Review. 2020;49(1):59-86.

### **Case Studies:**

- Money Cash Flow Inc.: HR Analytics Applied to Employee Retention and Well-Being Issues (A), Michel Cossette; Gabrielle Reyburn, <https://hbsp.harvard.edu/product/HEC162-PDF-ENG?Ntt=hr%20analytics>
- Money Cash Flow Inc.: HR Analytics Applied to Employee Retention and Well-Being Issues (B), Michel Cossette; Gabrielle Reyburn, <https://hbsp.harvard.edu/product/HEC163-PDF-ENG?Ntt=hr%20analytics>
- Is HR the Most Analytics-Driven Function?, Thomas H. Davenport, <https://hbsp.harvard.edu/product/H04WQI-PDF-ENG?Ntt=hr%20analytics>

### **Course Outcomes**

1. Students will understand the importance of using data and analytics and the HR metrics leading to data-driven decision-making.
2. Students will enhance their analytical skills to collect, analyze, interpret, and visualize HR data using statistical and analytical tools.
3. Students will apply analytics techniques to address real-world HR challenges and problems.
4. Students will familiarize themselves with key HR metrics, performance indicators, and benchmarks used to assess and measure HR outcomes and effectiveness.

Overall, the course aims to prepare students for careers in HR management by providing them with the analytical tools, techniques, and mindset needed to leverage data and analytics for informed decision making and strategic HR management.

Tools: SPSS/Excel/R/Python (suggestive list)



## Health Care

### Healthcare Infrastructure and Support Services

<b>BBA313E</b>	Healthcare Infrastructure and Support Services	<b>3L:1T:0P</b>	<b>4 Credits</b>
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*Ab*

#### *out Course:*

This course will enable the learner understand the role of administrator in patient care planning and management, the need and importance of equipment and physical facilities as well as develop the skills of developing Policy and Procedures for Clinical Services.

#### **Course Objectives:**

1. To enable learners to understand the guiding principles and steps involved in planning hospital.
2. To enable learners to apply the principles of outpatient services management.
3. To help learners analyze the components and management practices of trauma care.
4. To develop skills in applying and evaluating inpatient care services management.
5. To equip learners with the ability to create comprehensive management plans.

#### **Course Content:**

##### **Unit**

**1:  
Ho**

**spital Planning:** Guiding Principles in Planning Hospital Facilities and Services. Regional Planning and Factors to be emphasized. Steps in Hospital Planning; Planning Team and Stages of Project Estimation, Architect Brief and Master Plan- Selection of Site and Decision on Land, Space and Utilities.

**Unit 2: Outpatient Services:** Meaning. Objectives, Functions, Location, Design and Layout - Policy and Procedures – Organization - Staffing - Equipment and Facilities - Key Result Areas and Performance / Quality Indicators - Daily Planning and Scheduling of Work. Managing Time-Waiting Time and Total Time; Specialty, Sub-specialty and Super Specialty Clinics, Diagnosis, Physiotherapy and Occupational Therapy - Emerging Concepts-Day Care, Reservation, Appointment by Phone-Medico social Works / Patient Counselling. Other Facilities - Pharmacy, Gifts Shop, Prayer / Meditation Room.

**Unit 3: Trauma Care:** Emergency and Casualty Services, Disaster Management-Principles and Classification, Life Saving Drugs, Ambulance and Paramedic support Services. Medico-legal Procedures. Forms and Registers to be maintained, Communication System.

**Unit 4: Inpatient Services, Inpatient Care:** Meaning. Objectives, Functions, Locations, Design and Layout-Policy and Procedures-Organization- Staffing- Equipment and Facilities- Key Result Areas and Performance / Quality Indicators - Admission, Transfer, Billing and Discharge Procedures. Intensive Care Units – Objectives, Functions, Types of ICUs.

**Unit 5: Operation Theatre:** Objectives, Functions, Location, Design and Layout - Policy and Procedures - Organization - Staffing - Equipment and Facilities - Key Result Areas- Daily Planning and Scheduling. Determinants of number of Operating Rooms- Zoning and Aseptic / Sterile Techniques -Clinical Protocols - Sub-stores- CSSD. Immediate Postoperative Recovery Rooms- Safety Issues.

