SCHEME OF EXAMINATION

&

SYLLABI

OF

Four-Year BACHELOR OF BUSINESS ADMINISTRATION PROGRAM

(Aligned with AICTE NEP-2020 Model Curriculum and Formative Assessment Guidelines)

WITH EFFECT FROM THE ACADEMIC SESSION

2025-26

To be applicable on the students w.e.f. session 2025-26 (3rd Semester onwards) and on the students w.e.f. session 2026-27 (1st semester onwards)

MAHARSHI DAYANAND UNIVERSITY ROHTAK (HARYANA)

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

BBA / BBA (Honors) / BBA (Honors with Research)

Program Overview

The Bachelor of Business Administration (BBA) is a comprehensive 3-year undergraduate program, extendable to 4 years for Honors/Honors with Research, designed as per NEP-2020 and AICTE Model Curriculum. This program provides flexible entry and exit options, industry-oriented skill development, and multi-disciplinary learning through core courses, electives, skill enhancement modules, value-added courses, and research projects.

BBA Program Objectives and Outcomes

The BBA Program aims to develop competent, ethical, and visionary business leaders who can contribute meaningfully to national progress and excel in the global business environment. The following Program Objectives and Outcomes reflect our commitment to academic excellence, leadership development, and holistic personality growth.

Program Objectives

1. Acquire and demonstrate comprehensive theoretical and practical knowledge of management and business, with the ability to critically analyze Indian and global business environments and apply insights across diverse contexts.
2. Cultivate the mindset to act as responsible managers, entrepreneurs, and leaders, integrating knowledge and skills to contribute meaningfully to national development and to act as responsible global citizens.
3. Demonstrate effective communication skills to present opinions, ideas, and strategies with clarity, logical reasoning, and critical thinking.
4. Develop the ability to understand, articulate, and navigate complex business environments with mindfulness and strategic clarity.
5. Exhibit commitment to roles and responsibilities as active members of multi-cultural teams, effectively managing diversity in cross-cultural settings.
6. Uphold the highest standards of professional and ethical conduct, fostering trust and integrity in all business practices.
7. Evolve into emotionally intelligent leaders and informed decision-makers, capable of inspiring and motivating teams to achieve organizational goals.
8. Strengthen problem-solving capabilities and decision-making acumen to provide innovative and effective business solutions.
9. Build research and analytical skills to explore, understand, and critically evaluate both Indian and global business environments.

Program Outcomes

The program provides multiple entry and exit points in alignment with NEP-2020, enabling students to earn a Certificate, Diploma, Degree, or Honors Degree with Research, progressively enhancing their knowledge and skills.

At the End of First Year: UG Certificate in Business Administration

1. Understand and conceptualize the foundational principles and theories of management.
2. Recognize the importance of effective communication for presenting ideas and opinions in professional settings.
3. Demonstrate the ability to comprehend and describe the business environment and its dynamics.
4. Apply logical thinking and data interpretation skills to identify and analyze basic business problems.

At the End of Second Year: UG Diploma in Business Administration

1. Demonstrate intermediate level understanding of management concepts along with basic managerial and analytical skills.
2. Apply effective communication and logical reasoning in business decision-making and collaborative environments.
3. Exhibit professional conduct and appreciate workplace ethics and responsibilities.
4. Work effectively in team settings, embracing the value of group work and collaborative problem-solving.
5. Develop creativity and innovative thinking to approach business challenges.

At the End of Third Year: Bachelor of Business Administration (BBA)

1. Exhibit comprehensive factual and theoretical knowledge of management and business functions.
2. Critically evaluate and analyze Indian and global business environments across multiple contexts.
3. Recognize and perform roles as managers, entrepreneurs, and leaders in diverse business scenarios.
4. Communicate effectively using critical thinking, logical reasoning, and structured analysis.
5. Demonstrate consistent adherence to professional and ethical standards in managerial practices.

At the End of Fourth Year: BBA (Honors) / BBA (Honors with Research)

1. Integrate advanced theoretical and practical knowledge of management to critically analyze and respond to Indian and global business challenges.
2. Articulate and evaluate business strategies with clarity, mindfulness, and a holistic perspective.
3. Demonstrate leadership, accountability, and effective participation as members of multicultural and diverse teams.
4. Exhibit emotional intelligence, strategic decision-making, and the ability to motivate and influence teams.

5. Apply problem-solving and analytical skills to deliver innovative solutions and support informed managerial decisions.
6. Develop advanced research and inquiry skills to conduct in-depth studies of Indian and global business environments, contributing to new knowledge creation.

Exit Options as per NEP-2020:

1. After 1 Year: UG Certificate in Business Administration
2. After 2 Years: UG Diploma in Business Administration
3. After 3 Years: BBA Degree
4. After 4 Years: BBA (Honors) / BBA (Honors with Research)

Eligibility for 4th Year Admission:

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

- **For BBA (Honors):** Completion of 3-Year BBA Degree
- **BBA (Honors with Research):** Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.

Note: The students who are eligible for BBA (Honors with Research) shall have choice to pursue either BBA (Honors) or BBA (Honors with Research).

Credit System and Course Codes

Definition of Credit:

- 1 Hour Lecture (L) per week = 1 Credit
- 1 Hour Tutorial (T) per week = 1 Credit
- 1 Hour Practical (P) per week = 0.5 Credit
- 2 Hours Practical (P) per week = 1 Credit

Course Code and Components:

- L – Lecture
- T – Tutorial
- P – Practical
- CC – Core Course
- AEC – Ability Enhancement Course
- MDE – Multi-Disciplinary Elective
- VAC – Value Added Course
- SEC – Skill Enhancement Course
- DSE – Discipline Specific Elective (Human Resource Management/ Business Analytics/ Marketing/ Supply Chain Management/ Finance/ International Business)
- OE – Open Elective (SWAYAM / Other Department Courses)

SEMESTER-WISE CREDIT DISTRIBUTION

Semester Wise Credit Distribution of Proposed BBA [BBA (Honors) and BBA (Honors with Research)] Program:

Semester	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective course	Value added Courses	Skill Enhancement courses	Discipline Specific Elective	Total
I	12	4	2	2	-	-	20
II	12	2	2	2	2	-	20
III	12	-	2	2	4	-	20
IV	16	-	-	2	2	-	20
V	8	-	-	-	4	8	20
VI	6	-	-	-	6	8	20
BBA (Honors)							
VII	4		4		4	8	20
VIII					8	12	20
BBA (Honors with Research)							
VII	12					8	20
VIII	20						20

CATEGORY- WISE DISTRIBUTION*

Description	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective Courses	Value added Courses	Skill Enhancement courses	Discipline Specific Elective	Total
BBA	66	6	6	8	18	16	120
BBA (Honors)	70	6	10	8	30	36	160
BBA (Honors with Research)	98	6	6	8	18	24	160
3 Years BBA Program					**Total Credits = 120**		
4 Years BBA (Honors) and BBA (Honors with Research)					**Total Credits = 160**		

Note: Students can take extra credit course from their own department or from other department as per the University norms.

Induction Program (Mandatory)

A 3-week Student Induction Program has to be conducted at the start of the first year to familiarize students with the academic environment, develop soft skills, and promote holistic learning.

Components Include:

- Physical Activities & Fitness
- Creative Arts & Literary Activities
- Universal Human Values and Ethics
- Language & Proficiency Modules
- Expert Lectures – at least one per semester
- Industrial Visits – one per semester
- Orientation with Department, Branch, and Innovations

Mandatory Academic Activities

1. Industrial Visits: One per semester
2. Workshops: One-week professional / industry / entrepreneurial workshop after 5th semester
3. Expert Lectures: At least one per semester by industry/domain experts

Summer Internship & Projects

- Evaluation includes Work Done, Project Report, Presentation, and Viva-Voce

Internal Assessment Includes:

- Class Participation and Performance
- Attendance
- Assignments & Quizzes
- Lab Records & Practical Viva-Voce
- Mid-Semester Tests (Best 2 out of 3 considered)

Grading System

Each course (Theory/ Practical) are assigned 100 marks, irrespective of the number of credits.

SCHEME OF EXAMINATION OF
BACHELOR OF BUSINESS ADMINISTRATION PROGRAM
(**Aligned with AICTE NEP-2020 Model Curriculum and Formative Assessment Guidelines**)
With effect from the Academic Session 2025-26

A. Structure of UG Program (First three years of BBA Program)
First Year: First Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
3 WEEKS COMPULSORY INDUCTION PROGRAM (UHV-I)						
Core Courses (CC)						
25IMSI401DS01	Principles and Practices of Management	70	30	-	100	3-1-0
25IMSI401DS02	Financial Accounting	70	30	-	100	3-1-0
25IMSI401DS03	Business Statistics and Logic	70	30	-	100	3-1-0
Multi-Disciplinary Elective Course (MDE)						
25IMSX01MD01	Indian Vision for Human Society	-	100	-	100	2-0-0
Ability Enhancement Courses (AEC)						
25IMSX01AE01	General English	70	30	---	100	1-1-0
25IMSX01AE02	Business Communication-I	70	30	---	100	1-1-0
25HNDX01AE01 OR 25SKTX01AE01	**(Additional Course:)** Indian or Foreign Language (1-1-0) **[Indian Languages: Sanskrit or Hindi]**	--	--	--	--	No Credit
Value Added Course (VAC)						
25IMSX01VA01	Environmental Science and Sustainability	-	100	-	100	2-0-0
Total Credits						**20**

Note:
1. The duration of all the end-term theory examinations shall be 3 hours.
2. The Criteria for awarding the formative assessment of 30 marks throughout the Program shall be as under:
   a) Sessional Examination: 20 marks.
   b) Assignments/ Presentations/ Seminars and Class Participation: 5 marks
   c) Attendance: 5 marks
   (Less than 65% - 0 marks; Upto 70% - 2 marks; Upto 75% - 3 marks; Upto 80% - 4 marks; Above 80% - 5 marks)
3. The panel of examiners for end-semester theory examinations shall be prepared and approved by the UG BOS of IMSAR of the internal/external examiners based on their expertise/specialization/area of interest.
4. The formative assessment criteria for **Multi-Disciplinary Course** in Semester I will be as follows:

Written Test (2X15)	30 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Book Review/ Essay/ Seminar (1X15)	15 Marks
Quiz/ Group Discussion/ Debate (2X10)	20 Marks
Attendance (Criteria as mentioned above in 2(c))	05 Marks

5. The formative assessment criteria for **Value Added Course** in Semester I will be as follows:

Written Test (2X20)	40 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Quiz/ Seminar/ Group Discussion/ Debate (2X12.5)	25 Marks
Attendance (Criteria as mentioned above in 2(c))	05 Marks

6. An '**Additional Course**' is a non-credit course that is undertaken for learning purposes only. If successfully completed, the '**Additional Course**' may be recorded.

First Year: Second Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
25IMSI402DS01	Human Behaviour and Organization	70	30	-	100	3-1-0
25IMSI402DS02	Marketing Management	70	30	-	100	3-1-0
25IMSI402DS03	Business Economics	70	30	-	100	3-1-0
Multi-Disciplinary Elective Course (MDE)						
25IMSX02MD01	Media Literacy and Critical Thinking	-	100	-	100	1-1-0
Ability Enhancement Courses (AEC)						
25IMSX02AE01	Business Communication-II	70	30	-	100	1-1-0
25HNDX02AE01 OR 25SKTX02AE01	**(Additional Course:)** Indian or Foreign Language (1-1-0) **[Indian Languages: Sanskrit or Hindi]**	--	--	--	--	No Credit
Value Added Course (VAC)						
25IMSX02VA01	Indian Constitution	-	100	-	100	2-0-0
Skill Enhancement Course (SEC)						
25IMSX02SE01	Emerging Technologies and Application	50	--	50	100	1-0-1
Total Credits						**20**

Note:

1. The duration of all the end-term theory examinations shall be 3 hours.
2. The formative assessment criteria for **Multi-Disciplinary Course** in Semester II will be as follows:

Written Test (2X15)	30 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Book Review/ Essay/ Seminar (1X15)	15 Marks
Quiz/ Group Discussion/ Debate (2X10)	20 Marks
Attendance (Criteria as mentioned above in 2(c))	05 Marks

3. The formative assessment criteria for **Value Added Course** in Semester II will be as follows:

Written Test (2X20)	40 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Quiz/ Seminar/ Group Discussion/ Debate (2X12.5)	25 Marks
Attendance (Criteria as mentioned above in 2(c))	05 Marks

4. Exit Criteria after First Year of BBA Program

The students shall have an option to exit after 1st year of Business Administration Program and will be awarded with a UG Certificate in Business Administration. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprenticeship / Social Responsibility & Community Engagement- encompassing community engagement with an NGO after the second semester of minimum 08 weeks of duration as decided by the University.

The exiting students will clear the subject / submit the Internship Report as per the University schedule.

5. An '**Additional Course'** is a non-credit course that is undertaken for learning purposes only. If successfully completed, the '**Additional Course'** may be recorded.

Total Credits (20+20=40+4) for UG Certificate (Business Administration)	**44**

Re-entry Criteria into Second Year (Third Semester)

The student who takes an exit after one year with an award of certificate may be allowed to re-enter into Third Semester for completion of the BBA Program as per the University schedule after earning requisite credits in the First year.

Second Year: Third Semester

<table>
<tr><th>Course Code</th><th>Title of the Course (s)</th><th>Summative Assessment</th><th>Formative Assessment</th><th>Practicum/ Viva-Voce</th><th>Total Marks</th><th>Credits (L-T-P)</th></tr>
<tr><td colspan="7">Core Courses (CC)</td></tr>
<tr><td>26IMSI403DS01</td><td>Cost and Management Accounting</td><td>70</td><td>30</td><td>-</td><td>100</td><td>3-1-0</td></tr>
<tr><td>26IMSI403DS02</td><td>Legal and Ethical Issues in Business</td><td>70</td><td>30</td><td>-</td><td>100</td><td>3-1-0</td></tr>
<tr><td>26IMSI403DS03</td><td>Human Resource Management</td><td>70</td><td>30</td><td>-</td><td>100</td><td>3-1-0</td></tr>
<tr><td colspan="7">Multi-Disciplinary Elective Course (MDE)</td></tr>
<tr><td>26IMSX03MD01</td><td>Indian Systems of Health and Wellness</td><td>--</td><td>100</td><td>-</td><td>100</td><td>1-1-0</td></tr>
<tr><td colspan="7">Value Added Course (VAC)</td></tr>
<tr><td>26IMSX03VA01</td><td>Disaster Management</td><td>--</td><td>100</td><td>-</td><td>100</td><td>0-0-2</td></tr>
<tr><td colspan="7">Skill Enhancement Course (SEC)</td></tr>
<tr><td>26IMSX03SE01</td><td>Management Information System</td><td>70</td><td>30</td><td>-</td><td>100</td><td>2-0-2</td></tr>
<tr><td colspan="7">Note:
1. The formative assessment criteria for Multi-Disciplinary Course in Semester III will be as follows:
<table>
<tr><td>Written Test (2X15)</td><td>30 Marks</td></tr>
<tr><td>Class Assignment/ Case Study/ Mini Project (2X15)</td><td>30 Marks</td></tr>
<tr><td>Book Review/ Essay/ Seminar (1X15)</td><td>15 Marks</td></tr>
<tr><td>Quiz/ Group Discussion/ Debate (2X10)</td><td>20 Marks</td></tr>
<tr><td>Attendance (Criteria as mentioned above in 2(c))</td><td>05 Marks</td></tr>
</table>
2. The formative assessment criteria for Value Added Course in Semester III will be as follows:
<table>
<tr><td>Regular Assessment through Observation and Class Discussion</td><td>40 Marks</td></tr>
<tr><td>Field Work (Report)/ Mini Project</td><td>30 Marks</td></tr>
<tr><td>Assignment (2X12.5)</td><td>25 Marks</td></tr>
<tr><td>Attendance (Criteria as mentioned above in 2(c))</td><td>05 Marks</td></tr>
</table></td></tr>
<tr><td colspan="6">Total Credits</td><td>20</td></tr>
</table>

Second Year: Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
26IMSI404DS01	Entrepreneurship and Startup Ecosystem	70	30	-	100	1-1-0
26IMSI404DS02	Operations Management	70	30	-	100	3-1-0
26IMSI404DS03	Financial Management	70	30	-	100	3-1-0
26IMSI404DS04	Business Research Methodology	70	30	-	100	3-1-0
26IMSI404DS05	International Business	70	30	-	100	2-0-0
Value Added Course (VAC)						
26IMSX04VA01	Business Environment and Public Policy	--	100	-	100	2-0-0
Skill Enhancement Course (SEC)						
26IMSX04SE01	Design Thinking and Innovation	70	30	-	100	1-1-0
Total Credits						20

Note:

1. At the end of the Fourth Semester every student shall undergo Summer Training/ Internship/ Capstone for Eight Weeks in the industry/ Research or Academic Institute. This component will be evaluated during the fifth semester. The candidates will submit the SIR in the manner specified in the Ordinance.
2. The formative assessment criteria for **Value Added Course** in Semester IV will be as follows:

Written Test (2X20)	40 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Quiz/ Seminar/ Group Discussion/ Debate (2X12.5)	25 Marks
Attendance (Criteria as mentioned above in 2(c))	05 Marks

3. Exit Criteria after Second Year of BBA Program
   The students shall have an option to exit after 2nd year of Business Administration Program and will be awarded with a UG Diploma in Business Administration. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/ Apprenticeship/ Social Responsibility & Community Engagement-encompassing community engagement with an NGO/ Capstone Project after the fourth semester of minimum 8 weeks of duration as decided by the University (securing 84 credits).

The exiting students will clear the subject/ submit the Internship Report as per the University schedule.

