

Gopal Narayan Singh University

Jamuhar, Sasaram, Rohtas (Bihar)

10/08/2024
ONLINE

10/08/2024

Signature

Signature

1. Prof. Vikas Sharma Chairman
2. Prof. K.K. Agarnal External Expert
3. Dr. Shweta Goel External Expert
4. Prof. Sudhanshu Kumar Member
5. Prof. Rajnish Rana Member
6. Dr. Abhishek Tiwari Member
7. Dr. Dilip Kumar Member

APPROVED BY	DATE
BOS	10/08/2024
Academic Council	11/11/2024
Board of Management	12/11/2024
Governing Body	15/11/2024



FACULTY OF MANAGEMENT STUDIES (FMS)

ORDINANCE & SYLLABI

**Three-year (Six Semesters) Full-Time
Bachelor of Business Administration (BBA)
Degree Program**

Session 2024-25 onwards

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10/08/2024

VISION

To be a world-class academic, research, and entrepreneurial university by providing excellence in learning and development, thereby creating practitioners, researchers, executives, ethical leaders, and responsible citizens through education, research, training, and social outreach engagements.

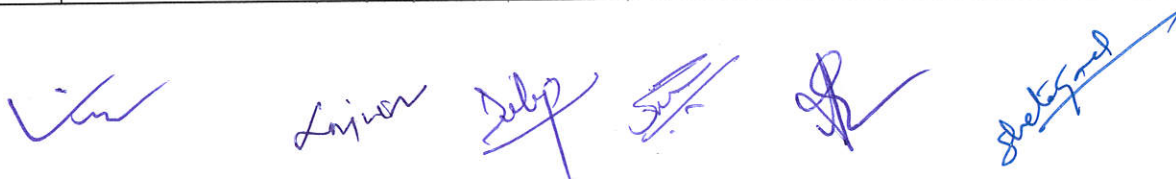
MISSION

- Through academics, research, entrepreneurial learning, and interdisciplinary insight, transform scholars and professionals as strong leaders with emotional intelligence, interpersonal skills, critical thinking, and problem-solving skills.
- Develop and execute academic programs for student's holistic development.
- Promote research for the advancement of knowledge and for the betterment of society.
- Extend infrastructural and allied amenities to offer prospects for graduate, post-graduate, and research education through offline, online, and blended learning for effective learning experiences.
- Enrich the lives of new generation scholars and professionals to build and realize their scholarly, academic, and professional prospects, leading to growth and being constructive and responsible citizens.
- Impact society in a transformative way — locally, nationally, and globally through innovative, and inclusive, teaching, research, and entrepreneurial educational experiences that ensure lifelong learning for all sections of society.
- Collaborate with national and international institutes of eminence in the area for better exchange of information, teaching and learning experiences, by offering learning and development opportunities.

ORDINANCES GOVERNING TO
BACHELOR OF BUSINESS ADMINISTRATION PROGRAM

This Ordinance is prepared in the light of UGC regulation. The ordinance fulfills the prescribed requirements in term of Admission Procedure, Examination system as per the UGC guidelines (CBCS 2017).

1.	<p style="text-align: center;">INTRODUCTION</p> <p>With a view to conducting the Three-Year (F/T) BBA programme systematically and in a time-bound frame, the FMS-GNSU shall draw up an 'Academic Calendar' in the beginning of the academic session that shall clearly spell out the dates of the various academic exercises including the semester examinations to be carried out during the academic year.</p> <p>Gopal Narayan Singh University has launched a Bachelor of Business Administration course to address the shortage of skilled professionals in Bihar and India. BBA is a one or two-year management degree covering essential business topics like marketing, finance, strategy, and accounting, offering versatile career opportunities.</p> <p>The course follows a credit system, with 128 credits spread over six semesters. Candidates must follow prescribed study schedules. To ensure a systematic and time-bound approach, the FMS-GNSU will create an Academic Calendar at the beginning of each academic session.</p> <p>The structure of a Bachelor of Business Administration (BBA) program is typically designed to provide a comprehensive understanding of business management and to develop key skills required for leadership roles. The course structure generally includes three types of papers: Core Papers, Elective Papers, and Audit Papers.</p> <p>Core Papers: Core papers form the foundation of the BBA program. These are mandatory courses that cover essential areas of business management. The objective is to provide students with a solid grounding in key business concepts and practices.</p> <p>Elective Papers: Elective papers allow students to specialize in specific areas of interest and tailor their BBA experience to their career goals. These courses offer flexibility and depth in various business disciplines.</p> <p>The students need to qualify the exams of core and elective papers for being promoted to the next semester.</p> <p>Audit Papers : Audit papers are courses that students can attend without earning formal credit. These courses provide an opportunity to gain additional knowledge and skills in areas outside their primary focus. While they do not count towards the degree requirements, they can enhance a student's overall learning experience. The students need to qualify the exam for being promoted in the next semester though the marks for these papers will not be added with the total of obtained marks.</p> <p>The BBA course structure, with its combination of core papers, elective papers, and audit papers, is designed to provide a holistic education in business management. Core papers ensure a strong foundation in essential business principles, elective papers allow for specialization and depth in areas of interest, and audit papers offer opportunities for additional learning and personal development. This comprehensive approach equips BBA</p>
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	graduates with the skills and knowledge needed to excel in various managerial and leadership roles.
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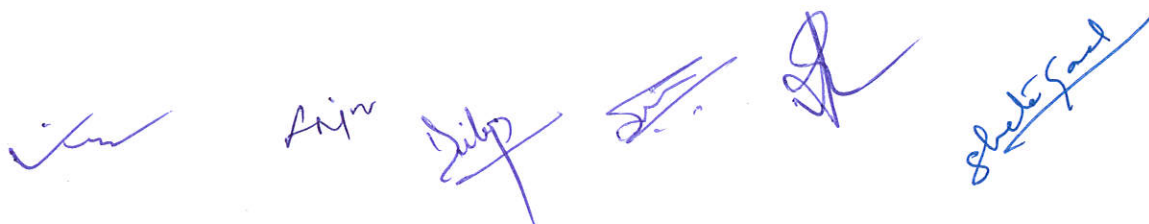
2.	PROGRAM EDUCATIONAL OBJECTIVE
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	<p>The GNSU graduates after successful completion of their BBA Program will be able:</p> <p>PEO1: Able to apply Management fundamentals in the practical world and identify, formulate, and solve Managerial problems.</p> <p>PEO2: Demonstrate abilities such as initiative taking and innovative thinking in their acts along with the ability to function in multi-disciplinary teams.</p> <p>PEO3: Endowed with enhanced Entrepreneurship abilities so that the students are induced to undertake independent ventures and indoctrinate the enthusiasm for self-learning by Recognizing the need for, and an ability to engage in life-long learning.</p> <p>PEO4: Have the ability to understand professional and ethical responsibility by understanding the impact of Managerial solutions in a global, economic, environmental, and societal context.</p> <p>PEO5: Design solutions for complex organizational problems with public health, safety, cultural, societal, and environmental considerations.</p> <p>PEO6: Demonstrate effective cross-cultural communication, management skills, and awareness of commonalities among international business activities and customs.</p> <p>PEO7: Analyze and apply appropriate frameworks to create effective organizational responses to diversity.</p> <p>PEO8: Develop skills to generate value-creating products, processes, and organizational forms, identify problems, define objectives, collect and analyze information, evaluate risks, and use technology to solve problems.</p> <p>PEO9: Analyze and apply accounting information to make strategic decisions and manage firm growth through mergers, acquisitions, expansion, and new venture development.</p>
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3.	OUTCOMES OF THE BBA PROGRAM
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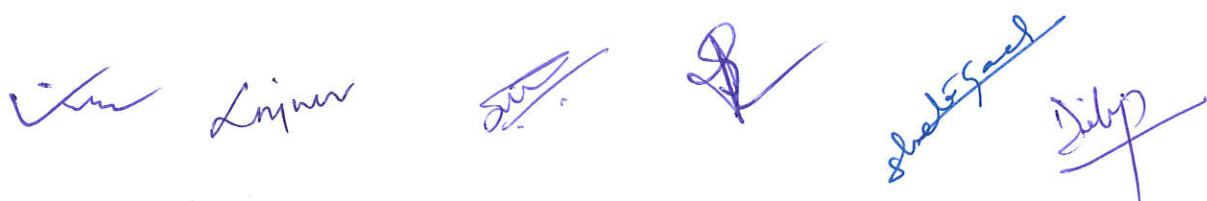
	<p>After completing the BBA Program, graduates will:</p> <p>PO1: Develop understanding of managerial concepts/principles/practices/theories/models essential for managerial decision making in the domain of Marketing in a global environment.</p> <p>PO2: Imbibes the empirical ability to innovate, execute the challenges in critical circumstances, and proficiency to develop into competent management professionals with strong ethical values and inculcate problem-solving skills in the context of marketing issues</p> <p>PO3: Enhance the critical and analytical skills based on conceptual and practical knowledge to solve critical problems related to the marketing domain through specialized tools and techniques and opens the way to continuously learn, improvise, adapt, energize, excel, and grow.</p> <p>PO4: Encourages the learners to develop their own professional development plans by reflecting on their past social and professional learnings and experiences along with the ability to communicate effectively and enables them to create synergies from a diverse set of variables</p>
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8.	ATTENDANCE																					
8.1.	A student is required to have full, i.e., 100%, attendance and condonation upto 25% can be considered for specific cogent reasons. Out of this 25%, only 10% condonation will be permitted without taking any application from the student. Rest 15% condonation may be given by the Dean. Further, a student shall be deemed to have minimum percentage of attendance only if, apart from the above, he/she has attended at least 50% of the classes in each subject also. The cogent reasons for condonation are given below.																					
8.1.1	(i) Participation in NCC/NSC/NSS Camps duly supported by certificate. The time spent in the aforesaid activities will be counted equivalent to credit hours.																					
	(ii) Participation in University or College Team Games or Interstate or Inter-University tournaments, duly supported by certificate from the Secretary of the University Sports Board or President of the College Athletic Association concerned. The time spent in the aforesaid activities will be counted equivalent to credit hours.																					
	(iii) Participation in Educational Excursions, which form a part of teaching in any subject conducted on working days duly certified by the Dean. The time spent in the aforesaid activities will be counted equivalent to credit hours.																					
	(iv) University Deputation for Youth Festival duly certified by the Dean. The time spent in the aforesaid activities will be counted equivalent to credit hours.																					
	(v) Prolonged illness duly certified by the Medical Officer or any other Registered Medical Practitioner, provided such certificate is submitted to the Dean, Faculty of Management Studies on time.																					
	(vi) No relaxation beyond 25% shall be considered in any case.																					
8.2	The attendance of a newly admitted shall be counted from the date of his/her admission, or the date of beginning of classes whichever is later. In contrast, in the case of promoted candidates, attendance shall be counted from the date on which respective class begins. However, in case of promotion after the declaration of results of supplementary examination (if any), the attendance will be counted from the date of admission in the respective case.																					
8.3	There shall be an Attendance Monitoring Committee in the Faculty under the Chairpersonship of the Dean.																					
8.4	<p>Attendance Rubric</p> <table border="1"> <thead> <tr> <th>S.No.</th> <th>Attendance (%)</th> <th>Marks</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>95 and above</td> <td>5</td> </tr> <tr> <td>2.</td> <td>90 to 94.99%</td> <td>4</td> </tr> <tr> <td>3.</td> <td>85 to 89.99%</td> <td>3</td> </tr> <tr> <td>4.</td> <td>80 to 84.99%</td> <td>2</td> </tr> <tr> <td>5.</td> <td>75 to 79.99%</td> <td>1</td> </tr> <tr> <td>6.</td> <td>Below 75%</td> <td>0</td> </tr> </tbody> </table>	S.No.	Attendance (%)	Marks	1.	95 and above	5	2.	90 to 94.99%	4	3.	85 to 89.99%	3	4.	80 to 84.99%	2	5.	75 to 79.99%	1	6.	Below 75%	0
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9.	SCALE OF TUITION AND OTHER FEES
	FEE: Admission Fee, Tuitions Fee, Hostel Fee, and other Fee will be paid by the candidate as per University Rules.

