

# Institute of Engineering & Management



## Detailed Syllabus & Course Structure

**[Session: 2020-23]**

**Department of BBA**

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### **Preamble**

The Bachelor of Business Administration (BBA) is a three year degree Program. These courses are spread over six semesters. The students are also holistically taught and trained through the concept of Integrated Learning Programme, involving class room sessions, Group Discussions, Mock tests, Interviews designed and executed by Academicians and Industry experts. Domain knowledge and soft skills are rigorously included in the learning sessions comprises of courses related to Economics, Entrepreneurship, Communication, Statistics, Psychology, Operation research, Law as general subjects to learn. Apart from learning these subjects in first 2 years (4 semesters), students shall learn the specialization subjects with respect to Marketing, Human Resource, Finance in final year (5<sup>th</sup> and 6<sup>th</sup> semester). An aspirant can acquire knowledge in connection with business issues and can equip themselves to solve business problems. The course can also prepare them better for efficient and effective decisions. The course is aimed to create better leader for future.

## Program Objectives

Broader objective of Bachelor of Business Administration Programme are

1. Students will gain in-depth knowledge about changing business environment across different industries.
2. Students will be able to handle different tools of decision making and problem solving methods in the context of commercial organization.
3. Students will be industry ready by using different techniques of problem solving approach of commercial organization.
4. Students will be able to assess the relevance of investment in several domain areas of business.
5. Students will be able to connect different concepts of marketing, human resource and finance in business.
6. Students will be able to understand optimum value of utilizing non-monetary resources to achieve prosperity of an organization.
7. Students will be able to assess the role and value of several functional areas of an organization for enhancing efficiency.
8. Students will be able to understand qualitative perspectives of coordination and cooperation to build an effective team.

### Program Outcomes

Name of the Program Outcome	Program Outcome	Competencies	Performance Indicator
<p style="text-align: center;"><b>PO1: Assessment of Choices</b></p>	<p style="text-align: center;">Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.</p>	<p>1.1. Demonstrate competencies in Business Construction Model &amp; Decision- Making Model</p>	<p>1.1.1. Ability to take up analytical approach for problem solving,</p>
		<p>1.2. Demonstrate competencies in evaluation of each of the alternatives</p>	<p>1.1.2. Ability to take into consideration minute details and factors that influences a business.</p>
			<p>1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.</p>
<p style="text-align: center;"><b>PO2: Identification of the Nature of a Problem Area</b></p>	<p style="text-align: center;">Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.</p>	<p>2.1. Demonstrate an ability to identify an area that requires problem solving.</p>	<p>2.1.1. Ability to contribute towards problem solving methods.</p>
		<p>2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.</p>	<p>2.1.2. Understanding a problem or issues belong to which of the specialized areas- Finance, HR or marketing.</p>
			<p>2.2.1. To be able to identify the different factors that influence the business.</p>
<p style="text-align: center;"><b>PO3: Decision Making Skills</b></p>	<p style="text-align: center;">Students will develop decision making skills with the help of analytical and</p>	<p>3.1. To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.</p>	<p>3.1.1. Capability of implementation of a decision after proper assessment.</p>

	critical thinking ability.		3.1.2. Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
		3.2. To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
<b>PO4: Communication Skills</b>	Communication skills will be enhanced in Synchronization with the functioning of the business analytics algorithms.	4.1. To Demonstrate the ability to make effective business communication.	4.1.1. Ability to choose appropriate words when making verbal communication,
			4.1.2. To be able to select proper language and words when making written communication.
<b>PO5: Team Work</b>	Students will develop the capability of functioning efficiently within the teams.	4.2. To Demonstrate the ability to pursue stakeholders and enhancing the convincing skills.	4.2.1. Ability to present oneself groomed properly and uses formal gestures with appropriate body language.
		5.1. To understand Group Formation and Group Cohesiveness	5.1.1. Ability to understand the objective of the group and deciding a common goal.
		5.2. To be able to demonstrate the importance of adjustment and the importance of concentrating other group members' opinion.	5.2.1. The ability to apply the behavioral science when functioning within the group.
<b>PO6: Integration of Functions</b>	Students will be able to integrate functional areas of management for planning,	6.1. Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.1. Continuation of Professional development and observation skills,

	implementation and control of business decisions.		6.1.2. Using rational approach towards an issue.
		6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers and
			6.2.2. Study in the changes in political & technological environment.
<b>PO7: Deployable Skill set</b>	Students will develop deployable skills parallel to the chosen functional/ specialized area.	7.1. Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1. Acknowledgement of the existence of a problem.
			7.1.2. Deciding the overall nature of the problem and its minor details.
		7.2. Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.
<b>PO8: Moral Sensitivity</b>	Students will develop the capability to demonstrate increased level of sensitivity towards areas that require ethical and moral addressing during the course of business.	8.1. To Demonstrate the ability to identify that there is a moral dilemma.	8.1.1. The ability to identify the confusion or the dilemma that is in existence.
		8.2. Demonstration of the ability to solve the moral dilemma.	8.2.1. Ability to select the best path that will serve to a bigger interest of the stakeholders and the society.

**INSTITUTE OF ENGINEERING & MANAGEMENT****BBA (H) COURSE STRUCTURE**

Batch 2020-23								
A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour / week				Credits
1 <sup>st</sup>	1 <sup>st</sup>			L	T	P	TOTAL	
		BBA - 101	English	2	0	1	3	3
		BBA -102	Business Mathematics - I	3	1	0	4	4
		BBA -103	Business Statistics - I	3	1	0	4	4
		BBA - 104	Micro Economics	4	0	0	4	4
		BBA -105	Computer Applications	2	0	2	4	4
		BBA(GS) 101	Essential Studies for Professionals -I	2	0	0	2	2
Total of theory								21
B. SESSIONAL								
		BBA(GS) 181	Skill Development for Professionals-I	1	0	0	1	1
		BBA-111	Project-I	1	0	0	1	1
Total credit in sessional papers								2
C. MOOCs								
	MOOCs-I	MOOCs (BBA) - 121	Business Analytics – I	1	0	1	2	2
	MOOCs-II	MOOCs (BBA)- 122						2
Total credit in MOOCs								4
<b>TOTAL SEMESTER</b>								<b>27</b>



Batch 2020-23								
A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
1 <sup>st</sup>	2 <sup>nd</sup>			L	T	P	TOTAL	
		BBA - 201	Operations Management	3	0	1	4	4
		BBA - 202	Organizational Behaviour	2	0	1	3	3
		BBA - 203	Values and Ethics	1	0	1	2	2
		BBA - 204	Environment and Sustainable Development	1	0	1	2	2
		BBA - 205	Macro Economics	2	0	1	3	3
		BBA - 206	Quantitative Methods	2	0	1	3	3
		BBA(GS) 201	Essential Studies for Professionals -II	2	0	0	2	2
<b>Total credit in theory papers</b>								<b>19</b>
B. SESSIONAL								
		BBA(GS) 281	Skill Development for Professionals-II	1	0	0	1	1
		BBA-211	Project-II	0	0	2	2	1
<b>Total credit in sessional papers</b>								<b>2</b>
C. MOOCs								
	MOOCs 3	MOOCs (BBA) - 221	Business Analytics– II	1	0	1	2	2
	MOOCs 4	MOOCs (BBA) - 222	Business Communication	1	0	1	2	2
<b>Total credit in MOOCs</b>								<b>4</b>
<b>TOTAL CREDIT in 2<sup>nd</sup> SEMESTER</b>								<b>25</b>

Batch 2020-23								
A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
2 <sup>nd</sup>	3 <sup>rd</sup>			L	T	P	TOTAL	
		BBA - 301	Business Research Methods	3	0	1	4	4
		BBA - 302	Financial Accounting & Tally	3	0	1	4	4
		BBA - 303	Marketing Management	2	0	1	3	3
		BBA - 304	Management Information Systems	2	0	1	3	3
		BBA - 305	Personality Development	1	0	1	2	2
		BBA - 306	Design Thinking	1	0	1	2	2
		BBA(GS) 301	Essential Studies for Professionals – III	2	0	0	2	2
<b>Total credit in theory papers</b>								<b>20</b>
B. SESSIONAL								
		BBA(GS) 381	Skill Development for Professionals-III	1	0	0	1	1
		BBA - 311	Project III	0	0	2	2	1
<b>Total credit in sessional papers</b>								<b>2</b>
C. MOOCs								
	MOOCs-5	MOOCs (BBA) - 321	Business Analytics– III	1	0	1	2	2
	MOOCs-6	MOOCs (BBA) - 322	Digital Marketing	2	0	0	2	2
<b>Total credit in MOOCs</b>								<b>4</b>
<b>TOTAL CREDIT in 3<sup>rd</sup> SEMESTER</b>								<b>26</b>

Batch 2020-23								
A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
2 <sup>nd</sup>	4 <sup>th</sup>			L	T	P	TOTAL	
		BBA - 401	Strategic Management	3	0	1	4	4
		BBA - 402	Marketing Management	3	0	1	4	4
		BBA - 403	Human Resource Management	3	0	1	4	4
		BBA - 404	Cost Accounting	3	0	1	4	4
		BBA - 405	Management Information Systems	2	0	1	3	3
		BBA(GS) 401	Essential Studies for Professionals - IV	2	0	0	2	2
Total credit in theory papers								21
B. SESSIONAL								
		BBA(GS) 481	Skill Development for Professionals-IV	1	0	0	1	1
		BBA - 411	Project IV	0	0	2	2	1
Total credit in sessional papers								2
C. MOOCs								
	MOOCs 3	MOOCs (BBA) - 421	Business Analytics– IV	1	0	1	2	2
	MOOCs 4	MOOCs (BBA) - 422	Artificial Intelligence- II	2	0	0	2	2
Total credit in MOOCs								4
<b>TOTAL CREDIT in 4<sup>th</sup> SEMESTER</b>								<b>27</b>

Batch 2020-23								
A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
				L	T	P	TOTAL	
3 <sup>rd</sup>	5 <sup>th</sup>							
		BBA - 501	Entrepreneurship Development & Corporate Social Responsibility	4	0	0	4	4
		BBA - 502	Public Systems Management	3	0	0	3	3
		BBA(GS) 501	Essential Studies for Professionals - V	2	0	0	2	2
<b>Elective I (Marketing Specialization)</b>								
		BBA(MM) - 503	Consumer Behaviour	4	0	0	4	4
		BBA(MM) - 504	Sales & Distribution Management	4	0	0	4	4
		BBA(MM) - 505	Brand & Retail Management	4	0	0	4	4
<b>Elective II (HR Specialization)</b>								
		BBA(HR) - 503	Human Resources Planning	4	0	0	4	4
		BBA(HR) - 504	Human Resource Development	4	0	0	4	4
		BBA(HR) - 505	Employment Compensation & Administration	4	0	0	4	4
<b>Elective III (Finance Specialization)</b>								
		BBA(FM) - 503	Direct Taxation	4	0	0	4	4
		BBA(FM) - 504	Financial Management	4	0	0	4	4
		BBA(FM) - 505	Financial Institutions and Markets	4	0	0	4	4
<b>Total of Theory</b>								<b>21</b>
<b>B. SESSIONAL</b>								
		BBA(GS) 581	Skill Development for Professionals -V	1	0	0	1	1
		BBA - 512	Project V	1	0	1	2	1
<b>Total credit in sessional papers</b>								<b>2</b>
<b>C. MOOCs</b>								
	MOOCs 9	MOOCs (BBA) - 521	Business Analytics – V	2	0	0	2	2
	MOOCs 10	MOOCs (BBA) - 522	Artificial Intelligence- III	0	0	2	2	2
<b>Total credit in MOOCs</b>								<b>4</b>
<b>TOTAL CREDIT in 5<sup>th</sup> SEMESTER</b>								<b>27</b>

Batch 2020-23								
A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
3 <sup>rd</sup>	6 <sup>th</sup>			L	T	P	TOTAL	
		BBA - 601	Total Quality Management	3	0	0	3	3
		BBA(GS) 601	Essential Studies for Professionals - VI	2	0	0	2	2
		BBA - 603	Thesis Paper & Grand Viva	0	0	0	0	4
Elective I (Marketing Specialization)								
		BBA(MM) - 603	Advertising & Sales Promotion	4	0	0	4	4
		BBA(MM) - 604	Services Marketing	4	0	0	4	4
		BBA(MM) - 605	Rural Marketing	4	0	0	4	4
Elective II (HR Specialization)								
		BBA(HR) - 603	Organizational Development	4	0	0	4	4
		BBA(HR) - 604	Industrial Relations & Labour Laws	4	0	0	4	4
		BBA(HR) - 605	HRM Practices	3	0	1	4	4
Elective III (Finance Specialization)								
		BBA(FM) - 603	Corporate Finance	4	0	0	4	4
		BBA(FM) - 604	Financial Institutions and Markets	4	0	0	4	4
		BBA(FM) - 605	Derivatives & Risk Management	4	0	0	4	4
Total of Theory								
B. SESSIONAL								
		BBA(GS) 681	Skill Development for Professionals - VI	1	0	0	1	1
		BBA - 612	Business Analytics – VI	1	0	1	2	1
		BBA - 613	Artificial Intelligence - IV	2	0	0	2	1
		BBA - 614	Project-VI	0	0	2	2	1
Total Sessional								4
TOTAL SEMESTER								25
TOTAL DEGREE COURSE								148

**Institute of Engineering & Management**

**Detailed syllabus for Bachelor of Business Administration (BBA) Programme**

**Semester-I**

**Theory Papers**

Semester- 1st

Paper- English [BBA-101]

Credit Points-3

Total Contact Hours-30

<b>Module I: Grammar and Vocabulary</b>	<b>(9L)</b>
<b>Grammatical &amp; Structural Aspects:</b> Kinds of Sentences and Clauses, The Function of Tenses, Voice, Preposition, Question Tags.	
<b>Vocabulary:</b> Idioms and Phrases, One Word Substitution	
<b>Practical Grammar:</b> Narration	
<b>Module II: Reading</b>	<b>(6L)</b>
<b>Comprehension:</b> Unseen passages	
<b>Spotting Errors:</b> Spotting Errors, Sentence Improvement, Usage of Correct Sentence	
<b>Module III: Business Correspondence</b>	<b>(10L)</b>
<b>Letter Writing:</b> Aspects of an affective Business letters, Orders and Payments, Complaints and Adjustments,	
<b>Effective Email Writing:</b> Features of email writing	
<b>Module IV: Listening and Speaking</b>	<b>(5L)</b>
<b>Interactive Communication:</b> Introducing Self, Greetings, Interview, group discussions	
<b>Pronunciation:</b> Speeches for different occasions	

**Suggested Readings:**

1. Objective General English by SP Bakshi; Arihant Publication
2. A. Ashley: A Handbook of Commercial Correspondence, OUP

**References:**

3. Wren & Martin High School English Grammar and Composition Book.
4. Lucent's General English.
5. J. C. Nesfield : Manual of English Grammar and Composition

Semester – 1<sup>st</sup>

Paper: Business Mathematics- I [BBA 102]

credit Points– 4

Total credit hours – 40

**Course Objective:** The course aims to equip students with a broad based knowledge of mathematics with emphasis on management applications, To provide a strong foundation of mathematics that would make application of managerial skills effective and efficient & to assist students in reaching a level of increased competence in Mathematics.

**Module-I (Algebra) [24 L]**

1. **The Number System** – Positive and Negative Integers, Fractions, Rational and Irrational Numbers, Real Numbers, Problems Involving the Concept of Real Numbers.
2. **Basic Algebra** – Algebraic Identities, Simple Factorizations; Equations: Linear and Quadratic (in Single Variable and Simultaneous Equations). Surds and Indices; Logarithms and Their Properties (Including Change of Base); Problems Based on Logarithms.
3. **Set Theory** – Introduction; Representation of Sets; Subsets and Supersets; Universal and Null Sets; Basic Operations on Sets; Laws of Set Algebra; Cardinal Number of a Set; Venn Diagrams; Application of Set Theory to the Solution of Problems.
4. **Functions** – Elementary idea of functions; Domain of a Function; Composition Functions; Classification of Functions: Polynomial, Rational, Exponential and Logarithmic Functions.
5. **Quadratic Functions and Theory of Quadratic Equations** – Solution of the Quadratic Equation  $ax^2 + bx + c = 0, a \neq 0$ ; Nature of the Roots of a Quadratic Equation; Sum and Product of roots; Relation Between Roots; Condition for the Existence of a Common Root; Forming Quadratic Equation with given Roots.
6. **Simple Interest and Compound Interest** – Concept of Present Value and Amount of a Sum.
7. **Ratio, Proportion**
8. **Sequences and Series** – General Idea and Different Types of Sequences; Arithmetic and Geometric Progressions; Arithmetic and Geometric Means; Arithmetic and Geometric Series.
9. **Permutations and Combinations** – Fundamental Principle of Counting; Factorial Notation. Permutation: Permutation of n Different Things; of Things not all Different; Restricted Permutations; Circular Permutations.
10. **Binomial Theorem**- Binomial Theorem for a positive integral index; General term; Middle term; Properties of Binomial Coefficients; the greatest term in the Binomial expansion. Binomial theorem for any index.

**Module-II (Basics of Calculus) [6L]**

**Limits:** Notation and meaning of limits; Fundamental theorems on limits; Evaluation of limits of algebraic, exponential and logarithmic functions.

**Continuity:** Continuity of a function at a point  $x = a$  and in an interval.

**Differentiation:** Meaning and geometrical interpretation of differentiation; Differentiation from first principles; Standard derivatives; Rules for calculating derivatives; Logarithmic differentiation; Derivatives of composite functions, implicit functions and functions defined parametrically.

**Module-III (Operations Research I) [10L]**

Introduction to OR,

Formulating Linear programming problems.

Graphical solution of L.P.P.

Game theory - Introduction to Game theory; The maximin and minimax criterion; Existence of saddle point; Games without saddle point; solution of 2X2 games using mixed strategies; Concept of dominance; General rule of dominance.

**Suggested Readings:**

1. BBA Mathematics Vol I – Pal & Das ,U.N.Dhur & Sons Pvt. LTD
2. BBA Mathematics Vol II – Pal & Das ,U.N.Dhur & Sons Pvt. LTD

## 3. Linear Programming &amp; Game Theory – Chakraborty &amp; Ghosh, Moulik Library Kolkata

**Semester – 1<sup>st</sup>****Paper: Business Statistics- I [BBA 103]****Credit Points– 4****Total credit hours – 40**

**Course Objective:** The course aims to enable the students to have a proper understanding of Statistical applications in Economics and Management & the use of statistical, graphical and algebraic techniques wherever relevant.

**Module-I:**

1. Introduction: Statistics as a Subject, Functions, Importance and Limitations of Statistics, Census and Sample Investigation, Descriptive and Inferential Statistics. [2L]
2. Collection, Editing and Presentation of Data: Primary Data and Secondary Data, Methods of Collection, Scrutiny of Data. Presentation of Data: Textual and Tabular Presentations, Construction of a Table and the Different Components of a Table, Diagrammatic Representation of Data: Line Diagrams, Bar Diagrams, Pie Charts and Divided-Bar Diagrams. [3L]
3. Frequency Distributions: Variables and Attributes, Frequency Distribution of An Attribute; Discrete and Continuous Variables, Frequency Distributions of Discrete and Continuous Variables, Diagrammatic Representation of a Frequency Distribution: Case of An Attribute, Case of a Discrete Variable: Column Diagram, Frequency Polygon and Step Diagram, Case of a Continuous Variable: Histogram and Ogive, Frequency Polygon. [5L]

**Module-II**

1. Measures of Central Tendency: Definition and Utility, Characteristics of Average, Different Measures of Average: Arithmetic Mean, Median, Mode, Partitional Values: Quartile, Percentile and Deciles. Geometric and Harmonic Mean. Choice of a Suitable Measure of Central Tendency. [7L]
2. Measures of Dispersion: Meaning and Objective of Dispersion, Characteristics of a Good Measure of dispersion, Different measures of dispersion – Range, Quartile deviation, Mean deviation, Mean Absolute Deviation, Standard Deviation; Comparison of the Different Measures of Dispersion. Measures of Relative Dispersion: Coefficient of Variation. [7L]
3. Moments, Skewness and Kurtosis: Moments: Different Ways to Calculate Moments. Skewness: Measures of Skewness, Kurtosis and its Measures. [3L]

**Module-III**

1. Correlation Analysis: Analysis of Bivariate data. Correlation Analysis – Meaning of Correlation: Scatter Diagram, Karl Pearson's Coefficient of Linear Correlation, Calculation of the Correlation Coefficient from Grouped Data, Properties of the Correlation Coefficient Advantages and Limitations of the Correlation Coefficient, Idea of Rank Correlation; Spearman's Rank Correlation Coefficient(without tie) [6L]
2. Regression Analysis – Two Lines of Regression: Some Important Results Relating to Regression Lines, Calculation of Regression Coefficients, Relation Between Regression Coefficient and Correlation Coefficient, Identification Problem. [4L]

**Module-IV**

1. Analysis of Time Series: Objective of time series analysis; Causes of variations in time series



data, Components of a time series, Additive Models, Multiplicative Models, Moving averages method and method of least squares; Measurement of secular trend. [3L]
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**Suggested Readings:**

1. A.M Goon, M.K Gupta & B, Dasgupta : Basic Statistics : World Press
2. Managerial Statistics – S. Roychowdhury & D.Bhattacharya : U.N.Dhur & Sons Pvt. Ltd.
3. G. C. Beri – Business Statistics, Second Edition: Tata McGraw- Hill
4. Statistical Methods – N.G.Das : Tata MacGraw-Hill

**Semester – 1<sup>st</sup>****Paper: Micro Economics [BBA 104]****Credit Points– 4****Total credit hours - 40**

**Course Objective:** To enable the students to understand fundamental concepts, terms and terminologies involved in micro economics. Through the incorporation of caselets/case studies, familiarize the students with real micro-economic scenarios, like relation between the elasticity of demand for goods and services and the price regulation capacity and different types of market.

**Module-1 (Introduction) [4 L]**

Basic problems of an economy. Working of price mechanism and Resource allocation

**Module-2 (Theory of demand and its elasticity) [6 L]**

Demand function, Law of demand, Slope of the demand curve, Concept and measurement of elasticity of demand, Price, income and cross elasticity, Average revenue, marginal revenue, and elasticity of demand, Determinants of elasticity of elasticity and numerical. Indifference curve analysis:

**Module-3 (Production Function) [6 L]**

Concepts and definitions, Law of variable proportions, Iso-quants and its features, Economic regions and optimum factor combination; Expansion path; Returns of scale; Internal and external economies.

**Module-4 (Theory of Costs) [4L]**

Short-run and long-run cost curves, traditional and modern approaches

**Module-5 (Market Structures: Perfect competition) [6L]**

Perfect Competition: Profit maximization and equilibrium of firm and industry, Short-run and long run supply curves; Price and output determination. Practical applications

**Module-6 (Market Structures: Imperfect competition) [14L]**

Monopoly: Determination of Price under monopoly; Equilibrium of a firm, Comparison between perfect competition and monopoly; Price discrimination. Practical applications. Monopolistic Competition : Meaning and characteristics; Price and output determination under monopolistic competition, Product differentiations; Selling costs; Comparison with perfect competition Oligopoly : Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; Kinked demand curve

**Suggested Readings:**

1. Advanced Economic Theory: Microeconomic Analysis by Dr H. L. Ahuja, S. Chand Publication
2. M. L. Jhingan (7<sup>th</sup> Edn): Microeconomic Theory

3. N.G. Mankiw : Principles of Microeconomics, Cengage
4. A. Koutsoyianni : Modern Micro-Economics, Macmillan

Semester – 1<sup>st</sup>

Paper: Computer Applications [BBA 105]

Credit Points– 4

Total credit hours - 40

**Module 1: Computer Concepts (8L)**

Computer and Its Characteristics, Basic Block Diagram of Computer System, First Generation, Second Generation, Third Generation, Fourth Generation, Fifth Generation, Modern Taxonomy of Computers, Mini Computer, Micro Computer, Mainframe Computer, SuperComputer, Laptop, Keyboard, Mouse, Light Pen, Barcode Readers, Scanners, MICR, OCR, Voice Recognition and Handwriting Recognition Systems, Visual Display Terminals, Printers, Plotters, Primary Storage – RAM, ROM, EEPROM, PROM, EPROM, Secondary Storage – Direct Access Devices, Serial Access Devices: Hard Disks, CD-ROM, DVD, Cache Memory, Virtual Memory( Definition Only), Control Module, Arithmetic and Logic Module, Decoders, Registers, Machine Instructions, Stored Program Concept, Program Execution: Fetch-Decode-Execute Cycle, Arithmetic, Logical and Shift Operations.

**Module 2: Data Representation(5L)**

Number Systems-Binary, Octal, Hexadecimal, Conversion of Binary to decimal, Binary to Octal, Binary to Hexadecimal & Vice-Versa.

**Module 3: Computer Software:(6L)**

Meaning of Software, Broad Classification of Software, System Software, Application Software, Utilities.

Operating Systems: Basic Idea of An OS (DOS, Windows, Unix, Linux), Functions of OS, OS As a Resource Manager – Memory Management, Input /Output Management, Secondary Storage Management, Program Management, Network Management, Application Packages.

**Module 4: Word Processing Software:(6L)**

Microsoft Word 2007: The different functionalities in the Microsoft Word Software 2007, Creation of a New Document, Editing an Existing Document, Saving and Printing a File, Use of the Different Ribbon Tab and Tools, Handling Tables in MS Word 2007, Mail Merge, Macro.

**Module 5: Spreadsheet Software : Microsoft Excel 2007:(10L)**

Creating a New Spreadsheet Document, Editing an Existing Document, Saving Spreadsheet in Different Formats, Validation of data in Fields, Different Tools Available in MS Excel 2007 Ribbon Tabs, Performing Mathematical Calculations (using Formula and Functions), Searching, Sorting and Filtering, Min Media Mode, Reference Operators, Functions: Typing a Function, Creating a Column Chart: Changing the Size and Position of a Chart Saving a File in Microsoft Excel, Closing a Microsoft Excel Worksheet, Formatting Excel Worksheet for printing.

**Module 6: Presentation Software: Microsoft PowerPoint 2007:(5L)**

The Different Functionalities of Microsoft PowerPoint 2007, Creating a PowerPoint Presentation, Creating and Inserting a New Slide, Creating a Title Slide; Applying a Design Template. Creating a Hierarchy, Using a Two-Column Text, Slide Sorter View, Running the Slide Show, Printing the Slides, Slide Transition and Custom Animation.

### Sessional Papers

**Semester: 1<sup>st</sup>****Subject: Essential Studies For Professional- I [BBA (GS) 101]****Credit Point: 2****Total Contact Hours: 2L**

<b>Ancient &amp; Medieval History at a glance-</b> From Indus valley civilization to Pre-Foreign (British, Dutch, French) Invasion.
<b>Basic concept of Indian Polity</b> Preamble, Fundamental rights & duties, parts & articles, DPSP, Panchayat, Municipality, MLA, MP, PM, President, Governor.
<b>Basic economics-</b> Types of Economy, Feature of Indian Economy, HDI <b>Sectors of the economy and their analysis:</b> Primary (Agriculture, Mining, etc),Secondary (Industry, various policies), Tertiary (services, etc.) Liberalisation, Privatisation and Globalisation (LPG), Imports and Exports <b>RBI &amp; Its Function-</b> Board of Governance, Operation.
<b>Credit control policies-</b> CRR, SLR, Bank rate, Repo rate, Reverse Repo rate, Prime lending rate, MSF, LAF, FERA, and FEMA. Current affairs & News reading.

