



DEPARTMENT OF BUSINESSADMINISTRATION
Course Structure for ODD Semesters

Session: 2022-2025
2021-2024
2020-2023

Choice Based Credit System (CBCS)
Course - BBA
Full Syllabus

Program Objectives

Broader objective of Bachelor of Business Administration Programme are

1. Students will be able to assess the role and value of several functional areas of an organization for enhancing efficiency.
2. Students will be able to connect different concepts of marketing, human resource, finance & other domains in business which will help them to identification & implementation of any challenges in business.
3. Students will be able to handle different tools of decision making and problem solving methods in the context of commercial organization.
4. Students will be able to enhance their soft skills and communication skills to face the challenges in the VUCA world.
5. Students will be able to understand the concept of coordination and cooperation to build an effective team which will help to assimilate the essence of team dynamics.
6. Students will gain in-depth knowledge about changing business environment across different industries by integrating the inter-disciplinary functions.
7. Students will be industry ready by using different techniques of problem solving approach of various organizational situations.
8. Students will be able to accept the business challenges ethically and will follow the best path that will serve to a greater interest of the business and the society.

Program Outcomes:

Name of the Program Outcome	Program Outcome	Competencies	Performance Indicator
PO1: Assessment of Choices	Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	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.
PO2: Identification of the Nature of a Problem Area	Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	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 issues 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.
PO3: Decision Making Skills	Students will develop decision making skills with the help of analytical and critical thinking ability.	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 problem.	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
PO4: Communication Skills	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.
		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.
PO5: Team Work	Students will develop the capability of functioning efficiently within the teams.	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.
PO6: Integration of Functions	Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	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

			6.2.2. Study in the changes in political & technological environment.
PO7: Deployable Skill set	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.
PO8: Moral Sensitivity	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.



CC	Core Course
GE	General Elective
AECC	Ability Enhancement Compulsory Course
SEC	Skill Enhancement Course
DSE	Discipline Specific Elective
IVAMNC C	Industry Value Added Mandatory Non Credit Course

Subject Type	Semester I	Semester II	Semester III	Semester IV	Semester V	Semester VI	TOTAL – 140+15 (MOOCs) =155
CC	C1, C2	C3, C4	C5, C6, C7	C8, C9, C10	C11, C12	C13, C14	
DSE					DSE1, DSE2	DSE3, DSE4	
GE	GE1	GE2	GE3	GE4			
AECC	AECC 1	AECC 2					
SEC			SEC 1	SEC 2			
	4 (20)	4 (20)	5(26)	5(26)	4 (24)	4 (24)	

SEM - 1

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC1	BBA101	Principles of Management	5	1	0	6
2.	CC2	BBA102	Business Economics	5	1	0	6
3.	GE1		Anyone from GE Basket	5	1	0	6
4.	AECC1	BBA104	Business Communication	2	0	0	2
Total Credit							20

Sl.	Subject Type	Code	Subject Name	Credit/Point/Number
5.	IVAMNCC 1	BBA(GS)101	General Studies & Current Affairs - I	0 credit
6.	IVAMNCC 2	BBA(GS)181	Competitive Aptitude Training-I	0 credit
7.		IFC(BBA)122	International & Foreign Certification (IFC)	At least 3 certificates need to be earned in each semester. Total

TOTAL -
140



				min 15 certificates required in 3 years program
8.		MAR181	Mandatory Additional Requirements (MAR)	As per University (MAKAUT) norms
9.	MOOCs 1	MOOCs(BBA) 121	At least 1 MOOCs course from Swayam Platform	15 credits need to be earned in 3 years program
10.		Certificate course	Basic Information System	0 credit

*Note: Each subject must have one creative project which needs to be uploaded in various platforms and track the usability of the project.

SEM -2

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC3	BBA201	Operations Management	5	1	0	6
2.	CC4	BBA202	Organisational Behaviour	5	1	0	6
3.	GE2		Anyone from GE Basket	5	1	0	6
4.	AECC2	BBA204	Environment & Sustainable Development	2	0	0	2
Total Credit							20

Sl.	Subject Type	Code	Subject Name	Credit/Point/Number
5.	IVAMNCC 3	BBA(GS)201	General Studies & Current Affairs - II	0 credit
6.	IVAMNCC 4	BBA(GS)281	Competitive Aptitude Training-II	0 credit
7.		IFC(BBA)222	International & Foreign Certification (IFC)	At least 3 certificates need to be earned in each semester. Total min 15 certificates required in 3 years program
8.		MAR281	Mandatory Additional Requirements (MAR)	As per University (MAKAUT) norms
9.	MOOCs 2	MOOCs(BBA) 221	At least 1 MOOCs course from Swayam Platform	15 credits need to be earned in 3 years program



SEM – 3

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC5	BBA301 BBA391	Business Research Methods Business Research Methods-Practical	4	0	2	6
2.	CC6	BBA302	Financial Accounting	5	1	0	6
3.	CC7	BBA303	Marketing Management	5	1	0	6
4.	GE3		Anyone from GE Basket	5	1	0	6
5.	SEC1	BBA305	Personality Development	0	0	2	2
6		BBA(GS)301	General Studies & Current Affairs - III	2	0	0	2
7		BBA(GS)381	Competitive Aptitude Training-III	2	0	0	1
8		IVA (BBA) 381	Project III	0	0	2	0
Total Credit							29

Sl.	Subject Type	Code	Subject Name	Credit/Point/Number
9.		IFC(BBA)322	International & Foreign Certification (IFC)	At least 3 certificates need to be earned in each semester. Total min 15 certificates required in 3 years program
10.		MAR381	Mandatory Additional Requirements (MAR)	As per University (MAKAUT) norms
11.	MOOCs 3	MOOCs(BBA) 321	At least 1 MOOCs course from Swayam Platform	15 credits need to be earned in 3 years program

SEM -4

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC8	BBA401	Human Resource Management	5	1	0	6
2.	CC9	BBA402	Sales & Distribution Management	5	1	0	6
3.	CC10	BBA403	Customer Relationship Management	5	1	0	6
4.	GE4		Anyone from GE Basket	5	0	1	6



5.	SEC2	BBA405	Computer Applications	2	0	0	2
Total Credit							26

Sl.	Subject Type	Code	Subject Name	Credit/Point/Number
6.	IVAMNCC 5	BBA(GS)401	General Studies & Current Affairs - IV	0 credit
7	IVAMNCC 6	BBA(GS)481	Competitive Aptitude Training-IV	0 credit
8.		IFC(BBA)422	International & Foreign Certification (IFC)	At least 3 certificates need to be earned in each semester. Total min 15 certificates required in 3 years program
9.		MAR481	Mandatory Additional Requirements (MAR)	As per University (MAKAUT) norms
10.	MOOCs 4	MOOCs(BBA) 421	At least 1 MOOCs course from Swayam Platform	15 credits need to be earned in 3 years program

SEM -5

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA501	Financial Management and Risk Analysis	5	1	0	6
2.		BBA502	Entrepreneurship	5	1	0	6
3.	DSE	BBA 503	BBA 503(A): Consumer Behaviour Or BBA 503(B): Financial Markets, Institutions and Financial Services Or BBA 503(C): Industrial Relations	5	1	0	6
4.		BBA 504	Data Analytics Skills for Managers	5	1	0	6
5.		BBA(GS)501	General Studies & Current Affairs – V	2	0	0	2
6		BBA(GS)581	Competitive Aptitude Training-V	2	0	0	1
7		BBA 512	Project V	0	0	2	1
Total Credit							28

Sl.	Subject	Code	Subject Name	Credit/Point/Number
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	Type			
7.		IFC(BBA)522	International & Foreign Certification (IFC)	At least 3 certificates need to be earned in each semester. Total min 15 certificates required in 3 years program
8.		MAR581	Mandatory Additional Requirements (MAR)	As per University (MAKAUT) norms
9.	MOOCs 8	MOOCs(BBA) 521	At least 1 MOOCs course from Swayam Platform	15 credits need to be earned in 3 years program
10.		Certificate course	Advance Excel	0 credit

SEM-6

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC13	BBA601	Strategic Management	5	1	0	6
2.	CC14	BBA602	Project and Dissertation	5	1	0	6
3.	DSE3*	BBA603	DSE3 MM/HR/FM	5	1	0	6
4.	DSE4*	BBA 604	DSE4 MM/HR/FM	5	1	0	6
Total Credit							24

Sl.	Subject Type	Code	Subject Name	Credit/Point/Number
5.	IVAMNCC 11	BBA(GS)501	General Studies & Current Affairs - VI	0 credit
6.	IVAMNCC 12	BBA(GS)581	Competitive Aptitude Training-VI	0 credit
7.		IFC(BBA)622	International & Foreign Certification (IFC)	At least 3 certificates need to be earned in each semester. Total min 15 certificates required in 3 years program
8.		MAR681	Mandatory Additional Requirements (MAR)	As per University (MAKAUT) norms
9.	MOOCs 6	MOOCs(BBA) 621	At least 1 MOOCs course from Swayam Platform	15 credits need to be earned in 3 years program

**List of Discipline specific elective course: (Proposed)



DSE#	Marketing Specialization (MM)	Human Resource Specialization (HR)	Financial management Specialization (FM)
DSE1	Services Marketing	Human resource planning & compensation management	Taxation
DSE2	Brand and Retail Management	Human resource development	Financial Management
DSE3	Integrated Marketing Communication	Organizational development	Corporate Finance
DSE4	Rural Marketing & Digital innovation	Industrial relation and Labour laws	Financial Institutions and Markets

Course code	BBA101					
Course title	<u>Principles of Management</u>					
Scheme and Credits	L	T	P	S	Credits	Semester-
	5	1	0.		6	I
Pre-requisite (if any)	Basic knowledge of Corporate					

Course Objectives:

1. To enable the students to study the evolution of Management,
2. To study the functions and operations of management.
3. To learn the application of the principles in an organization.
4. To realize the barriers of communication in the organization

Course Outcome:

1. Students will be able to understand the fundamental concept of Management and its importance in the practical world.
2. Students will be able to identify, define and solve Management related problems.
3. Students will understand the contemporary issues and will get some wider exposure with respect to the global perspective.
4. Students can relate overall development of a corporate.
5. Students can take efficient decisions.