10.	SYSTEM OF EXAMINATION
	Each course shall be of 100 marks. For evaluation, the overall structure of the distribution of marks in a theory-based course shall be such that 40 marks are allotted to various assessments during the semester, while 60 marks shall be allotted for the end-semester examinations. For core, elective, and activity-based compulsory courses, the examination system would be different as per the details given as under:
10.1.	Theory Course: The following scheme of examination shall be applicable for theory courses :
10.1.1.	Sessional (40 marks):
	<ul style="list-style-type: none"> (i) The assessment (Sessional) in theory courses will comprise of written assignments (Project work), Oral presentation, case studies etc. and regularity in each of the courses offered by them. (ii) Such assessment in each course shall carry 40 marks, of which 30 marks will be for written part including tests/quizzes/assignments and Oral presentation (upto three written tests – Subjective / Objective / Blended conducted across as many months in online / offline mode as decided by the Dean/Director) and 10 marks for performance, regularity and alertness in the class pertaining to the concerned course. (iii) The written assignment(s) and oral presentation shall be submitted by the students to the teachers concerned, by a date fixed by the Dean. After evaluation of the above, the teacher concerned shall submit there to the Dean who shall forward the same to the Controller of Examinations. (iv) Average marks of Two Sessional (Each carrying 40 marks) will be considered as final internal marks after scaling down to 20. (v) Where candidate fails to take examination in any one or more papers or having taken the examination has failed to secure the minimum pass marks (as per the University Examination Rules) in any one or more papers or in the aggregate, his/her Internal examination marks will be carried forward to the subsequent examination. (vi) In case a candidate fails to appear in both the sessional (on account of medical ground/exigency), there will be a provision for arrangement of conducting third sessional, only with the prior permission of the Dean/Director. (vii) The marks obtained as aforesaid will be displayed on the notice board.



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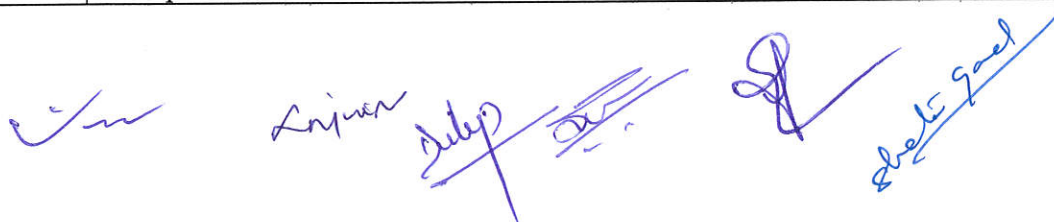
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10.1.2.	End Semester Examination and Evaluation (60 marks):
	<p>(i) The question papers shall be set and the answer-scripts shall be evaluated by the teachers appointed by the University. The question paper shall ordinarily be set and evaluated by a teacher of the group, appointed by the Board of Examiners. However, if the Board of Examiners consider appropriate, it can constitute a group of evaluators comprising of university teachers/out-side of the University belonging to the concerned subject, preferably by the subject teachers.</p> <p>(ii) The marks obtained by students in End Semester examination shall be displayed on the notice board.</p> <p>(iii) In case of any objection by a student in the evaluation, the same shall be looked after by a panel of two senior faculty members, to be nominated by the Dean, whose decision shall be final.</p>
10.1.3.	Semester Integrated Viva-Voce and Presentation
	<p>Semester Viva Voce: In the all semesters, Integrated Viva Voce as indicated in the Scheme of BBA Programme shall be evaluated out of 50 marks by a panel comprising of internal faculty members and External Board constituted by the Director/Dean for the purpose.</p>
10.1.4.	Corporate Internship & Major Projects Comprehensive Viva-Voce:
	<p>(a) Corporate Internship Project and Presentation (Semester-V): Every student shall have to complete a Corporate Internship project of about six weeks in any organization in the Corporate / Business groups in any of the streams/sectors like Sales & Marketing, HRM, Finance, Global Business, Entrepreneurship, E-Business, Data Sciences, Agri-business, Healthcare services etc. after the teaching-learning work gets over in Third semester. The Dean/Director will put all students under mentorship of available Faculty members / Research Associates or Scholars and the Internship project needs to be completed within a time frame as said before. The Corporate Internship Project (CIP) Report, to be submitted within ten days of completing the Internship Presentation (normally held in multiple evaluation groups of faculty who would be evaluating soon after completion of Project) will be evaluated out of 50 marks by an external examiner (appointed by the University in consultation with Dean/Director) having expertise of the aforesaid fields during the final phase of Third Semester examination.</p> <p>The student has to work as per the overall directives of the organizational guide where being deputed by the Training and Placement Cell (TPC) and also on the advises of the Institutional mentor who shall be a facilitator. The joining report must be sent to the Training & Placement Cell within ten days of joining the organization either by email or through speed-post/courier or even in person. Failing to comply with this will render the cancellation of Internship and the paper shall be treated as a 'back paper'.</p> <p>During the Project / Field Work, the student should personally be in touch with the concerned faculty (Institutional mentor) for progress reporting as well as guidance in structuring and enriching the report (Format included elsewhere in this Handbook). The CIP report accompanied by a presentation (as structured below) would be a part of third semester assessment.</p> <p>The presentation would be held at a convenient date in Third Semester within a week after return from Internship organization. Time allotted to each student would be 15-20 minutes. The executive summary or abstract of the presentation should be submitted 3 days before presentation.</p> <p>The Board of evaluators (as stated above) would evaluate each student during presentation as per the format below:</p>



Total Presentation 50 Marks

- Project Content* - 20 Marks
- Communication* - 10 Marks
- Time Management* - 05 Marks
- Queries Handling* - 15 Marks

The Final Report (Hard Bound and Computer Typed, preferably both sides of the sheet), as per the recommended format, must be submitted **in duplicate hard & single soft copies** on a date as prescribed/announced by the Dean/Director. If he/she fails to do so by the prescribed date, the Report evaluation will not be done and third Semester would be treated as Incomplete. Another chance for filing Report would be given during Supplementary Examination, normally held one month after second, third and fourth semester results are declared. Such reports will be sent to the same external examiner who evaluated during Third Semester evaluation.

Major Project (Semester-V and VI): The students are also required to prepare and submit a Major Project Report (could be in their chosen Specialization) under an Institutional Guide/Supervisor. The report may be based either on an organisation specific problem or theme specific problem. It will be evaluated out of 100 marks jointly by internal (40) and external (60) evaluators (one each) as decided by the Dean/Director.

The marks thus awarded by the examiners would be finally considered and the result of which would be incorporated with the Marks-sheet of the respective Semester Examinations.

10.1.5. The Credit System

- (a) For all theory (Lecture) courses, one credit shall be assigned for one one-hour lecture per week in a semester.
- (b) Credits shall be in whole numbers.

The Performance of a candidate in a semester or upto a semester shall be measured by SGPA and CGPA, details of which are given below:

SGPA: Semester Grade Point Average.

CGPA: Cumulative Grade Point Average.

Calculation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

$$(i). SGPA = \frac{\sum_{i=1}^N C_i \cdot P_i}{\sum_{i=1}^n C_i}$$

where,
 C_i = Number of credits assigned for the i^{th} course of a semester for which SGPA is to be calculated.
 P_i = Grade point earned in the i^{th} course.
 $i = 1, \dots, n$, represent the number of courses in which a student is registered in the concerned semester.

$(ii).CGPA = \frac{\sum_{j=1}^m C_j \cdot P_j}{\sum_{j=1}^m C_j}$	<p>where,</p> <p>C_j=Number of credits assigned for the j^{th}course, up to the semester for which CGPA is to be calculated.</p> <p>P_j = Grade point earned in j^{th}course. $j = 1, \dots, m$; represent the number of courses in which a student was registered up to the semester for which CGPA is to be calculated.</p>
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10.1.6. Script and Duration of Examinations

Except when otherwise directed by the Ordinances or by the examiner in the examination paper, every candidate shall answer question in English language in the examination in all the courses.

Duration :Each individual theory paper shall be of three hours.

10.1.7. Evaluation Pattern:

Point Scale for Grading (Award of Grades Based on Absolute Marks)

Marks Range (Out of 100)	Grade	Grade Point
90 -100	S	10
80 – 89	A	9
70 – 79	B	8
60 – 69	C	7
50 – 59	D	6
40 – 49	E	5
Passed with Grace	P	4
00 – 39	F	0
Non-appearance in examination (Incomplete)	I	-

Explanation:

Letter grades, **S, A, B, C, D, E** and **P** in a course mean that the candidate has passed that course.

The F grade denotes poor performance, i.e., failing in the course. A student has to appear at subsequent examination(s), if provided under the ordinances in all courses in which he/she obtains "F" grade, until a passing grade is obtained.

The I Grade: The "I" Grade is awarded, when a student does not appear in the examination of course/courses. This shall be treated as "F" Grade.

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	Grace Rule: Tabulators shall award grace marks as per the following guidelines:			
	<p>(a). Grace 0.5 marks will be awarded to each subject maximum of three subjects (papers) including theory and practical separately, (any fraction is rounded off to the next higher number), shall be awarded grade "P" (in place of grade "F"). Grace marks awarded be shown as in the Grand Total as well as the places where the grace marks were awarded.</p> <p>(b). Grace mark will not be awarded for making up a shortfall in minimum SGPA/CGPA or improving the grade.</p>			
10.1.8.	Admit Card (for End Semester Examination):			
	A candidate may not be admitted into examination room unless he/she produces his/her admit card to the officer conducting the examination or satisfies such officer that it shall be subsequently produced.			
10.1.9.	Subject Evaluation			
	1. Internal Assessment - 40 2. External Assessment (End Semester Exam*) – 60 Total: 100			
	Internal Assessment (40 Marks)			
	S.N.	Component	Weightage	Evaluation Criteria
	A.	Sessional Test	20	1. Two Sessional tests to be conducted in a semester. 2. Average of these two tests
	B.	Mini project (presentation and viva)	10	Either viva-voce or presentation of both
	C.	Class Participation / Quiz	5	Unannounced quiz or active participation in classroom discussion
	D.	Attendance	5	As mentioned in 8.4 above

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Question paper Format for Sessional Test

Time: 90 mins.

Max. Marks:40

SECTION-A (Objective - Multiple choice questions / Fill in the blanks / True of False)

15 marks

Q1. Answer ALL questions each carry 1 mark (5x 1 mark)

- i.
- ii.
- iii.
- iv.
- v.

Q 2. Answer any two of the following (2 x 5 marks)

- i.
- ii.
- iii.
- iv.

SECTION-B (Short answer type) 15 marks

Q 3. Answer any two of the following (2 x 7.5 marks)

- i.
- ii.
- iii.
- iv.

SECTION- C (Illustrative long answer type) **10 marks**

Q 4. Answer any ONE of the following Questions (1x10 marks)

- i.
- ii.

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Question Paper Format for End Semester Exam

Time: 3Hours

Full Marks:60

SECTION-A (Objective - Multiple choice questions / Fill in the blanks / True of False)
10 marks

Q1. Answer ALL questions each carry 1 mark (10x 1mark)

- i.
- ii.
- iii.
- iv.
- v.
- vi.
- vii.
- viii.
- ix.
- x.

Q 2. Answer any two of the following (2 x 5 marks)

- i.
- ii.
- iii.
- iv.

SECTION-B (Short answer type) 20 marks

Q 3. Answer any two of the following (2 x 10 marks)

- i.
- ii.
- iii.
- iv.

SECTION- C (Illustrative long answer type) 20 marks

Q 4. Answer any ONE of the following Questions (1x20 marks)

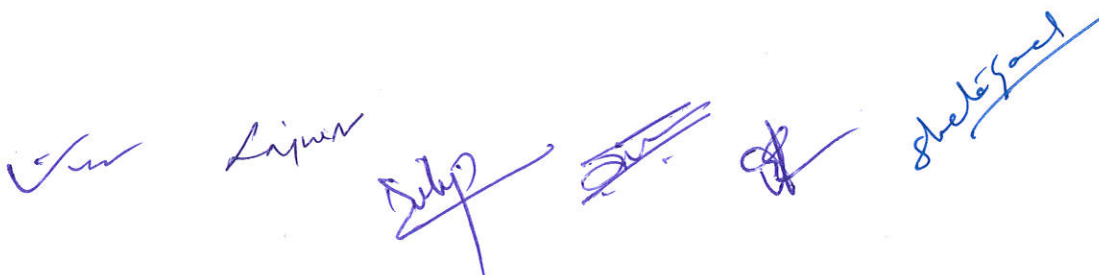
- i.
- ii.