**Semester: 1<sup>st</sup>****Subject: Skill Development For Professionals I [BBA (GS) 181]****Credit Point: 1****Total Contact Hours: 2L**

<b>Module-1 Objective English-1</b> <b>1) Introduction of Parts of speech:</b> Introduction, Brief discussion of Parts of speech & its applications.
<b>Module-2</b> <b>1) Quant foundation-</b> Vedic Maths & Collective tricks. <b>2) Basic Multiplication</b> – multiplying by numbers ending in zeroes, Multiplying by 2,3,4,5,6,7,8,9, 11,12 & 111.Multiplying 2 digits numbers ending in 9 & whose tens digit at to 10,Multiplying by 2 digits number of 9, multiplying by any 2 digit numbers ending in 9 <b>3) Division-</b> Divisibility by 2,3,4,5,6,7,8, 9, 11 & 13; Dividing by 5,9, 15,25,125,Dividing by Factors. <b>4) Squaring numbers-</b> squaring any 2 digit numbers ending in 5, squaring any number ending in 5,squaring any 3 digit numbers ending with 25, squaring any numbers ending in 9, squaring any numbers consisting only nines. Squaring any 2 digit numbers. Cube & cube roots. <b>5) Percentage-</b> Basic concept of percentage & it's shortcut rules & their applications

**Semester: 1<sup>st</sup>****Subject: Business Analytics-I [MOOCs (BBA) 121]****Credit Point: 1****Total Contact Hours: 12****Course Outcomes**

The course aims to provide students with a practical overview and presentation of data in business analytics. This is an introductory course in the use of Excel and is designed to give you a working

knowledge of Excel with the aim of getting to use it for more advanced topics in Business Analytics later.

**Module 1: Introduction to Business Analytics (3 Lectures)**

Definition, Types Of Analysis: Descriptive, Predictive, Prescriptive, Business Analytics Process, Types Of Data-Primary and Secondary, Ordinal, nominal, Interval, ratio.

**Module 2: Data Analysis with Excel – Overview (1 Lecture)**

Create Table, Cell Addressing-Relative & Absolute Reference, Cell merging, Table Header, and Formatting Table.

**Module 3: Quick Data Analysis (1 Lecture)**

Sum, Average, Count, % Total, Sum Of Columns, Max, Min

**Module 4: Statistical Analysis (1 Lecture)**

Sorting, Filtering, Conditional Statement (IF statement), Mean, Median, Mode, Standard Deviation, Skewness.

**Module 5: Visualizing Data (4 Lectures)**

Pivot table & Pivot chart, Array Functions, Goal Seek, and Charts- chart elements, chart style, Data Consolidation-Preparing Data for Consolidation, Consolidating Data in the Same Workbook, and Consolidating Data from Different Workbook

**Module 6: MS- PowerPoint (2 Lectures)**

Getting Started with PowerPoint ,Working with Presentation Views, Using Text, SmartArt, Clipart, etc., Using Slide Show view, inserting Charts, Tables, Objects, etc. ,Enhancing a Presentation, Finalizing a Presentation, Practice presentation

**Lab Exercises:**

Serial No	Experiment
1	Data Collection
2	Table Creation, Formatting of the table
3	Sum, Average, Count, % Total, Sum Of Columns, Max, Min
4	Sorting, Filtering, Conditional Statement(IF statement), Mean, Median, Mode
5	Pivot table & Pivot chart, Array Functions
6	Goal Seek, Charts
7	Bar chart, Pie Chart, Change of axis
8	Data Consolidation-Preparing Data for Consolidation, Consolidating Data in the Same Workbook, and Consolidating Data from Different Workbook
9	Making PowerPoint Presentation
10	Presentation

## Semester-II

Semester: 2<sup>nd</sup>

Credit: 4

Subject: Operations Management [BBA – 201]

Total Contact Hours: 40

### Module I: Introduction to Operations Management

- Meaning, Objectives & Scope of Production Management
- History of Production and Operations Management
- Model of Operations Management
- Production process,
- Types of production process
- Concepts of Productivity

### Module II: Production Planning and Control (PPC)

- Nature & Meaning of Production Planning and Control
- Objectives of Production Planning & Control
- Main Functions of Production Planning and Control

### Module III: Plant Location and Layout

- Definition, Objectives & Importance of plant location
- Location Decision Process
- Approaches to location choice & selection
- Meaning & objectives of Layout
- Advantages and Functions of Layout
- Principles of Layout,
- Types of Layout,

### Module IV: Plant Maintenance and Materials Handling

- Definition and Objectives of Maintenance Management
- Need for Maintenance
- Types of Maintenance
- Total Productive Maintenance (TPM)
- Scope of Material Handling
- Principles of Material Handling
- Types of Materials Handling Equipment
- Selection of good materials handling equipment

### Module V: Work Study

- Definition, Objectives, Significance and Procedure of Work Study
- Work Study and Productivity
- Definition, Objectives and Procedure of Method Study
- Motion study
- Objectives and Techniques of Work Measurement
- Time Study & Works Sampling with Numerical Examples

### Module VI: Inspection and Quality Control

- Meaning, types and criteria of inspection

- Definition & Characteristics of Quality
- Costs of Quality
- Statistical quality control & its significance
- Seven Tools of Statistical quality control
- Basic Control Charts
- Concept of Total Quality Management (TQM) & ISO 9000
- Concept of Six Sigma

### **Module VII: Introduction to Logistics & Supply Chain Management**

- Introduction & Evolution of Logistics Management
- Elements of Logistics Management
- SCM – Present Need
- Evolution of SCM
- Conceptual Model of SCM
- Elements in SCM
- Traditional & Modern SCM Approach
- IT Application in SCM
- Evolution, benefits & key issues of Integrated SCM Systems
- Role of ICT in SCM

### **Module VIII: Supply & Demand Management in Supply Chain**

- Purchase Management
  - Introduction
  - Purchasing Cycle
  - Types of purchases
  - Principles of Purchase
- Inventory Management
  - Introduction
  - Cost trade-off
  - Inventory Models
- Vendor Managed Inventory
  - VMI Business Model
  - Steps in Setting up VMI
  - Benefits of VMI
- Demand Management in Supply Chain
  - Demand Planning & Forecasting
  - Supply Chain Strategy

### **Suggested Readings**

1. Chari, S.N.: Theory and Problems in Production and Operations Management, McGraw-Hill
2. Buffa, E.S. and Sarin, R.K: Modern Production and Operations Management, John Wiley.
3. Altekar R.V.: Supply Chain Management – Concepts and Cases, PHI

Semester- 2<sup>nd</sup>

Credit Points-3

Paper- Organizational Behaviour [BBA 202]

Total Contact Hours-30

<p>Module I: Basic Concepts: Understanding the Nature of Organizational Behaviour (3L)</p> <p><b>Understanding the Nature of Organizational Behaviour:</b> What are Organizations- Why do Organizations exist- Organizational Effectiveness-Positive OB-Foundations of OB-Organizational Iceberg-Shortcomings-Contemporary OB-Evolution of OB-OB model</p> <p>(Text book- <b>ORGANISATIONAL BEHAVIOUR</b> , K. ASWATHAPPA, 14<sup>th</sup> Edition, Himalaya Publishing House, Chapter -1: Understanding the Nature of Organizational Behaviour)</p>
<p>Module II: Individual in the Organization (11L)</p> <p><b>Personality:</b> Nature of personality, Shaping of personality(Freudian Stages, Erikson's Stage), Determinants of personality, personality structure( BIG 5, Myers-Briggs Indicator)</p> <p><b>Perception and Attribution:</b> Meaning &amp; definition , Factors Influencing Perception, Perceptual Process, Perceptual Organization, When perception fails, Perception and OB</p> <p><b>Learning:</b> Knowledge Management , Meaning &amp; Definition, Learning and emotion, How learning occurs, Principles of learning,</p> <p>(Text book- <b>ORGANISATIONAL BEHAVIOUR</b> , K. ASWATHAPPA,14<sup>th</sup> Edition, Himalaya Publishing House, Chapter 6: Personality, Chapter-7: Perception and Attribution, Chapter 8- Learning)</p>
<p>Module III: Motivating Individuals (5L)</p> <p><b>Motivation- Theories and Principles:</b> Nature of motivation, Importance of motivation, Theories on motivation</p> <p>(Text book- <b>ORGANISATIONAL BEHAVIOUR</b> , K. ASWATHAPPA,14<sup>th</sup> Edition, Himalaya Publishing House, Chapter- 9: Attitudes and values, Chapter- 10: Motivation- Theories and Principles)</p>
<p>Module IV: leadership in Organization (6L)</p> <p><b>Leadership- Influencing others:</b> Nature of leadership , leadership and management, Importance of Leadership, Formal and informal leadership, Leadership styles and their implications, Theories of leadership( Trait approach ; Behavioural theories- {Ohio State University Studies, University of Michigan Studies } , Managerial Grid, Contingency theories, Fiedlers theories, Pathgoal theories, Situational leadership theories }</p> <p>(Text book- <b>ORGANISATIONAL BEHAVIOUR</b> , K. ASWATHAPPA,14<sup>th</sup> Edition, Himalaya Publishing House, Chapter 17: Leadership- Influencing others)</p>
<p>Module V: Group Behaviour (Lab based) (5L)</p> <p><b>Attitudes and values:</b> Nature of attitudes, Components of attitudes(The ABC Model), formation of attitudes, Changing attitudes(Changing attitudes of self, Changing attitude of employees</p> <p><b>Group Dynamics:</b> Nature of Groups, Types of Groups, Why do people join groups, Theories of group formation, Usefulness of groups in organizations, Pitfalls of groups</p> <p>(Text book- <b>ORGANISATIONAL BEHAVIOUR</b> , K. ASWATHAPPA,14<sup>th</sup> Edition, Himalaya Publishing House, Chapter 9: Attitude and Values, Chapter 13: Group Dynamics, Chapter 17: Leadership- Influencing others).</p>



**Semester- 2<sup>nd</sup>****Paper- Values and Ethics [BBA 203]****Credit Points-2****Total Contact Hours-20****Module: 1 – Values in Human Society**

Understanding of values – Definition and concept, Culture and value, Formation of values: Socialization, Formation of self and integration of personality: Different Theories Practical: Values: Its wider application, Case Study [4L]

**Module: 2 – Types of Values**

Societal Value, Aesthetic Value, Organizational Value, Spiritual Value Practical: Case Study and Situation Analysis [4L]

**Module: 3 – Value Crisis in Contemporary Society**

Importance of value, Value crisis at – individual level, societal level, cultural level, management level Practical: Case Study and Situation Analysis [4L]

**Module: 4 – Ethics and Ethical Value**

Canon of Ethics: Virtue of ethics, ethics and its application, types of ethics, ethics of duty, ethics of responsibility, ethics of moral judgement, work ethics and quality of life at work Practical: Case Study and Situation Analysis [4L]

**Module: 5 – Professional Ethics and Ethics in Managing Human Resources**

Overview, code of professional, organizational ethics, and violation of code of ethics: causes and consequences, whistle blowing, appropriate technological movement by Schumacher and later development and report of Club of Rome Practical: Case Study and Situation Analysis [4L]

Text Book:

Values and Ethics in Business and Profession by Sumita Manna & Suparna Chakraborti, PHI Publication

Reference Books:

1. Ethics in Mgmt & Indian Ethos by B.Ghosh, VIKAS Publication
2. Business Ethics by G.Pherwani,EPH Publication.
3. Ethics, Indian Ethos & Mgmt by Balachandran, Raja & Nair,SHROFF Publishers

**Semester – 2<sup>nd</sup>****Paper: Environment and Sustainable Development [BBA 204]****Credit Points – 2****Total Credit Hours - 20****Module 1: (5L)**

Sustainability and Sustainable Development: Meaning and Concepts.



**Module 2: (5L)**

The Triple Bottom Line: Concept, Three Ps – People, Planet and Profit, Importance, Principles, Pillars of Sustainability, Environmental Awareness, Sustainability Framework of TBL.

**Module 3: (5L)**

Corporate Social Responsibility (CSR): Meaning, Purpose, Relevance, Strategies, Types, Characteristics, Objectives, Evolution, Ethics, Criteria.

**Module 4: (5L)**

Sustainable Development and UNCTAD (United Nations Conference on Trade and Development): The TED initiative – Trade, Environment and Development

**Suggested Readings:**

1. The Age of Sustainable Development, Jeffrey Sachs, Columbia University Press
2. Understanding sustainable development, John Blewitt, Routledge.

Sustainable Development: Linking Economy, Society, Environment, Tracey Strange & Anne Bayley, OECD.

**Semester – 2<sup>nd</sup>**

**Credit Points – 3**

**Paper: Macro Economics [BBA 205]**

**Total Credit Hours - 30**

<b>Course code</b>	[BBA 205]					
<b>Course title</b>	MACRO ECONOMICS					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	Semester-II
	2		1		3	Total Credit Hours-30
<b>Modules</b>	<b>Serial of Modules</b>					<b>Text Book as per Syllabus</b>
<b>Module I: Circular Flow of Income &amp; National Income Accounting</b>	Meaning of national income, Circular flow of income, National income and national product, Concept of national income: GNP, NNP, NNP <sub>FC</sub> , Personal and disposable personal income, Measurement of national income, Value added method, Expenditure method, Income method, difficulties in measurement of national income, Difficulties in measuring national income in developing countries,, Nominal GDP and Real GNP, Some numerical problems of calculation of national income.					[Text book: H.L. Ahuja, Macroeconomics: Theory & policy, 19 <sup>th</sup> Edition, Chapter: 2]
<b>Module II: Consumption Function</b>	The concept of consumption function and its features, Average and marginal propensity to consume, saving function: Average propensity to save and marginal propensity to save.					[Text book: H.L. Ahuja, Macroeconomics: Theory & policy, 19 <sup>th</sup>

		Edition, Chapter: 6]
<b>Module III: Determination of National Income using Keynesian approach</b>	Introduction, Aggregate expenditure, Aggregate output and 45° income line, Determination of equilibrium level of national income. Determination of national income: Saving-Investment approach, Equilibrium level of national income, Algebraic analysis, National income and employment, Concept of inflationary or deflationary gaps, Some numerical problems.	[Text book: H.L. Ahuja, Macroeconomics: Theory & policy, 19 <sup>th</sup> Edition, Chapter: 5]
<b>Module IV: IS-LM Curves Model</b>	The goods market and money market: Links between them, Goods market equilibrium: The LM curve, Shift in the LM curve, Intersection of the IS and LM curves: The simultaneous equilibrium of goods and money market. Explaining the role government's fiscal and monetary policy, The three ranges of LM curve. The effectiveness of monetary and fiscal policies.	[Text book: H.L. Ahuja, Macroeconomics: Theory & policy, 19 <sup>th</sup> Edition, Chapter: 12]
<b>Module V: Business cycles and stabilization</b>	Introduction, Phases of business cycles, Economic stabilization policies: Fiscal and monetary policies	[Textbook:D.N. Dwivedi, Seventh Edn, Chapter 24, Section: 24.2, 24.4]
<b>Module VI: Inflation</b>	Introduction, Definition of inflation, Kinds of inflation, effects of inflation, Policy measures to control inflation.	[Textbook: D.N. Dwivedi, Seventh Edition, Chapter 25, Section: 25.2, 25.4, 25.5]

Semester – 2<sup>nd</sup>

Paper: Quantitative Methods (BBA 206)

Credit Points– 3

Total contact hours - 30

Unit I: THEORY OF PROBABILITY**Module I: Basic Probability [5L]**

1. Probability - Related Definitions, Classical & Axiomatic definitions of probability.
2. Addition and Multiplication theorem of Probability, Applications
3. Conditional probability: Basic Formula and applications.
4. Bayes' theorem: Concept & applications.

**Module II: Probability Distribution [5L]**

1. Introduction to Discrete & Continuous random variable.
2. Expectation, Mean & variance of the random variable
3. Concept of PMF & PDF; Related problems.

**Module III: Theoretical Probability Distribution [5L]**

1. Binomial Distribution – Concept; Pmf of binomial distribution; Expectation & variance; related basic problems
2. Poisson Distribution - Concept; Pmf of binomial distribution; Expectation & variance; related basic problems
3. Normal Distribution – Concept: Pdf of Normal distribution; related basic problem.

## Unit II: OPERATIONS RESEARCH (OR)

### **Module IV: Solution of LPP [5L]**

1. Graphical Solution of LPP – Computational Procedure; Application
2. Simplex method to solve LPP – Computational procedure; Application

### **Module V: Game Theory [5L]**

1. Introduction to Game theory
2. The Maximin and Minimax criterion; Existence of saddle point
3. Games without saddle point; solution of 2X2 games using mixed strategies.
4. Concept of dominance; General rule of dominance.

### **Module VI: Assignment & Transportation problem [5L]**

1. Assignment Problem - Mathematical Formulation of the problem; Computational procedure; Travelling Salesman Problem.
2. Transportation problems - Introduction; Computational procedure; concept of basic feasible solution; Optimality test for basic feasible solution.

Textbooks:

1. **BBA Mathematics Vol II – Pal & Das, U.N. Dhur & Sons Pvt (3<sup>rd</sup> Edition)**
2. **Linear Programming & Game Theory – Chakraborty & Ghosh, Moulik Library Kolkata**

**Semester: 2<sup>nd</sup>**

**Subject: Essential Studies For Professional- II [BBA (GS) 201]**

**Credit Point: 2**

**Total Contact Hours: 2L**

**Basics of National income-** Concept of GDP, GNP, NNP both in FC & MP, PCI

**Tax** – Concept of TAX, objective of TAX, Direct & Indirect Tax, Progressive, Regressive & Proportional tax.

**Inflation & Deflation** - Inflation & its impact, Deflation & its impact, WPI, CPI, GDP deflator.

**Market structure**- Perfect competition, monopoly, oligopoly, duopoly, monopony, duopoly, Oligopoly.

SEBI, IRDA, NHB – Working & Policies, Money Market & Capital Market, functions of Banks & Types of accounts, cheques & loans, Mutual Fund, Banking Terminologies.

**Science & technology (with current updates).**

**Indian Geography at a glance (Physical, Regional & Economic)**

Current affairs & News reading. **Union Budget.**

**Semester: 2<sup>nd</sup>****Credit Point: 2****Subject: Skill Development for Professionals II [BBA (GS) 281]****Total Contact Hours: 2L****Quantitative Aptitude****Ratio-** Basic concept of Ratio & Proportion, Shortcut tricks & their applications.**Simple equation-** Linear equation of 2 & more than two variables.**Variation-** Ratio, Proportion, Variation, concept of directly proportional &**Partnership** – concept, rules & Applications, Percentage Advanced problems & shortcuts.**Profit & Loss-** Basic concept, formulae, shortcut tricks & their Application.**Module-2****Logical Reasoning**1) **Cube** Dice, Miscellaneous Problems2) **Data Sufficiency**

a) Problems on Blood Relation, ages, Numbers

b) Logical Test Based on Data Sufficiency

3) **Non Verbal Reasoning**

a) Image Formation

b) Water –Images

c) Mirror Image

d) Image completion

e) Paper Cutting and Folding

**Module-3****Objective English-2**1) **Clauses:** Definition, Examples, Rules & Application, Types of Sentences

(Simple+Complex+Compound) Examples, Rules &amp; Application, Voice- Concept, Types, Examples, Rules &amp; Application, Narration Change- Rules (Direct &amp; Indirect Speech)

2) **Vocabulary-** : Synonyms, Antonyms with examples, one word Substitution, Idioms & Phrases3) **Spotting Errors****Semester: 2<sup>nd</sup>****Credit Point: 1****Subject: Business Analytics II [MOOCs (BBA) 221]****Total Contact Hours: 12****Module 1: Preparing Data**

Goal Seek, VLOOKUP, HLOOKUP, Data Consolidation-Preparing Data for Consolidation, Consolidating Data in the Same Workbook, and Consolidating Data from Different Workbook

**Module 2: Data Validation in Excel**

Coding of data, Entering Data validation Criteria, Adding Input message, Customizing the error message, Locating Invalid data within a data validation range, Creating data validation drop-down lists, Locating cells that have data validation applied, Clearing Validation rules

**Module 3: Descriptive statistics**

Mean, Median, Mode, Standard Deviation, range, Presenting data through Charts and tables

**Semester: 2<sup>nd</sup>**

**Subject: Business Communication [MOOCs (BBA) 222]**

**Credit Point: 1**

**Total Contact Hours: 12**

Module I: Lab (10 L)

**ICS Lab: Theatre Technique for Effective Communication and Personality Development-** What is the Theatre, What is a Play, Objectives, Pedagogy, Areas Covered, Case Study

**Presentation Skills-** What is a presentation, Preparing a presentation, Delivering the presentation, Case Study

**Text book- The Art and Science of Business Communication: Skills, Concepts, Cases, and Application Fourth Edition by PD Chaturvedi Mukesh Chaturvedi PEARSON, Part I: Communication Skills : Chapter Names: Theatre Technique for Effective Communication and Personality Development (Chapter 2), Part III Business Communication: Effective Presentation (Chapter 15)**

Module II: (Theory) (5L)

The Concept of Business Communication

**Communication:** Role of Communication, Defining Communication, Classification of Communication, Purpose of Communication, Process of Communication, Elements of Communication, Major Difficulties of Communication, Common problems in Two-way communication, Barriers to Communication, Conditions for Successful Communication, Characteristics of Successful Communication, Universal Elements in Communication

**Organizational Communication-** Importance of Communication in Management, Some important Functions of Managing, Managing and Communicating, Need for Communication in management, Corporate Communication, The Manager, Human needs, Communications structure for Managers.

**(Text book- The Art and Science of Business Communication: Skills, Concepts, Cases, and Application Fourth Edition by PD Chaturvedi Mukesh Chaturvedi PEARSON, Part II Nature and Process of Communication ( Chapter 9) Organizational Communication (Chapter 10)**

**Module III : Verbal & Non-Verbal Communication****(5L)****Communication for Employment-** Applying for Jobs, Writing a CV, The relationship between a Resume and an Application Letter, The Resume of a Recent Graduate, Guidelines for preparing a good CV, Drafting an Application Letter, Interviews, Participating in a Group Discussion**Communications for Effective Marketing-** Objectives of Marketing Communication, Tools of Marketing Communication, Some new Tools of Marketing Communication, Consumer, Industrial and Trade Marketing Communication, Brand, Institutional and Corporate Marketing Communication, Marketing Communication Continuum, Integrated Marketing Communications**(Text book- The Art and Science of Business Communication: Skills, Concepts, Cases, and Application Fourth Edition by PD Chaturvedi Mukesh Chaturvedi PEARSON , Part III Communication for Employment (Chapter 20) Communication for Effective Marketing) (Chapter 17)**

**Institute of Engineering & Management**  
**Detailed syllabus for Bachelor of Business Administration (BBA) Programme**

**Semester-I**

**Theory Papers**

Semester- 1st

Paper- English [BBA-101]

Credit Points-3

Total Contact Hours-30

<p><b>Module I: Grammar and Vocabulary</b> <span style="float: right;"><b>(9L)</b></span>  <b>Grammatical &amp; Structural Aspects:</b> Kinds of Sentences and Clauses, The Function of Tenses, Voice, Preposition, Question Tags.  <b>Vocabulary:</b> Idioms and Phrases, One Word Substitution  <b>Practical Grammar:</b> Narration</p>
<p><b>Module II: Reading</b> <span style="float: right;"><b>(6L)</b></span>  <b>Comprehension:</b> Unseen passages  <b>Spotting Errors:</b> Spotting Errors, Sentence Improvement, Usage of Correct Sentence</p>
<p><b>Module III: Business Correspondence</b> <span style="float: right;"><b>(10L)</b></span>  <b>Letter Writing:</b> Aspects of an affective Business letters, Orders and Payments, Complaints and Adjustments,  <b>Effective Email Writing:</b> Features of email writing</p>
<p><b>Module IV: Listening and Speaking</b> <span style="float: right;"><b>(5L)</b></span>  <b>Interactive Communication:</b> Introducing Self, Greetings, Interview, group discussions  <b>Pronunciation:</b> Speeches for different occasions</p>

**Suggested Readings:**

- Objective General English by SP Bakshi; Arihant Publication
- A. Ashley: A Handbook of Commercial Correspondence, OUP

**References:**

- Wren & Martin High School English Grammar and Composition Book.
- Lucent's General English.
- J. C. Nesfield : Manual of English Grammar and Composition

**Semester – 1<sup>st</sup>****Paper: Business Mathematics- I [BBA 102]****Credit Points– 4****Total credit hours – 40**

**Course Objective:** The course aims to equip students with a broad based knowledge of mathematics with emphasis on management applications, To provide a strong foundation of mathematics that would make application of managerial skills effective and efficient & to assist students in reaching a level of increased competence in Mathematics.

**Module-I (Algebra) [24 L]**

- The Number System** – Positive and Negative Integers, Fractions, Rational and Irrational Numbers, Real Numbers, Problems Involving the Concept of Real Numbers.
- Basic Algebra** – Algebraic Identities, Simple Factorizations; Equations: Linear and Quadratic (in Single Variable and Simultaneous Equations). Surds and Indices; Logarithms and Their Properties (Including Change of Base); Problems Based on Logarithms.
- Set Theory** – Introduction; Representation of Sets; Subsets and Supersets; Universal and Null Sets; Basic Operations on Sets; Laws of Set Algebra; Cardinal Number of a Set; Venn Diagrams; Application of Set Theory to the Solution of Problems.
- Functions** – Elementary idea of functions; Domain of a Function; Composition Functions; Classification of Functions: Polynomial, Rational, Exponential and Logarithmic Functions.
- Quadratic Functions and Theory of Quadratic Equations** – Solution of the Quadratic Equation  $ax^2 + bx + c = 0, a \neq 0$ ; Nature of the Roots of a Quadratic Equation; Sum and Product of roots; Relation Between Roots; Condition for the Existence of a Common Root; Forming Quadratic Equation with given Roots.
- Simple Interest and Compound Interest** – Concept of Present Value and Amount of a Sum.
- Ratio, Proportion**
- Sequences and Series** – General Idea and Different Types of Sequences; Arithmetic and Geometric Progressions; Arithmetic and Geometric Means; Arithmetic and Geometric Series.
- Permutations and Combinations** – Fundamental Principle of Counting; Factorial Notation. Permutation: Permutation of n Different Things; of Things not all Different; Restricted Permutations; Circular Permutations.
- Binomial Theorem**- Binomial Theorem for a positive integral index; General term; Middle term; Properties of Binomial Coefficients; the greatest term in the Binomial expansion. Binomial



theorem for any index.

**Module-II (Basics of Calculus) [6L]**

**Limits:** Notation and meaning of limits; Fundamental theorems on limits; Evaluation of limits of algebraic, exponential and logarithmic functions.

**Continuity:** Continuity of a function at a point  $x = a$  and in an interval.

**Differentiation:** Meaning and geometrical interpretation of differentiation; Differentiation from first principles; Standard derivatives; Rules for calculating derivatives; Logarithmic differentiation; Derivatives of composite functions, implicit functions and functions defined parametrically.