6. Students will be able to design effective functioning of a corporate.

Course content:

Modules	Serial of Modules	Text Book as per Syllabus	Total hours of teaching	BL
M I: Introduction to Management	Nature, meaning and significance of management, Management as a Science or an Art, Difference between management & administration; management as a process, management as a functions, managerial skills, and managerial roles in organisation; quality of a good manager	1. Essentials of Management An International and Leadership Perspective : Harold Koontz and Heinz Weihrich , Edition- ninth, McGraw Hill 2. V.S.P Rao&Hari Krishna : Management-Text &Cases,Excel Books 3. Robbins, SP : Management, Prentice Hal	10	BL1, BL2
M II: Approaches to Management	Classical, Neo-classical and Modern Contributors to Management Thought; Taylor and Scientific Theory, Fayol's and Organization Theory, Elton Mayo & Behavioural school & human relations school ; Peter Drucker and Management Thought.; Various Approaches to Management i.e. system approach, contingency approach etc., Indian Management Thought.	1. Essentials of Management An International and Leadership Perspective : Harold Koontz and Heinz Weihrich , Edition- ninth, McGraw Hill 2. Ramaswami T; Principles of Mgmt., Himalaya Publishing Chandan, JS : Management –	10	BL2, BL3, BL4



		Concepts and Strategies, Vikas Publishing		
M III: Planning and Decision Making	Planning: Nature, importance, forms, types, making planning effective, Significance & Limitations of Planning; Planning Premises – Meaning & Types, Strategic Planning – Meaning & level, BCG model etc, MBO – Meaning, Process, importance ; Decision Making – Meaning, Types, Process, schools of decision making	1. Essentials of Management An International and Leadership Perspective : Harold Koontz and Heinz Weihrich , Edition- ninth, McGraw Hill	10	BL3, BL4, BL5
M IV: Organization Design and Structure	Organization – Meaning, Process, Principles, Or Organization Structure – Determinants and Forms: Line, Functional, Line & Staff, Project, Matrix and Committees; Formal and Informal Organization; Departmentation – Meaning and Bases; Span of Control – Meaning and Factors Influencing; Authority, Responsibility and Accountability; Delegation – Meaning, Process; Principles; Centralization and Decentralization – Meaning; Degree of Decentralization; Difference between Delegation and Decentralization. Organization structure common in tourism industry.	1. Essentials of Management An International and Leadership Perspective : Harold Koontz and Heinz Weihrich , Edition- ninth, McGraw Hill 2. Robbins, SP : Management, Prentice Hal	10	BL2, BL3, BL4, BL5
M V: Directing	Motivation & leadership- Motivation – Meaning, Definition, Significance & Limitations; contemporary theories of motivation; Financial and non-financial incentives of Motivation; Leadership - Definition, Significance of Leadership, Leadership styles; Process and Barriers of Communication.	1. Robbins, SP : Management, Prentice Hal	10	BL3, BL4, BL5
M VI: Controlling & Change	Control – meaning & importance of control, steps of controlling process, designing control systems, financial control ; Organizational change – meaning, drivers of change, process of change, resistance to change, overcoming resistance to change; Management trends in tourism - managing quality, innovation, concern for	1. Robbins, SP : Management, Prentice Hal	10	BL3, BL4, BL5, BL6



	environment & sustainability of the organization & industry			
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BLOOM'S TAXONOMY		COURSE OUTCOME – Students will be able to		
LEVEL 1	REMEMBER	Recall facts and basic concepts	CO 1	Students will be able to understand the fundamental concept of Management and its importance in the practical world
LEVEL 2	UNDERSTAND	Explain ideas or concepts	CO 2	Students will be able to identify, define and solve Management related problems
LEVEL 3	APPLY	Use information learnt to solve a problem	CO 3	Students will understand the contemporary issues and will get some wider exposure with respect to the global perspective
LEVEL 4	ANALYSE	Understand relationships, causes and actions	CO 4	Students can relate overall development of a corporate.
LEVEL 5	EVALUATE	Evaluate the correctness of decision made	CO 5	Students can take efficient decisions.
LEVEL 6	CREATE	Create something new	CO 6	Students will be able to design effective functioning of a corporate.

Recommended Study Materials:

- Essentials of Management An International and Leadership Perspective : Harold Koontz and Heinz Weihrich , Edition- ninth, Mc Graw Hill.
- V.S.P Rao & Hari Krishna : Management-Text & Cases, Excel Books
- Ramaswami T; Principles of Mgmt., Himalaya Publishing Chandan, JS : Management – Concepts and Strategies, Vikas Publishing
- Robbins, SP : Management, Prentice Hal

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA104-CO1			3	3			2	3
BBA104-CO2			3	3			2	2
BBA104-CO3			3	3			3	2
BBA104-CO4			3	3			3	3
BBA104-CO5			3	2			2	3



BBA104-CO6			3	2			2	2
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3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

PO 4: Communication skills will be enhanced in Synchronization with the functioning of the business analytics algorithms.	
Competency	Indicators
4.1 To Demonstrate the ability to make effective business communication. 4.2 To Demonstrate the ability to pursue stakeholders and enhancing the convincing skills.	4.1.1. Utilize appropriate words when making verbal communication, 4.1.2. Analyze select proper language and words when making written communication. 4.1.3 Ability to present oneself groomed properly and uses formal gestures with appropriate body language
PO 8: 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 To demonstrate the ability to perform different aspects of communication in context of values.	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
PO 3 :Students will develop decision making skills with the help of analytical and critical thinking ability.	
Competency	Indicators
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	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
PO 7: 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
7.2 Demonstrating the ability to apply the learned skill set as when required	7.1.2. Ability to implement the required knowhow as when necessity arises.

Submitted by : Dr. Saikat Chakrabarti, Dr. Soumik Gangopadhyay, Prof. Saibal Sen, Prof. Bitan Banerjee



 (Name)

 (Signature & Date)

Received by :

 (HOD)

 (Signature & Date)

Course code	BBA 102					
Course title	Business Economics					
Scheme and Credits	L	T	P	S	Credits	Semester-
	5	1	0		6	I
Pre-requisite (if any)	Basic knowledge of mathematical function, differentiation					

Course Objectives:

1. To enable the students to understand fundamental concepts, terms and terminologies involved in micro economics
2. Through the incorporation of case lets/case studies, familiarize the students with real economic scenarios.
3. To make students understand the different types of markets and its equilibrium level of price and quantity determination process.
4. To demonstrate the concepts of national income accounting with all the measurement parameters
5. To determine the concept of multiplier in the economy along with income and savings function
6. To explore the concepts of balance of trade and payment with international trade theories.

Course Outcome:

CO 1: Students would be able to understand the fundamental problems of a business economics and it's solutions techniques. They also able to understand the driving force behind the change in market price of commodity and its elasticity of demand.

CO 2: Students would be able to understand the economies and diseconomies of scale in production and the different types of costs associated with the production process.



CO 3: Students would be able to understand the different types of markets and its equilibrium level of price and quantity determination process under perfect competition, monopoly, monopolistic competition and oligopoly market.

CO 4: Students will be able to explain how economic indicators like GDP are used to assess the state of the economy and differentiate between and calculate nominal and real GDP

CO 5: Students will be able to define money & inflation, explain the functions of money, and define liquidity and how money is created by lending, demonstrate the controlling measures of inflation

CO 6: Students will be able to understand public finance and International Trade and Finance

Course content:

Modules	Topic	Text Book as per Syllabus	Total hours of teaching	Blooms Level
M-1:	<p>Introduction: Basic Problems of an Economy, Working of Price Mechanism and Resource Allocation.</p> <p>Elasticity of Demand: Concept and Measurement of Elasticity of Demand, Price, Income and Cross Elasticities; Average Revenue: Marginal Revenue, and Elasticity of Demand, Determinants of Elasticity of Demand.</p> <p>Production Function: Law of Variable Proportions, Ridge Lines. Isoquants, Economic Regions and Optimum Factor Combination. Expansion Path, Returns of Scale, International and External Economies and Diseconomies of Scale.</p> <p>Theory of Costs: Short-Run and Long Run Cost Curves – Traditional Approaches Only.</p>	<p>Advanced Economic Theory: Microeconomic Analysis by Dr H. L. Ahuja, S. Chand Publication</p> <p>Sunayini Parchure: Macroeconomics, PHI</p>	12	BL1, BL2, BL3, BL4, BL5



