

Swami Rama Himalayan University

Office of the Registrar

SRHU/Reg/OO/2023-186

Date: 30th September, 2023

OFFICE ORDER

I am directed to inform that the Academic Council in its 29th Meeting under Agenda Item 29/17 has approved the recommendations made by the **Board of Studies** for the following programmes under Himalayan School of Management Studies, as enclosed herewith, for implementation, effective from admission batch **2023**:

1. Master of Business Administration (MBA) programme.
- ✓ 2. Bachelor of Business Administration (BBA) programme.
3. B.Com. (Hons.) programme.

By Order,


30/9/23
Registrar

Copy to: Hon'ble Chancellor
Hon'ble Vice Chancellor
Director General (Academic Development)
Controller of Examinations
Principal, Himalayan School of Management Studies

} for kind information please

Encls.: As above.

Swami Rama Himalayan University



BOARD OF STUDIES

BACHELOR OF BUSINESS ADMINISTRATION

MAY 2023



HIMALAYAN SCHOOL OF MANAGEMENT STUDIES


Registrar
Swami Rama Himalayan University

BACHELOR OF BUSINESS ADMINISTRATION

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Swami Rama Himalayan University

Swami Rama Himalayan University
Office of the Registrar

SRHU/Reg/OO/2023-91 (i)

Date: 8th May, 2023

OFFICE ORDER

In accordance with duly approved Statute 5.07 of the University, the Hon'ble Vice Chancellor has constituted the **Board of Studies** for B.Com. (Hons.), BBA & MBA programmes under **Himalayan School of Management Studies (HSMS)**, as under:

Dr. Vickram Sahai, Professor & Principal - HSMS	Chairperson
As per the provisions of Statute 5.07(c) of the University, Two Associate Professors nominated by the Vice Chancellor	Member
Dr. Som Aditya Juyal, Associate Professor, HSMS	
Dr. Shweta Sethi, Associate Professor, HSMS	Member
As per the provisions of Statute 5.07(d) of the University, 02 (Two) external subject experts nominated by the Vice Chancellor	Member
Dr. Amit Joshi, Professor, Department of Management, Kumaun University, Ayarpatta, Nainital, Uttarakhand	
Mr. Shahrukh Khan, Branch Operations Manager, Axis Bank, Dehradun, Uttarakhand	Member

By Order,


8/5/23
Registrar

Copy to: Hon'ble Chancellor
Hon'ble Vice Chancellor } for kind information please
Principal, HSMS
Chairperson, Board of Studies (BOS)
All concerned members of the BOS


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Swami Rama Himalayan University

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Office of the Registrar

SRHU/Reg/Int/2023-225(i)

Date: 8th May, 2023


Meeting Notice

The Meeting of the **Board of Studies** for B.Com. (Hons.), BBA & MBA programmes under **Himalayan School of Management Studies (HSMS)** will be held on **13th May 2023 (Saturday)** at **11:00 AM**.

The 'Agenda' of the meeting shall be as follows:

1. To recommend, upon reference to it by the faculty, the courses of study, curriculum and methods of assessment in the subject or group of subjects within its purview.
2. To recommend programme objective and course outcome.
3. To recommend books, including text-books, supplementary reading, reference books and other study material for such courses of study.
4. To advise the faculty or faculties concerned regarding improvements in the courses of study.
5. To recommend organization of orientation and refresher courses in the subject.

All concerned members of the said 'Board of Studies' are requested to please make it convenient to attend the meeting.


8/5/23
Dr. Susheela Sharma
Registrar

Copy to: Hon'ble Chancellor }
Hon'ble Vice Chancellor } for kind information please
Principal, HSMS
Chairperson, Board of Studies (BOS)
All concerned members of the BOS


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Himalayan School of Management Studies

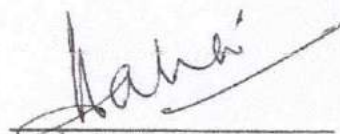
(A Constituent college of Swami Rama Himalayan University)

BOARD OF STUDIES AUGUST 2023


Attendance

Date – May 15, 2023

1. Prof. (Dr.) Vickram Sahai

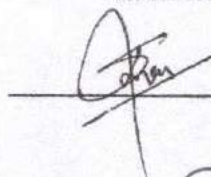


2. Prof. (Dr.) Amit Joshi



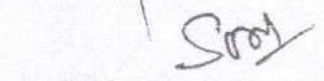
Head
Department of Management Studies
Kumaon University (Bhimtal) Nainital

3. Mr. Shahrukh Khan

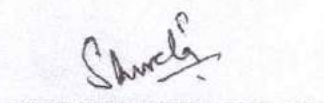


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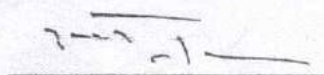
3. Dr. Som Aditya Juyal



4. Dr. Shweta Sethi



5. Dr. Saurabh Joshi



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Himalayan School of Management Studies

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Minutes of the Meeting

In pursuance to the notification No-SRHU/Reg/OO/2023-225 (i), dated 8th May, 2023 the Meeting of Board of Studies for **Bachelor of Business Administration** was held in the Himalayan School of Management Studies in the office of the Principal on 13th May, 2023 at 11:00 AM.

The following members of Board of Studies attended the above said meeting:

- | | |
|--|-----------------|
| 1. Prof. (Dr.) Vickram Sahai
Principal, Himalayan School of Management Studies | Chairman |
| 2. Prof. (Dr.) Amit Joshi
Professor & Head, Department of Management Studies,
Kumoan University, Bhimtal Campus | External Expert |
| 3. Mr. Shahrukh Khan
Branch Operations Manager, Axis Bank, Dehradun | External Expert |
| 3. Dr. Som Aditya Juyal
Associate Professor, Himalayan School of Management Studies | Member |
| 4. Dr. Shweta Sethi
Associate Professor, Himalayan School of Management Studies | Member |
| 5. Dr. Saurabh Joshi
Assistant Professor, Himalayan School of Management Studies | Special Invitee |

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The Chairman welcomed all the members.

The committee reviewed the existing curriculum and the draft proposed and observed that:

1. Taking into account the latest industry trends, digital economy, socio-economic scenario at local, regional, national and global levels, the BBA curriculum has been revised. Collecting inputs from all the key stakeholders in management education (namely, industry, academia, and alumni), benchmarking with top Indian and foreign business schools, and also referring to the future of jobs report of the world economic forum, this curriculum has been designed. The syllabus committee members developed the program structure, identified the core and elective courses and designed the curriculum mapping for the BBA program with an aim to provide a more comprehensive choice-based credit system and flexibility for inter-disciplinary and holistic learning. The revised curriculum emphasizes an intensive, flexible core in management education with a large number of specializations and electives including second generation courses. All BBA courses are comprised of six key learning outcomes that employers seek in management talent. Overall, an attempt has been made to connect theory to practice and equip BBA students to meet the ever-changing needs of the industry for a sustainable economy and environment.
2. The **Program Outcomes** (POs) for BBA generally match with the expectations and requirements of the industry/ business world. After completion of the program, the student will be able to:
 - a. Apply theories & practices of management in a global business context.
 - b. Foster critical thinking for solving business problems.
 - c. Effectively communicate by the use of appropriate mode(s) of communication for the intended audience.
 - d. Participate collaboratively in teams to achieve the desired outcomes.
 - e. Appraise and integrate ethical, environmental, and sustainability considerations in decision-making & practice.
3. The following **Program Specific Outcomes** (PSOs) have been included:
 - a. Apply conceptual knowledge of relevant functional areas of management and their application.
 - b. Demonstrate employability skills for appropriate roles in management
4. The **Course Outcomes** (COs) for all courses offered have been reworked in keeping up with Bloom's Taxonomy in following order:
 - a. *Learn/Recall* various concepts.
 - b. *Discuss/Explain* the concepts based on their outcomes.
 - c. *Apply/Solve* the business problem using various concepts.
 - d. *Analyse/Examine* the relationship between the various concepts.
 - e. *Critique/Evaluate* the justification for selecting a particular concept/theory for achieving the desired result/goal.
 - f. *Create/Design/Develop/Formulate* practical solutions that address the current challenges faced by the organization(s).

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These course outcomes are based on Bloom's Taxonomy and generic. Therefore, the teaching instructor must develop/tune the course outcomes in line with the course requirements while designing the lesson plan. It is mainly intended to create a flavour for the course and not lose any essential aspects of the above course objectives.


5. In keeping up with NEP 2020, the program has been restructured to allow students at the end of the second, fourth and sixth semester of a degree programme exit options are provided with certification, diploma and basic Bachelor's degrees respectively. Students will receive a Bachelor's degree with Honours after successfully completing all eight semesters of the Undergraduate Program. This can be done at a stretch or with opting exits and re-entries.
6. The discipline-specific electives offered in the fifth, sixth and seventh semesters have been expanded. This is to accommodate industry changes and corporate requirements, and enhance the program's choice-based credit system.
7. Considering the University Office Order SRHU/Reg/OO/2021-39 regarding continuous formative assessment & end term evaluation, the same were noted & duly incorporated in the curriculum as- continuous formal assessment (Internal) 30% & end term evaluation (External) 70%.
8. As per the University order SRHU/Reg/OO/2020-108 students can take courses (as per UGC norms) from MOOC/ Swayam-NPTEL. The committee was apprised of this provision and added that students could take up at least one course in the first, second, third or fourth semester from MOOC platforms. From the list of MOOC courses (consistent with the ones offered in the particular semester of the program) announced at the beginning of each semester, students will select courses to take from the MOOC platform.
9. The student should enroll in at least one value-added course during the programme. S/he will choose a value-added course from the list of value-added courses announced at the beginning of every semester by the program committee.


Prof. Vickram Sahai

 
Prof. Amit Joshi Head
Department of Management Studies
Swami Rama Himalayan University (Bhimtal) Nainital Mr. Shabrukh Khan


Dr. Som Aditya Juyal


Dr. Shweta Sethi


Dr. Saurabh Joshi

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

Program Outcomes

After completion of the program, the student will be able to:

- PO 1. Apply theories & practices of management in a global business context.
- PO 2. Ability to foster critical thinking for solving business problems.
- PO 3. Ability to effectively communicate by the use of appropriate mode(s) of communication for the intended audience.
- PO 4. Participate collaboratively in teams to achieve the desired outcomes.
- PO 5. Appraise and integrate ethical, environmental, and sustainability considerations in decision-making & practice.

Program Specific Outcomes (PSOs)

- PSO 1. Apply conceptual knowledge of relevant functional areas of management and their application.
- PSO 2. Demonstrate employability skills for appropriate roles in management


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BBA Program (Batch 2023 onwards)

COURSE STRUCTURE

#	COURSE CATEGORY	CREDIT DISTRIBUTION PER SEMESTER										Category Credits
		1	2	3	4	5	6	7	8	7	8	
1	Discipline Specific (Core)	12	12	12	12		4					52
2	Discipline Specific (Major)					12	12	8	8	12	4	40
3	Discipline Specific (Minor)							8	8			16
4	Multidisciplinary	3	3	6	3	3						18
5	Ability Enhancement		3	3		3	3					12
6	Skill Enhancement	5	2		3							10
7	Value Added	0		2	2	2	1	4	4		2	7/15/9
8	Research Based Course									8	14	22
Total Credits		20	20	20	20	20	20	20	20	20	20	120/160
		Certificate		Diploma		Bachelor		Honors		Honors with Research		

Courses * Credits

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COURSE MATRIX

BBA FIRST SEMESTER												
#	COURSE CATEGORY	COURSE CODE	COURSE TITLE	CONTACT HOURS (per week)			EVALUATION SCHEME					CREDITS
				L	T	P	SE-1	SE-2	DDA	ESE	TOTAL	
1	Skill Enhancement – 1	BBA 101	COMPUTING FOR BUSINESS	3	0	0	50	50	100	100	300	3
2	Discipline Specific (Core) – 1	BBA 102	BUSINESS MATHEMATICS	3	1	0	50	50	100	100	300	4
3	Discipline Specific (Core) – 2	BBA 103	FINANCIAL ACCOUNTING	3	1	0	50	50	100	100	300	4
4	Discipline Specific (Core) – 3	BBA 104	MANAGEMENT CONCEPTS	3	1	0	50	50	100	100	300	4
5	Multidisciplinary – 1	BBA 105	MICRO ECONOMICS	3	0	0	50	50	100	100	300	3
6	Skill Enhancement – 2	BBA 106	<i>Soft Skills – I</i>	2	1	0	50	50	100	0	200	2
7	Value Added – 1	BBA 107	<i>Environment Studies</i>	2	1	0	50	50	100	100	300	0
Grand Total				19	5	0	350	350	700	600	2000	20

BBA SECOND SEMESTER												
#	COURSE CATEGORY	COURSE CODE	COURSE TITLE	CONTACT HOURS (per week)			EVALUATION SCHEME					CREDITS
				L	T	P	SE-1	SE-2	DDA	ESE	TOTAL	
1	Discipline Specific (Core) – 4	BBA 201	BUSINESS ENVIRONMENT ANALYSIS	3	1	0	50	50	100	100	300	4
2	Discipline Specific (Core) – 5	BBA 202	BUSINESS STATISTICS	3	1	0	50	50	100	100	300	4
3	Ability Enhancement – 1	BBA 203	BUSINESS COMMUNICATION	3	0	0	50	50	100	100	300	3
4	Discipline Specific (Core) – 6	BBA 204	ORGANISATIONAL BEHAVIOUR	3	1	0	50	50	100	100	300	4
5	Multidisciplinary – 2	BBA 205	MACRO ECONOMICS	3	0	0	50	50	100	100	300	3
6	Skill Enhancement – 3	BBA 206	<i>English</i>	2	1	0	50	50	100	100	300	2
Grand Total				17	4	0	350	350	700	600	1800	20

L = Lectures, T = Tutorials, P = Practical/ Practices

SE = Sessional Examination, DDA = Day to Day Assessment, ESE = End Semester Examination

Note: Student, on exit, after successfully completing first year (i.e., securing minimum required 40 credits, will be awarded 'Undergraduate Certificate' of one year, in Business Administration, provided they secure 4 credits in work-based vocational courses offered during summer term or internship / Apprenticeship in addition to 6 credits from skill-based courses earned during first and second semester.

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BBA THIRD SEMESTER												
#	COURSE CATEGORY	COURSE CODE	COURSE TITLE	CONTACT HOURS (per week)			EVALUATION SCHEME					CREDITS
				L	T	P	SE-1	SE-2	DDA	ESE	TOTAL	
1	Discipline Specific (Core) – 7	BBA 301	COST & MANAGEMENT ACCOUNTING	3	1	0	50	50	100	100	300	4
2	Discipline Specific (Core) – 8	BBA 302	HUMAN RESOURCE MANAGEMENT	3	1	0	50	50	100	100	300	4
3	Ability Enhancement – 2	BBA 303	E-COMMERCE	3	0	0	50	50	100	100	300	3
4	Discipline Specific (Core) – 9	BBA 304	MARKETING MANAGEMENT	3	1	0	50	50	100	100	300	4
5	Multidisciplinary – 3	BBA 305	PRODUCTION & OPERATIONS MANAGEMENT	3	0	0	50	50	100	100	300	3
6	Value Added – 2	BBA 306	Spreadsheet Modeling Lab	2	1	0	50	50	100	0	200	2
Grand Total				17	4	0	300	300	600	500	1700	20

BBA FOURTH SEMESTER												
#	COURSE CATEGORY	COURSE CODE	COURSE TITLE	CONTACT HOURS (per week)			EVALUATION SCHEME					CREDITS
				L	T	P	SE-1	SE-2	DDA	ESE	TOTAL	
1	Discipline Specific (Core) – 10	BBA 401	BUSINESS FINANCE	3	1	0	50	50	100	100	300	4
2	Multidisciplinary – 4	BBA 402	BUSINESS LAWS	3	0	0	50	50	100	100	300	3
3	Skill Enhancement – 2	BBA 403	MANAGEMENT INFORMATION SYSTEM	3	0	0	50	50	100	100	300	3
4	Discipline Specific (Core) – 11	BBA 404	INTERNATIONAL BUSINESS	3	1	0	50	50	100	100	300	4
5	Discipline Specific (Core) – 12	BBA 405	QUANTITATIVE TECHNIQUES	3	1	0	50	50	100	100	300	4
6	Value Added – 3	BBA 406	Soft Skills – II	2	1	0	50	50	100	0	200	2
Grand Total				17	4	0	300	300	600	500	1700	20

Note: Student, on exit, after successfully completing second year (i.e., securing minimum required 80 credits, will be awarded 'Undergraduate Diploma' of two years, in Business Administration, provided they secure 4 credits in work-based vocational courses offered during first year or second year of the summer term or internship / Apprenticeship.




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BBA FIFTH SEMESTER												
#	COURSE CATEGORY	COURSE CODE	COURSE TITLE	CONTACT HOURS (per week)			EVALUATION SCHEME					CREDITS
				L	T	P	SE-1	SE-2	DDA	ESE	TOTAL	
1	Multidisciplinary – 5	BBA 501	PROJECT MANAGEMENT	3	0	0	50	50	100	100	300	3
2	Ability Enhancement – 3	BBA 502	HUMAN VALUES & ETHICS	3	0	0	50	50	100	100	300	3
3	Value Added – 4	BBA 503	Summer Internship Project	0	0	0	0	0	100	0	100	2
4	Discipline Specific (Major) – 1	BBAXXXX	Major Elective – 1	3	1	0	50	50	100	100	300	4
5	Discipline Specific (Major) – 2	BBAXXXX	Major Elective – 2	3	1	0	50	50	100	100	300	4
6	Discipline Specific (Major) – 3	BBAXXXX	Major Elective – 3	3	1	0	50	50	100	100	300	4
Grand Total				15	3	0	250	250	600	500	1600	20

BBA SIXTH SEMESTER												
#	COURSE CATEGORY	COURSE CODE	COURSE TITLE	CONTACT HOURS (per week)			EVALUATION SCHEME					CREDITS
				L	T	P	SE-1	SE-2	DDA	ESE	TOTAL	
1	Discipline Specific (Core) – 13	BBA 601	BUSINESS POLICY & STRATEGIC MANAGEMENT	3	1	0	50	50	100	100	300	4
2	Multidisciplinary – 6	BBA 602	ENTREPRENEURSHIP DEVELOPMENT	3	0	0	50	50	100	100	300	3
3	Value Added – 5	BBA 603	Seminar	0	2	0	0	0	100	0	100	1
4	Discipline Specific (Major) – 4	BBAXXXX	Major Elective – 4	3	1	0	50	50	100	100	300	4
5	Discipline Specific (Major) – 5	BBAXXXX	Major Elective – 5	3	1	0	50	50	100	100	300	4
6	Discipline Specific (Major) – 6	BBAXXXX	Major Elective – 6	3	1	0	50	50	100	100	300	4
Grand Total				15	6	0	250	250	600	500	1600	20

Note: Student, on exit, after successfully completing three years (i.e., securing minimum required 120 credits) will be awarded 'Bachelor's Degree' of three years in Business Administration.

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BACHELOR OF BUSINESS ADMINISTRATION (BBA) (WITH HONOURS) – FOURTH YEAR
BBA SEVENTH SEMESTER

#	COURSE CATEGORY	COURSE CODE	COURSE TITLE	CONTACT HOURS (per week)			EVALUATION SCHEME					CREDITS
				L	T	P	SE-1	SE-2	DDA	ESE	TOTAL	
1	Value Added – 6	BBA 704	<i>Business Plan</i>	0	3	0	0	0	100	0	100	2
2	Value Added – 7	BBA 705	<i>Digital Fluency</i>	2	1	0	50	50	100	100	300	2
3	Discipline Specific (Major) – 7	BBAXXXX	Major Elective – 7	3	1	0	50	50	100	100	300	4
4	Discipline Specific (Major) – 8	BBAXXXX	Major Elective – 8	3	1	0	50	50	100	100	300	4
5	Discipline Specific (Minor) – 1	BBAXXXX	Minor Elective – 1	3	1	0	50	50	100	100	300	4
6	Discipline Specific (Minor) – 2	BBAXXXX	Minor Elective – 2	3	1	0	50	50	100	100	300	4
Grand Total				14	8	0	250	250	600	500	1600	20

BBA EIGHTH SEMESTER

#	COURSE CATEGORY	COURSE CODE	COURSE TITLE	CONTACT HOURS (per week)			EVALUATION SCHEME					CREDITS
				L	T	P	SE-1	SE-2	DDA	ESE	TOTAL	
1	Value Added – 8	BBA 801	<i>Artificial Intelligence</i>	2	1	0	50	50	100	100	300	2
2	Value Added – 9	BBA 804	<i>Viva-Voce</i>	0	3	0	0	0	0	100	100	2
3	Discipline Specific (Major) – 9	BBAXXXX	Major Elective – 9	3	1	0	50	50	100	100	300	4
4	Discipline Specific (Major) – 10	BBAXXXX	Major Elective – 10	3	1	0	50	50	100	100	300	4
5	Discipline Specific (Minor) – 3	BBAXXXX	Minor Elective – 3	3	1	0	50	50	100	100	300	4
6	Discipline Specific (Minor) – 4	BBAXXXX	Minor Elective – 4	3	1	0	50	50	100	100	300	4
Grand Total				14	8	0	250	250	500	600	1600	20

Note: Student, after successfully completing four years (i.e., securing minimum required 160 credits) will be awarded 'Bachelor's Degree with Honours' of four years in Business Administration.

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BACHELOR OF BUSINESS ADMINISTRATION (BBA) (HONOURS WITH RESEARCH) – FOURTH YEAR
BBA SEVENTH SEMESTER

#	COURSE CATEGORY	COURSE CODE	COURSE TITLE	CONTACT HOURS (per week)			EVALUATION SCHEME					CREDITS
				L	T	P	SE-1	SE-2	DDA	ESE	TOTAL	
1	Research Based – 1	BBA 701	BUSINESS RESEARCH	3	1	0	50	50	100	100	300	4
2	Research Based – 2	BBA 702	BUSINESS ANALYSIS USING SPSS	3	0	0	50	50	100	0	200	3
3	Research Based – 3	BBA 703	<i>Research Synopsis</i>	0	3	0	0	0	100	0	100	1
4	Discipline Specific (Major) – 7	BBAXXXX	Major Elective – 7	3	1	0	50	50	100	100	300	4
5	Discipline Specific (Major) – 8	BBAXXXX	Major Elective – 8	3	1	0	50	50	100	100	300	4
6	Discipline Specific (Major) – 9	BBAXXXX	Major Elective – 9	3	1	0	50	50	100	100	300	4
Grand Total				15	7	0	250	250	600	400	1500	20

BBA EIGHTH SEMESTER

#	COURSE CATEGORY	COURSE CODE	COURSE TITLE	CONTACT HOURS (per week)			EVALUATION SCHEME					CREDITS
				L	T	P	SE-1	SE-2	DDA	ESE	TOTAL	
1	Value Added – 8	BBA 801	<i>Artificial Intelligence</i>	2	1	0	50	50	100	100	300	2
2	Research Based – 4	BBA 802	RESEARCH PROJECT	0	0	12	0	0	150	150	300	12
3	Research Based – 5	BBA 803	<i>Research Paper Writing and Seminar [Oral Presentation]</i>	0	3	0	0	0	100	0	100	2
4	Discipline Specific (Major) – 10	BBAXXXX	Major Elective – 10	3	1	0	50	50	100	100	300	4
Grand Total				5	5	12	100	100	450	350	1000	20

Note: Student, after successfully completing four years (i.e., securing minimum required 160 credits) will be awarded 'Bachelor's Degree (Honours) with Research' of four years in Business Administration.

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ELECTIVES

MARKETING	
BBAM101	ADVERTISING & MARKETING COMMUNICATIONS
BBAM102	B2B MARKETING
BBAM103	CONSUMER BEHAVIOUR
BBAM104	DIGITAL MARKETING
BBAM105	INTERNATIONAL MARKETING MANAGEMENT
BBAM106	MARKETING ANALYTICS
BBAM107	MARKETING RESEARCH
BBAM108	RETAIL MARKETING
BBAM109	SALES & DISTRIBUTION MANAGEMENT
BBAM110	SERVICES MARKETING
BBAM111	SOCIAL MEDIA MARKETING
BBAM112	STRATEGIC BRAND MANAGEMENT
FINANCE	
BBAF201	BUSINESS VALUATION
BBAF202	DERIVATIVES & RISK MANAGEMENT
BBAF203	FINANCIAL ANALYTICS
BBAF204	FINANCIAL INSTITUTIONS & MARKETS
BBAF205	FINANCIAL STATEMENT ANALYSIS
BBAF206	FUNDAMENTALS OF FINANCIAL TECHNOLOGY
BBAF207	INTERNATIONAL FINANCIAL MANAGEMENT
BBAF208	MERGERS & ACQUISITIONS
BBAF209	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
BBAF210	VENTURE FINANCING
BBAF211	WEALTH MANAGEMENT
BBAF212	WORKING CAPITAL MANAGEMENT
HUMAN RESOURCE	
BBAH301	CAREER MANAGEMENT & COMPETENCY MAPPING
BBAH302	COMPENSATION MANAGEMENT
BBAH303	COUNSELING SKILLS OF MANAGERS
BBAH304	CROSS CULTURAL MANAGEMENT
BBAH305	HUMAN RESOURCE ANALYTICS
BBAH306	HUMAN RESOURCE PLANNING & DEVELOPMENT

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BBAH307	INDUSTRIAL RELATIONS & LABOUR LAWS
BBAH308	LEADERSHIP POWER AND POLITICS
BBAH309	NEGOTIATIONSKILLS
BBAH310	ORGANISATIONAL CHANGE & DEVELOPMENT
BBAH311	TALENT MANAGEMENT
BBAH312	TRAINING & DEVELOPMENT

COMMON VALUE ADDED COURSES

The student enrolls in at least one common value-added course during the programme. S/he will choose a value-added course from the list of value-added courses announced at the beginning of every semester by the program committee.

1. Aptitude Test Training
2. Basic Life Support (BLS) – compulsory VAC
3. Campus Recruitment Training
4. Emotional Intelligence
5. Soft Skills for Managers
6. Yoga and Mindfulness

**Indicative list. More value-added courses may be included.*

SWAYAM/ MOOC COURSES

In addition to Office Order - SRHU/Reg/00/2020 -108, and SRHU/Reg/00/2022 -106:

- The program committee, including swayam coordinator, will identify the MOOC courses for the student at the commencement of the semester/ academic year. The program committee will ensure that every year, distinct courses are identified for each semester of the program.
- The identified Swayam/ MOOC courses have to be consistent with (i) the course categories, and (ii) the courses being offered in the given semester of the program and the credits allocated to these courses, to justify the Choice Based Credit System.

Credit transfer of Swayam/ MOOC courses

- Swayam/ MOOC course code & title along with the credits will be transferred in the grade card for students successfully completing the allocated Swayam/ MOOC course(s).
- Students not clearing the allocated Swayam/ MOOC course, will obtain 'F' grade, and have to appear in the subsequent examinations.

CREDITS

SEMESTER	I	II	III	IV	V	VI	VII	VIII
CREDITS	20	20	20	20	20	20	20	20
DURATION	1 year – Certificate							
	2 years – Diploma							
	3 years - Degree							
	4 years – BBA (Hons)							
	4 years – BBA (Hons) with Research							

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ELIGIBILITY	4 years – BBA (Hons) – 6.5 CGPA or more in one to six semesters
	4 years – BBA (Hons) with Research – 7.5 CGPA or more in one to six semesters
The Student Specializes in one of the Areas, Marketing or Finance or Human Resources Management. S/he will choose elective courses for specialization from the list of optional courses announced at the beginning of Semester 5 and 7 by the program committee.	
ATTENDANCE	
Name of the Assessment Component	Attendance Criteria for Appearance
Sessional Examination I	75% attendance up to start of component from the commencement of the Semester.
Sessional Examination II	
End Semester Examination	
End Semester Practical Examination	100% attendance up to the start of the component from the commencement of the Semester.
CONTINUOUS INTERNAL ASSESSMENT	
Theory	
The Continuous Internal Assessment of theory course(s) shall comprise of:	
(i) The Sessional Examination I, shall be based on the syllabus covered in the first 05 (five) instructional weeks from the commencement of the semester. (ii) The Sessional Examination II, shall be based on the syllabus covered in next 05 (five) instructional weeks after Sessional Examination I. (iii) Day-to-Day Assignment: A teacher shall conduct Day to Day assessments on a regular basis continuously throughout the semester. It shall comprise a semester of Assessment/Group Discussion/Seminar/Presentation/Quiz/Viva Voce.	
Continuous Internal Assessment	Weightage (%)
Sessional Examination I	25%
Sessional Examination II	25%
Day to Day Assignment	50%
Practical	
The Continuous Internal Assessment for a course with laboratory session, shall be done on a regular basis as per the course plan.	
Continuous Internal Assessment	Weightage (%)
File record	20%
Execution/demonstration	60%
Viva-Voce	20%
A student must obtain a minimum 40% marks in the Continuous Internal Assessment (CIA) of a course, to appear in the end semester examinations. 30% of marks obtained (on the scale of 100 (hundred) marks after normalization) in the Continuous Internal Assessment of a course will be added to the final composite score of that course for the evaluation of the grade.	