**SU**

#### **GGESTED READINGS:**

- |   |                   |
|---|-------------------|
| 1. <i>D.K.Sharma,</i>   | <i>R.C.Goyal:</i> |
| spital Administration and HRM                                     | Ho                |
| 2. <i>B.M. Sakharkar:</i>   |                   |
| nciples of Hospital Administration and Planning                   | Pri               |
| 3. <i>C.M. Francis et al:</i>                                     | Ho                |
| spital Administration   |                   |
| 4. <i>NHS:</i>  |                   |
| ide to Good Practices in Hospital Administration                  | Gu                |
| 5. <i>Madhuri Sharma:</i>   |                   |
| entials For Hospital Support Services And Physical Infrastructure | Ess               |

**Course Outcomes:** At the end of the course, the student will be able to :

1. Remember and understand the core concepts of hospital planning like site selection.
2. Apply their knowledge to manage outpatient services effectively.
3. Be able to analyze trauma care and emergency services.
4. Evaluate and critique inpatient services management practices.
5. Create detailed and effective management plans for operation theatres.

## Community Medicine

<b>BBA314E</b>	Community Medicine	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objective:

To develop the expertise in learner to organize, implement, monitor & evaluate National Health Programmes at his / her respective level of functioning having acquired basic management skills related to health care delivery.

### Course Objectives

1. To enable learners to understand the evolution and concepts of community medicine.
2. To help learners remember and understand the general concepts of health and disease.
3. To equip learners with epidemiological methods to assess health, measure disease frequency.
4. To develop the skills to analyze the structure and function of the healthcare delivery system in India.
5. To prepare learners to evaluate disaster management strategies, including disaster preparedness.

### Course Content:

- 1. Introduction to Community Medicine:** Concepts and evolution of Public Health, Preventive Medicine, Social Medicine & Community Medicine. Concepts of individual, family & community health. Significance of community medicine in promotive, curative, preventive and rehabilitative health interventions.
- 2. General concepts of Health and Disease:** Definition of health, disease. Interrelation between health & overall human development. Indicators of health and Human Development. Disease causation. Natural history of disease & its significance in prevention & control of disease. Disease prevention. Levels of prevention and modes of interventions.
- 3. Epidemiology:** Definition, aims and uses of epidemiology. Sources of epidemiological data. Measurements of disease frequency, health related states & events. Application of epidemiological methods in assessment of health & disease and evaluation of health programmes. Dynamics of disease transmission. Strategies for disease prevention, control, elimination and eradication. Immunization schedules, universal immunization programme. Precautions.
- 4. Healthcare delivery system in India:** Levels of health care. Definition, principles and components of primary health care. Health care system in India (Urban and rural). PHCs. Non-Government Organizations. Role of WHO, UNICEF. National health programme implementation at the block level and evaluation of health programmes.
- 5. Disaster Management:** Types of disasters. Health hazards of disasters. Disaster preparedness. Disaster mitigation. Disaster in case of epidemic outbreak, control measures. Disaster Management Act in India.

SU

### GGESTED READINGS:

1. AH

Suryakantha:  
Co

mmunity Medicine – Recent Advances

2. *Park's:*

Text Book of Preventive & Social Medicine

Te

3. *Maxcy-Rosenau:*

Text Public Health & Preventive Medicine

Las

4. *Leon Gordis:*

Epidemiology

Epi

**Course Outcomes:** At the end of the course, the student will be able to :

1. Understand and be able to explain the evolution and key concepts of community medicine.
2. Remember and understand the definitions and concepts related to health and disease.
3. Apply epidemiological methods to assess community health and evaluate health programs.
4. Analyze the healthcare delivery system in India, understanding the roles of primary healthcare.
5. Evaluate disaster management plans, including preparedness and response strategies.

## Healthcare Administration

<b>BBA315E</b>	Healthcare Administration	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### *About Course:*

*To enable manage the healthcare service organizations by understanding the complexity, levels and role of hospital administrator, understanding the current issues that have an implication in administration.*

### *Course Objectives*

1. To help learners understand the complexity of healthcare service organizations.
2. To enable learners to remember and understand the fundamental concepts of management.
3. To equip learners with the ability to apply management functions along with vision and mission.
4. To develop the skills needed to analyze the structure and classification of healthcare.
5. To prepare learners to evaluate contemporary issues in healthcare administration.