M-2	<p>Market Structures</p> <p>Perfect Competition: Characteristics, Profit Maximization and Equilibrium of Firm and Industry, Short- Run and Long Run Supply Curves, Price and Output Determination, Practical Applications.</p> <p>Monopoly: Characteristics, Determination of Price under monopoly, Equilibrium of a Firm, Comparison Between Perfect Competition and Monopoly, Price Discrimination, Social Cost of Monopoly</p> <p>Monopolistic Competition: Meaning and Characteristics, Price and Output Determination Under Monopolistic Competition, Product Differentiation, Selling Costs, Comparison with Perfect Competition, Excess Capacity Under Monopolistic Competition.</p> <p>Oligopoly: Characteristics, Indeterminate Pricing and Output, Cournot Model of Oligopoly, Price Leadership (Only Meaning and Characteristics) Collusive Oligopoly (Meaning and Characteristics Only), Only Kinked Demand Curve Model of Oligopoly.</p>	<p>Advanced Economic Theory: Microeconomic Analysis by Dr H. L. Ahuja, S. Chand Publication</p> <p>Sunayini Parchure: Macroeconomics, PHI</p>	12	BL1, BL2, BL3, BL4, BL5
M-3	<p>Factor Pricing: Marginal Productivity Theory and Demand for Factors (Statement and assumption only).</p> <p>Concept of Rent: Ricardian and Modern Theories of Rent; Quasi-Rent.</p> <p>Concept of Labour: Wage Rate, Nominal Wage, Real Wage.</p> <p>Concept of Capital: Gross Interest, Net Interest, Zero Interest Rate.</p> <p>Concept of Profit: Pure Profit, Normal Profit, Abnormal Profit.</p>	<p>Microeconomic Analysis by Dr H. L. Ahuja, S. Chand Publication</p> <p>Sunayini Parchure: Macroeconomics, PHI</p>	6	BL1, BL2, BL3, BL4, BL5
M-4	<p>Introduction to Macroeconomics. Concept of Aggregate Demand and Aggregate Supply, Marginal Propensity to Consume(MPC), APC, MPS, MPI: Basic Definition Only, Paradox of thrift</p> <p>National Income: Concepts and Definitions, Gross National Product (GNP), Gross Domestic Product (GDP), Net National Product and Net Domestic Product, Personal Income, Disposable Income and Per Capita Income, Measurement of National Income, Factors That Determine Size of National Income, Double Counting and The Concept of Value Added, Underground Economy, Real and Nominal GNP, Deflator</p>	<p>Microeconomic Analysis by Dr H. L. Ahuja, S. Chand Publication</p> <p>Sunayini Parchure: Macroeconomics, PHI</p>	15	BL1, BL2, BL3, BL4, BL5



	<p>Concept of Business Cycle: Only Different Phases and their basic characteristic</p> <p>Monetary Economics: Evolution of Money, Functions of Money, Bank and its Functions, Indian Money Market, Different Concepts of Money Like M1, M2, M3, M4.</p> <p>Concept of Inflation: Definition of Inflation, Types of Inflation, Effects of Inflation, Anti-Inflationary Measures</p> <p>Banks: Commercial Banks – Need and Functions, Credit Creation of Commercial Banks.</p> <p>Reserve Bank of India – Need and Functions, Credit Control Policy. Co-Operative Banks: Need and Role in an Economy.</p>			
M-5	<p>Public Finance</p> <p>Public Revenue: Concept of Taxes, Sources of Revenue of Central and State Government, GST, CGST, SGST (only definition).</p> <p>Public Expenditure: Types of Public Expenditure, Its Need Role and Importance.</p> <p>Public Debt: Types of Public Debt, Need for Public Debt, Redemption of Public Debt.</p> <p>Deficit Financing: Role and Importance.</p> <p>Budget: Need and Types, Concept of Different Types of Deficit (Revenue Deficit. Budgetary Deficit, Fiscal deficit and Primary Deficit: Definitions Only)</p>	<p>Microeconomic Analysis by Dr H. L. Ahuja, S. Chand Publication</p> <p>Sunayini Parchure: Macroeconomics, PHI</p>	6	BL1, BL2, BL3, BL4, BL5
M-6	<p>International Trade and Finance: Need for international trade, Absolute and Comparative Cost Advantage Theory, Gains from international trade, Terms of Trade</p> <p>Balance of Payments: Items of BOP, Causes of Disequilibrium in BOP, Strategies to Correct Adverse BOP Situation, Purchasing Power Parity Theory (Only basic concept)</p> <p>Exchange Rate Mechanism: Definition, Ask Rate, Bid Rate, Spot Rate, Forward Rate, Currency Spread (Definitions Only).</p> <p>International Financial Institutions: International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), Asian Development Bank</p>	<p>Microeconomic Analysis by Dr H. L. Ahuja, S. Chand Publication</p> <p>Sunayini Parchure: Macroeconomics, PHI</p>	9	BL1, BL2, BL3, BL4, BL5

BLOOM'S TAXONOMY		COURSE OUTCOME – Students will be able to		
LEVEL 1	REMEMBER	Recall facts and basic concepts	CO 1	Learn the fundamental concepts of 'microeconomics' & 'macroeconomics'



LEVEL 2	UNDERSTAND	Explain ideas or concepts	CO 2	Understand the basic concepts of demand-supply, cost, production and market from microeconomics and national income, public finance and international trade from macroeconomics.
LEVEL 3	APPLY	Use information learnt to solve a problem	CO 3	Apply the concepts of elasticity of demand and supply in the business and how to take a managerial decision by the firm. Problem solving on theory of costs, production and national income
LEVEL 4	ANALYSE	Understand relationships, causes and actions	CO 4	Analyze the relevance of change in demand and supply in the market. Nature of the market and its impact. Will be analysed the impact of business cycle, credit creation by the banks and causes of international trade.
LEVEL 5	EVALUATE	Evaluate the correctness of decision made	CO 5	Evaluate the impact of any strategic decision w.r.t profit of the firm, change in different phases of business cycle.
LEVEL 6	CREATE	Create something new	CO 6	Prepare strategy pertaining to set the price of the product and quantity supply by the firm.

Recommended Study Material:

1. Advanced Economic Theory: Microeconomic Analysis by Dr. H. L. Ahuja, S. Chand Publication
2. D N Dwivedi: Managerial Economics, Vikas Publishing House

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA102-CO1	3	2	3			2	1	
BBA102-CO2	2	3	3				2	
BBA102-CO3	2	3	2				2	
BBA102-CO4	2	3	2				2	
BBA102-CO5		2	2			3		
BBA102-CO6	2	2	2			3		

3= Strong 2=Average 1= Weak

PO & PI Mapping:



PO1: Assessment of Choices Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
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, 1.1.2. 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.
PO 2 : Identification of the Nature of a Problem Area 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. 2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.1 Ability to evaluate problem statement and contribute towards problem solving methods, 2.1.2 understanding a problem or issue belong to demand analysis. 2.2.1 To be able to identify the different types of demand elasticity which influence the decision-making process.
PO 3 : Decision Making Skills Students will develop decision making skills with the help of analytical and critical thinking ability.	
Competency	Indicators
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 identify the different types of costs and production, 3.1.2 Follow up the changes of market structures and its applications 3.2.1 Reaching to a solution and evaluating it after observing the changes
PO6: Integration of Functions: Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
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

**PO7: Deployable Skill set:**

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,
7.2 Demonstrating the ability to apply the learned skillset 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: Prof. (Dr.) Rabin Mazumder

(Name)

(Signature & Date)

Received by : NA

(HOD)

(Signature & Date)

Course code	BBA104					
Course title	<u>Business Communication</u>					
Scheme and Credits	L	T	P	S	Credits	Semester-
	1	1	0.		2	I
Pre-requisite (if any)	Basic knowledge of Communication					

Course Objectives:

1. Students will learn to apply business communication theory to solve workplace communication issues.
2. Students will learn to demonstrate the communication 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 Outcome:



CO 1: Students will be able to understand the fundamental concept of Business Communication and will be able to remember its importance in the practical world

CO 2: Students will be able to understand the intricacies of Professional Communication such as how it works, how to deal with employee, how to deal with the issues related to employee motivation and how to handle critical situations

CO 3: Students will be able to apply their knowledge of Business Communication in dealing with the contemporary issues

CO 4: Students will be able to analyze the situation while solving different internal and external problems with the help of their knowledge on Business Communication

CO 5: Students, at the time of taking any decision, will be able to compare and evaluate the different concepts they have learnt

CO 6: Students will be able to create newer ideas while dealing with the issues of Business Communication and will also be able to ensure their overall development

Course content:

Modules	Serial of Modules	Text Book as per Syllabus	Total hours of teaching	Bloom's Level
M-I: Grammatical Concepts	Synonyms, Antonyms, Idioms, Figures of Speech.	<ul style="list-style-type: none"> • The Art and Science of Business Communication: Skills, Concepts, Cases, and Application Fourth Edition by PD Chaturvedi Mukesh Chaturvedi PEARSON • Monipally: Business Communication, Tata McGraw Hill. • P.D. Chaturvedi(Late), Mukhesh Chaturvedi: Fundamentals of Business Communication, Pearson. • Wren And Martin -high School English Grammar • Asha Kaul - The Effective Presentation: Talk your way to 	5	BL1, BL2, BL3



		<p>success, SAGE Publication.</p> <ul style="list-style-type: none"> • Madhukar: Business Communications, Vikas Publishing House. • Senguin J: Business Communication, Allied Publishers. • Robinson, Netrakanti and Shintre: Communicative Competence in Business English, Orient Longman. 		
<p>M-II: Business Communication , Self Development and Communication , Effective Listening, Modern Forms of Communicating</p>	<p>Definition of Communication, Principles of Communication, Objectives, Communication Models and Processes, 7 Cs of Effective communication, Types of Communication, Channel & Media, Audience Analysis, Principles of Effective Communication. Development of Positive Personal Attitudes; SWOT Analysis. Formal and Informal communication Networks, Grapevine, Miscommunication (Barriers), Improving Communication.</p>	<ul style="list-style-type: none"> • The Art and Science of Business Communication: Skills, Concepts, Cases, and Application Fourth Edition by PD Chaturvedi Mukesh Chaturvedi PEARSON • Monipally: Business Communication, Tata McGraw Hill. • P.D. Chaturvedi(Late), Mukhesh Chaturvedi: Fundamentals of Business Communication, Pearson. • Wren And Martin -high School English Grammar • Asha Kaul - The Effective Presentation: Talk your way to success, SAGE Publication. • Madhukar: Business Communications, Vikas Publishing House. 	5	BL1, BL2, BL3 BL4