**Module-III (Operations Research I) [10L]**

Introduction to OR,

Formulating Linear programming problems.

Graphical solution of L.P.P.

Game theory - Introduction to Game theory; The maximin and minimax criterion; Existence of saddle point; Games without saddle point; solution of 2X2 games using mixed strategies; Concept of dominance; General rule of dominance.

**Suggested Readings:**

1. BBA Mathematics Vol I – Pal & Das ,U.N.Dhur & Sons Pvt. LTD
2. BBA Mathematics Vol II – Pal & Das ,U.N.Dhur & Sons Pvt. LTD
3. Linear Programming & Game Theory – Chakraborty & Ghosh, Moulik Library Kolkata

**Semester – 1<sup>st</sup>**

**Paper: Business Statistics- I [BBA 103]**

**Credit Points– 4**

**Total credit hours – 40**

**Course Objective:** The course aims to enable the students to have a proper understanding of Statistical applications in Economics and Management & the use of statistical, graphical and algebraic techniques wherever relevant.

**Module-I:**

1. Introduction: Statistics as a Subject, Functions, Importance and Limitations of Statistics, Census and Sample Investigation, Descriptive and Inferential Statistics. [2L]

2. Collection, Editing and Presentation of Data: Primary Data and Secondary Data, Methods of Collection, Scrutiny of Data. Presentation of Data: Textual and Tabular Presentations, Construction of a Table and the Different Components of a Table, Diagrammatic Representation of Data: Line Diagrams, Bar Diagrams, Pie Charts and Divided-Bar Diagrams. [3L]

3. Frequency Distributions: Variables and Attributes, Frequency Distribution of An Attribute; Discrete and Continuous Variables, Frequency Distributions of Discrete and Continuous Variables, Diagrammatic Representation of a Frequency Distribution: Case of An Attribute, Case of a Discrete Variable: Column Diagram, Frequency Polygon and Step Diagram, Case of a Continuous Variable: Histogram and Ogive, Frequency Polygon. [5L]

**Module-II**

1. Measures of Central Tendency: Definition and Utility, Characteristics of Average, Different

Measures of Average: Arithmetic Mean, Median, Mode, Partitional Values: Quartile, Percentile and Deciles. Geometric and Harmonic Mean. Choice of a Suitable Measure of Central Tendency. [7L]

2. Measures of Dispersion: Meaning and Objective of Dispersion, Characteristics of a Good Measure of dispersion, Different measures of dispersion – Range, Quartile deviation, Mean deviation, Mean Absolute Deviation, Standard Deviation; Comparison of the Different Measures of Dispersion. Measures of Relative Dispersion: Coefficient of Variation. [7L]

3. Moments, Skewness and Kurtosis: Moments: Different Ways to Calculate Moments. Skewness: Measures of Skewness, Kurtosis and its Measures. [3L]

### **Module-III**

1. Correlation Analysis: Analysis of Bivariate data. Correlation Analysis – Meaning of Correlation: Scatter Diagram, Karl Pearson's Coefficient of Linear Correlation, Calculation of the Correlation Coefficient from Grouped Data, Properties of the Correlation Coefficient Advantages and Limitations of the Correlation Coefficient, Idea of Rank Correlation; Spearman's Rank Correlation Coefficient(without tie) [6L]

2. Regression Analysis – Two Lines of Regression: Some Important Results Relating to Regression Lines, Calculation of Regression Coefficients, Relation Between Regression Coefficient and Correlation Coefficient, Identification Problem. [4L]

### **Module-IV**

1. Analysis of Time Series: Objective of time series analysis; Causes of variations in time series data, Components of a time series, Additive Models, Multiplicative Models, Moving averages method and method of least squares; Measurement of secular trend. [3L]

### **Suggested Readings:**

1. A.M Goon, M.K Gupta & B, Dasgupta : Basic Statistics : World Press
2. Managerial Statistics – S. Roychowdhury & D.Bhattacharya : U.N.Dhur & Sons Pvt. Ltd.
3. G. C. Beri – Business Statistics, Second Edition: Tata McGraw- Hill
4. Statistical Methods – N.G.Das : Tata MacGraw-Hill

**Semester – 1<sup>st</sup>**

**Paper: Micro Economics [BBA 104]**

**Credit Points– 4**

**Total credit hours - 40**

**Course Objective:** To enable the students to understand fundamental concepts, terms and terminologies involved in micro economics. Through the incorporation of caselets/case studies, familiarize the students with real micro-economic scenarios, like relation between the elasticity of demand for goods and services and the price regulation capacity and different types of market.

### **Module-1 (Introduction) [4 L]**

Basic problems of an economy. Working of price mechanism and Resource allocation

### **Module-2 (Theory of demand and its elasticity) [6 L]**

Demand function, Law of demand, Slope of the demand curve, Concept and measurement of elasticity of demand, Price, income and cross elasticity, Average revenue, marginal revenue, and elasticity of demand, Determinants of elasticity of elasticity and numerical. Indifference

curve analysis:

**Module-3 (Production Function) [6 L]**

Concepts and definitions, Law of variable proportions, Iso-quants and its features, Economic regions and optimum factor combination; Expansion path; Returns of scale; Internal and external economies.

**Module-4 (Theory of Costs) [4L]**

Short-run and long-run cost curves, traditional and modern approaches

**Module-5 (Market Structures: Perfect competition) [6L]**

Perfect Competition: Profit maximization and equilibrium of firm and industry, Short-run and long run supply curves; Price and output determination. Practical applications

**Module-6 (Market Structures: Imperfect competition) [14L]**

Monopoly: Determination of Price under monopoly; Equilibrium of a firm, Comparison between perfect competition and monopoly; Price discrimination. Practical applications. Monopolistic Competition : Meaning and characteristics; Price and output determination under monopolistic competition, Product differentiations; Selling costs; Comparison with perfect competition Oligopoly : Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; Kinked demand curve

**Suggested Readings:**

1. Advanced Economic Theory: Microeconomic Analysis by Dr H. L. Ahuja, S. Chand Publication
2. M. L. Jhingan (7<sup>th</sup> Edn): Microeconomic Theory
3. N.G. Mankiw : Principles of Microeconomics, Cengage
4. A. Koutsoyianni : Modern Micro-Economics, Macmillan

**Semester – 1<sup>st</sup>**

**Paper: Computer Applications [BBA 105]**

**Credit Points– 4**

**Total credit hours - 40**

**Module 1: Computer Concepts (8L)**

Computer and Its Characteristics, Basic Block Diagram of Computer System, First Generation, Second Generation, Third Generation, Fourth Generation, Fifth Generation, Modern Taxonomy of Computers, Mini Computer, Micro Computer, Mainframe Computer, SuperComputer, Laptop, Keyboard, Mouse, Light Pen, Barcode Readers, Scanners, MICR, OCR, Voice Recognition and Handwriting Recognition Systems, Visual Display Terminals, Printers, Plotters, Primary Storage – RAM, ROM, EEPROM, PROM, EPROM, Secondary Storage – Direct Access Devices, Serial Access Devices: Hard Disks, CD-ROM, DVD, Cache Memory, Virtual Memory( Definition Only), Control Module, Arithmetic and Logic Module, Decoders, Registers, Machine Instructions, Stored Program Concept, Program Execution: Fetch-Decode-Execute Cycle, Arithmetic, Logical and Shift Operations.

**Module 2: Data Representation(5L)**

Number Systems-Binary, Octal, Hexadecimal, Conversion of Binary to decimal, Binary to Octal, Binary to Hexadecimal & Vice-Versa.

**Module 3: Computer Software:(6L)**

Meaning of Software, Broad Classification of Software, System Software, Application Software, Utilities.

Operating Systems: Basic Idea of An OS (DOS, Windows, Unix, Linux), Functions of OS, OS As a Resource Manager – Memory Management, Input /Output Management, Secondary Storage Management, Program Management, Network Management, Application Packages.

**Module 4: Word Processing Software:(6L)**

Microsoft Word 2007:The different functionalities in the Microsoft Word Software 2007, Creation of a New Document, Editing an Existing Document, Saving and Printing a File, Use of the Different Ribbon Tab and Tools, Handling Tables in MS Word 2007, Mail Merge, Macro.

**Module 5: Spreadsheet Software : Microsoft Excel 2007:(10L)**

Creating a New Spreadsheet Document, Editing an Existing Document, Saving Spreadsheet in Different Formats, Validation of data in Fields, Different Tools Available in MS Excel 2007 Ribbon Tabs, Performing Mathematical Calculations (using Formula and Functions), Searching, Sorting and Filtering, Min Media Mode, Reference Operators, Functions: Typing a Function, Creating a Column Chart: Changing the Size and Position of a Chart Saving a File in Microsoft Excel, Closing a Microsoft Excel Worksheet, Formatting Excel Worksheet for printing.

**Module 6: Presentation Software: Microsoft PowerPoint 2007:(5L)**

The Different Functionalities of Microsoft PowerPoint 2007, Creating a PowerPoint Presentation, Creating and Inserting a New Slide, Creating a Title Slide; Applying a Design Template. Creating a Hierarchy, Using a Two-Column Text, Slide Sorter View, Running the Slide Show, Printing the Slides, Slide Transition and Custom Animation.

### Sessional Papers

**Semester: 1<sup>st</sup>**

**Subject: Business Analytics-I [BBA 112]**

**Credit Point: 1**

**Total Contact Hours: 12**

**Course Outcomes**

The course aims to provide students with a practical overview and presentation of data in business analytics. This is an introductory course in the use of Excel and is designed to give you a working knowledge of Excel with the aim of getting to use it for more advanced topics in Business Analytics later.

**Module 1: Introduction to Business Analytics (3 Lectures)**

Definition, Types Of Analysis: Descriptive, Predictive, Prescriptive, Business Analytics Process, Types Of Data-Primary and Secondary, Ordinal, nominal, Interval, ratio.

**Module 2: Data Analysis with Excel – Overview (1 Lecture)**

Create Table, Cell Addressing-Relative & Absolute Reference, Cell merging, Table Header, Formatting Table.

**Module 3: Quick Data Analysis (1 Lecture)**

Sum, Average, Count, %Total, Sum Of Columns, Max, Min

**Module 4: Statistical Analysis (1 Lecture)**

Sorting, Filtering, Conditional Statement (IF statement), Mean, Median, Mode, Standard Deviation, Skewness.

**Module 5: Visualizing Data (4 Lectures)**

Pivot table & Pivot chart, Array Functions, Goal Seek, and Charts- chart elements, chart style,

Data Consolidation-Preparing Data for Consolidation, Consolidating Data in the Same Workbook, and Consolidating Data from Different Workbook

**Module 6: Ms- PowerPoint (2 Lectures)**

Getting Started with PowerPoint ,Working with Presentation Views, Using Text, SmartArt, Clipart, etc., Using Slide Show view, inserting Charts, Tables, Objects, etc. ,Enhancing a Presentation, Finalizing a Presentation, Practice presentation

**Lab Exercises:**

Serial No	Experiment
1	Data Collection
2	Table Creation, Formatting of the table
3	Sum, Average, Count, %Total, Sum Of Columns, Max, Min
4	Sorting, Filtering, Conditional Statement(IF statement), Mean, Median, Mode
5	Pivot table & Pivot chart, Array Functions
6	Goal Seek, Charts
7	Bar chart, Pie Chart, Change of axis
8	Data Consolidation-Preparing Data for Consolidation, Consolidating Data in the Same Workbook, and Consolidating Data from Different Workbook
9	Making PowerPoint Presentation
10	Presentation

**Semester: 1<sup>st</sup>**

**Subject: Essential Studies for Professional- I [BBA (GS) 101]**

**Credit Point: 2**

**Total Contact Hours:**

<b>Ancient &amp; Medieval History at a glance</b> -From Indus valley civilization to Pre-Foreign (British, Dutch, French) Invasion.
<b>Basic concept of Indian Polity</b> Preamble, Fundamental rights & duties, parts & articles, DPSP, Panchayat, Municipality, MLA, MP, PM, President, Governor.
<b>Basic economics</b> - Types of Economy, Feature of Indian Economy, HDI <b>Sectors of the economy and their analysis:</b> Primary (Agriculture, Mining, etc),Secondary (Industry, various policies), Tertiary (services, etc.) Liberalisation, Privatisation and Globalisation (LPG), Imports and Exports <b>RBI &amp; Its Function</b> - Board of Governance, Operation.
<b>Credit control policies</b> - CRR, SLR, Bank rate, Repo rate, Reverse Repo rate, Prime lending rate, MSF, LAF, FERA, and FEMA. Current affairs & News reading.

**Semester: 1<sup>st</sup>**

**Subject: Skill Development for Professionals I [BBA (GS) 181]**

**Credit Point: 1**

**Total Contact Hours:**

<p><b>Module-1 Objective English-1</b></p> <p><b>1) Introduction of Parts of speech:</b> Introduction, Brief discussion of Parts of speech &amp; its applications.</p>
<p><b>Module-2</b></p> <p><b>1) Quant foundation-</b> Vedic Maths &amp; Collective tricks.</p> <p><b>2) Basic Multiplication</b> – multiplying by numbers ending in zeroes, Multiplying by 2,3,4,5,6,7,8,9, 11,12 &amp; 111. Multiplying 2 digits numbers ending in 9 &amp; whose tens digit at to 10, Multiplying by 2 digits number of 9, multiplying by any 2 digit numbers ending in 9</p> <p><b>3) Division-</b> Divisibility by 2,3,4,5,6,7,8, 9, 11 &amp; 13; Dividing by 5,9, 15,25,125, Dividing by Factors.</p> <p><b>4) Squaring numbers-</b> squaring any 2 digit numbers ending in 5, squaring any number ending in 5, squaring any 3 digit numbers ending with 25, squaring any numbers ending in 9, squaring any numbers consisting only nines. Squaring any 2 digit numbers. Cube &amp; cube roots.</p> <p><b>5) Percentage-</b> Basic concept of percentage &amp; it's shortcut rules &amp; their applications</p>

## Semester-II

Course code	BBA-201					
Course title	Business Communication					
Scheme and Credits	L	T	P	S	Credits	Semester-II
					4	Total Contact Hours-40

Modules	Serial of Modules	Text Book as per Syllabus
<b>Module I: Vocabulary (5L)</b>	<b>Vocabulary Building:</b> Paronyms and Homonyms Synonyms and Antonyms, Foreign Words and Expressions, Punctuation, Spelling Rules.	Text book-Objective General English by SP Bakshi Arihant Publications, Part – B Verbal ability (Contents- Chapter No. 4 & 5 ), Part- D Practical grammar (Contents- Chapter No.- 4 & 5)
<b>Module II: Business Communication (15L)</b>	<b>Communication:</b> Role of Communication, Defining Communication, Classification of Communication, Purpose of Communication, Process of Communication, Elements of Communication, Major Difficulties of Communication, Common problems in Two- way communication, Barriers to Communication, Conditions for Successful Communication, Characteristics of Successful Communication, Universal Elements in Communication	Text book- Business Communication: Concepts, Cases & Applications by PD Chaturvedi Mukesh Chaturvedi PEARSON, Part 1: THEORY OF COMMUNICATION : Chapters' names- Nature and Process Communication(Chapter No-of 2), Organizational Communication (Chapter No.- 3)



	<b>Organizational Communication-</b> Importance of Communication in Management, Some important Functions of Managing, Managing and Communicating, Need for Communication in management, Corporate Communication, The Manager, Human needs, Communications structure for Managers.	
<b>Module III: Verbal Communication (10L)</b>	CVs, Group Discussions and Personal Interviews- Some Guidelines to help You Prepare a Good CV, Drafting an Application Letter, Interviews, Job Interview, Focus of Job Interviews, Analysis and Interpretation of Your Response	Text book- Business Communication: Concepts, Cases & Applications by PD Chaturvedi Mukesh Chaturvedi PEARSON, Part 3:APPLICATIONS, Chapters' names- CVs, Group Discussions and Personal Interviews
<b>Module IV: Written Forms of Communication (10L)</b>	<b>Business Letters and memos-</b> Writing a Persuasive' Letter, Writing Memos	Text book- Business Communication: Concepts, Cases & Applications by PD Chaturvedi Mukesh Chaturve di PEARSON, Part 2: FORM OF COMMUNICATION, Chapters' names- Business Letters and Memos, Report Writing. Part 3:
	<b>Report Writing-</b> Purpose of a Report: Objectives of a report: Writing reports : Basic and Subsidiary Parts of Report, Writing Elements of a long and formal report	APPLICATIONS: Chapter No. 11 Chapter's Name- Summer Project Report
	<b>Summer Project Report-</b> Guidelines for Writing Summer Project Report: Summer project Proposal: Summer Project Presentation	

**Course Outcomes:**

Essential Business Skills primary aim is to provide students with the skills and knowledge of communication in the business environment. There is a strong focus on the understanding the theory of communication in the business context and its application to effective business writing at a high level, persuasive and appropriate verbal and non-verbal communication, and interpersonal skills across teams and cultures.

Course code		[BBA 202]				
Course title		BUSINESS MATHEMATICS- II				
Scheme and Credits	L	T	P	S	Credits	Semester-II

					4	Total Credit Hours-40
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Modules	Serial of Modules	Text Book as per Syllabus
<b>Module – I</b> <b>(Advanced Algebra)</b> <b>[8L]</b>	<b>1.Determinants:</b> Definition of Determinant; Properties of determinant; Minor of an element; Co-factor of an element; Cramer's Rule for solution of linear equations; symmetric and skew-symmetric determinant.	[Textbook: BBA Mathematics Vol II(OLD) – Pal & Das, U.N.Dhur & Sons Pvt. LTD -Chapter 1.1, Content 1.1.1-1.1.6]
	<b>2.Matrices:</b> Definition; Equality of two matrices; Different types of matrices; Row and column vector of a matrix; matrix algebra; Laws of algebraic operations on Matrices; Transpose Of a matrix; Symmetric and skew symmetric matrices; singular and non-singular matrices; Adjoint matrix; Inverse of a matrix; Elementary row and column operation on a matrix; Row and column equivalent matrix; Rank of a matrix; Independent and dependent vectors.	[Textbook: BBA Mathematics Vol II(OLD) – Pal & Das, U.N.Dhur & Sons Pvt. LTD- Chapter 1.2, Content – 1.2.1-1.2.16]
<b>Module – II</b> <b>(Coordinate Geometry)</b> [8L]	<b>Fundamentals</b> – Rectangular Cartesian Coordinates; Polar Coordinates; Distance Formula; Section formula (Internal and External Sections); Expressions for the Centroid and Incentre of a Triangle; Area of a Triangle in Terms of the Three Vertices.	[Textbook: BBA Mathematics Vol I – Pal & Das, U.N.Dhur & Sons Pvt. LTD- Chapter 2.1]
	<b>Locus</b> – Definition, Concept of St. Line, Equation to the locus; Method of obtaining the equation to the locus.	[Textbook: BBA Mathematics Vol I – Pal & Das, U.N.Dhur & Sons Pvt. LTD- Chapter 2.2]
	<b>Straight Lines</b> – Definition; Gradient of a straight line; Different forms of the equation of a straight line; Distance of a point from a line; Condition of concurrence of three given straight lines. Angle between two given straight lines: Condition of parallelism and perpendicularity of two straight lines. Equations of straight lines parallel or perpendicular to a given straight line. Identical straight lines. Position of a point with respect to a given straight line.	[Textbook: BBA Mathematics Vol I – Pal & Das, U.N.Dhur & Sons Pvt. LTD- Chapter 2.2]
<b>Module – III</b> <b>(Advanced Calculus)</b> [12L]	<b>Successive differentiation:</b> Introduction	[Textbook: BBA Mathematics Vol II (2 <sup>nd</sup> Edition) – Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 3.4, Content – 3.4.1]



	<b>Optimization of Functions:</b> Introduction; Definition of Maximum and Minimum; Formula for finding max/min value of a function;	[Textbook: BBA Mathematics Vol II (2 <sup>nd</sup> Edition) – Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 3.5, Content – 3.5.1-3.5.3]
	<b>Tangent and Normal:</b> Geometrical interpretation of derivative; Equation of tangent and normal	[Textbook: BBA Mathematics Vol II (2 <sup>nd</sup> Edition) – Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 3.6, Content – 3.6.1-3.6.3]
	<b>Increasing and decreasing function:</b> Introduction; Definition of increasing and decreasing function; Theorems.	[Textbook: BBA Mathematics Vol II (2 <sup>nd</sup> Edition) – Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 3.8, Content – 3.8.1-3.8.3]
	<b>Partial derivatives:</b> Introduction; Partial derivative.	[Textbook: BBA Mathematics Vol II (2 <sup>nd</sup> Edition)– Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 3.9, Content – 3.9.1-3.9.2]
	<b>Homogeneous Functions and Euler's theorem:</b> Homogeneous Functions; Euler's theorem	Textbook: BBA Mathematics Vol II (2 <sup>nd</sup> Edition) – Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 3.10, Content – 3.10.1-3.10.2]
	<b>Integral Calculus and its application:</b> Integration: Fundamental integrals; Method of Substitution; Integration By-parts; Method of partial fraction. Definite Integral; Area under plane curve.	[Textbook: BBA Mathematics Vol II (2 <sup>nd</sup> Edition)– Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 4, Content – 4.1.1-4.1.3, 4.2.1-4.2.2, 4.3.1-4.3.2, 4.4.1, 4.5.1-4.5.5, 4.6.1]
<b><u>Module – IV</u></b> <b><u>(Operations research II) [12L]</u></b>	<b>Transportation problems:</b> Introduction; A set of basic feasible solution; Initial Basic feasible solution; Optimality test for basic feasible solution; Computational procedure.	[Textbook: Linear Programming & Game Theory – Chakraborty & Ghosh, Moulik Library Kolkata – Chapter 8]

	<b>Assignment Problem:</b> Assignment Problems; Mathematical Formulation of the problem; Solution of the assignment problem; Computational procedure; Travelling Salesman Problem.	[Textbook: Linear Programming & Game Theory – Chakraborty & Ghosh, Moulik Library Kolkata – Chapter 8]
	<b>Game Theory</b> – Introduction to Game theory; The maximin and minimax criterion; Existence of saddle point; Games without saddle point; solution of 2X2 games using mixed strategies; Concept of dominance; General rule of dominance.	[Textbook: Linear Programming & Game Theory – Chakraborty & Ghosh, Moulik Library Kolkata]

**Course Objective:** The course aims to equip students with a broad based knowledge of mathematics with emphasis on management applications, To provide a strong foundation of mathematics that would make application of managerial skills effective and efficient & to assist students in reaching a level of increased competence in Mathematics.

Course code	[BBA 203]					
Course title	BUSINESS STATISTICS- II					
Scheme and Credits	L	T	P	S	Credits	Semester-II
					4	Total Credit Hours-40

Modules	Serial of Modules	Text Book as per Syllabus
<b>Module-I (10L)</b>	<b>Theory of Probability:</b> Definitions, Classical definition of probability. (4L) <b>Addition and Multiplication theorem of Probability (Without proof) Applications (2L)</b> <b>Conditional probability:</b> Basic Formula and applications. (2L) <b>Bayes' theorem:</b> Statement and proof, applications. (2L) <b>Independent Events</b>	[Textbook: BBA Mathematics Vol II– Pal & Das, U.N. Dhur & Sons Pvt. LTD - Chapter 1.1, content -1.1.1-1.1.8 ]

<b>Module –II(12L)</b>	<p><b>1. Probability distribution of a Random Variable:</b> Discrete and Continuous random variables; Expectation value; Mean and Variance of a Random Variable; Theorems on expectation; Concept of P.M.F and P.D.F, Distribution function. (6L)</p> <p><b>2. Theoretical Probability Distributions:</b> Introduction; Binomial distribution; Binomial approximation to poisson distribution; Normal distribution; Binomial approximation to normal distribution. (6L)</p>	[Textbook: BBA Mathematics Vol II – Pal & Das, U.N. Dhur & Sons Pvt. LTD - Chapter 2, Content – 2.1.1-2.1.6, 2.2.1-2.2.6]
<b>Module –III (18L)</b>	<p><b>1. Sampling and Sampling Distributions:</b> Introduction; Advantages sampling over census; Terminology; SRS, Method of drawing a SRS; Sampling distribution of sample mean and proportion; Stratified sampling; Systematic Sampling; Cluster sampling; Method of drawing a Cluster sample; Central limit theorem; Standard normal distribution; Chi- square distribution; t-distribution; F-distribution. (6L)</p> <p><b>Estimation:</b> point and interval estimation; Criteria of a good estimator; Methods of Point Estimation – The Method of Maximum Likelihood and The Method of Moments;</p> <p><b>Interval Estimates</b> – Interval estimates and confidence intervals; confidence interval for population mean; Confidence interval for population proportion. (6L)</p>	<p>[Textbook: Inferential Statistics, S. Roychowdhury &amp; D. Bhattacharya, U.N. Dhur &amp; Sons PVT. LTD - Chapter 4, Content – 4.1-4.9]</p> <p>[Textbook: Inferential Statistics, S. Roychowdhury &amp; D. Bhattacharya, U.N. Dhur &amp; Sons PVT. LTD – Chapter 5, Content – 5.1-5.3]</p>
	<b>Hypotheses Testing:</b> Introduction; Concepts and terminology; steps of Statistical test; Test for population mean; Test for difference in means of two independent population; (6L)	[Textbook: Inferential Statistics, S. Roychowdhury & D. Bhattacharya, U.N. Dhur & Sons PVT. LTD. Chapter 6, Content – 6.1-6.5]

**Course Objective:** The course aims to enable the students to have a proper understanding of Statistical applications in Economics and Management & the use of statistical, graphical and algebraic techniques wherever relevant.