Course Code
BBA101

Course Title
COMPUTING FOR BUSINESS

L	T	P	C
3	0	0	3

Course
Outcomes

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

1. Recall and define key computing and business terminology.
2. Explain the basic functionality and operation of business software applications.
3. Utilize business software applications to perform common tasks such as data analysis, financial calculations, and report generation.
4. Examine and identify potential risks and security concerns associated with using computing systems in a business environment.
5. Critically analyze the impact of emerging technologies on business processes and decision-making.
6. Integrate various computing tools and technologies to create holistic solutions for complex business problems.

UNIT I: INTRODUCTION

12 Hours

Introduction, Definition, Characteristics of Computers, Block diagram of computer, Types of computers and features, Types of Programming Languages, Data, Types of Memory (Primary and Secondary) – RAM – ROM – PROM – EPROM, Storage; Input and Output Devices & Hardware's, Output devices, Storage; Number Systems.

Transaction Methodology – Classroom teaching and problem solving exercises.

UNIT II: LANGUAGE PROCESSORS & OPERATING SYSTEMS

10 Hours

Introduction, Types with examples, Introduction to Languages, Compilers, Interpreters and assemblers; DOS - Files and Directories, Internal and External Commands, Batch Files, Types of O.S., Windows Operating Environment; Spreadsheets and Database packages.

Transaction Methodology – Classroom teaching, Hands on practice, Quiz and Assignments.

UNIT III: DATABASE MANAGEMENT & COMPUTER NETWORKS

12 Hours

Concept of files, file management; organization and types of Access, Drawbacks in file based system. Database; types of Database, Components of DBMS, Recent trends in database, RDBMS, Advantages and Limitations; Computer Networks: Overview and Types.

Transaction Methodology – Classroom teaching, Hands on practice, Quiz and Assignments.

UNIT IV: OVERVIEW & FUNCTIONING OF INTERNET

11 Hours

Basic services over Internet, Internet Protocols, Search engines, E-mail, Searching, downloading & uploading from Internet, Types of attacks, Internet Security: Cyber Law and Internet security Legislation. I.T applications for business, Issues in Implementing Electronic Commerce, IOT, EPS (Electronic Payment Systems).

Transaction Methodology – Classroom teaching, Hands on practice, Quiz and Assignments.

Computer Lab

Application of following software for documentation and report preparation:

Orientation and recap of Computer systems (as covered in lectures), Use of MS-Office: Basics of MS-Word, MS-Excel, MS-PowerPoint, preparation of questionnaires, presentations, tables and reports (Practical), Internet search engines, working with Google & Google services, E-mailing.

Transaction Methodology – Computer Lab and problem solving exercises.

TEXT BOOKS

- Pradeep K. Sinha & Priti Sinha (2021). *Fundamentals of Computers*, 8th edition. BPB Publications – Delhi.

REFERENCES

- Madan, S. (2015). *Introduction to Information technology*. New Delhi: Scholar Tech Press.
- Rajaraman, V. (2014). *Fundamentals of Computers*, 6th Edition. Prentice Hall of India – New Delhi.

- Morley, D. and C.S. Parker (2013). *Understanding Computers Today & Tomorrow*, 14th edition. Cengage Course – Delhi.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	2				3	
CO3	2	3	1				2
CO4	1	2	2	2	2		2
CO5	1	3	2	1	2		2
CO6	1	1	3	2	3		3

Course Code
BBA102

Course Title
BUSINESS MATHEMATICS

L	T	P	C
3	1	0	4

Course
Outcomes

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

1. Recall and define key mathematical concepts and terminology relevant to business applications.
2. Explain and interpret mathematical concepts and techniques used in business mathematics.
3. Apply mathematical principles and techniques to solve business-related problems and scenarios.
4. Analyze the effectiveness of different mathematical approaches in solving specific business problems.
5. Evaluate the accuracy and relevance of mathematical calculations and interpretations in a business context.
6. Create mathematical-based solutions to optimize business processes and improve decision-making.

UNIT I: THEORY OF SETS

10 Hours

Meaning, elements, types, presentation and equality of sets; union, intersection, complement & difference of sets; Venn diagrams; Cartesian product of two sets; applications of set theory.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises

UNIT II: RATIO, PROPORTION & PERCENTAGE

10 Hours

Ratio- Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Variation, Inverse Variation, Joint Variation, Percentage-Meaning and Computations of Percentages.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises

UNIT III: ALGEBRA, INTEREST & MATRICES

15 Hours

Arithmetic Progression, Harmonic Progression, Geometric Progression, Linear Algebra, Quadratic Equations, Binomial Theorem.

Simple Interest, Compound interest – compounding, discounting, annuities, perpetuities, calculation of Equated Monthly Installments (EMI), Problems.

Introduction of Vectors and Matrices, Different types of Matrices, Matrix Operations – Addition, Subtraction and Multiplication. Determinants, Inverse of a Matrix, Solving Simultaneous Equations with the help of Matrices.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises

UNIT IV: CALCULUS

10 Hours

Basic understanding of differential and integral calculus, Optimization – Minima and Maxima with Business Applications.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises

TEXT BOOKS

- Sancheti, DC & Kapoor, VK (2014). *Business Mathematics*, 11th edition. Sultan Chand and Sons, New Delhi

REFERENCES

- Sydsaeter, Knut and Hammond, Peter (2012). *Essential Mathematics for Economic Analysis*, 3rd edition. Pearson Education.
- Agarwal, B.M. (2010). *Business Mathematics and Statistics*, 1st edition. Ane Books Private Limited, New Delhi
- Chiang, Alpha C. and Kevin Wainwright (2015). *Fundamental Methods of Economics*, 4th edition. Tata-McGraw Hill

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1			1	3	1
CO2	3	1	1		1	3	1
CO3	2	2	1	1	2	1	2
CO4	2	2	1	1	1	1	1
CO5	1	2	2	1	2	2	3
CO6	1	3	1	1	3	1	3

Course Code
BBA103

Course Title
FINANCIAL ACCOUNTING

L	T	P	C
3	1	0	4

Course
Outcomes

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

1. Recall and define key accounting principles, concepts, and terminology.
2. Explain the purpose and significance of financial accounting in business.
3. Apply accounting principles and rules to record financial transactions.
4. Analyze financial statements to evaluate the financial performance and position of a company.
5. Evaluate the effectiveness and reliability of financial statements and their compliance with accounting standards.
6. Create and prepare financial statements in accordance with accounting standards.

UNIT I: FUNDAMENTALS OF ACCOUNTING

16 Hours

Meaning and scope of accounting, nature of financial accounting principles, basis of accounting; accounting process – from recording of business transaction to preparation of trial balance; cash book – two columns and three columns; contra entry.

Rectification of errors; bank reconciliation statement; reconciliation from pass book to cash book and cash book to pass book.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises

UNIT II: FINANCIAL STATEMENTS

14 Hours

Accounting for assets and depreciation, Accounting for Inventory, Accounting for Liabilities and Provisions, preparation of final accounts (non-corporate entities) along with major adjustments, financial statements, trading and P&L accounts, balance sheet and cash flow statement.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises

UNIT III: ACCOUNTING FOR NON-PROFIT ORGANIZATIONS

9 Hours

Introduction to financial statements of non-profit making entities. Receipt and payment and income and expenditure accounts.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises

UNIT IV: COMPUTERIZED ACCOUNTING

6 Hours

Hands-on session and practice using accounting software.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises

TEXT BOOKS

- Maheswari, S.N. & Maheswari, S.K. (2015). *Advanced Accountancy Volume I*, 10th edition. Vikas.
- Horngren, Charles T. & Philbrick, Donna (2013). *Introduction to Financial Accounting*, 11th edition. Pearson Education.

REFERENCES

- Siddiqui, S.A. & A.S. Siddiqui, et al (2013). *Comprehensive Accounting*. Laxmi Publications.
- Jain, S.P. & Narang, K.L. (2012). *Advanced Accountancy Volume I*, 18th edition. Kalyani Publishers.
- Sultan, Sikander (2017). *Excel for Accountants*. Expert of Course Publishing.
- Bhatia, S.S.; Vikram Gupta; Harsimran Kaur; and Amanpreet Singh (2015). *e-Accounting using Tally*. ERP 9. Kalyani Publishers.
- Tally Education (2017). *Official Guide to Financial Accounting using Tally*. ERP 9. BPB Publications

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3	2					
C02	3	2					
C03	2	2	1	1		2	2
C04	2	2	1			2	2
C05	2	2	1			2	2
C06	2	2	1		1	2	2

Course Code
BBA104

Course Title
MANAGEMENT CONCEPTS

L	T	P	C
3	1	0	4

- Course Outcomes**
- On completion of the course, the students will be able to:*
1. Recall and define key management concepts, theories, and terminology.
 2. Explain the purpose and significance of management in organizational success.
 3. Apply management principles and techniques to solve real-world business problems.
 4. Analyze case studies or scenarios to identify and propose solutions to management issues.
 5. Evaluate the effectiveness and efficiency of management practices in achieving organizational goals.
 6. Design and develop management strategies to address specific organizational challenges.

UNIT I: INTRODUCTION

10 Hours

Definition, nature, scope of management, Managerial roles and skills, ethics, ethical dilemma, Corporate Social Responsibility: concept, need, tools and strategies. Evolution of management thought and Management thinkers. Scientific Management, General administrative theories, Behavioral approach, Systems approach, Contingency approach.

Transaction Methodology – PPTs, Quiz, Case study, critical thinking exercises.

UNIT II: PLANNING & DECISION MAKING

12 Hours

Types of plans and process of planning, business forecasting. Concept, benefits, limitations and process of Managing by Objectives. **Strategic management:** process and major kinds of strategies. **Decision-Making:** steps and approaches, Decision Making in various situations, decision tree.

Transaction Methodology – PPTs, Quiz, Application Based: Preparation Of Business plan, Student Presentation on Latest Business News, Role play.

UNIT III: ORGANIZING

14 Hours

Structure and process of organization, Line & Staff concept; Authority & power: **Delegation:** concept, Span of Management. **Decentralization vs. centralization:** concept, reasons, types and advantages vs. disadvantages of decentralization. **Coordination:** Concept, importance, difficulties and techniques to ensure effective coordination. Concept of staffing. Motivation concept and theories – Maslow, Herzberg, McClelland, Vrooms' Expectancy.

Transaction Methodology – PPTs, Quiz, Case Study, and Critical Thinking exercises.

UNIT IV: CONTROL

9 Hours

Meaning, objectives, nature, Characteristics and process of controlling, kinds of control system, pre-requisites and features of effective control system.

Transaction Methodology – PPTs, Quiz, Case Study.

TEXT BOOKS

- Koontz, Harold and Weihrich, Heinz (2020). Essentials of Management: An International, Innovation and Leadership Perspective, 11th edition; New Delhi: McGraw Hill Education.

REFERENCES

- Robbins, Stephen P, Coulter Mary, Fernandez Agna (2019). Management. 16th edition. Pearson Education.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	1
CO2	2	2				2	
CO3	2	3					3
CO4		3		2			
CO5			1		2		2
CO6	2	3					2

Course Code
BBA105

Course Title
MICRO ECONOMICS

L	T	P	C
3	0	0	3

Course
Outcomes

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

1. Recall and define key microeconomic concepts, theories, and terminology.
2. Demonstrate an understanding of the factors influencing individual consumer and firm behavior.
3. Apply microeconomic principles and models to analyze and predict market outcomes.
4. Analyze and evaluate the efficiency and equity implications of different market structures.
5. Evaluate the effectiveness of economic policies and interventions in addressing market failures.
6. Create and propose policies and solutions to address market inefficiencies.

UNIT I: BASICS AND CONSUMER BEHAVIOR

11 Hours

Nature and scope of micro economics; Determinants of demand and law of demand; Price, cross and income elasticity; Law of supply and elasticity of supply; Consumer's equilibrium- Utility and Indifference Curve approaches.

Transaction Methodology – Classroom Teaching, Individual Assignments, Problem Solving Exercises.

UNIT II: THEORY OF PRODUCTION, COST AND REVENUE

10 Hours

Short run and long run production functions with one and two variable factors; Optimal input combination; Classification of costs- Short run and Long run cost curves and their interrelationship; Internal and External economies of scale; Concept of revenue and revenue curves.

Transaction Methodology – Classroom Teaching, Individual Assignments, Problem Solving Exercises.

UNIT III: MARKET STRUCTURES

12 Hours

Equilibrium of the firm and industry under various market structures – Perfect Competition; Monopoly, discriminating monopoly; Monopolistic Competition/ Imperfect Competition: Duopoly, Oligopolistic Behavior.

Transaction Methodology – Classroom Teaching, Individual Assignments, Problem Solving Exercises.

UNIT IV: THEORY OF DISTRIBUTION

12 Hours

Marginal productivity theory and modern theory of distribution; determination of wages & rent; quasi rent; alternative theories of interest and profit.

Transaction Methodology – Classroom Teaching, Individual Assignments, Problem Solving Exercises.

TEXT BOOKS

- Synder, Christopher & Nicholson, Walter (2014). *Microeconomic Theory: Basic Principles and Extensions*. Cengage – New Delhi
- Ahuja, H.L (2016) *Principles of Microeconomics*, 22 edition, Sultan Chand & Sons- New Delhi

REFERENCES

- Samuelson, Paul A., Nordhaus, William D., and Sudip Chaudhuri (2011). *Economics*, 19th edition. TMH

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2					2	
CO2	3	2				3	
CO3	2	3	1			2	
CO4	2	3	1	2	1	2	2
CO5	1	3	1	2	1	1	2
CO6	1	3	2	1	1		3



Course Code
BBA106

Course Title
SOFT SKILLS – I

L T P C
2 1 0 2

Course
Outcomes

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

1. Memorize essential principles and characteristics of effective communication, teamwork, and interpersonal skills.
2. Summarize and interpret the principles and theories behind effective communication, teamwork, and interpersonal skills.
3. Utilize teamwork and collaboration skills to work effectively in diverse groups.
4. Analyze and assess interpersonal dynamics and their influence on workplace relationships.
5. Evaluate the impact of soft skills on individual and team performance.
6. Design and develop strategies to enhance personal and professional communication skills.

UNIT I VERBAL & NON-VERBAL COMMUNICATION

10 Hours

Dress for Success - To learn selection of proper attire as per the situation, how to carry one's self, how to project one's self in the right frame and spirit.

Importance of verbal & Non-verbal communication.

Verbal: Types, nuances, Introduction to Public Speaking, to know the rhetoric of making a public speech, Effective Public speaking.

Non-Verbal: Relevance & Effective usage, Chronemics, Haptics, Proxemics, Body Language.

Transaction Methodology – Activity Based Learning.

UNIT II GOAL SETTING, TIME MANAGEMENT & TEAM BUILDING

10 Hours

Goal setting, to make students understand the importance of time, how to prepare the time line and allocate time to complete different tasks, how to successfully follow the prepared time-schedule.

To know the nature of the team, To understand personal as well as professional goals of the members of the group, To work effectively in a team through building relation and interpersonal communication.

Transaction Methodology – Activity Based Learning.

UNIT III TELEPHONIC ETIQUETTES

4 Hours

Students learn the telephonic etiquettes; tone and pitch of the voice. How to send a voice mail? Students are also exposed to the etiquettes.

Transaction Methodology – Activity Based Learning.

UNIT IV STRESS MANAGEMENT

6 Hours

To learn kinds of stress, To identify the right reason/s of stress, How to handle the pressure and perform efficiently in such situations, Techniques to cope with the stressful situation at a workplace.

Transaction Methodology – Activity Based Learning.

TEXT BOOKS

- Mitra, Barun K. (2014). Personality Development and Soft Skills. Oxford University Press.
- Maxwell, John C. (2013). The Five Levels of Leadership, Audiobook Publishing.
- Gladwell, Malcolm (2013). David and Goliath, Little, Brown and Company.

REFERENCES

- Buckingham, Marcus and Coffmann Curt (1999). First, Break all the Rules. Simon & Schuster.
- Covey, Stephen (1989). The Seven Habits of Highly Effective People, Free Press.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBA107

Course Title
ENVIRONMENT STUDIES

L	T	P	C
2	1	0	2

Course Outcomes

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

1. Recall and define key environmental concepts, terminology, and facts.
2. Demonstrate an understanding of environmental issues, such as climate change, pollution, and resource depletion.
3. Apply environmental principles and concepts to analyze and propose solutions to real-world environmental problems.
4. Analyze and evaluate the impact of human activities on ecosystems and natural resources.
5. Evaluate the effectiveness of environmental management strategies and policies.
6. Design and propose sustainable solutions to address specific environmental problems.

UNIT I: INTRODUCTION TO ENVIRONMENTAL STUDIES

2 Hours

- Multidisciplinary nature of environment studies; component of environment – atmosphere, hydrosphere, lithosphere, and biosphere.
- Scope and importance; Concept of sustainability and sustainable development.

UNIT II: ECOSYSTEMS

2 Hours

- What is an ecosystem? Structure and functions of an ecosystem; energy flow in an ecosystem: food chain, food web, and ecological succession. Case studies of the following ecosystems: Forest ecosystem, Grassland ecosystem, Desert ecosystem, Aquatic ecosystem (ponds, streams, lakes, rivers, oceans, estuaries).

UNIT III: NATURAL RESOURCES: RENEWABLE AND NON-RENEWABLE RESOURCES

4 Hours

- Land resources and land usage change; land degradation, soil erosion and desertification.
- Deforestation: Causes and impacts due to mining, dam building on environment forests, biodiversity and tribal populations.
- Water: Use and over exploitation of the surface and ground water, floods, droughts, conflicts over water (international and interstate)
- Heating of earth and circulation of air; air mass formation and precipitation.
- Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources, growing energy needs, case studies.

UNIT IV: BIODIVERSITY & CONSERVATION

4 Hours

- Levels of biological diversity: genetic, species and ecosystem diversity; Biogeography zones of India: Biodiversity patterns and global biodiversity hotspots.
- India as a mega diversity nation; Endangered and endemic species of India.
- Threats of Biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; Conservation of Biodiversity: In-situ and ex-situ conservation of biodiversity.

UNIT V: ENVIRONMENTAL POLLUTION

4 Hours

- Environmental pollution: types, cause, effects and controls; Air, water, soil, chemical and noise pollution.
- Nuclear hazards and human health risks.
- Solid Waste Management: Control measures of urban and industrial waste.
- Pollution case studies.

UNIT VI: ENVIRONMENTAL POLICIES & PRACTICES

5 Hours

- Climate change, global warming, ozone layer depletion, acid rains and impacts on human communities and agriculture.

- Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention & Control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act; International agreements; Montreal and Kyoto protocols and Conservation on Biological Diversity (CBD). The Chemical Weapons Convention (CWC).

UNIT VII: HUMAN COMMUNITIES AND THE ENVIRONMENT

4 Hours

- Human population and growth: Impact on environment, human health and welfare.
- Carbon footprint
- Resettlement and rehabilitation of project affected persons; case-studies.
- Disaster Management: floods, earthquakes, cyclones and landslides.
- Environmental Movements: Chipko, Silent valley, Bishnios of Rajasthan.
- Environmental Ethics: Role of Indian and other religious and cultural issues in environmental concern.
- Environmental communication and public awareness, case studies (e.g. CNG vehicles in Delhi).

UNIT VIII: FIELDWORK

Equal to 5 Hours

- Visit to an area to document environmental assets; river/forest/flora/fauna, etc.
- Visit to a local polluted site – Urban/Rural/Industrial/Agricultural.
- Study of common plants, insects, birds and basic principles of identification.
- Study of simple ecosystems – pond, river, Delhi ridge, etc.

SUGGESTED READINGS

- Carson, R (2002). *Silent Spring*. Houghton Mifflin Harcourt.
- Gadgil, M and Guha, R (1993). *This Fissured Land: An Ecological History of India*. University of California Press.
- Gleeson, B and Low, N (1999). *Global Ethics & Environment*. London - Routledge.
- Gleick, PH (1993). *Water in Crises*. Pacific Institute for Studies in Development, Environment and Security. Stockholm Environment Institute, Oxford University Press.
- Groom, Martha J; Gary, K Meffe; and Carl Ronald Carroll (2006). *Principles of Conservation Biology*. Sunderland: Sinauer Associates.
- Grumbine, R Edward; and Pandit, MK (2013). *Threats from Himalayan's Indian Dams*. Science, 339: 36 -37.
- McCully, P (1996). *Rivers no more: The environmental effects of dams* (pp. 29 -64). Zed Books.
- McNiel, John, R (2000). *Something New Under the Sun: An Environmental History in the Twentieth Century*.
- Odum, EP; Odum, HT and Andrews, J (1971). *Fundamentals of Ecology*. Philadelphia: Saunders.
- Pepper, IL; Gerba, CP and Brusseau, ML (2011). *Environment and Pollution Sciences*. Academic Press.
- Rao, MN and Dutta, AK (1987). *Waste Water Treatment*. Oxford & IBH Publishing Co. Pvt. Ltd.
- Raven, PH; Hassenzahl, DM; and Berg, LR (2012). *Environmet, 8th edition*. John Wiley & Sons.
- Rosencranz, A; Diwan, S and Noble, ML (2001). *Environment Law & Policy in India*. Tripathi 1992.
- Sengupta, R (2003). *Ecology and Economics: An Approach to Sustainable Development*. OUP.
- Singh, JS; Singh, SP and Gupta, SR (2014). *Ecology, Environment Science and Conservation*. S Chand & Sons.
- Sodhi, NS; Gibson, L and Raven, PS (2013). *Conservation Biology: Voices form the Tropics*. John Wiley & Sons.
- Thapar, V (1998). *Land of Tiger: A Natural History of the Indian Environment*.
- Warren, CE (1971). *Biology and Water Pollution Control*. WB Saunders.
- Wilson, EO (2006). *The Creation: An Appeal to save life on earth*. New York - Norton.
- World Commission on Environment & Development. 1987. *Our Common Future*. Oxford University Press.
- www.nacwc.nic.in
- www.opcw.org

Sooz

Shruti

14/11/23

Registrar
Swami Rama Himalayan University

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3					3	
C02	3					3	
C03	2	2	1		1		
C04	3	2					
C05	3	2					1
C06	2	2	1				

Course Code
BBA201

Course Title
BUSINESS ENVIRONMENT ANALYSIS

L	T	P	C
3	1	0	4

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

Course Outcomes

1. Recall and define key concepts and terminology related to the business environment.
2. Apply business environmental analysis to identify opportunities and threats for a given organization.
3. Apply business environmental analysis to identify opportunities and threats for a given organization.
4. Analyze and assess the potential risks and challenges posed by the business environment.
5. Evaluate the effectiveness of business responses to changes in the external environment.
6. Design and develop strategies to leverage opportunities and mitigate risks in the business environment.

UNIT I: THEORETICAL FRAMEWORK OF BUSINESS ENVIRONMENT

11 Hours

Concept, Significance and nature of business environment; Elements of environment -internal and external, Changing dimensions of business environment. Liberalization, Privatization and Globalization.

Transaction Methodology – Classroom teaching, Individual Assignment

UNIT II: ECONOMIC ENVIRONMENT OF BUSINESS

12 Hours

Significance and elements of economic Environment, economic systems and business environment, Economic planning in India, Government policies-Industrial policy, licensing policy, fiscal policy, Monetary policy and EXIM policy.

Transaction Methodology – Classroom teaching, Individual Assignment and Case Study.

UNIT III: POLITICAL AND LEGAL ENVIRONMENT OF BUSINESS

10 Hours

Competition Act, Foreign Exchange Management Act (FEMA), Consumer Protection Act, Patent Laws.

Transaction Methodology – Classroom teaching and discussions, Individual Assignment

UNIT IV: SOCIO, CULTURAL & INTERNATIONAL ENVIRONMENT

12 Hours

Social responsibility of business, Characteristics, Components, Scope, relationship between society and business, Socio-cultural business Environment, Social Groups, World Trade Organization (WTO), International Monetary Fund (IMF), Asian Development Bank (ADB), World Bank. Regional Trading Blocs, Foreign Investment in India.

Transaction Methodology – Classroom teaching, Group Presentations.

TEXT BOOKS

- Cherunilam, Francis (2011). *Business Environment for Sustainable Development*, Himalaya.
- Nakkiran, S (2006). *Cooperative Management – Principles and Techniques*, Jain Book Agency

REFERENCES

- Chidambaram K and V Algappan (2015). *Business Environment*. Vikas.
- Singh, Shrawan Kumar (2015). *Business Environment*. Taxmann.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

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

Course

Outcomes

1. Identify and describe different types of data and variables used in business statistics.
2. Demonstrate an understanding of the relationship between statistical concepts and their applications in business.
3. Apply statistical methods to solve business problems and make informed decisions.
4. Evaluate the accuracy and reliability of statistical results and inferences.
5. Evaluate the effectiveness of statistical analysis in supporting business decision-making.
6. Create and propose statistical solutions to address specific business challenges.

UNIT I: INTRODUCTION & UNI-VARIATE ANALYSIS

12 Hours

Statistics as a Subject of Study, Describing Characteristics by numbers, Information and Data, Processing information and use of statistical procedures, Statistical variables: Qualitative and Quantitative. Frequency, Stem and Leaf Display, Frequency Distributions, Data Grouping: Discrete and Continuous, Introduction to Graphs, Graph for Qualitative variables, Graph for Quantitative variables.

Measures of Central Tendency including Arithmetic mean, Geometric mean and Harmonic mean: properties and applications; Mode and Median. Partition values - quartiles, deciles, and percentiles.

Measures of Variation: absolute and relative. Range, quartile deviation and mean deviation; Variance and Standard deviation: calculation and properties.

Measurement of skewness and kurtosis.

Transaction Methodology – Classroom teaching and problem solving exercises.

UNIT II: PROBABILITY & PROBABILITY DISTRIBUTIONS

11 Hours

Sample space and Events, Simple and Compound Events, Probability – Joint and Conditional Probability, Bayes' Theorem. Probability distributions: Binomial Distribution, Poisson and Normal Distribution.

Transaction Methodology – Case analysis and problem solving exercises

UNIT III: BI-VARIATE ANALYSIS

12 Hours

Simple Linear Correlation Analysis: Meaning, and measurement. Karl Pearson's coefficient and Spearman's rank correlation.

Simple Linear Regression Analysis: Regression equations and estimation. Relationship between correlation and regression coefficients.

Transaction Methodology – Individual Assignment and problem solving exercises

UNIT IV: TIME-BASED DATA: INDEX NUMBERS AND TIME SERIES ANALYSIS

10 Hours

Meaning and uses of index numbers; Construction of index numbers: Aggregative and average of relatives –simple and weighted, Tests of adequacy of index numbers, Construction of consumer price indices.

Components of time series; additive and multiplicative models; Trend analysis: Finding trend by moving average method and Fitting of linear trend line using principle of least squares.

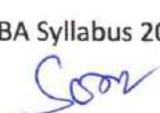
Transaction Methodology – Group Activity and case discussion and analysis

TEXT BOOKS

- Levine, David M., Stephan, David F., and Szabat, Kathryn A. (2020). *Statistics for Managers Using Microsoft Excel*, 9th edition, Pearson.