	Principles of Effective Listening, Factors Affecting Listening. Fax, E-mail, Video Conferencing.	<ul style="list-style-type: none"> • Senguin J: Business Communication, Allied Publishers. • Robinson, Netrakanti and Shintre: Communicative Competence in Business English, Orient Longman. 		
M-III: Verbal and Non- Verbal Communication	Public Speaking, Speeches to Motivate, Group Discussion, Mock Interview, Seminars, Body Language, Individual Presentation, Group Presentation, Sales Presentation, Training Presentation.	<ul style="list-style-type: none"> • The Art and Science of Business Communication: Skills, Concepts, Cases, and Application Fourth Edition by PD Chaturvedi Mukesh Chaturvedi PEARSON • Monipally: Business Communication, Tata McGraw Hill. • P.D. Chaturvedi(Late), Mukhesh Chaturvedi: Fundamentals of Business Communication, Pearson. • Wren And Martin -high School English Grammar • Asha Kaul - The Effective Presentation: Talk your way to success, SAGE Publication. • Madhukar: Business Communications, Vikas Publishing House. • Senguin J: Business Communication, Allied Publishers. • Robinson, Netrakanti and Shintre: Communicative Competence in 	5	BL1, BL2, BL3 BL4 BL5 BL6



		Business English, Orient Longman.		
M-IV: Writing, Report Writing	Business letters and Memo Formats, Appearance Request Letters, Good News and Bad News Letters, Persuasive Letters; Sales Letters; Collection Letters, Agenda, Minutes of Meeting, Notice, Circular, Banking Correspondence. Introduction to a Proposal, Short Report and Formal Report, Report Preparation	<ul style="list-style-type: none"> • The Art and Science of Business Communication: Skills, Concepts, Cases, and Application Fourth Edition by PD Chaturvedi Mukesh Chaturvedi PEARSON • Monipally: Business Communication, Tata McGraw Hill. • P.D. Chaturvedi(Late), Mukhesh Chaturvedi: Fundamentals of Business Communication, Pearson. • Wren And Martin -high School English Grammar • Asha Kaul - The Effective Presentation: Talk your way to success, SAGE Publication. • Madhukar: Business Communications, Vikas Publishing House. • Senguin J: Business Communication, Allied Publishers. • Robinson, Netrakanti and Shintre: Communicative Competence in 	5	BL1, BL2, BL3 BL4 BL5 BL6



		Business English, Orient Longman.		
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BLOOM'S TAXONOMY		COURSE OUTCOME – Students will be able to		
LEVEL 1	REMEMBER	Recall facts and basic concepts	CO 1	Learn the fundamental concepts of 'Business Communication'.
LEVEL 2	UNDERSTAND	Explain ideas or concepts	CO 2	Students will be able to understand the intricacies of Business Communication such as how it works, how to deal with employee, how to deal with the issues related to employee motivation and how to handle critical situations.
LEVEL 3	APPLY	Use information learnt to solve a problem	CO 3	Apply the fundamentals to understand how to meet organizational goals by intrinsic and extrinsic skills.
LEVEL 4	ANALYSE	Understand relationships, causes and actions	CO 4	Analyze the relevance of Business Communication in present day corporate world.
LEVEL 5	EVALUATE	Evaluate the correctness of decision made	CO 5	Evaluate the impact of any STRATEGIC decision taken by communicating.
LEVEL 6	CREATE	Create something new	CO 6	Prepare strategy pertaining to an organization or department.



Recommended Study Materials:

- The Art and Science of Business Communication: Skills, Concepts, Cases, and Application Fourth Edition by PD Chaturvedi Mukesh Chaturvedi PEARSON
- Monipally: Business Communication, Tata McGraw Hill.
- P.D. Chaturvedi(Late), Mukhesh Chaturvedi: Fundamentals of Business Communication, Pearson.
- Wren And Martin -high School English Grammar
- Asha Kaul - The Effective Presentation: Talk your way to success, SAGE Publication.
- Madhukar: Business Communications, Vikas Publishing House.
- Senguin J: Business Communication, Allied Publishers.
- Robinson, Netrakanti and Shintre: Communicative Competence in Business English, Orient Longman.

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA104-CO1			3	3			2	3
BBA104-CO2			3	3			2	2
BBA104-CO3			3	3			3	2
BBA104-CO4			3	3			3	3
BBA104-CO5			3	2			2	3
BBA104-CO6			3	2			2	2

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

PO & PI Mapping:

PO 4: Communication skills will be enhanced in Synchronization with the functioning of the business analytics algorithms.	
Competency	Indicators
4.1 To Demonstrate the ability to make effective business communication. 4.2 To Demonstrate the ability to pursue stakeholders and enhancing the convincing skills.	4.1.1. Utilize appropriate words when making verbal communication, 4.1.2. Analyze select proper language and words when making written communication. 4.1.3 Ability to present oneself groomed properly and uses formal gestures with appropriate body language
PO 8: 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 To demonstrate the ability to perform different aspects of communication in context of values.	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
PO 3 :Students will develop decision making skills with the help of analytical and critical thinking ability.	
Competency	Indicators
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	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
PO 7: 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
7.2 Demonstrating the ability to apply the learned skill set as when required	7.1.2. Ability to implement the required knowhow as when necessity arises.

Submitted by : Professor Suchana Roy Bhattacharya _____
 (Name) (Signature & Date)

Received by : _____
 (HOD) (Signature & Date)

Course code	GE3B03					
Course title	Basic Mathematics & Statistics					
Scheme and Credits	L	T	P	S	Credits	Semester-
	5	1	0		6	1st



Pre-requisite (if any)	None
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Course Objectives:

1. The course is designed to provide a basic applied knowledge of Mathematics.
2. The students will be to apply the number system & basic algebra, set theory
3. The course will give introductory knowledge of calculus required for business
4. The course is designed to give basic concept of descriptive statistics.

Course Outcome:

- **CO1:** Ability to understand and apply basic concept of number theory
- **CO2:** Ability to understand basic matrix algebra, calculus and solve simple problems
- **CO3:** Ability to solve problems on functions & combinatorics
- **CO4:** Ability to understand basic calculus and solve simple problems
- **CO5:** Ability to understand the idea of Descriptive statistics
- **CO6:** Ability to solve and understand simple central tendency & dispersion problems

Module s	Serial of Modules	Text Book as per Syllabus	Total hours of teaching	Bloo ms Leve l
M-I:	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	1. BBA Mathematics Vol 1 - Pal & Das, U.N.Dhur & Sons Pvt. Ltd 2. BBA Mathematics Vol 2 - Pal & Das, U.N.Dhur & Sons Pvt. Ltd	10	BL1, BL2, BL3
M-II:	1. Functions – Elementary idea of functions; Domain of a Function; Composition Functions; Classification of Functions: Polynomial, Rational, Exponential and Logarithmic Functions	BBA Mathematics Vol 1 - Pal & Das, U.N.Dhur & Sons Pvt. Ltd	16	BL2, BL3



	2. Permutations and Combinations – Fundamental principle of counting; Factorial notation. Permutation: Permutation of n different things; of things not all different; restricted permutations; circular permutations. Combination: different formulas on combination; complementary combination; restricted combination; Division into groups. Mixed problems on permutation and combination.			
M-III:	1. Determinants - Determinants of order 2 and 3; minors and cofactors; expansion of determinants; properties of determinants; Cramer's rule for solving simultaneous equations in two or three variables 2. Matrices - Different types of matrices; Matrix Algebra – addition, subtraction and multiplication of matrices; Singular and non-singular matrices; adjoint and inverse of a matrix; elementary row / column operations; Solution of a system of linear equations using matrix algebra. Concept of Eigen Value, Eigenvector.	BBA Mathematics Vol 2 - Pal & Das, U.N.Dhur & Sons Pvt. Ltd	5	BL1, BL2, BL3, BL4, BL5
M-IV:	1. Limits & Continuity – Basic concepts of Limits; Simple problems; Concept of Continuity. 2. Differentiation - Meaning & geometrical interpretation of differentiation; standard derivatives (excluding trigonometric functions); rules for calculating derivatives; logarithmic differentiation. Integration: Meaning, Standard formulas, Substitution, Integration by parts (Excluding Trigonometric functions)	BBA Mathematics Vol 2 - Pal & Das, U.N.Dhur & Sons Pvt. Ltd	5	BL3, BL4, BL5, BL6
M-V:	1. Data -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. 2. Frequency Distributions - Attribute and variable; Frequency distribution of an attribute; Discrete and continuous variables; Frequency distributions of discrete and continuous	Managerial Statistics – Roychowdhury & Bhattacharya U.N.Dhur & Sons Pvt. Ltd.	10	



	variables; Bivariate and Multivariate Frequency Distributions. 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.			
M-VI:	<p>1. Measures of Central Tendency- Definition and utility; Characteristics of a good average; Different measures of average; Arithmetic Mean; Median; Other positional measures – quartiles, deciles, percentiles; Mode; Relation between Mean, Median and Mode; Geometric and Harmonic Mean. Choice of a suitable measure of central tendency.</p> <p>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. Combined mean and standard deviation, Combined mean and standard deviation. Introduction to Skewness, Kurtosis, Moments.</p>	Managerial Statistics – Roychowdhury & Bhattacharya U.N.Dhur & Sons Pvt. Ltd.	10	

BLOOM'S TAXONOMY		COURSE OUTCOME – Students will be able to		
LEVEL 1	REMEMBER	Recall facts and basic concepts	CO 1	Ability to understand and apply basic concept of number theory
LEVEL 2	UNDERSTAND	Explain ideas or concepts	CO 2	Ability to understand basic matrix algebra, calculus and solve simple problems
LEVEL 3	APPLY	Use information learnt to solve a problem	CO 3	Ability to solve problems on functions & combinatorics
LEVEL 4	ANALYSE	Understand relationships, causes and actions	CO 4	Ability to understand basic calculus and solve simple problems
LEVEL 5	EVALUATE	Evaluate the correctness of decision made	CO 5	Ability to understand the idea of Descriptive statistics
LEVEL 6	CREATE	Create something new	CO 6	Ability to solve and understand simple central tendency & dispersion problems

**Recommended Study Material:**

1. **BBA Mathematics Vol 1** - Pal & Das, U. N. Dhur & Sons Pvt. Ltd
2. **BBA Mathematics Vol 2** - Pal & Das, U. N. Dhur & Sons Pvt. Ltd
3. **Managerial Statistics** – Roychowdhury & Bhattacharya, U.N. Dhur & Sons Pvt. Ltd.

