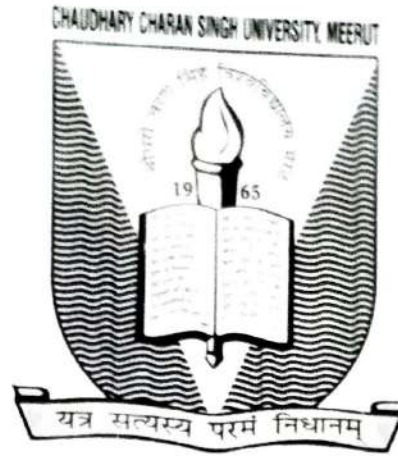


Institute of Business Studies
Chaudhary Charan Singh University, Meerut
NAAC A++



Proceedings of Board of Studies Meeting

Dated: 23-05-2026

Bachelor of Business Administration (BBA)

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INTRODUCTION

BBA is a 3 years (6 Semesters) course and BBA (Honours/ Research) is a 4 years (8 semesters) course. All the Semesters have included compulsory course, Discipline Specific Elective Course, Generic Elective course, Skill Enhancement course, Ability Enhancement Course, Value Addition course and Major/ minor projects.

PROGRAMME OBJECTIVE

The aim of the course is to build knowledge and understanding about business among the students. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about business operations and decision making. The course aims at making a conceptual orientation with equip the students with the business skills as well as prepare them for management applications. This course provides an understanding of the tasks and functions of management and to acquaint the Participants with the developments in concept, Theories and practices in the overall field of management.

PROGRAMME OUTCOMES

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

- Ensure and understand professional augmentation taking place in the global as well as domestic business arena.
- To reduce the gap between industry and academia, with the right blend of theory and practice.
- To nurture their talent for becoming good leaders and assets for an organization.
- To gain an in-depth knowledge and analytical skills which will enable them to effectively and efficiently carry out various Trade and Marketing operations of an organization in the emerging globalized environment.
- Develop Critical attitude necessary for "life-long learning" through this course.

M. K. Singh
Neha Singh

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चौधरी चरण सिंह विश्वविद्यालय, मेरठ

CH. CHARAN SINGH UNIVERSITY, MEERUT

अधिनियम

विश्वविद्यालय द्वारा स्नातक स्तर पर त्रिवर्षीय/ चतुर्वर्षीय बी०बी०ए०/ बी०सी०ए० कार्यक्रम में AICTE द्वारा प्रस्तावित पाठ्यक्रम के आधार पर नया पाठ्यक्रम सत्र 2025-2026 से लागू कर दिया गया है। इस नए पाठ्यक्रम हेतु नए नियम निम्नलिखित हैं :-

1. प्रथम वर्ष प्रथम सेमेस्टर बी०बी०ए०/ बी०सी०ए० हेतु प्रवेश अर्हता

बी०बी०ए०:- 10+2 with 45% marks for Gen./OBC & 40% marks for SC/ST (all streams)

2. कोर्सेज/ पेपर्स के प्रकार एवं उनके न्यूनतम उत्तीर्णांक

CC	Core Course
DSEC	Discipline Specific Elective Course
GEC	Generic Elective Course
SEC	Skill Enhancement Course
AEC	Ability Enhancement Course
VAC	Value Addition Course
Project	Major or Minor Research Projects / Dissertation
Additional Exit Course (After First or Second Year only)	Skill-Based Course / Work-Based Vocational Course/ Social Responsibility & Community Engagement/ Internship/ Apprenticeship/ Capstone Project

2.1 थ्योरी, प्रैक्टिकल एवं प्रोजेक्ट सभी पेपर्स में कुल अधिकतम अंक 100 होंगे।

2.2 थ्योरी के सभी पेपर्स (वैल्यू एडिशन कोर्सेज (VAC) को छोड़ कर) में सतत आंतरिक मूल्यांकन 25 अंकों का होगा तथा विश्वविद्यालय द्वारा आयोजित परीक्षा अधिकतम 75 अंकों की होगी। थ्योरी के सभी पेपर्स में सतत आंतरिक मूल्यांकन तथा विश्वविद्यालय द्वारा आयोजित परीक्षा में मिलाकर पूर्णांक 100 अंकों में से न्यूनतम उत्तीर्णांक 40 होंगे।

2.3 वैल्यू एडिशन कोर्सेज (VAC) में केवल विश्वविद्यालय द्वारा 100 अंकों की बाह्य परीक्षा आयोजित की जाएगी जो कि वस्तुनिष्ठ प्रश्नों (MCQ) पर आधारित होगी। इसमें भी न्यूनतम उत्तीर्णांक 40 ही होंगे।

2.4 किसी भी कोर्स/पेपर के आन्तरिक मूल्यांकन अथवा विश्वविद्यालय की परीक्षा में अलग-अलग कोई भी न्यूनतम उत्तीर्ण प्रतिशत नहीं है। किसी भी परीक्षा में अनुपस्थिति पर भी शून्य अंक ही मिलेंगे।

2.5 प्रैक्टिकल एवं प्रोजेक्ट (Project/ Dissertation) के सभी कोर्सेज/पेपर्स में न्यूनतम

- उत्तीर्णांक 50 होंगे तथा इनका मूल्यांकन विश्वविद्यालय द्वारा नियुक्त परीक्षक एवं आंतरिक परीक्षक द्वारा पूर्णांक 100 अंकों में से संयुक्त रूप से किया जायेगा।
- 2.6 Exit कोर्स का संचालन एवम मूल्यांकन विभाग/ महाविद्यालय द्वारा अपने स्तर पर पूर्णांक 100 अंको में से किया जायेगा जिसमें न्यूनतम उत्तीर्णांक 50 होंगे।
- 2.7 केवल थ्योरी के पेपर्स में एक सेमेस्टर के अधिकतम दो पेपर्स में अधिकतम 5 अंकों के ग्रेस अंक प्रदान किये जा सकेंगे।
- 2.8 प्रैक्टिकल अथवा प्रोजेक्ट में कोई ग्रेस अंक नहीं दिए जायेंगे।
- 2.9 किसी भी सेमेस्टर को उत्तीर्ण करने के लिए न्यूनतम SGPA 5.0 आवश्यक होगा।
- 2.9 उक्त सभी कोर्स क्रेडिट कोर्सेज हैं जिनको SGPA एवं CGPA की गणना में सम्मिलित किया जायेगा तथा कोई भी कोर्स क्वालीफाइंग नहीं है।
- 2.10 विद्यार्थी को शोध परियोजना (Project)/ Dissertation के मूल्यांकन में 80 से अधिक अंक निम्न उपलब्धि पर ही दिए जा सकेंगे :- शोध परियोजना में किए गए कार्य पर आधारित शोध पत्र स्वीकृत/प्रकाशित होने पर ब"त" वह शोध पत्रिका तत्कालीन UGC CARE List/SCOPUS/Web of Science में सम्मिलित हो अथवा दो राष्ट्रीय/अन्तराष्ट्रीय सेमिनार/वर्क"ाप में न्यूनतम दो शोध पत्र प्रस्तुत किए हों।

3. कक्षोन्नोति (Promotion)

- 3.1 विद्यार्थी को वर्तमान सेमेस्टर से अगले सेमेस्टर में (छठे सेमेस्टर से सप्तम सेमेस्टर को छोड़ कर) सदैव प्रोन्नत किया जायेगा, चाहे वर्तमान सेमेस्टर का परिणाम कुछ भी हो।
- 3.2 बिना कोई निकास (Exit) लिए विद्यार्थी निरंतरता में पढ़ाई करते हुए बी0बी0ए0/ बी0सी0ए0 के चतुर्थ वर्ष (छठे सेमेस्टर से सप्तम सेमेस्टर) में निम्न शर्तों के साथ प्रवेश ले सकता है:-
- (अ) उसने बी0बी0ए0/ बी0सी0ए0 के तीनो वर्षों के सभी आवश्यक 120 क्रेडिट्स के कोर्सेज न्यूनतम 6.5 CGPA के साथ उत्तीर्ण कर लिए हों। इन 120 क्रेडिट्स में एग्जिट (Exit) कोर्स के क्रेडिट्स शामिल नहीं हैं।
- (ब) बी0बी0ए0/ बी0सी0ए0 के चतुर्थ वर्ष में कुल सीटों में से तीन चौथाई सीटों पर चतुर्वर्षीय बी0बी0ए0/ बी0सी0ए0 (ऑनर्स) में तथा एक चौथाई सीटों पर बी0बी0ए0/ बी0सी0ए0 (ऑनर्स शोध सहित) में विभाग/ महाविद्यालय द्वारा मेरिट के आधार पर प्रवेश दिया जायेगा।
- (स) बी0बी0ए0/ बी0सी0ए0 ("गोध सहित आनर्स) डिग्री हेतु निर्धारित एक चौथाई सीटों में से रिक्त सीटों पर बी0बी0ए0/ बी0सी0ए0 (ऑनर्स) कार्यक्रम में वि"वविद्यालय द्वारा निर्धारित समय सीमा में विभाग/ महाविद्यालय स्तर पर प्रवे"ा दिये जाएंगे।

4. बैक पपर अथवा सुधार (Improvement) परीक्षा

- 4.1 आन्तरिक परीक्षा में बैक पेपर हेतु परीक्षा नहीं होगी। केवल पूर्ण सेमेस्टर को Ex Student के रूप में दोबारा देने की स्थिति में वि"वविद्यालय (बाह्य) परीक्षा के साथ आन्तरिक मूल्यांकन (यदि विद्यार्थी आंतरिक मूल्यांकन में पहले सम्मिलित नहीं हुआ हो तो) भी किया जा सकता है।
- 4.2 एक विद्यार्थी दो पूर्ण सेमेस्टर्स की संपूर्ण परीक्षाएं एक साथ नहीं दे सकेगा।
- 4.3 विद्यार्थी को बैक पेपर की सुविधा सम (विषम) सेमेस्टर्स के पेपर्स के लिए सम (विषम) सेमेस्टर्स में ही उपलब्ध होगी।
- 4.4 विद्यार्थी को बैक पेपर हेतु परीक्षा के लिए कोर्स/पेपर तथा उसका पाठ्यक्रम (Syllabus) वही होगा जो उस वर्तमान सेमेस्टर, जिसमें वह परीक्षा दे रहा है, में उपलब्ध होगा।

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- 4.5 विद्यार्थी बैंक पेपर अथवा सुधार (Improvement) हेतु किसी भी कोर्स/पेपर की विश्वविद्यालय (बाह्य) परीक्षा, काल-बाधित नहीं होने तक, चाहे कितनी भी बार दे सकता है किंतु यह व्यवस्था वर्तमान वर्ष से केवल 1 वर्ष पहले के पेपर्स के लिए ही उपलब्ध होगी।
- 4.6 वर्तमान सेमेस्टर का विद्यार्थी पिछले किसी एक सेमेस्टर के अधिकतम 12 क्रेडिट्स के पेपर की परीक्षा में बैंक पेपर के रूप में सम्मिलित होने हेतु अनुमत होगा। उदाहरणार्थ- तृतीय सेमेस्टर में अध्ययनरत विद्यार्थी तृतीय सेमेस्टर की मुख्य परीक्षा के साथ प्रथम सेमेस्टर के अधिकतम 12 क्रेडिट्स के पेपर कोड्स की बैंक पेपर की परीक्षा में सम्मिलित होने हेतु अनुमत होगा।
- 4.7 जो विद्यार्थी प्रयोगात्मक परीक्षा में अनुपस्थित अथवा अनुत्तीर्ण होते हैं, उनको बैंक पेपर के रूप में सम्मिलित हो कर प्रयोगात्मक परीक्षा उत्तीर्ण करना अनुमत होगा।

5. काल अवधि

त्रिवर्षीय/चतुर्वर्षीय बी०बी०ए०/बी०सी०ए० को पूरा करने की अधिकतम अवधि सात वर्ष होगी। जिसकी गणना प्रथम सेमेस्टर में पहली बार प्रवेश लेने के समय से की जाएगी। विद्यार्थी निरंतरता में पढ़ाई करे अथवा निकास (Exit) के साथ, उसको कुल काल-अवधि सात वर्ष ही मिलेगी।

6. ग्रेडिंग प्रणाली तथा SGPA एवं CGPA की गणना क्रेडिट परिभाषा

तालिका-1 (Table-1)

One Hour Theory (Th), Lecture (L) or Tutorial (T) per week	1 Credit
Two Hours Practical (P) per week	1 Credit

चौधरी चरण सिंह विश्वविद्यालय, मेरठ में बी०बी०ए० स्नातक पाठ्यक्रम में निम्नलिखित 10 पॉइंट ग्रेडिंग प्रणाली लागू की जाएगी:

तालिका-2 (Table-2)

लेटर ग्रेड	विवरण	अंको की सीमा	ग्रेड पॉइंट
O	Outstanding	91-100	10
A ⁺	Excellent	81-90	9
A	Very good	71-80	8
B ⁺	Good	61-70	7
B	Average	51-60	6
P	Pass	40-50 (Theory Course)	5
		50 (Practical/ Projects/ Exit Courses)	
F	Fail	0-39 (Theory Course)	0
		0-49 (Practical/ Projects/ Exit Courses)	
AB	Absent	Absent	0

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6.1 SGPA एवं CGPA की गणना निम्नवत सूत्रों से की जाएगी:

तालिका-3 (Table-3)

jth सेमेस्टर के लिए $SGPA (S_j) = \sum(C_i \times G_i) / \sum C_i$	यहाँ पर: C_i = number of credits of the i th course in j th semester. G_i = grade point scored by the student in the i th course in j th semester.
$CGPA = \sum(C_j \times S_j) / \sum C_j$	यहाँ पर: S_j = SGPA of the j th semester. C_j = total number of credits in the j th semester.

6.2 CGPA को प्रति"त अंकों में निम्नलिखित सूत्र के अनुसार परिवर्तित किया जायेगा:
समतुल्य प्रति"त = $CGPA \times 9.5$

6.3 विद्यार्थियों को निम्नवत सारणी के अनुसार श्रेणी (Division) प्रदान की जाएगी:

तालिका-4 (Table-4)

श्रेणी	वर्गीकरण
प्रथम श्रेणी	6.50 अथवा उससे अधिक CGPA
द्वितीय श्रेणी	5.00 अथवा उससे अधिक तथा 6.50 से कम CGPA

7. एकाधिक प्रवेश एवं निकास विकल्प (Multiple Entry and Exit Options)

7.1 बिजनेस एडमिनिस्ट्रेशन विषय में एक वर्षीय स्नातक प्रमाण पत्र [One Year UG Certificate in Business Administration] हेतु प्रथम वर्ष (दो सेमेस्टर्स) में 40 क्रेडिट एवं एक 4 क्रेडिट अतिरिक्त कोर्स (Additional Exit Course) अर्थात् कुल 44 क्रेडिट अर्जित करना अनिवार्य है।

एक वर्षीय स्नातक प्रमाण पत्र प्राप्त करने के उपरांत अधिकतम तीन वर्ष के भीतर ही बी०बी०ए० / बी०सी०ए० कार्यक्रम के द्वितीय वर्ष (तृतीय सेमेस्टर) में पुनः प्रवे"ा अनुमत होगा।

7.2 बिजनेस एडमिनिस्ट्रेशन विषय में द्विवर्षीय स्नातक डिप्लोमा [Two year UG Diploma in Business Administration] हेतु दो वर्ष (चार सेमेस्टर्स) में 80 क्रेडिट एवं एक 4 क्रेडिट अतिरिक्त कोर्स (Additional Exit Course) अर्थात् कुल 84 क्रेडिट अर्जित करना अनिवार्य है।

द्विवर्षीय स्नातक डिप्लोमा प्राप्त करने के उपरांत अधिकतम तीन वर्ष के भीतर ही बी०बी०ए० / बी०सी०ए० कार्यक्रम के तृतीय वर्ष (पंचम सेमेस्टर) में पुनः प्रवे"ा अनुमत होगा।

7.3 बिजनेस एडमिनिस्ट्रेशन विषय में त्रिवर्षीय स्नातक डिग्री (बी०बी०ए०) [Three Year Under Graduate Degree in Business Administration (BBA)] :-त्रिवर्षीय स्नातक डिग्री बी०बी०ए० / बी०सी०ए० हेतु कुल छः सेमेस्टर्स में 120 क्रेडिट प्राप्त करना अनिवार्य है। इन 120 क्रेडिट्स में एग्जिट कोर्स के क्रेडिट्स शामिल नहीं हैं।

कंप्यूटर एप्लीकेशन विषय में त्रिवर्षीय स्नातक डिग्री बी०बी०ए० / बी०सी०ए० प्राप्त करने के अधिकतम तीन वर्ष के भीतर ही बी०बी०ए० / बी०सी०ए० (आनर्स / "ोध सहित आनर्स) कार्यक्रम के चतुर्थ वर्ष (सप्तम सेमेस्टर्स) में प्रवे"ा निम्नलिखित शर्तों के अधीन अनुमत होगा

(अ) त्रिवर्षीय स्नातक डिग्री न्यूनतम 6.5 CGPA के साथ उत्तीर्ण करना अनिवार्य होगा।

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(ब) बी०बी०ए० के चतुर्थ वर्ष में कुल सीटों में से तीन चौथाई सीटों पर चतुर्वर्षीय बी०बी०ए० ऑनर्स) में तथा एक चौथाई सीटों पर बी०बी०ए० (ऑनर्स शोध सहित) में विभाग/महाविद्यालय द्वारा मेरिट के आधार पर प्रवेश दिया जायेगा।

(स) चतुर्वर्षीय स्नातक बी०बी०ए० (शोध सहित आनर्स) डिग्री हेतु निर्धारित एक चौथाई सीटों में से रिक्त सीटों पर चतुर्वर्षीय स्नातक बी०बी०ए० (ऑनर्स) कार्यक्रम में निर्धारित समय सीमा में विभागीय/ महाविद्यालय स्तर पर प्रवेश दिय जाएंगे।

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Programme Structure and Curriculum for UG Course in BBA

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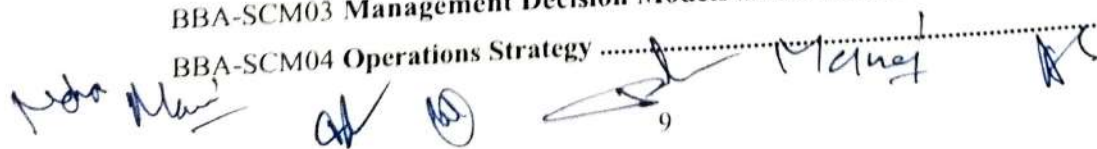
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Semester wise Structure and Curriculum for UG Course in BBA

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SEMESTER- I

S. No.	Course type	Course code	Course Title	L	T	P	Credit
1	CC	BBA 1001	Principles and Practices of Management	3	1	0	4
2	AEC	BBA 1002	Business Communication-I	1	1	0	2
3	CC	BBA 1003	Financial accounting	3	1	0	4
4	CC	BBA 1004	Business Statistics and Logic	3	1	0	4
5	AEC	BBA 1005	General English	1	1	0	2
6	GEC	BBA 1006	Indian Knowledge System^	2	0	0	2
7	VAC	BBA 1007	Environmental Science and sustainability	2	0	0	2
TOTAL							20

SEMESTER II

S. No.	Course Type	Course code	Course Title	L	T	P	Credit
1	CC	BBA2001	Human Behaviour and Organization	3	1	0	4
2	CC	BBA2002	Marketing Management	3	1	0	4
3	CC	BBA2003	Business Economics	3	1	0	4
4	SEC	BBA2004	Emerging Technologies and application	1	0	2	2
5	GEC	BBA2005	Media Literacy and Critical Thinking	1	1	0	2
6	VAC	BBA2006	Indian Constitution	2	0	0	2
7	AEC	BBA2007	Business Communication-II	1	1	0	2
TOTAL							20




SEMESTER III

S. No.	Course type	Course Code	Course Title	L	T	P	Credit
1	CC	BBA 3001	Cost & Management Accounting	3	1	0	4
2	CC	BBA 3002	Legal and Ethical issues in business	3	1	0	4
3	CC	BBA 3003	Human Resource Management	3	1	0	4
4	GEC	BBA 3004	Indian Systems of Health and Well-ness	1	1	0	4
5	SEC	BBA 3005	Management Information System (MIS)	2	0	4	2
6	AEC	BBA 3006	Yoga/Sports/NCC/NSS/Disaster Management	0	0	4	2
TOTAL							20

SEMESTER IV

S. No.	Course Type	Course Code	Course Title	L	T	P	Credit
1	CC	BBA 4001	Entrepreneurship and Startup Ecosystem	3	1	0	4
2	CC	BBA 4002	Operations Management	3	1	0	4
3	CC	BBA 4003	Financial Management	3	1	0	4
4	CC	BBA 4004	Business Research methodology	3	1	0	4
5	AEC	BBA 4005 A/B/C/D/E	Business environment and public policy or Enterprise System and platforms or Geo Politics and impact on business or Public Health and management	2	0	0	2
6	SEC	BBA 4006	E-Commerce	0	1	2	2
TOTAL							20

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SEMESTER V

S. No.	Course Type	Course Code	Course Title	L	T	P	Credit
1	CC	BBA 5001	Strategic Management	3	1	0	4
2	CC	BBA 5002	Logistics and Supply Chain Management	3	1	0	4
3	DSEC		Discipline Specific Electives-I	3	1	0	4
4	DSEC		Discipline Specific Electives-II	3	1	0	4
5	CC	BBA 5003	Internship/capstone Project (viva-voce)	-	-	-	4
6	SEC	BBA 5005	Comprehensive viva- voce	3	1	0	2
TOTAL							22

Note:1) Discipline Elective in Finance/Marketing/HR/Business Analytics/ International Business/ Supply chain management (student can choose any one discipline specific elective).