Total Credits (20+20+20+20=80+4) for UG Diploma (Business Administration)	**84**

Re-entry Criteria into Third Year (Fifth Semester)

The student who takes an exit after second year with an award of Diploma may be allowed to re-enter into fifth Semester for completion of the BBA Program as per the University schedule after earning requisite credits in the Second year.

Third Year: Fifth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
27IMSI405DS01	Strategic Management	70	30	-	100	3-1-0
27IMSI405DS02	Logistics and Supply Chain Management	70	30	-	100	3-1-0
Discipline Specific Electives (DSE)						
	Specialization-I (Course 1)	70	30	-	100	3-1-0
	Specialization-II (Course 1)	70	30	-	100	3-1-0
	Additional DSE (3-1-0) (Audit Course)*	---	---	---	---	No Credit
Internship						
27IMSI405IN01	Summer Internship Report/ Capstone Project	70	30	-	100	4

Note:

1. *An Audit Course is a non-credit course that is undertaken for learning purposes only. If successfully completed, the audit course may be recorded. Additional DSE is an Audit Course (Non-Credit but compulsory) to be opted by the student from the list of specializations offered other than the two specializations chosen by her/ him.
2. Four credits of internship earned by a student during summer internship after the 2nd semester or 4th semester will be counted in the 5th semester of a student who pursues a 3-year UG Program without taking exit option.
3. **The criteria for Internship Evaluation will be as follows:** After successful completion of the internship, every student shall prepare and submit a comprehensive Internship Report highlighting the work undertaken, learning outcomes, skills acquired, and key takeaways during the internship period, in accordance with the MDU Internship Regulations, 2025. The Internship Report shall be duly signed by the Internship Supervisor of the concerned University Teaching Department/Centre/College and the Mentor from the internship-providing organization.
   The Internal Evaluation (30 Marks), comprising assessment of the Internship Report and Viva-Voce, shall be conducted jointly by the Internship Supervisor and the Mentor on the date and time notified by the concerned Head of the Department/Director/Principal. The Mentor from the host organization may participate in the evaluation either in online or offline mode. In the event of the non-availability of the designated Mentor, the concerned Head of the Department/Director/Principal may nominate another suitable Mentor with relevant domain expertise for the purpose of evaluation.
   The suggested distribution of marks shall be as follows:
   Internal Assessment- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct and Professional Behaviour- 5 Marks)
   External Assessment- 70 Marks
4. The student shall start working on the Major Project in this semester as per the University guidelines. It will be evaluated in sixth semester as a compulsory paper
5. Students are required to choose any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. **A minimum of TEN STUDENTS are required to offer any specialization area from any two groups. However, offering of specialization from the available specializations is at the discretion of the UTD/ Institute/ College, subject to availability of necessary infrastructure and resources.** The specialization area opted for in the 5th Semester would remain the same in all further semesters.

GROUP A	GROUP B	GROUP C
Human Resource Management	Marketing	Finance
Business Analytics	Supply Chain Management	International Business

Total Credits	**20**

Third Year: Sixth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
27IMSI406DS01	Project Management	70	30	-	100	3-1-0
27IMSI406DS02	Business Taxation	70	30	-	100	2-0-0
Discipline Specific Electives (DSE)						
	Specialization-I (Course 2)	70	30	-	100	3-1-0
	Specialization-II (Course 2)	70	30	-	100	3-1-0
	Additional DSE (3-1-0) (Audit Course)*	---	---	---	---	No Credit
Skill Enhancement Course (SEC)						
27IMSX06SE01	Corporate Governance	70	30	-	100	2-0-0
Project Report						
27IMSI406PD01	Major Project Report	70	30	-	100	4
Total Credits						**20**
Note: 1. *An Audit Course is a non-credit course that is undertaken for learning purposes only. If successfully completed, the audit course may be recorded. Additional DSE is an Audit Course (Non-Credit but compulsory) to be opted by the student from the list of specializations offered other than the two specializations chosen by her/ him. 2. Students exiting the Program shall be awarded a 3-year Bachelor of Business Administration upon securing 120 credits. 3. At the end of the Sixth Semester, Students opting for 4th year of BBA (Honors) shall undergo Summer Internship-II for Eight Weeks in the industry/ Research or Academic Institute. This component will be evaluated during the Seventh semester. The candidates will submit the SIR in the manner specified in the Ordinance. 4. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be carried out by the internal and external examiners. There shall be Internal assessment component of 30 percent for Dissertation/ Project Report and external assessment component of 70 percent. External examiner shall be from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by UGBOS of IMSAR.						
Total Credits (20+20+20+20+20+20) for 3-Year UG Degree in Business Administration						**120**

Exit Criteria after Third Year of BBA Program

The students shall have an option to exit after 3rd year of Business Administration Program and will be awarded with a Bachelor's in Business Administration.

Re-entry Criteria into Fourth Year (Seventh Semester)

The student who takes an exit after third year with an award of BBA may be allowed to re-enter into Seventh Semester for completion of the BBA (Honors) or BBA (Honors with Research) Program as per the University schedule after earning requisite credits in the Third year.

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

- **BBA (Honors with Research):** Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.
- **For BBA (Honors):** BBA Degree

B. Structure of UG Program (Last one year of BBA Program)

Fourth Year: Seventh Semester (Four Year BBA Honors)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
28IMSI407DS01	Entrepreneurial Leadership	70	30	-	100	2-2-0
Discipline Specific Electives (DSE)						
	Specialization-I (Course 3)	70	30	-	100	3-1-0
	Specialization-II (Course 3)	70	30	-	100	3-1-0
Open Elective (OE)						
28IMSX07OE01	AI for Business	70	30	-	100	3-1-0
Internship						
28IMSI407IN01	Internship Report-II	70	30	-	100	4
Total Credits						**20**

Note:

1. **The criteria for Internship Evaluation will be as follows:** After successful completion of the internship, every student shall prepare and submit a comprehensive Internship Report highlighting the work undertaken, learning outcomes, skills acquired, and key takeaways during the internship period, in accordance with the MDU Internship Regulations, 2025. The Internship Report shall be duly signed by the Internship Supervisor of the concerned University Teaching Department/Centre/College and the Mentor from the internship-providing organization.

The Internal Evaluation (30 Marks), comprising assessment of the Internship Report and Viva-Voce, shall be conducted jointly by the Internship Supervisor and the Mentor on the date and time notified by the concerned Head of the Department/Director/Principal. The Mentor from the host organization may participate in the evaluation either in online or offline mode. In the event of the non-availability of the designated Mentor, the concerned Head of the Department/Director/Principal may nominate another suitable Mentor with relevant domain expertise for the purpose of evaluation.

The suggested distribution of marks shall be as follows:

Internal Assessment- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct and Professional Behaviour- 5 Marks)

External Assessment- 70 Marks

2. In the Seventh Semester, every student has to submit a synopsis for a dissertation to the Institute/ College prepared in consultation with his/ her Research Supervisor and appear before a Research Advisory Committee (RAC) constituted by the Director/Principal of the concerned Department/College. This component will be evaluated during the eighth semester.

Fourth Year: Eighth Semester (Four Year BBA Honors)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline Specific Electives (DSE)						
	Specialization-I (Course 4)	70	30	-	100	3-1-0
	Specialization-II (Course 4)	70	30	-	100	3-1-0
	Specialization- I (Course 5) OR Specialization- II (Course 5)	70	30	-	100	3-1-0
Research Project/ Dissertation						
28IMSI408PD01	Dissertation Work	140	60	---	200	8
Total Credits						**20**
Note: 1. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be carried out by the internal and external examiners. There shall be Internal assessment component of 30 percent for Dissertation/ Project Report and external assessment component of 70 percent. External examiner shall be from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by UGBOS of IMSAR.						
Total Credits (20+20+20+20+20+20+20+20) for Four Year BBA Honors						**160**

Fourth Year: Seventh Semester (Four Year BBA Honors with Research)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
28IMSI407DSR01	Advanced Data Analysis Tools	70	30	-	100	2-0-2
28IMSI407DSR02	Advanced Research Methodology	70	30	-	100	2-0-2
Discipline Specific Electives (DSE)						
	Specialization-I (Course 3)	70	30	-	100	3-1-0
	Specialization-II (Course 3)	70	30	-	100	3-1-0
Internship						
28IMSI407IN01	Internship Report	70	30	-	100	4
Total Credits						**20**

Note:

1. **The criteria for Internship Evaluation will be as follows:** After successful completion of the internship, every student shall prepare and submit a comprehensive Internship Report highlighting the work undertaken, learning outcomes, skills acquired, and key takeaways during the internship period, in accordance with the MDU Internship Regulations, 2025. The Internship Report shall be duly signed by the Internship Supervisor of the concerned University Teaching Department/Centre/College and the Mentor from the internship-providing organization.

The Internal Evaluation (30 Marks), comprising assessment of the Internship Report and Viva-Voce, shall be conducted jointly by the Internship Supervisor and the Mentor on the date and time notified by the concerned Head of the Department/Director/Principal. The Mentor from the host organization may participate in the evaluation either in online or offline mode. In the event of the non-availability of the designated Mentor, the concerned Head of the Department/Director/Principal may nominate another suitable Mentor with relevant domain expertise for the purpose of evaluation.

The suggested distribution of marks shall be as follows:

Internal Assessment- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct and Professional Behaviour- 5 Marks)

External Assessment- 70 Marks

2. In the Seventh Semester, every student has to submit a synopsis for a dissertation to the Institute/ College prepared in consultation with his/ her Research Supervisor and appear before a Research Advisory Committee (RAC) constituted by the Director/Principal of the concerned Department/College. This component will be evaluated during the eighth semester.

Fourth Year: Eighth Semester (Four Year BBA Honors with Research)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practical/ Vive-Voce	Total Marks	Credits (L-T-P)
Research Project/ Dissertation						
28IMSI408PD01	Dissertation	350	150	---	500	20
Total Credits						**20**

Note:

1. The topic of the Dissertation to be submitted for evaluation in the eighth Semester shall be submitted by the student along with a brief synopsis after finalization in the 7th Semester in consultation with his/ her Research Supervisor and appear before a Research Advisory Committee (RAC) constituted by the Director/Principal of the concerned Department/College.

2. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be carried out by the internal and external examiners. There shall be Internal assessment component of 30 percent for Dissertation/ Project Report and external assessment component of 70 percent. External examiner shall be from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by UGBOS of IMSAR

3. Students undertaking the research dissertation may have their research findings patentable, presented at conferences or seminars, or published in peer-reviewed journals.

Total Credits (20+20+20+20+20+20+20+20) for Four Year BBA Honors with Research	**160**

List of Course Offered for Various Specializations under Discipline Specific Electives

Human Resource Management			
Course Code	**Semester**	**Course**	**Title of the Course (s)**
27IMSI405DE01	5	1	Training & Development
27IMSI406DE01	6	2	Performance & Compensation Management
28IMSI407DE01	7	3	Change Management and Organizational Development
28IMSI408DE01	8	4	HRD– Systems & Strategies
28IMSI408DE02	8	5	Talent Acquisition and Management

Business Analytics			
Course Code	**Semester**	**Course**	**Title of the Course (s)**
27IMSI405DE02	5	1	Social Media & Web Analytics
27IMSI406DE02	6	2	Data Analytics using R/Python
28IMSI407DE02	7	3	Finance Analytics
28IMSI408DE03	8	4	Marketing Analytics
28IMSI408DE04	8	5	HR Analytics

Marketing			
Course Code	**Semester**	**Course**	**Title of the Course (s)**
27IMSI405DE03	5	1	Consumer Behaviour
27IMSI406DE03	6	2	Sales Marketing
28IMSI407DE03	7	3	Retail Marketing
28IMSI408DE05	8	4	Integrated Marketing Communication
28IMSI408DE06	8	5	Digital Marketing

Supply Chain Management			
Course Code	**Semester**	**Course**	**Title of the Course (s)**
27IMSI405DE04	5	1	Inventory Management
27IMSI406DE04	6	2	Logistics & Distribution Management
28IMSI407DE04	7	3	Management Decision Models
28IMSI408DE07	8	4	Quality Management and Business Process Improvement
28IMSI408DE08	8	5	International Supply Chain

Finance			
Course Code	**Semester**	**Course**	**Title of the Course (s)**
27IMSI405DE05	5	1	Financial Planning
27IMSI406DE05	6	2	Financial Markets Products and Services
28IMSI407DE05	7	3	Financial Derivatives
28IMSI408DE09	8	4	Investment Analysis & Portfolio Management
28IMSI408DE10	8	5	Direct Tax

International Business			
Course Code	**Semester**	**Course**	**Title of the Course (s)**
27IMSI405DE06	5	1	Global Business Environment
27IMSI406DE06	6	2	Transnational & Cross Cultural Marketing
28IMSI407DE06	7	3	EXIM Policy and Documentation
28IMSI408DE11	8	4	International Ventures, Mergers & Acquisitions
28IMSI408DE12	8	5	International Trade Policy & Strategy

Instructions for the conduct of Internship Evaluation and Viva-Voce of the Four-Year Bachelor of Business Administration Program

The criteria for Internship Evaluation will be as follows:

After successful completion of the internship, every student shall prepare and submit a comprehensive Internship Report highlighting the work undertaken, learning outcomes, skills acquired, and key takeaways during the internship period, in accordance with the MDU Internship Regulations, 2025. The Internship Report shall be duly signed by the Internship Supervisor of the concerned University Teaching Department/Centre/College and the Mentor from the internship-providing organization.

The Internal Evaluation (30 Marks), comprising assessment of the Internship Report and Viva-Voce, shall be conducted jointly by the Internship Supervisor and the Mentor on the date and time notified by the concerned Head of the Department/Director/Principal. The Mentor from the host organization may participate in the evaluation either in online or offline mode. In the event of the non-availability of the designated Mentor, the concerned Head of the Department/Director/Principal may nominate another suitable Mentor with relevant domain expertise for the purpose of evaluation.

The suggested distribution of marks shall be as follows:

Suggested distribution of marks will be as below:

Internal Assessment- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct and Professional Behaviour- 5 Marks)

External Assessment- 70 Marks

In case of the Project reports/ Dissertation/ Research Project, the assessment shall be carried out by the internal and external examiners. There shall be Internal assessment component of 30 percent for Dissertation/ Project Report and external assessment component of 70 percent. External examiner shall be from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by UGBOS of IMSAR.

The concerned Principal/Director of the College/Institute shall request the examiner(s) at his level and make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Principal/Director shall ensure to upload the marks awarded by the examiner(s) on the University website and submit the hard copy of the award list along with the attendance of the candidates and eligibility proof of examiner duly signed by both the examiner(s) and Principal/Director to the office of the Controller of Examinations within 15 days of the conduct of examinations.

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SYLLABI

OF

Four-Year BACHELOR OF BUSINESS ADMINISTRATION PROGRAM

(Aligned with AICTE NEP-2020 Model Curriculum and Formative Assessment Guidelines)

WITH EFFECT FROM THE ACADEMIC SESSION

2025-26

To be applicable on the students w.e.f. session 2025-26 (3rd Semester onwards) and on the students w.e.f. session 2026-27 (1st semester onwards)

MAHARSHI DAYANAND UNIVERSITY ROHTAK (HARYANA)

SYLLABI OF
BACHELOR OF BUSINESS ADMINISTRATION PROGRAMME
(Aligned with AICTE NEP-2020 Model Curriculum and Formative Assessment Guidelines)
WITH EFFECT FROM THE ACADEMIC SESSION 2025-26

BBA First Year: First Semester

PRINCIPLES AND PRACTICES OF MANAGEMENT
Course Code: 25IMSI401DS01

L-T-P	Summative Assessment: 70
3-1-0	Formative Assessment: 30
	Time: 3 Hours

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

Course 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.

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

Unit 2: Planning, Organizing and Staffing
Nature, Importance and Purpose of planning in management; Types of plans: Strategic, tactical, operational ; Planning process and techniques ; Decision- making- Importance and steps, decision making models and tools; Organizational structure and design; types of organizational structures: Functional, divisional, matrix; Authority, responsibility, and delegation, Centralization Vs Decentralization of authority and responsibility – Span of Control; Coordination and integration, MBO and MBE; Nature and Importance of staffing – Process of selection and recruitment

Unit 3: Leading, Directing and Controlling
Meaning and nature of directing, Leadership theories (trait, behavioral, contingency, participative, charismatic, transformational, level-5 leader), Motivation theories and practices (Maslow, Herzberg two factor, McGregor's theory x & theory y), Hawthorne effect, Communication (meaning and importance) in management, Team building and group dynamics; Controlling-meaning and steps in controlling, control process and systems, essentials of sound control system, methods of establishing control, types of control; Performance measurement and management.

Unit 4: Strategic Management, Ethics and Social Responsibility
Overview of strategic management, SWOT analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), Sustainable management practices.

Suggested Readings:

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.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA First Year: First Semester

FINANCIAL ACCOUNTING
Course Code: 25IMSI401DS02

L-T-P	Summative Assessment: 70
3-1-0	Formative Assessment: 30
	Time: 3 Hours

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 Outcomes:

On having completed this course student should be able to:

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

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

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

Unit – II: Recording transactions and Trial balance

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

Unit – III: Final Accounts

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

Unit - IV: Company Final Accounts

Introduction to company– kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act-2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical). Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.

Suggested Readings:

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA First Year: First Semester

BUSINESS STATISTICS AND LOGIC
Course Code: 25IMSI401DS03

L-T-P	Summative Assessment: 70
3-1-0	Formative Assessment: 30
	Time: 3 Hours

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.

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

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

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

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

Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency-arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation. Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance.