CO & PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
GE3B03.1		3	3			3	2	
GE3B03.2		3	3			3	2	
GE3B03.3		3	3			3	2	
GE3B03.4		3	3			3	2	
GE3B03.5		3	3			3	2	
GE3B03.6		3	3			3	2	

*3= Strong 2=Average 1=Weak

PO & PI Mapping:

PO2: 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 capture concept of mathematical operations & its application to solve business problems 2.1.2 Identifying statistical importance in business analysis
PO3: Decision Making Skills	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Ability to identify optimal method to tackle & solve problems. 3.1.2 Ability to use statistical methods in basic data analysis
PO6: Integration of Functions	
Competency	Indicators
6.1. Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.2. Using rational approach towards an issue.
PO7: Deployable Skill set	
Competency	Indicators
7.1. Demonstrating the ability to identify the	7.1.1. Acknowledgement of the existence of a



nature of a problem appearing during the course of business.	problem. 7.1.2. Deciding the overall nature of the problem and its minor details.
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Submitted by: Dr. Bidushi Chakraborty

Prof Sreeparna Guha

(Signature & Date)

(Signature & Date)

Received by:

(HOD)

(Signature & Date)



2nd Semester



Course code	BBA - 201					
Course title	Operations Management					
Scheme and Credits	L	T		S	Credits	Semester-
	5	1		0	6	2nd
Pre-requisite (if any)						

Course Objectives:

- To develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.
- To understand various facility alternatives and their capacity decisions, plant location, plant layout in operation environments.
- To understand the importance of assembly line balancing, total quality control management function and maintenance for the productivity in the organization.
- To understand techniques of the materials handling, purchase & inventory principles and practices in ensuring a balanced line of production & scheduling in the operations environment.

Course Outcomes

- CO1: Able to identify the elements of operations management and various transformation processes and manufacturing system to enhance productivity and competitiveness.
- CO2: Able to analyze and evaluate various facility alternatives and their capacity decisions, plant location, plant layout in operation environments.
- CO3: Able to understand the suitable plant maintenance, line of balancing and quality control, and inspection methods in Total Quality Management
- CO4: Able to analyze the materials handling, purchase & inventory principles and practices to develop a balanced line of production & scheduling in the operations environment.

Module	Topic/Module	Text book as per syllabus	CO
1.	Introduction to Operations Management: Difference between Manufacturing and Service Operations; Product Process Matrix capacity planning- Responsibilities of Production Manager; Production as a Coordination Function; Production Cycle, Production Planning & Control Concept.	Chari, S.N.: Theory and Problems in Production and Operations Management, McGraw-Hill	CO1



	Manufacturing Systems: Characteristics of Manufacturing Systems: Classification of Manufacturing System		
2.	Plant Location: Need for a Good Plant Location; Factors influencing Plant Location – Tangible and Intangible Factors; Economic Survey of Site Selection, Numerical on location decision. Plant Layout: Need for a Good Plant Layout; Characteristics of a Good Layout, Costs associated with Plant Layout; Process Layout vs. Product Layout; Numerical examples.	Chari, S.N.: Theory and Problems in Production and Operations Management, McGraw-Hill	CO2
3.	Assembly Line Balancing: Concept and Problems; Cellular Manufacturing Concept Numerical examples. Maintenance Management: Types of Maintenance – Breakdown and Preventive Maintenance; Total Productive Maintenance (TPM), Material Handling System Inspection & Quality Control: Types of Inspection; Concepts of Quality, Quality Control & Quality Management, Acceptance Sampling and Control Charts Numerical on Control Charts, Concepts of TQM	Chari, S.N.: Theory and Problems in Production and Operations Management, McGraw-Hill	CO3
4.	Purchase Management: Classification, Purchasing Procedure; Value Analysis; Vendor Selection; Negotiation; Make or Buy decision Inventory Management: Concepts & Importance, Classification of inventory items – ABC, FSN, VED, classification; Concepts & models of EOQ and EBQ; MRP – Concept, inputs and outputs, benefits, examples; Master Production Schedule; Concepts of MRP II, JIT and ERP Numerical.	Chari, S.N.: Theory and Problems in Production and Operations Management, McGraw-Hill	CO4

Recommended Books:

Text Book:

1. Chari, S.N.: Theory and Problems in Production and Operations Management, McGraw-Hill

References:

1. Buffa, E.S. and Sarin, R.K: Modern Production and Operations Management, John Wiley.
2. Altekarr R.V.: Supply Chain Management – Concepts and Cases, PHI
3. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, &Nitin K Agarwal – Operations Management for Competitive Advantage;McGraw-Hill

CO-PO Mapping:



Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA_201_1	3	2	3		3	2	3	1
BBA_201_2	2	2	3		3	2	3	1
BBA_201_3	3	2	3		3	3	3	1
BBA_201_4	3	3	3		3	3	3	1

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

PO & PI Mapping:

PO 1: Assessment of Choices Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
Competency	Indicators
1.1 Demonstrate awareness and an appreciation of the importance of the operations management to the sustainability of an enterprise.	1.1.1 Apply knowledge of the operations management in a rapidly changing business landscape. 1.1.2 Apply the knowledge of the operations management to integrate technical, economic, social and regulatory frameworks for the sustainability of an enterprise.
PO 2: Identification of the Nature of a Problem Area 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.
	2.1.2. Understanding a problem or issues belong to operations management.
PO3: Decision Making Skills Students will develop decision making skills with the help of analytical and critical thinking ability.	
Competency	Indicators
3.1. To be able to demonstrate the different aspects that can get influenced by the decision taken within the manufacturing & services organization.	3.1.1. Capability of implementation of a decision after proper assessment & operational efficiencies.
	3.1.2. Follow up the changes that are occurring due to the implementation of operational decisions
3.2. To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem eg inventory decisions.	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study & numerical method can be implemented)
PO5: Team Work Students will develop the capability of functioning efficiently within the teams.	
Competency	Indicators



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.
PO 6: Integration of Functions Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1. Demonstration of the ability to identify gaps in a operational strategy, and to be able to close these gaps.	6.1.1 Identify the roles of business operations e.g. inventories in various demand settings.
	6.1.2 Understand operations management and the evolution of practice; assess the relationship with other functional department
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas in manufacturing & services sector accordingly	6.2.1. Ability to study the changes in operational strategies
	6.2.2. Study the changes in changing technological environment.
PO 7: Deployable Skill set Students will develop deployable skills parallel to the operations management 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 in the operations system
	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.
PO8: Moral Sensitivity 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 ethical & moral issues	8.1.1. The ability to identify the confusion or the ethical dilemma that is in existence in shop floor and other operations field.

Submitted by :

Dr. DipakSaha

(Name)

(Signature & Date)

Received by :

(HOD)

(Signature & Date)



Course code	BBA - 202					
Course title	Organizational Behavior					
Scheme and Credits	L	T	P	S	Credits	Semester-
	5	1		0	6	2nd
Pre-requisite (if any)					

Course Objectives:

1. To help the students to develop cognizance of the importance of human behavior
2. To enable students to describe how people behave under different conditions and understand why people behave as they do.
3. To provide the students to analyze specific strategic human resources demands for future action.
4. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behavior and improve results.

Course Outcome:

CO 1: Demonstrate the concept of organizational behavior to understand the behavior of people in the organization.

CO 2: Demonstrate the applicability of analyzing the complexities associated with management of individual and group behavior in the organization.

CO 3: Analyze the complexities of political behavior and conflict associated with management of the individual and group behavior in the organization

CO 4: Demonstrate how the organizational behavior can integrate in understanding communication and International Organizational Behavior.

Course content:

Modules	Topic	Text Book as per Syllabus	CO
Concept of organizational behavior	<p>Introduction: Concept of organizational behavior – Learning Objectives, Nature, Role, importance, Emerging Challenges, Evolution.</p> <p>Personality: Learning Objectives, Nature, Theories, Shaping of Personalities</p> <p>Perception and Attribution: Meaning, Definitions, Influencing factors, Perceptual process</p>	ORGANISATIONAL BEHAVIOUR , K. ASWATHAPPA, 14th Edition, Himalaya Publishing House	CO1



Learning group dynamics in organizations	Learning: Definition, Process, Cognitive theory of learning Attitudes: Definition, Objective, Nature, Components-ABC model, Formation, Function, Challenging attitudes Group Dynamics: Definition, Objective, Types, Introduction to Group Development and Structuring.	Organisational Behaviour , K. Aswathappa, 14 th Edition, Himalaya Publishing House	CO2
Power and conflict	Power and Political behaviour: Definition, Power Dynamics, Sources, Power tactics, Essence of politics, Types of political activities Conflicts: Definition, Objective, Nature, Nature of conflicts, Process, levels.	Organisational Behaviour , K. Aswathappa, 14 th Edition, Himalaya Publishing House	CO3
Organizational Communication	Communication: Definition, Objective, Types of Interpersonal Communication, Influencing factors, Barriers. International Organizational Behaviour	Organisational Behaviour , K. Aswathappa, 14 th Edition, Himalaya Publishing House	CO4

Recommended Books:**Text Book:**

1. ORGANISATIONAL BEHAVIOUR , K. ASWATHAPPA, 14th Edition, Himalaya Publishing House

References:

1. Organizational behavior: an evidence-based approach". Edition- 12th ed, Fred Luthans, McGraw Hill

2. Organizational behavior. 13th ed, Stephen P. Robbins, Timothy A. Judge & Seema Sanghi. Pearson

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA202CO1	2					3		
BBA202CO2	2				3			
BBA202CO3	2							3
BBA202CO4	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 competencies in Business Construction Model & Decision-Making Model	1.1.1. Ability to take up analytical approach for problem solving,