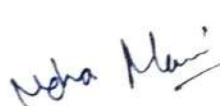
Note:2) L-T-P for Discipline Electives depends on the subject that the University offers

SEMESTER VI

S. No.	Course Type	Course Code	Course Title	L	T	P	Credit
1	CC	BBA 6001	Project Management	3	1	0	4
2	CC	BBA 6002	Business Taxation	2	0	0	4
3	DSEC		Discipline Specific Electives-III	3	1	0	4
4	DSEC		Discipline Specific Electives-IV	3	1	0	4
5	SEC	BBA 6003	Corporate Governance	2	0	0	2
6	CC	BBA 6004	Major Project [Initiated in 5 th Semester] (viva-voce)	-	-	-	4
TOTAL							22

Note:1) Discipline Elective in Finance/Marketing/HR/Business Analytics/ International Business/ Supply chain management. (Same discipline specific elective).

Note:2) L-T-P for Discipline Electives depends on the subject that the University offers

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Semester Wise Credit Distribution:

Sem.	Core Course (CC)	Major Discipline Specific Elective Course (MJDSE C)	Minor Generic Elective Course (MNGEC)	Skill Enhancement Course (SEC)	Ability Enhancement Course (AEC)	Value Addition Course (VAC)	Dissertation project	Total Credits
I	12	-	2	-	4	2		20
II	12	-	2	2	2	2		20
III	12	-	4	2	2	-		20
IV	16	-	-	2	2	-		20
V	12	8	-	2	-	-		22
VI	12	8	-	2	-	-		22

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Category-wise Credit Distribution

Certificate/ Diploma/ Degree	Major Discipline Specific Core Course (CC)	Major Discipline Specific Elective Course (DSEC)	Minor Generic Elective Course (GEC)	Skill Enhancement Course (SEC)	Ability Enhancement Course (AEC)	Value Addition Course (VAC)	Total Credits
Certificate in Business Administration	24	-	4	2	6	4	40+ 4 credits through VIA PC W
Diploma in Business Administration	52	-	8	6	10	4	80 + 4 credits through VIAPC W
BBA Degree	76	16	8	10	10	4	124 + 4 credits through VIAPCW

Note: VIAPCW- V – Vocational Course, I – Internship, A – Apprenticeship, P – Project, C – Community Outreach, W – Workshop

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SEMESTER-I

BBA1001	Principles and Practices of Management	4L:0T: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 is to equip students with the tools and insights necessary to manage effectively and drive organizational success.

Course Objectives:

1. To understand the basic concepts, principles, and theories of management.
2. To exam in 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:

Unit1: 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

Unit2: 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

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Unit3: Leading, Directing and Controlling

Meaning and nature of directing, Leadership theories (trait, behavioral, contingency, participative, charismatic, transformational, level-5 leader), Motivation theories and practices (Maslow, Herzberg two factor, McGregor's theory x & theory y), Hawthorne effect, Communication (meaning and importance) in management, Team building and group dynamics; Controlling-meaning and steps in controlling, control process and systems, essentials of sound control system, methods of establishing control, types of control; Performance measurement and management.

Unit4: 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.

Suggested Readings:

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.

References:

1. Indian Business Rising: The Contemporary Indian Way of Conducting Business-And How It Can Help You Improve Your Business |Harvard Business Review Press | 5813BC-PDF-ENG |
<https://hbsp.harvard.edu/product/5813BC-PDF-ENG>

Reflective Exercises and Cases:

1. Entrepreneurial Leadership in Forming High Tech Enclaves: Lessons from the Government of Andhra. F. Warren McFarlan, Espen Andersen, Ramiro Montealegre. Harvard Business School. 308079-PDF-ENG.
2. ATH Technologies by Robert Simons and Jennifer Packard.
<https://www.hbs.edu/faculty/Pages/item.aspx?num=52711>
3. Article review and discussion: Application of Ancient Indian Philosophy in Modern Management. (http://www.irdindia.in/journal_ijrdmr/pdf/vol5_iss4/8.pdf)
4. Review of Lincoln Electric Co. by Norman Berg.
5. Review of Hawthorne case.
6. Leadership Lessons from India. Peter Cappelli, Harbir Singh, Jitendra V. Singh, Michael

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- Useem. Harvard Business Review. R1003G-PDF-ENG.
7. Traditional Way of Learning Ayurveda and Practising It: A Dialogue with Vaidya Bhaskarbhai Hardikar. Mukund Dixit, Sanjay Verma. IIM Ahmedabad. A00135-PDF-ENG.
 8. Forest Essentials: Demystifying India's Luxury Ayurveda Brand. Vecna Vohra, Seema Khanvilkar. Ivey Publishing. W28410-PDF-ENG.
 9. Atijeevan Foundation: Transforming Scars into Strength. Shubham Sharma, Satyendra C Pandey. Ivey Publishing. W36939-PDF-ENG.
 10. How Do Great Leaders Overcome Adversity? By Mayo (2024).
<https://hbswk.hbs.edu/item/cold-call-how-do-great-leaders-overcome-adversity>
 11. Leadership principles from Hindu scriptures. (<https://blog.hua.edu/blog/leadership-principles-from-hindu-scriptures>)
 12. 5 Principles of Purposeful Leadership. Hubert Joly. Harvard Business Review. H06YSB-PDF-ENG.
 13. Bharti Airtel (A). C.K. Prahalad, M.S. Krishnan, Sheel Mohnot. WDI Publishing. W88C34-PDF-ENG.

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.

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BBA1002	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 setup. 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:

Unit1: 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.

Unit2: 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.

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Unit3-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).

Unit4-DigitalCommunication

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.

Suggested Readings:

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.

References:

Rao, M.T. (2023) Minor Hints: Lectures Delivered to H.H. the Maharaja Gaekwar, Sayaji Rao III. Gyan Publishing.
Getting Ready for the Real World: HBR, 2020: The Science of Strong Business Writing.
<https://hbr.org/2021/07/the-science-of-strong-business-writing>

Reflective Exercises and Cases:

1. Review of Bharat Muni's Natya Shastra (Rasa, Sahridayata & Sadharanikaran).
2. Preparing curriculum vitae/resume and cover letter.
3. Reading of annual reports.
4. The Future of Internal Communication. Rita Linjuan Men, Shannon A. Bowen. Business Expert Press. BEP336-PDF-ENG.
5. Change Management and Internal Communication. Rita Linjuan Men, Shannon A. Bowen. Business Expert Press. BEP334-PDF-ENG.
6. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages. Tsedal Neeley, Tom Ryder. Harvard Business School. 416046-PDF-ENG.
7. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff.
<https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity>
8. Students are expected to display proficiency in writing the following Business Communication (and be evaluated for internal assessment): Persuasive letters, promotion letters and cover letters; Prepare elevator pitch.

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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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BBA1003	Financial Accounting	4L:0T:0P	4Credits
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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 Organizations, 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.

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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.

Suggested Readings:

Text Books (Latest Editions):

1. Jain S.P., & Narang K.L. Basic Financial Accounting I, New Delhi, Kalyani publishers.
2. Kimmel, Financial accounting, Wiley Publications.
3. Gupta, A. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.
4. S.N. Maheshwari, and S.K. Maheshwari. Financial Accounting, Vikas Publishing House, New Delhi.
5. Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL learning.
6. Accounting for sustainability: www.ifac.org
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:

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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BBA1004	Business Statistics and Logic	3L:1T:0P	4Credits
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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 its 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.

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

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

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

Unit-II: Correlation and Regression

Meaning, definition and use of correlation, covariance, scatter diagram, types of

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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.

Suggested 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. S.P. Gupta. Statistical Methods, Sultan Chand and Sons.
4. S.C. Gupta. Fundamentals of Statistics, Himalaya Publishing House.
5. Sharma, Gupta, The Practice of Business Statistics, Khanna Publishing House.
6. Sharma J.K. Business Statistics, Vikas Publishing House.

Reference Research Paper:

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

Course Learning Outcomes:

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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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BBA1005	General English-I	1L:1T:0P	2Credits
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Course Description:

This course is designed to develop students' proficiency in English language communication through systematic training in vocabulary, writing, and speaking skills. It focuses on word formation, grammar, sentence construction, and the identification of common writing errors to enhance accuracy and clarity in communication. The course also emphasizes effective writing techniques, including comprehension, précis writing, and essay writing, while fostering logical organization and coherence in written expression. Through interactive language lab sessions, students improve their listening, pronunciation, presentation, and interpersonal communication skills required for academic, professional, and workplace environments. Overall, the course aims to build confidence and competence in both written and oral communication.

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

Neha Mani *AM* *(15)* *Mani* *KS*

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 practice sessions in Language Lab)

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

Suggested Readings:

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 Pushp Lata. Oxford University Press.
8. Exercises in Spoken English. Parts I-III. CIEFL, Hyderabad. Oxford University Press.

Alternative NPTEL/SWAYAM Course:

S. No.	NPTEL/SWAYAM Course Name	Instructor	Host Institute
1	English language for competitive exams	Prof. Aysha iqbal	IIT MADRAS
2	Technical English for engineers	Prof. Aysha iqbal	IITM

Course Outcomes:

The student will acquire basic proficiency in English including reading and listening comprehension, writing and speaking skills.

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BS

BBA1006	Indian Knowledge System	2L:0T:0P	2Credits
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Module: Indian Culture and Civilization Course outcomes:

- CO1: To introduce fundamentals of Ancient Indian Educations to understand the pattern and purpose of studying vedas, vedangas, upangas, upveda, purana & Itihasa
- CO2: To help students to trace, identify and develop the ancient knowledge systems.
- CO3: 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
- CO4: To build in the learners a deep-rooted pride in Indian knowledge, committed to universal human right, well-being and sustainable development.

Unit 1 Introduction to IKS

Caturdaśa Vidyāsthānam, 64 Kalas, Shilpa Śāstra, Four Vedas, Vedānga, Indian Philosophical Systems, Vedic Schools of Philosophy (Sāmkhya and Yoga, Nyaya and Vaiśeṣika, Pūrva-Mīmāṃsā and Vedānta), Non-Vedic schools of Philosophical Systems (Cārvāka, Buddhist, Jain), Puranas (Maha- puranas, Upa-Puranas and Sthala-Puranas), Itihasa (Ramayana, Mahabharata), Niti Sastras, Subhasitas

Unit 2 Foundation Concept for Science & Technology

Linguistics & Phonetics in Sanskrit (panini's), Computational concepts in Astadhyayi Importance of Verbs, Role of Sanskrit in Natural Language Processing, Number System and Units of Measurement, concept of zero and its importance, Large numbers & their representation, Place Value of Numerals, 6Decimal System, Measurements for time, distance and weight, Unique approaches to represent numbers (Bhūta Samkhya System, Kaṭapayādi System), Pingala and the Binary system, Knowledge Pyramid, Prameya - A Vaiśeṣikan approach to physical reality, constituents of the physical reality, Pramāṇa, Samsaya.

Unit 3 Indian Mathematics & Astronomy in IKS

Indian Mathematics, Great Mathematicians and their contributions, Arithmetic Operations, Geometry (Sulba Sutras, Aryabhata's bhasya), value of π , Trigonometry, Algebra, Chandah Sastra of Pingala, Indian Astronomy, celestial coordinate system, Elements of the Indian Calendar Aryabhata and the Siddhantic Tradition Pachanga - The Indian Calendar System Astronomical Instruments (Yantras) Jantar Mantar or Raja Jai Singh Sawal.

Unit 4 Indian Science & Technology in IKS

Indian S & T Heritage, sixty-four art forms and occupational skills (64 Kalas) Metals and Metalworking technology (Copper, Gold, Zinc, Mercury, Lead and Silver), Iron & Steel, Dyes and Painting Technology), Town & Planning Architecture in India, Temple Architecture, Vastu Sastra

Unit 5 Humanities & Social Sciences in IKS Health,

Wellness & Psychology, Ayurveda Sleep and Food, Role of water in wellbeing Yoga way of life Indian approach to Psychology, the Triguna System Body-Mind-Intellect-Consciousness Complex, Governance, Public Administration & Management reference to Ramayana, Artha Sastra, Kautilyan State

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References

1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru. 6 6 6
2. Kapur K and Singh A. K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of Shankaracharya, Central Chinmay Mission Trust, Bombay, 1995.
3. Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008.
4. SK Das, The Education System of Ancient hindus, Gyan Publication House, India
5. BL Gupta, Value and Distribution System in India, Gyan Publication House, India Blu Page | 19
6. Reshmi ramdhoni, Ancient Indian Culture and Civilisation, Star Publication, 2018
7. Supriya Lakshmi Mishra, Culture and History of Ancient India (With Special Reference of Sudras), 2020.
8. Gambirananda, Swami, Tr. Upanishads with the Commentary of Sankarachrya. Kolkata: Advaita Ashram publication Department, 2002.
9. Ranganathananda, Swami. The Massage of the Upanishads. Bombay: Bharathya Vidya Bhaven, 1985.
10. Om Prakash, Religion and Society in Ancient India, Bhariya Vidhya Prakashan, 1985
11. J Auboyer, Daily Life in Ancient India from Approximately 200 BC to AD 700, Munshi Ram Manoharla Publication, 1994.
12. DK Chakkrabarty, Makkhan Lal, History of Ancient India (Set of 5 Volumes), Aryan Book Internaticr publication, 2014
13. Dr. Girish Nath Jha, Dr. Umesh Kumar Singh and Diwakar Mishra, Science and Technology in Ancien Indian Texts, DK Print World limited,
14. Swami BB Vishnu, Vedic Science and History - Ancient Indian's Contribution to the Modern World, gos publication, 2015
15. Chatterjee, S.C. The Nyaya Theory of Knowledge. Calcutta: University of Calcutta Press, 1950.
16. Dasgupta, Surendra. A History of Indian Philosophy. Motilal Banarsi dass Publishing House, 1991. Vols. III IV.
17. Mercier, Jean L. From the Upanishads to Aurobindo. Bangalore: Asian Trading Corporation, 2001.
18. M. Hiriyanna. Essentials of Indian Philosophy. London: Diane Publications, 1985.
19. Hume, Robert Ernest, Tr. The Thirteen Principal Upanishads. Virginia: Oxford.
20. Radhakrishnan, S. Principal Upanishads. New York: Harper Collins, 1963.
21. Satprakashananda. The Methods of Knowledge according to Advaita Vedanta. Calcutta: Advaita Ashram 2005.
22. Potter, K.H. Encyclopedia of Indian Philosophies, Vol. III. Delhi: Motilal Banarsi dass Publishing House 2015.

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BBA1007	Environmental Science and Sustainability	2L:0T:0P	2Credits
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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.

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.

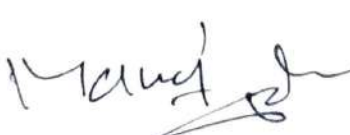
Course Content:

Unit 1: Understanding Environment, Natural Resources, and Sustainability

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

Unit 2: Ecosystems, Biodiversity, and Sustainable Practices

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

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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.

Suggested 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.
- Pritwani, K.S. Sustainability of business in the context of environmental management. CRC Press.
- Wright, R.T. & Boorse, D.F. Environmental Science: Toward A Sustainable Future (13th ed). Pearson.

References Web

- <https://www.ourplanet.com>
- <https://www.undp.org/content/undp/en/home/sustainable-development-goals.html>
- www.myfootprint.org
- <https://www.globalchange.umich.edu/globalchange/lectures/lecture1/ecosystem/ec>

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Course Outcome(s):

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

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SEMESTER -II

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MS

SEMESTER-II

BBA2001	Human Behavior and Organization	4L:0T:0P	4Credits
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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).

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Unit 3: Group & Team Behaviour

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

Unit 4: Leadership & Power

Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic); Comparison of Indian leadership styles with other countries. Bases of Power. Organizational Culture: Concept of culture; Impact (functions and liability); Creating and sustaining culture; Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural management. Stress, and its Management.

Suggested 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 Hill Publishers Co. Ltd., New Delhi.
3. Prasad, L.M. - Organizational Theory Behavior - Sultan Chand & Sons, New Delhi.
4. Rao, V.S.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.

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BBA2002	Marketing Management	4L:0T:0P	4Credits
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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.

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Unit 3: Product, Price, Place and Promotion Decisions

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 – Fundamental 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).

Suggested Readings:

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.

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9. Biswas A.K. Strategic Market Management: Managing Markets for profit and growth. Notion Press.
10. Schmitt, B. Experiential marketing. Bilbao: Deusto.
11. Kumar, N. Marketing as Strategy: Understanding the CEO's Agenda for driving Growth and Innovation. Harvard Business Review Press.
12. Treacy, M., and Wiersema, F. The discipline of market leaders: Choose your customers, narrow your focus, and dominate your market. Basic Books.
13. Treacy, M. Double-digit Growth: How Great Companies Achieve It – No Matter what? Penguin.
14. Capon, N. The marketing mavens. Crown Business.
15. Levitt T. Marketing Myopia.
16. Hamel & Prahalad. Competing for the Future.
17. Peter Doyle. Value-Based Marketing.
18. Forsyth, Gupta, Haldar. A Segmentation You Can Act On.
19. Daniel Yankelovich and David Meer (HBS). Rediscovering Market Segmentation.
20. C.K. Prahalad. The Fortune at the Bottom of the Pyramid.
21. Al Ries & Jack Trout. Positioning: The battle for your mind.

Course Outcome(s):

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

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Business Economics

BBA2003	Business Economics	4L:0T:0P	4Credits
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Course Description:

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.

Course Objective:

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

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- 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.

Suggested 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.

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References

Pedagogy and Teachings Method (Teacher should use the following strategies to achieve various outcomes of the course):

- Different methods of teaching and media to be used to attain classroom attention.
- Massive open online courses (MOOCs) may be used to teach various topics/sub topics.
- 15-20% of the topics which are relatively simpler of descriptive nature should be given to the students for self-learning and assess the development of competency through classroom presentations.
- Micro-projects may be given to group of students for hands-on experiences.
- Encouraging students to visit to sites such as local or seasonal markets and research establishment around the institution.

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 distribution of the scarce resources.
2. Analyze the form and nature of the market and their pricing strategies.
3. Understand the calculation of national income and true measure for increasing economic welfare.
4. Understand various challenges associated with the Indian economy and help to balance the economy.

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M. K. Singh

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BBA2004	Emerging Technologies and Applications	1L:0T:2P	2Credits
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Course Description:

This course provides a comprehensive understanding of emerging digital technologies that are transforming modern businesses and industries. It covers cloud computing, Internet of Things (IoT), Industry 4.0, blockchain technology, and augmented and virtual reality (AR/VR), along with their applications in business operations and decision-making. The course examines technological innovations, security considerations, regulatory challenges, and their impact on organizational efficiency and competitiveness. Students will gain insights into how these technologies drive digital transformation, innovation, and sustainable business growth.

Course Objectives:

1. To develop an understanding of emerging digital technologies, including Cloud Computing, IoT, Industry 4.0, Blockchain, and AR/VR, and their role in business transformation.
2. To familiarize learners with the applications, benefits, challenges, and security aspects of advanced technologies in organizational and industrial environments.
3. To enable students to analyze the impact of digital innovations on business models, operational efficiency, supply chains, and customer experiences.
4. To equip learners with the knowledge required to evaluate and adopt emerging technologies for strategic decision-making and competitive advantage in the digital economy.

Contents:

Unit 1: Cloud Computing

Cloud service models (IaaS, PaaS, SaaS) – Deployment models (public, private, hybrid) – Cloud-based enterprise solutions – Cost-benefit analysis and scalability – Security and Governance – Data security and compliance in the cloud – Cloud governance frameworks.

Unit 2: Internet of Things (IoT) & Industry 4.0

Sensor technologies and connectivity - IoT Applications in Smart cities and infrastructure – Industrial IoT and manufacturing – IoT data processing and storage – Real-time analytics and decision-making – Concept of Industry 4.0 – Automation and smart manufacturing – Cyber-physical systems and digital twins – Robotics and advanced manufacturing technologies – Impact on Business Models – Transformation of production and supply chains – Business process optimization.

Unit 3: Blockchain Technology

Fundamentals of Block chain – Decentralization and distributed ledger – Cryptography and consensus mechanisms – Smart contracts – Financial services and digital identity – Challenges and Opportunities – Security and privacy issues – Regulatory and compliance considerations.

Unit 4: Augmented Reality (AR) and Virtual Reality (VR)

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Introduction to AR/VR – Key concepts and differences between AR and VR – Historical development and current state – AR/VR applications in marketing and customer experience – Training and development through immersive technologies – Challenges and Opportunities – Technological limitations and advancements – Integration with existing business processes.

Practical (Suggestive List):

- Hands-on sessions on utilizing popular cloud platforms for development and deployment, offering hands-on experience with free tiers and trial accounts.
- Hands-on sessions on blockchain technologies, focusing on the basic's development and deployment of decentralized applications.