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10.1.12.	PROMOTION RULES AND SUPPLEMENTARY EXAMINATION
	There shall be supplementary examination for I, II, III, IV, V and VI semesters after declaration of result of II, IV & VI Semesters. Students failing in courses of I, II, III, IV, V and VI semesters may appear in supplementary examination(s) or subsequent main examination(s).
a.	<p><u>First Semester Course & Examination:</u></p> <p>The candidates who have taken admission in BBA programme First Semester in a session can be put in the following two categories on the basis of their attendance in the Semester:</p> <p>I. (i) Those who have put in the required minimum percentage of attendance for appearing in the I-Semester Examination and filled up the examination form in time for appearing at the I-Semester Examination.</p> <p>(ii) Those who did not put in the required minimum percentage of attendance for appearing at the I-Semester Examination or did not fill up examination form in time for appearing at the I-Semester Examination.</p> <p>Candidates under Category I(i) are eligible for appearing at the examination of I-Semester, while candidates under Category I(ii) are not allowed to appear at the examination of the Semester. However, category I(ii) candidates are allowed to reappear at the Entrance Test of subsequent year(s) for seeking admission afresh. This implies that no readmission is permissible to those who do not put in the required percentage of attendance for taking the examination or did not submit the examination form in time.</p> <p>II. After appearing at the Examination of the I-Semester the candidates can be put in the following categories in the context of declaration of the results of the I-Semester Examination:</p> <p>(i) Passed, i.e., those who have passed in all courses of the examination of the Semester.</p> <p>(ii) Promoted, i.e., those who have not passed in all the courses of the Semester.</p> <p>(iii) Minimum passing grade shall be Grade 'E' for each course. However, candidates with grade 'P' in a course shall also be considered as passed in that course.</p> <p>(iv) Promotion to II-Semester: All students who have put in the minimum percentage of attendance in I-Semester shall be promoted to the II-Semester if due to cogent reasons, Sessional evaluation should be completed before promotion to the II-Semester.</p>
i)	<p><u>II- Semester Course & Examination:</u></p> <p>As in the I Semester, in the II and subsequent Semesters, all the candidates who have put in the minimum percentage of attendance shall be allowed to appear at the respective examinations. However, students who have not put in the minimum percentage of attendance or did not fill up the examination form in time in a Semester shall be allowed to take examination in subsequent semester as the case may be.</p>

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ii)	<p><u>Declaration of results after II-Semester (based on the results of I and II-Semester Examinations):</u> After declaration of results of the I & II-Semesters, a candidate can be put in the following two categories:</p> <p>(i) Passed: A candidate who has passed in examinations of all the courses of I and II-Semesters.</p> <p>(ii) Promoted: A student, who does not pass in all the courses of either I or II- Semester or both, shall be promoted to the III-Semester. All such students shall have the option to clear the courses, in which they had failed, in the subsequent available examination(s) of the concerned semester.</p>
iii)	<p><u>Promotion to the III-Semester:</u> A student, who does not pass in one or more courses of I and II semesters shall be promoted to the III semester. All such students shall have the option to clear the courses, in which they had failed in subsequent semester examinations or supplementary examination as the case may be.</p>
iv)	<p><u>Promotion to IV-Semester:</u> All students who have put in the minimum percentage of attendance in III Semester shall be promoted to IV Semester.</p>
v)	<p><u>Declaration of Results after IV-Semester (based on results of I, II, III and IV Semester Examinations):</u> After declaration of results of III & IV Semesters, a candidate can be put in the following two categories:</p> <p>(i) Passed: A candidate who has passed in all the courses of I, II, III & IV Semesters and obtained atleast CGPA of 5.0.</p> <p>(ii) Failed: A student, who does not pass in all the courses of either III or IV- Semester or both, shall be promoted to the V-Semester. All such students shall have the option to clear the courses, in which they had failed, in the subsequent available examination(s) of the concerned semester as ex-students.</p> <p><i>A student who has failed in a course will have chances to clear this course subject to the maximum duration for passing the course i.e., each candidate shall have to clear all the courses within the maximum period of 4 years from the date of his/her latest admission.</i></p>
	<p><u>Promotion to the V-Semester:</u> A student, who passes all courses of Semester I, II, III, & IV is eligible to be promoted to the V Semester if otherwise eligible. Further, a student who has not passed all the courses of Semester I, II, III or IV can be promoted to the V Semester. All such students shall have the option to clear the courses in the subsequent available examination(s) of the concerned semester as ex-students.</p>



ii)	<p><u>Declaration of results after II-Semester (based on the results of I and II-Semester Examinations):</u></p> <p>After declaration of results of the I & II-Semesters, a candidate can be put in the following two categories:</p> <p>(i) Passed: A candidate who has passed in examinations of all the courses of I and II-Semesters.</p> <p>(ii) Promoted: A student, who does not pass in all the courses of either I or II- Semester or both, shall be promoted to the III-Semester. All such students shall have the option to clear the courses, in which they had failed, in the subsequent available examination(s) of the concerned semester.</p>
iii)	<p><u>Promotion to the III-Semester:</u></p> <p>A student, who does not pass in one or more courses of I and II semesters shall be promoted to the III semester. All such students shall have the option to clear the courses, in which they had failed in subsequent semester examinations or supplementary examination as the case may be.</p>
iv)	<p><u>Promotion to IV-Semester:</u></p> <p>All students who have put in the minimum percentage of attendance in III Semester shall be promoted to IV Semester.</p>
v)	<p><u>Declaration of Results after IV-Semester (based on results of I, II, III and IV Semester Examinations):</u></p> <p>After declaration of results of III & IV Semesters, a candidate can be put in the following two categories:</p> <p>(i) Passed: A candidate who has passed in all the courses of I, II, III & IV Semesters and obtained at least CGPA of 5.0.</p> <p>(ii) Failed: A student, who does not pass in all the courses of either III or IV- Semester or both, shall be promoted to the V-Semester. All such students shall have the option to clear the courses, in which they had failed, in the subsequent available examination(s) of the concerned semester as ex-students.</p> <p><i>A student who has failed in a course will have chances to clear this course subject to the maximum duration for passing the course i.e., each candidate shall have to clear all the courses within the maximum period of 4 years from the date of his/her latest admission.</i></p>
	<p><u>Promotion to the V-Semester:</u></p> <p>A student, who passes all courses of Semester I, II, III, & IV is eligible to be promoted to the V Semester if otherwise eligible. Further, a student who has not passed all the courses of Semester I, II, III or IV can be promoted to the V Semester. All such students shall have the option to clear the courses in the subsequent available examination(s) of the concerned semester as ex-students.</p>

	<p><u>Promotion to VI-Semester:</u></p> <p>All students who have put in the minimum percentage of attendance in V Semester shall be promoted to VI Semester.</p>
	<p><u>Declaration of Results after VI-Semester (based on results of I, II, III, IV, V & VI Semester Examinations):</u></p> <p>After declaration of results of V & VI Semesters, a candidate can be put in the following two categories:</p> <p>(i) Passed: A candidate who has passed in all the courses of I, II, III, IV, V & VI Semesters and obtained at least CGPA of 5.0.</p> <p>(ii) Failed: All those students who have not “Passed” shall be categorized as “Failed”.</p> <p>Such failed students may clear their failed courses in subsequent examinations as ex-students. There shall be a provision of supplementary examinations for V and VI Semesters after declaration of results of VI Semester. Students failing in courses of V and VI Semesters may appear in the supplementary examination or subsequent main examination(s).</p>
vi)	<p><u>Declaration of Division:</u></p> <p>A candidate who has passed in all the papers/ courses of I, II, III and IV Semesters of the 2-year BBA program taken together shall be declared as 'Passed'. Such passed candidates may be awarded with the division according to the following criteria:</p> <p>(i) First Division with distinction : CGPA 8.5 and above</p> <p>(ii) First Division : CGPA 6.5 and above, but below 8.5</p> <p>(iii) Second Division : CGPA 5.0 and above, but below 6.5</p> <p>* Note: The SGPA and CGPA shall be computed upto 2 places of decimals (truncate at the second place). The conversion formula for converting CGPA to the corresponding Percentage of Marks will be as follow:</p> $X = 10 Y - 4.5$ <p>where, X = Percentage of Marks Y = CGPA</p>
vii)	<p><u>Further Clarifications:</u></p> <p>A. A student must clear the whole BBA program in NOT MORE THAN SIX YEARS from the latest admission to the I-Semester of the program. Even after that if a student fails, he/she shall have to leave the program.</p> <p>B. Student who is promoted to a higher semester or readmitted to a semester due to shortage of attendance shall be required to study the same syllabus as being taught in that year.</p>

vii)	<p><u>RANKING TO THE CANDIDATES</u></p> <p>Rankings shall be given to only those candidates who pass all the courses of the program in one attempt. Notwithstanding any provision in the ordinances to the contrary, the following category of examinee is also eligible for ranking. The student who, having been duly admitted to a regular examination of the course, was unable to take that examination in full or in part due to some cogent reasons, and took the next following examination of that course and passed the course.</p>
	<p>The marks obtained by him/her at the examination shall be considered as the basis for the University Ranking, Scholarships and other distinctions.</p> <p>In order to get the benefit of this provision, the student should claim that he/she is eligible for this benefit and get a decision in writing after proving his/her eligibility therefor.</p>
ix)	<p><u>BREAK IN THE COURSE</u></p> <p>Any student taking admission in BBA Degree program of the Faculty shall not be allowed to pursue any other full time program/ course in the Faculty or elsewhere in the entire period of the program meaning thereby that if a student leaves the program after passing some of the semesters/ courses and takes up a full-time program/ course elsewhere, then he/she shall not be allowed to continue the program further in the Faculty.</p>

FORMAT OF THE CORPORATE INTERNSHIP PROJECT (BBA)

Pages: Not over 50 (both side print preferable)

To be submitted in soft copy (CD) as well as hard copy (in duplicate)

Submission of Report:

- Front Page: Student Name, Course, Internship Company, Duration, Mentor
- Internship Agreement Form
- Internship Certificate
- Introduction & background of the Company Roles & responsibilities as an Intern
- Weekly work allotment & completion report
- Challenges & Solutions
- Learning from the internship
- Conclusion

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MOOC (Swayam platform)

(Students are advised to choose at least one out of the following options during first year)

S. No.	Name of the Subject	Recommended Semester
1	E-Business	1
2	Leadership	1
3	Corporate Social Responsibility	1
4	The Ethical Corporation	1
5	Knowledge Management	2
6	Design Thinking	2
7	Innovation, Business Models, Entrepreneurship	2

(Students are advised to choose at least one out of the following options during second year)

S. No.	Name of the Subject	Recommended Semester
1	Financial Derivatives & Risk Management	3
2	Project Management for Managers	3
3	Marketing Research & Analysis	3
4	Decision-making Under Uncertainty	4
5	Performance and Reward Management	4
6	Economics of Health and Healthcare	4
7	Human Resource Development	4

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Sheela Ganes

SCHEME OF BBA PROGRAMME

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

SEMESTER-I						
S.No.	CourseCode	CourseTitle	L	T	P	Credit
1	BBA111	PrinciplesandPracticesofMa nagement	3	1	0	4
2	BBA112	BusinessCommunication-I	1	1	0	2
3	BBA113	FinancialAccounting	3	1	0	4
4	BBA114	BusinessStatisticsandLogic	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
TOTAL						20

*Audit Course

SEMESTERII

S.No.	Course Code	CourseTitle	L	T	P	Credit
1	BBA121	HumanBehaviourandOrganization	3	1	0	4
2	BBA122	BusinessCommunication-II	1	1	0	2
3	BBA123	MarketingManagement	3	1	0	4
4	BBA124	BusinessEconomics	3	1	0	4
5	BBA125	IndianKnowledgeSystem	1	0	1	2
6	BBA126	Business Environment	1	1	0	2
7	AUC121	MediaLiteracyandCriticalThinking *	1	1	0	0
8	BBA127	Integrated Viva-Voce	0	0	0	2
TOTAL						20

*Audit Course

SEMESTER III

S.No.	CourseCode	CourseTitle	L	T	P	Credit
1	BBA211	CostandManagementAccounting	3	1	0	4
2	BBA212	LegalAndEthicalIssuesInBusiness	3	1	0	4
3	BBA213	HumanResourceManagement	3	1	0	4
4	BBA214	IndianSystemsofHealthandWellness	1	1	0	2
5	BBA215	ManagementInformationSystem(MIS)	3	1	0	4
6	AUC211	Disaster Management *	0	0	1	0
7	BBA216	Integrated Viva-Voce	0	0	0	2
TOTAL						20

*Audit Course

SEMESTER IV

S. No.	CourseCode	CourseTitle	L	T	P	Credit
1	BBA221	EntrepreneurshipandStartupEcosystem	1	1	0	2
2	BBA222	OperationsManagement	3	1	0	4
3	BBA223	FinancialManagement	3	1	0	4
4	BBA224	BusinessResearchMethodology	3	1	0	4
5	BBA225	InternationalBusiness	3	1	0	4
6	AUC221	DesignThinkingandInnovation *	1	1	0	0
7	BBA226	Integrated Viva-Voce	0	0	0	2
TOTAL						20