REFERENCES

- Lind, Douglas A., Marchal, William G., and Wathen, Samuel A. (2019). *Basic Statistics for Business and Economics*, 9th edition, McGraw Hill.



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COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	2				3	
CO3	2	3	1	1		2	3
CO4	2	2	1	1		2	3
CO5	2	3	1	1	1	2	3
CO6	1	3	2	2	1	1	3

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Course Code
BBA203

Course Title
BUSINESS COMMUNICATION

L	T	P	C
3	0	0	3

**Course
Outcomes**

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

1. Identify and describe different forms of business communication, such as emails, reports, presentations, and meetings.
2. Summarize and interpret written and verbal messages in a business context.
3. Apply business communication principles to write clear and concise messages and documents.
4. Interpret and analyze the effectiveness of business communication in achieving desired outcomes.
5. Evaluate the effectiveness of different communication methods and channels in different business contexts.
6. Design and develop professional business documents, such as reports, proposals, and presentations.

UNIT I: BASICS OF COMMUNICATION

12 Hours

Communication elements and process, Channels of Communication, Barriers to communication and how to overcome the barriers, Principles of effective communication, 7 C's of Communication, Clarity, Completeness, Coherence Conciseness, Credibility, Correctness, Continuity.

Transaction Methodology – Flipped Classroom, Class Room Teaching, PPT's, Role Plays, Case Study, Problem Solving Exercises, Quizzes.

UNIT II: ORGANIZATION COMMUNICATION

12 Hours

Levels - Vertical, Horizontal, Diagonal. Grapevine and its use. Organization Networks. Cross-cultural communication. Communicating in teams.

Transaction Methodology – Classroom Teaching, PPT's, Role Plays, Case Study, Problem Solving Exercises, Group Presentations.

UNIT III: BUSINESS WRITING

12 Hours

Written Communication – Types, structures and layout of business letters; sales letters, claim letters, employment letters, writing memo, notice and circulars, Writing emails. Writing reports on industry visits. Introduction to Business Report.

Transaction Methodology – Classroom Teaching, PPT's, Problem Solving Exercises, and Application based Assignments.

UNIT IV: GROUP AND INTERPERSONAL COMMUNICATION

9 Hours

Participating in meetings, Preparing Agenda and Minutes of meeting, Group Discussions, Group Presentations, Telephone Etiquettes and Business Etiquettes.

Transaction Methodology – Classroom Teaching, Role plays, Group presentations, and simulation exercises.

TEXT BOOKS

- Lesiker Raymond, Flatly Mary et al (2019) *Business Communication: Making connections in a digital world*, 13th edition. Tata Mc Graw Hill.
- Jain Neera, Mukherji Shoma (2017) *Effective Business Communication*, McGraw Hill Education,

REFERENCES

- Bovee.L Courtland, John.VThill (2018) *Business Communication Today*, 14th edition, Pearson.
- Gallego, Kevin (2019). *Skills Development for Business & Management students*, Oxford University Press – New Delhi

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COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3		2			3	
C02	2	3				2	
C03	1		3	2			3
C04		3		1	2		3
C05	1	2		3			3
C06			3	2	1		3

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Course Code
BBA204

Course Title
ORGANIZATIONAL BEHAVIOUR

L T P C
3 1 0 4

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

- Course Outcomes**
1. Identify and describe the factors influencing employee motivation, job satisfaction, and performance.
 2. Demonstrate an understanding of the impact of organizational culture, structure, and leadership on employee behavior.
 3. Apply concepts of organizational culture and change management to improve organizational effectiveness.
 4. Analyze and assess the influence of organizational factors on employee attitudes and behaviors.
 5. Evaluate the effectiveness of different leadership styles and approaches in different organizational contexts.
 6. Design and develop strategies for enhancing organizational culture and fostering employee engagement.

UNIT I: INTRODUCTION

8 Hours

Concept and scope of organizational behaviour, historical development of organizational behaviour, organization behaviour processes, emerging trends and hanging profiles of workforce.

Transaction Methodology – Classroom Teaching, Quiz, and Assignment.

UNIT II: INDIVIDUAL PROCESSES

14 Hours

Concept, nature and theories of Personality, values, attitudes, perception, learning and motivation.

Transaction Methodology – Classroom Teaching, Quiz, and Case discussion.

UNIT III: TEAM PROCESSES

12 Hours

Interpersonal communication, group dynamics, teams and teamwork, leadership, individual and group decision-making, conflict and negotiation in the workplace, power and politics.

Transaction Methodology – Classroom Teaching, Quiz, and Role Plays.

UNIT IV: ORGANIZATIONAL PROCESSES

11 Hours

Elements of organization structure, organizational structure and design, organizational culture, organizational change.

Transaction Methodology – Classroom Teaching, Quiz, and Assignment.

TEXT BOOKS

- Aswathappa, K. (2019). *Organizational Behaviour* Himalaya Pub. House. 15th edition, Himalaya Publishing House.
- Nafsanah; Robert B. Denhardt; Janet V. Den Robbins, S.P. and Judge, T.A. (2018) *Essentials of Organizational Behavior*. 14th Edition, Pearson.

REFERENCES

- Stephen, Robbins P. (2016). *Organizational Behaviour*, 17th edition. Prentice Hall International.
- L M Prasad , L. M. (2019). *Organizational Behaviour*. 13th Edition. Sultan Chand and Sons.
- Luthans, F. (2017). *Organizational Behavior: An Evidence - Based Approach*, 14th edition, McGraw Hill.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3					3	
CO3	2	3	1			1	3
CO4	2	3	1			2	3
CO5	2	2	1	1	1	2	2
CO6	2	2	1	2	1	2	2

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Course Code
BBA205

Course Title
MACRO ECONOMICS

L	T	P	C
3	0	0	3

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

Course Outcomes

1. Identify and describe the components of GDP, inflation, unemployment, and other macroeconomic indicators.
2. Demonstrate an understanding of the relationship between macroeconomic variables and their impact on economic performance.
3. Apply macroeconomic analysis to assess the impact of global events on the domestic economy.
4. Analyze and assess the causes and consequences of inflation, unemployment, and economic fluctuations.
5. Evaluate the effectiveness of macroeconomic policies in achieving economic stability and growth.
6. Synthesize macroeconomic concepts and theories to develop informed economic forecasts and recommendations.

UNIT I: BASIC CONCEPTS OF MACROECONOMICS

10 Hours

Nature and scope of macroeconomics; Circular flow of income; National income Accounting- Concepts and Measurements; Aggregate Demand and Supply Model.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT II: INCOME AND OUTPUT DETERMINATION AND CYCLIC FLUCTUATION

11 Hours

Simple Keynesian Model of income determination; Multiplier analysis, Consumption and Investment functions; Introduction of IS –LM Model; Meaning and Nature of a business cycle, Theories of Business Cycles- Keynes', Hicks', Friedman's and Real Business cycle theory.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT III: INFLATION AND UNEMPLOYMENT

12 Hours

Inflation -Meaning and types, Explanation of Inflation, demand pull inflation & cost push inflation, Effects of Inflation on distribution of income & wealth and on output & growth, Methods to control Inflation; Unemployment- Meaning, Types and causes of unemployment, Measures to solve unemployment problem, Phillips curve.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT IV: STABILIZATION & GROWTH

12 Hours

Meaning and nature of fiscal policy, fiscal deficits, basic issues in fiscal deficit management; Money supply measures; Credit creation process and money multiplier, instruments of monetary policy; Promotional and regulatory role of central bank; monetary policy – types, causes, effects and control measures, exchange rate mechanism. Meaning of Economics of Growth and Development, HDI, Features of underdeveloped economies, Factors determining economic growth.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

TEXT BOOKS

- Gupta, G.S. (2017). Macroeconomics – Theory and Applications, 4th edition. Tata McGraw Hill.
- Sankaran, S. (2015). *Rural Economics*, Margham Publications, Chennai.

REFERENCES

- Ahuja H.L (2017). Macroeconomics - Theory and Policy, 20th edition, S. Chand New Delhi.
- Edward Shapiro (2015). Macroeconomic Analysis, 5th edition. Galgotia, New Delhi

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COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3					3	1
C02	2					2	1
C03	3	2	2			3	1
C04	2	3		1		2	2
C05	3	2	2	1		3	2
C06	1	3		1	2	1	3

Course Code
BBA206

Course Title
ENGLISH

L	T	P	C
2	1	0	2

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

- | | |
|------------------------|--|
| Course Outcomes | 1. Recall and define key English grammar rules, vocabulary, and literary terms. |
| | 2. Demonstrate an understanding of English language conventions and structures. |
| | 3. Apply English language skills to express ideas effectively in written or spoken form. |
| | 4. Analyze and evaluate the effectiveness of written or spoken English texts in conveying messages or arguments. |
| | 5. Evaluate the quality and reliability of English language sources and information. |
| | 6. Develop creative and original pieces of writing or speaking in English. |

UNIT I LISTENING SKILLS

6 Hours

Process of listening, Difference between Listening and Hearing, Active Listening and Reflective response, Barriers to Effective Listening, Improvement of Listening Skills, Listening Comprehension-Identification of General Content and Specific Information.

Transaction Methodology – Listening Skill Exercises.

UNIT II: READING SKILLS

6 Hours

Importance of Reading, Types of Reading, Comprehension of different kinds of Text – General and Technical, Developing skills for skimming and scanning, Improvement of Reading skills with the aid of newspapers, unseen passages, short stories and technical reports.

Transaction Methodology – Reading Exercises.

UNIT III: SPEAKING SKILLS

6 Hours

Importance of speaking, Phonetics -Stress, Intonation and Pronunciation, Self-Introduction, Describing objects, Expressing opinions, Showing agreement and disagreement, Offering suggestions, Extempore, JAM Sessions, Role Play.

Transaction Methodology – Extempore, JAM Sessions, Role Play

UNIT IV: WRITING SKILLS

6 Hours

Importance of Writing, Rules for Effective writing, Progression of ideas, Flow of thoughts, Formal Letter Writing, Paragraph Writing-Writing of descriptive and narrative paragraphs.

Transaction Methodology – Writing Exercises.

*The nuances of grammar [Parts of Speech, Forms of Verb, Subject Verb Agreement, Prepositions, Use of Dictionary, Homophones, Antonyms, Synonyms, Words often confused and misused, Idioms] will be taught in the above four units as and how.

TEXT BOOKS

- Nelson, Gale and Loius Colaianne (2000). The Joy of Phonetics and Accent. Joy Press.
- Hargie, Owen and David Dickson (2004). Skilled Interpersonal Communication – Research, Theory & Practice, 4th edition. Routledge.
- Technical Communication- Principles and Practice, Meenakshi Raman & Sangeeta Sharma, Oxford University Press, 2nd Edition.

REFERENCES

- Daly, John A. and John M. Wiemann (1994). Strategic Interpersonal Communication, Lawrence Erlbaum Associates.
- Greene, John O. and Brant R. Bureson (2003). Handbook of Communication and Social Interaction Skills, Lawrence Erlbaum Associates.
- Mcintosh, Perry; Richard Luecke and Jeffery H. Davis (2008). Interpersonal Communication Skills in Workplace, 4th edition. American Management Association.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3		1	1			
CO2	2		3	1		2	3
CO3	2	3	3	1	3	3	3
CO4		2	2	1			1
CO5		1	2	1			1
CO6			3	2			


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Course Code
BBA301

Course Title
COST & MANAGEMENT ACCOUNTING

L	T	P	C
3	1	0	4

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

- Course Outcomes**
1. Recall and define key cost and management accounting concepts, terminology, and formulas.
 2. Explain the purpose and significance of cost and management accounting in organizational decision-making.
 3. Apply cost accounting techniques and tools to analyze and allocate costs in different business scenarios.
 4. Analyze and evaluate cost structures and cost behavior in different industries and organizational settings.
 5. Evaluate the effectiveness and reliability of cost accounting systems and their contribution to managerial decision-making.
 6. Synthesize cost and management accounting concepts to develop comprehensive budgets, forecasts, or cost control measures.

UNIT I: INTRODUCTION

5 Hours

Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads, preparation of Cost Sheet.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT II: COSTING

15 Hours

Overhead, Distribution, Absorption, Contract Costing and Process Costing. Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT III: BUDGETING

10 Hours

Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT IV: STANDARD COST & RATIO ANALYSIS

15 Hours

Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Ratio Analysis – Profitability, Liquidity, Turnover and Capital Structure Ratios. Du Pont Analysis.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

TEXT BOOKS

- Arora, MN (2012). Cost Accounting – Principles & Practice. Vikas Publication.
- Maheshwari & Mittal (2014). Cost Accounting- Theory & Problems, Sri Mahaveer Book.
- Hilton, Robert W. (2014). Managerial Accounting. 7th edition. TMH.

REFERENCES

- Horngreen, Charles T; Datar, Srikant M; and Rajan, Madhav D (2012). *Cost Accounting – A Managerial Perspective*. Pearson.
- Drury, Colin (2013). *Management Accounting For Business Decisions*, Thomson Publications.
- Maheswari, S.N. and Maheshwari, S.K. (2012). *A Textbook for Accounting in Management, 3rd edition*. Vikas Publications.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3					3	
C02	3					3	
C03	2	3	1			1	3
C04	2	3	1			2	3
C05	2	2	1	1	1	2	2
C06	2	2	1	2	1	2	2


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Course Code
BBA302

Course Title
HUMAN RESOURCE MANAGEMENT

L	T	P	C
3	1	0	4

Course Outcomes

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

1. Recall and define key HRM concepts, theories, and terminology.
2. Demonstrate an understanding of the impact of HRM on employee engagement and organizational performance.
3. Apply HRM strategies to promote employee development and manage performance.
4. Assess the effectiveness of HRM strategies in fostering diversity and inclusion in the workplace.
5. Evaluate the justification for selecting a particular concept/theory for achieving the desired result/goal.
6. Synthesize HRM concepts and theories to develop comprehensive HRM plans or programs.

UNIT I: INTRODUCTION TO HRM

6 Hours

Human Resource Management – Meaning of HRM, importance of HRM, objectives and techniques, Role of human resource manager, duties and responsibilities of human resource manager, typical organizational setup of human resource department.

Transaction Methodology – Classroom Teaching, Self-reading material (articles, research paper).

UNIT II: HUMAN RESOURCE PLANNING, JOB ANALYSIS, RECRUITMENT & SELECTION

11 Hours

Human Resources Planning – Meaning and importance of human resources planning, benefits of human resource planning.

Job Analysis and Job Design – Concept and uses of job analysis, Process and methods of job analysis, Job description and job specification, Role analysis, Concept of job design, Approach and methods of job design.

Recruitment & Selection – Meaning of recruitment, Methods of recruitment, Techniques of Recruitment, Selection: Selection process, Uses of tests in selection, Placement, Promotion, Basis of Promotion, Meaning of transfer, reasons for transfer, types of transfer.

Transaction Methodology – Classroom Teaching, Case study, Role plays, Quiz, HRP calculation exercises, and critical thinking exercises.

UNIT IV: EMPLOYEE TRAINING & PERFORMANCE APPRAISAL

10 Hours

Training and Induction – Meaning of training and induction, Objectives and purpose of induction, need for training, benefits of training, identification of training needs, methods of training. *Performance Appraisal* – Meaning of appraisal, Objectives of performance appraisal, methods of performance appraisal, Rating Errors – Competency Management.

Transaction Methodology – Classroom Teaching, Case study, Self-assessment exercises.

UNIT V: COMPENSATION MANAGEMENT AND DISCIPLINE ADMINISTRATION

7 Hours

Objectives of Compensation, Principles and techniques of wage fixation, Job evaluation, Incentives-Practices in Indian organizations. Discipline administration - grievances handling - managing dismissals and separation.

Transaction Methodology – Classroom Teaching, Case study, Role plays.

TEXT BOOKS

- Dessler, Garry and Varkkey (2020). *Human Resource Management*, 16th edition. Pearson Education.
- Rao, Subba (2020). *Personnel & Human Resource Management*, Text and Cases, Revised edition 2014. Himalayan Publishing House

REFERENCES

- Decenzo, A. David, Robbins, P. Stephen and Verhulst, L. Susan (2015). *Human Resource Management*, 12th edition. Wiley Publication.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3					3	
CO3	2	3	1			1	3
CO4	2	3	1			2	3
CO5	2	2	1	1	1	2	2
CO6	2	2	1	2	1	2	2

Course Code
BBA303

Course Title
E-COMMERCE

L	T	P	C
3	0	0	3

Course Outcomes	On completion of the course, the students will be able to:		
	1.	Recall and define key e-commerce concepts, terminology, and technologies.	
	2.	Explain the purpose and significance of e-commerce in modern business environments.	
	3.	Apply e-commerce principles and strategies to develop and manage online businesses.	
	4.	Analyze and evaluate different e-commerce business models and revenue generation strategies.	
	5.	Evaluate the effectiveness of e-commerce user experience and interface design.	
	6.	Create and propose innovative solutions for enhancing customer trust and security in e-commerce transactions.	

UNIT I: INTRODUCTION TO E-COMMERCE

12 Hours

Framework for understanding e-business – Introduction to e-commerce, Types of e-commerce, Application of e-commerce, Limitations & Advantages of E-commerce, Difference between e-commerce and e-business, Goals of e-commerce. Internet, Intranet, Extranet Concepts.

Transaction Methodology – Classroom teaching and discussion

UNIT II: BUSINESS MODEL & INFRASTRUCTURE

11 Hours

Developing e-business Framework: Developing e-business Models, Introduction to Internet, www. Concepts, Building of e-commerce websites. Software hardware, server operating systems and tools. Networking Concepts: Types, Topology, Models, Protocols, IP addresses and communication channels. ISP and its services in India. .

Transaction Methodology – Classroom teaching , Case analysis and discussion

UNIT III: PLANNING & EXECUTION

10 Hours

Planning, Implementing and Controlling of e-Business: Creating the Marketing Mix, Organizational and Managerial issues, Internet marketing techniques, Legal and Regulatory Environment for e-commerce, Security and Privacy.

Transaction Methodology – Classroom teaching , Case analysis and discussion

UNIT IV: ELECTRONIC PAYMENT SYSTEMS & CURRENT TRENDS IN ELECTRONIC WORLD

12 Hours

Understanding of Key terms of E- Commerce: Electronic Commerce & Banking, Electronic Payment Systems, Electronic Payment Technology, payment gateways, types of online payment methods, E- Commerce Security. Current trends in electronic world: E-Waste-Surveillance-Governance, Cloud Computing. Software Agents.

Transaction Methodology – Classroom teaching , Case analysis and discussion

TEXT BOOKS

- Mohapatra, Sanjay (2013). E-Commerce Strategy – Text & Cases. Springer.

REFERENCES

- Bhaskar, Bharat (2013). E-Commerce – Framework, Technologies and Applications, 4th edition. McGraw Hill.
- Bhatnagar, P. and Srivastava, A. (2011). *Theory and Practice of E-commerce*, 1st edition. Laxmi Publication – New Delhi.
- Schneider, Gary P. (2012). *E-Commerce: Strategy, Technology and Implementation*, 9th edition. CENGAGE Learning – New Delhi

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COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3					3	
C02	3	2				3	
C03	2	3	1				2
C04	1	2	2	2	2		2
C05	1	3	2	1	2		2
C06	1	1	3	2	3		3

Course Code
BBA304

Course Title
MARKETING MANAGEMENT

L	T	P	C
3	1	0	4

Course Outcomes

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

1. Recall and define key marketing concepts, terminology, and frameworks.
2. Demonstrate an understanding of consumer behavior and the marketing mix.
3. Apply marketing concepts and theories to analyze and solve real-world marketing problems.
4. Analyze and evaluate market segmentation, targeting, and positioning strategies.
5. Assess the effectiveness of marketing channels and distribution strategies.
6. Create and propose innovative marketing strategies to address market challenges or capitalize on opportunities.

UNIT I: INTRODUCTION

8 Hours

Definition, Scope and core concepts of marketing – company orientation toward the marketplace, emerging trends in Indian marketing environment. Evolution of marketing – department, organizing the marketing departments, Marketing Relations with other departments, marketing orientation for the whole company.

Transaction Methodology – Classroom teaching and discussion

UNIT II: CUSTOMER SATISFACTION, VALUE & RETENTION

12 Hours

Customer satisfaction, Value and retention – Definition of customer value and satisfaction, delivering customer value and satisfaction, Attracting and retaining customers, customer profitability. Marketing Intelligence System, Marketing research system: Suppliers of Marketing Research, Marketing Research process, Barriers to the ease of marketing research and means to overcome them.

Transaction Methodology – Role play, Case analysis and discussion

UNIT III: MARKET SEGMENTATION, TARGETING & POSITIONING

10 Hours

Market segmentation, Target Marketing, & positioning –Levels and patterns of market segmentation, Bases for market segmentation. Targeting, product positioning, Types and bases of positioning, product differentiation.

Transaction Methodology – Role play, Case analysis and discussion

UNIT IV: MANAGING MARKETING MIX

15 Hours

Managing marketing mix –Concept and components of marketing mix

Product and product mix decisions branding, packaging, labelling, new product development, and Product life cycle management.

Pricing strategies and Objectives, Distribution, Marketing Channels, Managing marketing channels and Conflict, Promotion Mix. People, Process, Physical evidence.

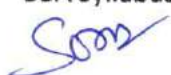
Transaction Methodology – Group Activity and case discussion and analysis

TEXT BOOKS

- Ramaswamy and Namkumari (2018). Marketing Management, Global Perspective Indian Context, 6th edition. Sage.
- Kotler, Philip (2017). A Framework of Marketing Management, 6th edition. Pearson Education.

REFERENCES

- Saxena, Rajan (2019). Marketing Management, 6th edition. Tata McGraw Hill.
- Kotler, Keller, Brady, Goodman and Hansen (2017). Marketing Management, 3rd edition. Pearson Education.




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COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	2				3	
CO3	2	3	1				2
CO4	1	2	2	2	2		2
CO5	1	3	2	1	2		2
CO6	1	1	3	2	3		3

Course Code
BBA305

Course Title
PRODUCTION & OPERATIONS MANAGEMENT

L	T	P	C
3	0	0	3

Course Outcomes

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

1. Recall and define key production and operations management concepts, terminology, and techniques.
2. Explain the purpose and significance of production and operations management in organizational success.
3. Apply operations management strategies to optimize resource allocation and capacity planning.
4. Interpret and analyze operational data to make informed decisions regarding process improvement and resource allocation.
5. Evaluate the effectiveness of production and operations management practices in achieving operational excellence.
6. Create and propose solutions for optimizing supply chain management and logistics.

UNIT I: INTRODUCTION

11 Hours

Introduction, evaluation, major long term and short term decisions; objectives, importance and activities; productivity measures, difference between products and services (from POM view point), understanding delivering products and service in rural areas, design of product and services for rural & global market.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT II: MEANING & TYPES OF PRODUCTION SYSTEM

11 Hours

Production to order and production to stock; capacity strategy, plant location; factors affecting locations and evaluating different locations; plant layout; meaning, objectives, characteristics and types; plant layout and materials handling, work cell method.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT III: PRODUCTION PLANNING & CONTROL

12 Hours

Meaning objectives, advantages and elements, PPC and production systems, aggregate planning, MRP, sequencing problem, work study; meaning, objectives, prerequisites and procedure; procedure and tools of methods study, procedure and techniques of work measurement.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT IV: INVENTORY CONTROL & QUALITY MANAGEMENT

11 Hours

Objectives, advantages and techniques (EOQ model and ABC analysis); purchasing process, quality control; meaning and importance; inspection, quality control charts for variables and attributes and acceptance sampling; maintenance; importance and types.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

TEXT BOOKS

- Panneerselvam, R. (2012). *Production and Operations Management*, 3rd edition. Prentice Hall of India - New Delhi
- Krajewski, L.J.; Ritzman, L.P.; and Malhotra, M.K. (2013). *Operation Management – Strategy and Analysis*, Prentice Hall of India - New Delhi

REFERENCES

- Mahadevan, B. (2010). *Operations Management-Theory and Practice*, 2nd edition. Pearson Education - New Delhi.
- Bedi, Kanishka (2007). *Production and Operations Management: Concepts and Applications*, 2nd edition. Oxford University Press - New Delhi

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3	1	1	1		3	1
C02	3	1	1	1	1	3	1
C03	2	3	2	1	1	2	2
C04	2	3	2	1	2	2	2
C05	2	3	1	1	1	2	2
C06	1	3	2	2	3	2	3

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Swami Rama Himalayan University

Course Code
BBA306

Course Title
SPREADSHEET MODELLING LAB

L	T	P	C
2	1	0	2

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

Course

Outcomes

1. Memorize essential terminology and concepts related to spreadsheet modelling.
2. Summarize and interpret spreadsheet data and calculations.
3. Apply spreadsheet modelling skills to solve business scenarios and make informed decisions.
4. Interpret and analyze spreadsheet data and visualizations.
5. Evaluate the effectiveness and efficiency of spreadsheet models in addressing specific business problems.
6. Create and propose innovative solutions and scenarios using spreadsheet models.

UNIT I INTRODUCTION TO SPREADSHEET

6 Hours

Opening a workbook, Ribbon, The Quick Access Toolbar, Worksheets, Moving Around a Worksheet and Workbook, printing a Worksheet, saving a Workbook File Cells and Ranges, Selecting Ranges, Selecting All Cells in a Dataset Using Shortcut Keys, Selecting All Cells on a Worksheet, Selecting Non Contiguous Ranges, Selecting Cells and Named Ranges, Selecting Otherwise Difficult to Select Cells with Go To Special, Filling Series, Copying and Moving Cell Entries, The Undo Command.

Transaction Methodology – Classroom Teaching and practical assignments in Lab.

UNIT II SPREADSHEET: FORMULAS AND FUNCTIONS

8 Hours

Copying Formulas, The AutoComplete Formula Option, Entering Formulas by Pointing, Other Ways to Copy Formulas, Absolute Addressing, Hierarchy of Mathematical Operations, Summation Icon, Editing or Correcting Formulas, Showing the Actual Formula in a Cell. IF Statements, Text Functions /, Flash Fill, Basic Date and Time Functions, Range Names, Lookup Functions, Other Lookup & Reference functions, Error Trapping, Rounding Functions, The SUMPRODUCT Function, Modeling Uncertainty in Excel, Excel Financial Functions, COUNT, COUNTA, and COUNTBLANK Functions, Excel Statistical Functions, Conditional Counts, Conditional Sums, Removing Duplicates, Sorting in Excel, Filtering Data, Subtotals, Pivot Tables, Pivot Charts, Conditional Formatting: The Formula Option. Macros.

Transaction Methodology – Classroom Teaching and practical assignments in Lab.

UNIT III SPREADSHEET MODELING

8 Hours

Importing from a Text or Word File, MS Access, Using Web Queries to Import Data from the Web. Transaction Methodology: Classroom Teaching and practical assignments in Lab.

Model Building Blocks, Model Terminology, The Spreadsheet Model Building Process, Rules to Guide Intelligent Modeling, Building a Model, Set up the Spreadsheet Model, Data Tables, Two-Way Data Tables, Goal Seek, Auditing, Flexibility, Comments and Text Boxes, Error Trapping, Scenarios, Spinners, Model Limitations.

Transaction Methodology – Classroom Teaching and practical assignments in Lab.

UNIT IV POWER BI – AN INTRODUCTION

8 Hours

Calculated Columns & Measures – Calculated Columns, Measures. Excel Tables – Why use Tables (Scenario Analysis, Whatif Analysis and Marginal Analysis), Referencing Syntax, Formulas, Named Ranges. Dashboard – Dashboard using Pivot Tables, Slicers, Timeline. Importing Data – From Excel, From Access, Folder, other sources. Power BI Components – Old v/s New Technologies, Power BI Desktop, Power BI Service, Power BI Mobile. Clean & Transform Data – Query Editor, Advanced Methods, Pivoted data / Unpivoted Data. Modeling – Relationships, Calculated Columns & Measures, Calculated Tables, Time-based Data.

Transaction Methodology – Classroom Teaching and practical assignments in Lab.

TEXT BOOKS

- Mcfediess, Paul (2018). *Excel Data Analysis*, 4th edition. Visual.