Suggested Readings:

Text Books (Latest Editions):

1. Emerging Technologies by Errol S. van Engelen.
2. Internet of Things by Jeeva Jose, Khanna Book Publishing.
3. Digital Transformation: A Strategic Approach to Leveraging Emerging Technologies, Anup Maheshwari.
4. Virtual & Augmented Reality by Rajiv Chopra, Khanna Book Publishing.
5. Emerging Technologies for Effective Management by Rahul Dubey, Cengage Publications.
6. IoT Fundamentals: Networking Technologies, Protocols, and Use Cases for the Internet of Things by David Hanes, Jerome Henry, Rob Barton, Gonzalo Salgueiro and Patrick Grossetete.
7. Blockchain for Business by Jai Singh Arun, Jerry Cuomo and Nitin Gaur.
8. BlockChain & Crypto Currencies by Anshul Kausik, Khanna Book Publishing.
9. Industry 4.0 Technologies for Business Excellence: Frameworks, Practices, and Applications by Edited By Shivani Bali, Sugandha Aggarwal, Sunil Sharma.
10. Blockchain, Artificial Intelligence, and the Internet of Things: Possibilities and Opportunities by Pethuru Raj, Ashutosh Kumar Dubey, Abhishek Kumar, Pramod Singh Rathore.

Articles:

- Abdi, S., Kitsara, I., Hawley, M.S., & de Witte, L.P. (2021). Emerging technologies and their potential for generating new assistive technologies. *Assistive Technology*, 33(sup1), 17–26.
<https://doi.org/10.1080/10400435.2021.1945704>

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- Seokbeom Kwon, Xiaoyu Liu, Alan L. Porter, Jan Youtie. Research addressing emerging technological ideas has greater scientific impact. Research Policy, Volume 48, Issue 9, 2019, 103834. <https://doi.org/10.1016/j.respol.2019.103834>
- Philip, J. (2022). "A perspective on embracing emerging technologies research for organizational behavior", Organization Management Journal, Vol. 19 No. 3, pp. 88-98. <https://doi.org/10.1108/OMJ-10-2020-1063>

Case Studies

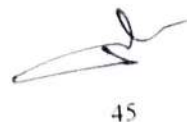
1. Software and/or Data: Dilemmas in an AI Research Lab of an Indian IT Organization. Rajalaxmi Kamath; Vinay V Reddy.
<https://hbsp.harvard.edu/product/IMB889-PDF-ENG?Ntt=emerging%20technologies>
2. Volkswagen Group: Driving Big Business With Big Data. Ning Su; Naqaash Pirani. <https://hbsp.harvard.edu/product/W14007-PDF-ENG?Ntt=emerging%20technologies>

Course Outcomes:

1. Students will ****understand**** foundational knowledge of emerging technologies such as blockchain, IoT, cloud computing, AR/VR, etc., comprehending their principles, components, and functionalities.
2. Students will ****analyze**** the practical applications of these technologies in various business contexts, evaluating how they can optimize operations, enhance decision-making, and drive innovation.
3. Students will ****evaluate**** the strategic implications of adopting emerging technologies, including potential challenges, risks, and opportunities, to formulate informed strategies for competitive advantage.
4. Students will develop skills to plan and manage the integration of emerging technologies into business processes, ensuring alignment with organizational goals and effective change management.

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BBA2005	Media Literacy and Critical Thinking	1L:1T:0P	2Credits
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Course Description:

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:

Unit1: 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.

Unit2: 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.

Unit3: 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 analysing audience consumption patterns

Unit4: Ethics, Regulation, and Digital Media Literacy

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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.

Suggested Readings:

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. LexisNexis.
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.

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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BBA2006	Indian Constitution	2L:0T:0P	2Credits
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Course Description:

This course offers a unique perspective on the Constitution of India, focusing on its economic dimensions and impact on business. It delves into the historical and ideological underpinnings of the Constitution as an economic document, tracing its evolution from post-colonial economic governance to contemporary debates. Students explore constitutional battles over land reforms, economic liberalization, and fiscal federalism, gaining insights into competing economic ideologies and interests. Through case studies and legal analysis, they examine fundamental rights related to business, fiscal federalism, and constitutional issues shaping India's economic landscape.

By the end of the course, students will develop a nuanced understanding of the Constitution's role in shaping economic policies and its implications for business practices, equipping them with valuable insights for careers in business management and policy advocacy.

Course Objective(s):

1. Develop an understanding of the Indian Constitution beyond legal and political lenses, emphasizing its significance for business students.
2. Recognize the importance of comprehending constitutional basics and their impact on trade, economy, and business practices.
3. Analyze the inclusion of economic justice in the preamble and its implications for post-colonial economic policies.
4. Explore the legal history of competing claims between economic development and principles of equity and justice in India.
5. Examine the transition from state-led industrialization to liberalization, highlighting the constitutional underpinnings of these economic shifts.
6. Investigate the constitutional provisions relevant to business, such as the fundamental right to practice any profession, occupation, trade, or business as enshrined in Article 19.

Course Content:

Unit1: An Economic History of the Constitution of India

Historical understanding of the constitution as an economic document. Understanding the Preamble, Starting from the land reform cases in the 1950s to the validity of the bitcoin ban imposed by the RBI, this module, sign post mall of the important economic moments in the constitutional history of post-colonial India; Constitutional design, Legal Regulation and economic justice.

Unit2: Fundamental Rights and Business in India

Article 19(1)(g), grants every citizen the right, to practice any profession, or to carry on any profession, occupation, trade, or business. Like other fundamental rights, this right is subject to reasonable restrictions imposed by the state. This particular provision of the Constitution has been one.

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Unit3: Fiscal Federalism

Articles 301 to 307 of the Constitution pertains to Trade, Commerce and Intercourse within the Territory of India; Challenges associated with fiscal federalism in India including the vertical fiscal imbalance; Article 280 of the Constitution.

Unit4: Constitutional battles that shaped the economy

This module will be taught through key case studies that demonstrate the complex and fascinating overlap between the constitution and business and shall use Saurabh Kirpal's book "Fifteen Judgments: Cases that Shaped India's Financial Landscape" as our guide through this landscape. The case studies include the banning of diesel engine cars, Telecom regulation and ownership of broadcast media, Demonetization, Aadhaar, the lifting of restrictions on dealing in cryptocurrencies.

Suggested Readings:

References:

- The Oxford Handbook of the Indian Constitution, Oxford university press.

Cases

- Rustom Cavasjee Cooper v. Union of India, (1970) 1 SCC 248.
- State of Rajasthan v. Mohan Lal Vyas, AIR 1971 SC 2068 (confirmation of a private monopoly, not a violation of fundamental right).
- Mithilesh Garg v. Union of India, (1992) 1 SCC 168 : AIR 1992 SC 221 (Right to carry on business, not breached when it is liberalised).
- Chintamanrao v. The State of Madhya Pradesh, AIR 1951 SC 118 (scope of reasonable restrictions in relation to trade and occupation).
- Cooverjee B. Bharucha v. Excise Commissioner, Ajmer, AIR 1954 SC 220 (the reasonableness of the restriction imposed may depend upon the nature of the business and prevailing conditions including public health and morality).
- T.B. Ibrahim v. Regional Transport Authority, Tanjore, AIR 1953 SC 79.
- Harman Singh v. RTA, Calcutta, AIR 1954 SC 190.
- Dwarka Prasad Laxmi Narain v. State of U.P., AIR 1954 SC 224.
- State of Bombay v. R.M.D. Chamarbaugwala, AIR 1957 SC 699.
- Parbhani Transport Coop. Society Ltd. v. Regional Transport Authority, Aurangabad, AIR 1960 SC 801.
- State of Bombay v. R.M.D. Chamarbaugwala, (1957) S.C.R. 874.
- G.K. Krishnan vs State of Tamil Nadu, 1975 SCC (1) 375.
- Automobile Transport (Rajasthan) Ltd. Vs State of Rajasthan, AIR 1962 SC 1406.

Course Outcome(s):

1. Students of the BBA programme get equipped with a knowledge of the Indian Constitution, particularly from the perspective of economic governance and business
2. They begin to develop a nuanced analytical framework about ongoing constitutional debates and battles which affect the domain of business
3. Developing a sense of how questions of economic growth have to be balanced with other constitutional commitments, including social and economic justice.

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BBA2007	Business Communication-II	1L:1T:0P	2Credits
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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 interorganizational communication
4. To train students for communicating effectively for the purpose of gaining employment.

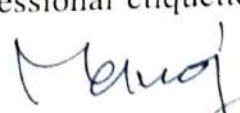
Course Content:

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.

Unit2: Oral Communication, Professionalism and teamwork

Meaning, Nature, and Scope of Effective Oral Communication; Techniques of Effective Speech, Media for Oral Communication- Face-to-Face Conversation, Tele conferences, 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.

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Unit3: 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 (e.g., 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.

Unit4: 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.

Suggested 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.

References:

1. Culture as Communication (2001) by Stever Robbins.
<https://hbsp.harvard.edu/product/C0108A-HCB-ENG>
2. The Future of Internal Communication. Rita Linjuan Men, Shannon A. Bowen. Business Expert Press. BEP336-PDF-ENG.

Suggested Exercise and cases:

1. Negotiation exercise as vendor/seller.
2. Analyzing verbal and non-verbal aspects of speeches of great leaders and orators.
3. Delivering Effective Presentations using presentation tools/software and use of infographics.

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4. Cases on business communication.
5. Summarizing Annual Report of a Company.
6. Preparing elevator pitch.
7. Preparing curriculum vitae/resume/letter.
8. Communicating Effectively in Group Discussion and personal interviews.
9. How to Communicate Organizational Change (2020) by Angela Fisher Ricks
<https://online.hbs.edu/blog/post/how-to-communicate-organizational-change>
10. Change Management and Internal Communication. Rita Linjuan Men, Shannon A. Bowen. Business Expert Press. BEP334-PDF-ENG.
11. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages. Tsedal Neeley, Tom Ryder. Harvard Business School. 416046-PDF-ENG.
12. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff.
<https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity>
13. Group Communication and Decision-Making Simulation: Wildfire Mitigation. Matthew Koschmann. FO0001-HTML-ENG. <https://hbsp.harvard.edu/product/FO0001-HTML-ENG>
14. Three Rules for Communicating During a Crisis. Nancy Koehn. 5238AV-AVO-ENG.
<https://hbsp.harvard.edu/product/5238AV-AVO-ENG?Ntt=BUSINESS%20COMMUNICATION>

Course Outcomes:

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

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SEMESTER-III

BBA3001	Cost and Management Accounting	4L:0T:0P	4Credits
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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 commonsize 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 – Costclassification – 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.

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UnitII: 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 out flow 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

Suggested Readings:

Text Books (LatestEdition):

- 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. CostAccounting: 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 Cost sheet and quotations.
2. Ascertain Material and Labor cost, allocation and apportionment of over heads.
3. Interpret the financial statements for managerial decision making and preparation of management reports

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BBA3002	Legal and Ethical issues in business	4L:0T:0P	4Credits
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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:

Unit1: Introduction to Business Law

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

Unit 2: Sales and Leases

Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performance and remedies, Warranties and Product liability; Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course; Liability and discharge, Bank customer Relations/Electronic Fund Transfers.

Unit 3: Introduction to Business Ethics

The definition and importance of business ethics, business ethics in the Indian context; Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporate social responsibility; Environment & business; Issues related to Business Ethics in marketing, finance & human resource functions. Ethical responsibilities of multinational corporations; Ethical dilemmas facing businesses globally including issues related to discrimination, human rights,

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environmental impact, and intellectual property.

Unit4: 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.

Suggested Readings:

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.

References:

1. Ratan Tata: Ethical Leadership | By: Ashok K. Dua, Sumita Rai | Ivey Publishing | <https://libsys.hawaii.edu/product/W17258-PDF-ENG>
2. [www.https://www.scroll.in/tag/competition-commission-of-india](https://www.scroll.in/tag/competition-commission-of-india)
3. Mascarenhas, A. J. O. et al. (2019). J. R. D. Tata: Orations on Business Ethics. Rupa Publications India
4. Holloway, J. E. (2023). The Foundation of the Theory of Law and Business. Am. U. Bus. L. Rev., 12, 51.
5. Vivekanand, S. (2022) Karam Yoga: The Yoga of action. Sanage Publishing House LLP
6. Vivekanand, S. (2015): Lectures on Bhagavad Gita. CreateSpace Independent Publishing Platform
7. Laasch, O. (2022). Principles of Management. Sage Textbook

Suggested Exercises and Cases

1. Salomon Vs. Salomon & Co. Ltd
2. Balfour Vs. Balfour
3. Durga Prasad Vs. Baldeo
4. Mool Chand Ram Bhagat v. Harish Chandra

Course Outcomes:

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

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BBA3003	Human Resource Management	4L:0T:0P	4Credits
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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:

Unit1: 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

Unit2: 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

Unit3: 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

Unit4: 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 HR Mand challenges.

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Suggested Readings:

Text Books (Latest Editions):

1. DeNisi, A.S., Griffin, R. 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. Garg, N., Vats, K. A., Porwal, M and Chauhan, R., "Human Resource Management; Published by R. Lall Publishers & Distributors, Meerut
6. Bhattacharyya, Dipak Kumar, Human Resource Management, Excel Books, New Delhi

Reference Books:

1. Innovations in People Management, Bhatnagar, J, Bajaj, Ghosh Somanth, Lakshmi Publications, New Delhi (book of cases)
2. relevant cases- *1. Prabhjot, Kaur and Bhatnagar, Jyotsna (2022) The Happy Turtle: Womanpreneur and Talent in Circular Economy, published, Richard Ivey School Case collection, Product Number Product# W25373
3. Bohra, Rakesh and Bhatnagar, Jyotsna, (2022) One Employee Went Freelance. Now Everyone Wants the Same Deal, Harvard Business Review, March, 2022, (ABDC/A / FT 50)
4. Mukherjee A, and Bhatnagar J (2022) - Conceptualizing and theorizing green human resource management: a narrative review--International Journal of Manpower, Jul 2022; (ABDC/A)

Practical Exercises resources:

1. Innovations In People Management, Bhatnagar, J, Bajaj, Ghosh Somanth, Lakshmi Publications, New Delhi (book of cases)
2. Mukherjee A, and Bhatnagar J (2022) - Conceptualizing and theorizing green human resource management: a narrative review--International Journal of Manpower, Jul 2022; (ABDC/A)

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

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BBA3004	Indian Systems of Health and Wellness	1L:1T:0P	4Credits
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Course Description:

This course provides a comprehensive understanding of health and wellness by exploring the physical, mental, social, and spiritual dimensions of health. It introduces students to the concept of well-being, the importance of healthy lifestyle practices, and the factors influencing health behavior. The course examines the relationship between mind and body, digital well-being, nutrition-related disorders, lifestyle diseases, and health risks associated with modern living. It also highlights stress management techniques and the significance of preventive healthcare. Additionally, students gain insights into traditional Indian health systems, including AYUSH, indigenous health perspectives, and the role of happiness and well-being in achieving a balanced and healthy life.

Course Objective(s):

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

CourseContent:

Unit1: Introduction to Health & Wellness

Definition of Health, Importance of health in every day life, Components of health–physical, social, mental, spiritual and its relevance, Concept of wellness, Mental health and wellness, Determinants of health behavior

Unit2: Mind Body and Well-Being

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

Unit3: Deficiency & Diseases

Mal nutrition, under nutrition and over nutrition, Body system and common diseases, Sedentary life style and risk of disease, Modern life style and associated health risks

Unit4: Indian system of wellbeing

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

Exercises: - Visit to nearby Vipasana centre

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Suggested Readings:

- Carr, A. Positive Psychology: The science of happiness and human strength. UK: Routledge
- C. Nyambichu & Jeff Lumiri, Life style Disease: Life style Disease management
- Garg. N. & Faisal. S.M, Kumar. S; Indian system of Health and Wellness; R. Lal publishers and distributors.

CourseOutcome(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.

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BBA3005	Management Information System (MIS)	4L:0T:0P	2Credits
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Course Description

This course provides an in-depth understanding of Management Information Systems (MIS) and their role in supporting organizational decision-making and business operations. It introduces students to database management concepts, information system applications, and the effective use of technology in business environments. The course also covers the principles and practices of project management, including planning, implementation, monitoring, and control of information system projects. Through theoretical knowledge and practical applications, students develop the skills required to analyze, design, and manage information systems for organizational success.

Course Objective

1. To provide students with a comprehensive understanding of Management Information Systems and their role in supporting business operations and decision-making.
2. To develop knowledge and skills in database management, including data organization, storage, retrieval, and security.
3. To familiarize students with various information system applications and their use in enhancing organizational effectiveness and productivity.
4. To equip students with project management concepts, tools, and techniques for planning, implementing, and controlling information system projects successfully.

Course Content:

Unit1: 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

Unit2: 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)

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Unit3: 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.

Unit4: 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.

Practical Work List (Suggestive)

- Analyze a real-world Management Information System (MIS) implementation case, identifying the types of MIS used, benefits realized, and challenges faced. Present findings using written and visual formats.
- Set up and manage a Database Management System (DBMS), perform basic operations, and create an Entity-Relationship diagram for a business scenario to demonstrate database conceptual design.
- Design and build an e-commerce website, incorporating features of digital markets, digital goods, and e-commerce business models.
- Manage a mock project using agile methodologies, including roles, meetings, user stories, and risk management.

Suggested Readings:

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 Scrum Master 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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Case Studies

1. Developing MIS for National Innovation Foundation: Choosing Process, Product and Vendor, Sanjay Verma; Priyanka Sharma, <https://hbsp.harvard.edu/product/A00137-PDF-ENG?Ntt=MIS>
2. Enterprise-Wide Business-IT Engagement In An Empowered Business Environment: The Case Of FedEx Express EMEA, Stijn Viaene; Steven De Hertogh, <https://hbsp.harvard.edu/product/JIT025-PDF-ENG?Ntt=MIS>
3. From Products to Product-Service Systems: IT-Driven Transformation of a Medical Equipment Manufacturer, Jens Fahling; Felix Kobler; Jan Marco Leimeister; Helmut Krcmar, <https://hbsp.harvard.edu/product/JIT062-PDF-ENG?Ntt=MIS>

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.

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BBA 3006 A/B/C/D/E	Yoga and Physical fitness /Sports/NCC/NSS/Disaster Management	0L:0T:4P	2Credits
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Note: All the theoretical contents shall be delivered through the practical/workshop mode only. No classroom teaching is encouraged in this course.

BBA 3006A YOGA

Course Description

Yoga course is designed to provide students with a comprehensive understanding of physical fitness, wellness, and nutrition. This course explores the meaning and importance of yoga in the modern era, the role of sports in maintaining physical fitness, and the various components of physical wellness. Students will also learn about the significance of nutrition and weight management, equipping them with the knowledge to promote a healthy and balanced lifestyle. Through this course, students will gain insights into the holistic approach to health and well-being.

Course Objective(s):

- Understand yoga's significance and its practical applications for holistic well-being.
- Explore subtle energy systems and the role in enhancing health through hyogic practices.
- Examine various paths of yoga to foster self-realization and spiritual growth.
- Master the Eight Limbs of Yoga for physical, mental, and spiritual harmony.
- Apply yogic principles to manage psycho-somatic ailments and promote resilience.