SEMESTER V

S. No.	Course Code	CourseTitle	L	T	P	Credit
1	BBA311	StrategicManagement	3	1	0	4
2	BBA312	LogisticsandSupplyChainManagement	3	1	0	4
3	BBA313	DisciplineSpecificElectives-I				4
4	BBA314	DisciplineSpecificElectives-II				4
5	BBA315	DisciplineSpecificElectives-III				4
6	BBA316	Summer Internship	-	-	-	4
7	BBA317	MajorProject[To be Evaluated in Sixth Semester]	-	-	-	0
8	BBA318	Integrated Viva-Voce	0	0	0	2
TOTAL						26

SEMESTER VI

S. No.	Course Code	CourseTitle	L	T	P	Credit
1	BBA321	CorporateGovernance	2	0	0	2
2	BBA322	Business Taxation	2	0	0	2
3	BBA323	DisciplineSpecificElectives-IV				4
4	BBA324	DisciplineSpecificElectives-V				4
5	BBA325	DisciplineSpecificElectives-VI				4
6	BBA326	MajorProject[Initiatedin Vth Semester]	-	-	-	4
7	BBA327	Comprehensive Viva-Voce	0	0	0	2
TOTAL						22

List of Electives

S.No.	Discipline	List of Electives
1	Finance (A)	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	Marketing (B)	BBA313B: Digital Marketing
		BBA314B: Consumer Behaviour
		BBA315B: Integrated Marketing Communication
		BBA323B: Retail Marketing
		BBA324B: Marketing of Services
		BBA325B: International Marketing
3	Human Resource (C)	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	Business Analytics (D)	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	Health Care (E)	BBA313E: Healthcare Infrastructure And Support Services
		BBA314E: Community Medicine
		BBA315E: Healthcare Administration
		BBA323E: Healthcare Finance
		BBA324E: Healthcare Policies And Governance
		BBA325E: Healthcare Marketing

6	Rural Management (F)	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

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Semester wise Syllabus

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Bachelor of Business Administration (BBA)

SEMESTER - I						
S. No.	Course Code	Course Title	L	T	P	Credit
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
TOTAL						20

*Audit Course

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Principles and Practices of Management

BBA111	Principles and Practices of Management	3L:1T:0P	4Credits
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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 isto 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

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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:

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

BBA112	Business Communication-I	1L:1T:0P	2 Credits
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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:

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.



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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, Kalyanipublishers.
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
7. Peter Bartelmus, E K Seifert, Green Accounting, London, Routledge Publications
8. IFRS sustainability standards: 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.

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Business Statistics and Logic

BBA114	Business Statistics and Logic	3L:1T:0P	4 Credits
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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.

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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.

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- Stanovich, K. E., & West, R. F. (2000). Individual differences in reasoning: Implications for the rationality debate? Behavioral and Brain Sciences, 23(5), 645-665.

Course 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.

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Business Applications Using IT

BBA115	Business Applications Using IT	1L:1T:0P	2 Credits
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Course Description:

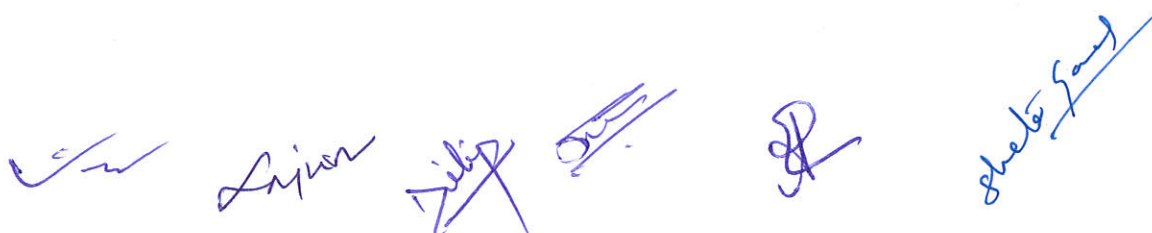
The learner shall be able to work through basic ICT operational tools commonly used across businesses and also make a sound base for developing basic analytical skills using IT tools later on.

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:* **Fundamentals of Computers**
2. *E Balagurswamy:* **Fundamentals of Computers**
3. *Anita Goel:* **Computer Fundamentals**
4. *Satish Jain:* **Computer Course Windows 10 with MS Office 2016**
5. *Bittu Kumar:* **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

BBA116	Environmental Science and Sustainability	2L:0T:0P	2 Credits
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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.

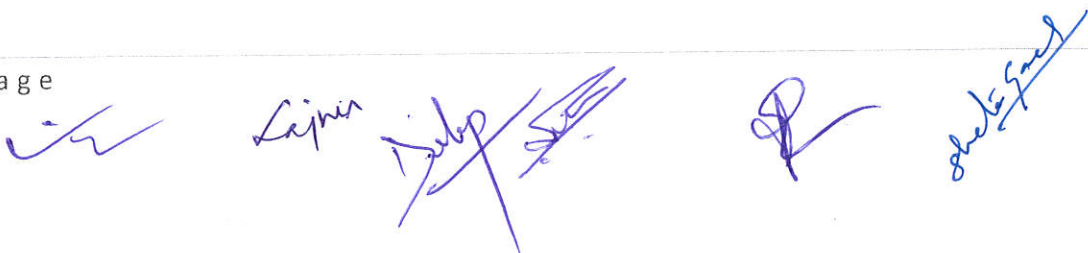
Course Content:

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



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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.

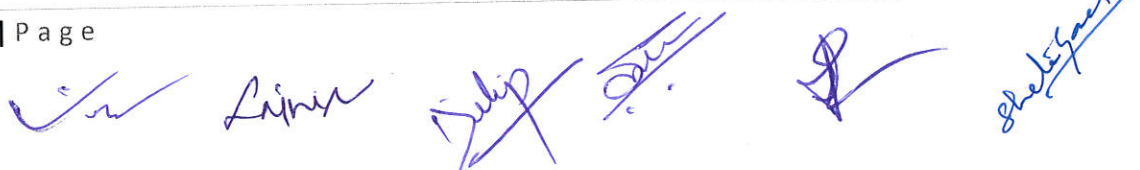
Readings:

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.

Shahid Gani

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General English - I

AUC111	General English - I	2L:0T:0P	0 Credits
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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)


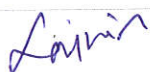
Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations

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. Oxford University Press.



SEMESTER-II

SEMESTER II

S. No.	Course Code	Course Title	L	T	P	Credit
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
TOTAL						20

*Audit Course



SEMESTER –II

Human Behaviour and Organization

BBA121	Human Behaviour and Organization	3L:1T:0P	4 Credits
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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.

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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 life setting in management.
3. Judge the lacunae in the system to be able to improve the organization health and other OB outcomes.
4. Formulate a more productive system and high-performance work culture operating on the principles of OB.

Business Communication-II

BBA122	Business Communication-II	1L:1T:0P	2 Credits
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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.

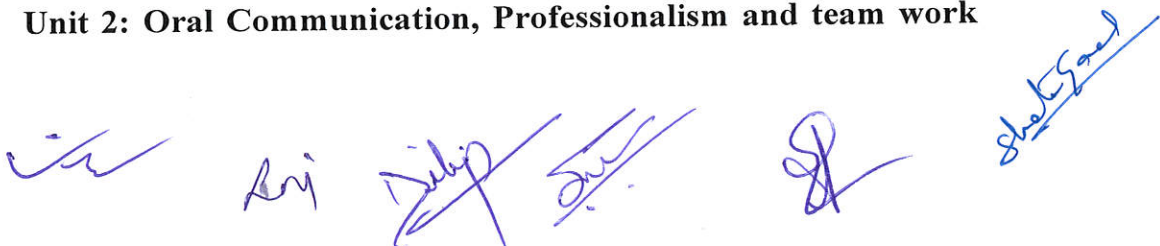
Course Content:

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.

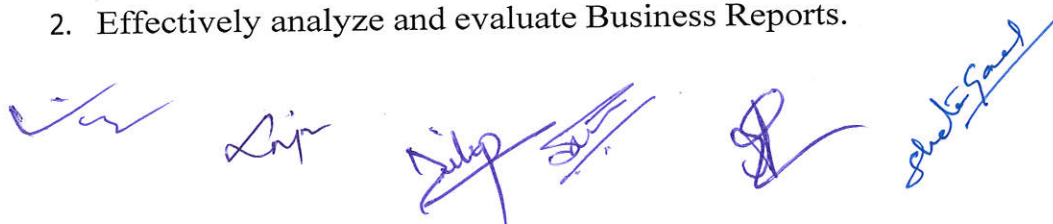
Readings:

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 inJob Interviews.

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Marketing Management

BBA123	Marketing Management	3L:1T:0P	4 Credits
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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.

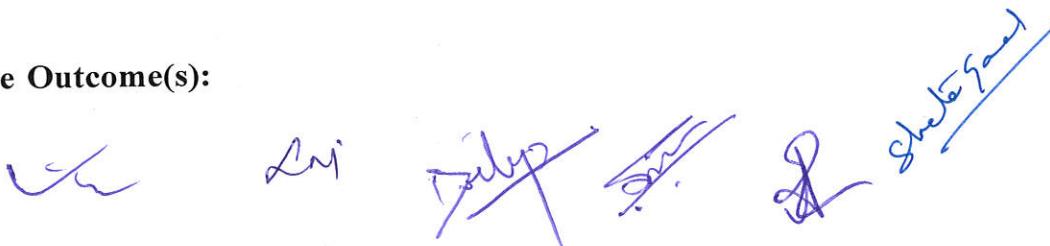
Unit 4:

Marketing of Services: unique characteristics of services, marketing strategies for service firms – 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* (17th edition). Pearson Education.
5. Ramaswamy, V.S. & Namakumari, S. *Marketing Management: Indian Context Global Perspective* (6th 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* (7th 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):

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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.

✓ *Ami* *W.* *D* *short goal* *Daily*

Business Economics

BBA124	Business Economics	3L:1T:0P	4 Credits
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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
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: Micro Economics A modern Approach
2. Mc Connell & Brue: Micro Economics 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 Micro Economics
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

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Indian Knowledge System

BBA125	Indian Knowledge System	2L:0T:0P	2 Credits
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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),

Nihsreyasa (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, Bhrihu 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, samadhana), 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, indi
2. S. C. Manerjee, Society in Ancient India: Evolution Since the Vedic Times Based on Sanskrit, Pali, Pakrit 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: Bhandarkar Oriental 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 and Upanishads*. 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 disatribution 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, Science and Technology in Ancient Indian Texts, DK Print World limited,
26. Swami BB Vishnu, Vedic Science and History - Ancient Indian's Contribution to the 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: Motilal Banarsidass, 1991. Vols. III & IV.
30. Mercier, Jean L. From the Upanishads to Aurobindo. Bangalore: Asian Trading Corporation, 2001.

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BUSINESS ENVIRONMENT

BBA126	BUSINESS ENVIRONMENT	3L:1T:0P	4 Credits
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Course Objectives:

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 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.

SUGGESTED READINGS:

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

Learning Outcomes:

The learner shall be able to understand the role and contribution of the environmental framework in developing and sustaining contemporary businesses.

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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.

Sanjay

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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.

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SEMESTER-III

S. No.	CourseCode	Course Title	L	T	P	Credit
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
TOTAL						20

*Audit Course

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Cost and Management Accounting

BBA211	Cost and Management Accounting	3L:1T:0P	4 Credits
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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. Interpret the relevant theories of cost and management accounting and prepare Costsheets and quotations.
2. Ascertain Material and Labor cost, allocation and apportionment of overheads.
3. Interpret the financial statements for managerial decision making and preparation of management reports

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A signature in the middle, followed by the initials "S" and "S".
A signature on the right, followed by the initials "Subp".

Legal And Ethical Issues In Business

BBA212	Legal And Ethical Issues In Business	3L:1T:0P	4 Credits
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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 organisations.
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;

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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; Kautilya'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; Karmyog, 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.