Unit- II: Correlation and Regression

Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable error. Regression - meaning and utility of regression analysis, comparison between correlation and regression, regression lines –x on y, y on x, regression equations and regression coefficients. meaning

Unit- III: Probability and Probability distributions

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

Unit- IV: Introduction to Logic

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

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

Suggested Readings:

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks. **Examiner must include adequate number of practical questions in question paper.**

BBA First Year: First Semester

INDIAN VISION FOR HUMAN SOCIETY
Course Code: 25IMSX01MD01

L-T-P Formative Assessment: 100

2-0-0

Note: The formative assessment criteria for this Multi-Disciplinary Course will be as follows:

Written Test (2X15)	30 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Book Review/ Essay/ Seminar (1X15)	15 Marks
Quiz/ Group Discussion/ Debate (2X10)	20 Marks
Attendance (As given in Scheme)	05 Marks

Course Objectives

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

Unit 1: The World View & Vision of Human Society

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

Unit 2: Aspiration and Purpose of Individual and Human Society

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

Unit3: Program for Ensuring Human Purpose: at Individual and Societal Level- I

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

Unit 4: Program for Ensurimg Human Purpose: at Individual and Societal Level- II

Differentiating Vidya and Avidya, human bondages, Higher and Lower Knowledge (Para Vidhya & Apara Vidhya). Concept of Sattva, Rajas, Tamas and need of balancing the same, Patanjali yog sutra; Yama, Niyama, Asanas, pranayams, pratyahara, dharna, dhyana, Samadhi, Sixteen category of padartha, pramans (pratyaksh, anuman, upaman, shabda). Saadhana chatushtayam (viveka, vairagya, mumukshatavam, shadsampathi (sama, dama, uparama, titiksha, shradha, samadhana), Understanding Nitya karma, Naimittika Karma, Kamya karma, prayaschitta karma, Nishidha Karma. Meditation and Progressive meditation (Narada's education), Ativadin to self-knowledge, Jyan yog, Karma yog, sanyas yog in aspect to harmonious practice in society

Unit 5: Practices for Ensuring Human Purpose- III

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

Suggested Readings:

1. Maharaj Swami Chidatmanjee, Ancient Indian Society, Anmol Publication Pvt Ltd, India
2. S. C. Manerjee, Society in Ancient India: Evolution Since the Vedic Times Based on Sanskrit, Pali, Prakrit and Other Classical Sources: No. 1 (Reconstructing Indian History and Culture), DK printing, India
3. Rao, N. 1970. The Four Values in Indian Philosophy and Culture. Mysore: University of Mysore.
4. Kapur K and Singh A K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of Sankaracharya, Central Chinmay Mission Trust, Bombay, 1995.
5. Reshmi Ramdhoni, Ancient Indian Culture and Civilisation, Star Publication ,2018
6. SK Das , The Education System of Ancient Hindus, Gyan Publication House, India

<u>**BBA First Year: First Semester**</u>

GENERAL ENGLISH
Course Code: 25IMSX01AE01

L-T-P	Summative Assessment: 70
1-1-0	Formative Assessment: 30
	Time: 3 Hours

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 Outcomes:

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

Unit- I: Vocabulary Building

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

Unit-II: Basic Writing Skills

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

Unit- III: Identifying Common Errors in Writing

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

Unit- IV: Nature and Style of sensible Writing

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

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

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

Unit- VI: Oral Communication (This Module involves interactive 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:

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. Communication Skills. Sanjay Kumar and PushpLata. Oxford University Press.
6. Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA First Year: First Semester

BUSINESS COMMUNICATION-I
Course Code: 25IMSX01AE02

L-T-P
1-1-0

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

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 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.

Unit 1: Introduction to Communication in Organizations

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

Unit 2: Written Communication

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

Unit 3 - Interpersonal Communication

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

Unit 4 - Digital Communication

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

Suggested Readings:

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.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

(Additional Course)

हिंदी भाषा संवर्धन-1

Course Code: 25HNDX01AE01

OR

संस्कृत भाषा तथा आधुनिक भारतीय भाषाएं

Course Code: 25SKTX01AE01

L-T-P
1-1-0

These Courses are offered by University at Central Level.
Students may opt for one course from above from the pool of Ability Enhancement Courses designed at the central level by the University.

BBA First Year: First Semester

ENVIRONMENTAL SCIENCE AND SUSTAINABILITY
Course Code: 25IMSX01VA01

L-T-P Formative Assessment: 100
2-0-0

Note: The formative assessment criteria for this Value Added Course will be as follows:

Written Test (2X20)	40 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Quiz/ Seminar/ Group Discussion/ Debate (2X12.5)	25 Marks
Attendance (As given in Scheme)	05 Marks

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 Outcome(s):

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

Unit 1: Understanding Environment, Natural Resources, and Sustainability

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

Unit 2: Ecosystems, Biodiversity, and Sustainable Practices

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

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

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

Unit 4: Social Issues, Legislation, and Practical Applications

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

Suggested Readings:

1. Poonia, M.P. Environmental Studies , Khanna Book Publishing Co.
2. Bharucha, E. Textbook of Environmental Studies, Orient Blackswan Private Ltd.
3. Dave, D., & Katewa, S. S. Text Book of Environmental Studies. Cengage Learning India Pvt Ltd.
4. Rajagopalan, R. Environmental studies: from Crisis to Cure, Oxford University Press.
5. Basu, M., & Xavier Savarimuthu, S. J. Fundamentals of Environmental Studies. Cambridge University Press.

BBA First Year: Second Semester

HUMAN BEHAVIOUR AND ORGANIZATION
Course Code: 25IMSI402DS01

L-T-P	Summative Assessment: 70
3-1-0	Formative Assessment: 30
	Time: 3 Hours

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 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.

Unit 1: Introduction to Human Behavior and Organization
Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models

Unit 2: Individual Behavior
Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development;
Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values.
Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory).

Unit 3: Group &Team Behaviour
Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group, and teams; Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams.

Unit 4: Leadership & Power
Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic): Comparison of Indian leadership styles with other countries. Bases of Power.
Organizational Culture: Concept of culture; Impact (functions and liability); Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural management, Stress, and its Management.

Suggested Readings:

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA First Year: Second Semester

MARKETING MANAGEMENT
Course Code: 25IMSI402DS02

L-T-P	Summative Assessment: 70
3-1-0	Formative Assessment: 30
	Time: 3 Hours

Course Objectives:

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 Outcomes: After completing this Course Students will be able to:

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.

Unit 1

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

Unit 2

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

Unit 3

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

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

Promotion Decisions: Factors determining promotion mix, Promotional Tools – Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management.

Unit 4

Marketing of Services: Unique Characteristics of Services, Marketing Strategies for Service Firms- 7Ps. Contemporary issues in Marketing, E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).

Suggested Readings:

1. Kotler P., Keller K., et al. Marketing Management (16th edition). Pearson Education Pvt. Ltd.
2. Aaker, D. A. and Moorman Christine., Strategic Market Management: Global Perspectives. John Wiley & Sons.
3. Shainesh G. Kotler Philip, Keller Kevin, Alexander Chernev, Jagdish N. Sheth | Marketing Management. Pearson Higher Education
4. Kotler, P., Armstrong, G., and Agnihotri, P. Y. Principles of Marketing (17 th edition). Pearson Education.
5. Ramaswamy, V.S. & Namakumari, S. Marketing Management: Indian Context Global Perspective (6 th edition). Sage Publications India Pvt. Ltd.
6. Chaffey, D., & Ellis-Chadwick, F. Digital Marketing (7 th edition). Pearson Higher Education.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA First Year: Second Semester

BUSINESS ECONOMICS
Course Code: 25IMSI402DS03

L-T-P	Summative Assessment: 70
3-1-0	Formative Assessment: 30
	Time: 3 Hours

Course Objectives:

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 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. To 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

Unit-1: Fundamentals and Basic elements of Microeconomics

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

Unit-2: Producer and Consumer Behavior

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

Unit-3: Analysis of Market

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

Unit-4: National Income and Various Indian Economy Challenges

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

Suggested Readings:

1. Mc Connell & Brue: Micro Economics Principal, problems & policies. McGraw Hills Professional Publication.
2. Ahuja, H.L. Advanced Economic theory
3. Jain K.P. Advanced Economic theory
5. J. Shapiro: Macro Economic Theory and Policy
4. Sunil Bhaduri: Macro Economic Analysis
5. H.L. Ahuja: Micro Economic Theory; Modern Publisher, New Delhi.
6. Samuelson & William D. Nordhaus: Economics; McGraw Hills.
7. A.N. Agarwal: Indian Economy.
8. D.M. Mithani: Macro Economics; Himalaya Publishing House.
9. Macroeconomics: Principles, Applications, and Tools" by Arthur O'Sullivan, Steven Shiffrin, and Stephen Perez

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA First Year: Second Semester

MEDIA LITERACY AND CRITICAL THINKING
Course Code: 25IMSX02MD01

L-T-P Formative Assessment: 100

1-1-0

Note: The formative assessment criteria for this Multi-Disciplinary Course will be as follows:

Written Test (2X15)	30 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Book Review/ Essay/ Seminar (1X15)	15 Marks
Quiz/ Group Discussion/ Debate (2X10)	20 Marks
Attendance (As given in Scheme)	05 Marks

Course Objective(s):

1. Develop critical thinking skills to analyse 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 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.

Unit 1: Foundations of Media Literacy and Critical Thinking

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

Unit 2: Deconstructing Media Texts

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

Unit 3: Media Consumption and Production Dynamics

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

Unit 4: Ethics, Regulation, and Digital Media Literacy

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

Suggested Readings:

1. Potter, W. J. Media Literacy (8th ed.). SAGE Publications.
2. Hobbs, R. Media Literacy in the Digital Age. Routledge.
3. Halpern, D. F. Thought & Knowledge: An Introduction to Critical Thinking (5th ed.). Psychology Press.
4. Kahneman, D. Thinking, Fast and Slow. Farrar, Straus and Giroux.
5. Baran, S. J., & Davis, D. K. Mass Communication Theory: Foundations, Ferment, and Future (8th ed.). Cengage Learning.
6. Kahne, J., & Bowyer, B. Media Literacy Education in Action: Theoretical and Pedagogical Perspectives. Routledge.
7. Barbour, K., & Marshall, J. The Media Literacy Handbook. ASCD.
8. Bhaskar, N. K. Media laws and ethics in India. Lexis Nexis.
9. West, R., & Turner, L. H. Understanding Intercultural Communication: Negotiating a Grammar of Culture (2nd ed.). Routledge.
10. Aufderheide, P., & Jaszi, P. Reclaiming Fair Use: How to Put Balance Back in Copyright (2nd ed.). University of Chicago Press.
11. Hammond, J. S., Keeney, R. L., & Raiffa, H. Smart choices: A Practical Guide to Making Better Decisions. Harvard Business Review Press.
12. Covey, S. R. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change (30th anniversary ed.) Simon & Schuster.

<u>BBA First Year: Second Semester</u>

BUSINESS COMMUNICATION-II
Course Code: 25IMSX02AE01

L-T-P Summative Assessment: 70
1-1-0 Formative Assessment: 30
Time: 3 Hours

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

Course 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.

Unit 1: Written Communication: Intra Organizational/ Departmental/ Workplace Communication
Need and Types, Basics of Writing Office Circulars, Agenda, Notice, Office Memoranda, Office Orders, News Letters; Positive and Negative Messages, Use of Technology for Communication, Effective IT communication tools- Electronic mail: advantages, safety and smartness in writing email, E-mail etiquettes; Use of online social media for communication and Public Relations; Ethical dilemmas in use of social media for communication. Report Writing: Types of Business Reports, responding to request for proposals (RFP), response to RFP, Formal Report- Components and Purpose, Organizing Information- Outlining & Numbering Sections, Section Headings, Sub-Headings, & Presentation; Reporting in Digital Age, Writing Reports on Field Work/Visits to Industries, Business Proposals; Summarizing Annual Reports of Companies- Purpose, Structure and Principles; Drafting Minutes of a Meeting; Corporate Communication- channels of corporate communication, target segments of corporate communication, types of corporate communication; Managing Crisis- Communication; Managing communication during change; Culture as communication

Unit 2: Oral Communication, Professionalism and Team Work
Meaning, Nature, and Scope of Effective Oral Communication; Techniques of Effective Speech, Media for Oral Communication- Face-to-Face Conversation, Teleconferences, Press Conference, Telephonic Converzations, Radio Presentation, Public address and Podcast. Constructing Oral Report; Group Discussion, Teams communication; Communication during online meeting; Online and offline professional etiquettes; Conducting appraisals, conducting interviews.

Unit 3: Negotiation Skills and Cross-Cultural Communication
Negotiation communication with vendors, suppliers, employees and other stakeholders; BATNA & communication during negotiations; Body language and negotiation; Impact of globalization on organizational communication; Cross-Cultural frameworks (ex. Geert Hofstede); Culture & appropriate communication; Etic and Emic approaches to Culture; Communication to a diverse workforce; Overcoming barriers and biases in Cross-Cultural Communication; Building Inter-Cultural Workplace Skills; Cross-cultural etiquettes across clusters/ countries**.**

Unit 4: Contemporary Communication
Digital communication- individual communicating via social media, organizations communicating via social media, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, digital collaboration, digital citizenship –digital etiquettes & responsibilities; Introduction to personal and organizational websites; communication through podcasts.
Job Searching in Digital Age; Creating Resume (CV, cover letter), Creating Customized Cover Messages for Job Applications, Purposes and Types of Employment Interviews, Performing Optimally in a Job Interview- Do’s and Don’ts Before, During and After the Interview.

Suggested Readings:

1. 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.

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise SEVEN short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

(Additional Course)

हिंदी भाषा संवर्धन-2

Course Code: 25HNDX02AE01

OR

संस्कृत भाषा परिचय

Course Code: 25SKTX02AE01

L-T-P
1-1-0

These Courses are offered by University at Central Level.
Students may opt for one course from above from the pool of Ability Enhancement Courses designed at the central level by the University.

BBA First Year: Second Semester

INDIAN CONSTITUTION
Course Code: 25IMSX02VA01

L-T-P Formative Assessment: 100
2-0-0

Note: The formative assessment criteria for this Value Added Course will be as follows:

Written Test (2X20)	40 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Quiz/ Seminar/ Group Discussion/ Debate (2X12.5)	25 Marks
Attendance (As given in Scheme)	05 Marks

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 Outcome(s):

1. Students 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.

Unit 1: 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 signpost all of the important economic moments in the constitutional history of post-colonial India; Constitutional design, Legal Regulation and economic justice

Unit 2: Fundamental Rights and Business in India

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

Unit 3: Fiscal Federalism

Article 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.

Unit 4: 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, Demonetisation, Aadhaar, the lifting of restrictions on dealing in cryptocurrencies

Suggested Readings:

- 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

BBA First Year: Second Semester

EMERGING TECHNOLOGIES AND APPLICATION

Course Code: 25IMSX02SE01

L-T-P Summative Assessment: 50
1-0-1 Practicum Marks: 50
Time: 3 Hours

Course Objectives:

1. To provide a comprehensive understanding of emerging technologies such as Blockchain, IoT, cloud computing, robotics, AR/VR, etc.
2. To explore the applications, implications, and strategic advantages of emerging technologies in business for competitive advantage.

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.

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: Block Chain 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)

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 block chain technologies, focusing on the basics development and deployment of decentralized applications.

Suggested Readings:

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. Block Chain & 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.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **FIVE** short answer type questions from the whole of the syllabus carrying **TWO** mark each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Second Year: Third Semester

Cost and Management Accounting
Course Code: 26IMSI403DS01

L- T- P
3- 1- 0

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

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 analyzing 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 Outcomes:

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 overheads.
3. Interpret the financial statements for managerial decision making and preparation of management reports

UNIT- I

Introduction to Cost and Management Accounting

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

UNIT II

Marginal Costing and Budgetary Control

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

UNIT- III

Financial Statement Analysis

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

UNIT- IV

Cash Flow Statement and Management Reporting

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

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

Suggested Readings:

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks. **Examiner must include adequate number of practical questions in question paper.**

<u>BBA Second Year: Third Semester</u>

Legal and Ethical Issues in Business
Course Code: 26IMSI403DS02

L- T- P
3- 1- 0

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

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 Outcomes:

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

UNIT 1

Introduction to Business Law

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

UNIT 2

Sales and Leases

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

UNIT 3

Introduction to Business Ethics

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

UNIT 4

The Ethical Decision- Making Process

Philosophical approaches to ethical decision making; Ethics & Religious approaches; Moral & Legal aspects of ethical decision making: Ethical aspects in Bhagwat Gita; Kautaliya's Arthshastra; Swami Vivekananda on Ethics; Swami Vivekananda'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. Vivekananda, S. To the Youth of India. Advaita Ashram.
5. Ratan Tata: Ethical Leadership| By: Ashok K. Dua, Sumita Rai| Ivey Publishing| https://hbsp.harvard.edu/product/W17258-PDF-ENG

6. https://scroll.in/tag/competition-commission-of-India
7. Mascarenhas, A. J. O. et al. (2019). J. R. D. Tata: Orations on Business Ethics. Rupa Publications India
8. Holloway, J. E. (2023). The Foundation of the Theory of Law and Business. Am. U. Bus. L. Rev. , 12, 51.
9. Vivekananda, S. (2022) Karam Yoga: The Yoga of Action. Sanage Publishing House LLP
10. Vivekananda, S. (2015): Lectures on Bhagavad Gita. Create Space Independent Publishing Platform
11. Laasch, O. (2022). Principles of Management. Sage Textbook

Suggested Exercises and Cases

UNIT 1

Cases:

1. Salomon Vs. Salomon & Co. Ltd
2. Balfour Vs. Balfour
3. Durga Prasad Vs. Baldeo

UNIT 2

Cases:

1. Mool Chand Ram Bhagat v. Harish Chandra
2. Coop. Cane Unions Federations v. West U. P. Sugar Mills Assn. (2004).
3. State of Maharashtra v. Champalal (1971).
4. Union of India v. Martin Lottery Agencies Ltd. (2009).
5. Camera House, Bombay v. State of Maharashtra (1969)

UNIT 3

1. Reflective exercise on ethics and morality in the context of Mahabharata.
2. Reflective exercise on integral humanism as given by Indian thought leaders.