Course Content:

Unit-1 Yoga: Meaning and definition, Importance of yoga in 21st century

Introduction to Yogic Anatomy and Physiology, Yoga & sports, Yoga for healthy lifestyle, Types of Yoga:- Hathayaga, laya yoga, mantra yoga, Bhakti yoga, karma yoga, jnana yoga, raj yoga, Study of Chakras, Koshas, Pranas, Nadis, Gunas, Vayus and its application in Yogic practices. Ashtang Yoga: - Yama, niyama, asana, pranayama, Pratyahar, dharna, dhyana, Samadhi : Benefits, Utilities & their psychological impact on body and mind. According to yoga concept of normality in modern psychology, concept of personality & its development, yogic management of psycho-somatic ailments: frustration, anxiety, depression

Unit-2 Sports for Physical Fitness: Meaning and definition

Physical Activity-Concept, Benefits of Participation in Physical Activities, Components and Significance of Physical Fitness-Health, Skill and Cosmetic Fitness, Types of Physical Activities- Walking, Jogging, Running, Calisthenics, Rope Skipping, Cycling, Swimming, Circuit Training, Weight training, Adventure Sports, Principles of Physical Fitness, Warming Up, Conditioning, Cooling Down, Methods to Develop and Measure Health and Skill related components of Physical Fitness, Measurement of Health Related Physical Fitness(HRPF)

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Unit-3: Physical Wellness: Concept, Components

Types of wellness: psychological, social, emotional, and spiritual, Significance with reference to Positive Lifestyle 2.2, Concepts of Quality of Life and Body Image, Factors affecting Wellness, Wellness Programme

Unit-4: Nutrition and Weight Management

Concept of Nutrients, Nutrition, Balanced Diet, Dietary Aids and Gimmicks, Energy and Activity-Calorie In take, Energy Balance Equation, Obesity-Concept, Causes, Obesity Related Health Problems, Weight Management through Behavioural Modifications

Suggested Readings:

TextBooks/References(LatestEdition):

- AnandOP.YogDawraKayaKalp.SewasthSahityaPerkashan.Kanpur.
- Brown,J.E.NutritionNowThomson-Wadsworth.
- Corbin et.al.Fitness & Wellness-Concepts. McGraw Hill. Publishers. New York.U.S.A
- Corbin, C. B.,G. J.Welk, W. R Corbin, K. A. Welk, Concepts of Physical Fitness: ActiveLifestyleforWellness.McGrawHill,NewYork,USA.
- Hoeger,WWKandS.A.Hoeger.PrinciplesandLabsforFitness andWellness, ThomsonWadsworth,California,USA.
- Hoeger, W.W. & S. Hoeger Fitness and Wellness. 7th Ed. Thomson Wadsworth, Boston, USA.
- Kamlesh, M.L.&Singh, M.K., Physical Education (NaveenPublications).
- Kansal, D.K. Text book of Applied Measurement, Evaluation & Sports Selection. Sports & Spiritual SciencePublications, New Delhi.
- Kumari,Sheela,S.,Rana,Amita,andKaushik,Seema,,Fitness,Aerobicsand Gym Operations, Khel Sahitya, New Delhi
- Lumpkin, A. Introduction to Physical Education, Exercise Science and Sports Studies, McGraw Hill, New York, U.S.A.
- SarinN)YogaDawaraRogonKaUpchhar.KhelSahityaKendra
- Savard, M. and C. Svec The Body Shape Solution to Weight Loss and Wellness: The Apples & Pears Approach to Losing Weight, Living Longer, and Feeling Healthier.Atria Books, Sydney, Australia.
- Siedentop, D.Introduction to Physical Education, Fitness and Sport, McGraw Hill Companies Inc., New York, USA.
- SriSwamiRamas.Breathing.SadhanaMandirTrust.Rishikesh.
- SwamiRamYoga&MarriedLifeSadhanaMandirTrust.Rishikesh

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CourseOutcome(s):

- i. Gain a comprehensive understanding of yoga and its modern applications for holistic well- being.
- ii. Demonstrate proficiency in yogicanatomy and physiology, enhancing yoga practice and promoting physical and energetic balance.
- iii. Master the Eight Limbs of Yoga and comprehend their psychological impact, fostering personal growth and self-realization.
- iv. Integrate yoga principles into sports and physical fitness activities to enhance performance and prevent injuries.
- v. Develop skills in wellness management and nutrition

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BBA 3006B SPORTS

Sports Management

Course Description:

Sports Management course is designed to provide undergraduate students with a broad, foundational understanding of the dynamic field of sports management. This course will familiarize students with the fundamental principles and concepts of sports management, including its scope, organizational structure, and ethical considerations. Students will gain insights into the roles of marketing and sponsorship in the sports industry, as well as develop proficiency in financial management techniques specific to sports organizations. Additionally, the course will explore the application of analytics and technology in sports, enhancing the strategic decision-making and fan engagement capabilities.

Course Objective(s):

Understand the fundamental principles and concepts of sports management, including its scope, organizational structure, and ethical considerations. ii. Analyse the role of marketing and sponsorship in the sports industry, with a focus on branding, target audience segmentation, and event management. iii. Develop proficiency in financial management techniques specific to the sports industry, including revenue generation, cost management, and investment strategies. iv. Explore the application of analytics and technology in sports, including performance evaluation, strategic decision-making, and fan engagement. v. Apply theoretical knowledge to practical scenarios through case studies and projects, fostering critical thinking and problem-solving skills in sports management contexts.

Course Content:

Unit 1: Introduction to Sports Management

Definition and scope of sports management, Significance of sports management in society and its evolution over time, Organizational structure of sports: amateur, professional, and non-profit entities, Roles and responsibilities of key personnel: managers, coaches, and agents, Governance bodies in sports: FIFA, IOC, and NCAA, Legal issues: contracts, negotiations, intellectual property rights, Ethical considerations: fair play and doping.

Unit 2: Sports Marketing and Sponsorship

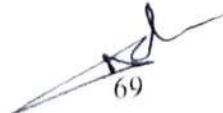
Unique aspects of sports marketing, Fan engagement strategies Model curriculum for UG Degree in BCA 73, Target audience identification and segmentation, Branding strategies for sports teams and athletes, Sponsorship and endorsement deals, Negotiating and managing partnerships, Event management: planning, organizing, and promoting sports events

Unit 3: Financial Management in Sports

Revenue generation in sports: ticket sales, broadcasting rights, merchandise sales, Financial models: budgeting and forecasting, Cost management: player salaries, facility expenses, operational costs, Investment opportunities in sports, Risk management techniques specific to sports organizations

Unit 4: Sports Analytics and Technology

Introduction to sports analytics, Evaluating player performance, Devising game strategies, Fan engagement through technology, Analytical techniques: statistical analysis, data visualization, predictive modeling, Key performance indicators (KPIs) in sports, Applications of analytics: talent scouting, injury prevention, performance optimization.

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Suggested Readings:

Text Books :

1. Pedersen, P. M., Thibault, L., & Pedersen, P. M. (2019). Contemporary Sport Management. Human Kinetics.
2. Hoyer, R., Smith, A. C. T., Nicholson, M., et al. (2021). Sports Management: Principles and Applications. Routledge.
3. Chelladurai, P., & Kerwin, S. (2017). Introduction to Sport Management: Theory and Practice. Human Kinetics.
4. Hoyer, R., Cuskelly, G., & Nicholson, M. (2019). Sports Governance: A Guide for Sport Organizations. Routledge.
5. Conrad, M. (2018). The Business of Sports: A Primer for Journalists. Routledge.
6. Shank, M. D. (2019). Sports Marketing: A Strategic Perspective. Pearson.
7. Collett, P., & Fenton, W. (2019). The Sponsorship Handbook: Essential Tools, Tips and Techniques for Sponsors and Sponsorship Seekers. Kogan Page.
8. Fullerton, S. Jr., & Funk, D. C. (2019). Sports Marketing: A Practical Approach. Routledge.
9. Conrad, M. (2019). Winning in Sports Business: Essential Marketing, Finance, and Management Strategies. Routledge.
10. McCarty, L. A., & McPherson, G. (2019). Sports Event Management: The Caribbean Experience. Routledge.
11. Brown, M. T., Rascher, D., & Leeds, M. A. (2017). Financial Management in the Sport Industry. Routledge.
12. Winfree, J. A., & Rosentraub, M. S. (2017). Sports Finance and Management: Real Estate, Entertainment, and the Remaking of the Business. Taylor & Francis. Model curriculum for UG Degree in BCA 74

Course Outcome(s):

i. Demonstrate a comprehensive understanding of sports management principles, including organizational structures, legal issues, and ethical considerations. ii. Evaluate marketing strategies and sponsorship opportunities in the sports industry, devising effective branding and promotional campaigns. iii. Apply financial management techniques to analyze revenue streams, control costs, and make informed investment decisions in sports organizations. iv. Utilize sports analytics tools and technology to enhance performance evaluation, strategic planning, and fan engagement initiatives. v. Synthesize course concepts through practical applications, demonstrating the ability to address real-world challenges in sports management scenarios.

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BBA 3006C

National Cadet Corps (NCC)

Course Description

This course develops essential skills in discipline, leadership, and tactical operations through structured curriculum and practical exercises. It emphasizes the role of drill in fostering discipline, leadership, and teamwork, and includes comprehensive weapon handling training with a focus on safety protocols. The course teaches map reading, understanding topographical features, and navigating diverse terrains. Practical units cover the history and objectives of the National Cadet Corps (NCC), various maneuvers, parade formations, saluting protocols, and field and battlecraft techniques. By the end, learners will master discipline, leadership, weapon handling, and tactical decision-making, effectively utilizing terrain features for strategic advantages.

Course Objective(s):

1. Understand the foundational role of drill in fostering discipline and leadership within a group, enabling effective command towards achieving common goals.
2. Appreciate the importance of grace and dignity in executing foot drill movements, recognizing their significance in enhancing performance and team work.
3. Comprehend the criticality of weapon handling and detailed safety measures, emphasizing the importance of accident prevention through strict adherence to safety protocols.
4. Develop an awareness of diverse terrain types and their strategic significance in battle craft, enabling informed decision-making and effective utilization of terrain features for tactical advantage.

Course Content (Practical):

Unit 1:

Overview of NCC, its history, aims, objectives, and organizational structure, Incentives and duties associated with NCC cadetship; Maneuvers: Foot drill, Word of Command, Attention, and stand at ease, and Advanced maneuvers like turning and sizing; Parade formations: Parade line, open line, and closed line; Saluting protocols, parade conclusion, and dismissal procedures. Marching styles: style march, double time march, and slow march

Unit 2:

Weapon Training, Handling firearms, Introduction and characteristics of the .22

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rifle; Handling Firearm techniques, emphasizing safety protocols and Best practices.

Unit3:

Map Reading (MR): Topographical forms and technical terms, including relief, contours, and gradients, crucial for understanding terrain features; Cardinal points, magnetic variation and grid convergence

Unit4:

Field Craft & Battle Craft (FC & BC): Fundamental principles and techniques essential for effective field and battle craft operations; Methods of judging distance, including estimation, pacing, and visual cues

Suggested Readings:

References: (Latest Editions)

- DGNCC Cadet's Hand Book- Common Subjects- All Wings
- Tiwari, R. NCC: Grooming Feeling of National Integration, Leadership and Discipline among Youth. Edwin Incorporation.
- Chhetri, R. S. Grooming Tomorrows Leaders, The National Cadet Corps.
- Directorate General National Cadet Corps. National Cadet Corps, Youth in Action.
- Vanshpal, Ravi, The NCC Days, Notion Press.

Course Outcome(s):

1. Mastery of Discipline and Leadership through Drill Learners would demonstrate the ability to effectively command a group, foster discipline, and work collaboratively towards achieving shared objectives.
2. Mastery of Grace and Dignity in Foot Drill Performance Learners would demonstrate an understanding of how these qualities enhance performance and foster teamwork within a group setting.
3. Proficient Weapon Handling and Safety Adherence Learners would showcase a thorough understanding of the criticality of safety measures, emphasizing accident prevention through strict adherence to safety protocols.
4. Enhanced Tactical Awareness and Strategic Decision - Making Learners would gain the ability to make informed decisions and effectively utilize terrain features to gain tactical advantage during operations.

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National Service Scheme (NSS)**Course Description**

This course provides students with an in-depth understanding of the National Service Scheme (NSS), including its history, philosophy, aims, objectives, and organizational structure. It equips students with knowledge about various NSS programmes and activities, emphasizing their relevance and importance. The course also develops skills in community mobilization, teaching students effective techniques for engaging and mobilizing community stakeholders. Additionally, it cultivates an appreciation for volunteerism and shramdan (voluntary labor), highlighting their role in community development initiatives. By the end of the course, students will have a comprehensive understanding of NSS, enhanced leadership and team-building skills, and a strong sense of social awareness and patriotism.

Course Objective(s):

1. To provide students with an understanding of the history, philosophy, and basic concepts of the National Service Scheme (NSS).
2. To familiarize students with the aims, objectives, and organizational structure of NSS.
3. To equip students with knowledge about NSS programmes, activities, and their relevance.
4. To develop an understanding of community mobilization techniques and their importance in NSS activities.
5. To cultivate an appreciation for volunteerism, shramdan (voluntary labor), and their role in community development initiatives.

Course Content:**Unit1: Introduction and Basic Concepts of NSS**

National Service Scheme (NSS)-history, philosophy, and fundamental concepts, aims and objectives, providing clarity on the organization's overarching goals. Symbols of NSS - Emblem, flag, motto, song, and badge; Organizational structure of NSS

Unit2: NSS Programmes and Activities

Diverse programmes and activities conducted under the aegis of the National Service Scheme (NSS); Significance of commemorating important days recognized by the United Nations, Centre, State Government, and University; Examination of the methodology for adopting villages/slums and conducting surveys; Financial patterns of the NSS scheme

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Unit 3: Community Mobilization

Dynamics of community mobilization within the framework of the National Service Scheme (NSS); Functioning of community stakeholders; The conceptual dualisms of community development

Unit 4: Volunteerism and Shramdan in the Indian Context: Roles and Motivations within the NSS Framework

Ethos of volunteerism and shramdan (voluntary labor) within the cultural context of India and the framework of the National Service Scheme (NSS); Motivations and constraints shaping volunteer engagement; Role of NSS volunteers in initiatives such as the Swachh Bharat Abhiyan and Digital India.

Suggested Readings:

References:

1. Ministry of Youth Affairs and Sports, Government of India. (2022). National Service Scheme (NSS) Manual.
2. Agarwalla, S. (2021). NSS and Youth Development. Mahaveer Publications
3. Bhattacharya, P. (2024). Stories of NSS (English Version). Sahityasree.
4. Borah, R. and Borkakoty, B. (2022). NSS in Socio economic Development. Unika Prakashan.
5. Wondimu, H., & Admas, G. (2024). The motivation and engagement of student volunteers in volunteerism at the University of Gondar. *Discover Global Society*, 2(1), 1-16.
6. Saha, A. K. (2002). Extension Education—The Third Dimension Needs and Aspirations of Indian Youth. *Journal of Social Sciences*, 6(3), 209-214.
7. Mills, S. (2013). "An instruction in good citizenship": scouting and the historical geographies of citizenship education. *Transactions of the Institute of British Geographers*, 38(1), 120–134. <http://www.jstor.org/stable/24582445>
8. Mishra, S. K., Sachdev, S., Marwaha, N., & Avasthi, A. (2016). Study of knowledge and attitude among college-going students toward voluntary blood donation from north India. *Journal of blood medicine*, 19-26.
9. Mukherji, B. (2007). Community Development in India. Orient Longmans.
10. History Background of NSS and its Philosophy, Aims and Objectives
11. <https://www.osmania.ac.in/NSS%20URL/9.%20%20Historical%20Background%20of%20NSS%20and%20its%20Philosophy,%20Aim.pdf>
12. In Defence of Nationalism <https://www.mkgandhi.org/indiadreams/chap03.htm>

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13. Unlocking Youth Potential for Nation Building: Strengthening NYKS and NSS

14. <https://www.undp.org/india/projects/strengthening-nyks-and-nss>

Course Outcome(s):

1. Students will demonstrate an understanding of the history, philosophy, and objectives of the National Service Scheme (NSS), thereby fostering increased social awareness and patriotism among them.
2. Students will be able to organize and conduct various NSS programmes and activities effectively and through it understand the importance of leadership and team building.
3. Students will develop skills in community mobilization and partnership building.
4. Students will appreciate the importance of volunteerism and shramdan in societal development and thus, be able to understand role of community participation.

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BBA 3006E DISASTER MANAGEMENT

Course Description

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):

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

CourseContent:

Unit1: 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

Unit3: 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

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Unit4: Emergency Management

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

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

Suggested 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. Duncan, 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.M. Managing Natural Disaster: Hydrological, Marine and Geological Disasters, Macmillan, Delhi.
7. Carter, N. Disaster Management: A Disaster Management Handbook. Asian Development Bank, Manila.
8. Govt. of India Vulnerability Atlas of India. BMTPC, New Delhi.
9. Govt. of India Disaster Management in India. Ministry of Home Affairs, New Delhi.
10. Matthews, J.A., Natural Hazards and Environmental Change, Bill McGuire, Ian Mason.

E-Resources <http://www.ndma.gov.in/en/http://nidm.gov.in/https://www.unisdr.org/http://www.emdat.behttps://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 frame works and processes in disaster management.
- iii. Conduct risk assessments and develop disaster management plans for specific scenarios

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SEMESTER -IV

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SEMESTER-IV

BBA4001	Entrepreneurship and Startup Ecosystem	3L:1T:0P	4Credits
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Course Description

This course introduces students to the concepts of entrepreneurship, family business, and their significance in economic development. It focuses on identifying and evaluating business opportunities, assessing market potential, and developing feasible business models. The course covers essential aspects of starting and managing ventures, including marketing, team building, funding, operations, and legal compliance. It also provides insights into the start-up ecosystem, government initiatives, venture financing, and intellectual property management to support entrepreneurial success.

Course Objective(s):

1. To understand Entrepreneurship and its types
2. To understand that not all ideas can be turned into viable business models and guestimate business potential of an idea
3. To understand different type of finances available and financing methods
4. To be able to draft business plans on an identified idea
5. To understand the nuances of operating a startup-low budget marketing, stabilizing operations, build a team from scratch and scaling the business
6. To know whatis a Family Business and howis it different from Entrepreneurship

Course Content:

Unit1: 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.

Unit2: 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

Unit3: 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

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Unit4: 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, and Intellectual Property management.

Suggested Readings:

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

References

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

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BBA4002	Operations Management	3L:1T:0P	4Cred
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CourseDescription:

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 Objectives :

1. To develop an understanding of the fundamental concepts, functions, and significance of operations management in achieving organizational efficiency, productivity, and customer satisfaction.
2. To equip learners with knowledge of process design, capacity planning, layout decisions, and process improvement techniques for effective management of operational activities.
3. To enable students to apply quality management principles, including Total Quality Management (TQM), Six Sigma, and Lean Manufacturing, for continuous improvement and operational excellence.
4. To familiarize students with emerging trends in operations management, including sustainable practices, digital technologies, artificial intelligence (AI), Internet of Things (IoT), and global operations management to address contemporary business challenges.

Course Content:

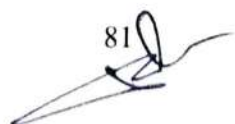
Unit1: Introduction to Operations Management

Significance of operations management in achieving organizational success by enhancing efficiency, ensuring quality, and delivering customer satisfaction, different production systems, the alignment of operations with business strategies, key functions of operations management: including planning, organizing, staffing, leading, and controlling.

Unit2: Process Design and Analysis

Strategic decisions involved in selecting and designing processes and layouts analyze processes using tools like flowcharts and process maps and explore various techniques for continuous improvement. Capacity planning, providing strategies to balance capacity and demand effectively, process choices, layout decisions, and the importance of space utilization,

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flexibility, cost, safety, and comfort.

Unit3: QualityManagement

Essential quality concepts, the principles of Total Quality Management (TQM), and implementation of Six Sigma and Lean Manufacturing, tools and techniques to enhance quality, reduce defects, and improve operational efficiency, leading to higher customer satisfaction and competitive advantage.

Unit4: 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. The sein sights will prepare students to adapt to the dynamic business environment and drive operational excellence.

Suggested Readings:

Text books (latest Edition):

1. OperationsManagementbyWilliamJ.Stevenson
2. OperationsManagement:ProcessesandSupplyChainsbyLeeJ. Krajewski,Manoj K.Malhotra,andLarryP.Ritzman
3. TheGoal:AProcessofOngoingImprovementbyEliyahuM.GoldrattandJeff Cox
4. IntroductiontoOperationsandSupplyChainManagementbyCecilC.Boz arthand Robert B. Handfield

Case Topics:

- CasestudyonToyota'sProductionSystem: ExploringLeanManufacturing.
- Analysis of Amazon's supply chain operations for customer satisfaction andefficiency.
- Case on Zara's fast fashion operations strategy and its global supply chain management.

Reference Paper

Jaboob, A. S., Awain, A. M. B.,& Ali, K. A. M. (2024). Introduction to Operation andSupply Chain Management for Entrepreneurship. In Applying Business Intelligence and Innovation to Entrepreneurship (pp. 52-80). IGI Global.

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Course Outcomes:

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

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BBA4003	Financial Management	3L:1T:0P	4Credits
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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 imbibes 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 are as off in ancial 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.

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UnitII: Capital Structure & Capitalization

Meaning of capitalization – Theories of capitalization – cost theory and earnings theory. Over capitalization and under capitalization (Theory) – causes – effects and remedies, Wateredstock, Over trading and undertrading. 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

UnitIII: 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.

UnitIV: 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.

Suggested Readings:

Text books (Latest Editions):

1. Khan, M, Y, & Jain, P, K. Financial Management. Tata McGraw 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 Publisher.
6. Khan, M, Y, & Jain, P, K. Financial Management. Tata McGraw Hill.
7. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning.

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Course Objectives:

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

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BBA4004	Business Research Methodology	3L:1T:0P	4Credits
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CourseDescription:

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 develop an understanding of the basic concepts, methods, and importance of research.
2. To enable students to identify and formulate research problems and hypotheses.
3. To provide knowledge of data collection, sampling, and statistical analysis techniques.
4. To develop skills for interpreting data and preparing research reports systematically.
5. To familiarize students with research ethics, plagiarism rules, and scientific writing practices

Course Contents:

Unit 1: Introduction to Research

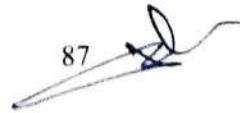
Meaning and objectives of research, Types of research: Basic research, Applied research, Exploratory research, Descriptive research, Analytical research, Research process, Features of good research, Importance of research in business and social sciences

Unit 2: Research Problem & Research Design

Identification and formulation of research problem, Hypothesis: meaning and types, Research Design: Exploratory design, Descriptive design, Experimental design. Variables in research, Sampling: Census and sample, Probability sampling, Non-probability sampling. Sample size determination.