Human Resource Management

BBA213	Human Resource Management	3L:1T:0P	4 Credits
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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 analyse 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

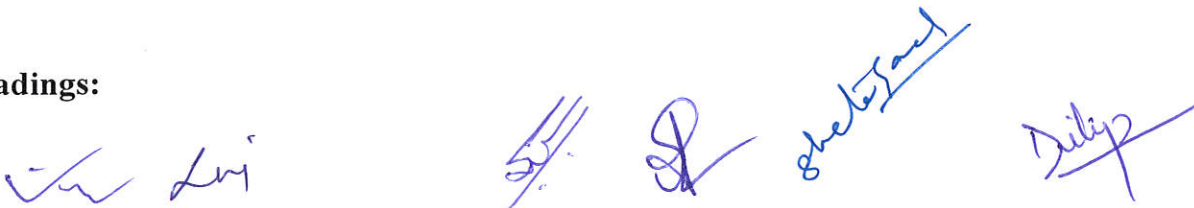
Unit 3: Engagement, Performance, compensation management, Industrial Relations, Compliance, Employment relations

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:

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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, and New 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, New Delhi

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

BBA214	Indian Systems of Health and Wellness	1L:1T:0P	2 Credits
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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

Dr. S. K. Singh

S. K. Singh

S. K. Singh

Shakti Singh

Shakti Singh

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 -

- Explain the concept and nature of health, wellness and its various implications
- Demonstrate adequate knowledge on well-being and promotion of healthy behavior.

Jeff Lumiri

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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.

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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)

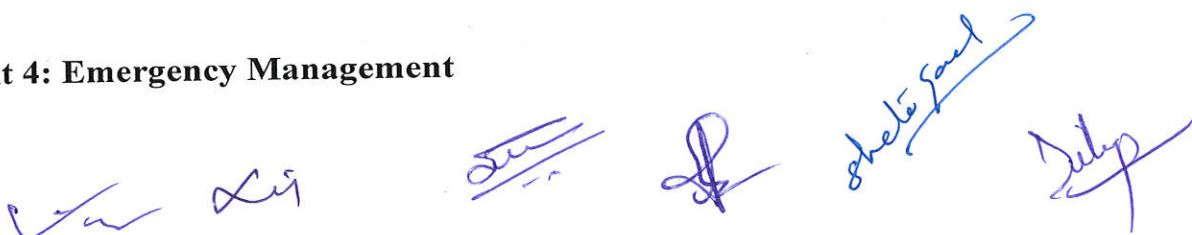
Unit 2: Key concepts of Disaster Management Cycle

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



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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.

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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:

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

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SEMESTER-IV

SEMESTER IV

S. No.	CourseCode	Course Title	L	T	P	Credit
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
TOTAL						20

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SEMESTER –IV
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 guestimate 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, Guesstimating 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 Leaning Program by Start Up India available at

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):

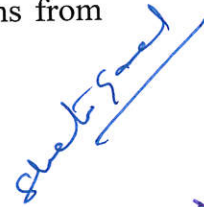
At the end of the course, the student would be able to -

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











Operations Management

BBA222	Operations Management	3L:1T:0P	4 Credits
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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.

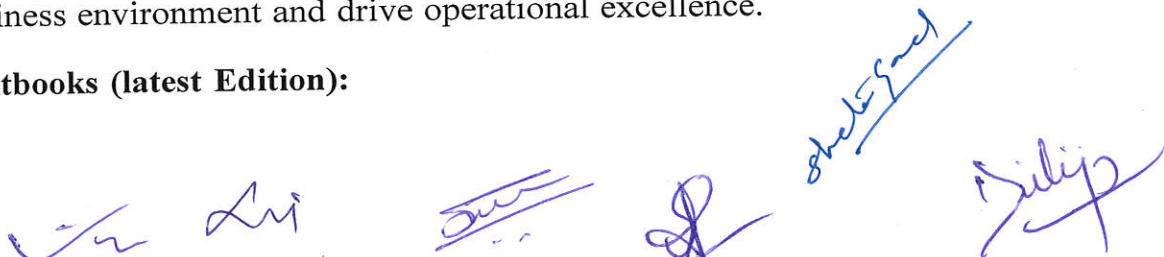
Unit 3: Quality Management

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):



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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.

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Financial Management

BBA223	Financial Management	3L:1T:0P	4 Credits
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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

BBA224	Business Research Methodology	3L:1T:0P	4 Credits
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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):





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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.

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.

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International Business

BBA225	CC 405	International Business	3L:1T:0P	4 Credits
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Course Objectives:

The course aims to help students to understand the evolution and significance of international trade in contemporary business environment and examine various economic integration by analyzing the emerging trends in International Business

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 Vyuptakesh Sharan Pearson Education
3. International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild.

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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 and trade.
2. Develop an understanding of the concept of Foreign Direct Investment and its impact 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

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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-Creat



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 –

- Propose real-time innovative product designs and Choose appropriate frameworks, strategies, techniques during prototype development.
- 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.
- Analyze emotional experience and Inspect emotional expressions to better understand users while designing innovative products

SEMESTER-V

SEMESTER V

S. No.	Course Code	Course Title	L	T	P	Credit
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
TOTAL						26

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SEMESTER –V

Strategic Management

BBA311	Strategic Management	3L:1T:0P	4 Credits
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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. 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



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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, 15th 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.



Logistics and Supply Chain Management

BBA312	Logistics and Supply Chain Management	3L:1T:0P	4 Credits
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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

This unit explores the 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

Students will learn to 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

This unit addresses 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



Focusing on the 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. Design and manage effective supply chains that enhance organizational competitiveness.
2. Gain practical insights into strategic sourcing, demand planning, and supply chain coordination.
3. Understand how digital transformation affects supply chain strategies and operations.

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SEMESTER-VI

SEMESTER VI

S. No.	Course Code	Course Title	L	T	P	Credit
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
TOTAL						22

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SEMESTER –VI

Corporate Governance

BBA321	Corporate Governance	2L:0T:0P	2 Credits
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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

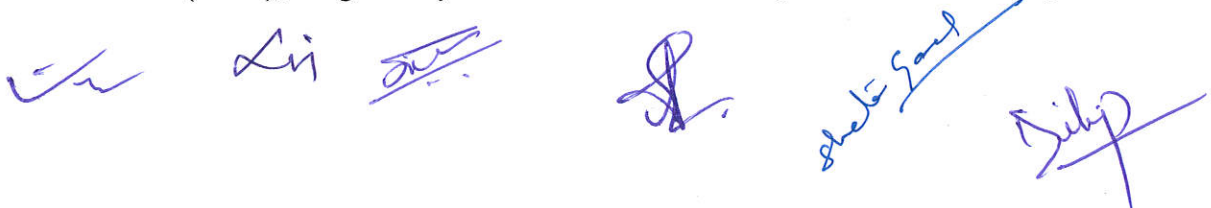
Board composition: Executive directors, non-executive directors and independent directors; Role of Board and board committees; Insider Trading; Shareholder activism; Class action suits; Whistleblowing Mechanism, CSR and Corporate Governance

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

BBA322	Business Taxation	2L:0T:0P	2 Credits
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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:

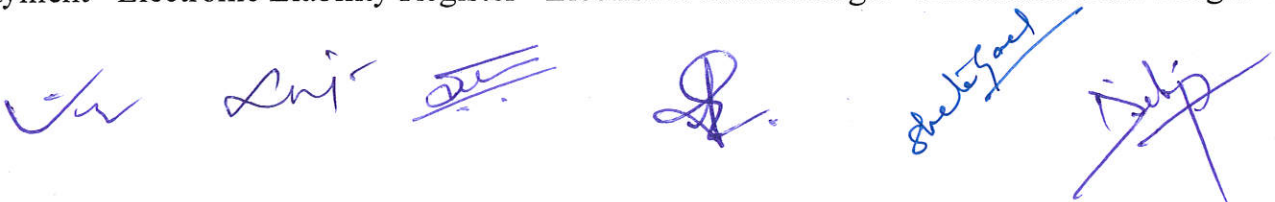
Unit 1: Goods and Service Taxes (GST) – Overview and Concepts

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:

2. Describe the legal framework of GST and Customs Duty, including key provisions, regulations thereby explaining the tax implications on various business transactions.
3. Interpret tax laws and regulations to assess the impact of GST and Customs Duty on business operations and compliance requirements.



4. Calculate GST liabilities and Customs Duty obligations for different business scenarios and solve practical taxation problems related to the two.
5. 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.
6. Create compliance frameworks for businesses to ensure adherence to GST and Customs Duty regulations.

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• **Appendix-1: Electives**

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

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Finance

Banking and Insurance

BBA313A	Banking and Insurance	3L:1T:0P	4 Credits
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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.

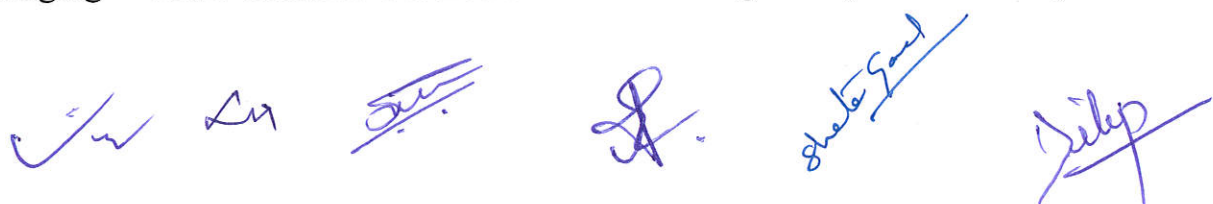
Course Content:

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



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.

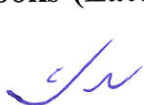
Unit 3: Life Insurance

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.

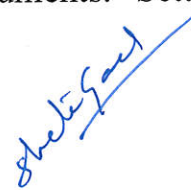
Textbooks (Latest Editions)













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.

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Behavioral Finance

BBA314A	Behavioral Finance	3L:1T:0P	4 Credits
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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

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Sustainable Finance

BBA315A	Sustainable Finance	3L:1T:0P	4 Credits
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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

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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 (CORSA) 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 (ESCerts) and RECs Specifications, Trading of ESCerts and RECs on Energy Exchanges. Future Trends of Carbon Trading in India.

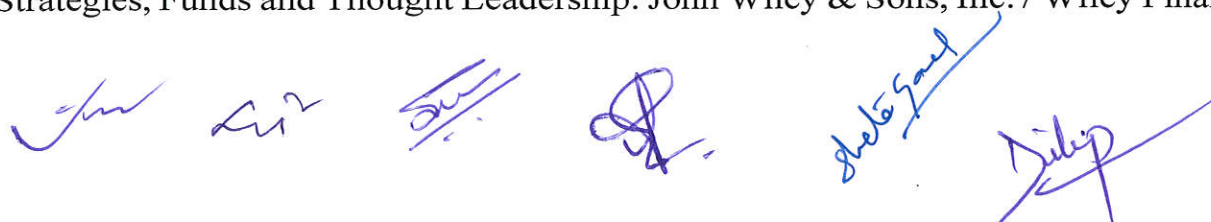
Unit 4 : Sustainable Reporting and Disclosure Practices

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.



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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.

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Financial Derivatives

BBA323A	Financial Derivatives	3L:1T:0P	4 Credits
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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

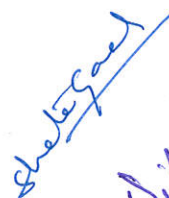
What are Derivatives; Structure of common derivatives – Forwards, Futures, Options; Use of derivatives; Challenges in using derivatives; Exposure to equity, currency, agricultural and non-agricultural commodity derivatives; Derivatives available to retail customers and corporates; Derivative exchanges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

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Investment Analysis and Portfolio Management

BBA324A	Investment Analysis and Portfolio Management	3L:1T:0P	4 Credits
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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, 21st 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

BBA325A	Strategic Corporate Finance	3L:1T:0P	4 Credits
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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, AssetBased 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, Valuegaps, 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

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- The word "Subp" written below the diagonal line.
- Other scribbles and initials are present.