### *Course Content:*

1. **Management Concepts and Healthcare:** Healthcare as a service Industry. Required Managerial Roles and Skills. P-O-L-C framework in managing healthcare. Challenges involving infrastructure and health administrators. Contingency measures applied in functions of Management. General administrative framework – Indian context.
2. **Management Functions and Healthcare:** Integration with organizational vision and mission. Planning fundamentals. Process and Impediments. Socio-economic factors. Strategic Services Planning. Management by Objectives. Decision-making essentials. Organizing function. Organizational Chart. Formal-Informal Organization. Group Dynamics in healthcare sector. Organisational Structures. Authority-Responsibility-Accountability initiatives. Departmentation. Delegation of Authority. Coordination. Conflicts. Directing. Supervising. Motivating. Leading. Communicating and Controlling measures.
3. **Health and Hospital Services:** Classification of Service Organization - Characteristics Challenges History of Medicine - Healthcare Revolution - Healthcare Dimensions - Health- Indicators. Types of Healthcare Organizations - Composition of Health Sector- Types of Care. Pyramidal Structure of Health Services- Hospitals- Types of Hospitals and Role of Hospital in Healthcare- Complexity of Hospital Organization.
4. **Hospital Management:** Levels and Roles Governing Board, Executive Board and Advisory Board - CEO, Medical Administration, Nursing Administration and Hospital Administration- Middle Level Managers in Hospital and their Responsibilities.
5. **Contemporary Issues:** National Accreditation Board for Hospitals & Healthcare Providers (NABH). Tele health. Health Tourism. Health Insurance and Managed Care. Disaster Management. Hospital Waste Management.

### **SUGGESTED READINGS:**

1. *Ginter,* *Duncan,* *Swayne:*  
Strategic Management of Healthcare organization
2. *Jaypee Brothers:*  
Hospital Administration and Management

3. *Elaine La Monica:*

Management in Health Care

Ma

4. *Park and Park:*

Textbook of Preventive and Social Medicine

Te

5. *Sakharkar:*

Principles of Hospital Administration and Planning

Pri

6. *Francis et al:*

Hospital Administration

Ho

***Course Outcomes:***

At the end of the course, the student will be able to

1. Understand and be able to explain the complexity of healthcare service.
2. Remember and understand key management concepts.
3. Apply management functions such as planning, organizing, and decision-making.
4. Analyze the structure of healthcare organizations, including hospital hierarchies.
5. Evaluate contemporary issues such as NABH accreditation, telehealth and health tourism.

## Healthcare Finance

<b>BBA323E</b>	Healthcare Finance	<b>3L:1T:0P</b>	<b>4 Credits</b>
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*Ab*

**out Course:**

*To*

*make the students learn the financial tools for good business decisions in a practical situation.*

### **Course Objectives:**

1. To enable students to understand the basic principles of healthcare finance.
2. To help students remember and understand the purpose and importance of financial reporting.
3. To equip students with the ability to apply their knowledge of health insurance.
4. To develop students' ability to analyze healthcare operating expenses, fixed and variable costs.
5. To prepare students to evaluate healthcare financial management practices.

### **Course Content:**

1. **Introduction:** Definition, nature, roles, scope in the healthcare sector; Fund's estimation- Investment Decision -Financing Decision.
2. **Financial Reporting in Healthcare:** Identify the purpose of financial reporting and statement examples, including asset, liability, equity and income; differentiate between errors and fraud in financial reporting; define healthcare compliance; identify federal and state regulations of healthcare providers; explain basic healthcare fraud and abuse laws.
3. **Health Insurance & Reimbursement:** Articulate the key provisions of the Affordable Care Act; identify health insurance and third party payers; differentiate between insurance methods in healthcare; explain the transition to value-based reimbursement; explain the medical coding process.
4. **Estimating Healthcare Costs:** Recognize healthcare operating expenses, including fixed and variable costs; differentiate between direct and indirect costs; define the concept of cost allocation and calculate depreciation expense.
5. **Healthcare Financial Management:** Identify the goals of financial management; define the revenue cycle; assess the functions of receivables management and cash and supply chain management; identify related measurement tools and methods; explain how costs and revenues are managed.

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### **GGESTED READINGS:**

1. *LC*

*Gapenski:  
He*

**althcare Finance-An Intro to Accounting and Financial Management**

2. *Brealey, Myers, Allen and Mohanty: Principles of Corporate Finance*
3. *Damodaran:*

**Ap**

**plied Corporate Finance**

4. *Damodaran:*

**Co**

**rporate Finance: Theory and Practice**

**Course Outcomes:** At the end of the course, the student will be able to :

1. Understand and be able to explain the complexity of healthcare service.
2. Remember and understand key management concepts.
3. Apply management functions such as planning, organizing, and decision-making.
4. Analyze the structure of healthcare organizations, including hospital hierarchies.
5. Evaluate contemporary issues such as NABH accreditation, telehealth and health tourism.