Unit 3: Data Collection

Sources of data: Primary data, Secondary data. Methods of primary data collection: Observation, Interview, Questionnaire, Schedule, Questionnaire design, Measurement and scaling techniques, Reliability and validity.

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Unit 4: Data Processing & Statistical Analysis

Editing, coding, classification and tabulation, Data presentation: Tables, Graphs, Charts, Measures of Central Tendency: Mean, Median, Mode, Hypothesis Testing: t-test, z-test, Chi-square test, Interpretation of data, Research report format, Steps in report writing, Citation and referencing, Bibliography, Ethics in research

Suggested Readings:

Case Topics:

- Using Market Research to Assess Willingness to Pay for Pricing Decisions by: Kamel

Textbooks and (Latest Edition)

1. Malhotra, N.K., Nunan, D., & Birks, D.F., *Marketing research*. Pearson UK.
2. *Research Methodology* by Ranjit Kumar.
3. *Research Methods for Business* by Uma Sekaran.
4. *Methodology of Research* by C.R. Kothari.

Course Outcomes:

1. Students will be able to understand the basic concepts, objectives, and importance of research methodology.
2. Students will develop the ability to identify research problems and formulate appropriate hypotheses.
3. Students will gain knowledge of various data collection methods, sampling techniques, and research designs.
4. Students will be able to apply statistical tools and techniques for data analysis and interpretation.
5. Students will acquire skills in report writing, referencing, research ethics, and plagiarism prevention.

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BBA4005A	Business Environment and Public Policy	2L:1T:0P	2Credits
BBA4005B	Or Enterprise System and Platforms	0L:1T:2P	
BBA4005C	Or Geo Politics and impact on Business		
	Or		
BBA4005D	Public Health and Management	2L:1T:0P	
		2L:1T:0P	

BBA 4005A Business Environment and Public Policy

Course Objective(s):

The objective of this course is to give an orientation to the students with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations. Additionally, delving into public policies will give students a grasp of the regulatory framework and government initiatives shaping the business landscape in India.

Course Content:

Unit1: Theoretical Framework of Business Environment

Concept, Significance and Nature of Business Environment. Micro and Macro Dimensions of Business Environment, Changing Dimensions of Business Environment. Problems and Challenges of Indian Business Environment.

Unit2: Global Framework

EPRG Framework, Liberalization, Privatization & Globalization concept & its impact on Indian Economy. Significance of FDI & FII, IMF & WTO, Regional Economic Integrations in the development of the Nations.

Unit3: Public Policies

Background, Meaning and Importance of Public Policy. Significance of Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA & FEMA. Structural Adjustment Programs and Banking Sector Reforms in India.

Unit4: Problems and Challenges of Growth of Economy

Unemployment, Poverty, Regional Imbalance. Social Injustice, Inflation, Parallel economy, Lack of technical knowledge and information. Remedies to solve these problems, Challenges & Opportunities of Indian Business Environment.

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Unit5: Emerging Trends in Business

Concepts, Advantages and Limitations-Franchising, Aggregators, Business Process Outsourcing (BPO)& Knowledge Process Outsourcing(KPO);E-Commerce,DigitalEconomy.TechnologicalGrowthandMNC's.

Text Books/References:

1. K.Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
2. FrancisCherunilam: BusinessEnvironment,HimalayaPublishing House.
3. A.C.Fernando: BusinessEnvironment,Pearson.
2. Dr.SSankaran:BusinessEnvironment,MarghamPublications.
3. DrVMuraliKrishna:BusinessEnvironment,SpectrumPublications.
4. NamithaGopal:BusinessEnvironment,McGrawHill.

Course Outcome(s):

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

1. Understand relationship between environment and business, different concepts & its implementation.
2. Integration of business environment principles and strategies into domestic and international business.
3. In-depth knowledge of public policies and reforms since independence.
4. Apply the knowledge to analyse the current situations and take prudent decisions.

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BBA4005B Enterprise System and Platforms

Course Objective:

The course aims to provide students with comprehensive knowledge and practical skills in the field of Enterprise Resource Planning (ERP). Students will learn to design, implement, and manage ERP systems, as well as understand advanced ERP features and future trends, using various free or student-accessible tools.

Course Content:

Unit1: Introduction to Enterprise Resource Systems

Overview of Enterprise Resource Planning(ERP), Definition and Evolution of ERP, Key Drivers for ERP Implementation, ERP Components and Architecture, Core Modules(Finance, HR, Supply Chain etc.), Common Challenges and Solutions

Unit2: ERP System Design and Architecture

ERP System Design, System Development Life Cycle (SDLC) for ERPs, Customization vs. Standardization, ERP Architecture, Three-Tier Architecture, Integration of ERP with Other Systems, ERP Vendors and Solutions, Overview of Major ERP Vendors (SAP, Oracle, Microsoft, etc.), Comparison of ERP Solutions

Unit3: ERP Implementation and Management

Implementation Strategies, Planning and Preparation, Data Migration and Integration, Project Management for ERP Implementation, Project Planning and Execution, Risk Management and Mitigation, Post - Implementation Activities, Training and Support, Continuous Improvement and Maintenance

Unit4: Advanced Topics and Future Trends in ERP

Advanced ERP Features, Business Intelligence and Analytics, Cloud-Based ERP Solutions, **Emerging Trends in ERP, Internet of Things (IoT) and ERP Integration, Artificial Intelligence and Machine Learning in ERPs**, Impact of ERP on Business Strategy, Strategic Decision Making with ERP, ERP and Digital Transformation

Practical Work List (Suggestive)

- Create a comprehensive report and presentation on the evolution, key drivers, core modules, technical architecture, and business benefits of ERP systems using any software or platform. Explore an ERP system to understand core modules such as Finance, HR, and Supply Chain. Detail the benefits and challenges of using ERP systems in a demonstration report.

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- Design the architecture of an ERP system, illustrating the Three-Tier Architecture and integration with other systems, using any software or platform. Compare features, benefits, and costs of major ERP vendors. Prepare a comparison report and present findings.
- Develop a detailed project plan for ERP implementation, including phases like planning, data migration, risk management, and post-implementation activities using any software or platform. Manage a mock ERP implementation project, including planning, execution, risk management, and progress tracking.
- Explore cloud-based ERP solutions to understand their features and benefits. Create a report on the implementation and management of cloud ERP systems.

Suggested Readings:

Textbooks(Latest Edition):

- "EnterpriseResourcePlanning"byAlexisLeon
- "ModernERP:Select,Implement,andUseToday'sAdvancedBusinessSystems"by Marianne Bradford
- "ERPDemystified"byAlexisLeon
- "Enterprise Resource Planning Systems: Systems, Life Cycle,Electronic Commerce, and Risk" by Daniel E. O'Leary
- "Fundamentals of Enterprise Resource Planning", Author: Ellen Monk, Bret Wagner

Reference Readings

1. Yu Chung Wang, W., Pauleen, D., & Taskin, N. (2022). Enterprise systems, emerging technologies, and the data-driven knowledge organisation. Knowledge Management Research & Practice, 20(1), 1–13.
<https://doi.org/10.1080/14778238.2022.2039571>
2. Arshad, N. I., Bosua, R., Milton, S., Mahmood, A. K., Zainal Abidin, A. I., Mohd Ariffin, M., & Mohd Aszemi, N. (2021). A sustainable enterprise content management technologies use frame work supporting agile business processes. Knowledge Management Research and Practice
3. Alhanof Almutairi, M. Asif Naeem, Gerald Weber, Understanding enterprise systems adaptability: An exploratory survey, Procedia Computer Science, Volume 197, 2022, Pages 743-750, <https://doi.org/10.1016/j.procs.2021.12.196>.
4. Buonanno G., P. Faverio, F. Pigni, A. Ravarini, D. Sciuto, M. Tagliavini, "Factors affecting ERP system adoption: A comparative

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analysis between SMEs and large companies.", Journal of Enterprise Information Management, 18 (2005), pp. 384 - 426

Case Studies

1. Radically Simple IT, David M. Upton and Bradley R. Staats, <https://hbr.org/2008/03/radically-simple-it>
2. Putting the Enterprise into the Enterprise System, Thomas H. Davenport, <https://hbr.org/1998/07/putting-the-enterprise-into-the-enterprise-system>
3. Delhivery: Leveraging the Platform, R. Srinivasan, Sreecharan Rachakonda, Raj Kovid KR, <https://hbsp.harvard.edu/product/IMB789-PDF-ENG?Ntt=Delhivery%3A%20Leveraging%20the%20Platform>

Course Outcomes:

1. Students will **understand** the key concepts, components, and evolution of ERP systems, including the drivers for ERP implementation and the challenges and solutions associated with ERP systems.
2. Students will **apply** knowledge of ERP system design and architecture by using tools to create system diagrams, compare ERP solutions, and evaluate the integration of ERP with other systems.
3. Students will **analyze and evaluate** ERP implementation strategies, project management techniques, and risk management approaches, including the planning, execution, and post-implementation phases of ERP projects.
4. Students will **create** business intelligence reports and dashboards and assess the impact of advanced ERP features such as cloud-based solutions, IoT integration, and AI/ML on business strategy and digital transformation.

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BBA4005C Geo politics and impact on Business

Course Objectives:

The course aims to help students to Understand the role and significance of geopolitics and global dimensions of international business and examine the changing nature of global geopolitics and its potential effects of global and persistent geopolitical conflicts on political economy

Course Content:

Unit1: Introduction to Geopolitics

Definition, Nature and Scope of Geopolitics, Theories of Geopolitics- Mackinder's Heartland

Theory, SeaPower (AlfredThayerMahan), Rimland Theory (NicholasJSpykman), RobertD Kaplan.

Contemporary Issues in Geopolitics- Global Environmental Issues, Geopolitics of Energy and Natural Resources, Geoeconomics, Geopolitics of Technology, Globalization and geopolitics, Border Disputes, Popular Culture and Geopolitics, Geopolitics and Risk Analysis. Rise of Protectionism, and Geopolitical Tensions

Unit2: Globalization and International Political Economy in geopolitical scenario

Post-War International Economic Order- IMF, World Bank, WTO; New International Economic Order- BRICS, North-South, South-South Cooperation; Globalization, National Differences in Political Economy.

Unit3: Global Trade and Monetary Systems

Foreign Direct Investment, Foreign Exchange Market, Global Capital Market, International Monetary System, Supply Chain Disruptions and Management. Case studies on the Suez Canal, COVID Pandemic, US-China trade war, Russia-Ukraine, Israel-Palestine and China- Taiwan conflict.

Unit4: Emerging Trends and Issues in Geopolitics and Business

Ethics and Culture in International Business, Differences and Challenges inInternational Business trade wars, unfair trade practices by developed and developing economies, anti-dumping, Tariff wars, MNCs and their lobbying and influence in domestic politics, Cyber Warfare and Cyber Attacks and anti-piracy law, Global and Sustainable Trade Practices and its impact on national economies, Issues in Brexit, World Recession, Inflationary Trends

Suggested Readings:

Text Books (LatestEdition):

1. Kline,J.EthicsforInternationalBusiness:Decision-makinginaglobalpolitical economy. London: Routledge.
2. Dodds, Klaus, Geopoliticsina Changing World,Prentice Hall:Essex, England.

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Articles

3. Mearsheimer, J. J. *The tragedy of great power politics*. W. W. Norton & Company.
4. Kaplan, R. D. *The revenge of geography: What the map tells us about coming conflicts and the battle against fate*. Random House.
5. Black, J., *Geopolitics and the Quest for Dominance*. Bloomington: Indiana University Press.
6. Ikenberry, G. J. *The Illusion of Geopolitics*. *Foreign Affairs*, 93(3), 80.
7. Cavusgil, S. T., Knight, G., & Riesenberger, J. R., *International Business: The New Realities*, Prentice Hall.
1. Navigating Troubled Waters: Impact to Global Trade of Disruption of Shipping Routes in the Red Sea, Black Sea and Panama Canal. (2024). In UNCTAD Policy Brief. <https://doi.org/10.18356/27082822-114a>.
2. O'Sullivan, M., Overland, I., & Sandalow, D. (2017). *The Geopolitics of Renewable Energy*. Social Science Research Network. <https://doi.org/10.2139/ssrn.2998305>.
3. Doz, Y., & Prahalad, C. K. (1980). How MNCs Cope with Host Government Intervention. *Harvard Business Review*.
4. Schwarzenberg, A. B. (2018b). *U.S. Trade Debates: Select Disputes and Actions*. https://digital.library.unt.edu/ark:/67531/metadc1311958/m2/1/high_res_d/F10958_2018Aug28.pdf
5. Abbott, Kenneth and Snidal, Duncan, (1998), 'Why States Act Through Formal International Organizations', *Journal of Conflict Resolution*.

References Case Study

1. *Universal Pictures: Film Cut Dilemma Amid Geopolitical Conflict* by Harvinder Singh; Rakesh Gupta, Harvard Business Publishing
2. *Ukraine: On the Border of Europe and Eurasia* by Rawi Abdelal; Rafael Di Tella; Sogomon Tarontsi, Harvard Business Publishing.

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BBA4005D Public Health and Management

Course Objective(s):

- Create a basic understanding of fundamentals of public health.
- Know the health system of India along with public health planning and implication of policy making.
- Provide an overall exposure to contemporary issues of Indian Public Health and know the recent policy initiatives to address those challenges.

Course Content:

Unit1: Public Health-Key concepts, approaches, frame works & measures

Concept of Public Health and its role in society, Evolution of Public Health, Global Health Frame work- Understanding health and disease, Health equity and social determinants of Health

Unit2: Health systems in India

History of public health in India, Organization of health systems in India, Health system in India: Key Issues, Major Contemporary Health Schemes and Programmes as case studies - National Health Mission, Integrated Child Development Services (ICDS), Janani Suraksha Yojana, Ayushman Bharat Scheme, POSHAN Abhiyan etc.

Unit3: Concepts and practices of management & health planning

Basic concepts of planning-macro to micro, Tool for planning, Health management in a district.

Unit4: Monitoring&Evaluation

Introduction to Monitoring & Evaluation

Health system frame works

Application of health system frame works

Suggested Readings:

- Goldsteen RL, Goldsteen K, Dwelle TL *Introduction to Public Health: Promises and Practices*, Springer Publishing Company
- Sen A, "Health in Development", *Bulletin of the World Health Organization*, Vol. 77(8)

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- Balarajan Y, Selvaraj S, Subramanian SV, "Health care and equity in India", *The Lancet*, Vol. 377(9764)
- RNBatta, ("Public health management in India: Concerns and options", *Journal of Public Administration and Policy Research*, Vol. 7(3)
- National Health Policy 2017, Ministry of Health and Family Welfare, Govt. of India

Course Outcome(s):

After completing this course, students would be able to:

- Understand the fundamental concepts, approaches, frameworks and key measures related to population health
- Comprehend patterns of key population health indicators and respective policy efforts made by the Indian Government
- Understand the process of developing evidence-based public health planning and nuances of policymaking

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BBA4006	E-Commerce	0L:1T:2P	2Credits
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Course description:

This course provides a comprehensive understanding of E-Commerce and its role in the digital economy. It covers various E-Commerce business models, technologies, electronic payment systems, and online business operations. The course also focuses on digital marketing strategies, customer relationship management, logistics, and supply chain management in the online environment. Additionally, students gain knowledge of cyber laws, data security, ethical issues, and emerging technologies shaping the future of E-Commerce.

Course Objectives

1. To provide students with a comprehensive understanding of the concepts, scope, and significance of E-Commerce in the digital business environment.
2. To familiarize students with various E-Commerce models, online business strategies, and electronic payment systems.
3. To develop knowledge of internet technologies, digital marketing, and online customer relationship management practices.
4. To enable students to understand the legal, ethical, and security issues associated with electronic commerce.
5. To equip students with the skills required to analyze, design, and manage E-Commerce applications and online business operations effectively.

Unit 1: Introduction to E-Commerce

Concept, nature and scope of E-Commerce, Evolution and growth of E-Commerce, Types of E-Commerce (B2B, B2C, C2C, C2B, G2C), E-Commerce business models, Advantages and limitations of E-Commerce, E-Commerce framework and infrastructure.

Unit 2: E-Commerce Technologies and Payment Systems

Internet and web technologies for E-Commerce, Electronic Data Interchange (EDI), E-Commerce websites and mobile commerce, Electronic payment systems, Digital wallets, Credit and debit cards, UPI and net banking, Security issues in online transactions and payment gateways.

Unit 3: E-Marketing and E-Business Operations

Digital marketing concepts, Search Engine Optimization (SEO), Social media marketing, Online advertising, Customer Relationship Management (CRM), Supply chain and logistics management in E-Commerce, Order processing and inventory management, Customer service and support.

Unit 4: Legal, Ethical and Emerging Trends in E-Commerce

Cyber laws and legal framework for E-Commerce, Intellectual Property Rights (IPR), Data privacy and consumer protection, Ethical issues in E-Commerce, Cybersecurity challenges, Emerging trends such as Artificial Intelligence, Big Data, Cloud Computing, Blockchain, and the future of E-Commerce.

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Suggested Readings:

Text Books (Latest Edition):

1. Kenneth C. Laudon and Carol Guercio Traver, E-Commerce: Business, Technology, Society, Pearson Education.
2. David Whiteley, E-Commerce: Strategy, Technologies and Applications, McGraw-Hill Education.
3. Ravi Kalakota and Andrew B. Whinston, Frontiers of Electronic Commerce, Pearson Education.
4. Bharat Bhaskar, Electronic Commerce: Framework, Technologies and Applications, McGraw-Hill Education.
5. P.T. Joseph, E-Commerce: An Indian Perspective, PHI Learning.
6. Gary P. Schneider, Electronic Commerce, Cengage Learning.
7. Turban, King, Lee, Liang and Turban, Electronic Commerce: A Managerial and Social Networks Perspective, Springer.
8. S. Jaiswal, E-Commerce, Galgotia Publications.

References Research articles

1. Laudon, K. C., & Traver, C. G. (2023). E-Commerce: Business, Technology, Society. Pearson Education.
2. Turban, E., King, D., Lee, J., Liang, T. P., & Turban, D. (2021). Electronic Commerce: A Managerial and Social Networks Perspective. Springer.
3. Gefen, D., Karahanna, E., & Straub, D. W. (2003). "Trust and TAM in Online Shopping: An Integrated Model." MIS Quarterly, 27(1), 51–90.
4. Pavlou, P. A. (2003). "Consumer Acceptance of Electronic Commerce: Integrating Trust and Risk with the Technology Acceptance Model." International Journal of Electronic Commerce, 7(3), 101–134.
5. Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). "User Acceptance of Information Technology: Toward a Unified View." MIS Quarterly, 27(3), 425–478.x

Course Outcomes:

1. Students will be able to understand the concepts, scope, and applications of E-Commerce and E-Business in the digital economy.
2. Students will acquire knowledge of various E-Commerce models, online business processes, and electronic payment systems.
3. Students will be able to apply digital marketing tools and customer relationship management techniques in online business environments.
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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BBA5001	Strategic Management	3L:1T:0P	4Credits
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Course description:

Strategic Management is a comprehensive course that focuses on the formulation, implementation, and evaluation of business strategies for achieving organizational objectives. It enables students to analyze the internal and external business environment, identify strategic opportunities, and develop competitive advantages. The course covers strategic decision-making, corporate and business-level strategies, and the role of leadership in executing strategic plans. It also helps students understand contemporary strategic challenges and equips them with the skills required for long-term organizational success and sustainable growth.

Course Objective(s):

The objectives 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:

Unit1: Introduction to Strategy

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

Unit2: Strategic Analysis

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,

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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.

Unit3: Strategy Formulation

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

Unit4: Strategy Implementation and Control

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.

Suggested Readings:

Text Books(Latest Edition):

1. Fred R. David, Strategic Management: Concepts and Cases, Pearson Education.
2. John A. Pearce II and Richard B. Robinson Jr., Strategic Management: Formulation, Implementation and Control, McGraw-Hill Education.
3. Arthur A. Thompson, Margaret A. Peteraf, John E. Gamble and A. J. Strickland III, Crafting and Executing Strategy, McGraw-Hill Education.
4. Azhar Kazmi, Strategic Management and Business Policy, McGraw-Hill Education.
5. C. Appa Rao, Strategic Management and Business Policy, Excel Books.
6. P. Subba Rao, Business Policy and Strategic Management, Himalaya Publishing House.

1. Arthur A. Thompson, Margaret A. Peteraf, John E. Gamble, A. J. Strickland III, Thomas Joseph (2021). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases, 22nd Edition, McGraw Hill.

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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.

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BBA5002	Logistics and Supply Chain Management	3L:1T:0P	4Credits
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Course description:

This course provides a comprehensive understanding of Supply Chain Management and its role in creating organizational value and competitive advantage. It focuses on supply chain network design, distribution strategies, and the integration of e-commerce within modern supply chains. The course examines sourcing and pricing decisions, revenue management, and cost optimization techniques for efficient supply chain operations. Additionally, it develops students' understanding of demand forecasting, supply coordination, and managing global supply chain challenges in dynamic business environments.

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:

Unit1: Introduction to Supply Chain Management

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

Unit2: Supply Chain Network Design

Design distribution networks with a focus on e-business applications and global supply chain networks. Strategies and challenges of creating efficient and responsive supply chain networks that align with business objectives and the dynamic nature of global markets.