Cases:

1. Corporate America and Sarbanes- Oxley Act: Costs Vs. Benefits
2. Apple: Privacy vs. Safety (A)| By: Henry W. McGee, Nien- he Hsieh, Sarah McAra, Christian Godwin| Harvard Business School| 321004- PDF- ENG https://hbsp.harvard.edu/product/321004-PDF-ENG
3. Quick Case: Is Legal Compliance Good Enough? By: Bonnie Peter| Harvard Business Publishing| https://hbsp.harvard.edu/product/8268-HTM-ENG

UNIT 4

Reflective and review Exercise: Karam Yog (Bhagvad Gita): lessons in ethics and self- leadership

Cases:

1. CEO Compensation and Corporate Governance at NYSE
2. ICICI Bank: Restoring Faith in Corporate Governance https://hbsp.harvard.edu/product/W19323-PDF-ENG
3. The Dance of Dharma: On the Difficulty of Being Good https://hbsp.harvard.edu/product/821058-PDF-ENG
4. Blind Spots: The Roots of Unethical Behaviour in Life and Work | Max H. Bazerman, Ann E. Tenbrunsel | Rotman Management | ROT140- PDF- ENG | https://hbsp.harvard.edu/product/ROT140-PDF-ENG
5. Leadership Simulation: Patient Zero https://hbsp.harvard.edu/product/7215-HTM-ENG
6. Eliot Spitzer: A Crusader of Corporate Reform
7. Sterlite copper plant shutdown
8. Facebook- Cambridge Analytica data scandal

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Second Year: Third Semester

Human Resource Management
Course Code: 26IMSI403DS03

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

Course Objectives:

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

Course Outcomes:

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

UNIT 1

The Nature of HRM

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

UNIT 2

Plan, Acquire, Develop, Career Management

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

UNIT 3

Engagement, Performance, Compensation Management, Industrial Relations, Compliance, Employment Relations

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

UNIT 4

Technology, HR Analytics, Innovation

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

Suggested Readings:

1. DeNisi, A. S. , Griffin,R. W and Sarkar, Anita Human Resource Management, Cengage Learning
2. Sengupta Amitabha, Human Resource Management: Concepts, Practices, and New Paradigms
3. Cascio, Wayne F. , Managing Human Resources, Tata McGraw Hill, New Delhi
4. DeCenzo, David A, and Stephan P. Robbins, Fundamentals of Human Resource Management, Wiley India, New Delhi
5. Bhattacharyya, Dipak Kumar, Human Resource Management, Excel Books, New Delhi
6. Innovations in People Management, Bhatnagar, J, Bajaj, Ghosh Somanth, Lakshmi Publications, New Delhi (book of cases)

Relevant Cases

1. Prabhjot, Kaur and Bhatnagar, Jyotsna (2022) The Happy Turtle: Womanpreneur and Talent in a Circular Economy, published, Richard Ivey School Case collection, Product Number Product# W25373
2. 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)
3. 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)

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Second Year: Third Semester

Indian Systems of Health and Wellness
Course Code: 26IMSX03MD01

L- T- P Formative Assessment: 100
1- 1- 0

Note: The formative assessment criteria for this Multi- Disciplinary Course will be as follows:

Written Test (2X15)	30 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Book Review/ Essay/ Seminar (1X15)	15 Marks
Quiz/ Group Discussion/ Debate (2X10)	20 Marks
Attendance (As given in Scheme)	05 Marks

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

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

UNIT 1

Introduction to Health & Wellness
Definition of Health; Importance of health in everyday life; Components of health- physical, social, mental, spiritual and its relevance; Concept of wellness; Mental health and wellness; Determinants of health behaviour

UNIT 2

Mind Body and Well- Being
Mind body connection in health- concept and relation; Implications of mind- body connection; Wellbeing- why it matters? Digital wellbeing

UNIT 3

Deficiency & Diseases
Malnutrition, under nutrition and over nutrition; Body system and common diseases; Sedentary lifestyle and risk of disease; Modern lifestyle and associated health risks

UNIT 4

Indian System of Well Being
Health beliefs of India; Health systems in India- AYUSH.; Perspective of indigenous people towards health; Happiness and well- being in India

Exercises:- Visit to nearby Vipasana centre

Suggested Readings:

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

BBA Second Year: Third Semester

Disaster Management
Course Code: 26IMSX03VA01

L- T- P Formative Assessment: 100
0- 0- 2

Note: The formative assessment criteria for this Value Added Course will be as follows:

Regular Assessment through Observation and Class Discussion	40 Marks
Field Work (Report)/ Mini Project	30 Marks
Assignment (2X12. 5)	25 Marks
Attendance (As given in Scheme)	05 Marks

Course Objectives:

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

Course Outcomes:

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

UNIT 1

Concepts and Terminologies

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

UNIT 2

Key Concepts of Disaster Management Cycle

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

UNIT 3

Initiatives at National and International Level

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

UNIT 4

Emergency Management

Explosion and accidents (Industrial, Nuclear, Transport and Mining)- Spill (Oil and Hazardous material); Threats (Bomb and terrorist attacks)- Stampede and conflicts Training and Demonstration Workshops (at least two workshops) be organized in association with the NIDM, NDRF, NCDC, Param Military, Fire Brigade, CISF, local administration etc.

Suggested Readings:

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

E- Resources

1. http://www.ndma.gov.in/en/
2. http://nidm.gov.in/
3. https://www.unisdr.org/
4. http://www.emdat.be
5. https://www.weather.gov/safety/
6. https://www.preventionweb.net/risk/vulnerability

BBA Second Year: Third Semester

Management Information System
Course Code: 26IMSX03SE01

L-T-P
2-0-2

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

Course Objectives:

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

Course Outcomes:

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

UNIT 1

Fundamentals Concepts of MIS

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

UNIT 2

Data Base Management System

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

UNIT 3

Information System Applications

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

UNIT 4

Managing Projects

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

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:

1. Laudon, K. C. , & Laudon, J. P. . Management information systems: managing the digital firm. Fifteenth Edition. Pearson.
2. Coronel, C. , & Morris, S. . Database systems: design, implementation, & management. Cengage Learning.
3. Olson, D. . Information systems project management (First;1; ed.). US: Business Expert Press.

4. Schiel, J. The ScrumMaster Study Guide. Auerbach Publications.
5. The Scrum Master Guidebook: A Reference for Obtaining Mastery", CHANDAN LAL PATARY
6. Scrum: The Art of Doing Twice the Work in Half the Time", Jeff Sutherland, J. J. Sutherland
7. Stair, R. , & Reynolds, G. Fundamentals of information systems. Cengage Learning.

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

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BBA Second Year: Fourth Semester

Entrepreneurship and Startup Ecosystem
Course Code: 26IMSI404DS01

L- T- P	Summative Assessment: 70
1- 1- 0	Formative Assessment: 30
	Time: 3 Hours

Course Objectives:

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 what is a Family Business and how is it different from Entrepreneurship

Course Outcomes: After completing this Course Students will be able to:

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

UNIT 1

Introduction to Entrepreneurship & Family Business

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

UNIT 2

Evaluating Business Opportunity

Sources of Business Ideas and Opportunity Recognition; Guesstimating the Market Potential of a Business Idea; Feasibility Analysis of the Idea; Industry, Competition and Environment Analysis

UNIT 3

Building Blocks of Starting Ventures

Low Cost Marketing using Digital Technologies; Team Building from Scratch; Venture Funding; Establishing the Value- chain and Managing Operations; Legal Aspects like IPR and Compliances

UNIT 4

Start- up Ecosystem

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

Suggested Readings:

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Second Year: Fourth Semester

Operations Management
Course Code: 26IMSI404DS02

L- T- P
3- 1- 0

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

Course Objectives:

1. Understand fundamental principles, production systems, process design, and role of operations management in manufacturing and service organizations.
2. Apply concepts of process optimization, facility location, layout planning, and capacity management to improve operational efficiency.
3. Implement quality management principles, tools, and techniques including TQM, Six Sigma to ensure product and service quality.
4. Analyze emerging trends in operations management including technology adoption, sustainability practices, and supply chain advancements for dynamic environments.

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.
5. Evaluate emerging trends in operations management, such as sustainable operations and technological advancements.

UNIT 1

Introduction to Operations Management

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

UNIT 2

Process Design and Analysis

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

UNIT 3

Quality Management

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

UNIT 4

Emerging Trends in Operations Management

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

Suggested Readings:

1. Operations Management by William J. Stevenson
2. Operations Management: Processes and Supply Chains by Lee J. Krajewski, Manoj K. Malhotra, and

Larry P. Ritzman
3. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox
4. Introduction to Operations and Supply Chain Management by Cecil C. Bozarth and Robert B. Handfield

Case Topics:
1. Case study on Toyota's Production System: Exploring Lean Manufacturing.
2. Analysis of Amazon's supply chain operations for customer satisfaction and efficiency.
3. 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 and Supply Chain Management for Entrepreneurship. In Applying Business Intelligence and Innovation to Entrepreneurship (pp. 52- 80). IGI Global.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Second Year: Fourth Semester

Financial Management
Course Code: 26IMSI404DS03

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

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 analyze 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 Outcomes:

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

UNIT I

Introduction to Financial Management

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

UNIT II

Capital Structure & Capitalization

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

UNIT III

Cost of Capital, Leverages and Managing Working Capital

Meaning of cost of capital, significance of cost of capital, components of cost of capital- Computation of Cost of capital and Weighted Average Cost of Capital, CAPM- Practical Problems. Meaning of Leverage, Types of Leverages- operating, financial and combined leverage, risk and leverage- practical problems. Managing working Capital- Meaning of working capital, types of working capital, working capital cycle, adequate working capital, determinants of working capital, estimation of working capital- Practice problems. Management of cash. Management of inventory and debtors.

UNIT IV

Capital Budgeting and Dividend policy

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

Suggested Readings:

1. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill.
2. Chandra, P. Financial Management. New Delhi, India. Tata McGraw Hill Book Co.
3. Pandey,I. M. Financial Management. New Delhi, India. Vikas Publishing House.
4. Kumar, A. Financial Management, Khanna Publishing House.

5. Gupta, S, K. , Sharma, R. K. & Gupta, N . Financial Management. Kalyani Publishers.
6. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill.
7. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning.

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks. **Examiner must include adequate number of practical questions in question paper.**

BBA Second Year: Fourth Semester

Business Research Methodology
Course Code: 26IMSI404DS04

L- T- P
3- 1- 0

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

Course Objectives:

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

Course Outcomes:

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

UNIT 1

Introduction to Research

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

UNIT 2

Formulating the Research Problem

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

UNIT 3

Measurement and Data Collection

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

UNIT 4

Data Analysis and Interpretation

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

Suggested Case Topics:

Using Market Research to Assess Willingness to Pay for Pricing Decisions by: Kamel Jedidi, Robert J. Morais (2023)- https://hbsp.harvard.edu/product/CU378-PDF-ENG

Suggested Readings:

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.

Suggested Pedagogy:

The course utilizes a combination of lectures, hands- on projects, case studies, and practical assignments to provide a comprehensive learning experience. Students are encouraged to engage with statistical software for data analysis and participate in group discussions to enhance their understanding and application of research methodologies.

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Second Year: Fourth Semester

International Business
Course Code: 26IMSI404DS05

L- T- P	Summative Assessment: 70
2- 0- 0	Formative Assessment: 30
	Time: 3 Hours

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

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

UNIT 1

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

UNIT 2

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

UNIT 3

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

UNIT 4

Emerging Trends in International Business
International Entrepreneurship and Born Global Firms, Ethical Considerations- CSR Frameworks and Approaches and ethical considerations, ESG investing and reporting standards, corporate responses to climate change and social justice issues Implications of Brexit on international business laws, the rise of digital platforms, and e- commerce. Re- shoring and Nearshoring Trend, Impact of pandemic on International Business.

Suggested Readings:
1. International Business: Competing in the Global Marketplace" by Charles W. L. Hill.
2. International Business: Concept, Environment and Strategy, 3e by Vyuptakesh Sharan Pearson Education
3. International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild.
4. Rakesh, M. J. International Business, New Delhi, Oxford University Press.
5. Aswathappa, A. . International Business, 2e. Tata McGraw- Hill Education.

Research Articles
1. Cuervo- Cazurra, A. (2006). Who cares about corruption? Journal of international business studies, 37, 807- 822.
2. Hofstede, G. (2006). What did GLOBE really measure? Researchers’ minds versus respondents’ minds. Journal of international business studies, 37, 882- 896.
3. Sharma, P. , Leung, T. Y. , Kingshott, R. P. , Davcik, N. S. , & Cardinali, S. (2020). Managing uncertainty during a global pandemic: An international business perspective. Journal of business research, 116, 188-192.
4. Bahoo, S. , Alon, I. , & Paltrinieri, A. (2020). Corruption in international business: A review and research agenda. International Business Review, 29 (4), 101660.

5. Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M. R. (2021). Strategic agility in international business: A conceptual framework for "agile" multinationals. Journal of International Management, 27 (1), 100737.
6. Krueger, A. O. (1990), "Trends in Trade Policies of Developing Countries" in C. S. Pearson and James Riedel (eds.), The Direction of Trade Policy (Cambridge, MA.: Basil Blackwell).

Case Study

1. The Battle in Seattle and the Anti- Globalization Movement Pg 82 International Business, Managing Globalization, John S. Hill
2. Making the Apple iPhone International Business, Eleventh Edition (McGraw Hill 2019), by Charles W. L. Hill, G. tomas M. Hult, Rohit Mehtani
3. Case Study: Pharmeasy Expansion Dilemma amidst Regulatory Uncertainties Ivey Publishing 2020
4. Case Study: Unilever's Lifebuoy in India: Implementing the sustainable plan Harvard Business School Case study 2017

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Second Year: Fourth Semester

Business Environment and Public Policy
Course Code: 26IMSX04VA01

L- T- P   Formative Assessment: 100
2- 0- 0

Note: The formative assessment criteria for this Value Added Course will be as follows:

Regular Assessment through Observation and Class Discussion	40 Marks
Field Work (Report)/ Mini Project	30 Marks
Assignment (2X12. 5)	25 Marks
Attendance (As given in Scheme)	05 Marks

Course Objectives:

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 Outcomes:

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 analyze the current situations and take prudent decisions.

UNIT 1

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.

UNIT 2

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.

UNIT 3

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.

UNIT 4

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.

UNIT 5

Emerging Trends in Business: Concepts, Advantages and Limitations- Franchising, Aggregators, Business Process Outsourcing (BPO) & Knowledge Process Outsourcing (KPO); E- Commerce, Digital Economy. Technological Growth and MNC’s.

Suggested Readings:

1. K. Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
2. Francis Cherunilam: Business Environment, Himalaya Publishing House.
3. A. C. Fernando: Business Environment, Pearson.
2. Dr. S Sankaran: Business Environment, Margham Publications.
3. Dr V Murali Krishna: Business Environment, Spectrum Publications.
4. Namitha Gopal: Business Environment, McGraw Hill.

BBA Second Year: Fourth Semester

Design Thinking and Innovation
Course Code: 26IMSX04SE01

L-T-P Summative Assessment: 70
1-1-0 Formative Assessment: 30
Time: 3 Hours

Course Objectives:

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

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

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

Course Outcomes:

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

UNIT 1

Basics of Design Thinking

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

UNIT 2

Learning to Empathize and Define the Problem

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

UNIT 3

Ideate, Prototype and Implement

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

UNIT 4

Feedback, Re- Design & Re- Create

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

Suggested Readings:

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

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BBA Third Year: Fifth Semester

Strategic Management
Course Code: 27IMSI405DS01

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

Course Objective (s):
The objective of this course are:

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

UNIT 1

Introduction to Strategy:
The objectives of this topic is to understand concept of "strategy", and discuss the most common elements of strategy; the topic also undertakes the evolution of strategic management thinking over the decades; the topic covers the importance of strategic thinking and gives insight into how the firms build and sustain competitive advantage.
Strategy- concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent- Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management
Readings:

- Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. [Chapter 1, 2 and 3].
- Frank T Rothaermel (2023). Strategic Management- 5th Edition (Indian), McGraw Hill. [Chapters 1 and 12].
- Hambrick, D. C. , & Fredrickson, J. W. (2005). Are you sure you have a strategy? Academy of Management Perspectives, 19 (4), 51- 62.
- Porter, M. E. , & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. Harvard business review, 84 (12), 78- 92.

UNIT 2

Strategic Analysis:
The objective of the unit are to evaluate the value- capturing ability of incumbents in an industry using the industry analysis tools, to forecast industry profitability from shifts in underlying conditions and forces; to understand the industry for strategy formulation.
Environmental appraisal- Scanning the Environment,Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company's External Environment: Components of External Environment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces, Industry Analysis- Analysis of the competitive environment; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis, Experience Curve, SWOT analysis, BCG Matrix, GE- Cell Matrix.
Readings:

- Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson.
- Frank T Rothaermel (2023). Strategic Management- 5th Edition (Indian), McGraw Hill.
- Porter, M. E. The five competitive forces that shape strategy. Harvard business review, 86 (1), 78.
- Collis, D. J. , & Montgomery, C. A. Competing on resources. Harvard business review, 86 (7/ 8), 140.