<b>BBA324E</b>	Healthcare Policies and Governance	<b>3L:1T:0P</b>	<b>4 Credits</b>
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*This course explores the formulation and implementation of health policy, healthcare systems, and public health programmes, with emphasis on contemporary issues and the role of key stakeholders in India and globally.*

1. To enable students to understand central theories and models of governance & public health.
2. To help students remember organization and functions of various national health programs.
3. To equip students with the ability to apply key principles of policy-making, stakeholder analysis.
4. To develop students' skills in analyzing and interpreting public health programs.
5. To prepare students to evaluate contemporary issues in public health governance.

1. **Health Policy Introduction:** Defining Health and Health Care Policy -Forms and Categories of Health Policy - How does Policy Influence Health? Importance of Health Policy. Basic Government Structure. Introduction to Government Branches; Legislative and Regulatory processes.
2. **Healthcare System in India:** Organisation and function of various National Health Programmes. Health planning in India Introduction. Development planning in India - National Health Services.
3. **Health policy, Process and Planning:** Policy making; key components; Policy framework; Stake holders in policy making; Effects of different interest and advocacy groups in influencing health policy Effects of national and international affairs on health policy; Introduction to different national population, disease control, tobacco control, nutrition, maternal and child health policies. Short term versus long term policies.
4. **Design and evaluation of public health programmes (including current NHPs):** Concepts and approaches underlying the design of health programmes with a focus on low resource settings; analysis and interpretation of studies/programmes; Different forms of power influential to policy making. Concepts of Governance and Institutions. Different theories useful in policy analysis.
5. **Contemporary Issues:** Theory explaining public health action, its evolution and application in health policy; Methods of assessing the health impact of different types of policy; national and global perspective; Assessing health impacts of different policies across sectors; Impact of health threats and interventions to counter health threats including crisis management; Role of Non-governmental Organizations (NGOs) in health care.

1.	K.
B.	Saxena:
	He
alth Policy and Reforms: Governance in Primary Healthcare	
2.	Sai
ram	Bhat:
	He
althcare in India: An Introduction to Law and Legal System	

At the end of the course, the student will be able to :

1. Understand and be able to explain the central theories and models of governance.
2. Remember and understand the structure and function of India's healthcare system.
3. Apply conceptual frameworks to analyze the role of stakeholders and interest groups.
4. Analyze public health programs in low-resource settings using theories of governance.
5. Evaluate the health impacts of various policies, both nationally and globally.

## Healthcare Marketing

<b>BBA325E</b>	Healthcare Marketing	<b>3L:1T:0P</b>	<b>4 Credits</b>
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*Ab*

**out Course:**

*To make the learner understand the marketing activities in the healthcare sector, design services to suit the consumer needs and serve them for wholesome satisfaction.*

**Course Objectives:**

1. To help students understand the basic concepts of services and services marketing.
2. To enable students the principles of holistic marketing, including the roles of internal, external, and interactive marketing strategies.
3. To equip students with the ability to apply marketing concepts such as segmentation, targeting.
4. To develop students' skills in analyzing the marketing mix decisions specific to healthcare.
5. To prepare students with effectiveness of public relations strategies in the healthcare sector.

**Course Content:**

1. **Introduction:** Concept of Services and Services marketing. Importance of Hospital services. Challenges in Practicing Marketing in Healthcare Industry. Marketing Intelligence, Information and Research.
2. **Holistic Marketing:** Holistic Marketing. Interactive Marketing. External Marketing-Internal marketing – Scope - Objectives – strategies. Roles of a service employee.
3. **Health care service products and delivery:** Defining Market, demand. STP in health care service products. New service development process. Evidence-Marketing Organization for Hospitals. Consumer Analysis. Consumer Adoption Process. Service Quality Management. Service recovery strategies.
4. **Marketing Mix Decisions:** Service Mix Decision. Service Item Decision. Service Life Cycle Decision-physical evidence. Pricing Decisions in Healthcare. Major Distribution Decisions- Strengthening Referral System. Promotion Decisions-Sales Force in Healthcare Organizations. Advertising in Healthcare Industry. Sales Promotion Practices in Healthcare Organizations. Publicity Practices. Service Portfolio Strategy. Market Expansion Strategy. Target Market Strategy. Competitive Positioning Strategy.
5. **Public Relations:** Meaning of Public Relations. PR in Healthcare sector. Developing Cost Effective Public Relations Strategies. Implementing Actions and Evaluating Results. Community Opinion Surveys to Assess the Image of an Organization. Public Relations Tools. Social Marketing.