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

BBA313B	Digital Marketing	3L:1T:0P	4 Credits
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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)











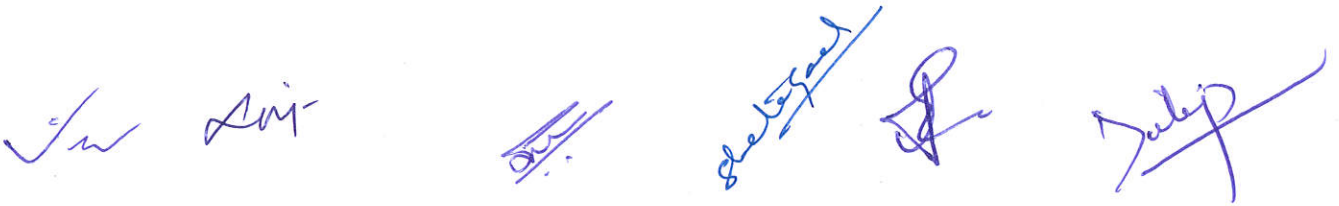


1. Abhishek Srivastava, S. L. Gupta. Digital Marketing 2023, Scholar Tech Press
2. Bhatia, Puneet Singh. Fundamentals of Digital Marketing. 2ed., 2023, Pearson.
3. Ahuja, Vandana. Digital Marketing. 2015, Oxford University Press
4. Kingsnorth, Simon (2022), Digital Marketing Strategy: An Integrated Approach to Online Marketing. New Delhi: Kogan Page.
5. Gupta, Seema (2022), Digital Marketing. Noida, UP: McGraw Hill Education (India) Pvt. Ltd.
6. 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

A row of six handwritten signatures in blue ink, arranged horizontally. The signatures are stylized and vary in length and complexity. From left to right, they appear to be: a simple 'S', a signature that looks like 'S.M.', a signature that looks like 'S.L.', a signature that looks like 'S.L. Gupta', a signature that looks like 'S.L.', and a signature that looks like 'S.L. Gupta'.

Consumer Behaviour

BBA314B	Consumer Behaviour	3L:1T:0P	4 Credits
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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.

5. Evans, M.; Jamal, A. and Foxall, G. Consumer Behavior, John Wiley & Sons LTD.
6. Solomon, M. R. Consumer Behavior Buying, Having and Being. PHI Learning Private Limited
7. Nair, S. R. Consumer Behavior Consumer Behavior & Marketing Research. Himalaya Pub. House.

Course Outcome(s):

1. Develop a better understanding of concepts and models of consumer behavior.
2. It can provide insights for the consumer purchase decision process.
3. Able to develop appropriate marketing strategies for different segments of consumers

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Integrated Marketing Communication

BBA315B	INTEGRATED MARKETING COMMUNICATION	3L:1T:0P	4 Credits
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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 Advertising, Westland and Tranquebar Press
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. Apply 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.

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Retail Marketing

BBA323B	RETAIL Marketing	3L:1T:0P	4 Credits
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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 familiarized 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)

Levy, Weitz and Pandit; Retailing Management (Chapter 6,7,8), McGraw Hill Education

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, (Chapter3, 11, 13, 18)

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Marketing of Services

BBA324B	MARKETING of Services	3L:1T:0P	4 Credits
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Course Objective(s):

The basic aim of this course is to explain why there is a need for special services marketing discipline, the challenges for services marketing, and how to deal with them. The course brings out the emerging service environment in India and the world. It emphasises the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

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

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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 9th 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: 5th © Year: 2017

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

BBA325B	INTERNATIONAL Marketing	3L:1T:0P	4 Credits
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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:

- Assess international markets in ways that appeal to specific firms. These include recognizing heterogeneities with each country, aspirations of consumers and the constraints they face, the extent of regulation and competition, and similarities/contrasts relative to the Indian environment;
- Analyse the impact of PEST factors on IM strategy formulation. Here examine what types of alliances or partnerships with local firms can balance control and return;
- Determine when to use different new product entry, pricing, promotion, and distributional strategies.

Human Resource

HRD – Systems & Strategies

BBA313C	HRD – Systems & Strategies	3L:1T:0P	4 Credits
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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 developmeny; 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):

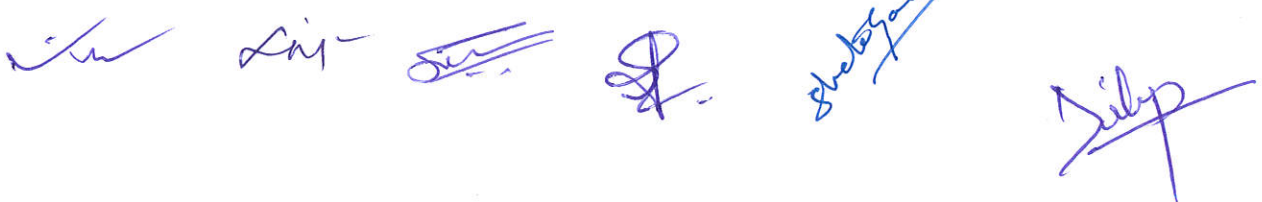
1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.
2. Luthans F. Organizational Behavior: An Evidence-Based Approach - McGraw Hill Publishers Co. Ltd., New Delhi
3. Rao, VSP-Organization Behavior -Himalaya Publishing House.
4. Aswathappa.K.- Organizational Behavior-Himalaya 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
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"/12Angry 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-HTML-ENG>
14. Leadership Simulation: Patient Zero | Christopher Robichaud | Harvard Business Publishing | 7215-HTML-ENG | <https://hbsp.harvard.edu/product/7215-HTML-ENG>
15. Leadership and Team Simulation: Everest V3| Michael A. Roberto, Amy C. Edmondson | Harvard Business Publishing | 8867-HTML-ENG | <https://hbsp.harvard.edu/product/8867-HTML-ENG>
16. Report submission on leadership lessons from Ancient Indian Scriptures like Ramayana, Mahabharata, Bhagvad Gita & Kautaliya's Arthshastra.
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

BBA314C	Performance and Compensation Management	3L:1T:0P	4 Credits
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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

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 to 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.

Handwritten signatures in blue ink:
1. A stylized signature starting with 'J'.
2. The name 'Lir' written in a cursive style.
3. A signature consisting of several horizontal strokes.
4. A signature starting with a large 'S' and 'D' characters.
5. The name 'Shahid' written in a cursive style.
6. The name 'Subir' written in a cursive style.

Talent Acquisition and Management

BBA315C	Talent Acquisition and Management	3L:1T:0P	4 Credits
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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, Cengage Learning
2. Hurconomics for Talent Management Latest Edition
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

BBA323C	HR Analytics	3L:1T:0P	4 Credits
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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:

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Pearson Education.

- VanWieren, 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

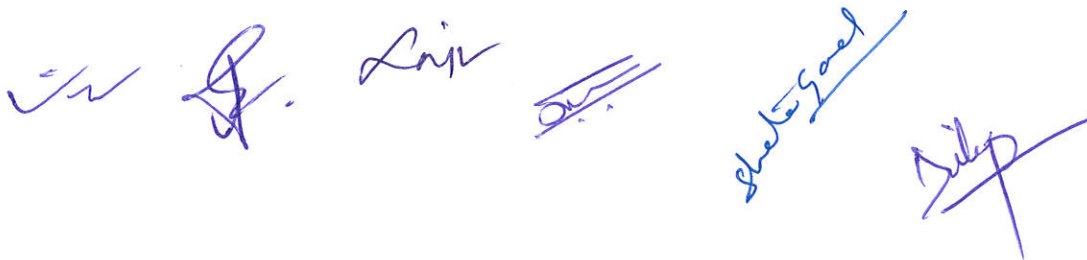
Learners must

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

BBA324C	Change Management and Organizational Development	3L:1T:0P	4 Credits
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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

Behavioural Testing and Training for Employee Retention

BBA325C	Behavioral Testing and Training for Employee Retention	3L:1T:0P	4 Credits
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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:



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 suchresistance to change

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

BBA313D	Data Analytics using R / Python	3L:1T:0P	4 Credits
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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 – Matrix Manipulation – 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 false 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)

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Text Books (Latest Edition):

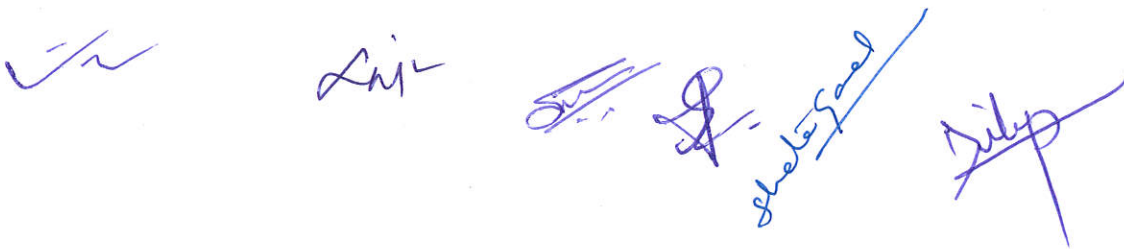
1. Beginner's Guide for Data Analysis using R Programming, Jeeva Jose
2. R Cookbook, Paul Teetor
3. R for Data Science, Garrett Golemund and Hadley Wickham
4. Practical Business Analytics Using R and Python, Umesh R. Hodeghatta, Umesha Nayak
5. Hands-On Programming with R, Garrett Golemund 24
6. An Introduction 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:

1. Students will demonstrate proficiency in R programming essentials, including data types, vectors, matrices, and operators, establishing a strong foundation for advanced data manipulation.
2. Learners will 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. Students will understand control flow mechanisms, including decision-making and looping constructs, and will develop custom functions for repetitive analytical tasks.
4. Participants will 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.

The image shows five handwritten signatures in blue ink, arranged horizontally. From left to right: a stylized signature, a signature that appears to be 'Lal', a signature that appears to be 'S. S.', a signature that appears to be 'Shobha', and a signature that appears to be 'Sulap'.

Data Visualization

BBA314D	Data Visualization	3L:1T:0P	4 Credits
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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 network graphs - 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

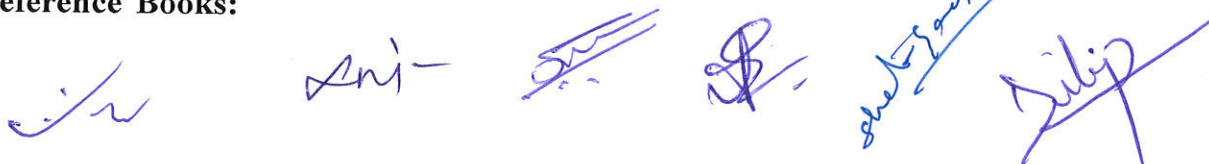
Unit-4: Data dashboards and storytelling

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 Knaflic. (Text Book)

Reference Books:

A series of six handwritten signatures in blue ink, arranged horizontally. The signatures are stylized and vary in length and complexity, including some that appear to be initials or names with a flourish.

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:

1. Students will develop proficiency in using a variety of data visualization techniques, including charts, graphs, and interactive dashboards, to effectively communicate insights from complex datasets.
2. Students will critically analyze data visualizations to evaluate their clarity, accuracy, and relevance in different business contexts, enabling informed decision-making.
3. Students will 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. Students will 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

BBA315D	Social Media & Web Analytics	3L:1T:0P	4 Credits
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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

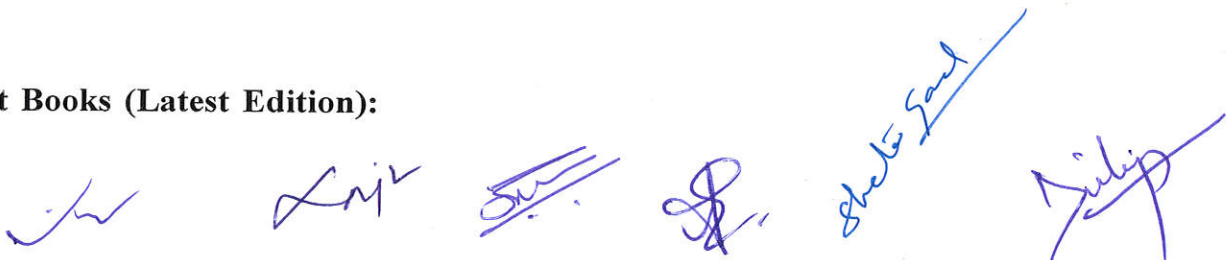
Unit 4: Introduction to Web Analytics

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):



Handwritten signatures in blue ink, including names like "Shahid", "Sulip", and others, likely indicating approval or ownership of the document.

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->

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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.