Unit3: Sourcing and Pricing Strategies

Sourcing decisions and pricing management within supply chains, 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.

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Unit4: Demand and Supply Coordination

Synchronization of demand forecasting, aggregate planning, and sales operations planning, 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.

Suggested Readings:

Text books and References (Latest Editions):

1. *SupplyChainManagement: Strategy, Planning, andOperation*, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.
2. *Logistics&SupplyChainManagement*, 5th ed., by Martin Christopher, Pearson.

SuggestedCaseTopics:

- Dell's direct model in PC manufacturing: Integration of supply chain and e-business.
- Starbucks' sustainable sourcing practices: A supply chain perspective.
- Walmart's supply chain management strategies for global dominance.

CourseOutcomes:

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.

SuggestedResearchPaperReading:

Eyo-Udo, N. L., Odimarha, A. C., & Kolade, O. O. (2024). Ethical supply chain management: balancing profit, social responsibility, and environmental stewardship. *International Journal of Management & Entrepreneurship Research*, 6(4), 1069-1077.

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SEMESTER-VI

BBA6001	Project Management	3L:1T:0P	4Credits
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Course description:

This course provides a comprehensive understanding of project management principles, processes, and the project life cycle from initiation to closure. It equips students with practical skills in planning, scheduling, monitoring, and controlling projects using modern project management tools such as Microsoft Project. The course emphasizes effective stakeholder engagement, communication strategies, and team coordination for successful project execution. It also develops the ability to identify, assess, and manage project risks, ensuring the achievement of project objectives in dynamic business environments.

Course Objectives:

1. To provide a comprehensive understanding of the project management life cycle from inception to closure.
2. To enhance skills in using project management tools such as Microsoft Project for managing complex projects.
3. To explore effective stakeholder management and communication strategies critical for project success.
4. To analyze risk management strategies and their application to ensure project success under varying circumstances.

Course Content:

Unit1: Fundamentals of Project Management

Core concepts of project management, including the project life cycle, the role of the project manager, and the organizational context of projects. Stages of a project from initiation to closure and the key responsibilities of a project manager in driving project success.

Unit2: Project Planning and Tools

Focusing on the planning phase of project management, project scope and objectives, developing a Work Breakdown Structure (WBS), and managing time through scheduling techniques such as Gantt charts and PERT/CPM. Practical application includes using Microsoft Project to create and manage schedules, emphasizing the integration of project management tools to streamline project planning.

Unit3: Executing and Monitoring Projects

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Resource allocation, budgeting, and quality control within project execution, risk management processes including identification, analysis, and response strategies. Practical exercises will include resource management and performance tracking using Microsoft Project, highlighting effective control measures to ensure project alignment with planned objectives.

Unit4: Concluding Projects and Agile sMethodologies

Closing phase of projects, including performance measurement, stakeholder communication, and post-project evaluation. Agile project management principles and the Scrum framework, comparing Agile with traditional project management methods

Suggested Readings:

Suggested CaseTopics:

- The Big Dig: A project management analysis of Boston's Central Artery/Tunnel Project.
- The launch of Apple's iPhone: Managing high-stakestechnology projects.
- Projectmanagementinnon-profits:ThecaseoftheGlobalFund'sinitiatives.

Suggested Research Paper Reading:

Orieno, O. H., Ndubuisi, N. L., Eyo-Udo, N. L., Ilojiana, V. I., & Biu, P. W. (2024). Sustainability in project management: A comprehensive review. *World Journal of Advanced Research and Reviews*, 21(1), 656-677.

Text books(LatestEdition):

1. *Information Technology Project Management*, by Kathy Schwalbe, Cengage Learning.
2. *ProjectManagement: A Managerial Approach*, by Jack R. Meredith and SamuelJ. Mantel Jr., Wiley.

Course Outcomes:

1. Understand and apply the key principles of project management to various project environments.
2. Gain proficiency in using Microsoft Project for project planning, execution, monitoring, and closing.
3. Develop skills in stakeholder management and communication strategies essential for project success.

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BBA6002	Business Taxation	2L:0T:0P	4Credits
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Course description:

This course provides a comprehensive understanding of Business Taxation with a focus on the principles and practices of direct and indirect taxes. It examines the legal framework, scope, and application of Goods and Services Tax (GST) and Customs Duty in various business transactions. The course develops students' ability to compute tax liabilities, ensure compliance with statutory requirements, and apply taxation concepts in business decision-making. It also familiarizes learners with recent amendments and emerging developments in taxation laws, enabling them to adapt to the changing regulatory environment.

Course Objective(s):

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

CourseContent:

Unit I: Tax Structure in India

Meaning, definition, objectives, and principles of taxation; difference between tax fee and tax price, Types of taxes: direct and indirect taxes; prograssive, regressive & proportionate taxes: specific v/s Advalerom tax: elasticity of tax, buoyancy of tax, canons of taxation, concept of incidence & shifting of tax

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Unit II: Direct Taxes – Income Tax and Direct Tax Code

Meaning and features of direct taxes; basic concepts of income tax, including assessment year, previous year, Assessee, income, and residential status; heads of income; computation of taxable income; deductions and exemptions; tax planning, tax avoidance, and tax evasion; filing of income tax returns; objectives and features of the Direct Tax Code.

Unit III: Indirect Taxes in India – Before and After GST

Meaning and features of indirect taxes; central excise duty, service tax, VAT, CST, entry tax, and octroi under the pre-GST regime; limitations of the indirect tax system before GST; introduction and objectives of GST; structure of GST, including CGST, SGST, IGST, and UTGST; input tax credit; GST registration and return filing; impact of GST on businesses and consumers.

Unit IV: State Taxes and Customs Duties

State excise duty, stamp duty, registration fees, property tax, professional tax, and motor vehicle tax; meaning and objectives of customs duties; types of customs duties, including basic customs duty, countervailing duty, anti-dumping duty, safeguard duty, and export duty; customs valuation and customs procedures; role of customs duties in international trade and revenue generation.

Suggested Readings:

1. Students' Guide to Income Tax - Dr Vinod K. Singhania & Dr Monica Singhania. (Taxmann Publications, New Delhi)
2. Income Tax Law and Accounts – Dr H. C. Mehrotra & Dr S.P. Goyal (Sahitya Bhawan Publications, Agra)
3. Income Tax – Dr Garish Ahuja & Dr Ravi Gupta (Bharat Publications, New Delhi)
4. The Central Goods and Services Tax Act, 2017 of Ministry of Law and Justice (Legislative Department), 12th April, 2017, published in The Gazette of India dated 12th April, 2017.
5. Taxmann's GST Ready Reckoner Updated till 18th June, 2017.
6. Taxmann's GST Manual-Enforced w.e.f. 1.7.2017.
7. GST Ready Reckoner by CA Kesha R Garg, Bharat Law House, Delhi.
8. Goods and Services Tax in India ----- Notifications by the Government of India
9. GST Bill 2012
10. Integrated Goods and Services Tax Act 2017
11. H.C. Mehrotra & V.P. Agarwal – Indirect Taxes including Customs Law

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Course Learning Outcome(s):

1. Students will be able to understand the fundamental concepts, principles, and structure of the taxation system applicable to businesses.
2. Students will acquire knowledge of the provisions relating to Income Tax, Goods and Services Tax (GST), and other relevant business taxes.
3. Students will be able to compute taxable income, tax liability, and GST liability for individuals and business entities.
4. Students will develop the ability to apply tax laws and regulations in solving practical business and financial problems.
5. Students will gain awareness of tax planning, tax compliance requirements, filing procedures, and the legal implications of taxation in business operations.

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BBA6003	Corporate Governance	2L:0T:0P	2Credits
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Course description:

This course provides a comprehensive understanding of Corporate Governance, its evolution, principles, and significance in ensuring transparency, accountability, and ethical business practices. It examines major corporate failures and governance issues at both global and national levels, highlighting the importance of international governance standards and best practices. The course explores the structure and functions of boards, board committees, shareholder rights, whistleblowing mechanisms, insider trading regulations, and Corporate Social Responsibility (CSR). It also familiarizes students with the regulatory framework of corporate governance in India and develops their ability to analyze governance challenges and organizational accountability.

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:

Unit1: 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

Unit2: 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

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Independent director
Mechanism, Shareholder
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Global Corporate Failures and International Codes

UK (UK), Enron (USA); Sir Adrian Cadbury Committee Report
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:

- Act, S.O. (2002). Sarbanes-Oxley Act. Washington DC.
- Aparajita, S., & Rhudra, R. Insider Trading Regulation 2015. GNLUL. 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 amendment 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.

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Practical Exercises:

The learners are required to:

1. Research and present on the application of different theories of corporate governance in real-world companies.
2. Analyse the case of insider trading or shareholder activism and discuss its impact on the company's corporate governance.
3. Research and present on the impact of a major corporate failure on the development of international codes of corporate governance.
4. Analyse the impact of a specific regulation on corporate governance practices in India.
5. Research and present on a major corporate failure in India and the governance problems that contributed to this failure.

Course Outcomes:

1. Describe the concept of corporate governance and its significance and discuss different theories of corporate governance.
2. Demonstrate the role of different stake holders 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.

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Appendix-1: Electives

- **Business Analytics**
- **International Business**
- **Finance**
- **Human Resource**
- **Marketing**
- **Supply chain Management**

Note:

Students are to choose any one specialization from the above mentioned list of electives. Code 01 & code 02 of the same will be for 5th semester, and code 03 & code 04 are for 6th semester. The elective chosen by the student in 5th semester will not be changed in 6th semester.

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Business Analytics

BBA-BA01	Data Analytics using R/Python	3L:1T:0P	4Credits
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CourseObjective:

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

CourseContents:

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)–OperatorPrecedence–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– Creatingmatrices– AccessingMatrixElements–MatrixArithmetic–Matrix Manipulation – Matrix Operations.

Unit-2: Arrays, Factors and Data Frames

Creating Arrays – Accessing Array Elements – Array Element Manipulation – Array Arithmetic– Creatingfactors–AccessingFactorComponents–Modifyingfactors– Creating Data Frames – Accessing Data Frames Components – Modifying Data Frames – AggregatingData–SortingData– MergingData–Reshapingdata–Sub-settingdata– Data Type Conversion

Unit-3: Flow Control & Functions

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

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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 pie charts)

Suggested Readings:

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 Grolemund and Hadley Wickham
4. Practical Business Analytics Using R and Python, Umesh R. Hodeghatta, Umesha Nayak
5. Hands-On Programming with R, Garrett Grolemund 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.

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BBA-BA02	Data Visualization	3L:1T:0P	4Credits
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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 sVisualization

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 datat syes–Useofcolor, layout, and typography

Unit2: Data Preparation

Data cleaning and preprocessing techniques – Data formats and data type conversion – Handling missing data and outliers– Mergingdatasets– 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 scharts - Understanding proportions andc ompositions 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 treemaps-Visualizing relationships and connection swith network graphs- Process visualization and flow analysis with flowdiagrams- Mapping data points and patterns on geographical maps - Applications in location-based analytics and insights – Waterfall charts, radar charts, and spider charts

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Unit-4: Data dashboards and story telling

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

Suggested Readings:

1. VisualDataStorytellingwithTableaubyLindyRyan(TextBook) Story telling with Data : A Data Visualization Guide for Business Professionals by Cole Nussbaum Knafllic. (Text Book)
2. 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
3. TheVisual Display of Quantitative Information by Edward Tufte

CourseOutcomes:

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 representation so data that meet specific business needs and objectives.
4. Students will enhance their ability to communicate in sights derived from data visualizations clearly and persuasively to diverse stakeholders, fostering data-driven decision-making within organizations.

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BBA-BA03	Marketing Analytics	3L:1T:0P	4Credits
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Course Objective:

1. To provide students with a comprehensive understanding of marketing analytics concepts, tools, and techniques used in data-driven decision-making.
2. To develop the ability to collect, organize, analyze, and interpret marketing data from various sources.
3. To familiarize students with statistical and analytical methods for measuring marketing performance and customer behavior.
4. To enable students to use marketing analytics for market segmentation, customer relationship management, and strategic marketing decisions.
5. To equip students with the skills required to generate actionable insights and improve marketing effectiveness through data analysis.

CourseContent:

Unit1: Introduction

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

Unit2: Summarize Marketing Data

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

Unit3: Customer and Market Analysis

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

Unit4: Pricing and Product Attribute Analysis

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

Suggested Readings:

1. MarketingAnalytics-SeemaGupta,AvadhootJathar,WileyPublications
2. WayneL.Winston,MarketingAnalytics-Data-DrivenTechniqueswith Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana
3. Stephen Sorger, Marketing Analytics: Strategic Models

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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>.

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OnlineResources:

https://onlinecourses.nptel.ac.in/noc20_mgt30/preview

CaseStudies

1. MedfirstIndia:DigitalMarketingAnalyticsforDecision-Making,SheriLambert; AmyLavin;PradeepRacherla;ShravanKarpuram,

<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/5210>

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CourseOutcomes:

1. Demonstrate the ability to use descriptive, exploratory, and prescriptive data analytics to extract insights from marketing data and inform strategic decisions.
2. Apply advanced Excel/R/SPSS functions, PivotTables, and charts to effectively summarizeandanalyzemarketingdata.
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 forcustomer segmentation, regression-based price elasticity models, and conjoint analysis for product attribute evaluation.

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Finance Analytics

BBA-BA04	Finance Analytics	3L:1T:0P	4Credits
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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 Pivot Tables, 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

Auto correlation and Auto Regression, Auto regressive 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

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Suggested Readings:

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 Mc Graw 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
5. Economic Times/ Financial Express/ Business Standard/ Mint, Business Today, Business World Jeevitha, T. (2019). Financial Analytics.
6. 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 To by Biotech Inc, Tiffany Rasmussen, <https://hbsp.harvard.edu/product/B5979-PDF-ENG?Ntt=financial%20analytics>

Course Outcomes:

1. Apply advanced functions, Pivot Tables, 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

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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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International Business

BBA-IB01	International Trade Policy & Strategy	3L:1T:0P	4Credits
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Course Objective:

To provide thorough understanding of India's foreign trade policy, its historical review, regulatory framework, and policy measures. Students will understand and learn the provisions of foreign trade policy for export and import, the regulatory and institutional support to develop implications for businesses, industries, and policymakers.

Course Content-

Unit1: Introduction

India's foreign trade, Direction and composition of India's exports and imports, need for and significance of foreign trade policy, Preamble and legal framework of foreign trade policy, Various definitions, Government objectives under Foreign Trade Policy, Historical review of trade policy since 1991, General policy provisions regarding imports and exports, Rationale and impact of foreign trade policy.

Unit2: Import Policies

Structure of Import Policy, Instruments of Import Policy-Import Substitution, Import restrictions- Types of Licensing – OGL, Canalized, Replenishment, Automatic; Advance and Additional License; Holding of License, Third party, Exim scripts, Conditions of license, Negative List. Tariff - Types of Tariffs, Tariffs rates, Bind rates, Quantitative Restrictions, Anti - Dumping, Countervailing Duties.

Unit3: Export Promotion Policies

Export led growth and Export support growth, Review of Export Promotion Policies since 1991, Export Promotion Schemes (MEIS), EPCG scheme, Duty drawback scheme, DE pass book scheme, Deemed exports, Current Foreign Trade Policy.

Unit4: Regulatory and Institutional Set-up

FEMA, Export Promotion Councils, Commodity Boards, Development Authority (APEDA, MPEDA), Export Houses, Export Processing Zone (EPZ), Foreign Trade Zone (FTZ), Electronics Hardware Technology Parks (EHTP), Software Technology Parks (STP), Special Economic Zone (SEZ), Agri Export Zone (AEZ), 100% Export Oriented Unit (E.O.U).

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Text books (Latest Edition):

1. Export Management, Himalaya Publishing House, Divya Singh and Amit Gautam
2. Foreign Trade Policy, Ministry of Commerce, Govt. of India
3. Handbook of Procedures, Directorate General of Foreign Trade, Govt. of India
4. Economic Survey, Ministry of Finance, Govt. of India
5. Foreign Trade Policy and Handbook of Procedures (Volume II), Commercial Law Publishers, SC Jain, Shweta Jain and Abhishek Jain

Readings:

1. Golub, S. S., Hajkova, D., Mirza, D., Nicoletti, G., & Yoo, K. Y. (2003). The influence of policies on trade and foreign direct investment. OECD Economic Studies, 2003(1), 7-83.
2. Volpe Martincus, C., & Carballo, J. (2012). Export promotion activities in developing countries: What kind of trade do they promote? The Journal of International Trade & Economic Development, 21(4), 539-578.
3. Broocks, A., & Van Biesebroeck, J. (2017). The impact of export promotion on export market entry. Journal of International Economics, 107, 19-33.

Case Studies:

1. The Indian Shrimp Industry Organizes to Fight the Threat of Anti-Dumping Action
https://www.wto.org/english/res_e/booksp_e/casestudies_e/cas_e17_e.htm
2. Looking at trade policy through a "gender lens"- Summary of Seven Country Case Studies Conducted by Unctad
https://unctad.org/system/files/official-document/dite2014d3_en.pdf

Course Outcomes:

On successful completion of the course the learner will be able to-

1. Understand and comprehend the historical development, objectives, key features and institutional framework of foreign trade policy.
2. Analyze the impact of trade policy and trade barriers on international trade flows.
3. Assess the implications of trade policy for businesses, industries, and economies and develop recommendations for policymakers based on trade policy analysis. *****

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BBA-IB02	Global Business Environment	3L:1T:0P	4Credits
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Course Objective(s):

The objective of this course is to understand the concept of globalization and its impact on businesses worldwide. To analyze the interplay of economic, political, and cultural factors in the global business environment. To evaluate the opportunities and challenges of operating in diverse international markets, develop strategies for managing risks and adapting to changes in the global business landscape. Apply theoretical concepts to real-world case studies and scenarios.

Course Content:

Unit1: Introduction to the Global Business Environment

Definition and Scope of Global Business: Understanding international markets and operations; Historical Evolution of Globalization: Key phases and milestones in global trade; Key Drivers of Globalization: Technology, trade policies, transportation, and communication; Multinational Enterprises (MNEs): Characteristics, strategies, and market entry modes; Impact of MNEs: Economic, cultural, and environment a influences on host and home countries; Global vs. Transnational Business: Differences, strategies, and organizational structures

Unit2: Environments of Global Business

Overview of the PESTEL Framework: Understanding the components; Political Environment: Government policies, stability, and international relations; Economic Environment: Economic growth, exchangerates, inflation and market conditions; Social Environment: Cultural trends, demographics and consumer behaviors; Techno logical Environment: Technological advancements, innovation, and digital transformation; Ecological Environment: Environmental regulations, sustainability practices, and impact on business; Legal Environment: Regulatory frameworks, compliance, and legal issues in international business; Case Studies: Application of PESTEL analysis in real-world scenarios

Unit3: International Organizations and Agreements

General Agreement on Trade and Tariffs (GATT) – Concept; World Trade Organization (WTO)-Functions, Organizational Structure; The WTO Agreements-ABird's eye view; Salient feature of Uruguay Round Agreement Dispute Settlement Mechanism, Ministerial Conferences International Economic Organizations: Introduction, Objectives, Organizational Structure and Functions; International Monetary Fund (IMF); World Bank Group International

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Bank for Reconstruction and Development (IBRD)& International Development Association (IDA); Organization for Economic Co-operation and Development(OECD);United Nations Conference on Trade and Development(UNCTAD); IFC International Finance Corporation; Asian Development Bank (ADB)

Unit4: Globalism vs Regionalism

Evolution of regional trade agreements (RTAs); United States–Mexico–Canada Agreement (USMCA), European Union (EU), Association of Southeast Asian Nations (ASEAN), Mercosur (Southern Common Market), Comprehensive and Progressive Agreement for Trans- Pacific Partnership (CPTPP); Emerging trends and challenges in global trade governance.

Suggested Readings:

Text books(Latest Edition):

1. International Business: Competing in the Global Marketplace, 14th Edition, McGraw Hill, Charles Hill
2. Global Business.3rd Ed.Cengage, Learning, Peng, M.
3. International Business Environments and Operations. 16th Ed. Harlow: Pearson, Daniel S, J. D., Radebaugh, L. H. and Sullivan D. P

Research Papers:

1. Jahanshahi, A. A., & Nawaser, M. (2011). Globalization and Its Impacts on the World Economic Development. International Journal of Business and Social Science, 2(23), 291-297.
2. Dunning, J.H., & Lundan, S.M. (2008) .The Role of Multinational Enterprises in Global Economic Development. Multinational Business Review, 16(1), 1-20. DOI: 10.1108/1525383X200800001.
3. Van den Bossche, P., & Prévost, D. (2016). The WTO: Functions and Impact on International Trade. International and Comparative Law Quarterly, 65(1), 245 -278. DOI: 10.1017/S0020589315000500.
4. Bhagwati, J., & Panagariya, A. (1999). Globalism vs Regionalism: A Study of Trade Agreements. Journal of International Economics, 12(3), 329-356. DOI: 10.1016/S0022

Case Studies:

1. Tata Group's Global Expansion -"The Tata Group's Global Footprint: Building a Global Business" - Harvard Business Review.
2. Infosys:Navigating PESTEL Factors-"Infosys in India: Building a Software Giant" - Harvard Business School Case Study.