Course code	[BBA 204]
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Course title	MACRO ECONOMICS					
Scheme and Credits	L	T	P	S	Credits	Semester-II
					4	Total Credit Hours-40

Modules	Serial of Modules	Text Book as per Syllabus
<b>Module I: Circular Flow of Income &amp; National Income Accounting</b>	Meaning of national income, Circular flow of income, National income and national product, Concept of national income: GNP, NNP, $NNP_{FC}$ , Personal and disposable personal income, Measurement of national income, Value added method, Expenditure method, Income method, difficulties in measurement of national income, Difficulties in measuring national income in developing countries,, Nominal GDP and Real GDP, Some numerical problems of calculation of national income, Questions for review.	[Text book: H.L. Ahuja, <b>Macroeconomics: Theory &amp; policy, 19<sup>th</sup> Edition, Chapter:2]</b>
<b>Module II: Consumption Function</b>	The concept of consumption function, Average and marginal propensity to consume, saving function: Average propensity to save and marginal propensity to save, Determinants of propensity to consume: Objective and subjective factors, Keynes theory of consumption and Keynes psychological law of consumption, Important features of Keynes' consumption function.	[Text book: H.L. Ahuja, <b>Macroeconomics: Theory &amp; policy, 19<sup>th</sup> Edition, Chapter:6]</b>
	<b>2. Determination of National Income: Keynes' Basic Two Sector Model</b> Introduction, Aggregate expenditure, Aggregate output and 45° income line, Determination of equilibrium level of national income, Principle of effective demand, Under-employment equilibrium, Determination of national income: Saving-Investment approach, Equilibrium level of national income, Algebraic analysis, National income and employment, Antirecessionary policy: Shifting aggregate expenditure curve upward, Relationship between saving and investment: Ex-post savings and ex-post investment are always equal- Ex-ante investment are equal only in equilibrium, Concept of inflationary or deflationary gaps, Some numerical problems, Questions for review.	[Text book: H.L. Ahuja, <b>Macroeconomics: Theory &amp; policy, 19<sup>th</sup> Edition, Chapter:5]</b>

	<p><b>3. IS-LM Curves Model</b> The goods market and money market: Links between them, Goods market equilibrium: The LM curve, Shift in the LM curve, Intersection of the IS and LM curves: The simultaneous</p>	[Text book: H.L. Ahuja, <b>Macroeconomics: Theory &amp; policy, 19<sup>th</sup> Edition, Chapter:12]</b>
	equilibrium of goods and money market, The critique of IS-LM curves model, deriving aggregate demand curve with IS-LM model, Causes of shift in aggregate demand curve, IS- LM curve model: Explaining the role government's fiscal and monetary policy, The three ranges of LM curve, The elasticity of LM curve and effectiveness of monetary and fiscal policies.	
<b>Module III: Business cycles and stabilization</b>	1. Introduction, Phases of business cycles, Economic stabilization policies	[Textbook: D.N. Dwivedi, <b>Seventh Edition, Chapter 24, Section: 24.2, 24.4]</b>
	<p><b>2. Inflation</b> Introduction, Definition of inflation, Kinds of inflation, effects of inflation, Policy measures to control inflation</p>	[Textbook: D.N. Dwivedi, <b>Seventh Edition, Chapter 25, Section: 25.2, 25.4, 25.5]</b>
	<p><b>3. Theory of International Trade</b> Introduction, Adam Smith's theory of Absolute Advantage, Ricardian Theory of Comparative Advantage</p>	[Textbook: D.N. Dwivedi, <b>Seventh Edition, Chapter 27, Section 27.1, 27.3, 27.4]</b>
<b>Module IV: Public Finance</b>	<p><b>1. Introduction</b> Meaning of Public Finance □ Definitions of Public Finance □ Scope of Public Finance □ Role of Government in an Economy □ Public Finance and Private Finance □ The Principle of Maximum Social Advantage</p>	[Textbook: Dr. D. Bose, Dr. S. Ganeshan, Dr. A. Marimuthu, <b>An introduction to Public finance, First edition, S. Chand &amp; Company, Chapter 1]</b>
	<p><b>2. Public Revenue</b> Meaning □ Sources of Public Revenue □ Non-Tax Revenue □ Tax Revenue □ Objectives of Taxation □ Revenue of the Government of India □ Classification of Tax □ Goods &amp; service tax (GST)</p>	[Textbook: Dr. D. Bose, Dr. S. Ganeshan, Dr. A. Marimuthu, <b>An introduction to Public finance, First edition, S. Chand &amp; Company, Chapter 2]</b> Textbook: Dr. D. Bose, Dr. S. Ganeshan, Dr. A. Marimuthu, <b>An introduction to Public finance, First edition, S. Chand &amp; Company, Chapter 5]</b>
	<p><b>3. Public Expenditure</b> Meaning □ Significance of Public Expenditure □ Classification of Public Expenditure □ Causes for the Growth of Public Expenditure in India</p>	

	<b>4. Public Debt</b> Meaning □ Definitions □ Objectives of Public Debt □ Classification of Public Debt	[Textbook: Dr. D. Bose, Dr. S. Ganeshan, Dr. A. Marimuthu, An introduction to Public finance, First edition, S. Chand & Company, Chapter 6]
	<b>5. Financial Administration and Budget</b> Financial Administration □ Objectives of a Budget □ Characteristics of a Good Budget □ Classification of Budget	[Textbook: Dr. D. Bose, Dr. S. Ganeshan, Dr. A. Marimuthu, An introduction to Public finance, First edition, S. Chand & Company, Chapter 9]

**Course Objective:** The Course seeks to provide grounding in basic macroeconomic theory and policy in a globalized world, with a focus on applications, especially in context of emerging economies like India.

Course code	BBA-205					
Course title	Organizational Behaviour					
Scheme and Credits	L	T	P	S	Credits	Semester-II
					4	Total Credit Hours-40

Modules	Serial of Modules	Text Book as per Syllabus
Module I: Basic Concepts: Understanding the Nature of Organizational Behaviour(10L)	<b>Understanding the Nature of Organizational Behaviour:</b> What are Organizations- Why do Organizations exist- Organizational Effectiveness-Positive OB-Foundations of OB- Organizational Iceberg-Shortcomings- Contemporary OB-Evolution of OB-OB model	(Text book- <b>ORGANISATIONAL BEHAVIOUR, K. ASWATHAPPA, 14<sup>th</sup> Edition, Himalaya Publishing House, Chapter - 1: Understanding the Nature of Organizational Behaviour</b> )
Module II: Individual in the Organization(10L)	<b>Personality:</b> Nature of personality, Shaping of personality(Freudian Stages, Erikson's Stage), Determinants of personality, personality structure(BIG 5, Myers-Briggs Indicator)	(Text book- <b>ORGANISATIONAL BEHAVIOUR, K. ASWATHAPPA, 14<sup>th</sup> Edition, Himalaya</b> )

	<p><b>Perception and Attribution:</b> Meaning &amp; definition, Factors Influencing Perception, Perceptual Process, Perceptual Organization, when perception fails, Perception and OB</p>	<p><b>Publishing House, Chapter6: Personality, Chapter-7: Perception and Attribution, Chapter 8- Learning)</b></p>
<p>Module III: Individual Behaviour (10L)</p>	<p><b>Attitudes and values:</b> Nature of attitudes, Components of attitudes (The ABC Model), formation of attitudes, Changing attitudes (Changing attitudes of self, Changing attitude of employees), Work related attitudes (Two factor theory, Locke's Value Theory, Social Information Processing Model), Organizational Commitment, Values.</p>	<p>(Text book- <b>ORGANISATIONAL BEHAVIOUR, K. ASWATHAPPA, 14<sup>th</sup> Edition, Himalaya Publishing House, Chapter- 9: Attitudes and values, Chapter- 10: Motivation- Theories and Principles, Chapter- 12: Work Stress)</b></p>
	<p><b>Motivation- Theories and Principles:</b> Nature of motivation, Importance of motivation, Theories on motivation, Motivation across Cultures.</p>	
	<p><b>Work Stress-</b> Meaning and definitions, Stress experience, Work stress model, Stress management, Stress and performing.</p>	
<p>Module IV: Groups in the Organization (10L)</p>	<p><b>Group Dynamics:</b> Nature of Groups, Types of Groups, Why do people join groups, Theories of group formation, Group development, Usefulness of groups in organizations, Pitfalls of groups, Determinants of group behaviour, Group structuring, Group decision-making,</p>	<p>(Text book- <b>ORGANISATIONAL BEHAVIOUR, K. ASWATHAPPA, 14<sup>th</sup> Edition, Himalaya Publishing House, Chapter 13: Group Dynamics, Chapter 17: Leadership- Influencing others)</b></p>
	<p><b>Leadership- Influencing others:</b> Nature of leadership, leadership and management, Importance of Leadership, Formal and informal leadership, Leadership styles and their implications, Theories of leadership (Trait approach; Behavioural theories- {Ohio State University Studies, University of Michigan Studies}, Managerial Grid, Contemporary trends in leadership Contingency theories, Fiedler's theories, Pathgoal theories, Situational leadership theories, Theory X Theory Y }</p>	

**Course Outcomes**

Students study the behaviour of individuals and groups as part of the social and technical system in the workplace. They examine individual and group behaviour, leadership, motivation techniques and coordination in the work environment and apply these concepts to the development of organizations human resources.



## Semester-III

Semester – 3<sup>rd</sup>

Paper: Business Research Methods [BBA 301]

Credit Points– 4

Total credit hours - 40

<b>Course code</b>	BBA 301					
<b>Course title</b>	<b>Business Research Methodology</b> <u><b>Contents</b></u> Research methods & data analysis					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester-</b>
	3	0	1		4	3rd
<b>Pre-requisite (if any)</b>	None					

<b>Modules</b>	<b>Serial of Modules</b>	<b>Text Book as per Syllabus</b>	<b>CO</b>
<b>Module 1</b>	Introduction to Business research Research process Research Design	1. Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publishers	CO1
<b>Module 2</b>	Measurement & Scaling Questionnaire design Collection of data Data analysis	1. Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publishers 2. Statistical Methods – N.G.Das (Vol I & II), Tata MacGraw-Hill.	CO2
<b>Module 3</b>	Sampling design Methods of estimation Testing of Hypothesis	1. Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publishers 2. Statistical Methods – N.G.Das (Vol I & II), Tata MacGraw-Hill.	CO3
<b>Module 4</b>	Data Interpretation Importance of interpretation Report writing	1. Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publishers	CO4

<b>CO</b>	<b>Details</b>
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1	Ability to understand root notion and significance of Research
2	Ability to learn and prepare data for research
3	Ability to analyse and conduct hypothesis tests
4	Ability to interpret results and present report.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>COBBA301.1</b>			3			3		
<b>COBBA301.2</b>			3			3		
<b>COBBA301.3</b>			3			3		
<b>COBBA301.4</b>			3			3		

PO-PI Mapping

<b>PO3: Decision Making Skills</b>	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment, 3.1.2 Follow up the changes that are occurring due to the implementation
<b>PO6: Integration of Functions</b>	
<b>Competency</b>	<b>Indicators</b>
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.1. Continuation of Professional development and observation skills, 6.1.2. Using rational approach towards an issue.
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers and

**Semester – 3<sup>rd</sup>**  
**Paper: Financial Accounting & Tally [BBA 302]**

**Credit Points– 4**  
**Total credit hours - 40**

<b>Course Code</b>	BBA 302					
<b>Course Title</b>	<b>Financial Accounting &amp; Tally</b> <u>Contents</u> Fundamentals of Accounting.					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester-</b>
	0	4	0	0	<b>4</b>	V
<b>Pre-requisite (if any)</b>	Basic knowledge of Commerce					

**Course Objectives:**

1. To prepare financial statements in accordance with appropriate National and International Standards.
2. To prepare ledger accounts using double entry bookkeeping and record journal entries accordingly and to interpret the business implications of financial statement information.
3. To prepare the Final Statements of Financial Accounting and to get a practical knowledge of recording of transaction through Tally Software.
4. To explain the process of Primary and Secondary issue of share in Capital market and elaborate the process of forfeiture.

**Course Outcome:**

- CO 1: Students will recognize commonly used financial statements, their components and how information from business transactions flows into these statements.
- CO 2: Students will be able to demonstrate knowledge of preparation of Financial Statements and or financial schedules in accordance with Generally Accepted Accounting Principles through analysis and synthesis of information as well.
- CO 3: Students will be able to demonstrate knowledge of various advanced accounting issues related to Financial Accounting within a global and or ethical framework.
- CO 4: Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.

**Course Content:**

<b>Modules</b>	<b>Topic</b>	<b>Text Book as per Syllabus</b>	<b>CO</b>
<b>Meaning and Scope of Accounting &amp; Journal Proper</b>	a. Need, development and definition of accounting, Accounting Principles: GAAP; Accounting Transactions: Accounting Equation, Journal; Rules of debit and credit; Ledger; Trial Balance; Capital and Revenue. b. Adjustment Entries, Rectification of errors: Rectification of one sided and double sided errors with the effects of suspense account.	<ul style="list-style-type: none"> <li>Prof. Amitabha Basu: Financial Accounting I, Dey Book Concern.</li> <li>Basu &amp; Das, Selected Problems on Accounting, Rabindra Library.</li> </ul>	CO1
<b>Depreciation Accounting &amp; Provisions and Reserves</b>	a. Concept of depreciation; Causes of depreciation; depletion, amortization; Depreciation accounting; Methods of recording depreciation; Straight line and diminishing balance method. b. Preparation of provision for doubtful debt account, provision for discount on Debtors account and provision for Discount on Creditors account.	<ul style="list-style-type: none"> <li>Prof. Amitabha Basu: Financial Accounting I, Dey Book Concern.</li> <li>Basu &amp; Das, Selected Problems on Accounting, Rabindra Library.</li> </ul>	CO3
<b>Final Accounts for sole proprietorship business</b>	a. Manufacturing account; Trading account; Profit and Loss Account; Balance Sheet; Adjustment entries Closing stock, outstanding ,prepaid Expenses, Pre received, Depreciation, Provision, Stock lost by Fire, Goods withdrawal by proprietors, Free sample.	<ul style="list-style-type: none"> <li>Prof. Amitabha Basu: Financial Accounting I, Dey Book Concern.</li> <li>Basu &amp; Das, Selected Problems on Accounting, Rabindra Library.</li> </ul>	CO2
<b>Company accounts &amp; Tally</b>	a. Issue of shares (application, allotment, first call, final call), Calls in arrear & forfeiture of shares. Basic Concept of IFRS. b. Laboratory exercises using business accounting software package (Tally	<ul style="list-style-type: none"> <li>Prof. Amitabha Basu: Financial Accounting I, Dey Book Concern.</li> <li>Basu &amp; Das, Selected Problems on Accounting, Rabindra</li> </ul>	CO4

	7.2): Purchase and Sales order.	Library.	
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**Recommended Books:****Text Book:**

1. Prof. Amitabha Basu: Financial Accounting I, Dey Book Concern.
2. Basu & Das, Selected Problems on Accounting, Rabindra Library.

**References:**

1. Maheshwari: Introduction to Accounting, Vikas Publishing.
2. Shukla, MC, Grewal TS, and Gupta, SC: Advanced Accounts; S. Chand & Co.

**CO-PO Mapping:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA 302 - CO1	3	3				2	2	
BBA 302 - CO2		3	2			3	3	
BBA 302 - CO3	2	2				3	3	
BBA 302 - CO4	2	2	3			3		

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

**PO & PI Mapping:**

PO 1: Assessment of Choices	
Competency	Indicators
1.1 Demonstrate competencies in Business Construction Model & Decision Making Model	1.1.1. Ability to take up analytical approach for problem solving,
1.2 Demonstrate competencies in evaluation of each of the alternatives	1.1.2. Ability to take into consideration minute details and factors that influences a business.
	1.2.1 Ability to weigh the pros and cons of each

	of the alternatives or options available to a functional area of a business.
<b>PO 2: Identification of the Nature of a Problem Area</b>	
<b>Competency</b>	<b>Indicators</b>
2.1. Demonstrate an ability to identify an area that requires problem solving. 2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.1 Ability to contribute towards problem solving methods, 2.1.2 Understanding a problem or issue belongs to which of the specialized areas- Finance, HR or marketing. 2.2.1 To be able to identify the different factors that influences the business.
<b>PO 6: Integration of Functions</b>	
<b>Competency</b>	<b>Indicators</b>
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps. 6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.1.1. Continuation of Professional development and observation skills, 6.1.2. Using rational approach towards an issue. 6.2.1. Ability to study the changes in preferences of customers and 6.2.2. Study in the changes in political & technological environment.
<b>PO 7: Deployable Skill set</b>	
<b>Competency</b>	<b>Indicators</b>
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business. 7.2 Demonstrating the ability to apply the learned skill set as when required.	7.1.1 Acknowledgement of the existence of a problem, 7.1.2 Deciding the overall nature of the problem and its minor details. 7.2.1. Ability to implement the required knowhow as when necessity arises.



Submitted by: Prof. Arkaprava Chakrabarty

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 (Name)

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 (Signature & Date)

Submitted by: Prof. Ajanta Ghosh



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(Name)

(Signature & Date)

Received by:

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(HOD)

(Signature & Date)

<b>Course code</b>	<b>BBA – 303</b>					
<b>Course title</b>	<b>Marketing Management</b>					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester</b>
	2	0	1		3	III
<b>Pre-requisite (if any)</b>						

### Course Objectives:

1. To introduce students to the marketing concepts, theories, strategies, methods and tools with a view to enabling them to plan, create and implement good marketing strategies
2. To provide an understanding of the theories of the marketing mix variables, and a practical application in the context of the marketing management processes
3. To learn to adjust the marketing mix strategies based on changes in the competitive and macro environments and on performance.
4. To understand the behavior of consumers on how to make right decisions on the basis of marketing mix strategies & branding strategies.

### Course Outcomes (COs):

- CO1:** Students would be able to understand the relevance of marketing concepts impact on environmental change while designing marketing plans, strategies and practices.
- CO2:** Students would be able to understand the unique marketing mixes and selling propositions for product offerings and pricing objectives.
- CO3:** Students would be able to develop and apply knowledge to create integrated marketing communication strategies and distribution strategies.
- CO4:** Students would be able to understand the nature, scope and processes of branding and brand management in business functioning, marketing strategies based on segmentation, target marketing and positioning by examining consumer behavior.

### Course contents:

<b>Modules</b>	<b>Topics</b>	<b>Text Book as per Syllabus</b>	<b>CO</b>
<b>Marketing</b>	<b>Introduction to Marketing Management:</b>	Saxena, Rajan:	CO1



<b>Management &amp; Its Environment</b>	Nature and scope of marketing; Importance of marketing; Marketing concepts – traditional and modern; Selling vs. marketing; Functions and Evolution of Marketing; Marketing mix	Marketing Management, TMH	
	<b>Marketing environment:</b>	Kotler Philip and Armstrong Gary, Principles of Marketing; Pearson Education	
	Macro and Micro Environment; SWOT Analysis; PEST Analysis		
<b>Marketing Mix – The 4P</b>	<b>Product:</b>	Saxena, Rajan: Marketing Management, TMH  Kotler Philip and Armstrong Gary, Principles of Marketing; Pearson Education	CO2 & CO3
	Concept of product, Classification of products, Product Mix; New product development – Meaning & steps; Product life cycle – concept, stages & strategies involved in PLC		
	<b>Price:</b>		
	Meaning & Importance of price in the marketing mix; Objectives and Methods of Pricing, Factors affecting price of a product/service; Discounts and rebates		
	<b>Place (Distribution Channels):</b>		
	Concept, role & types of distribution channels; Factors affecting choice of a distribution channel; Role of Intermediaries; Distribution Channel Management – VMS & HMS		
	<b>Promotion:</b>		
Objectives & methods of promotion; Optimum promotion mix; Meaning, objectives & characteristics of promotion mix elements, Relative merits and limitations of promotion mix elements			
<b>Marketing &amp; Consumer</b>	<b>Consumer Behavior:</b>	Leon G Schiffman & Leslie Kanuk: Consumer Behavior, Pearson	CO4
	Meaning, nature, scope and significance of consumer behavior; Determinants of consumer behavior; Consumer decision making process		
	<b>Segmentation Targeting &amp; Positioning (STP):</b>		

	Market segmentation – concepts and importance; Bases for market segmentation; Target Market & Targeting strategies; Positioning – concept & importance; Positioning strategies		
<b>Brand &amp; Branding</b>	<b>Branding:</b>	Brand Management, Principles and Practices, Kirti Dutta, OUP	CO4
	Meaning & importance of Brands, Types of Brands, Branding Strategies; Packaging – role and functions		

### Recommended Books:

#### Text Book:

1. Saxena, Rajan: Marketing Management, Tata McGraw Hill

#### References:

1. Kotler Philip and Armstrong Gary, Principles of Marketing; Pearson Education
2. Leon G Schiffman & Leslie Kanuk: Consumer Behavior, Pearson
3. Brand Management, Principles and Practices, Kirti Dutta, Oxford University Press

### CO-PO Mapping:

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COBBA303.1	3	3	1			2		2
COBBA303.2	3	2	2			3		1
COBBA303.3	2	3	2			2		3
COBBA303.4	3	3	2			3		2

### PO & PI Mapping:

<b>PO 1:</b> Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
<b>Competency</b>	<b>Indicators</b>

1.1 Demonstrate competence in understanding the fundamentals of Marketing Management	<p>1.1.1 Identify the factors required for a managerial career by learning the fundamentals and concepts of marketing.</p> <p>1.1.2 Apply their basic concepts of marketing for a variety of organizations.</p>
<b>PO 2 :</b> Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	
<b>Competency</b>	<b>Indicators</b>
2.1 Demonstrate various marketing techniques and skills applicable for business	<p>2.1.1 Apply the outcomes of concepts with the current techniques and skills necessary for marketing manager to practice in an organization.</p> <p>2.1.2 Apply by learning the various marketing concept, theories and their implications towards business.</p>
<b>PO 3 ::</b> Students will develop decision making skills with the help of analytical and critical thinking ability.	
<b>Competency</b>	<b>Indicators</b>
3.1 Demonstrate the concept marketing environment and its influence	<p>3.1.1 Identify the basics of marketing and difference between sales and marketing activities.</p> <p>3.1.2 Identify the broad idea about environmental scanning and its importance and will understand the internal and external environmental influences in marketing.</p>
<b>PO 6 :</b> Students will be able to integrate the marketing plans, strategies and practices in Synchronization with the functioning of the business application	
<b>Competency</b>	<b>Indicators</b>
6.1 Demonstrate the integrated marketing communication strategies and its impact on creating awareness in the market for sustainable marketing solution and its application.	<p>6.1.1 Develop and apply knowledge to create integrated marketing communication strategies and distribution strategies.</p> <p>6.1.2 Identify the relevance and social impact of marketing concepts impact on environmental change while designing</p>

	marketing plans, strategies and practices.
<b>PO 8</b> Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
<b>Competency</b>	<b>Indicators</b>
8.1 Demonstrate 4ps of marketing and its application	8.1.1 Identify the concept of product planning and development, the pricing strategies, distribution and promotional strategies of the companies to make decisions in expected business intricacies.  8.1.2 Develop and apply knowledge to create integrated marketing communication strategies and distribution strategies.

Submitted by:

Professor Dibyendu Chattaraj &amp; Dr. Dipak Saha

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(Name)\_\_\_\_\_  
(Signature & Date)

Received by :

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(HOD)\_\_\_\_\_  
(Signature & Date)

<b>Course code</b>	BBA 305
<b>Course title</b>	<b>Personality Development</b>

Scheme and Credits	L	T	P	S	Credits	Semester-
	1	1	0		2	III
<b>Pre-requisite (if any)</b>	Basic knowledge of Organizational Behavior.					

**Course Objectives:**

1. Students will learn to apply personality development theory to solve workplace communication issues.
2. Students will learn to demonstrate the interpersonal skills required in the workplace.
3. Students will learn to manage resources effectively and efficiently in a professional context.
4. Students will learn to impart the correct practices of the strategies of effective business interactions.

**Course Outcomes:**

1	Students will develop abilities as critical thinkers and dynamic managers.
2	Students will Improves communication and leadership skills.
3	Students will use critical thinking as it pertains to using these tools for effective attitude in a professional setting.
4	Students will gain information-seeking skills and strategies necessary for sustaining in professional/ corporate workplace.

**Course content:**

Modules	Serial of Modules	Text Book as per Syllabus	CO
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<b>Understanding People at Work: Individual Differences and Perception</b>	The Interactionist Perspective, Individual Differences (Values and Personality), Perception, The Role of ethics and national culture, Using science to match candidates to jobs. Case Study	<b>An Introduction to Organizational Behavior</b>  a Creative Commons by-nc-sa 3.0 ( <a href="http://creativecommons.org/licenses/by-nc-sa/3.0/">http://creativecommons.org/licenses/by-nc-sa/3.0/</a> ) license.	CO1
<b>Individual Attitudes and Behaviors, Theories of Motivation</b>	Work attitudes, Work behaviours, Rebounding from defeat. Need-based theories of motivation, Process based theories, Motivation in action, Case Study	<b>An Introduction to Organizational Behavior</b>  a Creative Commons by-nc-sa 3.0 ( <a href="http://creativecommons.org/licenses/by-nc-sa/3.0/">http://creativecommons.org/licenses/by-nc-sa/3.0/</a> ) license.	CO4
<b>Managing Stress and Emotion</b>	What is stress, Avoiding and managing stress, What are emotions?, Emotions at work, Getting emotional: Case study	<b>An Introduction to Organizational Behavior</b>  a Creative Commons by-nc-sa 3.0 ( <a href="http://creativecommons.org/licenses/by-nc-sa/3.0/">http://creativecommons.org/licenses/by-nc-sa/3.0/</a> ) license.	CO3
<b>Conflicts and Negotiations, Making Decisions</b>	Understanding conflict, Causes and Outcomes of conflict, Conflict Management, Negotiations, Case study. Decision-making culture, Understanding decision making, Faulty decision making, Decision making in groups, Case Study	<b>An Introduction to Organizational Behavior</b>  a Creative Commons by-nc-sa 3.0 ( <a href="http://creativecommons.org/licenses/by-nc-sa/3.0/">http://creativecommons.org/licenses/by-nc-sa/3.0/</a> ) license.	CO2

**Recommended Books:**

<b>Textbooks</b>	
Sl. No.	
1	An Introduction to Organizational Behaviour
2	Cambridge Handbook of Personality Theories

<b>References</b>
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Sl. No.	
1	The Art and Science of Business Communication
2	Transformational Leadership by Edward J Shelton

**CO-PO Mapping:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA.....1	3	3	3					2
BBA.....2	2	3	3					3
BBA.....3	3	3	2					2
BBA.....4	3	3	2					3

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

**PO & PI Mapping:**

**PO 1 :** Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.

Competency	Indicators
1.1 Demonstrate an ability to plan/manage managerial activities	1.1.1 Identify the tasks required to complete the managerial aspects of a management activity, and the resources required to complete the tasks.  1.1.2 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.

**PO 2:** Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.

Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving.	2.1.1 Ability to contribute towards problem solving methods
2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing.
	2.2.1 To be able to identify the different factors that influence the business.

<b>PO 3::</b> Students will develop decision making skills with the help of analytical and critical thinking ability.	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
<b>PO 8 :</b> Students will develop the capability to demonstrate increased level of sensitivity towards areas that require ethical and moral addressing during the course of business.	
<b>Competency</b>	<b>Indicators</b>
8.1 To Demonstrate the ability to identify that there is a moral dilemma.	8.1.1. The ability to identify the confusion or the dilemma that is in existence
8.2 Demonstration of the ability to solve the moral dilemma.	8.2.1. Ability to select the best path that will serve to a bigger interest of the stakeholders and the society

Submitted by : Suchana Roy

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(Name)

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(Signature& Date)

Received by :

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(HOD)

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(Signature& Date)

<b>Course code</b>	BBA -306
<b>Course title</b>	<b>DESIGN THINKING</b> <b><u>Contents</u></b>



Fundamentals of Decision making & New product Design						
Scheme and Credits	L	T	P	S	Credits	Semester-
	1	1	0		2	III
Pre-requisite (if any)	Basic knowledge of Management					

**Course Objective :**

1. To enable the students to understand fundamental concepts and terminologies involved in cognitive bias.
2. To understand the process of making a decision.
2. To make students understand the fundamentals of thinking a design.
3. To able to analyze the basis of developing a product.

**Course Outcome:**

1. Can able to understand the impact of cognitive biases in organization and personal decisions.
2. Can select appropriate decision making tool and apply it in a given situation to lead teams.
3. Can leverage use of tools for the design process
4. Can apply design thinking for product development.