UNIT 3

Strategy Formulation:
The objectives of the Unit are to review corporate strategy for a diversified firm and identify the sources of corporate advantage; to understand the mechanism of diversification leading to value creation. It also helps to develop understanding about the different corporate strategies which are crucial for the survival, growth and expansion of the business.
Business Strategy Formulation: Generic strategies; Functional areas and link between business strategy and functional strategy; Corporate Strategy Formulation: Creating value and diversification; Strategic alliances; International expansion strategies; Introduction to strategies of growth, stability and renewal, types of growth

strategies concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger & acquisitions

Readings:

- Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. [Chapter 6,7,8]
- Frank T Rothaermel (2023). Strategic Management- 5th Edition (Indian), McGraw Hill. [Chapters 6, 7, 8 and 9]
- Kim, W. C. (2005). Blue ocean strategy: from theory to practice. California management review, 47 (3), 105- 121.

UNIT 4

Strategy Implementation and Control:

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

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

Readings:

Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. [Chapter 9,10,12 and 12]

Frank T Rothaermel (2023). Strategic Management- 5th Edition (Indian), McGraw Hill. [Chapters 11]

Text Books (Latest Edition):

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

Frank T Rothaermel . Strategic Management- 5th Edition (Indian), McGraw Hill.

Suggested Readings:

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Fifth Semester

Logistics and Supply Chain Management
Course Code: 27IMSI405DS02

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

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

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

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

UNIT 1

Introduction to Supply Chain Management
This unit explores the role of supply chain management in organizations, achieving strategic fit, and understanding supply chain drivers and metrics. Students will learn about the integral nature of supply chains in aligning business strategies with operational capabilities to enhance performance and competitiveness.

UNIT 2

Supply Chain Network Design
Students will learn to design distribution networks with a focus on e- business applications and global supply chain networks. This unit covers the strategies and challenges of creating efficient and responsive supply chain networks that align with business objectives and the dynamic nature of global markets.

UNIT 3

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

UNIT 4

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

Textbooks and References (Latest Editions):

1. Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.
2. Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson.

Suggested Case Topics:
- 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.

Suggested Research Paper Reading:

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.

Suggested Pedagogy:
This course employs various pedagogical methods, including interactive lectures, student discussions, presentations, engagement with research articles, case studies, and simulation exercises to provide a rich learning environment that fosters understanding and application of supply chain management principles.

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Fifth Semester (Specialization: Human Resource Management)

Training & Development

Course Code: 27IMSI405DE01

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

Course Description:

This course describes the process of training and Development. Describes how training is different from learning and the three phases of learning and training. It examines the various process of creating and designing training programme and various ways to evaluate the return on investment and learning of training programmes. Latest technology based training methods, including online training, massive open online learning courses, Blended courses, flexible classrooms are dealt in detail.

Course Objective (s):

1. To understand the basic concepts of training and development
2. To know the importance and methodology of Training Needs Analysis process
3. To sensitize them to various methods of training and training evaluation
4. Understand the need for Cost benefit analysis of Training Programmes.

Course Outcome (s):

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

1. Evaluate training and development Process and New technology based training g methods
2. Assess training need analysis and know its importance
3. Create and design training Programme with objective and content
4. Evaluate the training Programmes.

UNIT 1

Training Introduction

Changing in training practice, looking inward, looking outward, appreciative enquiry, looking again and repositioning training; Employee Development & Methods of Training and Development

UNIT 2

Training and Learning- two- way process

Knowledge, skill, action; training and learning; Three phases of learning; The learning spiral for participants in the three phases of training

Technology Based Training Methods

Developing Online training methods; Massive Open Online Courses; Blended Learning, Adaptive Learning, Flexible learning, Learning Management systems, Choosing New Technology methods

UNIT 3

The Needs Analysis Process

Training Needs Assessment: Concept, purpose and scope; Process of Needs assessment; Meaning of Skills gap assessment Needs Assessment Techniques: Person Analysis, Task Analysis and Organization Analysis; Need assessment in practice

UNIT 4

Training Process and Evaluating Training and follow up support

Fine tuning objectives and Preparing partners; Setting the stage; Four training methods; Design the training Program; Trainer and training styles; Evaluating from Different angles, Evaluating Learning Objectives; Addressing four common imbalances, Determining Return on investment, determining costs, and benefits

Text Books (Latest Edition):

1. Training for Development Part 1 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2011
2. Training for Organizational Transformation, Part 2 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2000
3. Managing Performance through Training and Development, Eighth Edition Author (s): Alan M. Saks | Robert R. Haccoun, 2019, Cengage learning
4. Employee Training and Development | 9th Edition by Raymond A. Noe and Amitabh Deo Kodwani, 2019, McGraw Hill

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Fifth Semester (Specialization: Business Analytics)

Social Media & Web Analytics

Course Code: 27IMSI405DE02

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

Course Objectives:

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

Course Outcomes:

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

UNIT 1

Introduction

Social media and its role within Marketing, Rules of engagement for Social media marketing Target audience- Influencers- Message/ Content, Developing a Social media marketing plan

Scope and marketing utility of blogging, micro- blogging, Using blogs for brand building & lead generation, Blog Analytics and Performance Tracking, social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live streaming, webinars

UNIT 2

Social Media Data Management

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

UNIT 3

Social Media Measurements

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

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

PPC reporting structure, Campaign Performance Reports

UNIT 4

Introduction to Web Analytics

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

Google Analytics Fundamentals:

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

Text Books (Latest Edition):

1. Social Media Marketing: A Strategic Approach,. Barker, Barker, Bormann, Zahay and Roberts, 2017, Cengage Learning
2. Social Media Marketing (3e), Tuten and Solomon, 2018, Sage
3. Web Analytics 2. 0: The Art of Online Accountability and Science of Customer Centricity", Avinash Kaushik
4. Google Analytics Breakthrough: From Zero to Business Impact", Feras Alhlou, Shiraz Asif, Eric Fettman
5. Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World,Chuck Hemann, Ken Burbary

Reference Books:

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

Readings

1. J. S. Immaculate, A. S. Janet and K. J. C. Angel, "A Study of Social Media Analytics," 2021 9th International Conference on Reliability, Infocom Technologies and Optimization (Trends and Future Directions) (ICRITO), Noida, India, 2021, pp. 1- 13, doi: 10. 1109/ ICRITO51393. 2021. 9596247.
2. The Importance of Social Media Analytics by Samuel Rondot, January 2020, [online] Available: https://hackernoon.com/.
3. S Stieglitz, M Mirbabaie, B Ross and C Neuberger, "Social media analytics- Challenges in topic discovery data collection and data preparation", IJM, vol. 39, pp. 156- 168, 2018.

Case Studies

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

<u>BBA Third Year: Fifth Semester (Specialization: Marketing)</u>

Consumer Behaviour

Course Code: 27IMSI405DE03

L- T- P Summative Assessment: 70
3- 1- 0 Formative Assessment: 30
Time: 3 Hours

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 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

UNIT 1

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

UNIT 2

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

UNIT 3

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

UNIT 4

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

Text Books/ References: (Latest Edition)

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Fifth Semester (Specialization: Supply Chain Management)

Inventory Management

Course Code: 27IMSI405DE04

L- T- P Summative Assessment: 70
3- 1- 0 Formative Assessment: 30
Time: 3 Hours

Course Description:

This course provides a comprehensive understanding of inventory management concepts, techniques, and best practices. Students will explore key topics such as inventory classification, control mechanisms, forecasting methods, and modern inventory management systems. The course also covers inventory accuracy, cost implications, and emerging trends, such as Just-In-Time (JIT) and automation, to equip students with practical knowledge applicable in various industries.

Course Objectives:

1. To introduce the fundamental nature of inventory from a financial, physical, forecasting, and material requirement planning standpoint
2. To emphasize the significance of inventory management for smooth operation of business
3. To introduce various inventory management and requirement planning techniques and tools to students

Course Outcomes:

1. Students gain knowledge on the Inventory Management and Material Requirements Planning to run a smooth operation of business.
2. Also capable of handling various tools and techniques for inventory management and requirement planning.

UNIT I

Inventory Management: Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management. Strategic Inventory Management: Objectives and Importance of the inventory management function about Profitability, Strategy, customer satisfaction and Competitive Advantage.

UNIT II

Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns, reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations.

UNIT III

Inventory Models: Inventory models- Fixed Order Versus Fixed Interval systems; Developing Special Quantity Discount Models; Inventory Model for Manufactured Items; Economic Lot Size when Stock Replenishment is instantaneous; Non-instantaneous Replenishment Models; Inventory Models with uncertainty; Probabilistic Inventory Models; Models with Service Levels and Safety Stock.

UNIT IV

Material Requirement Planning Systems (MRP): Meaning, purpose and advantage of MRP, Data Requirements and Management– Updating Inventory Records; Bill of Materials, types of BOM, Modular BOM. Materials Management in JIT Environment: Zero inventory concept, Excess Inventory: A Roadblock to World-Class Manufacturing, Materials management in JIT environment, Vendor Managed Inventory, vendor relationship in JIT context.

Text Books

1. Zipkin (2000), “Foundations of Inventory Management”, McGraw-Hill Higher Education

2. Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington,(1994) “Production Planning and Inventory Control”; Prentice Hall

3. J. R. Tony Arnold, Stephen N. Chapman (2010), “Introduction to Materials Management”- Pearson; 7th edition.

Reference Books:

1. Richard J. Tersine, (1993) “Principles of Inventory and Materials Management” Prentice Hall; 4th edition
2. Max Muller, (2011) “Essentials of Inventory Management”, AMACOM; 2nd editions
3. Plossl,(1994) “Orlicky's Material Requirements Planning” McGraw-Hill; 2nd edition
4. J H Greene, Homewood III: Richard D Irwin, (1986) “Production and Inventory Control” McGraw-Hill US

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Fifth Semester (Specialization: Finance)

Financial Planning

Course Code: 27IMSI405DE05

L- T- P Summative Assessment: 70
3- 1- 0 Formative Assessment: 30
Time: 3 Hours

Course Description:

This course introduces key concepts and different aspects of financial planning such as savings, investments, retirement planning, tax management etc. Students will be equipped with necessary knowledge and skills to analyze financial goals, create comprehensive financial plans, and develop strategies to achieve financial security and independence.

Course Objective (s):

1. Analyze the impact of socio- economic and political factors on goal based financial planning and decisions.
2. Understand the fundamental concepts and importance of financial planning and identify the steps involved in the financial planning process.
3. Evaluate various types of investments products and assess their risk and return characteristics
4. Understand the importance of retirement savings to develop retirement planning options and strategies.

Course Learning Outcome (s):

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

1. Describe the financial planning process and its steps.
2. Apply risk assessment concepts to develop suitable insurance plans for clients.
3. Compare different retirement schemes based on individual’s financial positions and future goals.
4. Assess various investment choices to formulate goal- based financial strategies.

UNIT 1

Introduction to Financial Planning

Analysis of social, political and economic environment, assessment of psychological and financial needs- real v/ s perceived, identifying financial goals, types of Goals, concept and benefits of saving, financial discipline. Definition, need and scope of financial planning. Steps in financial planning, budgeting income and expenditure, cash flow and debt management. Risk- Return analysis, concept of Time Value of Money. Components of a financial plan. Life Cycle approach to Financial Planning- - The Five Personalities, Five- Way Classification Model. Assessing individual risk taking level.

UNIT 2

Investment Planning

Investment definition, need for investment, investment v/ s speculation v/ s gambling. Objectives of investment. Principles of successful investing. Concept of measurement of risk and return. Popular investment avenues and their characteristics- Stocks, Bonds, Mutual Funds, Gold/ Silver, Real Estate, ETFs, Commodities, banking products, Unit Linked Insurance Products (ULIPS), overseas investment avenues etc. Computing risk and return of investment avenues. Mapping investment avenues with the financial goals. Diversification and building an investment portfolio. Effect of cultural perspectives on investment behavior. Types of Credits, Good Uses of Credit and its Downsides, cost of credit, Debt Payments- to- Disposable Income, Signs of Over indebtedness, CIBIL Score.

UNIT 3

Retirement Planning

Principles, stages and steps in retirement planning. Various retirement schemes- Employee Provident Fund, Public Provident Fund, Superannuation Fund, Gratuity, National Pension Scheme, Old Pension Scheme, Other Pension Plans. Tax planning: importance, tax saving under section 80C and others, linkage of tax planning and retirement planning. Effect of cultural perspectives on retirement planning.

UNIT 4

Insurance and Estate Planning

Insurance Planning- Meaning- Risk Management- Risk Exposures- Role of Insurance company in advisor Selection- Various strategic solutions for Insurance Planning- Estate Planning Terminology- Process of Estate Planning- Wealth Distribution Goals- Strategies for Estate Planning.

Practical Orientation: Prepare a Financial Plan for a Person/ Manage/ Entrepreneu/ Director/ CEO of a Company/ Bank/ Insurance Agent, considering his/ her current expense level, future needs of family, retirement age and contingency funds/ Time Value of Money

Textbooks (Latest Editions)

1. Gitman, L. J., & Joehnk, M. D.; Personal financial planning. South- Western Cengage Learning.
2. Keown, A. J.; Personal finance: Turning money into wealth. Pearson.
3. Kapoor, J. R., Dlabay, L. R., Hughes, R. J., & Hart, M. M. ; Focus on Personal Finance: An Active Approach to help you develop successful financial skills. McGraw- Hill Education.
4. Sullivan, M. K.; Financial Planning: A Practical Approach. Wiley.
5. Madura, J.; Personal finance. Pearson.
6. Cheng F. Lee and John Lee; Financial Analysis, Planning and Forecasting: Theory and Application. World Scientific Publisher, Singapore.
7. Indian Institute of Banking & Finance; Investment Planning Tax Planning and Estate Planning. Taxmann Publishing Private Limited, New Delhi
8. Indian Institute of Banking & Finance; Introduction to Financial Planning; Taxmann Publishing Private Limited,

References: Research Papers/ Articles

1. Modigliani, F. (1966). The Life Cycle Hypothesis of Saving, The Demand for Wealth and the Supply of Capital. Social Research, 33 (2), 160- 217.
2. Ketchum, M. B., & Moreau, M. A. (2002). Managing your money in retirement. Harvard Business Review, 80 (3), 70- 79.
3. Ford, G. S. , & Guth, W. D. (1994). Financial planning in turbulent times. Harvard Business Review, 72 (5), 78- 86.
4. Anthony, R. N. , & Govindarajan, V. (1984). Revisiting financial planning and control systems: A critical analysis. Harvard Business Review, 62 (2), 65- 77.
5. Doe, J. (2023). Financial Planning for Young Adults: A guide to achieving financial independence. Journal of Financial Planning, 36 (2), 45- 56.
6. Smith, J. (2022). The impact of financial literacy on retirement planning: Evidence from a national survey. Journal of Consumer Affairs, 56 (3), 789- 802.
7. Shefrin, H. , & Statman, M. (2000). Behavioral Portfolio Theory. Journal of Financial and Quantitative Analysis, 35 (2), 127- 151. doi:10. 2307/ 2676187.

Case Topics/ Areas

1. Retirement Planning
2. Personal Credit Management
3. Risk Tolerance Assessment
4. Tax- Efficient Withdrawal Strategies
5. Budgeting and Saving for Future Requirement
6. Personal Portfolio

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Fifth Semester (Specialization: International Business)

Global Business Environment

Course Code: 27IMSI405DE06

L- T- P Summative Assessment: 70
3- 1- 0 Formative Assessment: 30
Time: 3 Hours

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 Outcome (s):

1. Understand and describe the main features of the international business environment and its primary institutions. (Bloom's Level: Remember, Understand)
2. Analyze the political, social, economic, technological, and other configurations that support cross- border trade. (Bloom's Level: Analyzing)
3. Apply an understanding of the different modes of engagement with international markests and explore the interconnectedness between these and the economic, legal, governmental, political, regulatory, cultural, and other environments in which expanding companies operate. (Bloom's Level: Applying, Analyzing)
4. Evaluate the key decisions that multinational firms make in relation to the choice of markets and entry strategies (Bloom's Level: Evaluating)

UNIT 1

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 environmental influences on host and home countries; Global vs. Transnational Business: Differences, strategies, and organizational structures

UNIT 2

Environments of Global Business

Overview of the PESTEL Framework: Understanding the components; Political Environment: Government policies, stability, and international relations; Economic Environment: Economic growth, exchange rates, inflation, and market conditions; Social Environment: Cultural trends, demographics, and consumer behaviors; Technological 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

UNIT 3

International Organizations and Agreements

General Agreement on Trade and Tariffs (GATT)- Concept; World Trade Organization (WTO)- Functions, Principles, Organizational Structure; The WTO Agreements- A Bird'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 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)

UNIT 4

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.

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, DanielS, 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.
3. Reliance Jio: Transforming India's Digital Landscape- "Reliance Jio: 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"- Harvard Business Review.
5. Bharti Airtel's Entry into 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"- Ivey Business School Case Study

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BBA Third Year: Sixth Semester

Project Management
Course Code: 27IMSI406DS01

L- T- P Summative Assessment: 70
3- 1- 0 Formative Assessment: 30
Time: 3 Hours

Course Description: Project Management is a core course designed to introduce students to the fundamental aspects of planning, executing, monitoring, and closing projects across diverse industries. The course emphasizes the use of project management tools, particularly Microsoft Project, to manage timelines and resources efficiently. Through exploring risk management, stakeholder communication, and Agile methodologies, students will develop the critical thinking and practical skills necessary for successful project management.

Course Objectives:
1. To provide a comprehensive understanding of the project management lifecycle 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 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.
4. Explore and apply risk management techniques to mitigate potential project issues.

UNIT 1

Fundamentals of Project Management
This unit covers the core concepts of project management, including the project life cycle, the role of the project manager, and the organizational context of projects. Students will learn about the stages of a project from initiation to closure and the key responsibilities of a project manager in driving project success.

UNIT 2

Project Planning and Tools
Focusing on the planning phase of project management, this unit explores setting 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.

UNIT 3

Executing and Monitoring Projects
This unit delves into resource allocation, budgeting, and quality control within project execution. Students will also learn about 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.