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3. Reliance Jio: Transforming India's Digital Landscape -"RelianceJio: Revolutionizing Telecommunications in India" - Ivey Business School Case Study.
4. Mahindra& Mahindra: Collaborating with International Financial Institutions - "Mahindra& Mahindra in South Africa: Innovating from the Base of the Pyramid" - HarvardBusinessReview.
5. Bharti Airtel's Entry in to African Markets-"Bharti Airtel in Africa : A New Frontier" - INSEAD Case Study.
6. Dr. Reddy's Laboratories: Leveraging Regional Trade Agreements -"Dr.Reddy's Laboratories:Realizing a Vision"-IveyBusinessSchoolCaseStudy

Course Outcome(s):

1. Understand and describe the main features of the international business environment and its primary institutions.
2. Analyze the political, social, economic, technological, and other configurations that support cross-border trade.
3. Apply an understanding of the different modes of engagement with international markets and explore the inter connectedness between the social and the economic, legal, governmental, political, regulatory, cultural, and other environments in which expanding companies operate.
4. Evaluate the key decisions that multinational firms make in relation to the choice of markets and entry strategies




BBA-IB03	Transnational & Cross-cultural Marketing	3L:1T:0P	4Credit
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Course Objective(s):

The objective of this course is to provide a comprehensive understanding of transnational marketing, emphasizing the impact of cultural differences on consumer behavior and marketing strategies. Students will learn to develop effective transnational marketing campaigns, explore strategies for establishing a unified brand identity across diverse cultures, and evaluate ethical and social responsibility considerations in marketing initiatives. Practical application of theoretical concepts through real-world case studies will also be a key focus.

Course Content:

Unit1: Introduction to Transnational Marketing

Evolution of Transnational marketing strategies; Importance of cultural sensitivity in transnational marketing; Cultural dimensions and their impact on consumer behavior;

Cultural differences in attitudes, values, and perceptions; Hofstede's cultural dimensions theory and its relevance to marketing

Unit2: Transnational Branding and Identity

Building a Transnational brand identity across diverse cultural contexts; Strategies for

developing culturally relevant brand messaging; Case studies of successful Transnational brands and their branding strategies; Integrated marketing communication (IMC) in Transnational campaigns; Adapting advertising messages and promotional tactics for different cultural audiences; Leveraging digital and social media platforms for transnational marketing

Unit 3: Transnational Marketing Strategies and Implementation Product, Price Distribution

Product standardization vs. Localization in international markets; Strategies for adapting products to meet cultural preferences and regulatory requirements; International Product Pricing; Balancing Transnational consistency with local relevance; Transnational distribution channels and logistics considerations; Cross-border e-commerce trends and strategies

Unit 4: Ethical and Social Responsibility in Transnational Marketing and Emerging Trends

Ethical dilemmas and cultural considerations in Transnational marketing practices; Corporate social responsibility (CSR) initiatives in cross-cultural contexts; Responsible marketing practices for diverse cultural audiences; Technological advancements and their impact on Transnational marketing

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strategies; Future directions of transnational marketing.

Suggested Readings:

Text books(Latest Editions):

1. Global Marketing Management, Wiley, Masaaki Kotabe and Kristiaan Helsen
2. Global Marketing, 10th edition, Pearson, Mark C. Green; Simpson College; Warren, J. Keegan
3. International Marketing, 19th Edition, McGraw Hill, Philip R. Cateora, Bruce Money, Mary C Gilly, John Graham

Research Papers:

1. Steenkamp, J.-B.E.M., & Batra, R. (2015). Transnational Marketing and Cultural Adaptation: Strategies for Success. Journal of International Marketing, 23(4), 73 - 96. DOI: 10.1509/jim.15.0008.
2. Usunier, J.-C., & Lee, J.A. (2013). Cross-Cultural Brand Management: Strategies for Success. Journal of International Business Studies, 44(3), 375-396. DOI: 10.1057/jibs.2013.23.
3. Kumar, V., & Roberts, J.A. (2014). Global Marketing Strategy: Product Standardization vs. Adaptation. Journal of International Marketing, 22(1), 28-43. DOI: 10.1509/jim.14.0004.
4. Murphy, P. E., & Laczniak, G. R. (2006). Ethical Marketing in a Global Context: Challenges and Strategies. Business Ethics Quarterly, 16(1), 23-42. DOI: 10.5840/beq20061612.

Case Studies:

1. "Tata Motors' Marketing Strategy for Nano - "Tata Nano: The People's Car" - Harvard Business School Case Study.
2. Amul's Transnational Marketing and Branding - "Amul Girl: Staying Relevant in the Digital Age" - IBS Center for Management Research.
3. Infosys: Building a Global Brand - "Infosys: Building a Global Brand" - Harvard Business Review Case Study.
4. Mahindra & Mahindra: Reaching Global Markets - "Mahindra & Mahindra in South Africa: Innovating from the Base of the Pyramid" - INSEAD Case Study.
5. Hindustan Unilever's Cross-Cultural Marketing Initiatives - "Hindustan Unilever: Managing Transnational Operations in India" - Ivey Business School Case Study.
6. Flipkart's Cross-Border E-Commerce Strategy - "Flipkart: Transition to a

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Marketplace Model" - Harvard Business School Case Study.

7. Godrej: Innovation and Global Expansion-"Godrej Consumer Products Ltd.: Implementing a Strategic Vision" - INSEAD Case Study.
8. Zomato: Global Growth and Localization Strategy -"Zomato: Scaling and Super App Strategy" - Ivey Business School Case Study.

CourseOutcome(s):

1. **Understand and Explain** the evolution of Transnational marketing strategies and the importance of cultural sensitivity in transnational marketing. (**Bloom's Level: Remember, Understand**)
2. **Analyze** the impact of cultural dimensions on consumer behavior and marketing strategies, including the application of Hofstede's cultural dimensions theory. (**Bloom's Level: Analyzing**)
3. **Develop** Transnational branding strategies that resonate with diverse cultural audiences, leveraging integrated marketing communication (IMC) and digital platforms. (**Bloom's Level: Applying, Creating**)
4. **Design and Implement** transnational marketing campaigns that effectively adapt advertising messages and promotional tactics to different cultural audiences. (**Bloom's Level: Creating**)

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BBA-1B04	International Supply Chain Managements	3L:1T:0P	4Credits
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Course Objectives:

The course aims to help students to Identify strategies, processes, and issues related to international supply chain management and examine the supply chain drivers and enablers to manage risks in supply chains.

Course Contents:

Unit1: Understanding the Supply Chain

Introduction to Supply Chain Management, Evolution of Supply Chains, Objectives of a Supply Chain, Decision phases in a Supply Chain, Process views – Cycle view, push/pull view. Key issues in supply chain management.

Unit2: Understanding Global Supply Chain Operations

Insight into global trade and supply chains, expertise in emerging markets and global supply chains, and knowledge of integrating global supply chain functions. Strategic benefits of the global supply chain. Supply Chain Drivers (Inventory, Transportation, Information, Sourcing, Facilities, Pricing). Supply Chain Efficiency Vs. Responsiveness and the trade-off.

Unit3: Purchasing in Global Supply Chain

Key elements of a global purchasing strategy. How to move from international to global purchasing; global purchasing strategies for outsourcing and off-shoring; selecting suppliers and designing global supplier networks; and Supplier Performance Measurement. Supplier selection (auctions and negotiations)

Unit4: Inventory Management and Logistics

Role of inventory in supply chains. Production lot sizing. Lot Sizing with Capacity Constraint. Aggregating Multiple Products in a Single Order. Economies of Scale to Exploit Quantity Discounts. Types of inventories, Inventory Control Methods. Modes of transportation for international trade, Role of port in international logistics

Suggested Readings:

1. David Simchi Levi, Edith Simchi Levi, Ravi Shankar, Philip Kaminsky (2019). Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGraw-Hill Education India, New Delhi.
2. Coyle J.J., Langley Jr. C.J., Novack R.A. and Gibson B.J. (2013). Managing supply chains logistics approach (9th ed). Cengage Learning.
3. Shah, J. (2016). Supply chain management: Text and Cases (2e). Pearson Education India.
4. Sunil Chopra and Dharam Karla (2019); Supply chain management: strategy, planning and operation (7th ed). Pearson Education, India

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Articles:

1. Review, H. B., Shih, W. C., Shuh, C., Schnellbacher, W., & Weise, D. (2023). Supply Chain: The Insights You Need from Harvard Business Review. Harvard Business Press.
2. Nicita, A., Ognivtsev, V., & Shirotori, M. (2013). Global Supply Chains: Trade And Economic Policies for Developing Countries Policy Issues in International Trade And Commodities Study Series No. 55. In Unctad. United Nations Publication. Retrieved May 27, 2024, from https://unctad.org/system/files/official-document/itcdtab56_en.pdf
3. Global Value Chain Governance in the MNE: A Dynamic Hierarchy Perspective by Paul Ryan; Giulio Buciuni; Majella Giblin; Ulf Andersson, Harvard Business Publishing

Casestudies

1. "Introduction to Quality in Supply Chain Management at Toyota Motors" Source: Toyota Motor Corporation
2. Case Topic "Dell: The Business Case for a Sustainable Supply Chain" Source: Said Business School, Oxford, UK www.sbs.edu/mutuality-business
3. Lenovo: Digital Transformation for Supply Chain Intelligence by Suri Gurusurthi, Ronald Lau, Harvard Business Publishing
4. H&M's Global Supply Chain Management Sustainability: Factories and Fast Fashion by Andrew Hoffman, Harvard Business Publishing

Course Outcomes:

1. Interpret the supply chain management strategy concepts and how it can effectively strategies companies against competitive challenges
2. Develop an understanding the importance of procurement function for competitive advantage through effective methods and techniques of outsourcing strategies
3. Examine the strategic tools and techniques and examine role of inventory management, types of inventories, and methods of controlling inventories to achieve organizational goals
4. Appraise the various designs of modes of transportation, domestic and international, to develop a strong customer base through quicker and more cost-effective product deliveries. This appraisal will also take into consideration new methods of outsourcing transportation

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Finance

BBA-FM01	Direct Taxation	3L:1T:0P	4Credits
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Course Description:

In this course, students will learn the basics of income tax, including its importance, scope, and legal framework. Topics include computing income under various heads such as salaries, house property, profits, gains from business and profession, capital gains, and other sources. The course covers total income computation, deductions, exemptions, assessment procedures, and filing tax returns. Emphasis is on understanding rules, regulations, and implications for taxpayers. By the end of the course, students will be able to compute income tax liabilities for individuals and businesses, and effectively comply with tax laws.

Course Objective(s):

1. Introduce students to the fundamental concepts of income tax, its scope, importance, and legal framework.
2. Enable students to calculate taxable income and tax liability available under the Income Tax Act.
3. Familiarize students with the assessment process, including tax audits, to ensure compliance with income tax laws.
4. Equip students with the knowledge and skills to prepare and file income tax returns accurately after applying different tax management techniques and strategies.

Course Content:

Unit1: Introduction to Income Tax

Background of Income Tax Act 1961. Introduction to Income. Important Definitions. Concept of Tax Planning, Tax Avoidance and Tax Evasion. Important features and Provisions of Income Tax Act. Basic Concepts: Assessment Year, Previous Year, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, etc. Residential Status and Incidence of Tax. Agricultural Income. Exempted Income.

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Unit2: Computation of Income under the Head Salaries and House Property

Salary meaning, definition, important considerations regarding salary, taxability of allowances and Perquisites, Profits in Lieu of Salary, Treatment of PF, Gratuity. Computation of Salaries taking into consideration all relevant provisions. Chargeability, Owner of house property, determination of annual value, deduction from Net Annual Value. Unrealized rent, self-occupied property. House Property exempt from Tax. Computation of Income from House Property taking into consideration all relevant provisions.

Unit 3: Profits and Gains from Business and Profession, Capital Gains and Income from Other Sources

Basis of Determination of Profits and Gains of Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Tax Planning.

Meaning and definition of Capital Gains, Capital Assets, Assets not treated as capital Assets, Types of Capital Assets, concept of Cost Inflation Index, Capital Gains Exempt from Tax, Capital Gains Account Scheme, Exemption of Capital Gains, meaning of special terms used in Capital Gain Concept, Meaning of Transfer of Capital Assets, transactions not regarded as Transfer. Computation of Capital Gains taking into consideration all relevant provisions.

Types on Income from Other Sources, Deductions Allowable in computing Income from Other Sources, Treatment of Interest on Securities, Computation of Income from Other Source taking into consideration all relevant provisions

Unit4: Computation of Total Income, Assessment and Filing of Return

Set Off and Carry forward of Losses, Clubbing of Income and Deemed Incomes, Deductions from Gross Total Income, Computation of Total Taxable Income of Individual taking into consideration all relevant provisions with Numerical/ Cases. Calculation of Income Tax of Individuals Types of assessment.

Practical exposure to Filing of Return and various Provisions Relating to Advancement Payment of Tax

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TextBooks:(Latest Editions)

1. Singhania, V.K., & Singhania, K.; Direct Taxes Law and Practice. Taxmann Publications Pvt. Ltd.
2. Taxmann Publications Pvt. Ltd.; Income Tax Act, 1961 (Bare Act).
3. Singhania, V.K., & Singhania, K.; Direct Taxes Ready Reckoner. Taxmann Publications Pvt. Ltd.
4. Singhania, V.K.; Students Guide to Income Tax. Taxmann Publications Pvt. Ltd.
5. Gupta, R.; Direct Taxes Manual (2 Volumes). Bharat Law House Pvt. Ltd.
6. Ahuja, G., & Gupta, R.; Master Guide to Income Tax Act. Wolters Kluwer India Pvt. Ltd.
7. Manoharan, T.N.; Income Tax Guidelines and Mini Ready Reckoner. Snow White Publications Pvt. Ltd.

Research Papers/Articles

1. Chelliah, R. J. (1991). Taxation and Economic Development in India. Economic and Political Weekly, 26(20), 1133-1138.
2. Subramanian, A. (2023). Impact of Direct Tax Reforms on Income Inequality in India. Indian Economic Review, 68(2), 235-258.
3. Rao, M. G. (2022). Tax Compliance Behaviour: A Study of Indian Taxpayers. Journal of Taxation in Developing Countries, 18(1), 45-67.

Course Learning Outcome(s):

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

1. Compute taxable income under various heads, such as salaries, house property, and business profits.
2. Calculate income tax liabilities for individuals and businesses based on the principles learned in the course and apply deductions and exemptions appropriately to arrive at the total taxable income.
3. Analyse tax implications and evaluate tax planning strategies to minimize tax liabilities within the legal framework.
4. Create accurate income tax returns for submission to tax authorities.

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FM02	Investment Analysis and Portfolio Management	3L:1T:0P	4Credits
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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:

Unit1: A Conceptual Framework of Investments

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

Unit2: 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

Unit3: Fundamental and Technical Analysis

What is Fundamental Analysis? Invest or mindset; Challenges in execution; Macro economic 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- s, flags, cup and handle, triangles, head & shoulders, Bollinger bands, technical indicators—Simple Moving Averages, MACD, RSI, ROC

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Unit4: Portfolio Management

Efficient Market Hypothesis, Concept of portfolio and portfolio management, concept to 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

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BBA-FM03	Financial Markets Products and Services	3L:1T:0P	4Credits
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Course Description:

This course provides an in-depth understanding of the structure, functioning, and significance of financial markets, the variety of financial products available, and the diverse range of financial services offered. It aims to equip students with the knowledge and analytical skills necessary to navigate the complex financial environment. The course covers major financial markets and explores the characteristics and applications of key financial products and financial services.

Course Objectives:

The course aims to build

1. Understand the role and importance of financial markets in the economy.
2. Analyse various financial products and their characteristics.
3. Evaluate the role of financial intermediaries and services in the financial system.
4. Apply knowledge of financial products and services to real-world financial decision-making.

Course Content:

Unit 1: Financial System and Markets

Financial System – Need, structure, functions and scope of financial markets. Financial intermediation and financial intermediaries. Fund based and fee-based financial products.

Money Market: Introduction, Instruments — T-Bills, Commercial Papers, Certificate of Deposits, Call Money, Money Market Mutual Funds, Commercial Bills. Trading mechanism of various money instruments.

Capital Market: Meaning, Functions, Primary and Secondary Market. Methods of floatation of Capital – IPO's, Book building, Private Placements, Rights Issue, Bonus Issue, etc. Investor protection in primary market. Recent trends in primary market. SEBI – objectives, role, functions and powers.

Overview of major Stock Exchanges in India – NSE, BSE. Meaning, purpose and consideration in developing index – Methods (Weighted Aggregate Value Method, Weighted Average of Price Relatives method, Free Float method). Trading on Stock Exchanges: Brokers – types of brokers. Types of market orders. Different trading systems BOLT and NEAT System. Trading cycle (T+2), types of settlements. Pay-in and payout, Bad Delivery, Short delivery, Auction, Demat settlement, Physical settlement. Circuit Breakers, market makers.

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Unit2: Leasing and Hire Purchase

Leasing definition, types and main Features. Advantages and disadvantages of Leasing. Main clauses in a Lease agreement. Buy or Lease decision -- Tax and Depreciation aspects. Lease Evaluation -- Lessee's perspective, Lessor's perspective. Major Leasing Institutions in India. Hire Purchase—Concepts and features, Hire Purchase Evaluation -- Tax and depreciation implications. Choice between Leasing and Hire Purchase. Installment purchase, difference between hire purchase and installment purchase.

Unit3: Mutual Funds, Credit Rating and Securitization

Mutual Funds – Definition and historical background. Types of Mutual Funds. Advantages and disadvantages of mutual funds. Process of establishing a mutual– Trustee, Sponsor, Asset Management Company, Custodian. Entry and exit load, concept of NAV and its calculations. Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP). Mutual Fund industry in India. Regulations relating to mutual funds.

CreditRating-

Definitionandmeaning.Processofcreditratingoffinancialinstruments. Rating Methodology, Rating agencies. Rating symbols of differentcompanies. Advantages and disadvantages of credit rating.

Unit4: Factoring, Forfeiting and Bill Discounting

Factoring definition. Types of factoring services-- With recourse and Without Recourse factoring, Domestic Factoring and International Factoring. Export factor, Import factor. Single factor system, Direct Export Factoring System, Direct Import Factoring System. FeesInvolvedInFactoring-- FinanceCharge,ServiceFee.Advantagesanddisadvantages of Factoring. Bill Discounting- Definition, nature, importance. Types of bill discounting.Bill discounting v/s Factoring. Bill rediscounting.

Forfeiting Definition, nature, and importance of forfeiting. Mechanism of Forfeiting Transaction. Fees Involved in Forfeiting-- Discount fees, Commitment fees. Advantages and disadvantages of Forfeiting. Differences Between Factoring and Forfeiting.

Numerical problems on – Leasing, Hire Purchase, Factoring, Forfeiting, Bill Discounting and NAV Calculations of Mutual Funds.

Suggested Readings:

1. MeirKohn,FinancialInstitutionsandMarkets,TataMcGraw-Hill,NewDelhi.
2. Frank.J.Fabozzi&FrancoModigliani,FoundationsofFinancialMarketsand Institutions, Pearson Education Asia.
3. M.Y.Khan,FinancialServices,TataMcGraw-Hill,NewDelhi.
4. M.Y.Khan,IndianFinancialSystem,TataMcGraw-Hill,NewDelhi.
5. H.RMachiraju,IndianFinancialSystems,VikasPublishingHousePvt.Ltd.

Meir Kohn *SK* *(K)*

Frank J. Fabozzi *AS*

Course Learning Outcomes:

Upon completion of the course students should be

1. Define key terms such as lease agreement, hire purchase agreement, factoring, forfaiting, bill of exchange, mutual fund types, and credit rating agencies.
2. explain how a leasing arrangement works, the stages involved in hire purchase, and the role of credit rating agencies in financial markets.
3. evaluate the pros and cons of using factoring versus forfaiting for managing a company's receivables and recommend the most suitable option for a given business situation.
4. Analyse the various types of mutual funds available in the financial markets, evaluate their performance metrics

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BBA-FM04	Financial Derivatives	3L:1T:0P	4Credits
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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

Unit1: 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

Unit2: 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

Unit3: 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

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Unit4: 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

Text books(Latest Editions)

1. Hull,J.C.,Options,FuturesandOtherDerivatives,Pearson
2. Rajib,P.,CommodityDerivativesandRiskManagement,PHI
3. Srivastava,R.,DerivativesandRiskManagement,OUPIndia

References:

ResearchPapers/Articles

1. Appropriate National Stock Exchange, Bombay Stock Exchange, Multi Commodity Exchange and National Commodity and Derivatives Exchange web pages for details on available for trading equity, commodity, currency and interest rate Derivatives
2. SEBIwebsiteFAQsonequity,commodityandcurrencyderivatives

CaseTopics

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

CourseOutcomes:

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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Human Resource

BBA-HRM01	HRD-Systems & Strategies	3L:1T:0P	4Credits
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Course Description

Human Resource Development (HRD) – Systems & Strategies is designed to provide learners with a comprehensive understanding of the principles, systems, and strategic practices of human resource development in contemporary organizations. The course explores the role of HRD in enhancing employee capabilities, organizational effectiveness, and long-term business success. It covers key HRD systems such as training and development, performance management, career planning, competency mapping, employee counseling, and talent management. The course also examines strategic HRD initiatives, organizational development interventions, leadership development, change management, and learning organization concepts. Emphasis is placed on evaluating HRD effectiveness through audits and performance metrics while addressing contemporary issues such as digital learning, diversity and inclusion, and global HRD practices. By integrating theoretical foundations with practical applications, the course equips learners with the knowledge and skills required to design, implement, and evaluate effective HRD systems and strategies in dynamic organizational environments.