**Course Content:**

Modules	Serial of Modules	Text Book as per Syllabus	CO
<b>Fundamentals of Decision</b>	Definition, Heuristics, Tacit knowledge, Decision traps- Cognitive biases.	<ol style="list-style-type: none"> <li>1. Michael A. Roberto., The Art of Critical Decision Making, 2013.</li> <li>2. Harvard Business Essentials: Decision Making – 5 steps for better results, Harvard Review Business Press, 17 June 2010.</li> <li>3. J Edward Russo and Paul J.H. Schoemaker., Decision Traps – The Ten Barriers to Brilliant Decision-Making And How To Overcome Them, Fireside Simon &amp; Schuster Inc., 1st edition., 1990.</li> </ol>	CO1

<b>Logical Decision Making</b>	Decision Framing, Judgment in crisis, Reasoning by analogy, Wisdom of crowd.	<ol style="list-style-type: none"> <li>1. Michael A. Roberto., The Art of Critical Decision Making, 2013.</li> <li>2. James Surowiecki, The wisdom of crowds, Little Brown Book Group, Mar-2005.</li> </ol>	CO2
<b>Fundamentals of Design Thinking</b>	<p>Definition, Fundamental concept, Process of thinking process (Divergent and Convergent thinking)</p> <p>Design thinking for strategic innovations – Predictability – Strategic Foresight - Change – Sense Making - Maintenance Relevance – Value redefinition - Extreme Competition – experience design - Standardization – Humanization.</p>	<ol style="list-style-type: none"> <li>4. Plattner Hasso, Meinel Christoph, and Leifer Larry, Design Thinking, Springer, 2010.</li> <li>5. Roterberg Mueller Christian., Handbook of Design Thinking, Hochschule Ruhr West, November 2018.</li> </ol>	CO3
<b>Phases of Design thinking</b>	Explore (STEEP Analysis, Stakeholder mapping, Opportunity framing), Empathize, Experiment, Engage, Evolve.	<ol style="list-style-type: none"> <li>1. Plattner Hasso, Meinel Christoph, and Leifer Larry, Design Thinking, Springer, 2010.</li> <li>2. Roterberg Mueller Christian., Handbook of Design Thinking, Hochschule Ruhr West, November 2018.</li> </ol>	CO4

**Recommended Books:**

1. Michael A. Roberto., The Art of Critical Decision Making, 2013.

2. Harvard Business Essentials: Decision Making – 5 steps for better results, Harvard Review Business Press, 17 June 2010.
3. James Surowiecki, The wisdom of crowds, Little Brown Book Group, Mar-2005.
4. J Edward Russo and Paul J.H. Schoemaker., Decision Traps – The Ten Barriers to Brilliant Decision-Making And How To Overcome Them, Fireside Simon & Schuster Inc., 1st edition., 1990.
5. Plattner Hasso, Meinel Christoph, and Leifer Larry, Design Thinking, Springer, 2010.
6. Roterberg Mueller Christian., Handbook of Design Thinking, Hochschule Ruhr West, November 2018.

### CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA 306.1		<b>3</b>						
BBA 306.2					3	2		
BBA 306.3			3					
BBA 306.4		3						

**3= Strong      2=Average      1=Weak**

### PO & PI Mapping:

PO 2 : Identification of the Nature of a Problem Area	
Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving.	2.1.1 Ability to contribute towards problem solving methods,
2.2. Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.2 Understanding a problem with respect to the specialized areas i.e Finance, HR or marketing.  2.2.1 To be able to identify the different factors that influences the business.
PO 3 : Decision Making Skills	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision	3.1.1 Capability of implementation of a decision

taken within the business.  3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	after proper assessment,  3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)  3.2.1 Reaching to a solution and evaluating it after observing the changes
<b>PO 5 : Team Work</b>	
<b>Competency</b>	<b>Indicators</b>
5.1 To Understand Group Formation and Group Cohesiveness  5.2 To be able to demonstrate the importance of adjustment and the importance of concentrating other group members' opinion.	5.1.1. Ability to understand the objective of the group and deciding a common goal.  5.2.1. The ability to apply the behavioral science when functioning within the group.
<b>PO6: Integration of Functions</b>	
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.  6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.1.1. Continuation of Professional development and observation skills,  6.1.2. Using rational approach towards an issue.  6.2.1. Ability to study the changes in preferences of customers.

Submitted by : Dr. Soumik Gangopadhyay

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(Name)

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(Signature & Date)

Received by :

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(HOD)

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(Signature & Date)

<b>Course code</b>	MOOCs(BBA) 321					
<b>Course title</b>	<b>Business Analytics - III</b>					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester-</b>

	1	0	1	0	2	3rd
<b>Pre-requisite (if any)</b>	Basic knowledge of using excel					

**Course Objectives:**

1. To enable the students to understand the concepts of normal and t-distribution and how they can calculate the probability areas
2. To enable students to understand how to use functions of excel to calculate confidence interval in case of population mean
3. To enable students to understand how to use functions of excel to calculate confidence interval in case of population proportion and sample size calculation
4. To enable students to perform hypothesis testing in excel

**Course Outcome:**

CO 1: Students will be able to recall and use function in excel to calculate the probability area for a normal and t-distribution.

CO 2: Students will be able to recall excel functions to calculate the confidence interval for population mean.

CO 3: Students will be able to remember excel functions to calculate the confidence interval for population proportion and sample size calculation.

CO 4: Students will be able to perform and make decisions based on the results of hypothesis testing for various business problems.

**Course content:**

<b>Modules</b>	<b>Topic</b>	<b>Text Book as per Syllabus</b>	<b>CO</b>
<b>Module 1: Introduction to normal and t-distribution</b>	Introducing the t-distribution and normal distribution, T.DIST function, T.INV function, NORM.DIST, NORM.INV	NA	CO1

<b>Module 2: Confidence interval estimation in excel</b>	Introducing confidence intervals, CONFIDENCE.T, CONFIDENCE.NORM, z-statistics and t-statistics, using z- and t-statistics to construct a confidence interval	NA	CO2
<b>Module 3: Confidence interval estimation in excel</b>	Constructing confidence interval for a population proportion, sample size calculation	NA	CO3
<b>Module 4: Hypothesis testing</b>	Introduction to Hypothesis testing, performing single tail and two tail hypothesis tests	NA	CO4

**Recommended Books:****References:**

1. Business Applications of Hypothesis Testing and Confidence interval Estimation by Rice University (Coursera)

**CO-PO Mapping:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
MOOCs(BBA)321 CO1	2		2	2			3	
MOOCs(BBA)321 CO2	2		3	3			2	
MOOCs(BBA)321 CO3	2		3	3			2	
MOOCs(BBA)321 CO4	2		2	3			3	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

**PO & PI Mapping:**

<b>PO 1</b> : Students will develop the capability to assess alternate managerial choices and come
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up with optimal solutions.	
<b>Competency</b>	<b>Indicators</b>
1.1 Demonstrate competencies in Business Construction Model & Decision-Making Model	1.1.1. Ability to take up analytical approach for problem solving, 1.1.2. ability to take into consideration minute details and factors that influences a business.
1.2 Demonstrate competencies in evaluation of each of the alternatives	1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.
<b>PO 3</b> : Students will develop decision making skills with the help of analytical and critical thinking ability	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment  3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problems	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
<b>PO 4</b> : Communication skills will be enhanced in Synchronization with the functioning of the business analytics algorithms.	
<b>Competency</b>	<b>Indicators</b>
4.1 To Demonstrate the ability to make effective business communication.	4.1.1. Ability to choose appropriate words when making verbal communication, 4.1.2. To be able to select proper language and words when making written communication.
4.2 To Demonstrate the ability to pursue stakeholders and enhancing the convincing skills.	4.2.1. Ability to present oneself groomed properly and uses formal gestures with appropriate body language.
<b>PO 7</b> : Students will develop deployable skills parallel to the chosen functional/specialized area.	



Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem 7.1.2 deciding the overall nature of the problem and its minor details.
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by : Prof. Lavanya Deepika Tigga

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(Name)

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(Signature & Date)

Received by :

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(HOD)

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(Signature & Date)

<b>Course code</b>	MOOCs (BBA) 322					
<b>Course title</b>	<b>Digital Marketing</b>					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester-</b>
	1	..	1	....	<b>20</b>	3
<b>Pre-requisite (if any)</b>	.....					

#### Course Objectives:

1. Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.

2. Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.
3. Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks and investigate and evaluate issues in adapting to globalized markets that are constantly changing and increasingly networked.
4. Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics and comprehend the importance of conversion and working with digital relationship marketing.

### Course Outcome:

CO 1: Understand emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.

CO 2: Understand the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.

CO 3: Understand the importance of conversion and working with digital relationship marketing.

CO 4: Apply cross-cultural and ethical issues in globalised digital markets.

### Course content:

Modules	Topic	Text Book as per Syllabus	CO
1	<b>Introduction to Digital Marketing</b> , what is Digital Marketing? Importance of digital marketing, how can digital marketing be the ultimate tool for success for businesses? How to conduct a competitive analysis? Difference between traditional marketing and digital marketing Trends and scenario of the industry, how to use digital marketing to increase sales?	Digital Marketing Excellence: Planning, Optimising & Integrating Online Marketing, David Chaffey & PR Smith, Routledge	CO1
2	<b>Social Media Marketing</b> , Definition of Social Media Marketing & Social Media, Social Networking, Use of Different Social Media Platforms, Blogging, Video Creation & Sharing. Content Creation	Digital Marketing Excellence: Planning, Optimising & Integrating Online Marketing, David Chaffey & PR Smith, Routledge	CO2
3	<b>E-Commerce Management</b> , Management of E-Commerce Store, E-Commerce Marketing, Product Keyword Research, Uploading Products to Website, Ensuring Positive Customer Experience, Inventory	Digital Marketing Excellence: Planning, Optimising & Integrating Online	CO3

	Management, Supply Chain Management, Selling, Packaging & Shipping	Marketing, David Chaffey & PR Smith, Routledge	
4	<b>Content Strategy</b> , Blogging, CTC via Content, Guest Blogging, Article Marketing, Promotions, Content Marketing Tools	Digital Marketing Excellence: Planning, Optimising & Integrating Online Marketing, David Chaffey & PR Smith, Routledge	CO4

**Recommended Books:****Text Book:**

1. Digital Marketing Excellence: Planning, Optimising & Integrating Online Marketing, David Chaffey & PR Smith, Routledge

**References:**

1. Digital Marketing Strategy: An Integrated Approach to Online Marketing, Simon Kingsnorth, Kogan Page

2. Digital Marketing For Dummies, Russ Henneberry and Ryan Deiss, Wiley

**CO-PO Mapping:**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA_322_1	3	-	1			2		3
BBA_322_2	2	2	-			2		2
BBA_322_3	3	2	3			-		2
BBA_322_4	3	3	2			3		-

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

**PO & PI Mapping:**

<b>PO 1</b> : Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
<b>Competency</b>	<b>Indicators</b>
1.1 Demonstrate the digitalization of marketing environment and its dimensions	1.1.1 Apply knowledge of the digital marketing in a rapidly changing business landscape. 1.1.2 Apply the knowledge to implement common

	digital marketing tools such as SEO, SEM, Social media and Blogs.
<b>PO 2 :</b> Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	
<b>Competency</b>	<b>Indicators</b>
2.1 Demonstrate the mechanism of working of digital media and conducting business through electronic means.	2.1.1 Learn the key elements of a digital marketing strategy 2.1.2 Align the firm's e-marketing operation with its overall strategic objective.
<b>PO 3 :</b> Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
<b>Competency</b>	<b>Indicators</b>
3.1 Demonstrate the procedures and best practices for content generation.	3.1.1 Identify the quality content which ranks faster at Search Engines 3.1.2 Apply the techniques for effective content writing.
PO 6: Students will develop decision making skills with the help of analytical and critical thinking ability.	
<b>Competency</b>	<b>Indicators</b>
6.1 Demonstrate the importance of digital marketing for marketing success today	6.1.1 Examine how effectiveness of a digital marketing campaign can be measured. 6.1.2 Outline the ongoing trends in global e-markets and technology given the rapidly changing digital landscape.
<b>PO 8 :</b> Students will develop deployable skills to the chosen functional/ specialized area to demonstrate increased level of sensitivity towards areas that require during the course of business.	
<b>Competency</b>	<b>Indicators</b>
8.1 Demonstrate the importance of SEO and SEM as a Fundamental Building Block for Online Marketing and its social impact.	8.1.1 Identify the social impact of online marketing for the growth of business. 8.1.2 Critically align the mechanism of how to spread the brand, service and product awareness among the intended audience.

Submitted by :

Dr. Dipak Saha

(Name)

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(Signature & Date)

Received by :

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(HOD)\_\_\_\_\_  
(Signature & Date)

## Semester-IV

Semester – 4th

Credit Points– 4

Paper: Strategic Management [BBA – 401]

Total Contact Hours - 40

### Module I: Introduction:

Definition and meaning of strategy & strategic management; Objectives and role of strategic management; Benefits and importance of strategic management; Causes for failure of strategic management; The strategic management process

### Module II: Strategic Intent - Vision, Mission and Objectives (VMO):

Vision – concept & importance; Mission – concept & relevance; Objectives & goals – concept & relevance; Components of mission statement, Formulation of mission & objectives and their specificity; Examples of VMO.

### Module III: External Environmental Analysis:

Concept of environment, environmental analysis and appraisal, Need for & component of external environment analysis; Tools & techniques of environment analysis – PESTEL, ETOP; Porter's Five Forces Model

### Module IV: Internal Environmental Analysis:

Concept of Internal analysis; Value chain analysis; Factors of internal analysis; Strategic & Situational Analysis – SWOT Analysis, TOWS Matrix

### Module V: Strategic Planning:

Meaning & Stages of Strategic Planning; Corporate goal setting, functional goal setting, managerial goal setting, positioning organization

### Module VI: Strategy Formulation I - Corporate level strategies:

Concept, scope, types and significance of corporate level strategies; Generic Growth/expansion strategies - characteristics, forms, applicability; Ansoff matrix

### Module VII: Strategy Formulation II - Business level strategies:

Concept of business level strategies; Competitive advantage and Core competencies; Cost leadership, differentiation & focus; Porter's framework of competitive strategies; Concept of SBU

### Module VIII: Strategic Analysis & Choice

Concept of strategic analysis and choice; BCG Matrix & GE-Nine Cell Planning grid.

**Module IX: Implementation of Strategies:**

Issues in strategy implementation, Integrating the functional plan and policies; Role of managers, Leadership, strategic control system & measurement; Strategic Actions - Mergers, Acquisitions & Diversification

**Module X: Strategic Evaluation and Control**

Evaluation of strategy and strategic control, Need for strategic evaluation; Criteria for evaluation and the evaluation process; strategic control process & types of external controls

**Suggested Text Book**

Kazmi, Azhar: Business Policy and Strategic Management, Tata McGraw Hill

**Suggested Readings**

1. Pearce & Robinson: Strategic Management AITBS
2. Bhattacharya. and Venkataraman: Managing Business Enterprise: Strategies, Structures and Systems, Vikas Publishing House
3. Budhiraja, S. B. and Athreya, M. B: Cases in Strategic Management, Tata McGraw Hill
4. Subbarao: Strategic Management, Himalaya Publication
5. Thompson & Strickland: Strategic management Concept & Cases, Tata McGraw Hill,

**Semester – 4<sup>th</sup>**

**Paper: Marketing Management [BBA – 402]**

**Credit Points – 4**

**Total Contact Hours – 40**

**Course Contents****Module I: Introduction:**

Nature and scope of marketing; Importance of marketing; Marketing concepts – traditional and modern; Selling vs. marketing; Functions and Evolution of Marketing; Marketing mix

**Module II: Marketing environment:**

Macro and Micro Environment; SWOT Analysis; PEST Analysis

**Module III: Product:**

Concept of product, Classification of products, Product Mix; New product development – Meaning & steps; Product life cycle – concept, stages & strategies involved in PLC

**Module IV: Price:**

Meaning & Importance of price in the marketing mix; Objectives and Methods of Pricing, Factors affecting price of a product/service; Discounts and rebates

**Module V: Distributions Channels:**

Concept, role & types of distribution channels; Factors affecting choice of a distribution channel; Role of Intermediaries; Distribution Channel Management – VMS & HMS

**Module VI: Promotion:**

Objectives & methods of promotion; Optimum promotion mix; Meaning, objectives & characteristics of promotion mix elements, Relative merits and limitations of promotion mix elements

**Module VII: Consumer Behavior:**

Meaning, nature, scope and significance of consumer behavior; Determinants of consumer behavior; Consumer decision making process

**Module VIII: Industrial Buying Behavior:**

Industrial Buying Behavior-Meaning, Characteristics; Differences between Consumer Buying & Industrial Buying, Factors influencing industrial buyers

**Module IX: Segmentation Targeting & Positioning (STP):**

Market segmentation – concepts and importance; Bases for market segmentation; Target Market & Targeting strategies; Positioning – concept & importance; Positioning strategies

**Module X: Branding:**

Meaning & importance of Brands, Types of Brands, Branding Strategies; Packaging – role and functions

**Suggested Text Book**

Saxena, Rajan: Marketing Management, Tata McGraw Hill

**Suggested Readings**

1. Kotler Philip and Armstrong Gary, Principles of Marketing; Pearson Education
2. Arun Kumar: Marketing Management, Vikas
3. Gandhi, J.C.: Marketing, Tata McGraw Hill
4. Tapan Panda: Marketing Management, Excel Books
5. Ramaswamy, V.S. and S. Namakumari : Marketing Management, Macmillian.
6. B. Ghosh: Fundamentals of Marketing Management, Books & Allied

**Semester – 4<sup>th</sup>**

**Credit Points – 4**

**Paper: Human Resource Management [BBA 403]**

**Total Contact Hours – 40**

**Strategic Role of Human Resource Management:**

**Module 1:** Nature of HRM, Scope of HRM, Objective of HRM , Importance of HRM, Systems approach to HRM, HRM and Competitive Advantage, Strategic HRM, Traditional Vs Strategic HRM, Case Study

**(Human Resource Management Text and Cases: V.S.P.Rao)**

**[4L]**

**Module 2 :** History of Personnel/Human Resource Management, Evolution of the Concept of HRM, Personnel Function in Changing Scenario, Traditional Vs Emerging HR Practices, HRM Line and Staff Aspect, Case Study

**(Human Resource Management Text and Cases: V.S.P.Rao) [4L]**

### **Human Resource Planning**

**Module 3:** Concept of Human Resource Planning or HRP, Objectives of HRP , Importance of HRP, Process of HRP, Case Study

**(Human Resource Management Text and Cases: V.S.P.Rao) [4L]**

**Module 4:** Trend Analysis , Work Load Analysis, Job Analysis , Manpower Inventory Analysis, Staffing Table, Replacement Chart, Practical Problem Solving

**(Human Resource Management Text and Cases: V.S.P.Rao) [4L]**

### **Employee Administration**

**Module 5:** Definition of Recruitment , Sources of Recruitment, Methods of Recruitment, Recruitment: Indian Experiences , Case Study

**(Human Resource Management Text and Cases: V.S.P.Rao) [4L]**

**Module 6:** Definition of Selection, Process of Selection: Selection Test, Types of Selection Test, Selection Interviews, Types of Interviews, Application Blank , Case Study

**(Human Resource Management Text and Cases: V.S.P.Rao) [4L]**

**Module 7:** Concept of Training, Need of Training, Training Vs Development, Training Methods, Case Study

**(Human Resource Management Text and Cases: V.S.P.Rao) [4L]**

**Module 8:** Performance Appraisal – Concept, Objectives, Methods, Essential Characteristics of an Effective Appraisal, Potential Appraisal, Case Study

**(Human Resource Management Text and Cases: V.S.P.Rao) [4L]**

**Module 9:** Definition and Concept of Compensation, Nature of Compensation, Objective of Compensation, Components of Pay Structure in India, Concept of Wage, Characteristics of Wage Payments, Methods of Wage Payment

**(Human Resource Management Text and Cases: V.S.P.Rao) [4L]**

### **Grievance, Discipline and Industrial Relation**

**Module 10:** Concept Grievance, Model Grievance Procedure, Discipline: Three Interpretations, Approaches to Discipline, Disciplinary Action, Concept of Industrial Relations, Objective of Industrial Relations, Approaches to Industrial Relations, Significance of Industrial Relations, Case Study

**(Human Resource Management Text and Cases: V.S.P.Rao) [4L]**

### **Recommended Books:**



1. V.S.P. Rao: Human Resource Management, Excel Books
2. Dwivedi: Human Resource Management, Vikas
3. C.S. Venkata Ratnam & B.K. Srivastava : Personnel Management and Industrial Relations, Tata McGraw Hill.
4. Anjali Ghanekar : Human Resource Management, Everest Publishing
5. A.M. Sheikh : Human Resource Development and Management, S.Chand
6. E.A. Ramaswamy : Managing Human Resources, Oxford University Press
7. M.S. Saiyadain : Human Resource Management, Tata McGraw Hill

**Semester – 4<sup>th</sup>**

**Credit Points – 4**

**Paper: Cost Accounting [BBA – 404]**

**Total Contact Hours – 40**

### **Module I: Introduction (5L)**

Nature and scope of cost accounting; Cost concepts and classification: direct, indirect, Element wise, function wise, Behaviour wise, sunk cost opportunity cost: Essentials of a good cost accounting system: Difference between cost and Management accounting: Concept of Cost Audit. Preparation of cost sheet & estimation.

### **Module II: Accounting for Material (12L)**

Economic Order Quantity, ABC analysis (selective inventory concept): Concept of Periodic Inventory & Perpetual inventory, Various stock levels: JIT purchase: Selective methods of Material control; pricing of material issues - FIFO, LIFO, Weighted average.

### **Module III Accounting for Labour (5L)**

Labour cost control procedure; Labour turnover; Idle time and overtime; Methods of wage payment-time and piece rates; Incentive schemes.

### **Module IV: Accounting for Overheads (8L)**

Absorption, Allocation and apportionment of Overheads: Determination of overhead rates; Under and over absorption and its treatment, Primary and secondary distribution of overhead.

### **Module V: Cost Ascertainment: (10L)**

Contract Costing; Operating Costing (Transport); Process Costing excluding inter-process profits and joint and by-products.

### **Suggested Readings:**

1. Basu & Das: Cost & Management Accounting, Rabindra Library.
2. Dr. C.H Sengupta & B. G Chowdhury: Cost and Management Accounting, Dey Book Concern.
3. Bhabatosh Banerjee: Cost Accounting- Theory & Practice, Prentice Hall of India Ltd. New Delhi.
4. M. N Arora: Cost Accounting – Principles and Practice, Vikas Publishing House (P) Ltd.
5. M. Y. Khan, P. K. Jain: Cost Accounting, TMH.

**Semester – 4<sup>th</sup>**

**Credit Points – 4**

**Paper: Management Information Systems [BBA 405]**

**Total Contact Hours – 40**

**Module 1: Introduction to Management Information System**

(Chapter 1 of Management Information System, by C.S.V. Murthy)

1. Introduction to Management Information System
  - 1.1. Basic Components of an Information System
- 1.2. Classification of MIS
- 1.3. Definition of Management information System
- 1.4. MIS understanding
- 1.5. Role, Impact and Importance of MIS
- 1.6. MIS characteristics
- 1.7. MIS objectives
- 1.8. Elements of MIS
- 1.9. Systems involving Information in MIS
  - 1.10. Basic Parts of the Organization
  - 1.11. Implications of the Organisational Structure for MIS
  - 1.12. Establishing MIS
  - 1.13. Advantages and Disadvantages of MIS
  - 1.14. Organisation in Three Layers
  - 1.15. Decision Types
  - 1.16. Decision -making
  - 1.17. MIS functional area
  - 1.18. Business Information System
  - 1.19. Structure of MIS
  - 1.20. Major areas of Information systems Knowledge Used by business people

**Module 2: Computer System and Telecommunication System**

(Chapter 2 of Management Information System , by C.S.V. Murthy)

2. Computer System and Telecommunication System
  - 2.1. Network of Computers
  - 2.2. Telecommunications media, channel, software
  - 2.3. Physical Link
  - 2.4. Basic Network Architecture
  - 2.5. Types of Networks
  - 2.6. Types of Data Transmission
  - 2.7. Internet, Intranet and Extranet

**Module 3: Data, Information and Database Management**

(Chapter 3 of Management Information System , by C.S.V. Murthy)

**3. Data, Information and Database Management****3.1. Data****3.2. Information****3.3. Data Processing****3.4. Management of Information****3.5. Nature of the Information****3.6. Manager and Information****3.7. The use of Data****3.8. Data Representation****3.9. Management Information Support for Decision-making****3.10. Information System and Decision-making****3.11. Structured, Programmable Decision****3.12. Unstructured, Non-Programmable Decision****3.13. Database and Database Management****3.14. Data Processing System****3.15. Components of DBMS****3.16. Characteristics of DBMS****3.17. Objectives of DBMS****3.18. Components of Database Management System Package****3.19. Major Uses of DBMS****3.20. Schemas and mappings****3.21. Major types of Databases Used by organizations and Users****3.22. Data and its Importance****3.23. Meaning of a Database Management System****3.24. Designing of Databases****3.25. Physical Database Model****3.26. Creating Databases****3.27. Components to a DBMS****3.28. General Function of DBMS****3.29. Data Definition Language****3.30. Data Manipulation Language****3.31. Data Control Language**

- 3.32. Database Administrator
- 3.33. Hierarchical Data Model
- 3.34. Network Data Model
- 3.35. Relational Data Model
- 3.36. The Server Architecture

#### **Module 4: Information System Concepts**

(Chapter 4 of Management Information System, by C.S.V. Murthy)

- 4. Information System Concepts
- 4.1. Information System Concept
- 4.2. Meaning of System
- 4.3. Definition of System
- 4.4. Characteristics of a System
- 4.5. System classification
- 4.6. Need for System Analysis
- 4.7. Systems Thinking
- 4.8. System Analyst
- 4.9. System Development Model

#### **Module 5: Transaction Processing System and Other Systems**

(Chapter 6 of Management Information System , by C.S.V. Murthy)

- 5. Transaction Processing System and Other Systems
- 5.1. Transaction Processing System(TPS)
- 5.2. Decision Support System(DSS)
- 5.3. Executive Information System(EIS)
- 5.4. Office Automation System(OAS)

#### **Module 6: Knowledge Management**

(Chapter 7 of Management Information System , by C.S.V. Murthy)

- 6. Knowledge Management
- 6.1. Knowledge
- 6.2. Knowledge System
- 6.3. Types of Knowledge System
- 6.4. Knowledge Management
- 6.5. Goals of Knowledge Management
- 6.6. Business Models
- 6.7. Expert System (ES)

- 6.8. The structure of Expert System
- 6.9. Components of Expert System
- 6.10. Use of Expert System
- 6.11. Benefits of Expert System
- 6.12. Limitations of Expert System
- 6.13. Expert System and Management Science

### **Module 7: Information System for Business Operations**

(Chapter 8 of Management Information System , by C.S.V. Murthy)

- 7. Information System for Business Operations
- 7.1. Information System in Business Functions
- 7.2. Accounting Information System
- 7.3. Financial Information System
- 7.4. Marketing Information System
- 7.5. Production Information System
- 7.6. Personal Information System
- 7.7. Human Resource Information System

### **Module 8: Enterprise Resource Planning**

(Chapter 9 of Management Information System , by C.S.V. Murthy)

- 8. Enterprise Resource Planning
- 8.1. Introduction of ERP
- 8.2. ERP Technologies
- 8.3. ERP Implementation
- 8.4. ERP Applications
- 8.5. Challenges of ERP
- 8.6. Objectives of ERP System

### **Chapter 9: Security Threats and Computer Crimes**

(Chapter 14 of Management Information System , by C.S.V. Murthy)

- 9. Security Threats and Computer Crimes
- 9.1. Specific Threats
- 9.2. Computer crimes and Prevention
- 9.3. Effect of Threat from Computer Crimes
- 9.4. Hacking
- 9.5. Cyber Theft
- 9.6. Internet Security

- 9.7. Computer Viruses
- 9.8. Challenges Involved
- 9.9. Cyber Terrorism
- 9.10. Card Frauds
- 9.11. New Phishing attack on Gmail
- 9.12. Steps to protect Business against Cyber Crime
- 9.13. Dangers of Digital Cheating on Mobile

**Recommended Books:**

- Management Information System by C.S. V. Murthy Himalaya Publishing House

**Semester: 4<sup>th</sup>****Subject: Business Analytics IV [MOOCs (BBA) 421]****Credit Point: 1****Total Contact Hours: 12****Module 1: Regression Analysis**

Worksheet sheet functions of regression: SLOPE, INTERCEPT, FORECAST, TREND, LINEST, Interpretation of output, Performing regression Using Data analysis in Excel

**Module 2: Correlation Analysis**

Scatterplots, Worksheet functions of Correlation: CORREL, PEARSON, RSQ, COVAR, Interpretation of output, Performing Correlation using Data Analysis in excel

**Module 3: Introduction to SPSS**

Entering and Modifying Data, Defining Variables, Transformation and Selection of data Loading and Saving files, Running analysis

**Module 4: Descriptive statistics in SPSS**

Frequency Distributions and Percentile ranks for a Single Variable, Multiple Variables, Measures of Central Tendency and Measures of Dispersion for a Single group and Multiple groups

**Semester: 4<sup>th</sup>****Subject: Artificial Intelligence II [MOOCs (BBA) 422]****Credit Point: 1****Total Contact Hours: 12****Module 1: Adversarial Search(3L)**

Games, Optimal Decision in Games, Alpha-Beta Pruning, Stochastic Games

**Module 2: Logical Agents(3L)**

Knowledge based agents, Logic, Propositional logic, Propositional Theorem

**Module 3: First Order Logic(3L)**

Syntax and Semantics, Problem using first order logic

**Module 4: Classical Planning (3L)**

Definition, Algorithm for planning as state-space search, Planning graph,

## Semester-V

<b>Course code</b>	<b>BBA – 501</b>					
<b>Course title</b>	<b>Entrepreneurship Development &amp; Corporate Social Responsibilities</b>					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester</b>
	3	0	1		4	V
<b>Pre-requisite (if any)</b>						

### Course Objectives:

1. To understand the concept and models of entrepreneurship and intrapreneurship and characteristics of entrepreneur & intrapreneur to apply the concepts in real life to create an entrepreneurial mind set
2. To develop familiarity with all the do's and don'ts of developing entrepreneurship in India with the help of supporting organizations
3. To make students understand the concept and application of corporate social responsibility (CSR) and examine the scope and complexity of CSR in the present day societal context
4. To make students understand how corporate social responsibility (CSR) can be incorporated into strategic business decisions

### Course Outcomes (COs):

- CO1:** Students would be able to understand and appreciate the conceptual inputs of Entrepreneurship and understand the meaning of entrepreneur & intrapreneur and their success stories and develop Entrepreneurial mindset
- CO2:** Students will be able to explore the trends in entrepreneurship development in India & understand the need & sources of organizational support in developing entrepreneurship
- CO 3:** Students would be able to understand the concept, characteristics, theories and application of corporate social responsibility (CSR)
- CO 4:** Students would be able to understand & analyze the relationship between corporate strategy and CSR and would be able to demonstrate a multi-stakeholder perspective in viewing CSR issues.