**Su**

**ggested Readings:**

1. *Eric N. Berkowitz:*  
entials of Health care Marketing  
Ess
2. *Philip Kotler, R. N. Clarke:*  
Ma  
rketting for Healthcare Organizations
3. *John F. O'Malley:*  
He  
althcare Marketing Sales and Services
4. *G.D. Kunder:*  
Ho  
w to Market Your Hospital Without Selling Your Philosophy

spital management from service sector perspective

**Course Outcomes:** At the end of the course, the student will be able to

1. Understand and be able to explain the key concepts of services.
2. Remember the principles of holistic marketing and the roles of service employees.
3. Apply marketing techniques such as segmentation, targeting, and positioning (STP).
4. Analyze the marketing mix decisions for healthcare services.
5. Evaluate the effectiveness of public relations strategies in healthcare.

## **Rural Management**

### **Rural Society and Polity**

<b>BBA313F</b>	<b>Rural Society and Polity</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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#### **Course Objectives**

1. To facilitate the students to understand the basic nature of rural society in India
2. To explain important structural components of Indian society and their significance for rural social life.
3. To explain the nature of local governance structure and social processes of rural India.
4. To enable the students to have basic ideas of rural demography and rural economy in contemporary India.
5. To familiarize with the rural social transformation aspects in contemporary times

#### **Course Content:**

##### **Unit 1: Rural Society in India: Historical understanding and Perspectives**

India and its villages- historical understanding, rural-urban differences and continuum- Various perspectives for understanding rural India- nationalist and subaltern perspectives, stereotypes and myths about Indian villages- Various dimensions of rural life: economic, political and religious

**Transaction Methodology:** Classroom teaching and discussion

##### **Unit 2: Rural Society: Basic Social Structure**

Understanding village through various social categories- Caste as a social institution- privileges and exclusions- Tribes/Indigenous people in rural India- problems of identity and development, relation between state and the Adivasis/indigenous people- Gender aspects of rural society- impact on life chances.

**Transaction Methodology:** Case analysis and discussion

##### **Unit-3: Village India: Political Structure and Processes**

Historical understanding of village political self-governance; contemporary rural local self- governance after 73rd Constitutional amendment: structure and political process; Challenges for Panchayati-Raj governance in rural India

**Transaction Methodology:** Village visit, Participative Rural Appraisal and debriefing in the class

##### **Unit 4: Fundamentals of Rural Demography and Economics**

Rural population (size, birth and death rates, causes and socio-economic implications of rapid growth in rural population and pressure on occupational structure) – Rural Economics (Nature, scope and importance) – Analysis of rural labour force - Participation of women in rural labour force- Rural poverty (Inequality, Rural unemployment)

**Transaction Methodology:** Classroom teaching

## **Unit-5: Rural Social Transformation in Contemporary Times**

Education, health and sanitation challenges in rural society; religion and caste based social processes; consumerism and aspiration of rural population; challenges for rural transformation.

**Transaction Methodology:** Classroom teaching and Discussion

### **Suggested Readings:**

Choudhary,B.(1982). *Tribal Development in India*. Inter-India Publications: New Delhi.

Desai, A.R. (1969). *Rural Sociology and India*. Popular Prakashan: Bombay.

Puri.V.K.and Misra.S.K(2014).*Indian Economy*. Himalaya Publishing House.

Singh,S. (1987).*Scheduled Castes and India- Dimensions of Social Change*. Jain Publication House:Delhi.

### **Learning Outcomes**

At the end of the course, the student will be able to

1. Describe the key aspects of Rural Society in India
2. Identify important structural components of Indian society and their significance for rural social life
3. Apply the knowledge of local governance structure and social processes of rural India
4. Analyse the dynamics of local rural population and local rural economy
5. Comprehend on rural transformation in contemporary terms

## Rural Marketing Management

BBA314F	Rural Marketing Management	3L:1T:0P	4 Credits
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### Course Objectives:

- To provide an understanding of Rural Marketing issues and concepts
- To familiarize Rural marketing strategy
- To create awareness about Rural Communication Channels and distribution systems
- To provide insights on ICTs in Rural Marketing
- To make the students acquainted with commercial bank rural credit and marketing linkages

### Course Content:

#### **Unit 1: Overview of Rural Marketing:**

Meaning and definition of Rural Markets Marketing the Rural Products – Issues in Rural Marketing and Rural Consumer Behavior – Rural Products and Consumer Behaviour.