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

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Marketing Analytics

BBA323D	Marketing Analytics	3L:1T:0P	4 Credits
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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

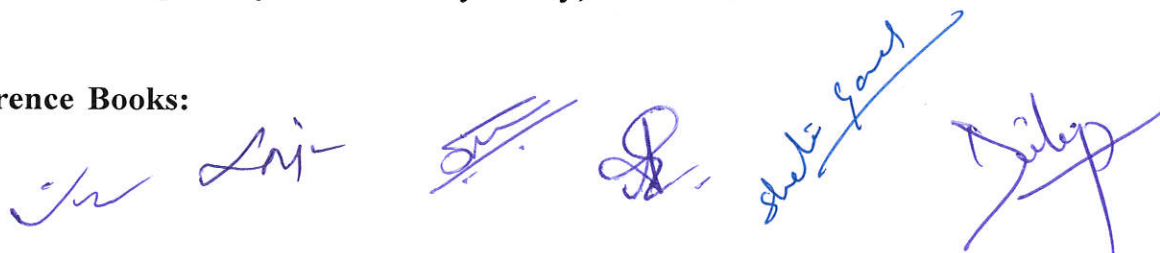
Unit 4:

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:

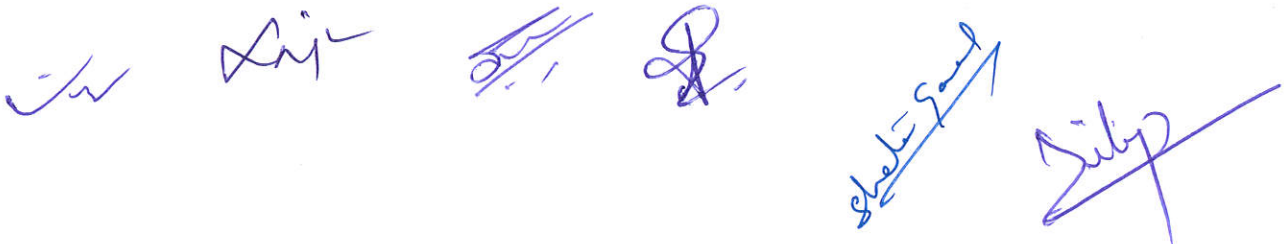
1. Economic Times/ Financial Express/ Business Standard/ Mint, Business Today, Business World.
2. Dwivedi, Ram Kumar; Dixit, Rinku Sharma; Lohmor Choudhary, Shailee; Sahiba, Zainab; Naik, Satyaprakash, "The Customer Loyalty vs. Customer Retention: The Impact of Customer Relationship Management on Customer 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

Case Studies

1. MedfirstIndia: Digital Marketing Analytics for Decision-Making, Sheri Lambert; Amy Lavin; Pradeep Racherla; Shravan Karpuram,

A series of six handwritten signatures in blue ink, arranged horizontally. The signatures are stylized and vary in length and complexity. The first is a simple 'W', the second is 'Dixit', the third is 'Biswal', the fourth is 'Lohmor', the fifth is 'Srivastava', and the sixth is 'Kumar'.

<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 dataanalytics 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 predictcustomer behavior.
4. Implement advanced analytical methods, including cluster analysis for customer segmentation, regression-based price elasticity models, and conjoint analysis for product attribute evaluation.



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Finance Analytics

BBA324D	Finance Analytics	3L:1T:0P	4 Credits
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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:

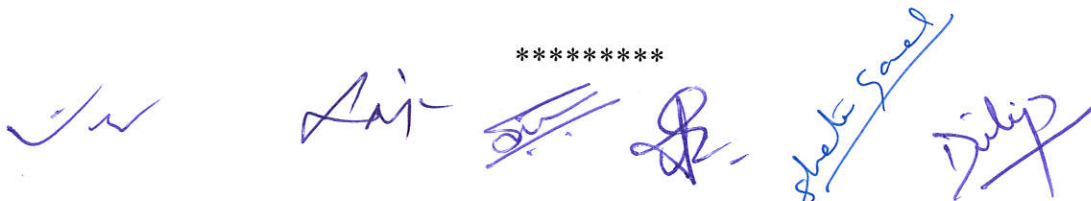
- Economic Times/ Financial Express/ Business Standard/ Mint, Business Today, Business World Jeevitha, T. (2019). Financial Analytics.
- Daniel Broby, The use of predictive analytics in finance, The Journal of Finance and Data Science, Volume 8, 2022, Pages 145-161, <https://doi.org/10.1016/j.jfds.2022.05.003>.

Case Studies:

1. Fullerton: Risk Analytics and Business Strategy, Ravi Anshuman; Mitra Saby, <https://hbsp.harvard.edu/product/IMB587-PDF-ENG?Ntt=financial%20analytics>
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>

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.

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HR Analytics

BBA325D	HR Analytics	3L:1T:0P	4 Credits
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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:

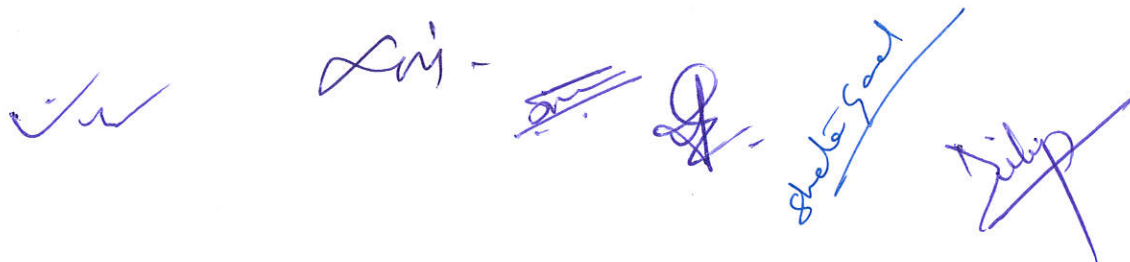
HR analytics application of correlation and regression, understanding variants of T test, one way and two-way ANOVA, interpretation and understanding of different statistical tools and techniques, classification problem using logistics regression.

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 |

The image shows several handwritten signatures in blue ink, likely belonging to faculty members or administrators, located at the bottom of the page. The signatures are stylized and vary in length and complexity.

5. HR Analytics, 2ed: Understanding Theories and Applications by Dipak Kumar Bhattacharyya, Wiley.
6. Winning on HR Analytics: Leveraging Data for Competitive Advantage by RAMESH SOUNDARARAJAN and KULDEEP SINGH, Sage.
7. Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley

Readings

- Kale, Hritik & Anute, Nilesh. (2022). HR Analytics and its Impact on Organizations Performance. 9.
- 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.hrmr.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/jem/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, Voll, 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:

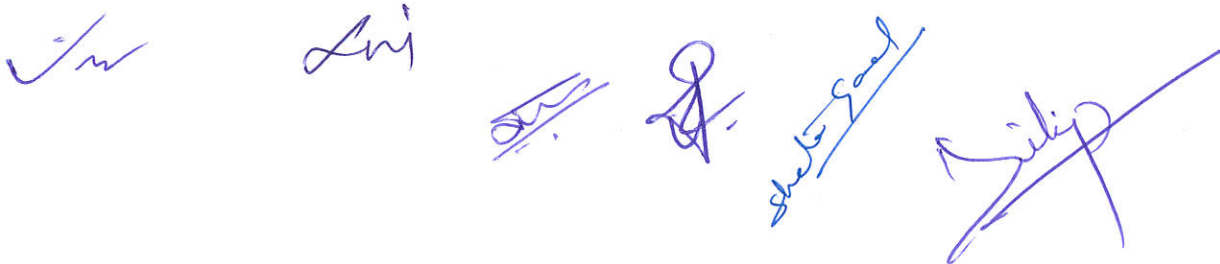
- Money Cash Flow Inc.: HR Analytics Applied to Employee Retention and Well-Being Issues (A), Michel Cossette; Gabrielle Reyburn, <https://hbsp.harvard.edu/product/HEC162-PDF-ENG?Ntt=hr%20analytics>
- Money Cash Flow Inc.: HR Analytics Applied to Employee Retention and Well-Being Issues (B), Michel Cossette;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

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Health Care

BMS314E: HEALTHCARE INFRASTRUCTURE AND SUPPORT SERVICES

BBA313E	HEALTHCARE INFRASTRUCTURE AND SUPPORT SERVICES	3L:1T:0P	4 Credits
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Course Objectives:

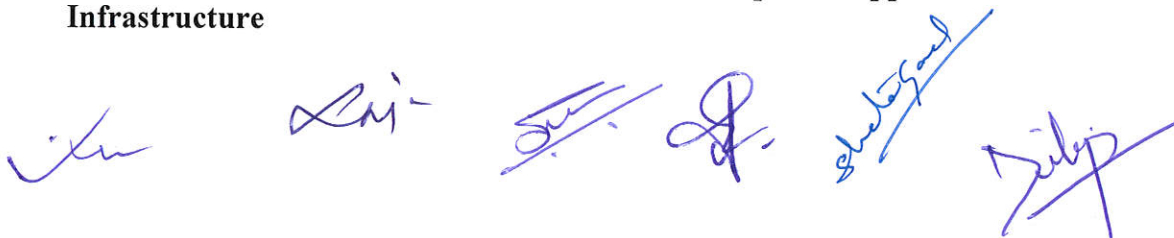
To make the learner understand the role of administrator in patient care planning and management, the need and importance of equipment and physical facilities as well as develop the skills of developing Policy and Procedures for Clinical Services.

- 1. Hospital 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.
- 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.
- 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.
- 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.
- 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.

SUGGESTED READINGS:

1. *D.K.Sharma, R.C.Goyal:*
2. *B.M. Sakharkar:*
3. *C.M. Francis et al:*
4. *NHS:*
5. *Madhuri Sharma:*
Infrastructure

Hospital Administration and HRM
Principles of Hospital Administration and Planning
Hospital Administration
Guide to Good Practices in Hospital Administration
Essentials For Hospital Support Services And Physical



Learning Outcomes:

At the end of the course students shall be able to develop the skills of planning in location, design and layout of clinical services and optimally utilize the available resources (staff, space, equipment, facilities, supplies, etc.)



BMS315E: COMMUNITY MEDICINE

BBA314E	Community Medicine	3L:1T:0P	4 Credits
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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.

- 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.

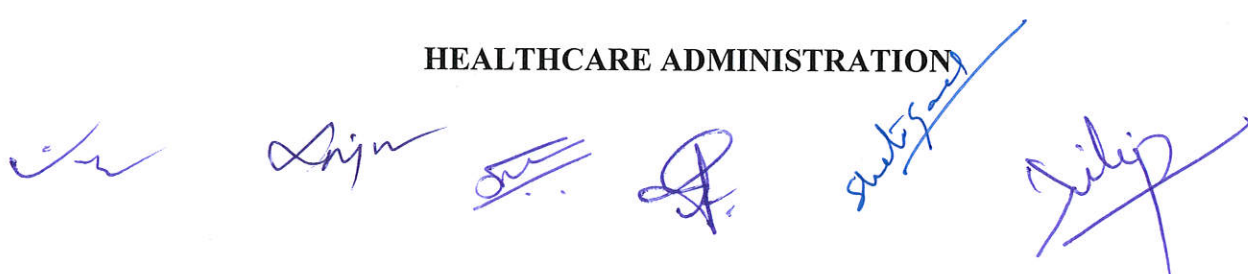
SUGGESTED READINGS:

1. *AH Suryakantha:* **Community Medicine – Recent Advances**
2. *Park's:* **Text Book of Preventive & Social Medicine**
3. *Maxcy-Rosenau:* **Last Public Health & Preventive Medicine**
4. *Leon Gordis:* **Epidemiology**

Learning Outcomes:

The student shall be able to observe and interpret the dynamics of community behaviour, the principles of practice of medicine in hospital and community setting; describe the health care delivery system including rehabilitation of the disabled in the country; be able to work as a leader in health care teams and acquire proficiency in communication skills.

HEALTHCARE ADMINISTRATION



BBA315E	HEALTHCARE ADMINISTRATION	3L:1T:0P	4 Credits
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Course Objectives:

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.

- 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:

- Ginter, Duncan, Swayne:* **Strategic Management of Healthcare organization**
- Jaypee Brothers:* **Hospital Administration and Management**
- Elaine La Monica:* **Management in Health Care**
- Park and Park:* **Textbook of Preventive and Social Medicine**
- Sakharkar:* **Principles of Hospital Administration and Planning**
- Francis et al:* **Hospital Administration**

Learning Outcomes:

The learners shall be able to list out management processes in management of hospitals, practice hospital administration efficiently and effectively.

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BMS324E: HEALTHCARE FINANCE

BBA323E	Healthcare Finance	3L:1T:0P	4 Credits
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Course Objectives:

To make the students learn the financial tools for good business decisions in a practical situation.

- 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.

SUGGESTED READINGS:

1. *LC Gapenski: Healthcare Finance-An Intro to Accounting and Financial Management*
2. *Brealey, Myers, Allen and Mohanty: Principles of Corporate Finance*
3. *Damodaran: Applied Corporate Finance*
4. *Damodaran: Corporate Finance: Theory and Practice*

Learning Outcomes:

After completion of the course, the learner shall be able to define healthcare finance and identify the role of financial reporting, management and budgeting in healthcare organizations; Identify types of health insurance and reimbursement methods and apply strategies to transition to value-based reimbursement; Identify and analyze components of financial statements; apply financial ratio analysis and benchmarking procedures.