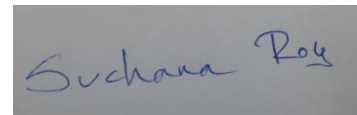
1.2 Demonstrate competencies in evaluation of each of the alternatives	1.1.2. Ability to take into consideration minute details and factors that influences a business. 1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.
PO 4 : Communications skills will be enhanced in Synchronization with the functioning of the business analytics algorithms	
Competency	Indicators
4.1 To Demonstrate the ability to Make effective Business communication	4.1.1 Ability to choose appropriate words when making verbal communication
4.2 To Demonstrate the ability to pursue stakeholders and enhancing the convincing skills	4.1.2 To be able to select proper language and words when making written communication
PO 5 :: Students will develop the capability of functioning efficiently within the teams	
Competency	Indicators
5.1 To be able to demonstrate the importance of adjustment and the importance of concentrating other group members' opinion.	5.1.1 The ability to apply the behavioral science when functioning within the group.
PO 6: Students will be able to integrate functional areas of management for planning, implementation and control of business decisions	
Competency	Indicators
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 6.2.2. Study in the changes in political & environment.
PO 8: 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 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 inexistence 8.2.1. Ability to select the best path that will serve to a big interest of the stakeholders and the society



Submitted by :

Suchana Roy

(Name)

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(Signature & Date)

Received by :

(HOD)

(Signature & Date)



Course code	GE3B12					
Course title	Operations Research					
Scheme and Credits	L	T	P	S	Credits	Semester-
	5	1	0		6	2nd
Pre-requisite (if any)	Basic knowledge of mathematics & linear algebra					

Course Objectives:

1. Understand the optimization method.
2. To evaluate the reliability and validity of a measuring.
3. Apply the method to other Real life Problem.
4. Use various technique like game theory, LPP in real life problem.

Course Outcome (CO):

CO1: Understand the LPP problem & Solution using Graphical method

CO2: Understand the concept of feasible solution, Simplex method & Duality.

CO3: Understand Transportation & Assignment problem.

CO4: Understand game theory & basic notion of network analysis.

Course content:

Modules	Topic	Text Book as per Syllabus	C O
1	Linear Programming Problems (LPP): Basic LPP and Applications; Various Components of LP Problem Formulation. Solution of Linear Programming Problems: Solution of LPP: Using Graphical Method	Linear Programming & Game Theory - J.G. Chakraborty & P. R. Ghosh, Moulik Library	CO1
2	Definitions: Feasible Solution, Basic and non-basic Variables, Basic Feasible Solution, Degenerate and Non-Degenerate Solution, Convex set and explanation with examples. Solution of LPP by Simplex Method;; Duality Theory (Primal to dual & vice versa-Simple example).	Linear Programming & Game Theory - J.G. Chakraborty & P. R. Ghosh, Moulik Library	CO2



3	Transportation problem -Introduction; Computational procedure; concept of basic feasible solution; Optimality test for basic feasible solution. Assignment problem - Mathematical Formulation of the problem; Computational procedure	Linear Programming & Game Theory - J.G. Chakraborty & P. R. Ghosh, Moulik Library	CO3
4	Game Theory: Introduction; 2-Person Zero-sum Game; Saddle Point; Mini-Max and Maxi-Min Theorems (statement only) and problems; Games without Saddle Point; Graphical Method; Principle of Dominance. Network Analysis: PERT and CPM	1. Linear Programming & Game Theory - J.G. Chakraborty & P. R. Ghosh, Moulik Library 2. Operations Research: An Introduction - Hamdy A. Taha, Pearson	CO4

Recommended Books:**Text Book:**

1. **Linear Programming & Game Theory** - J.G. Chakraborty & P. R. Ghosh, Moulik Library
2. **Operations Research: An Introduction** - Hamdy A. Taha, Pearson

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
GE3B12.1	3	2	3			3		
GE3B12.2	3	2	3			3		
GE3B12.3	3	2	3			3		
GE3B12.4	3	2	3			3		

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

PO & PI Mapping:

PO1: Assessment of Choices	
Competency	Indicators
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.
PO2: Identification of the Nature of a Problem Area	
Competency	Indicators



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.
PO3: Decision Making Skills	
Competency	Indicators
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
PO6: Integration of Functions	
Competency	Indicators
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.

Submitted by : Prof.(Dr) Bidushi Chakraborty

&

Prof. Sreeparna Guha

(Signature & Date)

Received by : Prof. (Dr.) Rabin Mazumder

(Signature & Date)



Course code	BBA 204					
Course title	Environmental Science & Sustainable Development					
Scheme and Credits	L	T	P	S	Credits	Semester-
	1	1	0		2	II
Pre-requisite (if any)	Basic knowledge of Environmental Studies					

Course Objectives:

1. To enable the students to develop a comprehensive understanding of various facets of life forms, ecological processes and how humans have impacted them during the Anthropogenic era.
2. To study the functions and principles of environment.
3. To acquire capability to identify relevant environmental issues, analyze the various underlying causes, evaluate the practices and policies, and develop framework to make informed decisions.
4. To develop empathy for various life forms and appreciate the various ecological linkages within the web of life

Course Outcome:

1. Students will be able to understand the fundamental concept of Environment and its importance in the practical world
2. Students will be able to identify, define and solve Environmental management and Sustainable Development related problems.
3. Students will understand the contemporary issues and will get some wider exposure with respect to the global perspective.
4. Ensuring overall development of students.

Course content:

Modules	Serial of Modules	Text Book as per Syllabus	CO
Realm of Ecology (Chapter 1 & 2)	Introduction, Multidisciplinary nature , Scope and importance; the need for environmental education. Concept of sustainability and sustainable development. Study of environmental management in Management Schools	1.Environmental management by N K Uberoi 2 nd Edition 2. A Textbook Environment by KM. Agrawal; PK. Sikdar; SC Deb 3.Environmental Management by GN Pandey	CO 1



Ecosystem and Biodiversity (chap 2 & 14)	Ecosystems: Definition, Structure: food chains, food webs and function of ecosystem, Industrial ecology, Biodiversity and Conservation – Levels, Acquisition of Biological Wealth	1.Environmental management by N K Uberoi 2 nd Edition 2. A Textbook Environment by KM. Agrawal; PK. Sikdar; SC Deb 3.Environmental Management by GN Pandey	CO 2
Global Environment Problem	Global Warming, Effects, How to Combat Global Warming, Climate Change, Kyoto Protocol, Climate Change and Business	1.Environmental management by N K Uberoi 2 nd Edition 2. A Textbook Environment by KM. Agrawal; PK. Sikdar; SC Deb 3.Environmental Management by GN Pandey	CO 3
Environmental Management System	Installing EMS, Why EMS, Certification for EMS, Environmental Standards, ISO 14000(Series)- The Basic Principles, Actual Conduct of Audit Certification, The Indian Scene, Green rating project	1.Environmental management by N K Uberoi 2 nd Edition 2. A Textbook Environment by KM. Agrawal; PK. Sikdar; SC Deb 3.Environmental Management by GN Pandey	CO4

Recommended Books:

Text:

1.Environmental management by N K Uberoi 2nd Edition

Reference:

2.A Textbook Environment by KM. Agrawal; PK. Sikdar; SC Deb

3. Environmental Management by GN Pandey

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
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COBBA101.1	3		2			3		3
COBBA101.2	3		3			2		3
COBBA101.3	2		2			2		3
COBBA101.4	3		2			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 competencies in evaluation of each of the alternatives keeping in mind ecological changes.	1.1.1 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business in the context of changing ecology.
PO 3: Students will develop decision making skills with the help of analytical and critical thinking ability.	
Competency	Indicators
3.1 To be able to demonstrate the different aspects of environmental managerial principles.	3.1.1 Identify the tasks required to complete the aspects of a management activity, and the environmental resources required to complete the tasks.
	3.1.2 Follow up the changes that are occurring due to the implementation
PO 6 :: Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly in context to global environment problems and solutions.	6.1.1 Describe Professional development and observation skills.
	6.1.2 Using rational approach towards an issue.
PO 8 : 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 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 :

Prof. Suchana Roy

(Name)

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(Signature & Date)

Received by :

(HOD)

(Signature & Date)



3rd Semester



Course code	BBA 301 BBA391					
Course title	Business Research Methods Business Research Methods- Practical					
Scheme and Credits	L	T	P	S	Credits	Semester-
	4	0	2		6	3rd
Pre-requisite (if any)	Descriptive statistics & probability					

Course Objectives:

1. To familiarize students with basic of research and the research process.
2. To help students in conducting research work and making research reports.
3. To identify various sources of information for literature review and data collection.
4. To write a research report and thesis & research proposal

Course Outcome: Student will

CO 1: Ability to understand root notion and significance of Research

CO 2: Ability to apprehend literature survey in research

CO 3: Understand different approaches of research & ethics

CO 4: Ability to learn and prepare data for research

CO5: Ability to analyse and conduct hypothesis tests

CO6: Ability to interpret results and present report.