UNIT 4

Concluding Projects and Agile Methodologies
The final unit discusses the closing phase of projects, including performance measurement, stakeholder communication, and post- project evaluation. Additionally, this unit introduces Agile project management principles and the Scrum framework, comparing Agile with traditional project management methods to provide students with a broader understanding of managing projects in dynamic environments.

Suggested Case Topics:
- The Big Dig: A project management analysis of Boston's Central Artery/ Tunnel Project.
- The launch of Apple’s iPhone: Managing high- stakes technology projects.
- Project management in non- profits: The case of the Global Fund's initiatives.

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

Textbooks (Latest Edition):

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

Suggested Pedagogy:
This course utilizes various teaching methodologies such as interactive lectures, student discussions, PowerPoint presentations, engagement with research articles, case studies, and simulation exercises to provide a comprehensive learning experience.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Sixth Semester

Business Taxation

Course Code: 27IMSI406DS02

L- T- P | Summative Assessment: 70
2- 0- 0 | Formative Assessment: 30
Time: 3 Hours

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

Course Objective (s):

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

Course Learning Outcome (s):

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

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

UNIT 1

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

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

UNIT 2

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

UNIT 3

Filing of GST Returns and Audit: Overview of GSTR1- GSTR3B- GSTR4- GSTR5- GSTR6- GSTR7- GSTR8- GSTR9- GSTR10- GSTR11. Audit by tax authority's U/s 65- Special Audit U/s 66- Audit by department- Power of Departmental Audit- Returns- Authorization to Audit- Audit Procedure- Duration of Audit- Audit Findings- Reply to Audit Findings- Period of Limitation to issue Show Cause Notice- Assessment under Chapter XII- Assessment & Audit Rules (no 98 to 102)- Demands and Recovery.

Practical’s on online GST Registration Process and Payment of Tax; Enabling GST and Defining Tax Details- Tally

ERP; Defining Tax Rates at Master and Transaction Levels; Defining GST Rates at Stock Group Level; Defining GST Rate at Transaction Level; Accounting of GST Transactions; Creation of GST Duty ledgers; GST Reports; Generating GSTR; Exporting GSTR; Uploading of GSTR on GST portal.

UNIT 4

Customs Duty: Introduction- Basic Concepts- Territorial Waters- High Seas- Types of Customs Duties- Basic customs duty- Protective duties- Safeguard duty- Countervailing Duty on subsidized articles- Anti- dumping duty- Baggage- Valuation- Baggage Rules and Exemptions. Procedure (including warehousing)- Export Procedure- Deemed Exports- Duty drawback- Customs (Import of Goods at Concessional Rate of Duty) Rules, 2017- Valuation of Imported Goods- Valuation of Export Goods.

Readings:

Textbooks (Latest Editions)

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Sixth Semester

Corporate Governance
Course Code: 27IMSX06SE01

L-T-P	Summative Assessment: 70
2-0-0	Formative Assessment: 30
	Time: 3 Hours

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

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

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

UNIT 1

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

UNIT 2

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

UNIT 3

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

UNIT 4

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

Suggested Readings: (Latest Editions)

1. Act, S. O. (2002). Sarbanes- Oxley act. Washington DC.
2. Aparajita, S. , & Rhudra, R. Insider Trading Regulation 2015. GNLU L. Rev. , 4, 69.
3. Monks, R. a. G. , & Minow, N. Corporate Governance. John Wiley & Sons.
4. Roy Chowdhury Ghosh, A. Corporate Governance Under the SEBI (Listing Obligations and Disclosure

Requirements) Regulations 2015.
5. Satheesh Kumar, T. N. Corporate Governance. India: Oxford University Press.
6. Sharma, J. P. Corporate Governance, Business Ethics and CSR: (with Case Studies and Major Corporate Scandals). Ane Books Pvt. Ltd.

Note: Latest edition of readings may be used and latest amendments to the regulations shall be referred to.

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

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. Analyze a recent 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. Analyze 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.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Sixth Semester (Specialization: Human Resource Management)

Performance & Compensation Management

Course Code: 27IMSI406DE01

L- T- P — Summative Assessment: 70
3- 1- 0 — Formative Assessment: 30
Time: 3 Hours

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 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.

UNIT 1

Introduction to Performance Management

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

UNIT 2

Performance Planning and Managing Performance

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

UNIT 3

Learning Organisation and Performance Based Compensation

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

UNIT 4

Implementation of Performance Management

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

Readings:

1. Armstrong, M. (2003). Handbook of Strategic Human Resource Management: A Guide to Action. Crest.
2. Armstrong, M. (2006). Performance management: Key strategies and practical guidelines. Kogan page.
3. Berger, L. A. , & Berger, D. R. (2004). The talent management handbook. New York, NY: McGraw- Hill.
4. Bhattacharyya, D. K. (2011). Performance management systems and strategies. Pearson Education India.

5. Dencker, J. C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. Administrative Science Quarterly, 54 (3), 453- 485.
6. Jordan, A. H. , & Audia, P. G. (2012). Self- enhancement and learning from performance feedback. Academy of management review, 37 (2), 211- 231.
7. Liu, D. , Mitchell, T. R. , Lee, T. W. , Holtom, B. C. , & Hinkin, T. R. (2012). When employees are out of step with coworkers: How job satisfaction trajectory and dispersion influence individual- and unit- level voluntary turnover. Academy of management journal, 55 (6), 1360- 1380.
8. McDonnell, A. (2011). Still fighting the "war for talent"? Bridging the science versus practice gap. Journal of business and psychology, 26, 169- 173.
9. Rao, T. V. (2004). Performance Management and Appraisal Systems: HR tools for global competitiveness. SAGE Publications India.
10. Silzer, R. , & Dowell, B. E. (2009). Strategy- Driven Talent Management. John 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.

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

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

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Sixth Semester (Specialization: Business Analytics)

Data Analytics using R/ Python
Course Code: 27IMSI406DE02

L- T- P
3- 1- 0

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

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

Course 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.

UNIT- 1

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

UNIT- 2

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

UNIT- 3

Flow Control & Functions
Decision making (using if statement- if…else statement- Nested If…Else statement- 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)

UNIT- 4

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

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Sixth Semester (Specialization: Marketing)

Sales Marketing

Course Code: 27IMSI406DE03

L- T- P Summative Assessment: 70
3- 1- 0 Formative Assessment: 30
Time: 3 Hours

Course Objective (s):

To impart knowledge and skills to develop an understanding of concepts, which will help in designing sound programs for organizing and managing the sales force. The course will use the Indian environment as the backdrop though it will also draw from international experiences whenever needed.

Course Outcome (s):

1. Understanding the various roles & responsibilities of a manager related to sales management, personal selling, and salesmanship.
2. Understanding the key areas related to the organization, selection, and development of effective sales force.
3. Understanding practical issues related to sales force through various cases

UNIT 1

Introduction to Sales Management

Meaning, nature, and importance of sales management in modern businesses; roles and responsibilities of sales manager, personal selling and salesmanship, selling process.

UNIT 2

Organization of Sales Force

Recruiting sales personnel- planning; sources, selecting sales personnel, executing and evaluating sales training programs, sales information system & planning: sales skills

UNIT 3

Directing Sales Force Operations

Motivating sales personnel, designing and administering compensation plans for the sales force- financial and non-financial compensation methods, sales meetings and sales contests, sales quotas, and sales territories

UNIT 4

Evaluating and Controlling Sales Force

The sales budget; analysis of sales volume & profitability; and evaluating salesperson's performance; selling agents for internet trading.

Text Books/ References:

1. Jobber, D. , Lancaster, G. Selling and Sales Management. Pearson Education.
2. Johnston, M. W. , Marshal, G. W. Sales Force Management. New Delhi: Tata McGraw- Hill Education.
3. Spiro, R. , Rich, G. , &Stanton, W. Management of a Sales Force. New Delhi: Tata McGraw- Hill Education.
4. Panda T, Sachdev S. Sales and Distribution Management. Oxford University Press
5. Havaldar, Krishna K. Sales and Distribution Management. Tata McGraw Hill
6. Gupta S. L. Sales & Distribution Management: Text & Cases in Indian Perspectives. Excel Books
7. Still, Kundiff, Govoni. Sales and Distribution Management. PHI

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Sixth Semester (Specialization: Supply Chain Management)

Logistics & Distribution Management

Course Code: 27IMSI406DE04

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

Course Description:

This course provides a comprehensive introduction to the principles, strategies, and practices of logistics and distribution management in today's global supply chain environment. It focuses on the efficient and effective flow of goods, services, and information from suppliers to customers

Course Objectives:

1. To understand logistics and distribution functions, supply chain linkages, and customer service requirements.
2. To design efficient distribution networks, channel structures, warehouse operations, and inventory control systems.
3. To analyze transportation modes, routing, scheduling, and order management for cost-effective goods movement.
4. To apply logistics technologies, performance indicators, and cost reduction strategies for operational efficiency.
5. To evaluate global distribution challenges, sustainability concerns, risks, and resilience in supply chain operations.

Course outcomes

1. Understand logistics and distribution principles, key elements, and their impact on organizational performance.
2. Design logistics networks, facility layouts, and distribution channels to improve operational efficiency.
3. Analyze transportation modes, technology applications, and last-mile strategies for effective goods movement.
4. Apply inventory control and warehouse management techniques to balance cost, service, and productivity.
5. Evaluate logistics risks, resilience measures, and sustainability practices in distribution operations.

UNIT I

Fundamentals of Logistics and Distribution Management: Definition, scope, and importance of logistics and distribution, Relationship between logistics and supply chain management. Key functions of logistics: procurement, transportation, warehousing, and inventory management, Evolution of logistics and global trends. Logistics Network Design and Facility Planning: Logistics network design: factors influencing location and layout, Role of distribution centers and warehouses, Warehouse design, equipment, and layout planning, Network optimization techniques and decision-making tools.

UNIT II

Transportation and Freight Management: Overview of transportation modes: road, rail, air, sea, and multimodal logistics, Freight management: cost analysis, scheduling, and route planning, Role of technology in transportation: GPS, TMS, and IoT applications Transportation challenges and solutions in domestic and international logistics.

UNIT III

Inventory and Warehouse Management: Role of inventory in logistics and supply chains, Inventory control methods: EOQ, JIT, ABC, and VMI, Warehouse operations: receiving, storage, picking, and dispatch, Strategies for improving warehouse efficiency.

UNIT IV

Distribution Channel Management: Types of distribution channels: direct, indirect, and hybrid, Selection and management of distribution partners, E-commerce and last-mile delivery innovations, Performance evaluation of distribution networks. Identifying risks in logistics and distribution management, Mitigating risks through contingency planning and resilience strategies, Green logistics: sustainable practices and carbon footprint reduction, Case studies in logistics risk management and sustainability.

Textbooks:

1. Rushton, A., Croucher, P., & Baker, P. (2021). The Handbook of Logistics and Distribution Management: Understanding the Supply Chain. 7th ed. London: Kogan Page.
2. Christopher, M. (2011) Logistics and Supply Chain Management. 4th ed. Harlow: Financial Times Prentice Hall.
3. Mangan, J., Lalwani, C., & Butcher, T. (2012). Global Logistics and Supply Chain Management. 2nd ed.

Chichester: John Wiley & Sons.
4. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2010) Supply Chain Logistics Management. 3rd ed. New York: McGraw-Hill Higher Education.
5. Rushton, A., Croucher, P. and Baker, P. (2022). The Handbook of Logistics and Distribution Management: Understanding the Supply Chain. Kogan Page Publishers.
6. Chopra, S. and Meindl, P. (2016). Supply Chain Management: Strategy, Planning, and Operation. Pearson Education.
7. Christopher, M. (2016). Logistics & Supply Chain Management. Pearson Education.
8. Hopp, W.J. and Spearman, M.L. (2016). Factory Physics: Foundations of Manufacturing Management. McGraw-Hill Education.
9. Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E. (2010). Supply Chain and Logistics Management. McGraw-Hill Education.
10. Rogers, D.S. and Tibben-Lembke, R. (2012). The Purchasing and Supply Chain Management Handbook. McGraw-Hill Education.

Research Papers:

1. Rice, J. & Caniato, F. (2003). "Building a secure and resilient supply network," Supply Chain Management Review, 7(5).
2. Liker, J. K. & Choi, T. Y. (2004) "Building deep supplier relationships," Harvard Business Review, 82(12).

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Sixth Semester (Specialization: Finance)

Financial Markets Products and Services
Course Code: 27IMSI406DE05

L- T- P Summative Assessment: 70
3- 1- 0 Formative Assessment: 30
Time: 3 Hours

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. Analyze 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 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. Analyze the various types of mutual funds available in the financial markets, evaluate their performance metrics.

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 pay- out, Bad Delivery, Short delivery, Auction, Demat settlement, Physical settlement. Circuit Breakers, market makers.

UNIT 2

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.

UNIT 3

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.
Credit Rating- Definition and meaning. Process of credit rating of financial instruments. Rating Methodology,

Rating agencies. Rating symbols of different companies. Advantages and disadvantages of credit rating.

UNIT 4

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. Fees Involved in Factoring- Finance Charge, Service Fee. Advantages and disadvantages
of Factoring.

Bill Discounting- Definition, nature, importance. Types of bill discounting. Bill discounting v/s Factoring. Bill rediscounting. Forfaiting Definition, nature, and importance of forfaiting. Mechanism of Forfaiting Transaction. Fees Involved in Forfaiting- Discount fees, Commitment fees. Advantages and disadvantages of Forfaiting. Differences Between Factoring and Forfaiting.

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

Textbooks (Latest Editions):

1. Meir Kohn, Financial Institutions and Markets, Tata McGraw- Hill, New Delhi.
2. Frank. J. Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, Pearson Education Asia.
3. M. Y. Khan, Financial Services, Tata McGraw- Hill, New Delhi.
4. M. Y. Khan, Indian Financial System, Tata Mc Graw- Hill, New Delhi.
5. H. R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.
6. B. Pathak: Indian Financial Systems Pearson Education

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Third Year: Sixth Semester (Specialization: International Business)

Transnational & Cross Cultural Marketing
Course Code: 27IMSI406DE06

L- T- P | Summative Assessment: 70
3- 1- 0 | Formative Assessment: 30
Time: 3 Hours

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 Outcome (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)

UNIT 1

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

UNIT 2

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 strategies; Future directions of transnational marketing.

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 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.

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Seventh Semester

Entrepreneurial Leadership
Course Code: 28IMSI407DS01

L- T- P Summative Assessment: 70
2- 2- 0 Formative Assessment: 30
Time: 3 Hours

Course Description

This course is designed to equip students with the knowledge and skills required to become effective entrepreneurial leaders. It emphasizes the unique characteristics and challenges of entrepreneurial leadership and provides practical insights into how to lead and manage startups and innovative ventures. The course covers key areas such as leadership theory, entrepreneurial mindset, strategic decision- making, and the development of a sustainable business model.

Course Outcome:

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

1. Understand and apply leadership theories and principles in an entrepreneurial context.
2. Develop further the entrepreneurial mindset and to recognize opportunities for innovation and value creation.
3. Formulate entrepreneurial vision and engage, motivate and lead stakeholders for implementing effective strategies for leading and managing entrepreneurial ventures.
4. Analyze and inculcate the ethical and social responsibilities of entrepreneurial leaders.

UNIT 1

Foundations of Entrepreneurial Leadership

1. Introduction to Leadership and Entrepreneurship
2. Definitions and Concepts of Leadership
3. Social, Managerial and Entrepreneurial Leadership
4. Theories and Models of Leadership
5. Trait Theory, Behavioral Theories, Contingency Theories, Transformational and Transactional Leadership

UNIT 2

Leading with the Entrepreneurial Mindset

1. Creativity and Innovation in Entrepreneurship
2. Techniques for Fostering Creativity.
3. Overview of Innovation Management and role of Founders
4. Building Culture of innovation and entrepreneurial mindset
5. Leading through Innovation: Venture strategies and role of the leader. Process and Resources
6. The virtual work and organization; Leadership and the future of work in the venture leadership context.

UNIT 3

Leadership Challenges and Strategies in Entrepreneurial Context

1. Leadership Challenges in Entrepreneurial Venture Development
2. Case Studies of Prominent Entrepreneurial Leaders
3. Analysis of elements of leadership desirable in different stages of venture creation and development
4. Designing organsational structure and managing people performance
5. Building teams; Managing Growth, Change, Conflicts and Transition

UNIT 4

Ethical and Sustainable Entrepreneurship

1. Ethics and Social Responsibility In Entrepreneurship
2. Ethical Decision- Making Frameworks
3. Building the Right Culture and Values: Role of leader
4. Corporate Social Responsibility (CSR)
5. Sustainable Business Practices and managing change
6. Leadership and shaping Sustainability in Business Models

Readings (Latest Editions):

1. Robbins, S. P. , & Judge, T. A. Essentials of organizational behavior. Pearson.
2. Northouse, P. G. Leadership: Theory and practice. Sage publications.
3. Christensen, C. M. , Raynor, M. E. , Dyer, J. , & Gregersen, H. Disruptive Innovation: The Christensen Collection (The Innovator's Dilemma, The Innovator's Solution, The Innovator's DNA)
4. Christensen, C. M. , " How Will You Measure Your Life?", Harvard Business Review

5. Ries, E. The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Currency.
6. Vugt, M. van, & Ronay, R. The evolutionary psychology of leadership: Theory, review, and roadmap. Organizational Psychology Review, 4 (1), 74- 95.
7. Alexander Fries, Nadine Kammerlander, Max Leitterstorf, “Leadership Styles and Leadership Behaviors in Family Firms: A Systematic Literature Review,” Journal of Family Business Strategy, Volume 12, Issue 1, 100374.