### Contents:



Modules	Topics	Text Book as per Syllabus	CO
<b>Module I: Understanding Entrepreneurship &amp; Developing an Entrepreneurial Mindset</b>	Entrepreneur – Meaning, Definition, Importance, Functions, Competencies or traits and Types, Advantages of becoming Entrepreneur	Entrepreneurship: Lall & Sahai, Excel Books  Fundamentals of Entrepreneurship: Nandan, H., PHI  Fundamentals of Entrepreneurship: Mohanty, S.K., PHI	<b>CO1</b>
	Entrepreneurship- Meaning, Factors influencing Entrepreneurship, Challenges before entrepreneurship, Theory of Effectuation, Entrepreneurship & Economic Development, Myths about entrepreneurship		
	Concept & Importance of Entrepreneur		
	Innovation in Entrepreneurship, Joseph Schumpeter's Innovation theory		
	Motivation & Entrepreneurial Behavior, McClelland's theory of need		
	Risk-taking Behavior in Entrepreneurship		
	Women Entrepreneurship		
	Ethical Entrepreneurship		
	Social Entrepreneurship		
<b>Module II: Entrepreneurship Development in India &amp; Organization Assistance</b>	Entrepreneurial Development in India - History, Objectives, & Stages of Growth, Target Group	Entrepreneurship: Lall & Sahai, Excel Books  Fundamentals of Entrepreneurship: Nandan, H., PHI  Fundamentals of Entrepreneurship: Mohanty, S.K., PHI	<b>CO2</b>
	Entrepreneurship Development Programs		
	Small Scale Industries & Govt. Policy towards SSI's & New Ventures,		
	Industrial Park (Meaning, Features, & Examples) ,		
	Special Economic Zone (Meaning, Features & Examples)		
Financial, Technical & Marketing			

	Assistance by Different Agencies		
<b>Module III: Introduction &amp; Applicability to CSR</b>	Definition; history of CSR; Importance of CSR; Concept of charity; Moral and economic argument of CSR; Role of stakeholder in CSR; Success and failure with CSR inabilities; Corporate response to citizen demand through CSR; Role of civil society; Role of Govt. towards CSR; Relation between CSR and corporate governance; CSR legislation of India; section-135 of company act-2013; CSR activities under schedule-vii; Tripple bottom line principle of CSR.	Corporate Social Responsibility: Madhumita Chatterji	<b>CO3</b>
<b>Module IV: CSR as Strategic Business Development</b>	CSR as strategic business development; Review of successful corporate initiatives and challenges of CSR; CASE STUDIES of major CSR initiatives; International framework for CSR; Role of NGO; Role of ILO; Millennium Development Goals(MDG) ; relationship between CSR and MDG; UN guiding principles and CSR policy tools.	Corporate Social Responsibility: Madhumita Chatterji	<b>CO4</b>

### Recommended Books:

#### Text Book:

1. Lall & Sahai : Entrepreneurship, Excel Books
2. Corporate Social Responsibility: Madhumita Chatterji

#### References:

1. Fundamentals of Entrepreneurship: Nandan, H., PHI
2. Fundamentals of Entrepreneurship: Mohanty, S.K., PHI.
3. Pareek, U & VenkateswaraRao, T: Developing Entrepreneurship – A Handbook on Systems, Learning Systems, New Delhi.
4. Chakraborty, Tridib: Introducing Entrepreneurship Development, Modern
5. Business Ethics: E. R. Freeman

### CO-PO Mappings:

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COBBA501.1	2	3	2			3	2	
COBBA501.2	2	3	3			3	3	
COBBA501.3	2	3	2			3	3	2
COBBA501.4	2	3	2			3	3	2

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

### PO & PI Mapping:

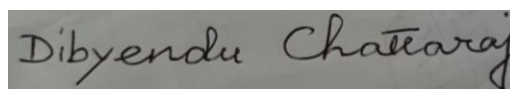
<b>PO 1:</b> Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
<b>Competency</b>	<b>Indicators</b>
1.1 Demonstrate competence in understanding the fundamentals of Entrepreneurship Development & CSR	1.1.1 Identify the skills & acumen required for a career by learning the fundamentals and concepts of entrepreneurship & CSR.  1.1.2 Apply their basic concepts of entrepreneurship & CSR for developing entrepreneurial ventures in a sustainable way.
<b>PO 2 : Identification of the nature of a problem area</b>	
Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	
<b>Competency</b>	<b>Indicators</b>
2.1 Demonstrate an ability to identify an area that requires problem solving in entrepreneurship development	2.1.1 Apply the outcomes of concepts with the current techniques and skills necessary for entrepreneur to succeed.
	2.1.2 Apply by learning the various concept theories of entrepreneurship and their implications towards the success of the entrepreneurial venture.
2.2 Demonstrate an ability to assess the business environment and understand their impact on the entrepreneurship	2.2.1 To be able to identify the different factors that influence the designing of entrepreneurial ventures by successful entrepreneurs

<b>PO 3 : Decision Making Skills</b>	
Students will develop decision making skills with the help of analytical and critical thinking ability	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment,
	3.1.2 Follow up the changes that are occurring due to the implementation
<b>PO 6:</b> Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
<b>Competency</b>	<b>Competency</b>
6.1 Demonstrate the entrepreneurial mindset and its impact on creating sustainable business solution	6.1.1 Develop and apply knowledge to create sustainable business venture.
	6.1.2 Identify the relevance and social impact of entrepreneurial ventures while designing business plans, strategies and practices
<b>PO 7: Deployable Skill set</b>	
Students will develop deployable skills parallel to the chosen functional/ specialized area.	
<b>Competency</b>	<b>Indicators</b>
7.1 Demonstrating the ability to identify the nature of a problem in entrepreneurship development	7.1.1 Acknowledgement of the existence of a problem & opport Moduley in entrepreneurship development
	7.1.2 Deciding the overall nature of the entrepreneurship development and its pros & cons.
7.2 Demonstrating the ability to apply the learned skill set as and when required to solve problems	7.2.1. Ability to implement the principles of morality & sustainability in business
<b>PO 8:</b>	
Students will develop the capability to demonstrate increased level of sensitivity towards areas that require ethical and moral addressing during the course of business.	

Competency	Competency
8.1 Demonstrating a multi-stakeholder perspective in viewing CSR issues	8.1.1. Ability to compare and contrast the multiple viewpoints and tradeoffs that exist in the area of CSR in a sustainable way

Submitted by:

Dibyendu Chattaraj & Subrata Basak



(Name)

(Signature & Date)

Received by : Dr. Rabin Mazumder



(HOD)

(Signature & Date)

<b>Course code</b>	BBA502					
<b>Course title</b>	PUBLIC SERVICE MANAGEMENT  <u>Contents</u> Fundamentals of Transportation and Healthcare Management					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester-</b>
	2	1	0		3	V
<b>Pre-requisite (if any)</b>	Basic knowledge of Management					

**Course Objective:**

1. To understand the requirements subjective & objective issues of health.
2. To realize the association between economic value of public service management.
3. To learn the tools of serving public.

4. To relate the value of public service in commercial organization.

**Course Outcome:**

CO 1: Able to understand the relevance of health from personal & global perspective.

CO 2: Apply to realize the role of transportation & health in economic aspect of a nation.

CO 3: Can select appropriate tools for effective result in public and corporate outcome.

CO 4: Can relate the necessity of changing format of commercial organizations.

**Course Content:**

Modules	Serial of Modules	Text Book as per Syllabus	CO
<b>Introduction to Transport System</b>	Role of Transportation in Economic Development, Essential Features of Transport System, Basic Elements of Transportation and Logistics, Transport Infrastructure in India, Multimodal Transportation System.	Kulashrestha, D.K : Transport Management in India, Mittal Publication.	CO1
<b>Roadways Transport &amp; Railways Transport</b>  <b>Waterways Transport &amp; Airways Transport</b>	National and State Highways, Road Transport Operations, Commercial and Economic Aspects. Railways Infrastructure and Basic Elements, Commercial and Economic Aspects of Rail Transport.  Waterways Transport & Airways Transport- Basic Elements of Water Transport, Major and Minor Ports of India, Inland water Transport, Commercial and Economic Aspects of Water Basic Concept. Air Traffic Control Management, Commercial and Economic Aspects of Air Transport.	Srinivasa, S.R.: A Text Book of Transportation System.  2. Mishra, B and Choudhuri, P.K. : Transport Sector in India	CO2

<b>Introduction to Health</b>	Basic concepts of health & diseases (Components of health, Spectrum of diseases, Epidemiological triad, Concepts of diseases, Levels of prevention, Disease intervention, Indicators of health & disease)	Park K Park's Textbook of Preventive and Social Medicine, Banarasidas Bhanot Pub.	CO3
<b>Health sector in India</b>	Indian health system, Review of different committee, National Health Programmes (Malaria, Leprosy, Dengue, AIDS, Cancer, NCDs, RCH, NRHM), Current National Health Policy.		
<b>International health</b>	WHO, UNICEF, Rockefeller foundation, Ford foundation, International Red cross, CARE. E-health, m-health, Medical tourism.		
<b>Health service management</b>	Monitoring & Surveillance, Disparities in health services, Budgeting, Control, Pricing & Efficiency, Cost benefit analysis & Cost effectivity analysis.	Gupta Sumedha : A Text Book of Healthcare Management, Kalyani Publishers	CO4

**Reccomended Books:**

1. Srinivasa, S.R. : A Text Book of Transportation System.
2. Mishra, B and Choudhuri, P.K. : Transport Sector in India
3. Kulashrestha, D.K : Transport Management in India, Mittal Publication.
4. De, B.K. : Public Systems Management, New Age International
5. Gupta Sumedha : A Text Book of Healthcare Management, Kalyani Publishers
6. Park K Park's Textbook of Preventive and Social Medicine, Banarasidas Bhanot Pub.

**CO-PO Mapping:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BBA502.1</b>						3		
<b>BBA502.2</b>		2				3	3	
<b>BBA502.3</b>							3	
<b>BBA502.4</b>	3							

3= Strong 2=Average 1=Weak

**PO & PI Mapping:**

<b>PO 1 :</b> Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
<b>Competency</b>	<b>Indicators</b>
1.1 Demonstrate competencies in Business Construction Model & Decision Making Model  1.2 Demonstrate competencies in evaluation of each of the alternatives	1.1.1. Ability to take up analytical approach for problem solving,  1.1.2. Ability to take into consideration minute details and factors that influences a business. 1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.
<b>PO 2 :</b> Identification of the Nature of a Problem Area	
<b>Competency</b>	<b>Indicators</b>
2.1. Demonstrate an ability to identify an area that requires problem solving.  2.2. Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.1 Ability to contribute towards problem solving methods,  2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing. 2.2.1 To be able to identify the different factors that influence the business.
<b>PO 3 :</b> Decision Making Skills	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.  3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	3.1.1 Capability of implementation of a decision after proper assessment,  3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)  3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)



<b>PO 7 : Deployable Skill set.</b>	
<b>Competency</b>	<b>Indicators</b>
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem,
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.1.2 deciding the overall nature of the problem and its minor details. 7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by: Dr. Soumik Gangopadhyay



(Name)

(Signature &amp; Date)

Received by : Dr. Rabin Mazumder



(HOD)

(Signature &amp; Date)

<b>Course code</b>	<b>BBA(MM) 503</b>					
<b>Course title</b>	<b>Consumer Behavior</b>					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester</b>
	3	1	0		2	V
<b>Pre-requisite (if any)</b>	Fundamental Knowledge of Marketing					

**Course Objectives:**

1. To understand the holistic view of the consumer behavior to apply the concepts to what customers do in "the real world"
2. To develop familiarity with the advances in consumer research in deciphering consumer motivation and behavior (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions

3. To understand the process, concept & applicability of consumer diffusion of innovation process
4. To understand Organizational Buying highlighting the concepts & scope

### Course Outcomes (COs):

- CO1:** Students would be proficient and knowledgeable about the various disciplines contribution in understanding buyer behavior in a holistic manner
- CO2:** Students would be equipped with knowledge of various models and frameworks to help understand buyer behavior and align the knowledge with formulation of appropriate marketing strategies.
- CO3:** Students would be able to analyze consumer's behavior and use them in designing marketing strategies and in enhancing the effectiveness of marketing programs by applying the concept of diffusion of innovation
- CO4:** Students would be able to develop & apply the knowledge of and skill in organizational buying behavior so that they can differentiate it from consumer buying behavior

### Course content:

Modules	Topics	Text Book as per Syllabus	CO
<b>Consumer Behavior - Concept, Process &amp; Models</b>	<b>Understanding Consumer Behavior</b> Meaning & definition of Consumer Behavior Marketing concept, societal marketing concept Disciplines involved in the study of consumer behaviour, Scope and importance of consumer behaviour, Factors influencing consumer behaviour	Leon G Schiffman & Leslie Kanuk: Consumer Behavior	CO1 & CO2
	<b>Consumer Decision Making</b> Consumer buying decision making process Situational influences & the decision making process Routinized response, limited and extensive problem solving behavior, Low/high effort/involvement decision making		
	<b>Consumer Behavior Models</b> Stimulus-Response Model, Black Box Model		
	<b>Diffusion of Innovation</b> Concept of Diffusion, Innovation & Consumer Behavior, Adoption Process & Adopters - Types & characteristics		

<b>Consumer as an Individual</b>	Consumer Motivation, Consumer Perception and perceived risk, Consumer Attitudes, Consumer Learning, Consumer Personality & Self Image	Leon G Schiffman & Leslie Kanuk: Consumer Behavior	CO3
<b>Consumer as a Group Member Specially from Indian Perspective</b>	<b>Consumer as a part of Social &amp; cultural Settings</b> Influence of Groups-Reference groups, Influence of Culture & Sub-culture <b>Indian consumer</b> Diversity in Indian Consumer on the basis of socio-economic parameters, The rural-urban divide; Earning & spending patterns of the Indian consumers	Leon G Schiffman & Leslie Kanuk: Consumer Behavior	CO3
<b>Organizational Buying Behavior</b>	<b>Organizational Buying</b> Concept, Meaning & Characteristics of Organizational Buying, Differences between Industrial Markets and Consumer Markets, Differences between Organizational and Consumer Buying, Factors influencing Organizational Buying Behaviour, Organizational Buying Decision Making Process	Leon G Schiffman & Leslie Kanuk: Consumer Behavior	CO4

**Recommended Text Books:****Text Book:**

1. Leon G Schiffman & Leslie Kanuk: Consumer Behavior

**References:**

1. Michael Solomon: Consumer Behavior PHI
2. Batra & Kazmi: Consumer Behavior, Excel Book
3. Ramanuj Majumder: Consumer Behavior, PHI

**CO-PO Mapping:**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COBBA(MM)503.1	3	3	2				3	3
COBBA(MM)503.2	3	3	2				3	3
COBBA(MM)503.3	3	3	2				3	3
COBBA(MM)503.4	3	3	2				3	3

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

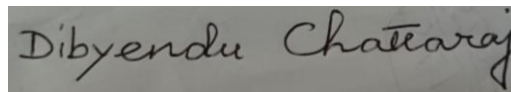
### PO & PI Mapping:

<b>PO 1: Assessment of Choices</b> Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
<b>Competency</b>	<b>Indicators</b>
1.1 Demonstrate competence in understanding the fundamentals of Consumer Behavior	1.1.1 Identify the factors required for a managerial career by learning the fundamentals and concepts of consumer behavior.
	1.1.2 Apply their basic concepts of consumer behavior for a variety of organizations.
<b>Competency</b>	<b>Indicators</b>
<b>PO 2 : Identification of the nature of a problem area</b> Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	
2.1 Demonstrate various consumer research based marketing techniques and skills applicable for business	2.1.1 Apply the outcomes of concepts with the current techniques and skills necessary for marketing manager to practice in an organization.
	2.1.2 Apply by learning the various consumer behavior based concept, theories and their implications towards sustainability of business.
<b>PO 3 : Decision Making Skills</b> Students will develop decision making skills with the help of analytical and critical thinking ability	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment,
	3.1.2 Follow up the changes that are occurring due to the implementation
<b>PO 7: Deployable Skill Set</b> Students will develop deployable skills parallel to the chosen functional/ specialized area.	
<b>Competency</b>	<b>Indicators</b>

7.1 Demonstrate how to identify problems or shortcomings in purchase decision making process	7.1.1 Identify the consumer purchase decision making process and its impact on business.
	7.1.2 Explain the concept of post purchase evaluation & its impact on repeat purchase.
7.2 Demonstrating the ability to apply the learned skill set as and when required to solve problems	7.2.1. Ability to implement the principles of consumer behavior
<b>PO 8</b> Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
<b>Competency</b>	<b>Indicators</b>
8.1 Demonstrate concept and skills of consumer behavior	8.1.1 Identify the concept of consumer behavior to make better market related decisions and to make decisions in expected business intricacies..

Dibyendu Chattaraj

Submitted by:



(Name)

(Signature & Date)

Received by : Dr. Rabin Mazumder



(HOD)

(Signature & Date)

<b>Course code</b>	BBA(MM)504					
<b>Course title</b>	<b>SALES &amp; DISTRIBUTION MANAGEMENT</b>					
	<u><b>Contents</b></u>					
	Fundamentals of Sales & Distribution Management					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester-</b>

	3	1	0		4	V
<b>Pre-requisite (if any)</b>	Basic knowledge of Management					

**Course Objective:**

1. To realize the structure of a sales organization.
2. To identify the tools of sales.
3. To understand different tools of sales
4. To sense the changing formats of sales

**Course Outcome:**

5. Able to understand the relevance of sales organizations in corporate.
6. Apply sales tools for organizational development.
7. Can select appropriate sales tools for effective outcome.
8. Can relate the necessity of changing format of sales organization.

**Course Content:**

Modules	Serial of Modules	Text Book as per Syllabus	CO
Introduction to Sales Management	Nature & scope of personal selling & sales management, Roles and functions of a sales manager. Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, follow-up).	Panda, Sahadev: Sales & Distribution Management; OUP Krishna K Havaldar and Vasant M Cavale: Sales and Distribution Management (Text and Cases), McGraw Hill.	CO1
Planning and Organizing Sales Force Efforts	Strategic planning and sales organization, Sales department relations, Distribution Network relations, Sales forecasting, Sales budget, Sales objectives, Sales territories and quotas. Quantitative and qualitative requirements of sales force planning – determination of sales force size, Job analysis of sales people.	Panda, Sahadev: Sales & Distribution Management; OUP Krishna K Havaldar and Vasant M Cavale: Sales and Distribution Management (Text and Cases), McGraw Hill.	CO2

Recruitment, Selection, Training, Development, Directing & Controlling the Sales Force	Need and purpose of training, Types of training, Designing a training programme - ACMEE model. Supervision, Territory management, Determination of quota/target, Determination of compensation of sales force, Leading and Motivating. Analyses of sales, Costs & Profitability, Evaluation of sales force performance.	Panda, Sahadev: Sales & Distribution Management; OUP Krishna K Havaldar and Vasant M Cavale: Sales and Distribution Management (Text and Cases), McGraw Hill.	CO3
Marketing Channels design and Management	Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, stockists, sales agents, brokers, franchisers, C&F agents, and retailers. Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and conflict. Types of different retail format. Growth of online retails.		CO4

### Reccomended Books:

1. Panda, Sahadev: Sales & Distribution Management; OUP
2. Pradhan, S : Retailing management, TMH
3. Shapiro, R.L., Stanton, W.J. & Rich, G.A.: Management of Sales Force; TMH
4. Johnson, Kurtz & Scheuing: Sales Management Concept, Practices & Cases; McGraw Hill.
5. Krishna K Havaldar and Vasant M Cavale: Sales and Distribution Management (Text and Cases), McGraw Hill.

### CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA 504.1	<b>2</b>	<b>3</b>	<b>3</b>				<b>3</b>	
BBA 504.2	3	<b>3</b>	2				3	
BBA 504.3	3	2	3				3	
BBA 504.4	2	3	3				3	

**3= Strong 2=Average 1=Weak**

**PO & PI Mapping:**

<b>PO 1:</b> Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
<b>Competency</b>	<b>Indicators</b>
1.1 Demonstrate competencies in Business Construction Model & Decision Making Model  1.2 Demonstrate competencies in evaluation of each of the alternatives	1.1.1. Ability to take up analytical approach for problem solving,  1.1.2. Ability to take into consideration minute details and factors that influences a business. 1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.
<b>PO 2 :</b> Identification of the Nature of a Problem Area	
<b>Competency</b>	<b>Indicators</b>
2.1. Demonstrate an ability to identify an area that requires problem solving.  2.2. Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.1 Ability to contribute towards problem solving methods,  2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing. 2.2.1 To be able to identify the different factors that influence the business.
<b>PO 3 :</b> Decision Making Skills	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.  3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	3.1.1 Capability of implementation of a decision after proper assessment,  3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)  3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
<b>PO 7:</b> Deployable Skill set.	



Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.  7.2 Demonstrating the ability to apply the learned skill set as when required.	7.1.1 Acknowledgement of the existence of a problem,  7.1.2 Deciding the overall nature of the problem and its minor details. 7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by: Dr. Soumik Gangopadhyay



(Name)

(Signature & Date)

Received by : Dr. Rabin Mazumder



(HOD)

(Signature & Date)

<b>Course code</b>	BBA(MM) 505					
<b>Course title</b>	Brand & Retail Management					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester-</b>
	3	..	1		4	5
<b>Pre-requisite (if any)</b>	.....					

**Course Objectives:** At the conclusion of this course, the successful student will be able to:

1. Define the concepts and explain the purpose of branding & Examine brand concepts in real-life setting by articulating the context of and the rationale for the application.

2. Describe the process and methods of brand management, including how to establish brand identity and build brand equity and the process of effective branding strategies.
3. Familiarize the students with organized retail and, the value it creates & the strategic and operational decision-making processes in the organized retail.
4. Relate the supply chain activities which create the value in the organized retail industry

### Course Outcome:

CO 1: Understand the fundamental concepts of brand management in developing marketing skills

CO 2: Develop & analyze various Branding Strategies used for the business based on competition, Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions

CO 3: Understand the functions of retail business, the dynamic retail environment and exposure to issues & developments in the retailing industry

CO 4: Understand the key drivers of Retail Market to select a retail store location and including product pricing.

### Course content:

Modules	Topic	Text Book as per Syllabus	CO
1	<p><b>Branding Concepts:</b> Introduction to Brand; Brand and Branding Basics; Relationship of Brands with Customers; Building. Successful Brands.</p> <p><b>Terms associated with Brands:</b> Understanding Various Terms; Brand Names and Brand Extensions; Co-Branding and Corporate Branding; Brand Associations and Brand Image.</p>	Brand Management, Principles and Practices, Kirti Dutta, Oxford University Press	CO1
2	<p><b>Management of Brand:</b> Brand Loyalty; Brand Relationship; Brand Equity; Brand Management</p> <p><b>Brand Selection:</b> Brand and Consumer Buying Process; Consumer Search for Brand Information; Issues associated with Effective Brand Name; Added Values Beyond Functionalism; Brand Personality; Branding to make Tangible the Intangible.</p>	Brand Management, Principles and Practices, Kirti Dutta, Oxford University Press	CO2
3	<p><b>Introduction to Retail Management:</b> Introduction to Retailing, Growth and importance, Strategic Retail Planning. Retail Organization, Models and Theory of</p>	Managing Retail, Piyush Kumar Sinha & Dwarika	CO3

	Retail Development, Retail Formats. <b>Retail operations:</b> Category & Merchandize management, Visual Merchandizing, Store operations, IT in Retail, Supply chain innovations.	Prasad Uniyal	
4	<b>Retail Market Segmentation:</b> Introduction, the benefits of market segmentation, Targeting & Positioning, Criteria for effective market segmentation, Dimensions for segmentation, Market Targeting: Choosing the segments to focus, Customer profile. <b>Indian Retail Scenarios:</b> Characteristics of Indian retail consumers, Category share in Indian Retail Spending. Major Indian Retailers, Major Challenges: Supply Chain, Infrastructure and Major Competition: The unorganized sector.	Managing Retail, Piyush Kumar Sinha & Dwarika Prasad Uniyal	CO4

**Recommended Books:****Text Book:**

1. Brand Management, Principles and Practices, Kirti Dutta, Oxford University Press
2. Managing Retail, Piyush Kumar Sinha & Dwarika Prasad Uniyal

**References:**

1. Retailing Management: Text and Cases, Swapna Pradhan, McGrawHill.
2. The New Strategic Brand Management: Advanced Insights and Strategic Thinking, Jean-Noël Kapferer, Kogan.

## CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6		PO8
BBA_505_1	3	-	1			2		2
BBA_505_2	3	2	-			3		1
BBA_505_3	3	3	2			-		3
BBA_505_4	3	3	2			3		2

3= Strong 2=Average 1=Weak

**PO & PI Mapping:**

<b>PO 1:</b> Students will develop the capability to assess alternate managerial choices and come up
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with optimal solutions.	
<b>Competency</b>	<b>Indicators</b>
1.1 Demonstrate competence in understanding the fundamentals of Brand Management	1.1.1 Apply knowledge of the nature and processes of branding and brand management.  1.1.2 Evaluate the scope of brand management activity across the overall organizational context and analyze how it relates to other business areas.
<b>PO 2:</b> Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	
<b>Competency</b>	<b>Indicators</b>
2.1 Demonstrate an ability to identify factors affecting the growth of brand	2.1.1 Categorize the key issues in managing a brand portfolio and making strategic brand decisions.  2.1.2 Illustrate and justify brand development decisions.
<b>PO 3 :</b> Students will develop decision making skills with the help of analytical and critical thinking ability.	
<b>Competency</b>	<b>Indicators</b>
3.1 Demonstrate the branding strategies for effective use in marketing	3.1.1 Understand the Branding Concepts and develop their marketing skills.  3.1.2 Develop various Branding Strategies used for the business based on competition.
<b>PO 6 :</b> Communication skills will be enhanced in Synchronization with the functioning of the business application	
<b>Competency</b>	<b>Indicators</b>
6.1 Demonstrate the brand communication process	6.1.1 Identify the best brand communication Method and its impact among the customers.  6.1.2 Explain the Brand Equity and Evaluate the performance of various Brands
<b>PO 8:</b> Students will develop the capability to demonstrate increased level of sensitivity towards areas that require ethical and moral addressing during the course of business.	

Competency	Indicators
8.1 Demonstrate techniques required for successfully establish Brand sustainability brands and extensions.	8.1.1 Identify the roles of manager in problem solving and promotion in their profession.  8.1.2 Identify the social impact of branding, co-branding, and re-branding on target groups and society at large.

Submitted by : Dr. Dipak Saha



(Name)

(Signature & Date)

Received by : Dr. Rabin Mazumder



(HOD)

(Signature & Date)

<b>Course code</b>	BBA(HR) 503					
<b>Course title</b>	Human Resource Planning					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester-</b>
	3	0	1	0	4	5th
<b>Pre-requisite (if any)</b>	Basic knowledge of Human Resource Management					

**Course Objectives:**

1. To enable the students to understand the importance of Planning in the field of Human Resource Management and to study techniques of HR-forecasting
2. To enable students to study the concept of Human Resource Information System, Job Analysis, HR Audit , HR Accounting and also enable them to understand their importance

3. To enable students to understand the importance of Career Planning, Succession Planning and their importance in organizational and personal life
4. To enable students to apply their knowledge of Human Resource Planning in the different fields of Human Resource Management

**Course Outcome:**

CO 1: Students will be able to understand the fundamental concept of Human Resource Planning and its importance in the practical world

CO 2: Students will be able to identify, define and solve Human Resource Planning related problems with the concept of HRIS, HR Audit, HR Accounting and other areas

CO 3: Students will understand the contemporary issues and will get some wider exposure with respect to Career Planning and Succession Planning

CO 4: Ensuring overall development of students by applying the knowledge of Human Resource Planning in the different fields of Human Resource Management

**Course content:**

Modules	Topic	Text Book as per Syllabus	CO
<b>Module 1</b>	<p><b>Basic Concept</b> – Brief idea about Human Resource Planning or HRP, Importance of HRP, Objectives of HRP , Process of HRP, Responsibility for HRP, Limitation of HRP, How to do Effective HRP, Case Study</p> <p><b>Forecasting</b> – Concept of forecasting, Types of forecasting, Techniques of forecasting - Trend Analysis , Work Load Analysis, Markov Analysis , Manpower Gap Analysis, Job Analysis , Manpower Inventory Analysis, Staffing Table, Replacement Chart, Practical Problem Solving</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO1
<b>Module 2</b>	<p><b>Human Resource Information System</b> – Concept and Procedures, Case Study and Preparation of HRIS for an organization</p> <p><b>Job Analysis</b> - Job Analysis - Concepts, Process, Job Description, Job Specification, Limitations; Job Evaluations – Concepts, Methods, Limitations, Case Study</p> <p><b>Measurement of Human Resource Planning-</b> HR Audit and HR Accounting.</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books.	CO2
	<p><b>Career Planning</b> – Concept of Career Planning, Career Anchor, Career Path, Career Goal, Career Development and Career counselling, Career</p>	Human Resource Management Text and Cases: V.S.P.	CO3

<b>Module 3</b>	Stages, How do people choose career, Career Planning vs human Resource Planning, Process of Career Planning  <b>Succession Planning</b> – Concept of succession planning, Replacement Chart	Rao, Excel Books	
<b>Module 4</b>	<b>Application of HRP in Different Areas</b> – Recruitment, Redundancy, Training , Career Plan	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO4

**Recommended Books:****Text Book:**

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books.
2. Essentials of Human Resource Management: T.N.Chhabra & Monica S. Chhabra : Sun India's Publication.

**References:**

1. Essentials of HRM and Industrial Relations by P. Subba Rao: Himalaya Publication House.
2. Human Resource Management by Gary Dessler and Biju Varrkey: Pearson Publication.
3. The Manpower Planning Handbook by Bennison, M. & Casson, J.: McGraw Hill Publication
4. Planning Corporate Manpower by Bell, D. J.: Longman

**CO-PO Mapping:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BBA(HR)503 CO1</b>		<b>3</b>	<b>2</b>			<b>2</b>	<b>2</b>	
<b>BBA(HR)503 CO2</b>		<b>3</b>	<b>3</b>			<b>3</b>	<b>2</b>	
<b>BBA(HR)503 CO3</b>		<b>3</b>	<b>3</b>			<b>2</b>	<b>2</b>	
<b>BBA(HR)503 CO4</b>		<b>3</b>	<b>3</b>			<b>3</b>	<b>2</b>	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

**PO & PI Mapping:**

<b>PO 2</b> : Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world	
<b>Competency</b>	<b>Indicators</b>
2.1. Demonstrate an ability to identify an area that requires problem solving	2.1.1 Ability to contribute towards problem solving methods 2.1.2 Understanding a problem or issue belong to which of the specialized areas

	Finance, HR or marketing.
2.2 Demonstrate an ability to assess the business environment and understand their impact on the business	2.2.1 To be able to identify the different factors that influence the business
<b>PO 3 :</b> Students will develop decision making skills with the help of analytical and critical thinking ability.	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problems.	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented).
<b>PO 6 :</b> Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
<b>Competency</b>	<b>Indicators</b>
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.1. Continuation of Professional development and observation skills. 6.1.2. Using rational approach towards an issue.
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers. 6.2.2. Study in the changes in political & technological environment.
<b>PO 7:</b> Students will develop deployable skills parallel to the chosen functional/specialized area.	
<b>Competency</b>	<b>Indicators</b>
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem 7.1.2 deciding the overall nature of the problem and its minor details.
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by : Dr. Saikat Chakrabarti

&amp;

Prof. Lavanya Deepika Tigga

(Name)

(Signature &amp; Date)



Received by : Dr. Rabin Mazumder



(HOD)

(Signature &amp; Date)

<b>Course code</b>	BBA(HR)504					
<b>Course title</b>	Human Resource Development					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester-</b>
	3	0	1	0	4	5.
<b>Pre-requisite (if any)</b>	Basic knowledge of Human Resource Management					

**Course Objectives:**

1. To enable students to study and understand the basic concept of Human Resource Development and Training
2. To enable students to understand the practical applications of training in terms of preparing Training Budget and Evaluating Training Programme.
3. To enable students to understand the concept and different techniques of Management Development Programme (MDP)
4. To enable students to understand the different concept of specialized training and their application

**Course Outcome:**

CO 1: Students will be able to understand the fundamental concept of Human Resource Development and Training and their importance in the practical world

CO2. Students will be able to identify, define and solve real-life problems like Preparation of training Budget and Evaluation of Training Programme

CO3: Students will be able to identify the differences between general training programmes and MDPs and will also be able to apply different techniques of MDPs as the case may be

CO4. Students will understand the contemporary issues and will get some wider exposure with respect to the global perspective and ensuring overall development of students

**Course content:**

<b>Modules</b>	<b>Topic</b>	<b>Text Book as per Syllabus</b>	<b>CO</b>
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<b>Module 1</b>	<p><b>Module -1: Basic Concept of Human Resource Development</b> : Meaning, Scope , Importance and Purpose of HRD</p> <p><b>Module-2 : Concept of Training</b> - Introduction, concept of training , objectives of training, need of training , concept of development , difference between training and development, case study</p> <p><b>Module –3: Types of Training</b> - Induction training, supervisory training , apprenticeship training, managerial training, workers’ education programme , practical application</p> <p><b>Module – 4: Method of Training</b> – On-the-job training and off-the-job training, difference between On-the-job training and off-the-job training, some important training methods - Lecture Method, case study method, role-playing method, management games, practical assignment methods, brainstorming.</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO1
<b>Module 2</b>	<p><b>Training Evaluation Methods:</b> The Kirkpatrick Four-Level Approach, Kaufman’s Five Levels of Evaluation of Training Impact, The CIRO Approach to Evaluate Training Impact, and The Philip’s Five Level ROI Framework to Evaluate Training.</p> <p><b>Training Budget and Training Calendar</b>– Concept, Practical - preparation of training budget and training calendar, Selection of key resource persons for a training.</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO2
<b>Module 3</b>	<p><b>Management Development Programme</b> – Concept of MDP, Objectives, Steps of MDP, Case Study</p> <p><b>MDP Techniques:</b> Job rotation, assistant to position, project on board, classroom, hands-on, MDP audit , Practical Session on preparation of a questionnaire to identify the MDP needs of an organization</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO3
<b>Module 4</b>	<p><b>Specialized Training:</b> E-learning, HRIS, CBT, OBEL, Managerial Grid Training, Sensitivity Training, Practical: Designing an OBEL for the executives of an organization</p> <p><b>Emerging Areas:</b> Green HRM, Work-life-balance, competency mapping, multi skilling, and knowledge employee, learning organization.</p> <p><b>Career Development</b> : Concept of Career Development, Individual Career Development and Organizational Career Development, Career Management</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO4

**Recommended Books:****Text Book:**

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books

2. Essentials of Human Resource Management by T.N. Chhabra , Monica S. Chhabra : Sun India Publication

### References:

1. Essentials of HRM and Industrial Relations by P. Subba Rao: Himalaya Publication House
2. Human Resource Management by Gary Dessler and Biju Varrkey: Pearson Publication
3. Personnel Management Text & Cases by C.B. Memoria and S.V. Gankar : Himalaya Publication House

### CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(HR)504 CO1		3	2			2	3	
BBA(HR)504 CO2		3	3			3	2	
BBA(HR)504 CO3		3	3			2	3	
BBA(HR)504 CO4		3	3			2	3	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

### PO & PI Mapping:

<b>PO 2</b> : Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world	
<b>Competency</b>	<b>Indicators</b>
2.1. Demonstrate an ability to identify an area that requires problem solving	2.1.1 Ability to contribute towards problem solving methods 2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing
2.2 Demonstrate an ability to assess the business environment and understand their impact on the business	2.2.1 To be able to identify the different factors that influence the business
<b>PO3</b> : Students will develop decision making skills with the help of analytical and critical thinking ability.	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problems	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
<b>PO 6</b> : Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
<b>Competency</b>	<b>Indicators</b>
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.1. Continuation of Professional development and observation skills. 6.1.2. Using rational approach towards an

	issue.
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers. 6.2.2. Study in the changes in political & technological environment.
<b>PO 7:</b> Students will develop deployable skills parallel to the chosen functional/specialized area.	
<b>Competency</b>	<b>Indicators</b>
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem 7.1.2 deciding the overall nature of the problem and its minor details.
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by : Dr. Saikat Chakrabarti

&

Prof. Lavanya Deepika Tigga

\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Signature & Date)

*Rabin Mazumder*

Received by : Dr. Rabin Mazumder

\_\_\_\_\_  
(HOD)

\_\_\_\_\_  
(Signature & Date)

<b>Course code</b>	BBA(HR) 505					
<b>Course title</b>	<b>Employee Compensation and Administration</b>					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester-</b>
	3	0	1	0	4	5
<b>Pre-requisite (if any)</b>	Basic knowledge of Human Resource Management					

**Course Objectives:**

1. To enable the students to understand the importance of Employee compensation in the field of Human Resource Management and to study the process and techniques of Job evaluation
2. To enable students to study the concept of pay rates, pay structures, choices in designing compensation system and also enable them to understand their importance

3. To enable students to understand the importance of Wage policies, fixation and regulation of wages and their importance in organizational and personal life
4. To enable students to apply their knowledge of Employee Compensation, incentives and fringe benefits in the different fields of Human Resource Management

**Course Outcome:**

CO 1: Students will be able to understand the fundamental concept of Job evaluation and its importance in Employee compensation and administration and practical world

CO 2: Students will be able to identify, define and solve Employee compensation related problems with the concept of Pay rates, Pay structures, choices in designing compensation system and other areas

CO 3: Students will understand the contemporary issues and will get some wider exposure with respect to fixation and regulation of wages and wage policies.

CO 4: Ensuring overall development of students by applying the knowledge of Compensation, incentives, fringe benefits in the different fields of Human Resource Management

**Course content:**

Modules	Topic	Text Book as per Syllabus	CO
Module 1	Concept of Job Evaluation, Process of Job evaluation, Job evaluation methods, Case Study.	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO1
Module 2	Introduction to Compensation Administration, Determining Pay rates, Components of pay structure in India, factors influencing compensation levels, choices in designing a compensation system, Managerial compensation, Case Study.	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO2
Module 3	Wage and Salary Administration, Wage policy in India, Fixation and regulation of wages, wage differentials, Methods of wage payment.	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO3
Module 4	Incentive plans, Individual Incentives, Team based incentive plans, Organization Wide incentive plans, and incentive schemes for indirect workers, Fringe Benefits.	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO4

**Recommended Books:****Text Book:**

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books

**References:**

1. Compensation Management by Dipak Kumar Bhattacharyya
2. Compensation Management, Text and Cases, Excel Books by Tapomoy Deb

**CO-PO Mapping:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BBA(HR)505 CO1</b>		<b>3</b>	<b>2</b>			<b>2</b>	<b>2</b>	
<b>BBA(HR)505 CO2</b>		<b>3</b>	<b>3</b>			<b>3</b>	<b>2</b>	
<b>BBA(HR)505 CO3</b>		<b>3</b>	<b>3</b>			<b>2</b>	<b>2</b>	
<b>BBA(HR)505 CO4</b>		<b>3</b>	<b>3</b>			<b>3</b>	<b>2</b>	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

**PO & PI Mapping:**

<b>PO 2 :</b> Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world	
<b>Competency</b>	<b>Indicators</b>
2.1. Demonstrate an ability to identify an area that requires problem solving	2.1.1 Ability to contribute towards problem solving methods 2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing
2.2 Demonstrate an ability to assess the business environment and understand their impact on the business	2.2.1 To be able to identify the different factors that influence the business
<b>PO 3 :</b> Students will develop decision making skills with the help of analytical and critical thinking ability	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problems	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
<b>PO 6 :</b> Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
<b>Competency</b>	<b>Indicators</b>
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.1. Continuation of Professional development and observation skills. 6.1.2. Using rational approach towards an issue.
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers. 6.2.2. Study in the changes in political & technological environment.

<b>PO 7</b> : Students will develop deployable skills parallel to the chosen functional/specialized area.	
<b>Competency</b>	<b>Indicators</b>
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem 7.1.2 deciding the overall nature of the problem and its minor details.
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by : Prof. Lavanya Deepika Tigga

Prof. Dr. Saikat Chakrabarti

(Name)

(Signature&amp; Date)

*Rabin Mazumder*

Received by : Dr. Rabin Mazumder

(HOD)

(Signature&amp; Date)

<b>Course Code</b>	BBA(FM) 503					
<b>Course Title</b>	<b>Direct Taxation</b> <u>Contents</u> Fundamentals of Direct Taxation.					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester</b>
	4	0	0	0	4	V
<b>Pre-requisite (if any)</b>	Basic knowledge of Commerce					

**Course Objectives:**

5. To make the students understand the basic concepts, definitions and terms related to direct taxation.
6. To make the students understand the concept of residential status thus making them understands the scope of total income for an assessee with different kinds of residential status.
7. To make students understand the various heads under which income can be earned in India. To make students understand the procedure for computation of income under various heads namely income from salaries, house property, business/ profession, capital gains and income from other sources.
8. To make the students determine the net total taxable income of an assessee after reducing the deductions from the gross total income earned from all or any of the five heads of income and also to compute tax based on slab rates.

### Course Outcome:

- CO 1: Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals.
- CO 2: Students will demonstrate progressive learning in the elements of managerial decision making, including planning, directing and controlling activities in a business environment.
- CO 3: Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
- CO 4: Students will demonstrate progressive affective domain development of values, including but not limited to receiving and responding to: the role of accounting in society, business ethics, environmental and global societal sustainability, and/or career opportunities. In advanced accounting courses beyond the introductory level, affective development will also progress to the valuing and organization levels.

### Course Content:

Modules	Topics	Text Book as per Syllabus	CO
<b>Basic Concepts and Definitions under IT Act</b>	a. Assesse, Previous year, Assessment year, Person, Income, Sources of income, Heads of income, Gross total income, Total income, Maximum marginal rate of tax, Tax Evasion, Tax avoidance, Tax planning. b. Residential Status and	<ul style="list-style-type: none"> <li>• Singhanian V.K., and Singhanian K, Direct Tax Law and Practice, Taxmann.</li> <li>• Sengupta, C.H., Direct &amp; Indirect Taxes, Dey Book Concern.</li> </ul>	CO1



	Incidence of Tax of Individual. c. Agricultural Income - Concept.		
<b>Heads of Income and Provisions governing Heads of Income</b>	a. Income from Salaries. b. Income from House Property. c. Profits and Gains of Business and Profession - Concept. d. Capital Gains - Meaning and types of capital assets, basic concept of transfer, cost of acquisition, cost of improvement and indexation, computation of STCG and LTCG. e. Income from Other Sources - Concept.	<ul style="list-style-type: none"> <li>• Ahuja and Gupta, Direct Taxes Law and Practice, Bharat.</li> <li>• Singhania V.K. and Singhania K, Direct Tax Law and Practice, Taxmann.</li> <li>• Sengupta, C.H., Direct &amp; Indirect Taxes, Dey Book Concern.</li> </ul>	CO3
<b>Deductions from Gross Total Income</b>	Deductions from Gross Total Income - Basic concepts, deductions u/s 80C, 80CCC, 80D, 80DD, 80E, 80G, 80TTA, 80U.	<ul style="list-style-type: none"> <li>• Singhania V.K., and Singhania K, Direct Tax Law and Practice, Taxmann.</li> <li>• Sengupta, C.H., Direct &amp; Indirect Taxes, Dey Book Concern.</li> </ul>	CO2
<b>Basis of charge excluding deemed dividend</b>	a. Set off and Carry Forward of Losses, Mode of set off and carry forward, inter source and inter head set off. b. Computation of GTI.	<ul style="list-style-type: none"> <li>• Singhania V.K., and Singhania K, Direct Tax Law and Practice, Taxmann.</li> <li>• Sengupta, C.H., Direct &amp; Indirect Taxes, Dey Book Concern.</li> </ul>	CO4

**Recommended Books:****Text Book:**

3. Singhania V.K., and Singhania K, Direct Tax Law and Practice, Taxmann.
4. Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern.

**References:**

3. Ahuja and Gupta, Direct Taxes Law and Practice, Bharat.
4. Lal and Vashist, Direct Taxes, Pearson.

**CO-PO Mapping:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(FM) 503 - CO1		3	3			2	2	
BBA(FM) 503 - CO2		3	2			3	3	
BBA(FM) 503 - CO3		3	2			3	3	
BBA(FM) 503 - CO4		2	3			3	3	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

**PO & PI Mapping:**

<b>PO 2: Identification of the Nature of a Problem Area</b>	
<b>Competency</b>	<b>Indicators</b>
2.1. Demonstrate an ability to identify an area that requires problem solving. 2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.1 Ability to contribute towards problem solving methods, 2.1.2 Understanding a problem or issue belongs to which of the specialized areas- Finance, HR or marketing. 2.2.1 To be able to identify the different factors that influences the business.
<b>PO3: Decision Making Skills</b>	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business. 3.2 To be able to demonstrate the optimal	3.1.1 Capability of implementation of a decision after proper assessment, 3.1.2 Follow up the changes that are occurring due to the implementation

solution or close to an optimal solution to a given managerial problem	(situation analysis methods can be of use)
<b>PO 6: Integration of Functions</b>	
<b>Competency</b>	<b>Indicators</b>
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps. 6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.1.1. Continuation of Professional development and observation skills, 6.1.2. Using rational approach towards an issue. 6.2.1. Ability to study the changes in preferences of customers and 6.2.2. Study in the changes in political & technological environment.
<b>PO 7: Deployable Skill set</b>	
<b>Competency</b>	<b>Indicators</b>
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business. 7.2 Demonstrating the ability to apply the learned skill set as when required.	7.1.1 Acknowledgement of the existence of a problem, 7.1.2 Deciding the overall nature of the problem and its minor details. 7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by: Prof. Arkaprava Chakrabarty



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(Name)

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(Signature & Date)

Prof. Ajanta Ghosh



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(Name)

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(Signature & Date)

Received by: Dr. Rabin Mazumder



(HOD)

(Signature &amp; Date)

<b>Course Code</b>	BBA(FM) 504					
<b>Course Title</b>	<b>Financial Management</b>					
	<b><u>Contents</u></b>					
	Fundamentals or basic concepts of Financial Management.					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester</b>
	4	0	0	0	4	V
<b>Pre-requisite (if any)</b>	Basic knowledge of Financial Management					

**Course Objective:**

1. To provide an in-depth view of the process in financial management of the firm.
2. To develop knowledge on the allocation, management and funding of financial resources.
3. To improve students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
4. To enhance student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.

**Course Outcome:**

- CO 1: Students will be able to demonstrate progressive learning of various tools used to analyse the financial position of a firm.
- CO 2: Students will demonstrate progressive learning in the elements of managerial decision making, including planning, directing and controlling activities in a business environment.

CO 3: Students will learn relevant managerial accounting career skills and will be able to apply both quantitative and qualitative knowledge to appraise practical situations.

CO 4: Students will demonstrate progressive affective domain development of values, appraise short term and long term decisions regarding major capital investments and raising finances in the most optimum manner in real life scenarios. An overall idea of these concepts will enable the students to operate efficiently in a practical world which will help them in becoming financial analysts of the future.

### Course Content:

Modules	Serial of Modules	Text Book as per Syllabus	CO
<b>Meaning and Scope of Financial Management &amp; Capital Budgeting</b>	a. Profit vs. wealth maximization; financial functions – investment, financing, and dividend decisions. b. Time value of money; Compounding and Discounting techniques, concept of Annuity and Perpetuity, Payback period, Accounting rate of return, net present value, Internal rate of return. Profitability Index.	<ul style="list-style-type: none"> <li>Khan M. Y. and Jain P. K. : Financial Management – Text and Problems, TMH.</li> </ul>	CO1
<b>Cost of Capital &amp; Working Capital Management</b>	a. Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital. b. Nature of working capital, Significance of working capital, Operating cycle and	<ul style="list-style-type: none"> <li>Khan M. Y. and Jain P. K. : Financial Management – Text and Problems, TMH.</li> <li>Kar S and Bagchi N: Financial Management - Dey Book Concern.</li> </ul>	CO4

	determinants of working capital requirements.		
<b>Leverage</b>	a. Operating and Financial Leverage, Effects on Profit, Indifference Point Analysis, EBIT-EPS Analysis.	• Khan M.Y. and Jain P.K. : Financial Management – Text and Problems, TMH.	CO3
<b>Capital Structure Decision &amp; Concept of Dividend Factors</b>	a. Designing optimum capital structure; Different theories. (NI, NOI &MM). b. Determinants of dividend, Walter, Gordons, MM.	• Kar S and Bagchi N; Financial Management - Dey Book Concern.	CO2

**Recommended Books:**

- Khan M.Y. and Jain P.K. : Financial Management – Text and Problems, TMH.
- Prasanna Chandra: Financial Management – Theory and Practice, TMH.

**References:**

- Pandey I.M. : Financial Management, Vikas Publishing House.
- Saha, Tapas Ranjan: Basic Financial Management, World Press.
- Kar S and Bagchi N; Financial Management - Dey Book Concern.

**CO & PO Mapping:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(FM) 504 - CO1		3	2			2	3	
BBA(FM) 504 – CO2		2	3			2		2
BBA(FM) 504 – CO3		2				3	2	2
BBA(FM) 504 – CO4		2	2			3	2	

**3= Strong    2=Average    1=Weak (Kindly mention the Number only)**

**PO & PI Mapping:**

<b>PO 2: Identification of the Nature of a Problem Area</b>	
<b>Competency</b>	<b>Indicators</b>
2.1. Demonstrate an ability to identify an area that requires problem solving. 2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.1 Ability to contribute towards problem solving methods, 2.1.2 understanding a problem or issue belong to which of the specialized areas- Finance, HR or marketing. 2.2.1 To be able to identify the different factors that influence the business.
<b>PO3: Decision Making Skills</b>	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business. 3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	3.1.1 Capability of implementation of a decision after proper assessment. 3.1.2 Follow up the changes that are occurring due to the implementation. (situation analysis methods can be of use) 3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented).
<b>PO 6: Integration of Functions</b>	
<b>Competency</b>	<b>Indicators</b>
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps. 6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.1.1. Continuation of Professional development and observation skills, 6.1.2. Using rational approach towards an issue. 6.2.1. Ability to study the changes in preferences of customers and 6.2.2. Study in the changes in political & technological environment.