**Transaction Methodology:** Project-Ask students to market a product and debriefing in the class

#### **Unit 2: Rural Marketing Strategy:**

Tangible and intangible rural products - Evolving Rural Marketing Strategy -marketing strategy for rural products; role of informal communication.

**Transaction Methodology:** Case analysis and discussion

#### **Unit 3: Rural Distribution Systems:**

Rural Communication and Distribution systems, Distribution system for small markets, niche markets and exclusive products, market segmentation, Agricultural Marketing and Role of Agricultural Produce Marketing Committees (APMCs).

**Transaction Methodology:** Case analysis and discussion

#### **Unit 4: ICTs in Rural Marketing:**

ICTs in Rural Marketing, Role of social media, e-NAM, Agricultural Marketing Network (AGMARKNET) and Rural warehouse. Rural as well as urban storage systems.

**Transaction Methodology:** Group Project work

#### **Unit 5: Market support:**

Role of commercial bank and Rural Credit and Marketing linkages

**Transaction Methodology:** Role play

### **Suggested Readings:**

1. Kotler, PandArmstrong, G(2015). *Principles of Marketing*. Pearson Education: India
2. Kotler, P, et al (2017). *Marketing Management*. Pearson Education.
3. Rajagopal (1994). *Rural Marketing Management*. Discovery Publishing House: New Delhi.

**Learning Outcomes:**

At the end of the course, the student will be able to

1. Market their products
2. Strategies how to increase the marketing of rural products
3. Choose an appropriate distribution system.
4. Apply ICT in rural marketing
5. Source the finance for rural products



## Rural Livelihoods and Production Systems

<b>BBA315F</b>	<b>Rural Livelihoods and Production Systems</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objectives:

1. To enable students, understand and explore livelihoods and livelihood programs in India.
2. To help students understand the current scenario and challenges per training to agricultural production system in India
3. To assist students, understand and tenure system and land reforms in India.
4. To help students gain perspective about government scheme and IT in rural development

### Course Content:

#### **Unit1: Rural livelihoods**

Meaning and basic concept of livelihoods – Types of livelihood interventions – Sustainable livelihood approaches –Livelihood programs in India.

**Transaction Methodology:** Case analysis and discussion

#### **Unit 2: Agricultural Production System**

Importance, agricultural production and productivity – Agricultural backwardness, causes and consequences – Modernization of agriculture (Green revolution, farm management and technology off arming, natural, organic farming, co-operative farming, minor irrigation)–Challenges of Agriculture in India.

**Transaction Methodology:** Case analysis and discussion

#### **Unit3: Land Tenure Systems and Land Reforms**

Tenancy laws - Land ceiling and consolidation of holdings – Land-ceiling laws, fragmentation and consolidation of land and distribution of surplus land among the rural poor – Bataidari – Challenges of land alienation in tribal areas.

**Transaction Methodology:** Discussion and Case Analysis

#### **Unit 4: Government Schemes and Rural IT**

Bharat Nirman – Swacch Bharat Mission (Gramin)–Rural IT and other infrastructure development programmes -Recent development programs and schemes introduced by GOI like National Rural Livelihood Mission NRLM.

**Transaction Methodology:** Case analysis and discussion

### **Suggested Readings**

- Bordet, D. and Rabezandrina, S. (1996): *Sustainable Rural Livelihoods: What Contribution Can We Make?* London:Department for International Development
- Sharma, A.N.(1984):*Economic Structure of Indian Agriculture*, Himalaya Publication House.

## **Learning Outcomes**

At the end of the course, the student will be able to :

1. Draw learnings from livelihood opportunities and programs
2. Analyze the challenges faced by the agriculture production system in India.
3. Demonstrate knowledge about land tenure system and reforms in India
4. Analyse the role and scope of government schemes and IT in rural development.

## Community Organization for Rural Management

<b>BBA323F</b>	Community Organization for Rural Management	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objectives

1. Understand the concepts and theories of community organization.
2. Develop practical skills for initiating and sustaining community development projects.
3. Analyse the socio-cultural, economic, and political dynamics of rural communities in Bharat.
4. Apply participatory approaches for community engagement and empowerment.
5. Design and implement community action plans to address local challenges and promote sustainable development.