REFERENCES

- Walkenbach, John (2016). *Microsoft Excel Bible: The Comprehensive Tutorial Resource*, Wiley.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	2				3	
CO3	2	3	1				2
CO4	1	2	2	2	2		2
CO5	1	3	2	1	2		2
CO6	1	1	3	2	3		3

SS02

BBA Syllabus 2023

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Swami Rama Himalayan University

Course Code
BBA401

Course Title
BUSINESS FINANCE

L	T	P	C
3	1	0	4

Course Outcomes

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

1. Identify and describe different financial statements and their components.
2. Summarize and interpret financial data and reports.
3. Apply financial concepts and techniques to analyze and solve real-world financial problems.
4. Analyze and evaluate financial statements to assess the financial performance and health of a company.
5. Evaluate the financial viability of investment projects using techniques such as net present value (NPV) or internal rate of return (IRR).
6. Create and propose financial strategies to address business challenges or pursue growth opportunities.

UNIT I: INTRODUCTION

10 Hours

Business Finance: Meaning, Nature, Significance, Objects and Scope of Business Finance, Finance Functions, Evolution, scope and function of finance managers, objectives of financial management, profit vs. wealth maximization. Time value of money – compounding, discounting and annuities.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT II: INVESTMENT DECISIONS

15 Hours

Sources of Business Finance: Long- Medium and Short Term Sources of Finance, Equity, Preference shares, Sweat equity shares, Shares with differential rights, debentures & Bonds(Theory). Brief introduction of cost of capital; methods of capital budgeting; ARR, PBP, NPV and IRR, capital rationing (simple problems on capital budgeting methods).

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT III: FINANCING DECISION

10 Hours

Capitalization Concept, Basis of Capitalization, Consequences and Remedies of Over and Under Capitalization, Operational and financial leverage; Determinants of Capital Structure and capital structure theories- NI, NOI and traditional approach, Arbitrage Process; Modigliani and Miller Theory, EPS-EBIT Analysis.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT IV: DIVIDEND DECISION AND MANAGEMENT OF WORKING CAPITAL

10 Hours

Determinants of dividend policy; Walter's Dividend Model, Gordon's and MM Hypothesis,; Operating Cycle, brief discussion on management of cash, receivable and inventory (simple problem on operating cycle and inventory management).

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

TEXT BOOKS

- Pandey, I.M. (2016). Financial Management, 11th edition. Vikas Publishing House.
- Chandra, P.C. (2015). Financial Management, 9th edition. Tata McGraw Hill.
- Ross, Westerfield and Jordan. (2018). Fundamentals of Corporate Finance, 12th edition. McGraw Hill.

REFERENCES

- Van Horne, James C. & Dhamija, S. (2012). Financial Management & Policy, 12th edition. Pearson Education.
- Khan and Jain (2017). Financial Management, 7th edition. Tata McGraw Hill.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	2				3	
CO3	2	3	1				2
CO4	1	2	2	2	2		2
CO5	1	3	2	1	2		2
CO6	1	1	3	2	3		3









Course Code
BBA402

Course Title
BUSINESS LAWS

L T P C
3 0 0 3

Course
Outcomes

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

1. Memorize essential laws, regulations, and legal frameworks applicable to business.
2. Demonstrate an understanding of the legal rights and responsibilities of businesses.
3. Apply legal principles and rules to analyze and solve real-world business law problems.
4. Analyze and evaluate legal issues and disputes in a business context.
5. Evaluate the compliance of business practices and operations with relevant laws and regulations.
6. Synthesize legal concepts and principles to develop strategies for ethical and compliant business practices.

UNIT I: LAW OF CONTRACTS I

12 Hours

Law & Morality, What is business law and need for its study, Sources of Indian Law, Law of Contract – Scheme of the Act, Definitions & Classification of contracts, Voidable contracts vis-à-vis-Voidable/illegal agreements, essentials of a valid contract, Rules regarding Agreement and acceptance, standard form agreements, Consideration-basic rules and its exceptions, Capacity to Contract-Rules regarding a minor's contract and its exceptions, rules regarding agreement with other disqualified persons. Free-Consent-Rules regarding coercion, undue influence, fraud, misrepresentation and mistakes. Agreements expressly declared void. Quasi-contracts and contingent contracts.

Transaction Methodology – Classroom Teaching, Problem Solving Exercises, Quiz, Case-lets.

UNIT II: LAW OF CONTRACTS II

10 Hours

Performance and discharge of Contracts, Doctrine of supervening impossibility and its applicability/non-applicability, Breach of Contracts and remedies there against, Kinds of damages and rules applicable. Special kind of Contracts -Indemnity & Guarantee, distinction between them, continuing guarantee and its revocation, surety's rights, Discharge of surety from liability Bailment & Pledge-distinction and special features, duties and rights of Bailor/Bailee, Right of lien-general and particular lien, Pledge by non-owner, Finder of goods, Contract of Agency-Kinds of agents, mode of creating/termination of agency, extent of agent's authority, Rights and duties of Principal and agent.

Transaction Methodology – Classroom Teaching, Problem Solving Exercises, Quiz, Case-lets.

UNIT III: LAW OF SALES OF GOODS

8 Hours

Contract of Sale, Essential elements of Contract of Sale, Distinction between Sale & similar transactions, Kinds of goods-perishable goods, stipulations regarding time of delivery of goods and payment of price, Condition and Warranties-Implied conditions & warranties in a contract of sale and distinction between them, Transfer of Property and risk in a contract of sale-rules regarding ascertained and unascertained goods, doctrine of *nemo det quod non habet* and its exceptions, doctrine of caveat emptor and its exceptions, performance of Contract of Sale-rules regarding delivery, Duties and Rights of Parties, Breach of Contract of Sale-Remedies available.

Transaction Methodology – Classroom Teaching, Problem Solving Exercises, Quiz, Case-lets.

UNIT IV: LAW PERTAINING TO LIMITED COMPANIES – AN OVERVIEW

15 Hours

Company law as in Companies Act 2013, Salient features of Companies, Classification and Formation of Companies, Memorandum and Article of Association, Doctrine of Ultra Vires and Indoor Management, Prospectus- Share Capital, Types of Shares and Debentures, Membership in a company, Transfer and Transmission of Shares, Creation and Registration of Charges. Appointment of directors, responsibilities of directors and board of directors, Meeting and Resolutions. Winding up of the company.

Transaction Methodology – Classroom Teaching, Problem Solving Exercises, Quiz, Case-lets.

TEXT BOOKS

- Kapoor, N.D. (2020). Elements of Mercantile Law, 38th editions. Sultan Chand & Sons – New Delhi

REFERENCES

- Kuchhal, M.C. and Alok (2020). *Corporate Laws*, 6th edition. Shree Mahaveer Book Depot
- Singh, Avtar (2021). *Business Law*, Eastern Book Company – Lucknow.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	2				3	
CO3	2	3	1				2
CO4	1	2	2	2	2		2
CO5	1	3	2	1	2		2
CO6	1	1	3	2	3		3

Course Code
BBA403

Course Title
MANAGEMENT INFORMATION SYSTEM

L T P C
3 0 0 3

Course
Outcomes

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

1. Recall and define key concepts and terminology related to management information systems (MIS).
2. Explain the purpose and significance of MIS in organizational decision-making and operations.
3. Apply MIS principles and tools to analyze and solve real-world business problems.
4. Interpret and analyze data and information generated by MIS to identify patterns and trends.
5. Assess the reliability, validity, and quality of data generated by information systems.
6. Design and develop information systems solutions to address specific business needs and requirements.

UNIT I: INTRODUCTION

10 Hours

Organization and Information Systems, Changing Environment and its impact on Business - The ITES and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information.

Transaction Methodology –Classroom Teaching, and Case discussions.

UNIT II: SYSTEM ANALYSIS & DESIGN

12 Hours

Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Designer.

Transaction Methodology –Classroom Teaching, and Case discussions.

UNIT III: SYSTEM DEVELOPMENT

12 Hours

Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit.

Transaction Methodology –Classroom Teaching, and Case discussions.

UNIT IV: ETHICAL ISSUES & INTELLECTUAL PROPERTY RIGHTS

11 Hours

Ethical responsibilities of Business Professionals – Business, technology; Computer crime – Hacking, cyber theft, unauthorized use at work; Piracy – software and intellectual property; Privacy – Issues and the Internet Privacy; Challenges.

Transaction Methodology –Classroom Teaching, and Case discussions.

TEXT BOOKS

- Jawadekar, Waman S. (2013). Management Information System – A Global Digital Enterprise Perspective, 5th edition. McGraw Hill.
- Laudon, Kenneth C. (2014). Management Information System. 14th edition. Pearson Education.

REFERENCES

- O'Brien, James A. and George Marakas (2013). Management Information System, 10th edition. McGraw Hill.
- Turban (2015). Information Technology for Management – Transforming Organizations in the Digital Economy, 6th edition. Wiley India.
- Joshi, Girdhar (2013). Management Information System. Oxford University press.
- Raj, Sahil (2013). Management Information System, 1st edition. Pearson Education.

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COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	2				3	
CO3	2	3	1				2
CO4	1	2	2	2	2		2
CO5	1	3	2	1	2		2
CO6	1	1	3	2	3		3

Course Code
BBA404

Course Title
INTERNATIONAL BUSINESS

L	T	P	C
3	1	0	4

Course
Outcomes

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

1. Demonstrate knowledge of key concepts, theories, and principles related to international business.
2. Interpret and explain the impact of cultural, political, legal, and economic factors on international business activities.
3. Apply international business concepts and frameworks to analyze and solve real-world business problems in a global context.
4. Analyze the competitive advantages and disadvantages of different entry modes into foreign markets.
5. Critically evaluate the ethical and social responsibility implications of international business decisions and practices.
6. Create comprehensive plans for managing international supply chains and logistics.

UNIT I: INTRODUCTION TO INTERNATIONAL BUSINESS

12 Hours

Types of international business; basic structure of international business environment; risk in international business; motives for international business; barriers to international business; global trading and financial system- an overview

Transaction Methodology – Classroom teaching and discussion

UNIT III: ENTRY MODES & EVALUATION

11 Hours

Foreign market entry modes; factors of country evaluation and selection; decisions concerning foreign direct and portfolio investment; control methods in international business.

Transaction Methodology – Role play, Case analysis and discussion

UNIT III: MARKETING & LOGISTICS

11 Hours

Basic foreign manufacturing and sourcing decisions; product and branding decisions for foreign markets; approaches to international pricing; foreign channel and logistical decisions.

Transaction Methodology – Role play, Case analysis and discussion

UNIT IV: HUMAN RESOURCE & RISK MANAGEMENT

11 Hours

Cross cultural challenges in international business; international staffing and compensation decisions; basic techniques of risk management in international business.

Transaction Methodology – Group Activity and case discussion and analysis

TEXT BOOKS

- Hill, Charles WL and K Arun (2014). *International Business – Competing in the Global Market Place*, 10th edition. McGraw Hill.
- Cavugil, Tamer (2016). *International Business – The New Realities*, 3rd edition. Pearson Education.

REFERENCES

- Daniels, John D (2016). *International Business*, 15th edition. Pearson Education.
- Hill, Charles WL and K Arun (2014). *International Business – Competing in the Global Market Place*, 10th edition. McGraw Hill.
- Joshi, Rakesh Mohan (2009). *International Business*. Oxford University Press.
- Varma, Sumati (2015). *International Business*. Pearson Education.
- Menipaz, Ehud and Amit Menipaz (2012). *International Business – Theory & Practice*. Sage Texts.
- Sundaram, Anant K. (2016). *International Business Environment*, 1st edition. Pearson Education.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3					2	
C02	3	2					
C03	2	3					3
C04	2	3				2	2
C05	1			2		2	2
C06	1			2			2

Course Code
BBA405

Course Title
QUANTITATIVE TECHNIQUES

L T P C
3 1 0 4

Course
Outcomes

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

1. Describe the applications and limitations of various quantitative techniques in different contexts.
2. Summarize and explain the main features and characteristics of quantitative techniques.
3. Apply quantitative techniques to analyze and solve real-world business problems.
4. Analyze business data using quantitative techniques to identify patterns, trends, and relationships.
5. Critically evaluate the appropriateness and accuracy of quantitative analysis results.
6. Integrate quantitative techniques with other business functions to optimize processes and outcomes.

UNIT I INTRODUCTION TO OPERATIONS RESEARCH & LINEAR PROGRAMMING

10 Hours

Introduction— Operations research, meaning of a model, steps in building of a model.

Linear Programming – Introduction, terminology and applications, Mathematical formulation of a linear programming problem, Graphical solution, Algebraic method (Simplex method) – Maximization and minimization cases (single and mixed constraints).

Transaction Methodology – Classroom teaching and problem solving exercises.

UNIT II TRANSPORTATION & ASSIGNMENT

8 Hours

Transportation—Introduction, Balanced & Unbalanced Problem, formulation as Linear Programming Problem and solution using excel solver, Initial basic feasible solution (only LCM & VAM methods), Test of optimality and optimal solution, Stepping Stone and MODI methods)

Note: Exclude special degeneracy and prohibited routes. *Assignment* – Introduction, Balanced and unbalanced assignment problem, formulation as Linear Programming problem and solution using excel solver, Solution using Hungarian assignment method.

Transaction Methodology – Classroom teaching and problem solving exercises.

UNIT III DECISION THEORY AND GAME THEORY

8 Hours

Decision Theory - Decision making under uncertainty, risk and conflict, Calculation of EMV, EVP, EOL. Decision tree analysis. *Game Theory* - Characteristic of Game Theory, Minimax Criterion and Optimal Strategy, Saddle Point, Dominance rules, arithmetic and graphical methods.

Transaction Methodology – Classroom teaching and problem solving exercises.

UNIT IV QUEUING THEORY, SIMULATION & NETWORK ANALYSIS

9 Hours

Queuing Theory— Structure of queuing system. Operating characteristics and queuing models, Cost decision of queuing system.

Simulation – Introduction and applications, Problem Solving using Monte Carlo method and Random numbers.

Network Analysis – Meaning and applications, Fundamental concepts & Construction, Time estimates in network analysis –earliest finish, latest finish, critical path, Float (Independent, free and total float), Programming Evaluation review technique (PERT) – three time estimates, Standard, deviation and probability of project completion within a scheduled time, Direct and indirect cost, Time-cost tradeoff – Crashing of activities.

Transaction Methodology – Classroom teaching and problem solving exercises.

Note: A relevant software/package may be used to teach applications of problems for different units in the paper.

TEXT BOOKS

- Taha, Hamdy A. (2014). Operations Research – An Introduction, 9th edition. Pearson Education
- Kalavathy, K (2015). Operations Research, 4th edition. Vikas.

REFERENCES

- Ravindran (2015). Operations Research – Principles & Practice. 2nd edition. Wiley India.
- Vohra, ND (2014). Quantitative Techniques in Management, 5th edition. McGraw Hill.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	1	1	1	3	1
CO2	3	1	1	1	1	3	1
CO3	2	2	1	1	1	2	2
CO4	2	3	2	1	2	2	2
CO5	2	3	1	1	1	1	2
CO6	1	3	2	2	3	1	3

Course Code
BBA406

Course Title
SOFT SKILLS – II

L T P C
2 1 0 2

Course
Outcomes

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

1. Recall and explain the importance of soft skills in personal and professional contexts.
2. Summarize and explain the key elements and characteristics of effective group discussions.
3. Utilize presentation techniques to deliver engaging and persuasive presentations to diverse audiences.
4. Analyze group dynamics and communication patterns in group discussions to identify areas for improvement and effective participation strategies.
5. Critically evaluate the effectiveness of group discussions, presentations, and personal interviews based on predefined criteria and feedback.
6. Create a comprehensive social media plan that aligns with personal and professional goals, considering target audience and desired brand image.

UNIT I GROUP DISCUSSION

8 Hours

What is Group Discussion? Difference between G.D. and Debate. Nuances of G.D., Types of G.D. Understanding the nature of discussion, Difference between debate and discussion, Ways to form and present the arguments, Ways to defend.

Transaction Methodology – Activity Based Learning.

UNIT II PRESENTATION SKILLS

8 Hours

To learn the skill of presentation. How to prepare the presentation? Knowing the audience and their requirement, Effective ways to deliver the presentation. How to prepare the multi-media? presentation (e.g. Canva).

Transaction Methodology – Activity Based Learning.

UNIT III INTERNSHIP, EMPLOYMENT DOCUMENTATION & PERSONAL INTERVIEWS

10 Hours

What is a Dossier? Documents required in a Dossier. How to write a Cover Letter? Internship write-up, Difference between Resume, C.V and a Bio-Data.

To learn the skills of appearing in an interview and being successful in it.

Transaction Methodology – Activity Based Learning.

UNIT IV EFFECTIVE USE OF SOCIAL & PROFESSIONAL MEDIA PLATFORMS

4 Hours

Introduction to Social Media, Social Media Etiquette, different Social Media platforms e.g. Facebook, Instagram, Snapchat Twitter etc. How to use Social Media Platforms. Importance of Professional Media: LinkedIn- How to create profile, looking for Opportunities, Making Contacts. Nuances of Social & Professional Media.

Transaction Methodology – Activity Based Learning.

TEXT BOOKS

- McAdams, Dan P. (2016). *The Art and Science of Personality Development*. Peacock Books.
- Klaus, Peggy (2008). *The Hard Truth about Soft Skills*. Collins.
- Mitra, Barun K. (2014). *Personality Development and Soft Skills*. Oxford University Press.
- Wentz, Frederick H. (2012) *Soft Skills Training – A Workbook to Develop Skills for Employment*. Create Space Independent Publishing Platform.
- Palmer, Wendy and Janet Crawford (2013). *Leadership Embodiment – How the way we sit and stand can change the way we think and speak*, Journal of Adult Education.
- Garner, Eric (2014). *Teambuilding – How to uncohesive groups into productive teams*, Bookboon.com.

REFERENCES

- Collins, James C. (2011). *God to Great*, Harper Collins.
- Collins, James C. (2009). *How the Mighty Fall*, Harper Collins.
- Lencioni, Patrick (2002). *The Five Dysfunctions of a Team*. Jossey-Bass.
- Buckingham, Marcus and Coffmann Curt (1999). *First, Break all the Rules*. Simon & Schuster.
- Covey, Stephen (1989). *The Seven Habits of Highly Effective People*, Free Press.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3					3	
C02	3	1				3	
C03	2	3	2	2	2		1
C04	1	3	3	1	2		1
C05	1	3	1	2	3		2
C06		1	3	2	3		3

Course Code
BBA501

Course Title
PROJECT MANAGEMENT

L	T	P	C
3	0	0	3

Course
Outcomes

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

1. Demonstrate knowledge of key project management concepts, principles, and methodologies.
2. Summarize and explain the main features and characteristics of project management processes and tools.
3. Apply project management techniques and tools to plan, execute, and control projects.
4. Analyze project risks and develop risk management strategies and mitigation plans.
5. Critically evaluate project outcomes and deliverables against predefined criteria and project objectives.
6. Integrate project management knowledge with other business functions to ensure project success.

UNIT I: INTRODUCTION TO PROJECT MANAGEMENT

10 Hours

Meaning, Scope and Objectives, Types of Projects, Generation and Screening of Ideas, Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Preliminary Screening - Problems of Project management.

Transaction Methodology – Classroom teaching and discussion

UNIT II: PROJECT EVALUATION

15 Hours

Analysis of Project Proposal – Markets and Demand Analysis, Technical Analysis, Material Input, Manufacturing Process, Technology - Product Mix - Estimation of Sales and Production. Machinery and Equipment Selection.

Project Evaluation for Selection – Methods of evaluation, ROR and ROI, Pay Back period, Net present value method. PERT and CPM techniques, Time estimations, slack time and critical path and post Project Review.

Transaction Methodology – Role play, Case analysis and discussion

UNIT III: HUMAN ASPECTS OF PROJECT MANAGEMENT

10 Hours

Manpower Planning - Human Ergonomics - Estimation - Pre requisites for Successful Project Implementation.

Transaction Methodology – Classroom teaching , Case analysis and discussion

UNIT IV: CLOSING OF THE PROJECT

10 Hours

Types of project termination, Termination procedure and evaluation of Termination possibilities.

Transaction Methodology – Classroom teaching , Case analysis and discussion

TEXT BOOKS

- Chandra, Prasanna. (2019). *PROJECTS: Planning, Analysis, Selection, Financing, Implementation and Review*, 9th edition. Tata McGraw Hill – New Delhi

REFERENCES

- Mayor. (2013). *Project Management*, 3rd edition. Pearson Education – New Delhi.
- Desai, Vasant (2011). *Project Management*. Himalaya Publishing House – Mumbai.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3		1	1		3	
C02	3					3	
C03	2	2					3
C04	2	3					3
C05	1	2				2	2
C06	2		1		2	2	3

Course Code
BBA502

Course Title
HUMAN VALUES & ETHICS

L	T	P	C
3	0	0	3

- Course Outcomes**
- On completion of the course, the students will be able to:*
1. Demonstrate knowledge of ethical theories, principles, and frameworks.
 2. Summarize and explain different ethical perspectives and their implications.
 3. Apply ethical principles and frameworks to analyze and resolve ethical dilemmas in various contexts.
 4. Analyze the ethical dimensions of complex issues and problems.
 5. Critically evaluate the ethical implications of individual and organizational actions.
 6. Integrate ethical considerations into decision-making processes and organizational practices.

UNIT I: INTRODUCTION

11 Hours

Introduction to Human Values and Professional Ethics, Ethical codes and areas of ethics, Various ethical issues and approaches. Ethics in Ancient Indian Traditions. Environmental Ethics.

Transaction Methodology – Classroom teaching and discussion.

UNIT II: VALUES & ETHICS

12 Hours

Moral Values and ethics, Profession ethics, Ethics and its relations with similar concepts, Way to approach and solve ethical problems, Theories of ethics.

Transaction Methodology – Case analysis and discussion.

UNIT III: ETHICAL THEORIES

11 Hours

Uses of ethical theories, Engineering as social experimentation; Safety, responsibility and rights, Responsibility of managers.

Transaction Methodology – Case analysis and discussion.

UNIT IV: ORGANIZATIONAL VALUES

11 Hours

Organizational Values, Intellectual Property, Global Ethical Issues, Professional Ethical Issues and Problems.

Transaction Methodology – Case analysis and discussion.

TEXT BOOKS

- Gaur, RR; R Sangal, G P Bagaria (2020). *A foundation course in Human Values and professional Ethics*, 2nd edition. Excel.

REFERENCES

- Tripathi A. N. (2019) Human Values, New Age Intl. Publishers.
- Leonard Annie (2010). *The Story of Stuff: How Our Obsession with Stuff Is Trashing the Planet, Our Communities, and Our Health-and a Vision for Change*. Free Press.
- Gandhi, Mohandas Karamchand (2012). *An autobiography: the story of my experiments with truth*. Dover Publications.

Relevant websites, movies and documentaries

1. Value Education websites, <http://uhv.ac.in>, <http://www.uptu.ac.in>
2. Story of Stuff <http://www.storyofstuff.com>
3. Al Gore, An Inconvenient Truth, Paramount Classics, USA
4. Charlie Chaplin, Modern Times, United Artists, USA
5. IIT Delhi, Modern Technology – the Untold Story
6. Gandhi A., Right Here Right Now, Cyclewala Productions

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	2				3	2	
C02	2				3	2	
C03		2			3	2	2
C04		2			3		3
C05			1	2	3		3
C06			1	2	3		2

Course Code
BBA503

Course Title
SUMMER INTERNSHIP PROJECT

P C
6-8 week 2

Course
Outcomes

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

1. Demonstrate knowledge and understanding of the industry or field related to the internship project.
2. Summarize and explain the objectives and scope of the internship project.
3. Utilize appropriate tools, techniques, or technologies to accomplish tasks related to the internship project.
4. Analyze data, information, or processes relevant to the internship project to identify patterns, trends, or areas for improvement.
5. Assess personal growth, learning, and skill development achieved during the internship project.
6. Design and develop solutions, recommendations, or strategies to address challenges or opportunities identified during the internship project.

After completing the fourth semester, each student will undergo an industrial training for 6-8 weeks. The student is required to prepare a project report detailing the assignment, job, and task taken during the summer internship. In addition, they must detail their experiences and learnings.

Evaluation component	Marks
Summer Training Report	40
Mini-Viva with a Logbook Evaluation	25
Presentation and Defense	25
General Behaviour	10
Total	100

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBA601

Course Title
BUSINESS POLICY & STRATEGIC MANAGEMENT

L	T	P	C
3	1	0	4

Course
Outcomes

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

1. Demonstrate knowledge and understanding of key concepts, theories, and frameworks in strategic management.
2. Summarize and explain the main features and characteristics of strategic management.
3. Apply strategic management concepts and frameworks to analyze and solve real-world business problems.
4. Analyze the competitive landscape and industry dynamics to identify strategic opportunities and challenges.
5. Critically evaluate the effectiveness and feasibility of different strategic options.
6. Design and develop comprehensive strategic plans that align with an organization's mission, vision, and objectives.

UNIT I: INTRODUCTION

10 Hours

Stakeholders in Business, The I/O Model and Resource based Model of Above Average Return, Vision, Mission and Purpose, Business Model and Strategy.

Transaction Methodology – Classroom teaching, Quiz, and Case Study.

UNIT II: ENVIRONMENT & INTERNAL ANALYSIS

15 Hours

Environment Analysis – External and Industry Environmental Analysis using PEST and Porter's Five-Force Model, Understanding concepts such as Key Success Factors, Driving Forces, Strategic Group Mapping.

Internal Analysis – Concept of Value Chain, SWOT Analysis, Resources, Capabilities and Competencies, Distinctive Competence and Core, Competence of Organizations, Competitive Advantage and Sustainable Competitive Advantage.

Transaction Methodology – Classroom discussion, Case study, Quiz, Group Assignments, MOOC videos.

UNIT III: STRATEGY FORMULATION

10 Hours

Strategy formulation at Business and Corporate levels, Diversification, Strategic Alliance and Joint Ventures, Mergers & Acquisitions, International Business Strategies.

Transaction Methodology – Classroom discussion, Case study, Quiz, Group Assignments, Guest lectures.

UNIT IV: STRATEGIC IMPLEMENTATION & CONTROL

10 Hours

Functional Strategies and Policies, Institutionalizing the Strategy, Matching Structure and Strategy, Strategic Leadership and Organization Culture, Management of Change, Measurement of Performance, Balanced Scorecard, Corporate governance and Social Responsibilities.

Transaction Methodology – Classroom discussion, Case study, Quiz, Group Assignments, Y-tube videos.

TEXT BOOKS

- Hitt, Michael A.; R Duane Ireland; Robert E. Hoskisson and S. Manikuttu (2019). *Strategic Management – A South Asian Perspective* 13th edition. Cengage.
- Wheelen, Thomas L. (2018). *Concepts in Strategic Management and Business Policy – Globalization, Innovation and Sustainability*, 15th edition. Pearson Education.

REFERENCES

- Kazami, Azhar and Adela Kazami (2020). *Strategic Management*, 4th edition. McGraw Hill
- David, Fred R. (2019). *Strategic Management – A Competitive Advantage, Approach, Concepts & Cases*, 16th edition. Pearson Education.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	2	1	1	1	2	3	1
C02	2	1	1	1	3	2	1
C03	3	2	3	2	3	3	1
C04	3	2	3	2	2	2	2
C05	3	2	3	2	2	2	2
C06	3	3	3	3	2	2	2

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Course Code
BBA602

Course Title
ENTREPRENEURSHIP DEVELOPMENT

L T P C
3 0 0 3

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

Course

Outcomes

1. Recall and explain the characteristics and traits of successful entrepreneurs.
2. Summarize and explain the main features and stages of the entrepreneurial journey.
3. Apply entrepreneurial thinking and problem-solving skills to identify and evaluate business opportunities.
4. Analyze the market, industry, and competitive landscape to assess the feasibility and viability of a business idea.
5. Critically evaluate the success and growth potential of a business venture based on predefined criteria and benchmarks.
6. Design and develop innovative business models and strategies for new ventures.

UNIT I: LAUNCHING ENTREPRENEURIAL VENTURES

11 Hours

Creativity, Innovations, Methods to Initiate Ventures, Legal Challenges, Search for Entrepreneurial Capital.