PO 7: Deployable Skill set	
Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business. 7.2 Demonstrating the ability to apply the learned skill set as when required.	7.1.1 Acknowledgement of the existence of a problem, 7.1.2 Deciding the overall nature of the problem and its minor details. 7.2.1. Ability to implement the required knowhow as when necessity arises.
PO 8: Moral Sensitivity	
Competency	Indicators
To Demonstrate the ability to identify that there is a moral dilemma. 8.2 Demonstration of the ability to solve the moral dilemma.	8.1.1. The ability to identify the confusion or the dilemma that is in existence 8.2.1. Ability to select the best path that will serve to a bigger interest of the stakeholders and the society

Submitted by: Prof. Arkaprava Chakrabarty



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(Name)

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(Signature & Date)

Prof. Ajanta Ghosh



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(Name)

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(Signature & Date)

Received by: Dr. Rabin Mazumder



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(HOD)

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(Signature & Date)

<b>Course Code</b>	BBA(FM) 505
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<b>Course Title</b>	<b>Financial Institutions and Markets</b>					
	<b><u>Contents</u></b>					
	Fundamentals or basic concepts of Indian Financial Systems and Financial Market Operations.					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester</b>
	4	0	0	0	<b>4</b>	V
<b>Pre-requisite (if any)</b>	Basic knowledge of Financial Markets.					

**Course Objective:**

1. To interpret a variety of financial systems, how they operate, who uses them and their role in economies, including financial and economic parameters and evaluate the historical development of regulations and supervision of financial markets for both bank based and market based systems;
2. To assess and test the theoretical concepts underlying money and capital markets;
3. To assess information related to financial issues in a global context with an emphasizes on the advantages and complexity of being international;
4. In the context of financial markets, integrate ethical and sustainable reasoning in analyses, evaluations and decisions

**Course Outcome:**

- CO 1: Students will be able to demonstrate progressive learning of various financial system, who operates them and their role in economies of a country
- CO 2: Students will demonstrate progressive learning in the elements of money market and capital market and learn practical means of raising funds from the same.
- CO 3: Students will learn relevant managerial skills to effectively operate in the financial markets
- CO 4: Students will demonstrate progressive affective domain development of values, sustainable reasoning and will develop a fair idea about the financial instruments, markets and services.

Modules	Serial of Modules	Text Book as per Syllabus	CO
<b>Financial System and Its Components</b>	a. Meaning, Significance and Role of the Financial System; Components of the Financial System; The structure of Indian Financial System.	<ul style="list-style-type: none"> <li>• Khan, M. Y., Indian Financial System-Theory and Practice, TMH.</li> </ul>	CO1
<b>Financial Markets</b>	<p>c. Money Market: Functions and Instruments; Role of Central Bank; Indian Money Market: An Overview, Call Money Market, Treasury Bills Market, Commercial Paper (CP) Market, Certificate of Deposit (CD) Market; Concepts-Repo, Reverse Repo.</p> <p>d. Capital Market: Functions and Instruments; Primary and Secondary Markets- Functions and inter-relationship, Methods of New Issues; Indian debt market and equity market; Market Intermediaries- Brokers, Sub-Brokers; Role of Stock Exchanges in India.</p>	<ul style="list-style-type: none"> <li>• Khan, M. Y., Indian Financial System-Theory and Practice, TMH.</li> <li>• Nayak and Sana, Indian Financial System, Rabindra Library.</li> </ul>	CO2
<b>Financial Institutions</b>	a. Commercial banking: Functions of Commercial Banks, Credit creation by commercial banks and its limitations; Reserve bank of India: Functions, Credit Control and Monetary Policy; Development of Financial Institutions in India (NABARD, EXIM, IDBI, SIDBI, RRB, LIC) Mutual Funds: Concept of Mutual Fund Non-Banking Financial Companies (NBFCs): Concept.	<ul style="list-style-type: none"> <li>• Khan, M. Y., Indian Financial System-Theory and Practice, TMH.</li> <li>• Nayak and Sana, Indian Financial System, Rabindra Library.</li> </ul>	CO3
<b>Financial Services</b>	c. Merchant Banks: Functions and Role, SEBI Regulations; Credit Rating: Objectives and Limitations, SEBI Regulations; Credit Rating Institutions and their functions.	<ul style="list-style-type: none"> <li>• Nayak and Sana, Indian Financial System, Rabindra Library.</li> </ul>	CO4

**Recommended Books:**

- Nayak and Sana, Indian Financial System, Rabindra Library.
- Basu, A, Mazumdar, D, Datta S., Indian Financial System, ABS

**References:**

- Khan, M. Y., Indian Financial System-Theory and Practice, TMH.
- Majumder S., Indian Financial System.

**CO & PO Mapping:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(FM) 505 - CO1		3				2	2	
BBA(FM) 505 – CO2		3	2			3	2	
BBA(FM) 505 – CO3		3				2	3	
BBA(FM) 505 – CO4		2	2			3	2	

**PO & PI Mapping:**

<b>PO 2: Identification of the Nature of a Problem Area</b>	
<b>Competency</b>	<b>Indicators</b>
2.1. Demonstrate an ability to identify an area that requires problem solving. 2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.1 Ability to contribute towards problem solving methods, 2.1.2 understanding a problem or issue belong to which of the specialized areas- Finance, HR or marketing. 2.2.1 To be able to identify the different factors that influence the business.

<b>PO3: Decision Making Skills</b>	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.  3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem	3.1.1 Capability of implementation of a decision after proper assessment,  3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
<b>PO 6: Integration of Functions</b>	
<b>Competency</b>	<b>Indicators</b>
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.  6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.1.1. Continuation of Professional development and observation skills, 6.1.2. Using rational approach towards an issue. 6.2.1. Ability to study the changes in preferences of customers and 6.2.2. Study in the changes in political & technological environment.
<b>PO 7: Deployable Skill set</b>	
<b>Competency</b>	<b>Indicators</b>
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.  7.2 Demonstrating the ability to apply the learned skill set as when required.	7.1.1 Acknowledgement of the existence of a problem, 7.1.2 Deciding the overall nature of the problem and its minor details. 7.2.1. Ability to implement the required knowhow as when necessity arises.



Submitted by: Prof. Arkaprava Chakrabarty

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 (Signature & Date)

Prof. Ajanta Ghosh



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 (Name)

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 (Signature & Date)

Received by:




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 (HOD)

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 (Signature & Date)

<b>Course code</b>	MOOCs(BBA) 521					
<b>Course title</b>	Business Analytics - V					
<b>Scheme and Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>Credits</b>	<b>Semester-</b>
	1	0	1	0	2	5th
<b>Pre-requisite (if any)</b>	Basic knowledge of statistics					

**Course Objectives:**

1. To enable the students to identify which statistical test they need to perform for categorical variables in SPSS
2. To enable the students to identify which statistical test they need to perform when the variables are categorical and continuous in SPSS
3. To enable the students to perform correlation test in SPSS
4. To enable the students to perform regression test in SPSS

**Course Outcome:**

- CO 1: Students will be able to recall and use SPSS to perform analysis between categorical variables.
- CO 2: Students will be able to recall and use SPSS to perform analysis between categorical and continuous variables.
- CO 3: Students will be able to recall and use SPSS to perform analysis between continuous variables using correlation.
- CO 4: Students will be able to recall and use SPSS to perform analysis between continuous variables using regression.

**Course content:**

Modules	Topic	Text Book as per Syllabus	CO
<b>Module 1: Analyzing Data between categorical variables</b>	Analyzing data using Crosstabs, Running Chi-square test	Keith McCormick, Jesus Salcedo, SPSS for dummies, Wiley	CO1
<b>Module 2: Analyzing Data between categorical and continuous variables</b>	Working with Compare means dialog box, running Independent-samples t-test, running summary independent-sample t-test	Keith McCormick, Jesus Salcedo, SPSS for dummies, Wiley	CO2
<b>Module 3: Analyzing Data between continuous variables</b>	Viewing relationships between variables, running the bivariate procedure	Keith McCormick, Jesus Salcedo, SPSS for dummies, Wiley	CO3
<b>Module 4: Analyzing Data between continuous variables</b>	Running the linear regression procedure, making predictions.	Keith McCormick, Jesus Salcedo, SPSS for dummies, Wiley	CO4

**Recommended Books:****Text Book:**

1. Keith McCormick, Jesus Salcedo, SPSS for dummies, Wiley

**References:****CO-PO Mapping:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>MOOCs(BBA)521 CO1</b>	2		2	2			3	
<b>MOOCs(BBA)521 CO2</b>	2		3	3			2	
<b>MOOCs(BBA)521 CO3</b>	2		3	3			2	
<b>MOOCs(BBA)521 CO4</b>	2		2	3			3	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

**PO & PI Mapping:**

<b>PO 1 : Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.</b>	
<b>Competency</b>	<b>Indicators</b>
1.1 Demonstrate competencies in Business Construction Model & Decision-Making Model	1.1.1. Ability to take up analytical approach for problem solving, 1.1.2. Ability to take into consideration minute details and factors that influences a business.
1.2 Demonstrate competencies in evaluation of each of the alternatives	1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.

<b>PO 3 :</b> Students will develop decision making skills with the help of analytical and critical thinking ability	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problems	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
<b>PO 4:</b> Communication skills will be enhanced in Synchronization with the functioning of the business analytics algorithms.	
<b>Competency</b>	<b>Indicators</b>
4.1 To Demonstrate the ability to make effective business communication.	4.1.1. Ability to choose appropriate words when making verbal communication, 4.1.2. To be able to select proper language and words when making written communication.
4.2 To Demonstrate the ability to pursue stakeholders and enhancing the convincing skills.	4.2.1. Ability to present oneself groomed properly and uses formal gestures with appropriate body language.
<b>PO 7:</b> Students will develop deployable skills parallel to the chosen functional/specialized area.	
<b>Competency</b>	<b>Indicators</b>
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem 7.1.2 deciding the overall nature of the problem and its minor details.
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by : Prof. Lavanya Deepika Tigga

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(Name)

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(Signature& Date)

*Rabin Mazumder*

Received by :

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Dr. Rabin Mazumder

(HOD)

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(Signature& Date)

## Proposed Syllabus

### Semester-VI

**Semester: 6th****Subject: Total Quality Management [BBA 601]****Credit Point: 3****Total Contact Hours: 30****MODULE I INTRODUCTION TO QUALITY MANAGEMENT 9**

Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

**MODULE II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 9**

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

**MODULE III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY 9**

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.

Process capability – meaning, significance and measurement – Six sigma concepts of process capability.

Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

**MODULE IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 9**

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

**MODULE V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION 9**

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

**TEXT BOOKS**

1. Dale H. Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.



Paper: Advertising & Sales Promotion  
Paper Code: BBA(MM) - 603

Total Contact Hours -40

<p><b>Module I:</b> <b>Communication Process:</b> Basic communication process, role of source; Encoding and decoding of message, media, audience, feedback and noise. [4L]</p>
<p><b>Module II:</b> <b>Advertising and Communication Mix :</b> Different advertising functions; Types of advertising; Economic aspects of advertising <b>Advertising process</b> – an overview; Setting advertising objectives and advertising budget. [8L]</p>
<p><b>Module III:</b> <b>Creative Aspects of Advertising:</b> Advertising appeals, copy writing, headlines, illustration, message, copy types; Campaign planning. <b>Advertising Media :</b> Different types of media; Media planning and scheduling [8L]</p>
<p><b>Module IV:</b> <b>Impact of Advertising:</b> Advertising Agency roles, relationship with clients, advertising department; Measuring advertising effectiveness; Legal and ethical aspects of advertising. Social implications of advertising. [8L]</p>
<p><b>Module V:</b> <b>Sales Promotion:</b> Meaning, nature, and functions; Relationship between sales promotion and advertising, future of sales promotion Limitation of sales promotion; Types of sales promotion schemes; Consumer and trade, sales promotion.</p>

### Suggested Readings:

1. Aaker, David and Myers John G., et.al: Advertising Management, Prentice Hall of India.
2. Kazmi & Batra: Advertising & Sales Promotion, Excel Books.
3. Arun Kumar: Marketing Management, Vikas Publishing House.
4. Border W.H.: Advertising, John Wiley.
5. Sengupta Subroto: Brand Positioning Strategies for Competitive Advantage, TMH.

**Paper: Service Marketing BBA(MM) - 604**

**Total Contact Hours -40**

### Outline of Lectures and Readings

1. Introduction to Services Marketing and Frameworks for Understanding Services

· Key Issues, Macroeconomics, Trends & Opportunities, Features of Services, The Servuction Model,

### Required Readings

Bateson & Hoffman, Chapter 1, Jochen Wirtz and Christopher H. Lovelock (2001, forthcoming): "Asia's Growing Service Sector"

2. Consumer Behaviour Related to Services

· Key Issues, The Three-Stage Model of Consumer Behaviour Applied to Services, Post-Purchase Evaluation: Modelling Consumer Satisfaction with Services, Environmental Perspectives on the Service Encounter, Perceived Control, Script & Role Theories

Required Readings

- Bateson & Hoffman, Chapter 2,

### 3. Marketing Mix I: Pricing of Services

· Key Issues, Pricing Strategies Applied to Services, Services Specific Issues on Price Discrimination, Cost Accounting for Services, Price Bundling and Cross-Selling, Yield Management,

Required Readings

- Bateson & Hoffman, Chapter 9, Sheril E. Kimes and Richard B. Chase (1998), "The Strategic Levers of Yield, Management," Journal of Service Research, Vol. 1., No. 2, 156-166.

### 4. Marketing Mix II: Communications

· Key Issues, Setting Communication Strategies for Services

- Services Specific Issues in Communication Strategies

- Guidelines for Advertising of Services

- Branding & Promotion of Services

· Required Readings

- Bateson & Hoffman, Chapter 8

### 5. Marketing Mix III: Distribution

· Key Issues

- Distribution Channels for Services

- Internationalisation of Service Firms

- Global Distribution Systems

· Required Readings

- Bateson & Hoffman, Article 3.1, Christopher H. Lovelock and George S. Yip, "Developing Global Strategies for Service Businesses," California Management Review, Vol. 38., No. 2, 64-86.

- Jochen Wirtz and Jeannette P. T. Ho (2000), "Westin Hotels in Asia – Global Distribution", in Principles of Marketing: An Asian Case Book, Swee Hoon Ang et al, eds., Singapore: Prentice Hall, 112-118.

### 6. Marketing Mix IV: Designing Customer Service Processes

· Key Issues

- Trade-off between Marketing Effectiveness and Operations Efficiency

- Full-Service Models Versus Restricted Service Models

- Isolating the Technical Core and Minimising the Servuction System

- Production-Lining Services

- Increasing Customer Participation

- Managing Supply and Demand, Yield Management

- Flow Charting as a Basic Tool for Understanding & Managing Service Processes

- Two Basic Strategies: Complexity and Divergence of Service Operations

· Required Readings

- Bateson & Hoffman, Chapters 3 & 5

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- Richard Chase and Douglas M. Stewart (1994): "Making Your Service FailSafe," Sloan Management Review, Spring, p. 35-44.

- Lily Chang (1993), "Improving Service Quality: The NTUC Income Experience," Productivity Digest, April, p 20-23

#### 7. Marketing Mix V: Designing the Service Environment

· Key Issues

- A Theoretical Framework for Understanding the Impact of Service Environments on Customer Behaviour and Satisfaction

- Engineering Customer Service Experiences

· Required Readings

- Bateson & Hoffman, Chapter 6

- Carbone, Lewis P and Stephan H. Haeckel (1994): "Engineering Customer Experiences," Marketing Management, Vol. 3, No 9, p 9-19

#### 8. Marketing Mix VI: The Service Product

· Key Issues

- The Flower of Service - Core and Supplementary Services

- Adding Value via Supplementary Services

#### 9. Marketing Mix VII: Managing Service Personnel

· Key Issues

- Importance of Service Personnel

- Conflicts in Boundary-spanning Roles & Implications of Role Stress

- Reducing Role Stress with Marketing and Creating a Climate for Service

- Selection, Training and Motivation of Service Staff

- Internal Marketing to Build and Foster a Customer Service-oriented Culture

· Required Readings

- Bateson & Hoffman, Chapters 4 & 7

- Leonard A Schlesinger and James L Heskett (1991), "Breaking the Cycle of Failure in Service," in Sloan Management Review, Spring, 17-28.

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#### 10. Marketing Implementation I: Understanding Service Quality

· Key Issues

- Importance of Quality: The Economics of Customer Retention

- The Quality Model: Diagnosing Service Quality Failures

- Dimensions of Quality

- Relationship between Service Quality, Productivity and Profitability

- Effective Membership and Customer Retention Programs

· Required Readings

- Bateson & Hoffman, Chapters 11,13 & 14

- Frederick F. Reichheld and Phil Schefter (2000), "E-Loyalty: Your Secret Weapon on the Web," in: Harvard Business Review, Volume 78, No. 4 (July/August), pp 105.

#### 11. Marketing Implementation II: Managing Service Quality

· Key Issues

- Complaint Management, Service Guarantees and Service Recovery

- TQM Tools Applicable to Services
- Developing & Implementing Effective Customer Feedback Systems
- Customer Churn Diagnostics and Retention Programs
- CRM Strategies
- Required Readings
- Bateson & Hoffman, Chapter 12
- James L. Heskett, Thomas O. Jones, Gary W. Loveman, W. Earl Sasser, and Leonard A. Schlesinger (1994), "Putting the Service-Profit Chain to Work," Harvard Business Review, March-April, in Lovelock, pp. 582-593
- Jochen Wirtz and Monica Tomlin (2000), "Institutionalizing Customer-driven Learning Through Fully Integrated Customer Feedback Systems," Managing Service Quality, Vol. 10, No. 4, 205-215.
- 12. Marketing Implementation III: Growth Strategies for Service Organisations
- Key Issues
- Multisite, Multiservice and Multisegment Strategies
- Risk/Return Considerations
- Required Readings
- Bateson & Hoffman, Chapter 10

**Semester: 6<sup>th</sup>**

**Total Credit:**

**Subject: Rural Marketing**

Module 1 - Rural Marketing Concept

--- Nature --- Scope --- Significance of Rural Marketing --- Factors contributing to Growth of rural markets  
 --- Components and classification of Rural markets --- Rural Market VS Urban Market --- e.rural marketing. (15 Lectures)

Module 2 - - Agricultural Marketing –

Concept --- Nature and Types of Agriculture produce --- concept and types of Agricultural Markets --- Marketing channels --- Methods of Sales --- Market functions --- (7 Lectures)

Module 3 Agricultural Marketing Risks

Marketing agencies --- Marketable surplus --- Characteristics of Scientific Marketing --- Risks involved in marketing --- Types of risks --- Measures to minimize risks --- Contract Marketing (Farmer – Processor linkage) --- Distress sales. (8 Lectures)

Module 4 - Issues in Rural Marketing - Rural Consumer behaviour --- features --- factors influencing --- Lifestyle of rural consumer --- FMCG sector in Rural India --- concept and classification of consumer goods --- Marketing Channels for FMCG --- Fast growing FMCG --- Marketing of consumer durables --- The role of Advertising. (15 Lectures)

**Semester: 6<sup>th</sup>**

**Total Credit:**

**Subject: Organizational Development**

## UNIT – 1

Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.

## UNIT – 2

Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.

## UNIT – 3

Implementing Change : Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization

## UNIT – 4

HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress

## UNIT - 5

Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises. Case Analysis : The Question Paper shall have a compulsory question on Case Analysis.

**Semester: 6<sup>th</sup>****Total Credit:****Subject: Industrial Relations & Labour Laws**

## UNIT-I

Industrial Relations- Concept, Definition and Importance, Factors Affecting Industrial Relations. Approaches to Industrial Relations, Impact of Technology on Industrial Relations. Nature of Trade Unions, Trade Union Movement in India, Benefits of Trade Unions for Workers, Problems of Trade Unions & Remedies. Quality Circles, Benefits and Problems of Quality Circles.

**UNIT-II**

Concept of Collective Bargaining, Prerequisites for Collective Bargaining, the Collective Bargaining Process, Principles of Collective Bargaining, Collective Bargaining and Labour Management Co-Operation in India, Conditions for the Success of Collective Bargaining. Grievance Management – Causes of Grievance – Effects of Grievance, Negotiation and Collective Settlements, Grievance Redressal Procedure.

**UNIT-III**

Industrial Conflicts- Meaning & Causes and Types, Strikes & Lockouts, Machinery for Resolving Industrial Disputes under Law. Meaning of Workers Participation in Management, Concepts and Objectives of Workers Participation in Management, Growth and Development of Workers Participation in Management, Types of Workers Participation in Management.

**UNIT-IV**

Emergence and Objectives of Labour Laws- The Industrial Relations Code-2019-An Introduction Overview of Factories Act, Industrial Disputes Act, Payment of wages Act, Payment of Bonus Act, ESI Act, Payment of Gratuity Act, Minimum Wage Act, PF Act. Workmen's Compensation Act

**Semester: 6<sup>th</sup>****Total Credit:****Subject: HRM Practices****Unit 1: Introduction to Human Resource Management**

The focus of the first unit is on identifying what the personnel and human resource function is all about. It explores the typical responsibilities of HR departments and how they are affected by the corporate culture, environmental forces, and government regulations. It also introduces the topics of strategic and employment planning.

**Unit 2: Staffing**

Once the organization has determined its strategic and human resource objectives and analyzes the jobs to be filled, it is ready to fill them. Unit 2 reviews the two steps in the staffing process: recruitment and selection. Recruitment aims at identifying and attracting the largest possible number of qualified applicants to hire for each job.

**Unit 3: Compensation & Benefits**

This unit focuses on compensation and related issues. Among the topics to be covered are forms of and bases for compensation, job evaluation and compensation/evaluation systems.

**Unit 4: Performance Management**

This unit discusses and examines performance evaluation as a system including process and procedures used in developing reliable and valid standards, criteria, and evaluation mechanisms. A good performance management system is fair to the employee while also serving the goals and interests of the organization.

**Unit 5: Human Resource Development**

Employee training and development is another important HR function. More specifically, Unit 5 focuses on deciding who is to be trained, in what and how they are to be trained, and how effective was the training for the employee and her/his organizational component. To be effective, training and development programs must be matched to types of employees with specific skill deficiencies and to new skills anticipated to be needed by the organization.

**Unit 6: Global Human Resource Management & Future Issues**

Declining productivity, substantial demographic shifts, changing employee attitudes and expectations, innovation technologies, and government regulations will continue to affect human resource management into the 21st century. This final unit deals with the most significant trends in human resource management and how they can be addressed through innovative and effective organizational strategies.

**Semester: 6<sup>th</sup>****Total Credit:****Subject: Corporate Finance****Module 1: Financial Goals of the Firm (6 Hours)**

Financial Management – Introduction to finance, objectives of financial management – Firm Value and equity value– profit maximization and wealth maximization - Changing role of finance managers - Organization of finance function.

Agency model; problem and agency cost – Stockholders and Managers; bondholders and society - Disciplining management through corporate governance - Sustainability model.

**Module 2: Time Value of Money (10 Hours)**

Present and future value of single payments, annuities, annuities due, and perpetuities - Growth in annuities and perpetuities - Compound interest and continuous compounding - Annual percentage rates and effective annual rates - Mathematics of loans: Discount, Interest only, Full and partial amortization

**Module 3: Risk & Return (10 Hours)**

Concepts of Risk and Return – Diversifiable and Non-Diversifiable risk - Risk & return of single asset, risk and Return of a portfolio, Measurement of market risk for single asset and portfolio.

**Module 4: Capital Budgeting (10 Hours)**

Investment Rules: Capital budgeting methods and their limitations - Comparing projects with varying lives with varying cash flows - Capital budgeting decision rules.

**Semester: 6<sup>th</sup>****Total Credit:****Subject: Derivatives & Risk Management****Module I: Introduction To Investment And Security Analysis (10)**

Unit 1: Meaning of investment – speculation and Gambling – Investment avenues -Types of investors – Investment objectives – The investment process – Security Analysis– Meaning of security – Types of securities – Meaning of security analysis –

Unit 2: Risk and Return – Computation of return – Meaning and definition of risk –Types: (Systematic risk- Market risk, Purchasing power risk, Interest rate risk, Unsystematic risk- Business risk (Internal, External), Financial risk) – Minimising risk exposure

Unit 3: Risk measurement - Standard deviation – Meaning of Beta – Computation and interpretation – Use of beta in estimating returns. (Including simple problems)

**Module Ii: Fundamental Analysis & Technical Analysis (20)**

Unit 1: Economic analysis: Factors in Domestic and International economy – Economic forecasting and stock-investment decisions – Types of economic forecasts – Forecasting techniques – Anticipatory surveys – Barometric or Indicator approach (Delhi School of Economics- ECRI methodology) – Money supply approach – Econometric model building – Opportunistic model building.



Unit 2: Industry analysis: Industry classification schemes –Classification by product and according to business cycle – Key characteristics in industry analysis – Industry life cycle– Sources of information for industry analysis.

Unit 3: Company analysis: Sources of information for company analysis (Internal, External) – Factors in company analysis – Operating analysis – Management analysis –Financial analysis – Earnings quality.

Unit 4 : Technical Analysis - Meaning and Assumptions of technical analysis – Trend lines and their significance – Market indicators – The Dow theory – Market indices – Mutual fund activity – Confidence level – Price indicators – Support and Resistance levels – Gap analysis - New high-low – The most active list – Moving averages of stock prices – Volume indicators- Price-volume relationship – Short selling – Breadth of market (Advance/Decline) – Odd lot trading – Oscillators – Relative Strength Index (RSI) – Rate of Change (ROC) –Charting – Types of price charts – Price patterns.

Module Iii: Securities Return And Valuation Analysis (10)

Unit 1: Fixed-Income Securities – Overview of fixed-income securities – Risk factors in fixed-income securities (Systematic and unsystematic) – Bond analysis – Types of bonds – Major factors in bond rating process – Bond returns – Holding period return – Concept of yield – Current yield – Yield-to-Maturity – Price-yield relationship – Convexity - Term structure of interest rates and yield curve – Duration - Valuation of preference shares.

Unit 2: Stock Return and Valuation – Anticipated returns, present value of returns, Constant Growth model, Two-Stage Growth model, The Three-Phase Model, Valuation through P/E ratio.

Module Iv: Portfolio Management, Capital Market Theory and Derivatives Market (20)

Unit 1: Efficient Market Hypothesis (EMH) – Random Walk theory – Forms of EMH –EMH and empirical findings – Implication of EMH on fundamental and technical analysis – Market inefficiencies.

Unit 2: Portfolio Analysis – Selection and Evaluation – Meaning of portfolio – Reasons to hold portfolio – Diversification analysis – Markowitz’s Model – Assumptions – Specific model – Risk and return optimization – Efficient frontier – Efficient portfolios – Leveraged portfolios – Corner portfolios – Sharpe’s Single Index model – Portfolio evaluation measures – Sharpe’s Performance Index – Treynor’s Performance Index – Jensen’s Performance Index.

Unit 3: Capital Market Theory – CAPM theory: Assumptions – CAPM Model – Capital Market Line (CML) – Security Market Line (SML) – Evaluation of securities – Present validity of CAPM – Arbitrage Pricing Theory (APT) – Assumptions – APT model – AP equation – Factors affecting return – APT and CAPM.

Unit 4: Derivatives: Financial Derivatives – Meaning – Definition – Futures and Options – Pay-off in future and options – Stock and Index futures and options – Trading strategies – Commodity Derivatives – Structure of commodity exchanges – Commodity futures and options – Hedging using commodity futures.