### Course Content

#### Unit 1: Introduction to Community Organization

Community Organization: Concepts and Definitions, Historical Perspectives, Theoretical Frameworks: (social capital, empowerment, participatory approaches), Importance and Scope

**Transaction Methodology:** Classroom teaching, presentation and discussion

#### Unit 2: Understanding Rural Communities

Rural Sociology: Economic, Political, Cultural, Gender, Caste and Class dynamics

**Transaction Methodology:** Classroom teaching, presentation and discussion

#### Unit 3: Principles and Models of Community Organization

Principles of Community Organization, Models of Community Organization - Locality Development, Social Planning, Social Action, Strengths and Limitations of Different Models, Skills and Techniques in Community Organization

**Transaction Methodology:** Classroom teaching, presentation and discussion

#### Unit 4: Programme planning in Community Organisation and Documenting

Programme Planning in Community Organisation-Objectives, Principles and Processes Community profiling, recording and documentation of the community organization processes (documentation of the best practices, case studies).

**Transaction Methodology:** Classroom teaching, presentation and discussion

#### Unit 5: Application of Community Organization in Different Contexts

Community Development, Social Change Movements, Advocacy and Policy Change, Disaster Response and Recovery.

**Transaction Methodology:** Classroom teaching, presentation, case study and discussion

### Suggested Readings

Community Organizing: Theory and Practice" by Joan Rothman, Jack Rothman, and Judy L. Trent

Chambers, R. (1994). The origins and practice of participatory rural appraisal. *World Development*, 22(7), 953–969.

Kretzmann, J. P., & McKnight, J. L. (1993). *Building communities from the inside out: A path toward finding and mobilizing a community's assets*. ACTA Publications.

Narayan, D., Chambers, R., Shah, M. K., & Petesch, P. (2000). *Voices of the poor: Crying out for change*. Oxford University Press.

*Organizing for Social Change: Midwest Academy Manual for Activists*" by Kim Bobo, Jackie Kendall, and Steve Max

*Community Organization: Principles, Strategies, and Skills for Indian Practitioners*" by S. Siva Raju

*Understanding Community Development in India: Concepts, Approaches, and Practices*" edited by V. Rajagopal and Veena Poonacha

### **Learning Outcomes:**

1. Recall the concepts of community, community organization, power structure & social action.
2. Understand the critical elements of community organization practice
3. Apply the role of a community organizer in Community organization and social action movements
4. Analyze the problems of the community
5. Recognize the significance of Community Organization practice in diverse settings
6. Plan, organize and evaluate programme for different population in the community

## **Rural Entrepreneurship (with focus on WASH)**

<b>BBA324F</b>	Rural Entrepreneurship (with focus on WASH)	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### **Course Objectives:**

1. To introduce types of entrepreneurs and their characteristics.
2. To introduce the evolution of rural entrepreneurship.
3. To familiarize students with entrepreneurial competencies and challenges.
4. To provide insights on ecosystems for promotion of rural entrepreneurship.
5. To familiarize them with Micro Enterprises and Source of Financing.

### **Course Content:**

#### **Unit1: Understanding Rural Entrepreneurship**

Definition – Classification – Rural-Urban Entrepreneurship – Types: Innovative, Adaptive, Fabian, Drone – Techno-entrepreneur – Women Entrepreneur – Social Entrepreneur – Intra-preneur- Factors influencing entrepreneurship: Individual factors- Environmental factors- Socio-cultural factors- Support systems- Entrepreneurial motivation Role and importance of entrepreneur in economic growth- Entrepreneurship as a style of management.

**Transaction Methodology:** Individual / Group Project, presentations and Report submission

#### **Unit2: Evolution of Rural Entrepreneurship**

History of Rural Entrepreneurship–Comparison with other types of Entrepreneurship – Scope in future

**Transaction Methodology:** Classroom teaching and discussion

#### **Unit3: Rural Entrepreneurial Competencies**

Characteristics of Rural Entrepreneurship –Entrepreneurial Competencies–Challenges.

**Transaction Methodology:** Case analysis and discussion

#### **Unit4: Institutional Ecosystems for Promotion of Rural Entrepreneurship**

Definition – Natural Resource Base – Human Resource base – Institutes designated to promote Rural Development.

**Transaction Methodology:** Role Play and discussion

#### **Unit 5: Micro Enterprises and Source of Financing**

Managing a Rural Enterprise (with components of WASH Technologies), Successful Experiences, Government rules and regulation regarding small industries, role of financial institutions – IDBI, SIDBI, SFCs and commercial banks in assisting entrepreneurs, Other supporting institutions- District Industries Centers (DIC), Small Industries Development Organization (SIDO), MSME-DI etc. Case study presentation.