Modules	Serial of Modules	Text Book as per Syllabus	Total hours of teaching	Blooms Level
M-I:	<ul style="list-style-type: none"> • Types of Research: (a) Pure and Applied, (b) Exploratory, Descriptive, (c) Experimental; Steps in Social Research & types Conceptualization and Formulation of Hypothesis. 	Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publishers	10	BL1, BL2, BL3
M-II:	<ul style="list-style-type: none"> • Literature Review: Concept, necessity, research gap, reference, and plagiarism. 	Research Methodology: Methods And	16	BL2, BL3



	<ul style="list-style-type: none"> • Scientific Study of Social Phenomena: (a) The Scientific Method, Logic in Social Science, (b) Objectivity and Subjectivity in Social Science, (c) Positivism and Empiricism. Methods of research: (a) Quantitative and Qualitative (Characteristics and Differences Sources of Data : Primary & Secondary. 	Techniques – C.R.Kothari, New Age International Publishers		
M-III:	Techniques of Data Collection: (a) Survey, (b) Observation, (c) <ul style="list-style-type: none"> • Questionnaire & Scheduled, (d) Interview, (e) Case Study. 	Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publishers	5	BL1, BL2, BL3, BL4, BL5
M-IV:	Techniques of Data Collection: (a) Survey, (b) Observation, (c) <ul style="list-style-type: none"> • Questionnaire & Scheduled, (d) Interview, (e) Case Study. Sampling: Design: Types, Advantages and Limitations. <ul style="list-style-type: none"> • Classification & presentation of Data: (a) Coding, Tables, Graphs, (b) Measures of Central Tendency & Dispersion. 	Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publisher	5	BL3, BL4, BL5, BL6
M-V:	Hypothesis Testing: Definition, Concepts, Types of hypothesis, <ul style="list-style-type: none"> • Test Statistics, Critical Value, Decision Rule, Procedure, Hypothesis testing for mean, proportion etc. 	Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publishers	10	
M-VI:	Introduction to Data Analysis Techniques: Introductory concepts to Univariate, Bi-variate and Multi-variate techniques. <ul style="list-style-type: none"> • Data Ethics: Concept, business benefits, Principles, ethical use of algorithms 	Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publishers	10	

BLOOM'S TAXONOMY		COURSE OUTCOME – Students will be able to		
LEVEL 1	REMEMBER	Recall facts and basic concepts	CO 1	Ability to understand root notion and significance of Research
LEVEL 2	UNDERSTAND	Explain ideas or concepts	CO 2	Ability to apprehend literature survey in research



LEVEL 3	APPLY	Use information learnt to solve a problem	CO 3	Understand different approaches of research & ethics
LEVEL 4	ANALYSE	Understand relationships, causes and actions	CO 4	Ability to learn and prepare data for research
LEVEL 5	EVALUATE	Evaluate the correctness of decision made	CO 5	Ability to analyse and conduct hypothesis tests
LEVEL 6	CREATE	Create something new	CO 6	Ability to interpret results and present report.

Recommended Study Material:

4. Kothari, C.R.: Research Methodology – Methods and Techniques, New Age International Ltd.
5. U. Sekharan and R Bougie: Research Methods for Business: John Wiley and Sons
6. J. K .Das: Business Mathematics and Statistics: Academic Publishers

CO & PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COBBA301.1			3			3		
COBBA301.2			3			3		
COBBA301.3			3			3		
COBBA301.4			3			3		
COBBA301.5			3			3		
COBBA301.6			3			3		

*3= Strong 2=Average 1=Weak

PO & PI Mapping:

PO3: Decision Making Skills	
Competency	Indicators
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
PO6: Integration of Functions	
Competency	Indicators



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

Course: Business Research Methods-Practical

Code: BBA 391

Total Credit: 2

Total hours: 40 hours

Sl.	Topic/Module	Hour
1.	Module 1: Introduction : Classification & presentation of Data , Frequency distribution, Sampling distributions, Central tendency, variance,	10
2.	Module 2: Data types and Control structures: Operators (unary, arithmetic, etc.) -- Data types, variables, expressions, and statements -- Assignment statements -- Strings and string operations -- Control Structures: loops and decision.	10
3.	Module 3: Introduction to Hypothesis Testing using Python/R: Large sample tests, Small sample tests, F distribution, Test for correlation co-efficient, ANOVA, Introduction to Data Analysis Techniques.	20

Suggested Readings:

1. Dr Sharma Pooja: Programming in Python, BPB.
2. Arora, Malik: R Programming For Beginners, Bookcentre
3. Vries Andrie De, R Programming for Dummies, Wiley india Pvt. Ltd
4. Yashavant Kanetkar: Let Us Python, BPB

Submitted by: Dr. Bidushi Chakraborty

Prof Sreeparna Guha

(Signature & Date)

(Signature & Date)



Received by:

(HOD)_____
(Signature & Date)

Course Code	BBA 302					
Course Title	Financial Accounting					
Scheme and Credits	L	T	P	S	Credits	Semester
	0	6	0	0	6	III
Pre-requisite (if any)	Basic knowledge of Book Keeping/ Business Entity					

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.
- CO5: Students will be able to understand the strategy of issue of shares in the primary and secondary market.
- CO6: Students will be concerned about the different types of bank and personal transactions, and also understands about the various rules and regulations of the financial sectors.

Modules	Serial of Modules	Text Book as per Syllabus	Total hours	Blooms Level
M-I: Introduction to Financial Accounting & Accounting Standards:	<ul style="list-style-type: none"> Meaning and Scope of Accounting; the users of financial accounting information and their needs; Accounting Principles: Accounting Concepts and Conventions, GAAP; Accounting Transactions: Accounting Equation, Journal, Rules of debit and credit, Ledger, Trial Balance, Cash Book. Introduction, Objectives of Accounting Standards, Advantages of Accounting Standards, Accounting Standards in India and IFRS 	<ul style="list-style-type: none"> Prof. A. Basu: Financial Accounting I, Dey Book Concern. Basu & Das, Selected Problems on Accounting, Rabindra Library. 	10	I,II,III
M-II: Final Accounts	<ul style="list-style-type: none"> Introduction, Meaning, Objectives and Characteristics of Final Accounts; Final Statements of Sole Proprietorship without adjustment, Adjustments in Preparation of Final Statements. 	<ul style="list-style-type: none"> Prof. A. Basu: Financial Accounting I, Dey Book Concern. Basu & Das, Selected Problems on Accounting, Rabindra Library. 	15	II,III,IV
M-III: Partnership Accounts	<ul style="list-style-type: none"> Meaning and Features, Partnership Deed and Contents; Admission, Retirement, and Death of a Partner. Dissolution of Partnership including Garner Vs. Murray rule 	<ul style="list-style-type: none"> Prof. A. Basu: Financial Accounting I, Dey Book Concern. Basu & Das, Selected Problems on Accounting, Rabindra Library 	15	I,III,IV
M-IV: Company accounts	<ul style="list-style-type: none"> Issue of shares (application, allotment, first call, final call), Calls in arrear & forfeiture of shares. 	<ul style="list-style-type: none"> Prof. A. Basu: Financial Accounting I, Dey Book Concern. 	10	I,II,III
M-V: Depreciation and Provisions	<ul style="list-style-type: none"> Concept of depreciation; Causes of depreciation; depletion, amortization; Depreciation accounting; Methods of recording depreciation; Straight line and diminishing balance method. Provisions and Reserves: Preparation of provision for doubtful debt account, provision for discount on Debtors account 	<ul style="list-style-type: none"> Prof. A. Basu: Financial Accounting I, Dey Book Concern. Basu & Das, Selected Problems on Accounting, Rabindra Library. 	5	I,II,III,IV



	and provision for Discount on Creditors account.			
M-VI: Bank Reconciliation Statement	<ul style="list-style-type: none"> Introduction, Meaning of Bank Reconciliation Statement, Importance of Bank Reconciliation Statement, Reasons for Difference, Procedure for Reconciliation; Rectification of errors. 	<ul style="list-style-type: none"> Basu & Das, Selected Problems on Accounting, Rabindra Library. 	5	I,II,III

Bloom's Taxonomy		Course outcome – students will be able to		
Level 1	Remember	Recall facts and basic concepts.	Co 1	Describe and understand the accounting principles and recording of business transactions in Journal. Prepare ledgers and subsidiary books.
Level 2	Understand	Explain ideas or concepts.	Co 2	Understand and apply the various methods of charging depreciation and valuation of stock. Prepare trial balance and evaluate the different errors in trial balance.
Level 3	Apply	Use information learnt to solve a Problem.	Co 3	Understand the needs of preparing financial statements. Prepare and analyze the financial Statements of a business with adjustment entries.
Level 4	Analyse	Understand relationships, causes and actions.	Co 4	Prepare and analyze the bank reconciliation statement, final statements, and partnership accounts.
Level 5	Evaluate	Evaluate the correctness of decision made.	Co 5	Evaluate the effect of change in financial records in different accounting periods.
Level 6	Create	Create something new.	Co 6	Prepare the proforma or reports for maximizing the profits and wealth of the stakeholders of the business.

Recommended Study Material:

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		
BBA 302 - CO5	2	3	2			2		
BBA 302 - CO6	3		3			2	3	

*3= Strong 2=Average 1=Weak

PO & PI Mapping:

PO 1: Assessment of Choices	
Competency	Indicators



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.
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. 2.2 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.
PO 3: Decision Making Skills	
Competency	Indicators
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)
PO 6: Integration of Functions	
Competency	Indicators
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.

Arkaprava Chakrabarty

Submitted by: Arkaprava Chakrabarty



 (Name)

 (Signature & Date)

Received by: _____

(HOD)

 (Signature & Date)

Course Code	BBA(BA) 302					
Course Title	Financial Accounting and Management					
Scheme and Credits	L	T	P	S	Credits	Semester
	0	6	0	0	6	III
Pre-requisite (if any)	Basic knowledge of Book Keeping/ Business Entity					

Course Objectives:

5. To prepare financial statements in accordance with appropriate National and International Standards.
6. To prepare ledger accounts using double entry bookkeeping and record journal entries accordingly and to interpret the business implications of financial statement information.
7. To prepare the Final Statements of Financial Accounting and to get a practical knowledge of recording of transaction through Tally Software.
8. 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.
- CO5: Students will be able to understand the strategy of issue of shares in the primary and secondary market.
- CO6: Students will be concerned about the different types of bank and personal transactions, and also understands about the various rules and regulations of the financial sectors.