Transaction Methodology – Classroom teaching and discussion

UNIT II: BUSINESS PLAN FOR NEW VENTURES

12 Hours

Meaning and Objectives of a Business Plan, Preparation and Presentation of Business Plan, Cost of preparing a Business Plan, Elements, Critical Assessment.

Transaction Methodology – Role play, Case analysis and discussion

UNIT III: STRATEGIC PERSPECTIVE

12 Hours

Strategic Growth, Need for Strategic Planning, Understanding the growth stage, Unique managerial Concerns of growing enterprise, Valuation Concerns.

Transaction Methodology – Role play, Case analysis and discussion

UNIT IV: ENTREPRENEURSHIP – INDIAN PERSPECTIVE

10 Hours

Historical Perspective, Global Indian Entrepreneurs, Institutions, Modern Entrepreneurs.

Transaction Methodology – Group Activity and case discussion and analysis

TEXT BOOKS

- Kumar, Arya (2012). *Entrepreneurship – Creating and Leading an Entrepreneurial Organization*. Pearson Education.

REFERENCES

- Barringer, Bruce R. (2016). *Entrepreneurship – Successfully Launching New Venture*, 4th edition. Pearson Education.
- Ahmed, JaynalUd-din (ed.) (2015). *Entrepreneurship Development – Issues and Perspective*. New Century Publications.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3					3	
CO3	2	3					3
CO4	2	1	2	2	2		3
CO5	2	2			2	2	2
CO6	2	3	1			2	3

Course Code
BBA603

Course Title
SEMINAR

L T P C
0 2 0 1

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

Course
Outcomes

1. Demonstrate knowledge and understanding of the seminar topic, including its key concepts, theories, and trends.
2. Summarize and explain the main ideas and arguments presented during the seminar.
3. Utilize critical thinking skills to analyze and evaluate the seminar content and its implications.
4. Identify patterns, trends, or themes across different seminar presentations or discussions.
5. Critically evaluate the seminar presentations, discussions, or research papers based on predefined criteria or standards.
6. Synthesize information and ideas from the seminar to generate new insights or perspectives.

This course is meant to give students practice speaking in front of a peer audience and explore topics in detail. Students will research topics and organize presentations for faculty and students. The topics may be any aspect of the business and management sciences and must be approved by the Program Coordinator/ Area Head in advance.

Evaluation component	Marks
Topic with detailed outline (1-2 pages)	10
Presentation(20 minutes)	40
Defense (presenter)	25
Queries (audience)	25
Total	100

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3



Course Code
BBA701

Course Title
BUSINESS RESEARCH

L	T	P	C
3	1	0	4

Course Outcomes	On completion of the course, the students will be able to:		
	1.	Recall and explain different research methodologies and approaches used in business research.	
	2.	Summarize and explain the main features and characteristics of the business research process.	
	3.	Apply research methodologies and techniques to design and conduct business research studies.	
	4.	Analyze research data to identify patterns, relationships, and trends relevant to the research objectives.	
	5.	Critically evaluate the research design, methodology, and data collection techniques used in business research.	
	6.	Create comprehensive research reports or presentations that effectively communicate research findings.	

UNIT I NATURE AND SCOPE OF BUSINESS RESEARCH

8 Hours

Role of Business Research in decision making; Applications of Business Research; The Research Process – Steps in the research process; the research proposal; Problem Formulation – Management decision problem vs. Business Research problem.

Transaction Methodology – Classroom teaching and discussion

UNIT II RESEARCH DESIGN

10 Hours

Exploratory, Descriptive & Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India). Objectives, Hypothesis – Types and formulation.

Transaction Methodology – Case analysis and discussion

UNIT III PRIMARY DATA COLLECTION

7 Hours

Survey, Observations and Experiments. Random sample collection methods. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques.

Transaction Methodology – Classroom teaching and discussion

UNIT IV SCALING & DATA ANALYSIS

20 Hours

Primary scales of Measurement-Nominal, Ordinal, and Interval & Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design. Fundamentals of Scale Evaluation-Reliability, Validity and Generalizability Sampling: Sampling techniques, determination of sample size using statistical techniques, Cronbach's Alpha test for reliability (using software).

Testing of Hypothesis – Population and Sampling Distributions, Errors – Type I and Type – II, Standard Errors and Level of Significance. Hypothesis relating to comparison of mean – Z test, t-Test. Hypothesis relating to variance – F-Test, Analysis of Variance (ANOVA) One-Way & Two-Way, Chi-square test (goodness of Fit).

Introduction to Multivariate Data Analysis: Multiple Regression.

Report writing & presentation.

Transaction Methodology – Group Activity, Case analysis and discussion

TEXT BOOKS

- Hair, Joe F; Page, Michael; and Brunsveld, Niek (2020). *Essentials of Business Research Methods*, 4th edition. Routledge.

REFERENCES

- Saunders, Mark NK; Lewis, Philip; and Thornhill, Adrian (2019). *Research Methods for Business Students*, 8th edition. Pearson Education.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3					3	
C02	3					3	
C03	2	2				2	3
C04	1	3	1		1	2	2
C05	2	3	1	1	2	2	3
C06	2	2	2	1	2	2	2

Course Code
BBA702

Course Title
BUSINESS ANALYSIS USING SPSS

L	T	P	C
3	0	0	3

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

- | | |
|------------------------|---|
| Course Outcomes | 1. Recall and explain the features and functionalities of SPSS software. |
| | 2. Summarize and explain the main steps and processes involved in conducting business analysis using SPSS. |
| | 3. Apply SPSS software to import, manage, and analyze business data. |
| | 4. Analyze business data using SPSS to identify patterns, trends, and relationships. |
| | 5. Critically evaluate the appropriateness and accuracy of statistical tests and techniques used in business analysis using SPSS. |
| | 6. Integrate findings from SPSS analysis with relevant theories and literature to generate insights and recommendations. |

UNIT I: INTRODUCTION TO DATA ANALYSIS & SPSS

9 Hours

What is data? Types of Measurement, Reliability and Validity, Measures of central tendency and dispersion, Different types of distributions, Selection of appropriate data analysis technique, Inferential Statistics.

Introduction to SPSS, Descriptive Analysis, Graphical Procedures, Reliability.

Transaction Methodology – Classroom teaching and discussion

UNIT II: BIVARIATE & MULTIVARIATE ANALYSIS

12 Hours

T-test and ANOVA, Correlation and Regression, Multiple Regression Analysis, Logistic Regression, ANOVA and ANCOVA Using SPSS, Multivariate Analysis of Variance Using SPSS.

Transaction Methodology – Case analysis and problem solving exercises

UNIT III: FACTOR ANALYSIS AND MULTIDIMENSIONAL SCALING

12 Hours

Uses of ethical theories, Engineering as social experimentation; Safety, responsibility and rights, Responsibility of managers.

Transaction Methodology – Case analysis and discussion.

UNIT IV: STRUCTURAL EQUATION MODELLING (SEM)

12 Hours

Why SEM? Comparison between MLRM, CFA, Path and SEM, Conducting SEM, Confirmatory factor analysis (CFA) Using AMOS, Structural Equation Modelling (SEM) using AMOS, Common Method Bias issue in Survey Research, Common Method Bias Using Unmeasured Method Factor Using AMOS.

Transaction Methodology – Group Project, Problem analysis and problem solving exercises

TEXT BOOKS

1. George, Daren; and Mallery, Paul (2019) *IBM SPSS Statistics 25 step by step: A simple guide and reference*. Routledge.
2. Thakkar, Jitesh J. (2020). *Structural Equation Modelling: Application for Research and Practice (with AMOS & R)*. Springer.

REFERENCES

3. Kulas, JT (2021). *IBM SPSS Essentials: Managing and Analysing Social Sciences Data*. Wiley.
4. Walker, Schmidt (2020). *IBM SPSS: 3 in 1 - Beginner's Guide + Tips and Tricks + Simple and Effective Strategies to learn Statistics Using IBM SPSS*.
5. Collier, Joel E (2020). *Applied Structural Equation Modelling using AMOS: Basic to Advanced Techniques*. Routledge.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3					3	
CO3	2	2				2	2
CO4	2	2				2	3
CO5	2	2	1	1	1	2	3
CO6		3	2	1	3		3

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Course Code
BBA703

Course Title
RESEARCH SYNOPSIS

L T P C
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**Course
Outcomes**

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

1. Recall and explain the key elements of a research synopsis, such as the problem statement, objectives, and methodology.
2. Summarize and explain the main features and characteristics of a research synopsis.
3. Utilize critical thinking skills to identify and articulate a clear research problem and research objectives.
4. Analyze the existing literature related to the research topic to identify gaps and areas for further investigation.
5. Critically evaluate the quality and effectiveness of the research synopsis based on predefined criteria and standards.
6. Create connections between the research problem, objectives, and the proposed research methodology.

This course is designed to provide students with the knowledge and skills required to develop a research project proposal and synopsis. It focuses on the key components of research proposal writing, including problem identification, literature review, research methodology, data collection and analysis, and ethical considerations.

Completion of Research Synopsis is must for students to be eligible for the Research Project in VIII semester.

Evaluation component	Marks
Report (Pilot Study)	20
Internal Evaluation	30
Viva (Internal)	50
Total	100

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBA704

Course Title
BUSINESS PLAN

L T P C
0 3 0 2

Course
Outcomes

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

- Demonstrate knowledge and understanding of key concepts, theories, and components of a business plan.
- Interpret and explain the relationship between different sections of a business plan and their strategic significance.
- Utilize critical thinking skills to identify and address potential risks, challenges, and opportunities in a business plan.
- Analyze the internal and external factors affecting the viability and feasibility of a business plan.
- Evaluate the clarity, persuasiveness, and potential impact of the business plan on stakeholders.
- Create connections between different sections of a business plan to ensure coherence and alignment.

Students will have to prepare a business plan for an upcoming venture as part of a group project within a team. Students will assume different roles within an entrepreneurial team and write the appropriate sections of the business plan.

The recommended business plan length is between 20-25 pages for the basic part. Financial projections, graphs and other material should be included as appendices.

Evaluation component	Marks
Business Plan Report	40
Presentation (20 minutes)	40
Defense	20
Total	100

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBA705

Course Title
DIGITAL FLUENCY

L T P C
2 1 0 2

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

Course Outcomes

1. Demonstrate knowledge and understanding of digital fluency and its significance in personal and professional contexts.
2. Summarize and explain the main features and characteristics of digital fluency.
3. Apply digital tools and technologies for effective communication, collaboration, and productivity.
4. Analyze the advantages and limitations of different digital tools, platforms, and technologies.
5. Critically evaluate the effectiveness and efficiency of digital tools and technologies for communication, collaboration, and problem-solving.
6. Design and develop a comprehensive digital presence, including the use of social media, online portfolios, and personal branding.

UNIT I: INTRODUCTION TO DIGITAL FLUENCY

7 Hours

Overview of Digital Fluency; Importance of Digital Fluency in the modern world; Ethical considerations in the digital age; Digital tools and technologies for communication and collaboration; Developing digital literacy skills; Evaluating the credibility and reliability of digital information.

Transaction Methodology – Classroom teaching and discussion

UNIT II: DIGITAL COMMUNICATION AND COLLABORATION

7 Hours

Effective online communication strategies; Online collaboration tools and platforms; Virtual meetings and remote teamwork; Online etiquette and professional digital communication; Managing digital relationships and building networks.

Transaction Methodology – Classroom teaching and discussion

UNIT III: DIGITAL SKILLS AND PRODUCTIVITY

8 Hours

Digital tools for productivity and organization; Time management and task prioritization using digital tools; Cloud storage and file sharing platforms; Digital project management tools and techniques; Enhancing digital efficiency and effectiveness.

Transaction Methodology – Classroom teaching and discussion

UNIT IV: DIGITAL CITIZENSHIP AND ONLINE PRESENCE

8 Hours

Responsible digital citizenship and ethical behavior online; Digital footprints and managing online presence; Privacy and security in the digital world; Cybersecurity best practices; Creating a positive digital identity and personal branding.

Transaction Methodology – Classroom teaching and discussion

TEXT BOOKS

1. Jenkins, H., Ito, M., & Boyd, D. (2015). *Participatory Culture in a Networked Era: A Conversation on Youth, Learning, Commerce, and Politics*. Polity Press.

REFERENCES

2. Selwyn, N. (2016). *Digital Technology and the Contemporary University: Degrees of Digitization*. Routledge.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBA801

Course Title
ARTIFICIAL INTELLIGENCE

L	T	P	C
2	1	0	2

- Course Outcomes**
- On completion of the course, the students will be able to:*
1. Demonstrate knowledge and understanding of the fundamental concepts, theories, and applications of Artificial Intelligence (AI).
 2. Summarize and explain the main features and characteristics of AI and its various subfields.
 3. Apply machine learning algorithms to real-world datasets for classification, regression, and clustering tasks.
 4. Analyze and evaluate the performance of AI models using appropriate evaluation metrics and validation techniques.
 5. Critically evaluate the societal impact and ethical considerations of AI technologies.
 6. Create connections between AI concepts and real-world applications, identifying opportunities and challenges.

UNIT I: INTRODUCTION TO ARTIFICIAL INTELLIGENCE

7 Hours

Overview of Artificial Intelligence (AI) and its applications; History and evolution of AI; Types of AI: Narrow AI, General AI, and Superintelligence; Ethical considerations and societal impact of AI; AI tools and technologies; Introduction to machine learning and deep learning.

Transaction Methodology – Classroom teaching and discussion

UNIT II: MACHINE LEARNING AND DATA ANALYSIS

7 Hours

Fundamentals of machine learning; Supervised, unsupervised, and reinforcement learning; Data preprocessing and feature engineering; Model training, validation, and evaluation; Regression, classification, and clustering algorithms; Introduction to data analysis using Python libraries (e.g., NumPy, Pandas)

Transaction Methodology – Classroom teaching and discussion

UNIT III: DEEP LEARNING AND NEURAL NETWORKS

8 Hours

Introduction to deep learning and neural networks; Building and training deep neural networks; Convolutional Neural Networks (CNN) for image recognition; Recurrent Neural Networks (RNN) for sequence data; Transfer learning and pre-trained models; Introduction to TensorFlow or PyTorch frameworks.

Transaction Methodology – Classroom teaching and discussion

UNIT IV: AI APPLICATIONS AND FUTURE TRENDS

8 Hours

Natural Language Processing (NLP) and sentiment analysis; Computer Vision and object recognition; Reinforcement learning and game playing; AI in healthcare, finance, and other industries; Responsible AI and ethical considerations; Current trends and future directions in AI.

Transaction Methodology – Classroom teaching and discussion

TEXT BOOKS

1. Russell, S. J., & Norvig, P. (2022). *Artificial Intelligence: A Modern Approach*. Pearson.

REFERENCES

2. Goodfellow, I., Bengio, Y., & Courville, A. (2016). *Deep Learning*. MIT Press.
3. Chollet, F. (2018). *Deep Learning with Python*. Manning Publications.
4. Bishop, C. M. (2006). *Pattern Recognition and Machine Learning*. Springer.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3					3	
CO3	1	3				1	3
CO4	1	3				1	3
CO5	2	2				2	2
CO6	2	2	1	1	1	2	2

Course Code
BBA802

Course Title
RESEARCH PROJECT

L T P C
0 0 12 12

- Course Outcomes**
- On completion of the course, the students will be able to:*
- Describe the importance of research in generating new knowledge and advancing the field of study.
 - Summarize and explain the main features and characteristics of a research project.
 - Apply research methodologies and techniques to design and conduct a research project.
 - Analyze research data to identify patterns, relationships, and trends relevant to the research questions.
 - Critically evaluate the quality and rigor of the research project based on predefined criteria and standards
 - Integrate findings from the literature review and data analysis to generate new insights or theories.

The Research Project course is a bridge between academic learning and professional life; it involves topics that address complex concepts, which require a range of skills and perspectives, and which can be applied to future professional endeavors in a variety of situations and situations.

A preferred approach would be to incorporate Action-Based Learning (ABL), where students can interact directly with their clients/stakeholders as well as deliverables that integrate learning and analysis into a real-world situation and provide a sense of accomplishment.

Evaluation component	Marks
Mini Viva with a Logbook Evaluation	80
Business Research Project Report	50
Presentation	100
Defense	50
General Behaviour	20
Total	300

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBA803

Course Title
RESEARCH PAPER WRITING AND SEMINAR

L T P C
0 3 0 2

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

- Course Outcomes**
1. Recall and explain the key components of a research paper, including research questions, literature review, methodology, data analysis, and conclusions.
 2. Summarize and explain the main features and characteristics of a well-structured research paper.
 3. Demonstrate proficiency in scholarly writing, including appropriate citation and referencing practices.
 4. Analyze the logical coherence and flow of ideas within a research-based paper.
 5. Critically evaluate the quality and rigor of the research-based paper based on predefined criteria and academic standards.
 6. Design and develop a well-structured research-based paper, including sections on introduction, methods, results, discussion, and conclusion.

The Viva Voce is designed to assist students in preparing for the oral examination component of their Bachelor of Business Administration (BBA) final year.

This course focuses on enhancing students' presentation and communication skills, as well as their ability to effectively discuss and defend their learning in the program as a whole in front of a panel of examiners. Through practice sessions, mock interviews, and constructive feedback, students will develop confidence, clarity, and professionalism in delivering their viva voce presentation.

Evaluation component	Marks
Research Paper	40
Presentation (20 minutes)	40
Defense	20
Total	100

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3					3	
CO3	2	3				2	3
CO4	2	3				2	3
CO5	2	3				2	3
CO6	2	2	2	2	2	3	3

Course Code
BBA804

Course Title
VIVA-VOCE

L T P C
0 3 0 2

Course Outcomes

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

1. Demonstrate knowledge and understanding of the learnings in the BBA program.
2. Describe the importance of effective communication and engagement with the examiners during the viva-voce.
3. Utilize critical thinking skills to address questions and challenges raised by the examiners during viva-voce.
4. Analyze the coherence and clarity of the responses to examiners' questions during viva-voce.
5. Evaluate the ability to handle challenging questions and provide thoughtful and well-reasoned responses related to their research project or internship findings.
6. Integrate knowledge from multiple sources and theoretical frameworks to respond to examiners' questions and challenges effectively.

The Viva Voce Preparation for BBA Final Year Students course is designed to provide students with the necessary skills and knowledge to excel in their viva voce examination, which is a crucial component of the BBA final year assessment.

This course focuses on developing students' presentation and communication skills, as well as their ability to effectively discuss and defend their research project or internship findings in front of a panel of examiners. Through interactive sessions, mock interviews, and personalized feedback, students will gain confidence, enhance their verbal communication skills, and prepare them for better interview skills.

Evaluation component	Marks
Content & Knowledge	40
Knowledge & Confidence	20
Engagement & Interaction	10
Professional conduct	10
Verbal communication	10
Interpersonal skills	10
Total	100

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBAM101

Course Title
ADVERTISING & MARKETING COMMUNICATIONS

L	T	P	C
3	1	0	4

Course Outcomes

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

1. Demonstrate knowledge and understanding of the principles and theories of advertising and marketing communications.
2. Summarize and explain the main features and characteristics of different advertising media and channels.
3. Apply advertising and marketing communication strategies to real-world scenarios and case studies.
4. Analyze the effectiveness of advertising messages and campaigns.
5. Critically evaluate the success and impact of advertising and marketing communication campaigns based on predefined criteria and objectives.
6. Create connections between advertising strategies and broader marketing communication strategies.

UNIT I: INTRODUCTION

10 Hours

Meaning and Role of IMC in Marketing process, one voice communication v/s IMC, Introduction to IMC tools, Role of Advertising Agencies and other marketing organizations providing marketing services and perspectives on consumer behaviour.

Transaction Methodology – Classroom teaching, and Individual Assignment.

UNIT II: UNDERSTANDING COMMUNICATION PROCESS

11 Hours

Source, Message, Channel factors, Communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption model, Information Processing Model, The Standard Course Hierarchy, Attribution Hierarchy, and low involvement hierarchy. Consumer Involvement – The Elaboration Likelihood (ELM) Model, the Foote, Cone and Belding (FCB) Model.

Transaction Methodology – Classroom teaching, Individual Assignment and Case Discussion.

UNIT III: PLANNING FOR MARKETING COMMUNICATION

12 Hours

Establishing Marcom Objectives and Budgeting for Promotional Programs – Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom- Factors influencing budget, Theoretical approach to budgeting viz., Marginal analysis and Sales response curve, Method to determine marcom budget.

Transaction Methodology – Classroom teaching, and Group Assignment.

UNIT IV: DEVELOPING IMC PROGRAM AND MEASURING EFFECTIVENESS

12 Hours

Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom – Types of appeals and execution styles.

Media Types – Print, Electronic, Outdoor, and Digital. Media planning and selection decisions – steps involved and information needed for media planning. Measuring the effectiveness of all promotional tools and IMC.

Transaction Methodology – Classroom teaching, and Case Discussion.

TEXT BOOKS

- Dutta, Kirti (2016). *Integrated Marketing Communication*. Oxford University Press.
- Belch, George E; Michael A. Belch and Keyoor Purani (2017). *Advertising & Promotion – An Integrated Marketing Communications Perspective*. McGraw Hill.

REFERENCES

- Kaur (2016). *Advertising and Brand Management*. Wiley India.
- Malaval, Abbo, Muneesh Kumar and Decaudin (2015). *Integrated Marketing Communication – Pentacom, 4th edition*. Pearson Education.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3					3	
C02	3	1				3	
C03	2	3	2	2	2		1
C04	1	3	3	1	2		1
C05	1	3	1	2	3		2
C06		1	3	2	3		3

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Joshi Rama Himalayan University

Course Code
BBAM102

Course Title
B2B MARKETING

L T P C
3 1 0 4

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

Course Outcomes

1. Demonstrate knowledge and understanding of the principles and theories of B2B marketing.
2. Interpret and explain the strategic planning process in B2B marketing.
3. Utilize market research and customer insights to develop effective B2B marketing plans.
4. Assess the impact of different marketing channels and touchpoints on B2B buyer decision-making.
5. Critically evaluate the success and impact of B2B marketing initiatives based on predefined criteria and objectives.
6. Create connections between B2B marketing strategies and broader organizational strategies.

UNIT I: INTRODUCTION TO B2B MARKETING

10 Hours

Business marketing and Business market customers, Market structure, Environment and Characteristics of Business Marketing, Strategic role of marketing, Commercial enterprises, Commercial and institutional customers.

Transaction Methodology – Classroom discussions, Case analysis.

UNIT II: ORGANIZATIONAL BUYING AND BUYER BEHAVIOUR

10 Hours

Organizational buyers' decision process - A Stepwise Model and A Process Flow Model, Organizational and business markets - Government as a customer - Commercial enterprises - Commercial and institutional customers.

Transaction Methodology – Classroom discussions, Case analysis.

UNIT III: B2B MARKETING STRATEGY & STP

15 Hours

Strategy making and strategy management process, Industrial product strategy– Managing Products for Business Markets-Managing Services for Business Markets-Managing Business Market channels The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard.

Market Segmentation, basic framework of segmentation, choosing target segments and positioning; Pricing strategies for Business Markets, B2B Advertising, Competitive bidding, Relationship marketing and CRM.

Transaction Methodology – Classroom discussions, Case analysis.

UNIT IV: BUSINESS MARKETING & COMMUNICATION CHANNELS

10 Hours

B2B Advertising, Digital marketing, Trade shows, exhibitions, business meets. Managing the sales force, Deployment analysis. Business marketing channels and participants, Channel design and management decisions, B2B logistics management.

Transaction Methodology – Classroom discussions, Case analysis.

TEXT BOOKS

- Havaladar, Krishna, K; Dasari, Shailendra (2021). *B2B Marketing – Text & Cases*, 5th edition. McGraw Hill

REFERENCES

- Hall, Simon (2022). *Innovative b2b Marketing – New Models, Processes and Theory*. Kogan Page.
- Seebacher, Uwe G. (2021). *B2B Marketing – A Guidebook for the Classroom to the Boardroom*. Springer.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBAM103

Course Title
CONSUMER BEHAVIOUR

L T P C
3 1 0 4

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

Course Outcomes

1. Recall and explain key concepts in consumer behavior, such as perception, motivation, attitudes, and decision-making processes.
2. Summarize and explain the main features and characteristics of consumer decision-making models and theories.
3. Apply consumer behavior theories and concepts to real-world scenarios and case studies.
4. Analyze the factors influencing consumer behavior in specific industries or market contexts.
5. Critically evaluate the success and effectiveness of marketing strategies based on consumer behavior outcomes.
6. Create connections between consumer behavior theories and real-world marketing applications.

UNIT I: INTRODUCTION

10 Hours

Scope of Consumer Behavior-Importance of Consumer Behavior in developing marketing strategy; Consumer Decision Making Process- Howard & Sheth Model, Engel-Kollat-Blackwell Model, Consumer Behavior in the Indian Context.

Transaction Methodology – Classroom discussions, Case analysis and individual assignments.

UNIT II: CONSUMER DYNAMICS

12 Hours

Motivation and Consumer (overview)-Personality, Lifestyle and Psychographics-Theories of Personality-Perception-Memory and Course- Theories or Types of Course-Buying behavior and Course-Attitude Formation and Change-Models of Attitude Formation-Components of Attitude: Belief, Affect and Intention-Strategies for Attitude Change- Attitude-Behavior Consistency-Communication and Consumer Behavior-Reference Groups and Family Influences-Importance of Group Influence on CB-The Power of Reference Groups-Groups and their Appeal- Family as a consumption unit-Family Lifecycle influences on Consumption Patterns-Family Decision Making.

Transaction Methodology –Classroom discussions, Case analysis and Critical thinking exercises.

UNIT III: SOCIAL CLASS

11 Hours

Concept of Social Class with special emphasis on India-Value, Attitude and Lifestyle Profiles of Social Classes-Social Class Mobility-Social Class and Marketplace Behavior-CB applications of Social Class. Influence of Culture on Consumer Behavior. Socio Economic Classification in India.

Transaction Methodology –Classroom discussions, Case analysis and Group assignments.

UNIT IV: CONSUMER DECISION MAKING

12 Hours

Consumer Decision Making-Important dimensions of Consumer Decision Making- Product and Service Consumption- Consumption Effects on Consumer Satisfaction-Impulse Buying; B2B Buyer Behavior.

Transaction Methodology –Classroom discussions, Case analysis and Quiz.

TEXT BOOKS

- Hawkins, Motherbaugh, Mookerjee (2014). *Consumer Behavior, Building Marketing Strategy*. TMH.

REFERENCES

- Sroka, Włodzimierz (2020). *Perspectives on Consumer Behaviour – Theoretical Aspects and Practical Applications*. Springer

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3



Course Code
BBAM104

Course Title
DIGITAL MARKETING

L	T	P	C
3	1	0	4

- Course Outcomes**
- On completion of the course, the students will be able to:*
1. Recall and explain key terms and techniques used in digital marketing, such as SEO, SEM, social media marketing, content marketing, and email marketing.
 2. Summarize and explain the main features and characteristics of different digital marketing channels and platforms.
 3. Apply digital marketing strategies to real-world scenarios and case studies.
 4. Assess the impact of different digital marketing channels on consumer behavior and conversions.
 5. Critically evaluate the success and impact of digital marketing initiatives based on predefined criteria and objectives.
 6. Create connections between digital marketing strategies and broader marketing communication strategies.

UNIT I: INTRODUCTION TO DIGITAL MARKETING

10 Hours

Introduction to Digital Marketing – History, Types of Digital Marketing, Metcalfe's Law, Moore's Law and Growth of Technology Sources - comScore, The P-O-E Framework, GEC / Niche Websites, Metrics: Impression, Clicks, Page Views, Visits, Unique Visits, Time Spent, Source of traffic.

Transaction Methodology – Classroom discussions, Case analysis.

UNIT II: WEBSITES

10 Hours

Websites – Strategy, Scope, Structure, Skeleton, Surface; Web Strategy Pyramid; Content, Usability, SEO, Social, PPC; Domains Vs Hosting Vs Websites; Custom Templates Vs Themes, CMS – WordPress, Drupal, Joomla; Measurement – Google Analytics, Ranking.

Transaction Methodology – Classroom discussions, Case analysis.