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Seventh Semester

AI for Business
Course Code: 28IMSX07OE01

L-T-P
3-1-0

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

Course Objective:
AI for Business course is designed to equip students with a thorough understanding of how artificial intelligence (AI) can be strategically applied in various business contexts. The primary objective is for students to learn how to deploy AI technologies effectively while managing the ethical considerations inherent in such implementations.

Course Outcomes:
Upon completion of the course the students shall be able to:

1. Analyze Big Data, understanding its core characteristics and the infrastructure required for its management. They will also develop skills in extracting actionable insights that can inform and transform organizational strategies.
2. Comprehend in- depth knowledge of key AI technologies and explore these technologies' roles in driving business innovation and operational efficiency.
3. Apply AI solutions to core business functions, such as enhancing algorithmic trading in finance, improving customer engagement through CRM systems, and optimizing HR processes with AI- driven tools.
4. Evaluate and Mitigate ethical risks associated with AI use in business, ensuring practices are fair, transparent, and responsible. They will also address the legal and societal impacts of AI, fostering responsible leadership in technology deployment.

Methodology
The teaching methodology employs lectures and real- time, case- based AI applications cross different business sectors.

UNIT 1

Converging Technologies: Big Data Overview, V's of Big Data, Big Data Analysis, IoT, Cloud Computing, Data Management Infrastructure, Data Analysis: Extracting Intelligence from Big Data, Changing organization Culture/ Strategy/ Role of Practicing Managers, People Component of BigData & AI

UNIT 2

Introduction to AI: History & Evolution of AI, AI- Driven Business Transformation, Overview of AI technologies namely Machine Learning, Deep Learning, Natural Language Processing, Computer Vision, Robotics, Generative AI, Case study analysis of AI's impact on different industries.

UNIT 3

AI Applications in Business: AI in Finance- AI in algorithmic trading, Credit scoring models using machine learning, Fraud detection, AI in Customer Relationship Management- Personalization and recommendation systems, Chatbots and virtual assistants, Predictive customer analytics, AI in Human Resource Management- AI-driven recruitment and selection processes, Employee performance analytics, AI in workforce planning and talent management.

UNIT 4

Ethics in AI: Bias, fairness, and transparency, Responsible AI practices for leaders, Mitigating ethical risks in AI/ ML deployment, Societal and legal aspects of AI.

Text Books (Latest Edition):

1. Artificial Intelligence by Munish Trivedi
2. Artificial Intelligence for Managers by Malay A. Upadhyay
3. AI Rising: India's Artificial Intelligence Growth Story, Leslie D'Monte, Jayanth N. Kolla
4. Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning by Bernard Marr
5. HBR Guide to AI Basics for Managers Paperback by Harvard Business Review
6. Machine Learning for Algorithmic Trading: Predictive models to extract signals from market and alternative data for systematic trading strategies" by Stefan Jansen
7. Digital HR: A Guide to Technology- Enabled Human Resources by Deborah Waddill
8. AI for Marketing and Product Innovation: Powerful New Tools for Predicting Trends, Connecting with Customers, and Closing Sales by A. K. Pradeep, Andrew Appel, and Stan Sthanunathan

Suggestive Readings

1. Neha Soni, Enakshi Khular Sharma, Narotam Singh, Amita Kapoor, "Artificial Intelligence in Business: From Research and Innovation to Market Deployment", Procedia Computer Science, Volume 167, 2020, Pages 2200- 2210,
2. https://doi.org/10.1016/j.procs.2020.03.272.
3. Nikolaos- Alexandros Perifanis, Fotis Kitsios, Investigating the Influence of Artificial Intelligence on Business Value in the Digital Era of Strategy: A Literature Review, Information 2023, 14 (2), 85; https://doi.org/10.3390/info14020085

Case Studies

1. The Business of Artificial Intelligence: What it can — and cannot — do for your organization by Erik Brynjolfsson, Andrew McAfee, https://hbr.org/2017/07/the-business-of-artificial-intelligence.
2. Predicting Consumer Tastes with Big Data at Gap, Ayelet Israeli, Jill Avery, https://hbsp.harvard.edu/product/517115-PDF-ENG

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise SEVEN short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Seventh Semester

Advanced Data Analysis Tools
Course Code: 28IMSI407DSR01

L- T- P Summative Assessment: 70
2- 0- 2 Formative Assessment: 30
Time: 3 Hours

Course Description: Advanced Data Analysis Tools is designed to equip students with sophisticated skills in data analysis to enhance decision- making in business. The course emphasizes the practical application of statistical software for data manipulation, statistical modeling, machine learning, and effective communication of data insights.

Course Objectives:
1. To introduce advanced data analysis tools and techniques used in business decision- making.
2. To develop proficiency in using statistical software for comprehensive data analysis, including manipulation, interpretation, and visualization.
3. To explore the application of these tools in addressing real- world business challenges through hands- on exercises.

Course Outcomes:
1. Proficiency in using advanced statistical tools for data analysis.
2. Ability to apply comprehensive data analysis techniques to enhance business decision- making.
3. Skills to effectively interpret and present data insights to stakeholders.
4. Awareness of ethical considerations in data analysis.

UNIT 1

Data Handling and Statistical Foundations
This unit introduces the fundamentals of data analysis, including an overview of statistical software tools, data handling, and basic operations. It covers data importing, cleaning, and initial data exploration techniques, setting a strong foundation for further analysis.

UNIT 2

Statistical Analysis and Modeling
Focuses on advanced statistical methods, including descriptive and inferential statistics, regression analysis, and forecasting techniques. Students will engage in hypothesis testing and time series analysis, using these methods to derive meaningful insights from complex datasets.

UNIT 3

Machine Learning and Advanced Analytical Techniques
Introduces basic and advanced machine learning algorithms relevant to business analytics. This unit covers decision trees, clustering, neural networks, and the fundamentals of deep learning, with a focus on their practical application in predictive analytics and data- driven decision- making.

UNIT 4

Visualization, Reporting, and Ethical Considerations
Emphasizes the importance of effective data presentation through visualizations and interactive dashboards using tools like Tableau and Power BI. This unit also addresses the ethical considerations in data analysis and the preparation of comprehensive reports and presentations to communicate insights clearly to stakeholders.

Suggested Pedagogy:
The course adopts a blend of interactive lectures, practical labs, and project- based learning to facilitate an engaging and comprehensive learning experience. Real- world datasets are employed extensively to allow students to apply theoretical concepts in practical scenarios, bridging the gap between classroom learning and business application.

Optional Practical Component:
An optional practical can be developed for students who wish to explore open- source statistical software for conducting independent and complex data analyses.

Research Reading:
Raji, M. A. , Olodo, H. B. , Oke, T. T. , Addy, W. A. , Ofodile, O. C. , & Oyewole, A. T. (2024). Real- time data analytics in retail: A review of USA and global practices. GSC Advanced Research and Reviews, 18 (3), 059- 065.

Textbooks (Latest Edition):
1. Discovering Statistics Using IBM SPSS Statistics by Andy Field, 5th ed., Sage.

2. An Introduction to Statistical Learning with Applications by James, Witten, Hastie, & Tibshirani, 2nd ed., Springer.
3. Data Science with Artificial Intelligence, Machine Learning and Deep Learning by Rajiv Chopra, Khanna Book Publishing.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Seventh Semester

Advanced Research Methodology
Course Code: 28IMSI407DSR02

L- T- P Summative Assessment: 70
2- 0- 2 Formative Assessment: 30
Time: 3 Hours

Course Description: Advanced Research Methodology builds upon foundational knowledge, delving into sophisticated research design and methodologies tailored for business contexts. This course explores complex qualitative and quantitative research techniques and integrates contemporary issues such as big data and artificial intelligence into the curriculum. Emphasizing ethical considerations and the practical application of research tools, the course equips students with the necessary skills to conduct high- quality research, write scholarly articles, and develop grant proposals.

Course Objectives:

1. Enhance understanding of advanced research designs and methodologies beyond the foundational level.
2. Develop proficiency in qualitative and quantitative data analysis techniques using advanced software tools.
3. Explore contemporary issues and innovations in research methodology relevant to business studies.

Course Outcomes:

1. Mastery of advanced research methodologies applicable in diverse business contexts.
2. Skilled in ethical application and critical analysis of research data.
3. Proficient in publishing research findings and drafting comprehensive grant proposals.

UNIT 1

Advanced Research Frameworks

This unit covers advanced research frameworks, examining research philosophy, inquiry, ontology, epistemology, and paradigms. It includes discussions on refining quantitative, qualitative, and mixed methods approaches and explores specialized research designs both experimental and non- experimental designs such as longitudinal, cross-sectional, and factorial design, latin square design, randomize group design providing a foundation for advanced research questions/ inquiry.

UNIT 2

Advanced Data Analysis Techniques

The focus of this unit is on advanced data analysis techniques. It encompasses qualitative methods like ethnography and phenomenology, alongside advanced quantitative approaches including multivariate analysis and structural equation modelling. This unit also introduces the use of sophisticated data analysis software such as computer enabled
qualitative and context analysis (example NVivo and ATLAS. ti, PLSEM), enhancing students' analytical skills.

UNIT 3

Contemporary Issues in Research

This unit engages students with contemporary issues in research, addressing the impact of big data and analytics, and the incorporation of artificial intelligence into research methodologies. It also covers the ethical considerations crucial to modern research practices and the transformative role of technologies like virtual reality and augmented reality in business research.

UNIT 4

Application and Ethics

In this unit, students apply research methods to real- world scenarios, exploring the ethical challenges in conducting research. The unit guides students in preparing scholarly articles, grant proposals, and comprehensive research reports, emphasizing the practical application of research skills and ethical considerations in documentation and reporting.

Case/ Exercises:

- Behavioral Experiment (A), (B), (C) by Elena Reutskaja-
  https://hbsp.harvard.edu/product/IES916-PDF-ENG
- Focus Groups (A), (B) by Elena Reutskaja-
  https://hbsp.harvard.edu/product/IES922-PDF-ENG
- In- depth Interviews (A), (B) by Elena Reutskaja-
  https://hbsp.harvard.edu/product/IES918-PDF-ENG

Research Paper Reading:

Pereira, L. F. (2023). Business research methods: systematic literature review. International Journal of Management Concepts and Philosophy, 16 (2), 145- 159.

Textbooks:
1. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, by Creswell, J. W. & Creswell, J. D.
2. Multivariate Data Analysis, by Hair, J. F. , Black, W. C. , Babin, B. J. , & Anderson, R. E.

Pedagogy:
The course utilizes a combination of interactive lectures, hands- on lab sessions, collaborative projects, and case studies to provide an engaging and comprehensive learning experience. It integrates real- world scenarios and current research challenges into classroom discussions to effectively bridge theoretical knowledge with practical application.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Seventh Semester (Specialization: Human Resource Management)

Change Management and Organizational Development

Course Code: 28IMSI407DE01

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

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 OD interventions.
4. To understand the nature of Planned change.

Course Outcome (s):

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

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

UNIT 1

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

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

UNIT 2

Strategic Change Interventions.

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

UNIT 3

Introduction to Organizational Development and Change

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

UNIT 4

The Process of Organization Development

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

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 MindTap, 11e 4. 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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Seventh Semester (Specialization: Business Analytics)

Finance Analytics

Course Code: 28IMSI407DE02

L- T- P Summative Assessment: 70
3- 1- 0 Formative Assessment: 30
Time: 3 Hours

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 Outcomes:

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

UNIT: I

Summarizing and Analyzing Financial Data

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

UNIT- II

Financial Data Analysis and Modeling

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

UNIT- III

Time Series Analysis and Forecasting

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

UNIT- IV

Advanced Time Series Models and Forecasting Techniques

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

Text Books (Latest Edition):

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

References

1. Damodar Gujarati & Dawn Porter, Sangeetha Gunasekar, "Basic Econometrics", 5th Edition McGraw Hill Education (India) Private Limited.

2. Peter Kennedy, “A Guide to Econometrics”, 6th Edition- Wiley.
3. Analysis of Economic Data, Gary Koop, (4th Edition), Wiley.
4. Time Series Analysis and Its Applications: With R Examples" by Robert H. Shumway, David S. Stoffer

Readings:

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

Case Studies:

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Seventh Semester (Specialization: Marketing)

Retail Marketing

Course Code: 28IMSI407DE03

L- T- P Summative Assessment: 70

3- 1- 0 Formative Assessment: 30

Time: 3 Hours

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 analyze retail business environment and its opportunities and challenges, in order to envision and strategies for the respective business.

UNIT 1

The objective of the unit is to provide an introduction to Retailing, discuss the retail evolution and current trend and status of retail industry in India. The unit also elaborates the differences among different types of retailers and also assists to analyze 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- store based, and other forms of Non-traditional Retailing; Retail consumers.

Readings:

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

UNIT 2

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

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

Readings:

- Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 4, 5, 6, 11, 14, 15, 17)
- Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 5, 9. 14, 15)

UNIT 3

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

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

Readings:

- Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9, 10, 16, 18,19)
- Levy, Weitz and Pandit; Retailing Management (Chapter 6, 7, 8), McGraw Hill Education

UNIT 4

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

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

Readings:

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

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Seventh Semester (Specialization: Supply Chain Management)

Management Decision Models

Course Code: 28IMSI407DE04

L- T- P — Summative Assessment: 70

3- 1- 0 — Formative Assessment: 30

Time: 3 Hours

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:

1. To introduce students to the fundamental methods of management science and decision models.
2. To develop skills in formulating business problems in quantitative terms.
3. 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.
4. To provide hands- on experience with software tools for implementing and solving decision models.

Course Outcomes:

1. Ability to formulate and solve business problems using management science techniques.
2. Proficiency in applying quantitative methods to enhance decision- making processes.
3. Skills to use management science software tools like R and Python for solving complex business problems.
4. Understanding of how to optimize resources and processes in various business functions.

UNIT 1

Foundations of Management Decision Models

This unit provides an overview of management science and the role of decision models in business. It covers the steps in the management science approach, focusing on the formulation of business problems in quantitative terms.

UNIT 2

Optimization Techniques

Students will explore 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.

UNIT 3

Strategic Decision- Making Models

This unit introduces game theory, covering types of games (zero- sum, non- zero- sum, cooperative, non-cooperative) and concepts such as Nash Equilibrium. Applications in competitive strategies and business negotiations are explored.

Probability theory and its decision- making under uncertainty, along with an introduction to queuing theory, are also discussed.

UNIT 4

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.

Suggested Case Topics:

1. Implementing EOQ models in retail management to optimize stock levels.
2. Using game theory for strategic decision- making in competitive business environments.
3. 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):

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

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.

Suggested Pedagogy:

This course employs a variety of teaching methods including interactive lectures, real- world case studies, software simulations, and hands- on projects using management science tools. Students are encouraged to participate in discussions, apply quantitative techniques to solve case problems, and use software like R and Python to implement and solve decision models.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Seventh Semester (Specialization: Finance)

Financial Derivatives

Course Code: 28IMSI407DE05

L- T- P
3- 1- 0

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

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 prics 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 Outcomes:
Upon completion of the course students should be
1. Aware of differences between vanilla derivative products
2. Able to understand the linkage between derivative pricing and the underlying asset
3. Exposed to the wider variety of interest rate and credit derivatives
4. Develop an ability to analyze a situation and recommend usage of derivatives

UNIT 1

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

UNIT 2

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

UNIT 3

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

UNIT 4

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

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

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

Case Topics

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Seventh Semester (Specialization: International Business)

EXIM Policy and Documentation

Course Code: 28IMSI407DE06

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

Course Objective:

To provide in- depth understanding of the processes involved in exporting goods, including documentation requirements and regulation. Students will learn how to navigate through export procedure, comply with legal requirements, and effectively manage export transactions.

Course Outcomes:

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

1. Understand the fundamentals of export regulations and identify the key documents required for export of goods. (Bloom's Level: Remember, Understand)
2. Analyze the significance of infrastructural set- up during overseas trade. (Bloom's Level: Analyze, Apply)
3. Assess the role of export financing to develop strategies for managing export transactions efficiency. (Bloom's Level: Evaluate, Create)

UNIT 1

Introduction

Role of exports and imports in economic development, Composition of India's foreign trade, Theories of international trade, Features and Rationale of Export Business, Essentials for Starting Export Business.

UNIT 2

Export Procedure

Registration of exporters, Export documentation (principal, auxiliary and regulatory documents)- commercial invoice, consular invoice, customs invoice, packing list, certificate of inspection, certificate of origin, bill of lading, GR form, SDF form, PP form, shipping bill, air bill/ air consignment note, general excise clearance, custom clearance, insurance cover, Role of ECGC, Quality control and pre shipment inspection, HS System of classification and coding, Application of Electronic Data Interchange System (EDI) in export documentation.

UNIT 3

Institutional Support for Export

Infrastructural facilities- Export Promotion Council (EPC), Export Promotion Zone (EPZ), Special Economic Zone (SEZ), Federation of Indian Export Organisations (FIEO), Agricultural & Processed Food Products Export Development Authority (APEDA), Role of Directorate General of Foreign Trade (DGFT), Categorization of export houses.

UNIT 4

Export Financing

Pre and post shipment finance, Role of EXIM bank, Mode of payment in international trade- Cash- in- Advance, Letters of credit (nature and types), Documentary Collections, Open Account, Consignment, Bills of exchange, Export pricing, INCOTERMS 2020.

Text Books (Latest Edition):

1. Export Management, Himalaya Publishing House, Divya Singh and Amit Gautam
2. Export Manual, Nabhi
3. International Marketing Management, Phillip R. Cateore and John M. Hess
4. Ministry of Commerce, Govt. of India, Hand book of Export- Import Procedures

Readings:

1. Sudha, P. , & Pradeep, V. (2023). A Study on Export Documentation and Clearance Process at Logistics Company. Central Asian Journal of Innovations on Tourism Management and Finance, 4 (10), 165- 182.
2. Kahiya, E. T. , & Dean, D. L. (2016). Export stages and export barriers: Revisiting traditional export development. Thunderbird International Business Review, 58 (1), 75- 89.