Course Objectives

1. To develop an understanding of the concepts, principles, and significance of Human Resource Development in organizations.
2. To familiarize learners with various HRD systems, processes, and interventions used for employee development.
3. To examine HRD strategies for improving organizational effectiveness and employee performance.
4. To understand the role of training, performance management, career planning, and organizational development in HRD.
5. To analyze contemporary HRD practices and their contribution to achieving strategic business objectives.

Course content:

Unit I: Introduction to Human Resource Development

Concept, nature, scope, and evolution of Human Resource Development; objectives and significance of HRD; HRD as a system; relationship between HRD, Human Resource Management, and Organizational Development; HRD functions and roles of HRD professionals; challenges and emerging trends in HRD.

Unit II: HRD Systems and Processes

HRD systems and subsystems; performance appraisal and performance management systems; training and development systems; career planning and development; employee counseling and mentoring; competency mapping; potential appraisal; employee engagement and empowerment as HRD interventions.

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Unit III: HRD Strategies and Organizational Development

Strategic HRD and its role in organizational effectiveness; formulation and implementation of HRD strategies; organizational development interventions; team building, leadership development, and change management; learning organizations; knowledge management and talent management strategies; succession planning.

Unit IV: Contemporary Issues and Evaluation of HRD

HRD audit and evaluation; measuring HRD effectiveness and return on investment (ROI); HRD climate and culture; diversity and inclusion in HRD; technology-enabled HRD, e-learning, and digital learning platforms; global HRD practices and future trends in human resource development.

Suggested Text Books

1. Human Resource Development – T.V. Rao.
2. Human Resource Development – Jon M. Werner & Randy L. DeSimone.
3. Human Resource Development – Gary N. McLean.
4. Strategic Human Resource Development – Monica Lee.

Case Studies

1. Google: Building a Learning Organization

Study Google's employee development programs, continuous learning culture, leadership development initiatives, and people analytics practices.

2. Tata Group: Leadership Development and Succession Planning

Analyze the Tata Administrative Services (TAS) program, leadership pipeline development, and talent management strategies.

3. Infosys: Large-Scale Employee Training

Examine Infosys' training infrastructure, digital learning initiatives, competency development, and employee skill enhancement programs.

4. Unilever: Talent Management and Global Leadership

Study global talent identification, leadership development frameworks, and employee engagement strategies.

5. Microsoft: Culture Transformation through HRD

Explore Microsoft's shift toward a growth mindset culture, learning and development programs, and change management initiatives.

6. IBM: Digital HRD and Reskilling

Analyze employee reskilling programs, AI-enabled learning platforms, and workforce transformation strategies.

7. Wipro: Performance Management and Career Development

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Evaluate performance appraisal systems, career progression frameworks, and employee development initiatives.

8. Netflix: Employee Empowerment and High-Performance Culture

Examine the impact of freedom and responsibility culture on employee development and organizational effectiveness.

9. Toyota Motor Corporation: Continuous Improvement and Employee Development

Study Kaizen practices, team learning, and employee involvement in organizational development.

10. Accenture: Future Skills and Workforce Development

Analyze digital learning ecosystems, competency mapping, and talent transformation strategies.

Course Outcomes

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

1. Explain the concepts, principles, and significance of Human Resource Development.
2. Analyze various HRD systems and processes used for employee and organizational development.
3. Design and evaluate HRD strategies to improve organizational performance.
4. Apply organizational development and change management interventions in business settings.
5. Assess contemporary HRD practices and their impact on organizational effectiveness.

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BBA-HRM02	Performance and Compensation Management	3L:1T:0P	4Credits
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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:

Unit1: Introduction to Performance Management

Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Process of Management.

Unit2: 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.

Unit3: 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.

Unit4: Implementation of Performance Management

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

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Appraisal: Advantage & Disadvantage, Performance Management Audit, Ethical and Legal issues in Performance Management

Readings:

1. Armstrong, M. (2003). Handbook of Strategic Human Resource anagement: 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 managementjournal, 55(6), 1360-1380.
8. Mc Donnell, 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 Wiley & Sons.
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.

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.

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BBA-HRM03	Change Management and Organizational Development	3L:1T:0P	4Credits
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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 OD interventions.
4. To understand the nature of Planned change.

Course Content:

Unit1: Why Change, contemporary issues in change; The Substance and Process of Change

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

Unit2: Strategic Change Interventions.

Transformational Change, Continuous Change; Trans organizational Change; Organization Development for Economic, Ecological, and Social Outcomes; Future Directions in Organization Development, synergetic management as HR strategies and innovation for OD.

Unit3: 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?

Unit4: 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 involvement organization, Work Design.

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Text Books(Latest Edition):

1. Palmer, I., Dunford, R., & Buchanan .A.,. 2009, (2nd Ed.) Managing organizational Change: A multiple perspectives approach. Boston: McGraw-Hill Irwin
2. Organization Development and Change with Mind Tap, 11e Author(s): Thomas G. Cummings | Christopher G. Worley, Cengage Learning
3. Organization Development, Principles, Processes, Performance 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
3. Describe Process interventions and technostructural interventions.
4. Evaluate the process of resistance to change and how to manage such resistance to change

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BBA-HRM04	Team Building in the Organizations	3L:1T:0P	4Credits
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Course Description: The course provides skill and the will to work in teams. Knowledge of managing self in teams as an effective team member, while also knows the difference between a group and a team is important. Dealing with online and offline teams and collaborating together to weed out dysfunctional behaviour is what will aid the students of this course.

Course Objective(s):

1. To Understand difference between Group and team
2. To sensitize students to functional and dysfunctional team behaviour
3. Enable understanding of being an effective Team leader
4. Understand collaborative team behavior in teams

Course Content:

Unit1: Why Groups and Teams

Stages of Team Development; Navigating, surviving, reorganizing Norming, Storming, Performing, Reorganizing. *Why some team Pull together and Some do not

Unit2: Sustaining High Performance & Effective team Members

Goals of Stage 4; Getting the work done Managing Cohesion and Conflict, Making team decisions. How do High Performance Teams Function? Goals, Roles, Norms, Decisions, Communication and Feedback, Cooperation and Conflict Management; Blame game Politics avoided, Norms and goals; Support the leaders and Dysfunctional team members, Intra-Group and Inter group Dynamics.

Unit3: Developing teams and dealing with virtual teams

Structure, Culture of Organization a team support, Types of teams and managing and developing as team member. Evaluating team members development Process, In group out group team dynamics, Virtual teams and working through all the phases of team development, Conflict, Collaboration in virtual teams

Unit4: Effective Team Leadership and Effective Organizational Support

Leadership in different stage of team development; Leadership and team building style; Teams and groups on organizations, Building complimentary team members, avoid too much help as a leader, Transformational Leadership,

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Cultivating a synergetic leadership culture, Team autonomy and Organizational support audit.

Text Books (Latest Edition):

1. Creating Effective Teams, Susan A. Wheelan, Sage South Asia Edition
2. Leaders Eat Last by Simon Sinek
3. TEAM MANAGEMENT Paperback – 5 December 2019
4. Forsyth, D.R. (2018). Group Dynamics. (6th ed.). Cengage Learning,
5. Delhi. by Alan Clifton, Rupa Publications
6. The Five Dysfunctions of a Team Patrick Lencioni

Practical Exercise:

1. See and review Film: Lagaan

Course Outcome(s):

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

1. Analyse the Stages of team formation and develop team building skill
2. Evaluate and manage conflict and collaboration in teams
3. Rearrange team formation for conflict resolution in teams
4. Demonstrate ways of being an effective team member in real teams

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Marketing

BBA-MR01	Consumer Behaviour	3L:1T:0P	4Credits
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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:

Unit1: 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.

Unit2: 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

Unit3: 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 Mc Graw 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.

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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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BBA-MR02	MARKETING of Services	3L:1T:0P	4Credits
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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:

Unit1: 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 in 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.

Unit2: 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.

Unit3: 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.

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

1. Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7th 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

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

1. Understand the Concept of Services and in tangible 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

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BBA-MR03	RETAIL Marketing	3L:1T:0P	4Credits
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Course Objective(s):

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

Course Content:

Unit1: Introduction to Retailing

Discuss the retail evolution and current trend and status of retail industry in India. Difference analyse the consumer behaviour in retail. 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- storebased, and other forms of Non- traditional Retailing; Retail consumers.

Unit2: Formulation of retail marketing strategies

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 & Mark down 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

Unit3: Retail Finance strategy

Finance strategy and location strategy in retail. site selection and the related theories and its implications. 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;

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Unit4: Buying and merchandising management

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:

1. Michael Levy and Barton A. Weitz; Retail Management
2. Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education
3. Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education,

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BBA-MR04	Digital Marketing	3L:1T:0P	4Credits
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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.

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Text Books(Latest Editions)

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

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HS

Supply-Chain Management

BBA-SCM01

International Supply Chain Managements

3L:1T:0P

4Credits

Course Objectives:

The course aims to help students to Identify strategies, processes, and issues related to international supply chain management and examine the supply chain drivers and enablers to manage risks in supply chains.

Course Contents:

Unit1: Understanding the Supply Chain

Introduction to Supply Chain Management, Evolution of Supply Chains, Objectives of a Supply Chain, Decision phases in a Supply Chain, Process views – Cycle view, push/pull view. Key issues in supply chain management.

Unit2: Understanding Global Supply Chain Operations

Insight into global trade and supply chains, expertise in emerging markets and global supply chains, and knowledge of integrating global supply chain functions. Strategic benefits of the global supply chain. Supply Chain Drivers (Inventory, Transportation, Information, Sourcing, Facilities, Pricing). Supply Chain Efficiency Vs. Responsiveness and the trade-off.

Unit3 : Purchasing in Global Supply Chain

Key elements of a global purchasing strategy. How to move from international to global purchasing; global purchasing strategies for outsourcing and off-shoring; supplier selection and evaluation, global supplier networks; and Supplier Performance Measurement. Supplier selection (auctions and negotiations)

Unit4: Inventory Management and Logistics

Role of inventory in supply chains. Production lot sizing. Lot Sizing with Capacity Constraint. Aggregating Multiple Products in a Single Order. Economies of Scale to Exploit Quantity Discounts. Types of inventories, Inventory Control Methods. Modes of transportation for international trade, Role of portin international logistics, different cost associated with inventory management.

Text Books(Latest Edition):

5. David Simchi Levi, Edith Simchi Levi, Ravi Shankar, Philip Kaminsky (2019). Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGraw-Hill Education India, New Delhi.
6. Coyle J.J., Langley Jr. C.J., Novack R.A. and Gibson B.J. (2013). Managing supply chains logistics approach (9th ed). Cengage Learning.
7. Shah, J. (2016). Supply chain management: Text and Cases (2e). Pearson Education India.
8. Sunil Chopra and Dharam Karla (2019); Supply chain management:

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- strategy, planning and operation (7th ed). Pearson Education, India
9. Review, H. B., Shih, W. C., Shuh, C., Schnellbacher, W., & Weise, D. (2023). Supply Chain: The Insights You Need from Harvard Business Review. Harvard Business Press.
 10. Nicita, A., Ognivtsev, V., & Shirotori, M. (2013). Global Supply Chains: Trade And Economic Policies for Developing Countries Policy Issues in International Trade And Commodities Study Series No. 55. In Unctad. United Nations Publication. Retrieved May 27, 2024, from https://unctad.org/system/files/official-document/itcdtab56_en.pdf
 11. Global Value Chain Governance in the MNE: A Dynamic Hierarchy Perspective by Paul Ryan; Giulio Buciuni; Majella Giblin; Ulf Andersson, Harvard Business Publishing

Case studies

1. "Introduction to Quality in Supply Chain Management at Toyota Motors" Source: Toyota Motor Corporation
2. Case Topic "Dell: The Business Case for a Sustainable Supply Chain" Source: Said Business School, Oxford, UK www.sbs.edu/mutuality-business
3. Lenovo: Digital Transformation for Supply Chain Intelligence by Suri Gurumurthi, Ronald Lau, Harvard Business Publishing
4. H&M's Global Supply Chain Management Sustainability: Factories and Fast Fashion by Andrew Hoffman, Harvard Business Publishing

Course Outcomes:

1. Interpret the supply chain management strategy concepts and how it can effectively strategies companies against competitive challenges (**Blooms Taxonomy- Understanding**)
2. Develop an understanding the importance of procurement function for competitive advantage through effective methods and techniques of sourcing strategies (**Blooms Taxonomy- Applying**)
3. Examine the strategic tools and techniques and examine role of inventory management, types of inventories, and methods of controlling inventories to achieve organizational goals (**Blooms Taxonomy- Analyse**)
4. Appraise the various designs of modes of transportation, domestic and international, to develop a strong customer base through quicker and more cost-effective product deliveries. This appraisal will also take into consideration new methods of outsourcing transportation (**Blooms Taxonomy- Evaluate and Create**)

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BBA-SCM02	Quality Management and Business Process Improvement	3L:1T:0P	4Credits
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CourseDescription:

This course explores the essential concepts and practices of quality management and business process improvement within modern organizations. It emphasizes the critical role that structured quality management systems—such as Total Quality Management (TQM), Six Sigma, and Lean methodologies—play in enhancing organizational performance and customer satisfaction. Through a blend of theoretical knowledge and practical applications, students will learn to apply various tools to streamline processes, reduce waste, and enhance product and service quality, ultimately leading quality improvement initiatives that align with strategic organizational goals.

CourseObjectives:

1. To understand the importance of quality management and business process improvement in achieving organizational success.
2. To learn and apply various philosophies and tools for process improvement including Total Quality Management (TQM), Six Sigma, and Value Stream Mapping.
3. To analyze and enhance business processes to increase efficiency and customer satisfaction.

Course Content:

Unit1: Foundations of Quality Management

Definition, evolution, and key principles of quality management, exploring its role & importance in organizational strategy and performance.

Unit2: Tools for Quality Assurance

Statistical Quality Control (SQC), learning fundamental tools and techniques like control charts and process capability analysis, acceptance sampling and their implementation in both manufacturing and service industries.

Unit3: Advanced Quality Practices

Total Quality Management (TQM) and Six Sigma, this unit discusses TQM principles, frameworks like Deming's 14 Points, and Six Sigma methodologies including DMAIC and DMADV, along with tools such as FMEA and SIPOC diagrams, QFD (Quality

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function Deployment).

Unit4: Process Optimization Techniques

This unit focuses on Value Stream Mapping and Lean Management. Students will learn to create Value Stream Maps, identify bottle necks and waste, and apply Lean principles and practices for continuous improvement and Business process Reengineering (BPR).

Case Topics:

- Successful TQM implementation in a major corporation.
- Six Sigma at General Electric: An in-depth analysis.
- Lean transformation in Toyota's production system.

Research Paper Reading:

Ackermann, L., Käppel, M., Marcus, L., Moder, L., Dunzer, S., Hornsteiner, M., et al. (2024). Recent Advances in Data-Driven Business Process Management. arXiv preprint arXiv:2406.01786.

Text books (Latest Edition):

1. *The Six Sigma Handbook*, 5th ed., by Thomas Pyzdek & Paul Keller, McGraw-Hill Education.
2. *Managing for Quality and Performance Excellence*, 10th ed., by James R. Evans & William M. Lindsay, Cengage Learning.

Course Outcomes:

- Understand and apply the principles and practices of quality management and business process improvement.
- Use statistical tools and quality frameworks to analyze and improve processes.
- Develop skills to lead quality improvement projects in various organizational settings.
- Enhance customer satisfaction and organizational performance through effective process management.

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BBA-SCM03	Management Decision Models	3L:1T:0P	4Credits
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Course Description: Management Decision Models introduces students to the fundamental methods of management science from a managerial perspective. This course emphasizes formulating business problems in quantitative terms and explores various management science techniques including linear programming, dynamic programming, game theory, and inventory theory. Students will learn to apply these methods in real-world business scenarios to optimize decision-making and enhance organizational performance, gaining practical experience in using software tools to implement decision models.

Course Objectives:

- To introduce students to the fundamental methods of management science and decision models.
- To develop skills in formulating business problems in quantitative terms.
- To explore the application of management science techniques such as linear programming, dynamic programming, game theory, probability theory, queuing theory, and inventory theory in business decision-making.
- To provide hands-on experience with software tools for implementing and solving decision models.

Course Content:

Unit1 Foundations of Management Decision Models

Management science and role of decision models in business, Steps in the management science approach, focusing on the formulation of business problems in quantitative terms.

Unit2: Optimization Techniques

Linear and dynamic programming in this unit. Key topics include the formulation of problems, graphical and simplex methods for linear programming, and the principles of optimality and recursive equations for dynamic programming. Applications in business decision-making and resource allocation will be highlighted, Transportation Methods.

Unit3: Strategic Decision – Making Models

Game theory, covering types of games (zero-sum, non-zero-sum, cooperative, non-cooperative) and concept such as Nash Equilibrium. Applications in competitive strategies and business negotiations are explored.

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Probability theory and its decision-making under uncertainty, along with an introduction to queuing theory, Decision -tree analysis.

Unit4: Inventory Management and Applications

The final unit delves into inventory theory, focusing on models such as the Economic Order Quantity (EOQ), reorder point, safety stock, and Just-in-Time (JIT) systems. Applications in supply chain management are examined to demonstrate how these models optimize inventory levels and reduce costs, LIFO, FIFO and Demand forecasting.

Suggested Case Topics:

- Implementing EOQ models in retail management to optimize stock levels.
- Using game theory for strategic decision-making in competitive business environments.
- Application of linear programming in airline revenue management.

Suggested Research Paper:

- Brown, M. (2024). Strategic Decision-Making in Complex Environments: Applications of Management Science. *Bulletin of Management Review*, 2(1), 41- 50.

Textbooks (Latest Edition):

- *An Introduction to Management Science: Quantitative Approaches to Decision Making*, 15th ed., by Anderson, Sweeney, Williams, Camm, & Martin, Cengage Learning.
- *Introduction to Operations Research*, 10th ed., by Hillier & Lieberman, McGraw- Hill Education.

References

Optional Practical Training:

- Formulating and solving linear programming problems using software like R (lpSolve package) or Python (PuLP library).
- Simulating game theory scenarios and finding Nash equilibria using R or Python.

Course Outcomes:

- Ability to formulate and solve business problems using management science techniques.
- Proficiency in applying quantitative methods to enhance decision-making processes.
- Skills to use management science software tools like R and Python for solving complex business problems.

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BBA-SCM04	Operations Strategy	3L:1T:0P	4Credits
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Course Description:

Operations Strategy is an engaging course that examines how businesses can achieve and sustain competitive advantages through effective operations management. This course emphasizes the strategic role of operations in both manufacturing and service sectors and integrates the impact of emerging technologies such as blockchain and the Internet of Things (IoT). Students will explore critical issues like supply chain risk, corporate social responsibility, and innovative business models, gaining insights into strategic operations that drive organizational success in various industries.

Course Objectives:

1. To understand the strategic role of operations in achieving competitive advantage across diverse industries.
2. To analyse the impact of emerging technologies like blockchain and IoT on operations strategy.
3. To explore contemporary issues such as supply chain risk, social responsibility, and innovative business models like alliances and the sharing economy.

Course Content:

Unit1: Fundamentals of Operations Strategy

Operations strategy and its importance in aligning with overall business strategy. It includes case studies from various industries to illustrate the strategic role of operations in achieving business objectives.

Unit2: Industry-Specific Operations Strategies

Students will analyze operations strategies in different contexts, including manufacturing and service industries, with a focus on sectors such as airlines, healthcare, hospitality, IT, and retail. Discussions will cover best practices and strategic challenges in these industries.

Unit3: Technological Impact on Operations Strategy

Technologies like blockchain enhance supply chain transparency and efficiency and IoT contributes to operational decision-making and automation. Case studies will highlight technology adoption and integration across industries.

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Unit4: Managing Risks and Social Responsibility in Operations

Topics include supply chain risks, strategies for risk mitigation, and the integration of social responsibility into operations through sustainable practices and ethical considerations. Examples from leading companies will be discussed to demonstrate responsible operations management.

Case Topics:

- Blockchain technology in the logistics of a multinational corporation.
- IoT implementation in smart manufacturing environments.
- Airbnb and Uber: Analysis of operations strategy in the sharing economy.

Suggested readings:

Research Paper:

Zulfikarijah, F., Shanty, B. M., & Khwarazmita, T. (2024). Antecedent factors operations strategy and impact on performance: Indonesian construction case. In Environmental Issues and Social Inclusion in a Sustainable Era (pp. 128-142). Routledge.

Text book (Latest Edition):

Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.

Course outcomes:

1. Understand the strategic importance of operations in various industry contexts.
2. Analyze and implement advanced technological solutions within operations strategies.
3. Develop risk management strategies and integrate social responsibility into operations decisions.
4. Evaluate and apply innovative business models that leverage operations for competitive advantage.

Noha Mawani

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