UNIT III: BANNER ADVERTISING

10 Hours

Banner Advertising – Definition, History, Advantages, Impressions, Ad Units and Ad Sizes, Media Buying Models: CPM, CPC, CPL, CPA Fixed Buys, Sponsorships, Native Advertising, ROS Ads; Types of Banner Ads: Expandables, Push Downs, Slide, Popup, Interstitials, Skinning ads etc.

Transaction Methodology – Classroom discussions, Case analysis.

UNIT IV: ADVERTISING NETWORKS & REMOTE CHANNELS

15 Hours

Advertising Networks – Ad Serving, Vertical Networks, Blind Networks, Targeted Networks, Mobile Networks, Video Networks, Behavioral Targeting, Contextual Targeting, Affiliate Marketing.

Remote Channels – Email / SMS Marketing, Mail Clients; Email Protocols; Spam Vs Opt-In Emails; Phishing; IVR Marketing; Vishing; Tools and Technology, Advantages, Best Practices.

Transaction Methodology – Classroom discussions, Case analysis.

TEXT BOOKS

- Karwal, Shivani (2015). *Digital Marketing Handbook: A Guide to Search Engine Optimization, Pay per Click Marketing, Email Marketing, Content Marketing, Social Media Marketing*. Create Space.

REFERENCES

- Carolyn, May Kim (2016). *Social Media Campaigns: Strategies for Public Relations and Marketing*. 1st edition. Routledge.
- Kingsnorth, Simon (2022). *The Digital Marketing Handbook – Deliver Powerful Digital Campaigns*. Kogan Page.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3					3	
C02	3	1				3	
C03	2	3	2	2	2		1
C04	1	3	3	1	2		1
C05	1	3	1	2	3		2
C06		1	3	2	3		3

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Course Code
BBAM105

Course Title
INTERNATIONAL MARKETING MANAGEMENT

L T P C
3 1 0 4

Course Outcomes

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

1. Recall and explain key concepts in international marketing, such as market entry strategies, global market segmentation, cultural considerations, and global branding.
2. Summarize and explain the main features and characteristics of international marketing environments.
3. Apply international marketing strategies to real-world scenarios and case studies.
4. Analyze the impact of cultural differences on consumer behavior in international markets.
5. Critically evaluate the success and effectiveness of international marketing initiatives based on predefined criteria and objectives.
6. Design and develop international marketing strategies and plans for specific target markets and regions.

UNIT I: INTRODUCTION

10 Hours

Meaning, Scope, Trend towards Globalization, Classification of Foreign Markets, Tariff and non-tariff barriers, Stages of Global Marketing, Global and Multi-International Marketing, Economic, Political, and Social factors affecting Global Marketing.

Transaction Methodology – Classroom discussions, Case analysis.

UNIT II: SELECTION OF FOREIGN MARKETS

10 Hours

Meaning, Parameters for market choice decision models, Modes of entry into Global Markets – Exporting, Licensing, Franchising, Joint Ventures, Subsidiaries.

Transaction Methodology – Classroom discussions, Case analysis.

UNIT III: PRODUCT SELECTION OF GLOBAL MARKETS

10 Hours

Product Policy, Product Standardisation, Adaption, International Product Life Policy, Global Product Strategies, Promotion of Global Products.

Transaction Methodology – Classroom and Case discussions.

UNIT IV: PRICING & DISTRIBUTION

15 Hours

Pricing – Meaning, Factors, influencing pricing, International pricing terms, Export pricing.

Distribution – Channels of distribution in selected foreign countries, Factors affecting channel decision, Foreign Agents – Identification, Motivation, and Control of Foreign Agents.

Transaction Methodology – Classroom discussions, Case analysis.

TEXT BOOKS

- Green, Mark C.; Keegan, Warren J. (2020). *Global Marketing*, 10th edition. Pearson.

REFERENCES

- Lowe, Robin; Kenyon, Alexandra; Doole, Isobel (2019). *International Marketing Strategy – Analysis, Development, and Implementation*. Cengage Learning.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBAM106

Course Title
MARKETING ANALYTICS

L T P C
3 1 0 4

- Course Outcomes**
- On completion of the course, the students will be able to:*
1. Demonstrate knowledge and understanding of the principles and concepts of marketing analytics.
 2. Summarize and explain the main features and characteristics of marketing analytics processes and methodologies.
 3. Apply marketing analytics techniques to real-world scenarios and case studies.
 4. Analyze marketing data to identify patterns, trends, and relationships relevant to marketing objectives.
 5. Critically evaluate the success and impact of marketing analytics initiatives based on predefined criteria and objectives.
 6. Design and develop marketing analytics strategies and plans to optimize marketing performance.

UNIT I: PRODUCT ANALYTICS

15 Hours

Introduction, basic marketing models, Analytical framework for marketing models

Product Analytics, Price and Promotion, Price recommendation (own and cross price elasticity). Modeling segmentation and Pricing, Market Basket Analysis.

Transaction Methodology – Classroom discussions, Case analysis.

UNIT II: MARKETING MIX ANALYTICS

10 Hours

Marketing-Mix Analytics – Measuring ROI, MROI, advertisement elasticity.

Transaction Methodology – Classroom discussions, Case analysis and Critical thinking exercises.

UNIT III: CUSTOMER ANALYTICS

10 Hours

Customer Analytics – Survival Analysis, Analysing customer life time value. Predicting customer retention and profit, Choice modeling.

Transaction Methodology – Classroom discussions, Case analysis.

UNIT IV: DIGITAL ANALYTICS

10 Hours

Digital Analytics – Planning search engine marketing and mobile marketing.

Resource Allocation – Planning and modelling resource allocation in the organization

Transaction Methodology – Classroom discussions, Case analysis.

TEXT BOOKS

- Gupta, Seema; Jathar, Avadoot (2021). *Marketing Analytics*. Wiley.

REFERENCES

- Palmatier, Robert; Sridhar, Shrihari (2021). *Marketing Analytics – Based on first Principle and Data Analytics*. Red Globe Press.
- Farris, Paul W.; Venkatesan, Rajkumar; Wilcox, Ronald T. (2021). *Marketing Analytics – Essential Tools for Data-Driven Decisions*. Darden Business Publishing.
- Grigsby, Mike (2022). *Marketing Analytics – A Practical Guide to improving Consumer Insights using Data Techniques*. Springer.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBAM107

Course Title
MARKETING RESEARCH

L T P C
3 1 0 4

Course
Outcomes

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

1. Recall and explain key terms and techniques used in marketing research, such as research design, data collection methods, sampling, and data analysis.
2. Summarize and explain the main features and characteristics of marketing research processes and methodologies.
3. Apply marketing research techniques to real-world scenarios and case studies.
4. Analyze marketing research data to derive meaningful insights and recommendations.
5. Critically evaluate the quality and relevance of marketing research studies based on predefined criteria and objectives.
6. Design and develop marketing research plans and proposals to address specific research objectives.

UNIT I: INTRODUCTION

10 Hours

Definition of Marketing Research - Nature and Scope - Marketing Research as aid to rational decision making
Marketing Research Methodology

Transaction Methodology – Classroom discussions, Case analysis.

UNIT II: SAMPLING

11 Hours

Sampling techniques - Random - Stratified - Area - Quota - Observation - Questionnaire - Interview techniques
- Interviewing skills on the part of investigator.

Transaction Methodology –Classroom discussions, Case analysis.

UNIT III: MOTIVATION RESEARCH & CONSUMER SURVEY

12 Hours

Motivation Research – Product Research
Consumer Survey – Sales Control Research.

Transaction Methodology –Classroom discussions, Case analysis.

UNIT IV: MEDIA RESEARCH

12 Hours

Media Research – Copy Testing – Pre testing and Post Testing

Transaction Methodology –Classroom discussions, Case analysis and Quiz.

TEXT BOOKS

- Narkundkar, Rajesh (2019). *Marketing Research – Text & Cases*. 4th edition. McGraw Hill.

REFERENCES

- Malhotra, Naresh (2020). *Marketing Research – An Applied Orientation*. 7th edition. Pearson.
- Hair, JF; Ortinau, DJ; Harrison, DE (2020). *Essentials of Marketing Research*. McGraw Hill.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBAM108

Course Title
RETAIL MARKETING

L	T	P	C
3	1	0	4

Course Outcomes

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

1. Recall and explain key concepts in retail marketing, such as store formats, customer experience, visual merchandising, and retail branding.
2. Interpret and explain the strategic planning process in retail marketing.
3. Apply retail marketing strategies to real-world scenarios and case studies.
4. Analyze the impact of store layout, merchandising, and pricing on consumer behavior.
5. Critically evaluate the success and impact of retail marketing initiatives based on predefined criteria and objectives.
6. Integrate marketing tactics with overall store brand positioning and customer experience.

UNIT I: INTRODUCTION

10 Hours

Retailing – Definition, Nature, Scope, Meaning, Types, Classification – Retailing & Marketing, Growing importance of retailing, Factors influencing retailing, Functions and activities of Retailing, Stores Location, Steps in choosing a retail location.

Transaction Methodology – Classroom teaching and Role Plays.

UNIT II: CLASSIFICATION

10 Hours

Retail outlets by Ownership & Organisation – Retail categories – Types of business organisation – Types of Retail store ownership – Classification on the basis of ownership – Classification on the basis of Merchandise mix, Non store retailing – Other retail models.

Transaction Methodology – Case Discussions.

UNIT III: RETAIL SERVICE

10 Hours

Services & Quality in Retailing – Factors constituting retailing – The service – product concept – The intangible-tangible product continuum – A classification of service and quality – Implementation of service management – Growing emphasis on control of quality – Key terms of quality – Characteristics of quality and Long term Benefit.

Transaction Methodology – Case Discussions.

UNIT IV: RETAIL LOCATION & RETAIL FORMATS

15 Hours

Retail in India – The origin of retail in India – Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail location, Measurement of success of location – Drivers of retail change in India – Changing income profiles – Difference between rural and urban India – Changes in consumption patterns – Foreign direct investment in retail.

Modern retail formats – Organised retailing – The size of retail in India – Clothing, textiles and fashion accessories – Food and food services – Books and music – Other emerging sectors – Retail realities – Challenges to retail development in India – E-tailing.

Transaction Methodology – Case Discussions.

TEXT BOOKS

- Levy, Michael; Weitz, Barton A (2019). *Retailing Management*. 10th edition. McGraw Hill Company – New York.

REFERENCES

- Pradhan, S. (2010). *Retailing Management: Text & Cases*, 3rd edition. Tata McGraw Hill Company – New Delhi.
- Sinha, P.K. and Uniyal, D.P. (2010). *Managing Retailing*, 2nd edition. Oxford University Press – New Delhi.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBAM109

Course Title
SALES & DISTRIBUTION MANAGEMENT

L T P C
3 1 0 4

Course Outcomes

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

1. Recall and explain key concepts in sales and distribution, such as sales planning, channel management, salesforce management, and logistics.
2. Summarize and explain the main features and characteristics of different sales and distribution channels.
3. Apply sales and distribution strategies to real-world scenarios and case studies.
4. Analyze the effectiveness of different sales and distribution channels in reaching target customers.
5. Critically evaluate the success and impact of sales and distribution initiatives based on predefined criteria and objectives.
6. Design and develop sales and distribution strategies and plans for specific target markets and customer segments.

UNIT I: MANAGING SALES FORCE MANGEMENT

14 Hours

Objectives and scope of personal selling – Role of sales management in marketing – Role of sales management in marketing strategy – Development Nature and responsibilities of Sales Management.

Overview of sales forces performance - Developing control techniques - Evaluating sales force performance - Recruiting and training sales personnel - Motivating and leading the sales force, Simulation games, role play and debriefing.

Transaction Methodology – Visit Rural organization and report submission

UNIT II: DISTRIBUTION MANAGEMENT

12 Hours

Designing distribution channel - Managing marketing logistics - Information Systems for distribution channels - Elements of channel information system.

Transaction Methodology – Classroom teaching and discussion

UNIT III: CUSTOMER ORIENTED MARKETING CHANNELS

12 Hours

Introduction - Marketing channels - Designing channels - Selection and Recruitment of channel partners - Channel relationships management - Channel evaluation

Transaction Methodology – Group Project and presentation.

UNIT IV: SALES PLANNING AND BUDGETING

7 Hours

Introduction to Sales Forecast – Types of sales forecasting techniques – Sales budgeting.

Transaction Methodology – Project work, presentations and discussion.

TEXT BOOKS

- Still, Richard R; Cundiff, Edward W; Govani, Normal AP; Puri Sandeep (2017). Sales and Distribution Management: Decisions, Strategies and Cases, Pearson Education: Delhi.

REFERENCES

- Ingram, Thomas N; LaForge, Ramond W (2019). Sales Management: Analysis and Decision Making, Routledge.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBAM110

Course Title
SERVICE MARKETING

L T P C
3 1 0 4

Course
Outcomes

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

1. Recall and explain key concepts in service marketing, such as service quality, customer experience, service design, and service recovery.
2. Summarize and explain the main features and characteristics of different types of services and service industries.
3. Demonstrate proficiency in designing service delivery processes and customer touchpoints.
4. Analyze the impact of service encounters and customer interactions on overall service experience.
5. Critically evaluate the success and impact of service marketing initiatives based on predefined criteria and objectives.
6. Design and develop service marketing strategies and plans for specific service industries and customer segments.

UNIT I: INTRODUCTION TO SERVICE MARKETING

10 Hours

Differences in Goods versus Services, Emerging Service Environment, Classification of Services. Service Market Segmentation, Targeting & Positioning: Process of market segmentation, Targeting and Positioning service value addition to the service product, new service development.

Transaction Methodology – Case analysis and discussion

UNIT II: IMPLEMENTING SERVICE MARKETING

10 Hours

Improving Service Quality and Productivity, SERVQUAL, Service Failures and Recovery Strategies Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.

Transaction Methodology – Role Play, Group Activity and case discussion and analysis

UNIT III: CUSTOMER RELATIONSHIP MARKETING

7 Hours

Relationship Marketing, the nature of service consumption, understanding customer needs and expectations.

Transaction Methodology – Role Play, Group Activity and case discussion and analysis

UNIT IV: MARKETING OF SERVICES IN SECTORS

10 Hours

Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service, Public Utility Services, Educational Services.

Transaction Methodology – Case analysis and discussion

UNIT V: MANAGING SERVICE DELIVERY PROCESSES

8 Hours

Managing Physical Evidence of Services, Designing and Managing Service Processes.

Transaction Methodology – Role play, Case analysis and discussion

TEXT BOOKS

- Jochem, W; and Lovelock, CL (2018). *Essentials of Service Marketing*, 3rd edition. Pearson Education – New Delhi.

REFERENCES

- Valarie A Zeithaml; Dwayne, DG; and Bitner, MJ (2017). *Services Marketing – Integrating Customer Focus across the Firm*. McGraw Hill – New Delhi.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBAM111

Course Title
SOCIAL MEDIA MARKETING

L T P C
3 1 0 4

Course
Outcomes

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

1. Recall and explain key concepts in social media marketing, such as social media platforms, content strategy, audience targeting, and analytics.
2. Summarize and explain the main features and characteristics of different social media platforms and their audience demographics.
3. Apply social media marketing strategies to real-world scenarios and case studies.
4. Analyze the impact of different social media platforms and content types on audience engagement and conversions.
5. Critically evaluate the success and impact of social media marketing initiatives based on predefined criteria and objectives.
6. Create connections between social media marketing strategies and digital marketing strategies.

UNIT I: UNDERSTANDING THE SOCIAL MEDIA PLATFORMS

10 Hours

Social Media Past, Present future Trends, Two Social Media Giants: Facebook and Twitter, The Growing Revolution of Whatsapp, The —Socialof Social Media: How Social Media Can Be Used for Interpersonal Communication, Experiential Learning: Study and Compare all the Social Media Platforms

Transaction Methodology – Classroom discussions, Case analysis and individual assignments.

UNIT II: BUILDING PRESENCE IN SOCIAL MEDIA PLATFORMS

12 Hours

Social Media and Networking, Social Media and Marketing, Social Media and Workforce, Social Media and Geo-Politics, Design Influencer Strategy, Experiential Learning: Study and Mention the Key features of some of the Influencer's on Social Media.

Transaction Methodology –Classroom discussions, Case analysis and Critical thinking exercises.

UNIT III: POSITIONING ON SOCIAL MEDIA

11 Hours

Blogs, Videos, Wikis, and More, Understanding and strategically Position yourself in the Relevant Media, Copyrights and privacy issues, Social entertainment, Social Media Marketing Strategy, Copy writing, Experiential Learning: Build a Brand and Position it on the various Online Social Media Platforms and Develop your own Network – Analyze which Platform gives the best return.

Transaction Methodology –Classroom discussions, Case analysis and Group assignments.

UNIT IV: GENERATING RETURNS FROM SOCIAL MEDIA

12 Hours

Social commerce, ratings, and reviews, Hashtag, How to Build and Bank on the Metrics of the Social Media?, Getting Organic Leads, Drive referrals to your website using social media, Collect leads using social media, Using social media for PR, Experiential Learning: Set up a Business and Create – Organic Leads, Business Generation, Direct traffic from social media to the website, integrate transactions online.

Transaction Methodology –Classroom discussions, Case Analysis.

TEXT BOOKS

- Walis, John (2017). *Social Media Marketing*, Kindle edition.

REFERENCES

- Preace, Jeremy (2020). *Social Media Marketing*. Kindle edition.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBAM112

Course Title
STRATEGIC BRAND MANAGEMENT

L T P C
3 1 0 4

Course Outcomes

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

1. Recall and explain key concepts in brand management, such as brand positioning, brand equity, brand identity, and brand architecture.
2. Summarize and explain the main features and characteristics of strong brands and successful brand strategies.
3. Apply brand management strategies to real-world scenarios and case studies.
4. Analyze the impact of brand elements, brand associations, and brand experiences on consumer perception and behavior.
5. Evaluate the ethical considerations and potential social and cultural impacts of brand management practices.
6. Create connections between brand management strategies and broader organizational strategies.

UNIT I: PRODUCT MANAGEMENT

10 Hours

An Introduction, Corporate Strategy and Product Policy, Product Line Decisions, Product Life Cycle and Marketing Strategy.

Transaction Methodology – Classroom discussions, Case analysis and individual assignments.

UNIT II: NEW PRODUCT DEVELOPMENT

12 Hours

New Product Development and the Techniques of Idea Generation and Screening, Concept Development and Testing, Test Marketing, Launching & Tracking New Product Programs.

Transaction Methodology – Classroom discussions, Case analysis and Critical thinking exercises.

UNIT III: ORGANISING FOR NEW PRODUCTS

11 Hours

Introduction to Brand Management and Crafting of Brand Elements, Consumer Brand Knowledge, Brand Identity, Personality and Brand Association.

Transaction Methodology – Classroom discussions, Case analysis and Group assignments.

UNIT IV: BRANDING DECISIONS

12 Hours

Managing Brand Architecture and Brand Portfolios, Corporate Branding and Tools for Brand Equity.

Transaction Methodology – Classroom discussions, Case analysis and Quiz.

TEXT BOOKS

- Panda, Tapan K. (2016). *Product & Brand Management*. Oxford University Press.

REFERENCES

- Rosenbaum-Elliott, Richard; Percy, Larry; Pervan, Simon (2018). *Strategic Brand Management – Theoretical Aspects and Practical Applications*. Oxford University Press.
- Keller, Kevin Lane; Swaminathan, Vanita (2015). *Strategic Brand Management – Building, Measuring, and Managing Brand Equity*, 5th edition. Pearson.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBAF201

Course Title
BUSINESS VALUATION

L T P C
3 1 0 4

- Course Outcomes**
- On completion of the course, the students will be able to:*
1. Define business valuation and its significance in decision-making processes.
 2. Summarize the steps involved in business valuation process.
 3. Apply asset-based valuation methods, such as net asset value (NAV) and liquidation value approaches, to assess the worth of a business.
 4. Critically evaluate the impact of different valuation approaches and assumptions on the final value conclusion.
 5. Evaluate the impact of non-financial factors such as management quality and competitive advantages, on the value of the business.
 6. Develop recommendations for enhancing the value of a business based on a thorough analysis of its strengths, weakness and market opportunities.

UNIT I BASICS OF VALUATION

12 Hours

Introduction to valuation Value, Distinction between Price and Value Foundation of Business Valuation Purpose of business valuation Bias Uncertainties in Business Valuation Role of valuation in business acquisition, legal and tax purposes, efficient market hypothesis

Transaction Methodology – Classroom teaching, Individual Assignment and problem solving exercises.

UNIT II VALUATION MODELS

11Hours

Introduction to valuation models: asset based approach, Income based approach, market based approach Discounted cash flow valuation Relative valuation Free Cash Flow valuation Simple practical problems

Transaction Methodology – Classroom teaching, Individual Assignment and problem solving exercises.

UNIT III VALUATION OF SELECT TANGIBLE ASSETS

11 Hours

Valuation of Fixed Assets: Related costs in relation to fixed asset valuation, self-constructed fixed assets, assets acquired in exchange, fixed assets held for disposal Valuation of Shares: Basics of Company analysis and stock selection.

Transaction Methodology – Classroom teaching, Individual Assignment and problem solving exercises.

UNIT IV VALUATION OF SELECT INTANGIBLE ASSETS

11 Hours

Valuation of Goodwill, Patents, Copyrights, Brands.

Transaction Methodology – Classroom teaching, Individual Assignment and problem solving exercises.

TEXT BOOKS

- Damodran, Aswath (2016). *Damodaran on Valuation – Security Analysis for Investment and Corporate Finance*. Wiley.
- Marshall, John F. and Vipul K. Bansal (2009). *Financial Engineering*. Prentice Hall of India.
- Palepu, Krishna G. (2015). *Business Analysis Valuation: Using Financial Statements*, 5th edition. Cengage.

REFERENCES

- Marcus, Alan J.; ZieBodie; Alex Kane; and PitabasMohanty (2012). *Investments*. 8th edition. Tata McGraw Hill.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBAF202

Course Title
DERIVATIVES & RISK MANAGEMENT

L T P C
3 1 0 4

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

- Course Outcomes**
1. Define derivatives and their role in managing financial risks.
 2. Explain the principles of hedging, speculation, and arbitrage in derivative trading.
 3. Apply trading strategies using derivatives to speculate on price movements and capture market opportunities.
 4. Analyze the impact of derivatives on portfolio risk and return.
 5. Critically evaluate the ethical and regulators considerations associated with derivatives trading and risk management.
 6. Develop customized derivatives solutions to address specific risk management challenges and client needs.

UNIT I INTRODUCTION

10 Hours

Definition, types of derivatives, Uses of derivatives, Exchange-traded vs. OTC derivatives, Derivatives in India, Regulation for derivatives trading and SEBI guidelines related to derivatives trade.

Transaction Methodology – Classroom teaching, Individual Assignment and Cases.

UNIT II INTRODUCTION TO FORWARDS, FUTURE AND OPTIONS

15 Hours

Introduction to Forwards and Futures: Basic Hedging practices, Forward contracts, Limitations of forward markets, Introduction to futures, Stock Index futures, Commodity Futures and Currency Futures, Distinction between futures and forwards contracts, pay-offs, Cash settlement vs Physical settlement, Pricing Principles, Beta and Optimal Hedge Ratio.

Option terminology and Types, Index derivatives, European and American calls and puts, Exotic and Asian Options, Strategies and Pay-offs, Option Pricing and Put-Call parity.

Transaction Methodology – Classroom teaching, Individual Assignment and Cases.

UNIT III SOURCES OF FINANCIAL RISK

10 Hours

Credit vs. market, default risk, foreign exchange risk, interest rate risk, purchasing power risk, etc.; Systematic and nonsystematic risk.

Transaction Methodology – Classroom teaching, Individual Assignment and Cases.

UNIT IV MANAGING MARKET RISK

10 Hours

Hedging schemes- delta hedging, theta, gamma; Relationship in delta, theta and gamma; Portfolio insurance.

Derivatives Market in India: Present position in India- regulation, working and trading activity.

Transaction Methodology – Classroom teaching, Individual Assignment and Cases.

TEXT BOOKS

- Janakiramanan (2011). *Derivatives and Risk Management*, 1st edition. Pearson Education.
- Srivastava, Rajiv (2014). *Derivatives and Risk Management*, 2nd edition. Oxford.

REFERENCES

- Stulz, Rene (2003). *Risk Management and Derivatives*. South Western.
- Madhumathi and Ranganatham (2011). *Derivatives and Risk Management*, 1st edition. Pearson Education.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

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Course Code
BBAF203

Course Title
FINANCIAL ANALYTICS

L T P C
3 1 0 4

- Course Outcomes**
- On completion of the course, the students will be able to:*
1. Define financial analytics and its role in extracting insights from financial data.
 2. Interpret financial data to identify patterns, trends, and anomalies.
 3. Apply data visualization tools and techniques to present financial data effectively.
 4. Analyze financial data to assess the financial performance and risk of companies.
 5. Critically evaluate the impact of data quality, assumptions, and limitations on the outcomes of financial analytics.
 6. Develop customized financial analytics solutions to address specific industry challenges or client needs.

UNIT I: GENERAL STATISTICAL METHODS

10 Hours

General statistical methods, Looking at Data. Descriptive graphical measures. Numerical measures. Sampling distributions, Maximum likelihood, Method of moments, Bayesian estimators. Applications to financial models, One variable statistical inference Confidence intervals and Testing Hypotheses on Population Means and Proportions, Two Population tests for Means and Proportions.

Transaction Methodology – Classroom discussions, Practice Exercises

UNIT II: POPULATION VARIANCE

12 Hours

Tests of Population Variance, Two Populations Review Midterm Examination Categorical Data Analysis. One and Two Way Tables. Goodness of Fit test. Independence Test Regression Analysis. Least Squares Fitting. Analysis and Testing. Prediction. Multiple Regression. Confidence intervals ANOVA table, multiple R², residuals Selection of variables. Correlation analysis, Variance inflation factors. Nonlinear regression. Generalized Additive Models Analysis of variance (ANOVA) models. Applications. Expansion to mixture models Analysis of Covariance.

Transaction Methodology – Classroom discussions and Critical thinking exercises.

UNIT III: LOGISTIC REGRESSION

11 Hours

Introduction to Risk measures: VaR, CVaR and CoVar Bootstrap Method and Permutation tests. Cross - validation methods Applications. Review and catching up.

Transaction Methodology – Classroom discussions, Practice Exercises.

UNIT IV: RISK MANAGEMENT MODELING & DERIVATIVES

12 Hours

Intro to Risk Management Modeling and Simulation Calibration of GBM and application to RM Introduction to Bond and Interest Rate Risk, Introduction to Bond and Interest Rate Risk.

Introduction to Derivatives Managing Linear Risk Option Markets Managing Non-Linear Risk.

Transaction Methodology – Classroom discussions and Critical thinking exercises.

TEXT BOOKS

- Phillippe, Jorion (2011). *Financial Risk Manager Handbook (Test Bank: FRM Part I/ Part II)*, 5th edition. Wiley Finance.

REFERENCES

- Hull, John, C. (2018). *Risk Management & Financial Institutions*. Wiley
- Chatterjee, Rupak (2015). *Practical Methods of Financial Engineering and Risk Management: Tools for Modern Financial Professionals*, 1st edition. Apress.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

Course Code
BBAF204

Course Title
FINANCIAL INSTITUTIONS & MARKET

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3	1	0	4

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

- Course Outcomes**
1. Define financial institutions and markets and their role in facilitating the flow of funds in the economy.
 2. Explain the concepts of risk and return in the context of financial institutions and markets.
 3. Utilize financial market data and tools to assess investment opportunities and make informed investment decisions.
 4. Analyze the impact of monetary policy and interest rate changes on financial institutions and markets.
 5. Critically evaluate the effectiveness of regulatory frameworks in ensuring the stability and efficiency of financial markets.
 6. Develop innovative financial products or services to meet the evolving needs of customers and the market.

UNIT I: INDIAN FINANCIAL SYSTEM

12 Hours

Financial System: Concept, functions and structure of Indian Financial system, Financial System and Economic Development, Indicators of Financial Development, Concepts Related to Financial System: Concept of Risk, Concept and types of return and yield, Asset Pricing Models, Valuation of Assets.

Transaction Methodology –Classroom Teaching, Assignments and Problem Solving Exercises.