Case Studies:

1. M. S. Auto India- Documentary Credit https://www.scribd.com/document/444129562/IB-assignment-7-M-S-Auto-Case-Study-1
2. M/ S Taneja Exports, Mumbai- Foreign Trade https://www.scribd.com/presentation/318981947/Case-Study

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BBA Fourth Year: Eighth Semester

BBA Fourth Year: Eighth Semester (Specialization: Human Resource Management)

HRD- Systems & Strategies

Course Code: 28IMSI408DE01

L- T- P — Summative Assessment: 70

3- 1- 0 — Formative Assessment: 30

Time: 3 Hours

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 Outcomes:

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

UNIT 1

Introduction to Human Behaviour and Organization

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

UNIT 2

Individual Behavior

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

Attitude- components, job- related attitudes; Learning- concept, theories, and reinforcement; Perception- concept, perceptual process, factors influencing perception;

Values- concept and types: terminal values and instrumental values; Motivation- Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self- Determination Theory, Goal- setting Theory, Reinforcement Theory, Self- efficacy Theory); Swami Vivekananda's principles and approach to citizenship behavior; Swami Vivekananda's approach to personality development; Pandit Deendayal Upadhyaya approach to Integral humanism.

UNIT 3

Goup and Team Behavior

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

UNIT 4

Leadership & Power

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

Text books (Latest Edition):

1. Robbins, Stephen- Organizational Behavior Prentice Hall of India Ltd. , New Delhi.
2. Luthans F. Organizational Behavior: An Evidence- Based Approach- McGraw Hil Publishers Co. Ltd. , New Delhi

3. Rao, VSP- Organization Behavior- Himalaya Publishing House.
4. Aswathappa. K. - Organizational Behavior- Himalaya Publishing House, Mumbai, 18th Edition.

References:

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

Reflective Exercises and Case Studies

1. Personality assessment through a questionnaire (MBTI/ 16PF etc.)
2. Feedback: The Broken Loop in Higher Education- and How to Fix It | Mihnea C. Moldoveanu, Maja Djikic | Rotman Management | ROT337- PDF- ENG | https://hbsp.harvard.edu/product/ROT337-PDF-ENG
3. Review Literature of the book “Personality Development” by Swami Vivekananda by Exotic India Art.
4. Translating Swami Vivekananda into Management Practice.
5. https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17
6. Brewing Barista Discontent at Starbucks | Anthony Wilson- Prangley, Amy Moore | Harvard Business Review | 7964- HTM- ENG | https://hbsp.harvard.edu/product/7964-HTM-ENG
7. Case Analysis through the perspective of Integral humanism
8. Dine Together: Discriminating Tastes? | Mark Rennella | Harvard Business Review | 7977- HTM- ENG | https://hbsp.harvard.edu/product/7977-HTM-ENG
9. UltraTech Cement: A Transition Towards Behaviour- Based Safety | Servjaeta Verma, Ravi Kant Dubey | Ivey Publishing | W18445- PDF- ENG | https://hbsp.harvard.edu/product/W18445-PDF-ENG
10. Movie Review of the movie “Ruka hua Faisla”/ 12Angry Men (for group decision- making)
11. Understanding Belbin Individual Team Roles https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-Report-Sample.pdf
12. Reflective exercise on the concept of leadership in Mahabharata versus Ramayana.
13. LiveCase Simulation: Move- Leadership Performance | Noah Askin | LiveCase | Jun 15, 2023 | https://hbsp.harvard.edu/product/LC0019-HTM-ENG
14. Leadership Simulation: Patient Zero | Christopher Robichaud | Harvard Business Publishing | 7215- HTM-ENG | https://hbsp.harvard.edu/product/7215-HTM-ENG
15. Leadership and Team Simulation: Everest V3| Michael A. Roberto, Amy C. Edmondson | Harvard Business Publishing | 8867- HTM- ENG | https://hbsp.harvard.edu/product/8867-HTM-ENG
16. Report submission on leadership lessons from Ancient Indian Scriptures like Ramayana, Mahabharata, Bhagvad Gita & Kautaliya’s Arthshastra.
17. HBR, 2022: How Great Leaders Communicate. https://hbr.org/2022/11/how-great-leaders-communicate
18. Leading strategic and organizational change at Tata Steel: the role of culture https://www.cambridge.org/core/books/abs/leading-strategic-change/leading-strategic-and-organizational-change-at-tata-steel-the-role-of-culture/AEBA5AF709A
19. Ratan Tata: Ethical Leadership | Ashok K. Dua, Sumita Rai | Ivey Publishing |W17258- PDF- ENG | https://hbsp.harvard.edu/product/W17258-PDF-ENG

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Eighth Semester (Specialization: Human Resource Management)

Talent Acquisition and Management

Course Code: 28IMSI408DE02

L- T- P | Summative Assessment: 70
3- 1- 0 | Formative Assessment: 30
Time: 3 Hours

Course Description:

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

Course Objective (s):

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

Course Outcome (s):

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

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

UNIT 1

Introduction to Talent Management and Talent Acquisition Strategies

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

UNIT 2

Talent acquisition and role of Assessment centers

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

UNIT 3

Career Management and Succession Planning, Managing Potential of Key talent

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

UNIT 4

Mentoring Talent, Rewarding talent and Future trends in Talent Acquisition and Management

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

Text Books/ References:

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Eighth Semester (Specialization: Business Analytics)

Marketing Analytics

Course Code: 28IMSI408DE03

L- T- P
3- 1- 0

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

Course Objective:

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

Course Outcomes:

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

UNIT 1

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

UNIT 2

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

UNIT 3

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

UNIT 4

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

Text Book (Latest Editions):

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

Reference Books:

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

Readings:

1. Economic Times/ Financial Express/ Business Standard/ Mint, Business Today, Business World.
2. Dwivedi, Ram Kumar; Dixit, Rinku Sharma; Lohmor Choudhary, Shailee; Sahiba, Zainab; Naik, Satyaprakash, “The Customer Loyalty vs. Customer Retention: The Impact of Customer Relationship Management on Customer Satisfaction:, Web Intelligence, vol. Pre- press, no. Pre- press, pp. 1- 18, 2024, Published: 4 January 2024, DOI: 10. 3233/ WEB- 230098.
3. Dr. Biplab Kumar Biswal, Dr. Rinku Sharma Dixit, Dr. Shailee Lohmor Choudhary, Pulkit Srivastava, Dr. Mohnish Kumar, “Exploring the Ethical Use of Artificial Intelligence in Marketing and Advertising”, Journal of Informatics Education and Research, Volume 3 (2), Year 2023, Pages 1566- 1572.

4. Wamika Sharma, Weng Marc Lim, Satish Kumar, Aastha Verma, Rajeev Kumra, Game on! A state- of- the- art overview of doing business with gamification, Technological Forecasting and Social Change, 10. 1016/ j. techfore. 2023. 122988, 198, (122988), (2024).
5. Gomaa Agag, Yasser Moustafa Shehawy, Ahmed Almoraish, Riyad Eid, Houyem Chaib Lababdi, Thouraya Gherissi Labben, Said Shabban Abdo,
6. Understanding the relationship between marketing analytics, customer agility, and customer satisfaction: A longitudinal perspective, Journal of Retailing and Consumer Services, Volume 77, 2024, 103663, ISSN 0969- 6989, https://doi.org/10.1016/j.jretconser.2023.103663.

Online Resources:
https://onlinecourses.nptel.ac.in/noc20_mg30/preview

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Eighth Semester (Specialization: Business Analytics)

HR Analytics

Course Code: 28IMSI408DE04

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

Course Objective (s):

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

Course Outcomes

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

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

UNIT 1

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

UNIT 2

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

UNIT 3

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

UNIT 4

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

Text Books (Latest Edition):

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

Readings

1. Kale, Hritik & Anute, Nilesh. (2022). HR Analytics and its Impact on Organizations Performance.
2. McCartney, S. and Fu, N. (2022), "Bridging the gap: why, how and when HR analytics can impact organizational performance", Management Decision, Vol. 60 No. 13, pp. 25- 47. https://doi.org/10.1108/MD-12-2020-1581
3. Alessandro Margherita, Human resources analytics: A systematization of research topics and directions for future research, Human Resource Management Review, Volume 32, Issue 2, 2022, 100795, https://doi.org/10.1016/j.hrmr.2020.100795.
4. Khaliq, R. , & Saritha, B. (2023). Benefits and Challenges of Adopting HR Analytics: A Comprehensive Review Journal of Economics, Management and Trade, 29 (11), 24- 33.

https://doi.org/10.9734/jemt/2023/v29i111159
5. Prof. Pooja Karekar Dr. Beena Jiby, “The power of HR analytics- Transforming HR in India” International Journal of International Institute of Management Studies, Jan 2022, Vol1, Issue 1, pp 15- 30.
6. Sharma M, Bhatia MS. HR analytics adoption: An exploration of challenges and critical success factors. Personnel Review. 2020;49 (1):59- 86.

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

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Eighth Semester (Specialization: Marketing)

Integrated Marketing Communication
Course Code: 28IMSI408DE05

L- T- P Summative Assessment: 70
3- 1- 0 Formative Assessment: 30
Time: 3 Hours

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

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

UNIT 1

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

UNIT 2

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

UNIT 3

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

UNIT 4

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

Textbooks (Latest Editions)

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

References:- Reference Papers

1. Almquist, E. & Wyner, G. (2001), Boost Your Marketing ROI with experimental Design, Harvard Business Review, 79 October 2001 79 (9), 5- 11.
2. Balachandran, I. (2011). Don't Go Away. We'll Be Right Back: The Ups and Downs of Advertising, Westland and Tranquebar Press
3. Barry, P. (2008). The Advertising Concept Book: Think Now, Design Later: A Complete Guide to Creative Ideas, Strategies and Campaigns, Thames and Hudson

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

<u>BBA Fourth Year: Eighth Semester (Specialization: Marketing)</u>

Digital Marketing

Course Code: 28IMSI408DE06

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

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.

UNIT I

Introduction to Digital Marketing

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

UNIT II

Digital Marketing Strategy Development

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

UNIT III

Digital Marketing Planning

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

UNIT IV

Digital Marketing Execution Elements

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

Text Books (Latest Editions)

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

Teaching Learning Process

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Eighth Semester (Specialization: Supply Chain Management)

Quality Management and Business Process Improvement

Course Code: 28IMSI408DE07

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

Course Description:

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.

Course Objectives:

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 Outcomes:

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

UNIT 1

Foundations of Quality Management

This unit introduces the definition, evolution, and key principles of quality management, exploring its role in organizational strategy and performance.

UNIT 2

Tools for Quality Assurance

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

UNIT 3

Advanced Quality Practices

Covering 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.

UNIT 4

Process Optimization Techniques

This unit focuses on Value Stream Mapping and Lean Management. Students will learn to create Value Stream Maps, identify bottlenecks and waste, and apply Lean principles and practices for continuous improvement.

Case Topics:

1. ● Successful TQM implementation in a major corporation.
2. ● Six Sigma at General Electric: An in- depth analysis.
3. ● 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.

Textbooks (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.

Suggested Pedagogy:
The course utilizes interactive lectures, real- world case studies, practical exercises, and group projects to foster understanding of quality management concepts. Students are encouraged to engage in simulations that replicate business process improvements and participate in discussions that emphasize the application of theoretical concepts to practical scenarios.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Eighth Semester (Specialization: Supply Chain Management)

International Supply Chain

Course Code: 28IMSI408DE08

L- T- P　　Summative Assessment: 70
3- 1- 0　　Formative Assessment: 30
Time: 3 Hours

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 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- Analyze)
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)

UNIT 1

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.

UNIT 2

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.

UNIT 3

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)

UNIT 4

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

Text Books (Latest Edition):

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 (9thed). 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

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

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Eighth Semester (Specialization: Finance)

Investment Analysis & Portfolio Management

Course Code: 28IMSI408DE09

L- T- P | Summative Assessment: 70
3- 1- 0 | Formative Assessment: 30
Time: 3 Hours

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 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 analyze a stock
4. Able to understand the nuances of building and optimizing a portfolio

UNIT 1

A Conceptual Framework of Investments

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

UNIT 2

Financial Markets

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

UNIT 3

Fundamental and Technical Analysis

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

UNIT 4

Portfolio Management

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

Textbooks (Latest Editions)

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

Research Papers/ Articles

1. Investor Education Reading Material, SEBI website
2. Sardar, S., Chaudhari, D. R., Das, S., Decentralized Finance: Implications for Financial System, RBI Bulletin, 21st May 2024

3. FAQs for Portfolio Managers, SEBI website

Case Topics

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

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

<u>BBA Fourth Year: Eighth Semester (Specialization: Finance)</u>

Direct Tax

Course Code: 28IMSI408DE10

L- T- P
3- 1- 0

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

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 Learning Outcome (s):

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

1. Computer 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. Analyze 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.

UNIT 1

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.

UNIT 2

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 Sources taking into consideration all relevant provisions

UNIT 4

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

Text Books: (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.

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BBA Fourth Year: Eighth Semester (Specialization: International Business)

International Ventures, Mergers & Acquisitions

Course Code: 28IMSI408DE11

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

Course Objective:

To provide students with a comprehensive understanding of international ventures, mergers and acquisitions, focusing on strategic, financial, legal, and organizational aspects. Students will explore key theories, strategies, and practical considerations involved in operating across borders and executing M&A transactions in a global context.

Course Outcomes:

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

1. Understand the key theories, concepts, and practical considerations involved in international ventures, mergers and acquisitions. (Bloom's Level: Remember, Understand)
2. Evaluate market opportunities, select appropriate entry routes, and assess risks associated with global expansion. (Bloom's Level: Apply)
3. Develop strategies for successful post- merger integration and navigate cultural, legal, and regulatory challenges in international business environments. (Bloom's Level: Analyze, Evaluate)
4. Demonstrate critical thinking skills by proposing solutions to real- world international business issues. (Bloom's Level: Create)

UNIT 1

Introduction

Routes to go International: Exporting, Licensing, Franchising, Manufacturing, Assembly Operations, Management Contract, Turnkey Operations, Wholly- owned subsidiaries, Joint Ventures, Mergers and Acquisitions, Factors influencing the choice of route; Stages of Internationalization; International Investment Decisions: Foreign Direct Investment and Foreign Portfolio Investment, Theories of FDI, Benefits and Costs of FDI.

UNIT 2

International Joint Ventures

Definition, characteristics, and objectives of International Joint Ventures; Motives and types of Joint Venture; Key considerations in selecting International Joint Venture partners; Joint Venture agreements; Legal, financial, and operational aspects of Joint Venture management; Challenges and risks in joint venture management.

UNIT 3

Mergers and Acquisitions

Concept of Mergers, Acquisitions and Divestitures; Strategic motives, Theories, Types and Stages of M&A; Strategic approaches to M&A: SWOT analysis, BCG matrix, Porter’s Five forces model; Legal, financial, and cultural considerations in cross border M&A deals; Post- merger integration strategies and challenges; Financing Mergers and Acquisitions; Earn- outs; Reverse Merger; Process of merger integration: organizational and human aspects; Demerger and its types; Takeover and its types, takeover strategy, takeover bids; Ethical considerations and corporate governance in M&A.

UNIT 4

Valuation of Mergers and Acquisitions

Factors affecting valuation basics, methods of valuation: cash flow approaches, economic value added (EVA), sensitivity analysis; Valuation under takeover regulation, valuation for slump sale, cost- benefit analysis and swap ratio determination.

Text Books (Latest Edition):

1. International Financial Management. PHI. , Amit Gautam, Twinkle Jaiswal, Aditya Keshari
2. Takeovers, restructuring and corporate governance (4th ed.). Pearson Education India. , Fred, W. J.
3. Creating Value from Mergers and Acquisitions (2nd ed.). Pearson Education, Sudarsanam S.
4. International Mergers and Acquisitions: A Reader, Cengage Learning, Buckley, J. P. & Ghauri N. P.

Readings:

1. Andrade, G., Mitchell, M., & Stafford, E. (2001). New evidence and perspectives on mergers. Journal of economic perspectives, 15 (2), 103- 120.
2. Datta, D. K., Pinches, G. E., & Narayanan, V. K. (1992). Factors influencing wealth creation from mergers and acquisitions: A meta-analysis. Strategic management journal, 13 (1), 67- 84.
3. Hansen, R. G. (1987). A theory for the choice of exchange medium in mergers and acquisitions. Journal of

business, 75- 95.
4. Nahavandi, A., & Malekzadeh, A. R. (1988). Acculturation in mergers and acquisitions. Academy of management review, 13 (1), 79- 90.
5. Schwert, G. W. (1996). Markup pricing in mergers and acquisitions. Journal of Financial economics, 41 (2), 153- 192.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BBA Fourth Year: Eighth Semester (Specialization: International Business)

International Trade Policy & Strategy

Course Code: 28IMSI408DE12

L- T- P	Summative Assessment: 70
3- 1- 0	Formative Assessment: 30
	Time: 3 Hours

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 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. (Bloom's Level: Remember, Understand)
2. Analyze the impact of trade policy and trade barriers on international trade flows. (Bloom's Level: Analyze, Apply)
3. Assess the implications of trade policy for businesses, industries, and economies and develop recommendations for policymakers based on trade policy analysis. (Bloom's Level: Evaluate, Create)

UNIT 1

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.

UNIT 2

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.

UNIT 3

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 passbook scheme, Deemed exports, Current Foreign Trade Policy.

UNIT 4

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).

Textbooks (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 (Vol I and II), Commercial Law Publishers, S C 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/case17_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/ditc2014d3_en.pdf

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise **SEVEN** short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

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