**Transaction Methodology:** Case analysis and discussion.

### **Suggested Readings:**

1. Carlen, J (2016). A Brief History of Entrepreneurship: The Pioneers, Profiteers, and Racketeers Who Shaped Our World. Columbia Universitypress.
2. Shillingford, R (2009): History of the World's Greatest Entrepreneurs: The Biography of Success, The History of the World's Greatest Publisher:UK
3. Drucker, P.E (2006). The Effective Executive. Harper Collins Publishers:USA
4. Drucker, P., (1999). Innovation and Entrepreneurship: Practice and Principles, Butterworth- Heinemann: Oxford. Prac

### **Learning Outcomes:**

At the end of the course, the student will be able to :

1. Classify the type of entrepreneurs.
2. Explain the aspects relating to evolution of rural entrepreneurship.
3. Identify the gaps in the skills required for enterprise and plan relevant training
4. Promote rural entrepreneurship through appropriate steps.
5. Source the finance for entrepreneurial activity.

## Understanding International Organizations and SDGs

<b>BBA325F</b>	Understanding International Organizations and SDGs	<b>3L:1T:0P</b>	<b>4 Credits</b>
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### Course Objectives:

1. To introduce students to the functioning of International developmental organizations.
2. To introduce students aspects relating to the evolution of international developmental organisations.
3. To help students to understand the functioning of national and international developmental organizations.
4. To enable students to be aware of national and international developmental organisations management.
5. To provide insights on Multinational Developmental organization networking.

### Course Content:

#### **Unit1: Introduction to International Development Organizations**

Types of International Organization– Role of International Developmental Organizations– Functions of Organizations–Multi National Development Networking for promoting work on SDGs.

**Transaction Methodology:** Classroom teaching and discussion

#### **Unit2: Evolution of International Developmental Organisations**

History of International Organisations–Major Events in the History of International Developmental Organisations– Introduction of Millennium Development Goals– Evolution of MDGs to Sustainable Development Goals SDGS, Sendai Framework on Disaster Risk Reduction SFDRR and Climate Action Plan.

**Transaction Methodology:** Individual assignment and presentation

**Unit3: Functioning of National and International Developmental Organisations:** Introduction to Development Agenda Setting in India; National developmental organisations working on developmental agenda, International Organisation– Short-

Term and Long-Term Planning – Action Plan and Policy for International Development in development domain.

**Transaction Methodology:** Individual / group project and presentation

#### **Unit4: International Developmental Organization Management**

Structure of Organizations– Factors affecting the operations –Human Resource Management–Promoting Sustainable Development Agenda, UNICEF, UNDP, WHO and UNEP and WASH Functions.

**Transaction Methodology:** Classroom teaching and discussion

#### **Unit5: Multi National Development Networking**

Understanding the Role of Digital Strategy in Networking– Applying for Funding and Donation– Social Media Management– Offline Networking through Events and Workshops.

### **Suggested Readings**

1. Assembly, G. (2015). Sustainable Development goals. SDGs), Transforming our world: the,2030.
2. Charles, A., Luras, M., &Tomasini, R. (2010, October). Collaboration networks involving humanitarian organisations –particular challenges for a particular sector. In Working Conference on Virtual Enterprises(pp.157-165). Springer, Berlin, Heidelberg.
3. Griggs, D., Stafford-Smith, M., Gaffney, O., Rockström, J., Öhman, M. C., Shyamsundar,P., & Noble, I. (2013).Policy:Sustainable development goals for people and planet. Nature, 495(7441),305.
4. Heller Baird, C., &Parasnis, G. (2011). From social media to social customer relationship management. Strategy& leadership,39(5),30-37.
5. Kumar,S.,Kumar,N.,&Vivekadhish,S.(2016).Millennium development goals (MDGS) to sustainable development goals (SDGS): Addressing unfinished agenda and strengthening sustainable development and partnership. Indian journal of community medicine :official publication of Indian Association of Preventive & Social Medicine,41(1), 1.
6. Shimp, T. A., &DeLozier, M. W. (1993). Promotion management and marketing communications.
7. World Health Organization. (2015). Health in 2015: from MDGs, Millennium development goals to SDGs. Sustainable development goals,17.

### **Learning Outcomes:**

At the end of the course, the student will be able to

1. Draw learnings from International Developmental Organizations across the world and apply in Indian context.
2. Explain the evolution of International developmental organizations.
3. Describe the functioning of national and international developmental organizations
4. Present the aspects relating to national and international developmental organization management
5. Initiate actions required for international developmental organization networking.