UNIT II: FINANCIAL INSTITUTIONS

12 Hours

Financial Regulatory Institutions in India: Reserve Bank of India, Stock Exchange Board of India, Insurance Regulatory & Development Authority, Pension Fund Regulatory & Development Authority, Forward Market Commission India, PFRDA under the Finance Ministry, Financial Services Institutions: Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd. Credit Rating Institutions, Banking and Non-Banking Institutions.

Transaction Methodology –Classroom Teaching, Assignments and Problem Solving Exercises.

UNIT III: FINANCIAL SERVICES

11 Hours

Fund and Non-fund based financial services, Leasing, Hire purchase, Bills Discounting, Factoring & Forfeiting, Housing finance, Insurance services, Venture capital financing, Mutual fund services, Banking Services, Merchant Banking Services.

Transaction Methodology –Classroom Teaching, Assignments and Problem Solving Exercises.

UNIT IV: FINANCIAL MARKET SERVICES

10 Hours

Bond Market: Bond Features, Bond Price Volatility, Government Security Market, Corporate Bond Market, Public Sector Undertaking Bonds, Derivatives Market: Types of Derivatives, Important Concepts used in Derivatives Market, Pricing of Futures, Options and Swaps, Foreign Exchange Market: Risk Management in Foreign Exchange Market, Foreign Capital – FDI & FII, Capital & Money Market Services.

Transaction Methodology –Classroom Teaching, Assignments and Problem Solving Exercises.

TEXT BOOKS

- Bhole, L. M. (2015). *Financial Institutions and Markets: Structure, Growth and Innovations*. McGraw Hill.
- Desai, Vasant (2015). *The Indian Financial System and Development*. Vikas Publishing House.

REFERENCES

- Mishkin, F. and Eakins, S. (2014). *Financial Markets and Institutions*. Pearson Education.
- Vij, Madhu and Swati Dhawan (2011). *Merchant Banking and Financial Services*. Tata McGraw Hill.
- Pathak Bharati V. (2011). *The Indian Financial System: Markets, Institutions and Services*. Pearson.

- Gurusamy, S. (2013). *Merchant Banking and Financial Services*. Tata McGraw Hill.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3					
CO2	2	2					
CO3	2	2					
CO4	2	2	1	1	1	1	2
CO5	2	2	1				2
CO6	2	2		1	1	1	2

Course Code
BBAF205

Course Title
FINANCIAL STATEMENT ANALYSIS

L T P C
3 1 0 4

Course
Outcomes

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

1. Define financial statements and their purpose in communicating the financial performance of the company.
2. Explain the limitations and potential biases associated with financial statement analysis.
3. Apply financial analysis tools to evaluate a company's performance and compare it to industry benchmarks.
4. Analyze the financial risks and opportunities associated with specific industries and market conditions.
5. Critically evaluate the financial implications of business decisions and strategies.
6. Develop financial forecasting models based on historical financial statements data and industry trends.

UNIT I FINANCIAL MODELING FOR PROJECT APPRAISAL

10 Hours

Use of Functions like Net Present Value (NPV), Internal Rate of Return (IRR), etc.; Forecasting techniques.

Transaction Methodology – Class Discussions and Case Analysis

UNIT II ANALYSIS OF THE CASH FLOW AND FUND FLOW STATEMENT

10 Hours

The Analyst's checklist; GAAP Statement of Cash Flows and Reformulated Cash Flow Statements; Analysis of cash flow statement and quality of earnings. Fund flow statement.

Transaction Methodology – Class Discussions and Case Analysis

UNIT III ANALYSIS OF THE BALANCE SHEET AND INCOME STATEMENT

10 Hours

The Analyst's Checklist; Reformulation of the Balance Sheet; Reformulation of the Income Statement (Tax allocation, issues in reformulating income statements); Comparative analysis of the Balance Sheet and Income Statement (Common size analysis; trend analysis).

Transaction Methodology – Class Discussions and Case Analysis

UNIT IV ANALYSIS OF THE STATEMENT OF SHAREHOLDERS' EQUITY & FINANCIAL REPORTS

15 Hours

The Analyst's Checklist; Reformulating the Statement of Owners' Equity; Comprehensive Income Reporting; Financial Analysis – ratio analysis. Du Pont Control Chart and its application. Interpretation, Analysis and reading Annual Reports; Director's Report, Management Discussion and Analysis, Notes to Account.

Transaction Methodology – Class Discussions and Case Analysis

TEXT BOOKS

- Narasimhan, MS (2016). *Financial Statement and Analysis*. Cengage Course.
- Subramanayam, KR (2014). *Financial Statement Analysis*. McGraw Hill.

REFERENCES

- Palepu, Krishna G. (2015). *Business Analysis Valuation: Using Financial Statements*, 5th edition. Cengage.
- Penman, Stephen H. (2017). *Financial Statement and Security Valuation*. McGraw Hill.
- Ittleson, Thomas R. (2017). *Financial Statements*. Pan Macmillan India.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3	2				1	
C02	3	2				2	
C03	2	3	1			1	3
C04	3	3	1	1		2	3
C05	3	3	1			2	3
C06	3	3	1		1		3

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Swami Rama Himalayan University

Course Code
BBAF206

Course Title
FUNDAMENTALS OF FINANCIAL TECHNOLOGY

L T P C
3 1 0 4

Course
Outcomes

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

1. Define financial technology (FinTech) and its role in transforming the financial service industry.
2. Explain the impact of FinTech on traditional financial institutions and their business.
3. Apply block chain technology to design and develop decentralized financial applications.
4. Analyze the impact of FinTech on customer experience, financial inclusion and accessibility of financial services.
5. Critically evaluate the societal impact and implication of FinTech on economic systems and consumer behavior.
6. Synthesize multiple FinTech solutions to develop integrated financial service platforms.

UNIT I INTRODUCTION TO FIN-TECH

11 Hours

Evolution of Fin-tech across the world. Impact of digital disruption and innovations by Fin-tech on the Banking and Financial Sector.

Transaction Methodology – Class Discussions and Case Analysis

UNIT II THE TECHNOLOGY WITH FINTECH

12 Hours

Understanding the associated technology with respect to Cloud, Blockchain & Crypto currencies, Robo Advisors, Biometrics and IoT.

Transaction Methodology – Class Discussions and Case Analysis

UNIT III FINTECH TRENDS

14 Hours

Understand the key Fin-tech trends which will disrupt the Financial Sector. Learn the effects of Fin-tech on Payment Innovations, Health, Real-Estate, and Insurance Sector.

Transaction Methodology – Class Discussions and Case Analysis

UNIT IV OPEN BANKING & DIGITAL ONLY BANKING

12 Hours

Introduce the students to the transition to open banking and digital only banking, the technologies involved and the requirement for convenience and user experience.

Transaction Methodology – Class Discussions and Case Analysis

TEXT BOOKS

- Phadke, Sanjay (2020). *Fintech Future: The Digital DNA of Finance*. Sage.

REFERENCES

- Lee, David; Kim, Joseph; Phoon, Kok Fai; Wanh, Yu (2021). *Foundations for Fintech*. World Scientific Publishing.
- Mohan, Devie (2020). *The Financial Services Guide to Fintech: Driving Banking Innovation through Effective Partnerships*. Kogan Page.
- Ashish, B. (2021). *The Posterboy of Indian Fintech: Startup Lessons from Paytm*.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3					3	
CO2	3	1				3	
CO3	2	3	2	2	2		1
CO4	1	3	3	1	2		1
CO5	1	3	1	2	3		2
CO6		1	3	2	3		3

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

Course Outcomes

1. Define international financial management and its role in managing financial operations in global context.
2. Explain the importance of managing foreign exchange exposure and various hedging techniques available.
3. Apply financial analysis techniques to evaluate international investment opportunities.
4. Analyze the impact of exchange rate fluctuations on multinational corporation's financial performance and cash flow.
5. Evaluate the effectiveness of international financial management strategies in achieving financial objectives and minimizing risks.
6. Develop strategies for optimizing global cash management and working capital management in a multinational company.

UNIT I: OVERVIEW

12 Hours

Globalization and Multinational firm, International Monetary System, Balance of payment, Balance of Trade, Bilateral and multilateral agreements relating to financial transactions, Flow of funds internationally through FDI and FII, Govt. Policies regarding FII & FDI, Integration of global developments with the changing business environment in India.

Transaction Methodology – Classroom Teaching, Individual Assignments and Cases.

UNIT II: FOREIGN EXCHANGE MARKETS& FORWARD EXCHANGE

11 Hours

Foreign Exchange Market Structure of the Foreign Exchange Market, Types of Transactions and Settlements, Exchange Rate Quotations and Arbitrage, Forward Exchange contracts, Forward Exchange rate based on cross rates; interbank deals, Execution, cancellation, Extension of Forward contract.

Transaction Methodology – Classroom Teaching, Individual Assignments and Cases.

UNIT III: MANAGING FOREIGN EXCHANGE RISK

11 Hours

Hedging, Speculation, Currency Forwards Currency Futures, Currency Options, Currency Swaps, Interest Rate Risk Management, Interest Rate Swaps, Futures & Forward Rate Agreements.

Transaction Methodology – Classroom Teaching, Individual Assignments and Cases.

UNIT IV: INTERNATIONAL CONTRACT, PROCEDURE & INTERNATIONAL SOURCES OF FINANCE

11 Hours

Letter of credit- Meaning & Mechanism, Types of letter of Credit, Operation of Letter of Credit, Management of Economic Exposure, Management of Transaction Exposure, Management of Translation Exposure.

Bond Financing, Loan Financing, Equity Financing (GDR and ADR), International working capital management, Analysis of International Capital Budgeting, Cost of Capital of a Foreign Investment, Issues in Overseas Funding Choices

Transaction Methodology – Classroom Teaching, Individual Assignments and Cases.

TEXT BOOKS

- Bhalla V K. (2020). International Financial Management (Text and Cases), S. Chand Publishing
- Shapiro, Alan C; and Moles, Peter (2016). International Financial Management. Wiley.

REFERENCES

- Eitman, Stonehill, and Mofett. (2009). *Multinational Business Finance*, 10th edition. Pearson Education – New Delhi.
- Apte, P.G., (2009). *International Financial Management*, 2nd edition. Tata McGraw Hill – New Delhi.


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COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3					3	
C02	3					3	
C03	2	3	1				
C04	2	3		1		2	2
C05	2	3				1	3
C06	2	2			1	2	2

Course Code
BBAF208

Course Title
MERGERS & ACQUISITION

L T P C
3 1 0 4

Course Outcomes

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

1. Define mergers and acquisitions and their significance in corporate strategy and growth.
2. Explain the legal and regulatory considerations involved in M&A transactions.
3. Apply valuation techniques, such as discounted cash flows (DCF) analysis and comparable company analysis, to determine the fair value of target companies.
4. Analyze financial data, market trends, and industry dynamics to identify potential M&A opportunities.
5. Critically evaluate the impact of cultural differences and organizational challenges on post-merger integration.
6. Develop a post-merger integration plan to maximize synergies and ensure a smooth transition.

UNIT I: INTRODUCTION TO MERGERS & ACQUISITION

10 Hours

Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance.

Transaction Methodology –Cases Analysis

UNIT II: DEMERGER & TAKEOVER

11 Hours

Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts; Hostile tender offers and various anti-takeover strategies.

Transaction Methodology –Cases Analysis

UNIT III: DEAL VALUATION & EVALUATION

12 Hours

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

Transaction Methodology –Cases Analysis

UNIT IV: POST MERGER EVALUATION

12 Hours

Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

Transaction Methodology –Cases Analysis

TEXT BOOKS

- Aurora, Rajinder S.; Shetty, Kavita; Kale, Sharad (2011). Mergers and Acquisitions. Oxford.

REFERENCES

- Kar, Rabi Narayan; Minakshi (2020). Mergers Acquisitions & Corporate Restructuring. Taxmann.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				1	
CO2	3	2				2	
CO3	2	3	1			1	3
CO4	2	3	1			2	3
CO5	2	3	1	1	1	2	3
CO6	2	3	1	1	1		3

Course Code
BBAF209

Course Title
SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

L T P C
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On completion of the course, the students will be able to:

- Course Outcomes**
1. Define security analysis and portfolio management and their roles in investment decision-making.
 2. Explain the principles of diversification, asset allocation, and risk management in portfolio construction.
 3. Apply fundamental analysis techniques to value stocks and assess their investment potential.
 4. Analyze financial data, economic indicators, and market trends to make informed investment decisions.
 5. Critically evaluate the impact of market conditions and investment strategies on portfolio performance.
 6. Design a comprehensive investment policy statement for a hypothetical client, considering their risk tolerance, investment goals and time horizon.

UNIT I: INTRODUCTION TO INVESTMENT

11 Hours

Introduction to investment: the process, basics and various avenues of investment. Economic Analysis, Industry Analysis, Company Analysis, Valuation of Equity – Cash Flow based Valuation and Relative Valuation. Technical Analysis – different techniques.

Transaction Methodology – Classroom Teaching, Assignments and Problem Solving Exercises.

UNIT II: RISK & RETURN ANALYSIS

12 Hours

Analysis of risk & return, concept of total risk, factors contributing to total risk, systemic and non-systemic risk. Modern Portfolio Theory, Capital Asset Pricing Model.

Transaction Methodology – Classroom Teaching, Assignments and Problem Solving Exercises.

UNIT III: PORTFOLIO ANALYSIS

12 Hours

Portfolio Performance Measurement - Sharp, Treynor and Jensen's measures. Portfolio revision – Active and passive strategies and formulating plans to revise portfolio. Benchmarking portfolio to NIFTY or BSE100 or BSE30 index. Creating a portfolio, periodical review and managing a portfolio.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

UNIT IV: INVESTMENT STRATEGIES

10 Hours

Value Investing, Growth Stocks, Efficient Market Hypothesis: Weak Form, Semi-Strong form and Strong-form markets.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises.

TEXT

- Chandra, P. (2011). Investment Analysis and Portfolio Management. Tata McGraw Hill.
- Punithavathy, Pandian (2013). Security Analysis and Portfolio Management. Vikas Publishing.

REFERENCES

- Fisher and Jordan (2009). Security Analysis & Portfolio Management, 6th reprint. Pearson Education.
- Baker, H. Kent and Riccardi, Victor (2014). Investor Behaviour, John Wiley & Sons.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				1	
CO2	3	2				2	
CO3	2	3	1			1	3
CO4	2	3	1			2	3
CO5	2	3	1	1	1	2	3
CO6	2	3	1	1	1		3

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Swami Rama Himalayan University

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

Course Outcomes

1. Define venture capital and private equity and their roles in financing entrepreneurial ventures.
2. Explain the importance of valuation methods and deal structuring in venture capital and private equity investments.
3. Apply due diligence techniques to assess the viability and potential of the investment opportunities.
4. Analyze business models, financial statements, and market dynamics to assess the investment potential and risks of entrepreneurial ventures.
5. Critically evaluate the impact of governance and ethical considerations in venture capital and private equity investments.
6. Develop strategies for managing and exiting investments to maximize returns.

UNIT I: CONCEPTUAL UNDERSTANDING OF VENTURE CAPITAL AND PRIVATE EQUITY **12 Hours**

Venture Capital –Over View of Venture Capital- Definition- Features- Types –Roles
Concept of PE and its characteristics- Definition- Difference between PE, VC and Hedge Funds- Nature of PE Firm- Players in the PE market– Benefit of PE Finance PE Fund –Legal structure and terms- Private Equity Investments and Financing- Private Equity Multiples and Prices- Private Equity Funds and Private Equity Firms- Investment Feature and Consideration.

Transaction Methodology – Classroom Teaching, Individual Assignments and Cases

UNIT II: STRUCTURE AND VALUATION APPROACHES **10 Hours**

Structure and Regulation of Venture Capital and Private Equity- Business Cycle of PE –Structure of VC/PE firms- Limited Liability Partnerships- Routes of VC/PE investments in India- Regulatory Aspects of VC/PE investments.

Valuation approaches- Risk and Returns- Analysis of Funds- Conventional Method- Revenue Multiplier Method.

Transaction Methodology – Classroom Teaching, Individual Assignments and Cases

UNIT III: STRATEGIES OF PRIVATE EQUITY **12 Hours**

Leverage Buyout, Growth Capital, Mezzanine Capital- Distressed Debt, other Strategies.
Due Diligence- Procedure and Challenges- Due Diligence in Emerging PE Market-Investing in Developing Market- Past Performance and Strategy.

Transaction Methodology – Classroom Teaching, Individual Assignments and Cases

UNIT IV: EXIT STRATEGIES FOR PRIVATE EQUITY **10 Hours**

Modes of exits in Indian Context and Challenges involved- IPO, Promoter Buyback ,Sale to Other PE funds, Sale to other strategic Investors, Stake Swap, M & A's, Open Market, Secondary Market

Transaction Methodology – Classroom Teaching, Individual Assignments and Cases

TEXT BOOKS

- Finkel, Robert; Greising, David (2010). *The Masters of Private Equity and Venture Capital*. McGraw-Hill Education
- Lerner, John; Leamon, Ann; Hardyman, Felda (2012). *Venture Capital, Private Equity, and the Financing of Entrepreneurship*. Wiley.

REFERENCES

- Ramsing, Mahendra (2014). *The Business of Venture Capital: Insights from Leading Practitioners on the Art of Raising a Fund, Deal Structuring, Value Creation, and Exit Strategies*. Wiley.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3	2				1	
C02	3	2				2	
C03	2	3	1			1	3
C04	2	3	1			2	3
C05	2	3	1	1	1	2	3
C06	2	3	1	1	1		3

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

Course Outcomes

1. Define wealth management and its role in personal and financial planning.
2. Explain the principles of risk management and asset allocation.
3. Apply investment planning techniques to develop personalized investment portfolios.
4. Analyze financial data to evaluate investment opportunities and make informed investment decisions.
5. Critically evaluate the effectiveness of wealth management strategies in achieving financial goals.
6. Design a comprehensive wealth management plan for a hypothetical client, considering their financial goals, risk profile and time horizon.

UNIT I: FINANCIAL PLANNING & WEALTH MANAGEMENT

10 Hours

Financial Planning Process, Financial Planning to Wealth Management, Investment Products and Services: Derivatives, Mutual Funds, Venture Capital / Private Equity Funds, Hedge Funds, Structured Products, Portfolio Management Services, Alternate Assets (Gold & Real Estate).

Transaction Methodology – Classroom Teaching, Individual Assignments and Cases

UNIT II: PERSONAL FINANCIAL PLANNING

12 Hours

Goal-based Financial Plan, Comprehensive Financial Plan, Contingency Planning Estimating Financial Goals, Magic of Compounding Systematic Approach in Investing, Systematic Investment Plan, Systematic Withdrawal Plan, Systematic Transfer Plan, Operational Aspects of Financial Transactions: Investors Types & Acquisition Process, PAN & KYC Process, e-KYC, Power of Attorney, Dematerialization, Online Investments.

Transaction Methodology – Classroom Teaching, Individual Assignments and Cases.

Practical sessions using Spreadsheets

UNIT III: STRATEGIES OF PRIVATE EQUITY

12 Hours

Role of Insurance in Personal Finance, Steps in Insurance Planning, Insurance Products, Retirement Planning Process, Estimating Retirement Corpus, Determining the Retirement Corpus, Investment Planning to meet Retirement Goals, Retirement Products, Tax Planning, Tax Aspects of Investment Products, Computation of Short / Long Term Capital Gains, Advance Tax, Filing of Return, Assessment Procedure, Estate Planning: Background, Assets & Liabilities, Nomination, Inheritance Law, Will, Trust.

Transaction Methodology – Classroom Teaching, Individual Assignments and Cases.

Practical sessions using Spreadsheets

UNIT IV: REGULATORY & COMPLIANCE ASPECTS

11 Hours

SEBI (Investment Advisers) Regulations 2013, Ethical Issues in providing financial advice, Redressal in Capital Market, Redressal in Banking, Regulations relating to Insurance, Pension Funds, Alternate Investment Schemes, Investment Grievance Redressal Mechanism.

Transaction Methodology – Classroom Teaching, Individual Assignments and Cases.

Practical sessions using Spreadsheets

TEXT BOOKS

- Sinha, Madhu (2017). *Financial Planning – A Ready Reckoner*. McGraw Hill
- Bagchi, SK (2009). *Wealth Management*. Jaico

REFERENCES

- Evensky, Harold; Horan, Stephen M.; Robinsom Thomas R.; Ibbotson Roger (2016). *The New Wealth Management – The Financial Advisor's Guide to managing and Investing Client Assets*. Wiley.
- Gannon, Niall J (2019). *Tailored Wealth Management – Exploring the Cause and Effect of Financial Success*. Springer.



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COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3	2				1	
C02	3	2				2	
C03	2	3	1			1	3
C04	2	3	1			2	3
C05	2	3	1	1	1	2	3
C06	2	3	1	1	1		3



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

Course

Outcomes

1. Define working capital and its significance in financial management.
2. Explain the relationship between working capital management, and liquidity, profitability and risk.
3. Apply various techniques to effectively manage cash flow, including cash budgeting, cash conversion cycle analysis, and short term financial options.
4. Analyze the impact of working capital decisions on a company's financial performance and liquidity position.
5. Critically evaluate the impact of working capital management on the financial health and sustainability of an organization.
6. Design a cash flow forecasting model to support effective working capital decision-making.

UNIT I: INTRODUCTION WORKING CAPITAL

10 Hours

Meaning of Working Capital, Importance of Working Capital Management, Components & Concept of Working capital, Factors influence Working capital Requirements, Estimation of Working Capital Requirements- Mathematical Approaches with help of spreadsheets and scenario planning.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises

UNIT II: WORKING CAPITAL FINANCE

10Hours

Financing Current assets-different Approaches (Conservative, Aggressive and Matching Approaches), RBI Guidelines and reports of statutory panels on working capital requirements of sectors.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises

UNIT III:CASH MANAGEMENT & RECEIVABLE MANAGEMENT

14 Hours

Importance of cash management, factors influencing cash balance, determining optimum cash balance, Cash budgeting, Controlling and monitoring collections and disbursements.

Importance of receivables management, Credit policy variables, Credit period, cash discount, Collection efforts, Credit evaluation, Credit ratings, control of receivables.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises

UNIT IV: INVENTORY MANAGEMENT

10 Hours

Inventory management, Need of keeping inventory, Techniques of managing inventory, Economic Order Quantity (EOQ), Stock levels, Analysis of investment in inventory, Selective inventory control techniques—ABC, VED, FSN.

Transaction Methodology – Classroom Teaching, Individual Assignments and Problem Solving Exercises

TEXT BOOKS

- Bhalla, VK (2014). *Working Capital Management*. S. Chand & Company.
- Bhattacharaya, Hrishikesh (2014). *Working Capital Management – Strategies & Techniques*. PHI.

REFERENCES

- Gupta, RK and Gupta, Himanshu (2015). *Working Capital Management & Finance*. Notion Press.
- Soni, Anita (2013). *Working Capital Management – Principles & Techniques*. Regal Publications.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				1	
CO2	3	2				2	
CO3	2	3	1			1	3
CO4	2	3	1			2	3
CO5	2	3	1	1	1	2	3
CO6	2	3	1	1	1		3

Course Code
BBAH301

Course Title

CAREER MANAGEMENT & COMPETENCY MAPPING

L	T	P	C
3	1	0	4

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

- | | |
|------------------------|--|
| Course Outcomes | 1. Define the key principles and concepts of career management and competency mapping. |
| | 2. Summarize the various factors that influence career choices and decisions. |
| | 3. Utilize competency mapping techniques to align personal competencies with job requirements. |
| | 4. Analyze the current job market trends and industry demands to identify potential career opportunities. |
| | 5. Critically evaluate the impact of continuous competency development on career progression. |
| | 6. Design a comprehensive career development strategy integrating competency mapping, goal setting, and lifelong learning. |

UNIT I: CONCEPT OF COMPETENCIES

9 Hours

Meaning and significance of Managerial competencies for effective work performance, Theoretical foundations for competency identification and its role in career development, managerial competency and career development in a dynamic business environment and in global workplace, PJ Job fit Theory, PE fit Theory, Holland Theory.

Transaction Methodology – Classroom teaching, Case Study.

UNIT II: COMPETENCY MAPPING FOR CAREER DEVELOPMENT

9 Hours

Competency Mapping – concept and scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development, Traditional career development vs. Protean career development theory, contribution of effective competency mapping in effective career development system.

Transaction Methodology – Classroom teaching, Case Study and Role Plays.

UNIT III: COMPETENCIES AND CAREER DEVELOPMENT PRACTICES

9 Hours

Career Anchors, relevant issues in career development – competency approach to career development, competency building, competencies and career development strategies, mentoring for career development. Succession planning, fast tracking, dual ladder.

Transaction Methodology – Classroom teaching, Case Study and Role Plays.

UNIT IV: COMPETENCY APPRAISAL FOR CAREER DEVELOPMENT

9 Hours

Need and benefits of effective appraisal for career management by organizations, techniques of appraisal, identifying performance dimensions for competency building.

Transaction Methodology – Classroom teaching, Case Study and Role Plays.

UNIT IV: TRAINING FOR COMPETENCY MANAGEMENT FOR EFFECTIVE CAREER

9 Hours

Drawing career paths for self and the employees of the organization; career translation and career plateauing, identifying training needs, develop suitable training programmes for competency management, challenges in training for career development of employees, implementing and managing training programmes consistently.

Transaction Methodology – Classroom teaching, Case Study and Role Plays.

TEXT BOOKS

- Sanghi, Seema (2017). *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*. 3rd edition. Sage.

REFERENCES

- Adsule, Kavita (2019). *Competency Mapping*. LAP LAMBERT Academic Publishing.
- Oturkar, Arti; Khilari, Sunil (2019). *Competency Mapping and Career Development*. NilariPrakashan.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3	2				1	
C02	3	2				2	
C03	2	3	1			1	3
C04	2	3	1			2	3
C05	2	3	1	1	1	2	3
C06	2	3	1	1	1		3


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Course Code
BBAH302

Course Title
COMPENSATION MANAGEMENT

L T P C
3 1 0 4

- Course Outcomes**
- On completion of the course, the students will be able to:*
1. Recall key concepts, theories and models related to compensation management.
 2. Explain the strategic importance of compensation management in attracting, motivating, and retaining talent.
 3. Apply compensation theories and frameworks to design and implement effective compensation programs.
 4. Analyze the impact of compensation structures on employee motivation, satisfaction, and performance.
 5. Critically evaluate the fairness and equity of compensation practices within an organization.
 6. Propose innovative approaches to compensation management that leverage technology and emerging trends.

UNIT I: COMPENSATION MANAGEMENT

12 Hours

Compensation management process, Basis of compensation management, motivation and financial and non-financial compensation, compensation philosophies of compensation process, Assessing job values & relativities; Pay structures; Paying for performance, skills and competence.

Transaction Methodology – Classroom teaching, Case Study.

UNIT II: EMPLOYEE BENEFITS

12 Hours

Employee benefits and total remuneration, Special aspects of compensation mergers and acquisitions and compensation policies for new and start up organization, Provisions governing different components of compensation and working of different institutions.

Transaction Methodology – Classroom teaching, Case Study and Role Plays.

UNIT III: LEGAL ASPECTS OF COMPENSATION

12 Hours

Objectives, structure and provisions of legislations on wages and bonus i.e. the minimum wages Act, 1948, the Payment of wages Act, 1936: The Payment of Bonus Act, 1976. Determination of wages D.A. and other monetary benefits through Industrial Tribunals, Case law, recent trends, and working of these laws.

Transaction Methodology – Classroom teaching, Case Study.

UNIT IV: RECENT DEVELOPMENT IN COMPENSATION MANAGEMENT

9 Hours

Innovations in the area of compensation management in Indian and MNCs operating in India and abroad.

Transaction Methodology – Classroom teaching, Case Study.

TEXT BOOKS

- Sharma, RC; Sharma, Sulabh (2019). *Compensation Management*. 1st edition. Sage.