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HEALTHCARE POLICIES AND GOVERNANCE

BBA324E	HEALTHCARE POLICIES AND GOVERNANCE	3L:1T:0P	4 Credits
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Course Objectives:

To Identify and explain central theories and models of governance, public health interventions and evaluations, describe the range of formal and informal actors and institutions involved in public health governance from global to local levels, identify principles of management in institutions and organisations working with public health-related issues and describe their importance for public health policy.

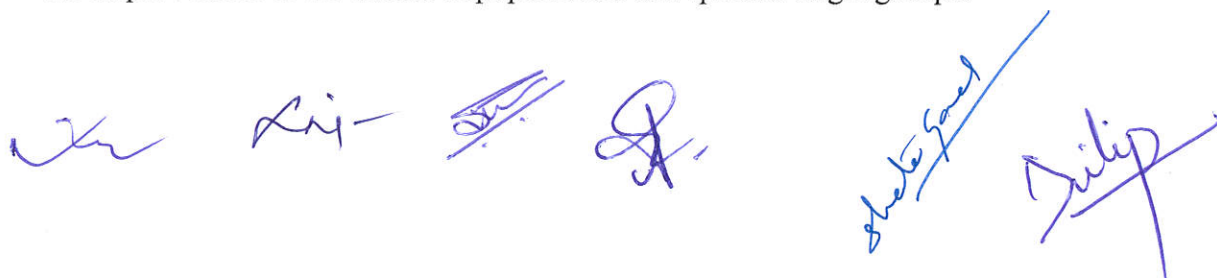
- 1. Health Policy Introduction:** Defining Health and Health Care Policy -Forms and Categories of Health Policy - How does Policy Influence Health? Importance of Health Policy. Basic Government Structure. Introduction to Government Branches; Legislative and Regulatory processes.
- 2. Healthcare System 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.

SUGGESTED READINGS:

- 1. K. B. Saxena: Health Policy and Reforms: Governance in Primary Healthcare**
- 2. Sairam Bhat: Healthcare in India: An Introduction to Law and Legal System**

Learning Outcomes:

The learners shall be able to independently map how public health work in a specific country is organized, identify challenges and opportunities for universal health coverage, apply conceptual frameworks for policy analysis that provide knowledge about the influence of context and actors on how a policy process and policy content is formulated, and link such analysis to strategic planning for the improvement of the health of populations and specific target groups.



HEALTHCARE MARKETING

BBA325E	HEALTHCARE MARKETING	3L:1T:0P	4 Credits
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Course Objectives:

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.

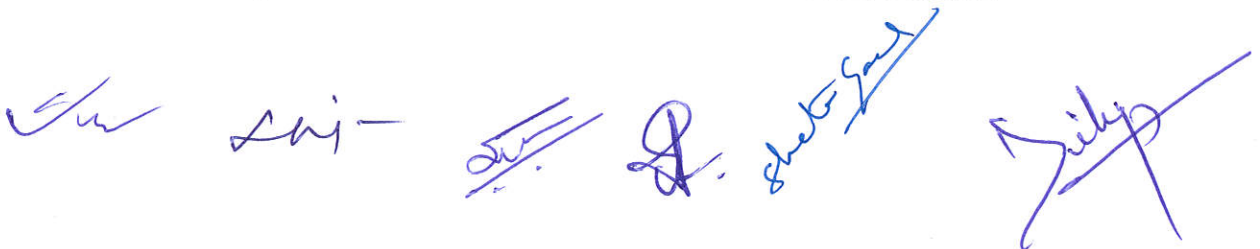
- 1. Introduction:** Concept of Services and Services marketing. Importance of Hospital services. Challenges in Practicing Marketing in Healthcare Industry. Marketing Intelligence, Information and Research.
- 2. Holistic Marketing:** Holistic Marketing. Interactive Marketing. External Marketing-Internal 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.

SUGGESTED READINGS:

1. *Eric N. Berkowitz:* **Essentials of Health care Marketing**
2. *Philip Kotler, R. N. Clarke:* **Marketing for Healthcare Organizations**
3. *John F. O'Malley:* **Healthcare Marketing Sales and Services**
4. *G.D. Kunder:* **How to Market Your Hospital Without Selling Your Philosophy**
5. *Vora:* **Hospital management from service sector perspective**

Learning Outcomes:

The learner shall be able to understand the marketing activities specific to healthcare sector and also utilize the marketing mix elements to better the services to its desired clients.



Rural Management

RURAL SOCIETY AND POLITY

BBA313F	RURAL SOCIETY AND POLITY	3L:1T:0P	4 Credits
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COURSE CODE:

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

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

COURSE CONTENT:

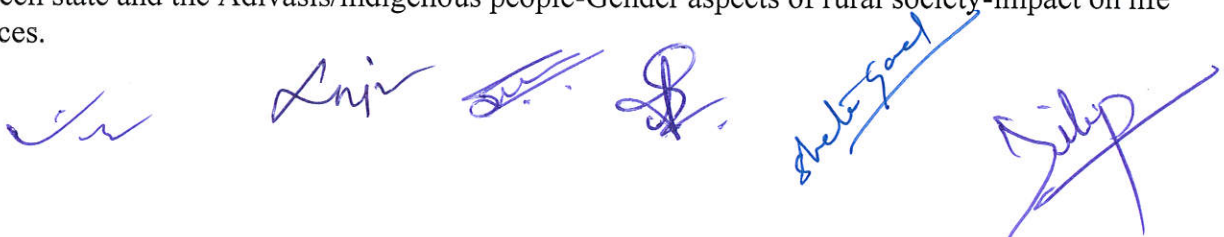
Unit 1: Rural Society in India: Historical understanding and Perspectives

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.



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RURALMARKETING 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

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

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:



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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

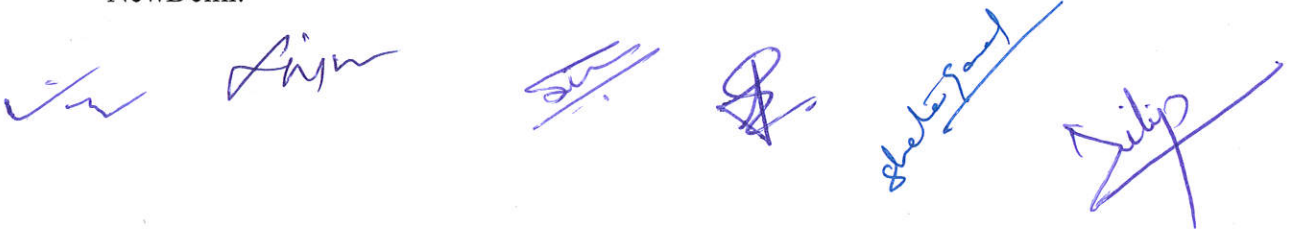
Unit 5: Market support:

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, etal(2017). *Marketing Management*. Pearson Education.
3. Rajagopal (1994). *Rural Marketing Management*. Discovery Publishing House: New Delhi.



RURAL LIVELIHOODS AND PRODUCTION SYSTEMS

BBA315F	RURAL LIVELIHOODS AND PRODUCTION SYSTEMS	3L:1T:0P	4 Credits
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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

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.

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

Sanjiv Kumar *[Signature]* *[Signature]* *Shelley Gaur* *[Signature]*

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.



COMMUNITY ORGANIZATION FOR RURAL MANAGEMENT

BBA323F	COMMUNITY ORGANIZATION FOR RURAL MANAGEMENT	3L:1T:0P	4 Credits
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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.

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

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.

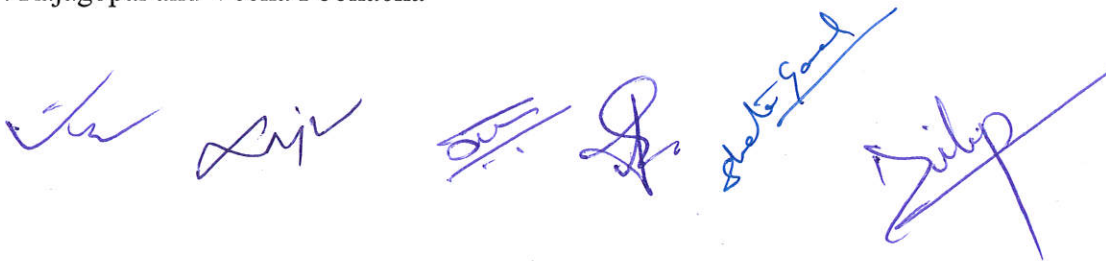
Kretzmann, J. P., & McKnight, J. L. (1993). Building communities from the inside out: A path toward finding and mobilizing a community's assets. ACTA Publications.

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



RURAL ENTREPRENEURSHIP (WITH FOCUS ON WASH)

BBA324F	RURAL ENTREPRENEURSHIP (WITH FOCUS ON WASH)	3L:1T:0P	4 Credits
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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.

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.

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

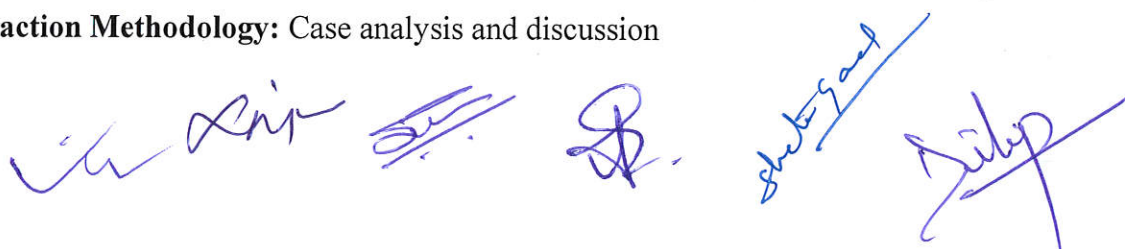
History of Rural Entrepreneurship–Comparison with other types of Entrepreneurship – Scope in future

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

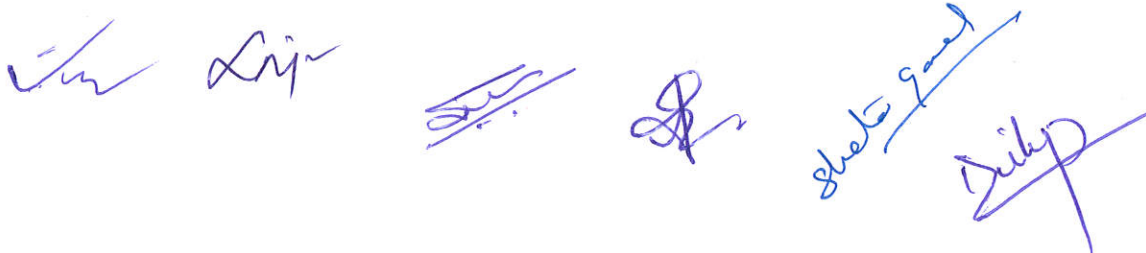
Unit 5: Micro Enterprises and Source of Financing

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*, TheHistoryoftheWorld'sGreatestPublisher: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.

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UNDERSTANDING INTERNATIONAL ORGANIZATIONS AND SDGS

BBA325F	UNDERSTANDING INTERNATIONAL ORGANIZATIONS AND SDGS	3L:1T:0P	4 Credits
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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.

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.

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.

Dr. Anil K. Singh *Dr. Anil K. Singh* *Dr. Anil K. Singh* *Dr. Anil K. Singh*

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.

Transaction Methodology: Classroom teaching and discussion

Suggested Readings

1. Assembly, G. (2015). Sustainable Development goals. *SDGs), Transforming our world: the,2030.*
2. Charles, A., Lauras, M., &Tomasini, R. (2010, October). Collaboration networks involving humanitarian organisations–particular challenges for a particular sector. In *WorkingConferenceonVirtualEnterprises*(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:Sustainabledevelopmentgoalsforpeopleandplanet. *Nature*, 495(7441),305.
4. Heller Baird, C., &Parasnis, G. (2011). From social media to social customer relationshipmanagement.*Strategy&leadership*,39(5),30-37.
5. Kumar,S.,Kumar,N.,&Vivekadhish,S.(2016).Millenniumdevelopmentgoals(MDGS) to sustainable development goals (SDGS): Addressing unfinished agenda and strengthening sustainable development and partnership. *Indian journal of community medicine:officialpublicationofIndianAssociationofPreventive&SocialMedicine*,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 developmentgoalstoSDGs.*Sustainabledevelopmentgoals*,17.