REFERENCES

- Bhattacharyya, Dipak Kumar (2014). *Compensation Management*. 2nd edition. Oxford University Press.
- Martocchio, Joseph J. (2017). *Strategic Compensation – A Human Resource Management Approach*. 10th edition, Pearson.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				1	
CO2	3	2				2	
CO3	2	3	1			1	3
CO4	2	3	1			2	3
CO5	2	3	1	1	1	2	3
CO6	2	3	1	1	1		3

Course Code
BBAH303

Course Title
COUNSELING SKILLS FOR MANAGERS

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3	1	0	4

Course Outcomes

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

1. Recall key concepts, theories and models related to counseling skills in managerial context.
2. Explain the significance of counselling skills in enhancing employees wellbeing and performance.
3. Apply active listening and empathetic communication skills to establish rapport and build trust with employees.
4. Analyze the role of emotional intelligence in effective counseling and its implications for managerial decision-making.
5. Critically evaluate the impact of managerial counselling on employee motivation, job satisfaction, and performance.
6. Propose innovative approaches to leveraging counselling skills for enhancing employee engagement and organizational effectiveness.

UNIT I: INTRODUCTION

10 Hours

Concept of Counseling, Need of Counseling at workplace, Functions of Counseling, Evolution of Counseling, Counseling Goals, Counselors, Qualities of Counselors, Types of Counseling, difference between coaching, mentoring and counseling,

Counseling Process and Application of counseling to Organizational and Personal Situation with the focus on Performance Counseling.

Transaction Methodology – Classroom teaching, Case Study, Quiz and Assignment

UNIT II: UNDERSTANDING COMMUNICATION PROCESS

11 Hours

Understanding Clients Behaviour, Reference Group, Initial Counseling Interview, Opening the Counseling Session, Counseling Interview Strategies, Counseling Interview Process, Establish Relationship, Problem Identification and Exploration, Plan for Problem Solving, Solution Application and Termination,

Developing and Terminating a Counseling Relationship and follow up, Assessing Clients' Problems.

Transaction Methodology – Classroom teaching, Case Study and Role Plays.

UNIT III: COUNSELING SKILLS & ATTITUDES

12 Hours

Counselor's Attitudes, Skills of Counseling, Counseling Strategies, Counseling Therapies-Insight Oriented Therapy, Behaviour Theory and Group Theory, Counseling interventions. Communication Strategies and Reference group and their role in understanding Client's Problems.

UNIT IV: EMPLOYEE PRODUCTIVITY & Ethical ISSUES IN COUNSELING

12 Hours

Role of Counseling in Understanding of Low Productivity of Indian Workers. Relationship between stress management and counseling, Ethics in counseling, Ethical Principles, Ethical Codes and Guidelines and Legal Issues.

Transaction Methodology – Classroom teaching, Case Study and Assignment.

TEXT BOOKS

- Singh, Kavita. (2019). *Counseling Skills for Managers*. 6th edition by Prentice Hall of India.

REFERENCES

- Flanagan, J, (2018). *Counseling and Psychotherapy Theories in Context and Practice Skills Strategies and Techniques*, 3rd edition. John Willey.
- Jones, Richard Nelson (2018). *Basic Counseling Skills*, 7nd edition. Sage Publications.


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COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				1	
CO2	3	2				2	
CO3	2	3	1			1	3
CO4	2	3	1			2	3
CO5	2	3	1	1	1	2	3
CO6	2	3	1	1	1		3

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Course Code
BBAH304

Course Title
CROSS CULTURAL MANAGEMENT

L T P C
3 1 0 4

- Course Outcomes**
- On completion of the course, the students will be able to:**
1. Recall key concepts, theories and models related to cross-cultural management.
 2. Explain the impact of culture on organizational behavior and management practices.
 3. Apply cross-cultural management frameworks to analyze and solve complex problems in multicultural work settings.
 4. Analyze the cultural dynamics within multicultural organizations and their impact on organizational effectiveness.
 5. Evaluate the effectiveness of cross-cultural leadership styles in achieving organizational goals.
 6. Design a comprehensive cross-cultural management plan for an organization expanding into a new international market.

UNIT I: INTRODUCTION

10 Hours

Understanding Culture, Culture dimensions, Significance and impact of cross culture on organizations, role of culture in Strategic Decision-making. Influence of National Culture on Organizational Culture. Shift in Culture: significance of shift in Culture, Influence of economic factors and foreign intervention on shifts in local cultures.

Transaction Methodology – Classroom teaching, Case Study, Quiz and Assignment

UNIT II: COMPARING CULTURE

11 Hours

Cultural and Behavioral differences in different countries, various models for comparing culture – Hofstede, Edward T Hall Study, GLOBE, Kluchohm & Stoodbeck, Cultural Adaptation through Sensitivity Training, Political, Legal, Economic, Ecological and Technological Facing Business and their Management.

Transaction Methodology – Classroom teaching, Case Study and Role Plays.

UNIT III: CROSS CULTURAL HUMAN RESOURCE MANAGEMENT

12 Hours

Staffing and Training for Global Operations Global Staffing Choices – Expatriates or Local Managers, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams. Cross –cultural Negotiation & Decision making: Culture and Dispute, Resolution of Conflicts and Disputes in cross culture context.

Transaction Methodology – Classroom teaching, Case Study and Role Plays.

UNIT IV: TRANSFER OF KNOWLEDGE

12 Hours

Transfer of managerial know-how, Emerging Models of Strategic Management in International Context, Achieving and Sustaining International Competitive Advantage; International Strategic Alliances, Cross-culture ethics: Ethics values across cultures and Ethics dilemma.

Transaction Methodology – Classroom teaching, Case Study and Assignment.

TEXT BOOKS

- Mahadevan, Jasmin (2023). *Cross-Cultural Management – A Contemporary Approach*, 1st edition. Sage.

REFERENCES

- Richter, Nicole F.; Strandkov, Jesper; Hauff, Sven; Taras, Vasyl (2022). *International Business and Cross-Cultural Management – An Applied Approach*. Edward Elgar Publishing.
- Thomas, David C.; Inkson, JH Kerr (2022). *Cross-Cultural Management – An Introduction*. 1st edition. SAGE.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				1	
CO2	3	2				2	
CO3	2	3	1			1	3
CO4	2	3	1			2	3
CO5	2	3	1	1	1	2	3
CO6	2	3	1	1	1		3

Course Code
BBAH305

Course Title
HUMAN RESOURCE ANALYTICS

L T P C
3 1 0 4

Course
Outcomes

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

1. Define the key concepts and terminology related to human resource analytics.
2. Explain the benefits and challenges of implementing HR analytics in organizations.
3. Apply statistical techniques to analyze HR data and derive meaningful insights.
4. Analyze HR data to identify trends, patterns, and correlations.
5. Evaluate the outcomes and effectiveness of HR analytics initiatives.
6. Design HR analytics strategies and frameworks aligned with organizational goals.

UNIT I: INTRODUCTION TO HR ANALYTICS

8 Hours

Evolution of HR Analytics, HR information systems and data sources, HR Metric and HR Analytics, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21 (r) Model.

Transaction Methodology – Classroom teaching, Case Study and Self-reading Material.

UNIT II: DIVERSITY ANALYTICS

8 Hours

Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.

Transaction Methodology – Classroom teaching, Case Study and Application Exercises.

UNIT III: RECRUITMENT & SELECTION ANALYTICS

9 Hours

Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.

Transaction Methodology – Classroom teaching, Case Study and Critical Thinking Exercises.

UNIT IV: PERFORMANCE ANALYTICS

10 Hours

meaning and significance, constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey.

Transaction Methodology – Classroom teaching, Case study.

UNIT V: MONITORING IMPACT OF INTERVENTIONS

10 Hours

Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment. Evaluation mediation process, moderation and interaction analysis.

Transaction Methodology – Classroom teaching and Case Discussion.

TEXT BOOKS

- Edwards, Martin R.; Edwards, Kirsten (2016). *Predictive HR Analytics – Mastering the HR Metric*. Kogan.

REFERENCES

- Jac, Fitz-enz (2010). *The new HR Analytics – Predicting the economic value of your company's human capital investing*. Amacom.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				1	
CO2	3	2				2	
CO3	2	3	1			1	3
CO4	2	3	1			2	3
CO5	2	3	1	1	1	2	3
CO6	2	3	1	1	1		3

Course Code
BBAH306

Course Title
HUMAN RESOURCE PLANNING & DEVELOPMENT

L T P C
3 1 0 4

Course Outcomes

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

1. Define the key concepts and theories related to human resource planning and development.
2. Explain the relationship between human resource planning and organizational performance.
3. Apply human resource planning techniques to forecast and address workforce needs.
4. Analyze the current workforce capabilities and identify skill gaps.
5. Evaluate the outcomes and effectiveness of human resource planning and development initiatives.
6. Design a comprehensive human resource planning and development strategy aligned with organizational goals.

UNIT I: MANPOWER PLANNING & RESOURCING

8 Hours

Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, obstacles in Manpower Planning.

Transaction Methodology – Classroom teaching, Case Study and Self-reading Material.

UNIT II: HRP PROCESS

8 Hours

Determination of objectives, Steps of Human Resource Planning, Manpower Inventory, Demand and Supply forecasting & Gap Analysis.

Transaction Methodology – Classroom teaching, Case Study and Application Exercises.

UNIT III: JOB ANALYSIS

9 Hours

Definition and Introduction; uses of Job analysis; Process of Job Analysis; Job Description; Job Specification, job enlargement, job enrichment.

Transaction Methodology – Classroom teaching, Case Study and Critical Thinking Exercises.

UNIT IV: HR AUDIT & HR ACCOUNTING

10 Hours

Concept, Objectives, Importance & Scope of HR Audit, Approaches to Human Resource Audit.

Transaction Methodology – Classroom teaching, Case study.

UNIT V: RECENT TRENDS IN MANPOWER PLANNING & DEVELOPMENT

10 Hours

Introduction, Competency mapping, Knowledge management, E-Manpower Development, E-Manpower planning.

Transaction Methodology – Classroom teaching and Case Discussion.

TEXT BOOKS

- Verma, Vikrant (2020). *Human Resource Planning & Development*. Thakur Publications.

REFERENCES

- Murugan, Annamalai (2018). *Human Resource Planning & Development*. Discovery Publishing.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				1	
CO2	3	2				2	
CO3	2	3	1			1	3
CO4	2	3	1			2	3
CO5	2	3	1	1	1	2	3
CO6	2	3	1	1	1		3


Registrar
Swami Rama Himalayan University

Course Code
BBAH307

Course Title
INDUSTRIAL RELATIONS & LABOUR LAWS

L T P C
3 1 0 4

Course Outcomes

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

1. Define the key concepts and terminology related to industrial relations and labour laws.
2. Explain the rights and responsibilities of both employers and employees in the context of labour laws.
3. Apply labour laws and regulations to resolve workplace disputes and conflicts.
4. Analyze the impact of labour laws on employment relations and work conditions.
5. Evaluate the outcomes and effectiveness of labour relations initiatives and practices.
6. Design strategies for fostering positive labour relations and promoting effective communication between employers and employees.

UNIT I: INTRODUCTION

10 Hours

Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management - Indian Culture & IR. Collective Bargaining (Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining) - The Bargaining Process - Strengths and Skills.

Transaction Methodology – Classroom discussions, Readings of Indian Constitution: Directive Principles and Preamble to help students establish its connection with Indian Labor Legislations, Management Game on Bargaining.

UNIT II: INDUSTRY ACTS

12 Hours

Factories Act 1948- Industrial Disputes Act, 1947 (Strikes, Lockouts), Minimum Wages Act, 1948 and recent amendments- Payment of Wages Act 1936; Payment of Bonus Act 1965.

Transaction Methodology – Classroom discussions, Case laws pertaining to all Acts, Application based exercises for students.

UNIT III: TRADE UNIONS

12 Hours

Purpose, Functions and Structure of Trade Unions - Trade Union Legislation - Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity. Registration of Trade Unions - Rights and responsibilities of registered Trade Unions, - Recognition of Trade Unions - Penalties and Procedure.

Transaction Methodology – Classroom discussions, Case study presentation by students (HMSI, Maruti Manesar Plant, and TATA Steel.)

UNIT IV: EMPLOYEE ACTS

11 Hours

The Employees' Provident Funds and Miscellaneous Provisions Act, 1952-The Employees' State Insurance Act, 1948-Payment of Gratuity Act, 1972-Maternity Benefit Act, 1961-Workmen's Compensation Act, 1923- (Only Important Provisions of the Act).

Future trends in IR (including IT sector)

Company Compliance – HRIS

Transaction Methodology –Classroom Teaching, class exercises related to calculation of PF, ESI, Compensation and Gratuity. Practical assignment of PF, ESI calculation of SRHU employees/Contract labour under contractor. Case laws discussion, Critical thinking exercises. Industry lecture for understanding of implementation of the said acts in the industry.

TEXT BOOKS

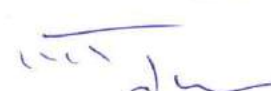
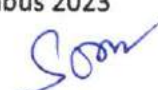
- Padhi, P.K. (2019). *Labour and Industrial Laws*, 4th edition. Prentice Hall India.
- Srivastava S.C. (2019). *Industrial Relations and Labour Laws*, Vikas Publishing House.

REFERENCES

- Sinha, (2017). *Industrial Relations, Trade Unions and Labour Legislation*, 3rd edition. Pearson Education.
- Mishra, S.N. (2021). *Labour and Industrial Law*, 29th edition. Central Law Publication.



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COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3	2				1	
C02	3	2				2	
C03	2	3	1			1	3
C04	2	3	1			2	3
C05	2	3	1	1	1	2	3
C06	2	3	1	1	1		3


Registrar
Swami Rama Himalayan University

Course Code
BBAH308

Course Title
LEADERSHIP

L T P C
3 1 0 4

Course Outcomes

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

1. Define the key concepts and theories related to leadership.
2. Explain the impact of leadership on individuals, teams, and organizations.
3. Apply leadership skills to motivate and inspire others.
4. Analyze the strength and weaknesses of different leadership styles.
5. Evaluate the outcomes and effectiveness of leadership practices and initiatives.
6. Develop strategies for building and leading diverse and inclusive teams.

UNIT I: INTRODUCTION

10 Hours

Introduction to Leadership. Types of leadership. Leading by design. Cultural aspects in leading. Leading by doing.

Transaction Methodology – Case Study

UNIT II: SKILLS FOR EFFECTIVE LEADERSHIP

15 Hours

Listening skills. Persuasive skills. Resolving conflicts.

Transaction Methodology – Case Study

UNIT III: DECISION MAKING

15 Hours

Decision-making & problem-solving. Creativity & innovation.

Transaction Methodology – Case Study

UNIT IV: LEADING ORGANISATIONS

10 Hours

Organisational transformation & leadership.

Transaction Methodology – Case Study

TEXT BOOKS

- Yukl, GA (2019). *Leadership in Organisations*. Pearson Education.

REFERENCES

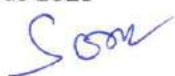
- Harvard Business Review (2011). *HBR's 10 Must Reads on Leadership*. Harvard Business Review Press.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				1	
CO2	3	2				2	
CO3	2	3	1			1	3
CO4	2	3	1			2	3
CO5	2	3	1	1	1	2	3
CO6	2	3	1	1	1		3



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Course Code
BBAH309

Course Title
NEGOTIATION SKILLS

L T P C
3 1 0 4

Course Outcomes

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

1. Define the key terms and concepts related to negotiation.
2. Explain the importance of effective communication in negotiation.
3. Apply negotiation skills to resolve conflicts and reach mutually beneficial agreements.
4. Analyze the interests and motivations of parties involved in a negotiation.
5. Evaluate the outcomes and effectiveness of negotiation processes.
6. Design negotiation strategies and tactics based on different scenarios.

UNIT I: INTRODUCTION

5 Hours

Importance of persuasion in communication. Persuasion in practice. Persuasive skills as soft skills.

Transaction Methodology – Case Study & Role Play

UNIT II: CONFLICT MANAGEMENT & NEGOTIATIONS

15 Hours

Understanding conflict and its management. Types of Negotiations. Understanding BATNA.

Transaction Methodology – Case Study & Role Play

UNIT III: RESOLVING DISPUTES

15 Hours

Dispute and its resolve. HR & industrial relations aspects.

Transaction Methodology – Case Study & Role Play

UNIT IV: DEVELOPING RESILIENCE & EMOTIONAL INTELLIGENCE

10 Hours

Developing Resilience & Emotional Intelligence for success in Negotiations.

Transaction Methodology – Case Study & Role Play

TEXT BOOKS

- Tracy, Brian (2018). *Negotiation: The Brian Tracy Success Library*. Pearson India. .

REFERENCES

- Harvard Business Review (2019). HBR's 10 Must Reads on Negotiation. Gildan Media.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				1	
CO2	3	2				2	
CO3	2	3	1			1	3
CO4	2	3	1			2	3
CO5	2	3	1	1	1	2	3
CO6	2	3	1	1	1		3


Registrar

Swami Rama Himalayan University

Course Code
BBAH310

Course Title
ORGANISATIONAL CHANGE & DEVELOPMENT

L	T	P	C
3	1	0	4

Course
Outcomes

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

1. Define the key concepts and theories related to organizational change and development.
2. Explain the impact of organizational change on individuals and the organization as a whole.
3. Apply change management techniques to plan and implement organizational change initiatives.
4. Analyze the organizational culture and its impact on change effort.
5. Evaluate the outcomes and impact of organizational change initiatives.
6. Develop strategies for sustaining change and ensuring long-term organizational success.

UNIT I: ORGANISATIONAL DEVELOPMENT

9 Hours

Definition, assumptions, Nature, Goals, Process, Objectives Strategies- Diagnostics Activities, Team Building, Survey Feedback, Process Consultation, Planning & Goal setting, OD Diagnosis Activities and Methods, Intervention Mechanisms.

Transaction Methodology – Classroom teaching, Case Study

UNIT II: ORGANIZATIONAL CHANGE

11 Hours

Basic Concept, Definition, Nature & Need to Organizational Change. Factors, Forces for Change: Types; Essential components of Change, Management Program. Process of Change: Model, Change Agent: Roles and Responsibilities, Resistance to Change. Overcoming Resistance: Strategies & Techniques Planned Change.

Transaction Methodology – Classroom teaching, Case Study

UNIT III: ORGANIZATIONAL CONFLICTS

9 Hours

Causes, Nature Measures to Resolve Organizational Conflicts. Inter Group Behaviour and Collaboration, Laboratory Learning Techniques, Managerial Grid, Sensitivity Training, Transactional Analysis, Inter-Group and Team Building Interventions, Management by Objectives.

Transaction Methodology – Classroom teaching, Case Study and Critical Thinking Exercises.

UNIT IV: ORGANISATION CULTURE & CLIMATE

8 Hours

Organizational Culture and Climate, Organizational Learning, Power and Politics in the Organization, Integration and Control.

Transaction Methodology – Classroom teaching, Case Study.

UNIT V: THE PROCESS OF EMPOWERMENT

8 Hours

The Process of Empowerment, Management of Gender Issues, Creativity and Innovation. Understanding and Managing Diversity. OD in Indian Organization.

Transaction Methodology – Classroom teaching and Case Discussion.

TEXT BOOKS

- Robbins, SP (2018). *Organizational Behaviour*. 14th edition. Pearson.
- Prasad (2016). *Organisational Development for Excellence*, 11th edition. McMillian India.

REFERENCES

- Osland, Joyce; Kolb, David; Rubin, Irwin; Turner, Marlene (2015). *Organisational Behaviour – An Experimental Approach*. 8th edition. Pearson
- Anderson, Donald (2015). *Organization Development: The Process of Leading Organizational Change*. 5th edition. S

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3	2				1	
C02	3	2				2	
C03	2	3	1			1	3
C04	2	3	1			2	3
C05	2	3	1	1	1	2	3
C06	2	3	1	1	1		3

Course Code
BBAH311

Course Title
TALENT MANAGEMENT

L T P C
3 1 0 4

Course
Outcomes

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

1. Describe the key principles and concepts of talent management.
2. Explain the relationship between talent management and organizational performance.
3. Apply talent development programs to enhance employees' skills and competencies.
4. Analyze talent needs and gaps within an organization.
5. Critically evaluate the impact of talent management initiatives on organizational success.
6. Design a comprehensive talent management framework aligned with organizational goals.

UNIT I: INTRODUCTION

7 Hours

Meaning and significance of talent management - attracting talent, retaining talent, right sizing the workforce, work life balance initiatives, providing HR leadership to business.

Transaction Methodology – Classroom teaching, Case Study and Self-reading Material.

UNIT II: COMPETENCY MAPPING

10 Hours

Features of competency methods, approaches to mapping and case studies in competency mapping - Competency mapping procedures and steps - business strategies - methods of data collection for mapping - Developing competency models from raw data - data recording, analyzing the data, content analysis of verbal expression, validating the competency models.

Transaction Methodology – Classroom teaching, Case Study and Application Exercises.

UNIT III: PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT

8 Hours

Personal Development plans, 360 degree feedback as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

Transaction Methodology – Classroom teaching, Case Study and Critical Thinking Exercises.

UNIT IV: EMPLOYEE ENGAGEMENT

10 Hours

meaning and significance, constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey.

Transaction Methodology – Classroom teaching, Case Study and Survey.

UNIT V: SUCCESSION PLANNING

10 Hours

Identifying managerial positions which are critical for the business. Identifying the second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents – Taking - up lateral hiring when there is discontinuity in the succession plans.

Transaction Methodology – Classroom teaching and Case Discussion.

TEXT BOOKS

- Sanghi, Seema (2016). *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*. 3rd edition. Sage Text.
- Joshi Gowri, Vohra Veena (2017), *Talent Management*, Cengage Publication.

REFERENCES

- Miller Mark (2018). *Talent Magnet: How to Attract and Keep the Best People*. Berrett-Koehler Publishers
- Mulligan Christopher and Taylor Craig (2019). *Talent Keepers: How Top Leaders Engage and Retain Their Best Performers*. Wiley Publication.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
C01	3	2				1	
C02	3	2				2	
C03	2	3	1			1	3
C04	2	3	1			2	3
C05	2	3	1	1	1	2	3
C06	2	3	1	1	1		3

Course Code
BBAH312

Course Title
TRAINING & DEVELOPMENT

L T P C
3 1 0 4

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

Course
Outcomes

1. Recall and explain theories and concepts related to training and development.
2. Compare and contrast different training approaches and their advantages/ disadvantages.
3. Apply appropriate instructional design principles to create engaging and effective training content.
4. Analyze training evaluation data to assess the effectiveness of training initiatives.
5. Critically assess the effectiveness of different training methods and make recommendations for improvement.
6. Design a comprehensive training and development strategy aligned with organizational goals.

UNIT I: INTRODUCTION TO EMPLOYEE LEARNING AND DEVELOPMENT

11 Hours

Learning, Meaning and significance, The Forces Influencing training and Learning, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory. The basic principles of learning, The Learning Process, Mental and Physical Processes, The Learning Cycle, Instructional Emphasis for Learning Outcomes.

Transaction Methodology –Classroom discussions, Case analysis and individual assignments.

UNIT II: NEED & ASSESSMENT OF TRAINING

11 Hours

Definition and purposes of training needs Assessment, level & Components of needs assessment, its Advantages, Task – performance – competency analysis. Designing Training Programs, identifying the training objectives, determining structure, content, duration, method, learning activities

Transaction Methodology –Classroom discussions, Case analysis and Role plays.

UNIT III: TRAINING IMPLEMENTATION & EXECUTIVE DEVELOPMENT

11 Hours

Implementing training programs both On-the-job and Off-the-job. Executive Development (Lecture, Case Study Method), E-Course. Experiential Course.

Transaction Methodology –Classroom discussions, Case analysis and Role plays.

UNIT IV: EVALUATING TRAINING EFFECTIVENESS

12 Hours

Evaluating effectiveness of training and development, Evaluation Criteria, Evaluation design, Problems and pitfalls in training and development, Training role and practices in organizations. Determining ROI, Measuring Human Capital and Training Activity.

Transaction Methodology –Classroom discussions, Case analysis and Group presentations.

TEXT BOOKS

- Thomaskutty, C.S. (2017). *Management Training and Development*. Himalaya Publishing House.
- Reddy, B. Ratan (2016). *Effective Human Resource Development Strategy*. Himalaya Publishing House.

REFERENCES

- Elaine Biech (2018). *ATD's Action Guide to Talent Development: A Practical Approach to Building Your Organization's TD Effort*. ATD.
- Noe, Raymond Andrew (2018). *Employee Training & Development*. McGraw Hill.

COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes					Program Specific Outcomes	
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CO6	2	3	1	1	1		3



SWAMI RAMA HIMALAYAN UNIVERSITY
HIMALAYAN SCHOOL OF MANAGEMENT STUDIES
 Swami Ram Nagar, Jolly Grant, Doiwala, Dehradun



INTERNAL ASSESSMENT

#	Assessment	CO Covered	Duration	MM	Assessment Pattern
1.	Sessional I	CO1 - Recall CO2 - Understand CO3 - Apply	Time duration of sessional I is 1½ Hours	50	Question paper format (50 Marks, 1½ Hours) 1. CO-1 Recall [Fill in the blanks, True or False, Match the following, List] (2*5=10 Marks) 2. CO-1 Recall [Choose, Define, Recognize] (5*2=10 marks) 3. CO-2 Understand [Describe, Explain] (5*2=10 marks) 4. CO-2 Understand [Enumerate, Illustrate] (10 marks) 5. CO-3 Apply [Apply, Solve, Use] (10 marks)
2.	Sessional II	CO3 - Apply CO4 - Analyze CO5 - Evaluate	Time duration of sessional II is 1½ Hours	50	Question paper format (50 Marks, 1½ Hours) 1. CO-3 Apply [Apply, Solve, Use] (10 marks) 2. CO-4 Analyze [Analyze, Compare, Evaluate] (10 marks) 3. CO-4 Analyze [Analyze, Compare, Evaluate] (10 marks) 4. CO-5 Evaluate [Assess, Critique, Evaluate] (10 marks) 5. CO-5 Evaluate [Assess, Critique, Evaluate] (10 marks)
3.	Day to Day Assessment I	CO1 - Recall CO2 - Understand CO3 - Apply	The assessment may be taken during the first or second teaching slot.	50	Assessment to include <u>any one</u> of the following • Quiz • Essay/ Long Answer Questions • Field Work • Article Analysis
4.	Day to Day Assessment II	CO4 - Analyze CO5 - Evaluate CO6 - Create	The assessment is to be taken during the third teaching slot.	50	Assessment to include <u>any one</u> of the following • Case Analysis • Presentation • Projects • Role-plays

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[Signature]

Enrolment Number Registration Number
 S R H U D D

END SEMESTER EXAMINATION, Month, Year

PROGRAM (Semester)

TIME 3 Hours

MM 100

NOTE- Read all the Instructions carefully.

1. This question paper consists of four sections, each focusing on different cognitive objectives (COs).
2. Read the instructions carefully for each section before attempting the questions.
3. Attempt all the questions in the specified sections. Marks for each section are indicated in parentheses.
4. Ensure that you provide clear and concise answers.

1. VERY SHORT ANSWER QUESTIONS – Attempt All.

(2*10 = 20 Marks)

- | | | |
|--|---|---|
| a.
b.
c.
d.
e.
f.
g.
h.
i.
j. | } | CO 1 – Remembering [Define, Recall] |
| g.
h.
i.
j. | } | CO 2 – Understanding [Discuss, Explain] |

2. SHORT ANSWER QUESTIONS – Attempt any Five.

(4*5 = 20 Marks)

- | | | |
|--|---|-------------------------------------|
| a.
b.
c.
d.
e.
f.
g. | } | CO 3 – Applying [Apply, Solve] |
| f.
g. | } | CO 4 – Analysing [Analyze, Examine] |

3. STRUCTURED QUESTIONS – Attempt any Three.

(3*10 = 30 Marks)

- | | | |
|----------------------|---|--|
| a.
b.
c.
d. | } | CO 4 – Analysing [Analyze, Examine] |
| c.
d. | } | CO 5 – Evaluating [Evaluate, Critique] |

4. Case Analysis/ Situation Based QUESTIONS – Attempt any Two.

(2*15 = 30 Marks)

- | | | |
|----------------|---|---|
| a.
b.
c. | } | CO 5 – Evaluating [Evaluate, Critique] |
| b.
c. | } | CO 6 – Creating [Create, Design, Develop, Formulate, Write] |

[Handwritten signatures and marks]


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