Modules	Serial of Modules	Text Book as per Syllabus	Total hours	Blooms Level
M-I: Introduction to Financial Accounting & Accounting Standards:	<ul style="list-style-type: none"> • Meaning and Scope of Accounting; the users of financial accounting information and their needs; Accounting Principles: Accounting Concepts and Conventions, GAAP; Accounting Transactions: Accounting Equation, Journal, Rules of debit and credit, Ledger, Trial Balance, Cash Book. • Introduction, Objectives of Accounting Standards, Advantages of Accounting Standards, Accounting Standards in India and IFRS 	<ul style="list-style-type: none"> • Prof. A. Basu: Financial Accounting I, Dey Book Concern. • Basu & Das, Selected Problems on Accounting, Rabindra Library. 	10	I,II,III
M-II: Final Accounts	<ul style="list-style-type: none"> • Introduction, Meaning, Objectives and Characteristics of Final Accounts; Final Statements of Sole Proprietorship without adjustment, Adjustments in Preparation of Final Statements. 	<ul style="list-style-type: none"> • Prof. A. Basu: Financial Accounting I, Dey Book Concern. • Basu & Das, Selected Problems on Accounting, Rabindra Library. 	15	II,III,I V
M-III: Partnership Accounts	<ul style="list-style-type: none"> • Meaning and Features, Partnership Deed and Contents; Admission, Retirement, and Death of a Partner. Dissolution of Partnership including Garner Vs. Murray rule 	<ul style="list-style-type: none"> • Prof. A. Basu: Financial Accounting I, Dey Book Concern. • Basu & Das, Selected Problems on Accounting, Rabindra Library 	15	I,III,IV
M-IV: Company accounts	<ul style="list-style-type: none"> • Issue of shares (application, allotment, first call, final call), Calls in arrear & forfeiture of shares. 	<ul style="list-style-type: none"> • Prof. A. Basu: Financial Accounting I, Dey Book Concern. 	10	I,II,III
M-V: Depreciation and Provisions	<ul style="list-style-type: none"> • Concept of depreciation; Causes of depreciation; depletion, amortization; Depreciation accounting; Methods of recording depreciation; Straight line and diminishing balance method. • Provisions and Reserves: Preparation of provision for doubtful debt account, provision for discount on Debtors 	<ul style="list-style-type: none"> • Prof. A. Basu: Financial Accounting I, Dey Book Concern. • Basu & Das, Selected Problems on Accounting, Rabindra Library. 	5	I,II,III,IV



	account and provision for Discount on Creditors account.			
M-VI: Bank Reconciliation Statement	<ul style="list-style-type: none"> Introduction, Meaning of Bank Reconciliation Statement, Importance of Bank Reconciliation Statement, Reasons for Difference, Procedure for Reconciliation; Rectification of errors. 	<ul style="list-style-type: none"> Basu & Das, Selected Problems on Accounting, Rabindra Library. 	5	I,II,III

Bloom's Taxonomy		Course outcome – students will be able to		
Level 1	Remember	Recall facts and basic concepts.	Co 1	Describe and understand the accounting principles and recording of business transactions in Journal. Prepare ledgers and subsidiary books.
Level 2	Understand	Explain ideas or concepts.	Co 2	Understand and apply the various methods of charging depreciation and valuation of stock. Prepare trial balance and evaluate the different errors in trial balance.
Level 3	Apply	Use information learnt to solve a Problem.	Co 3	Understand the needs of preparing financial statements. Prepare and analyze the financial Statements of a business with adjustment entries.
Level 4	Analyse	Understand relationships, causes and actions.	Co 4	Prepare and analyze the bank reconciliation statement, final statements, and partnership accounts.
Level 5	Evaluate	Evaluate the correctness of decision made.	Co 5	Evaluate the effect of change in financial records in different accounting periods.
Level 6	Create	Create something new.	Co 6	Prepare the proforma or reports for maximizing the profits and wealth of the stakeholders of the business.

Recommended Study Material:

Text Book:

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

References:

3. Maheshwari: Introduction to Accounting, Vikas Publishing.
4. 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		
BBA 302 - CO5	2	3	2			2		
BBA 302 - CO6	3		3			2	3	

*3= Strong 2=Average 1=Weak

PO & PI Mapping:

PO 1: Assessment of Choices



Competency	Indicators
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.
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. 2.2 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.
PO 3: Decision Making Skills	
Competency	Indicators
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)
PO 6: Integration of Functions	
Competency	Indicators
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.

Arkaprava Chakrabarty

Submitted by: Arkaprava Chakrabarty



 (Name)

 (Signature & Date)

Received by:

 (HOD)

 (Signature & Date)

Course Code	BBA-303					
Course Title	<u>Marketing Management</u>					
Scheme and Credits	L	T	P	S	Credits	Semester
	0	6	0	0	6	III
Pre-requisite (if any)	Nil					

Course Objectives:

9. To understand the relevance of marketing concepts and its impact on environmental change while designing marketing plans & strategies for practices.
10. To illustrate the functionality and application of elements of Marketing Mix and selling propositions for specific product offerings and pricing objectives.
11. To apply knowledge in creating strategies for integrated marketing communication and distribution network.
12. To develop marketing strategies based on segmentation, target marketing and positioning by examining consumer behavior.

Course Outcome:

- CO1: Students will learn the basic & fundamental concepts of Marketing and will also be able to outline key marketing concepts and its application.
- CO2: Students will be able to coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms.
- CO3: Students will be able to understand the suitable product, pricing strategies for a firm to achieve the Marketing objective of the firm.
- CO4: Students will be able to understand the importance of integrated marketing communication and distribution strategies to achieve organizational goal.
- CO5: Students will be able to analyze & implement the appropriate segmentation, targeting and positioning strategy for a product, to achieve the business goals.



CO6: Students will be able to practice the relevant marketing skills for designing innovative marketing strategies for business firms.

Modules	Serial of Modules	Text book as per Syllabus	Total hours of teaching	Blooms Level
Module I: Fundamentals of Marketing & its Environment:	Unit I: Introduction to Marketing Nature and scope of marketing; Importance of marketing; Marketing concepts – traditional and modern; Selling vs. marketing; Functions and Evolution of Marketing; Marketing mix, customer value and satisfaction. Unit II: Marketing environment: Macro and Micro Environment and its significance to marketing; SWOT Analysis; PEST Analysis, corporate strategy concept, strategic business units.	<ul style="list-style-type: none"> Saxena, Rajan: Marketing Management, Tata McGraw Hill Kotler Philip and Armstrong Gary, Principles of Marketing; Pearson Education 	14	BL 1, BL 2,
Module II: Managing Marketing Mix	Product mix – Product Life Cycle – New product development & consumer adoption process – Branding & Packaging – Pricing – Meaning – Objectives of pricing – Factors influencing pricing decisions – Methods of pricing and pricing strategies. Promotion – Meaning – Promotion mix – Selection of media– Personal selling – Sales Promotion. Factors affecting choice of channel – Channel design decision – Channel Management – Channel Conflict.	<ul style="list-style-type: none"> Saxena, Rajan: Marketing Management, Tata McGraw Hill Kotler Philip and Armstrong Gary, Principles of Marketing; Pearson Education 	20	BL 1, BL 2, BL 4, BL 5
Module III: Market Segmentation, Targeting & Positioning (STP)	Segmentation: Meaning– Perquisites/ bases for sound segmentation – Target marketing strategies – Product positioning, meaning and steps involved.	<ul style="list-style-type: none"> Saxena, Rajan: Marketing Management, Tata McGraw Hill Kotler Philip and Armstrong Gary, Principles of Marketing; Pearson Education 	12	BL 1, BL 2, BL 3, BL 4, BL 5
Module IV: Building Customer value, Satisfaction and loyalty	Meaning of consumer behaviour – Factors influencing Consumer behaviour – Buying decision process and its stages. Customer Value- Customer satisfaction. Changing profile of consumers. Industrial Buying Behavior-Meaning, Characteristics; Differences between Consumer Buying & Industrial Buying, Factors influencing industrial buyers	<ul style="list-style-type: none"> Saxena, Rajan: Marketing Management, Tata McGraw Hill Kotler Philip and Armstrong Gary, Principles of Marketing; Pearson Education 	14	BL 2, BL 4, BL 5



BLOOM'S TAXONOMY		COURSE OUTCOME – Students will be able to		
LEVEL 1	REMEMBER	Recall facts and basic concepts	CO 1	Learn the basic & fundamental concepts of Marketing and will also be able to outline key marketing concepts and its application.
LEVEL 2	UNDERSTAND	Explain ideas or concepts	CO 2	Coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms.
LEVEL 3	APPLY	Use information learnt to solve a problem	CO 3	Understand the suitable product, pricing strategies for a firm to achieve the Marketing objective of the firm.
LEVEL 4	ANALYSE	Understand relationships, causes and actions	CO 4	Understand the importance of integrated marketing communication and distribution strategies to achieve organizational goal.
LEVEL 5	EVALUATE	Evaluate the correctness of decision made	CO 5	Analyze & implement the appropriate segmentation, targeting and positioning strategy for a product, to achieve the business goals.
LEVEL 6	CREATE	Create something new	CO 6	Practice the relevant marketing skills for designing innovative marketing strategies for business firms.

Recommended Study Material:

- Saxena, Rajan: Marketing Management, McGraw Hill
- Kotler Philip and Armstrong Gary, Principles of Marketing; Pearson Education
- Ramaswamy and Namakumari -Marketing Management- Indian Context -Global Perspective, Sage Publications India Pvt Ltd; Sixth Edition 2018
- Gupta Prachi , Marketing Management (Indian Cases), Pearson
- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

CO & PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA 302– CO1		3	2			2	2	3
BBA 302– CO2		2	3			2	3	
BBA 302- CO3		3	2			2	2	3
BBA 302- CO4		3				3	2	2
BBA 302– CO5		2	3					3



BBA 302– CO6			3			3		3
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*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 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.
PO 3: Decision Making Skills	
Competency	Indicators
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)
PO 6: Integration of Functions	
Competency	Indicators
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,
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	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.	7.1.1 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.
PO 8: Moral Sensitivity	
Competency	Indicators
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: Prof. (Dr.) Dipak Saha & Prof. Dibyendu Chattaraj

(Name)

(Signature & Date)

Received by:

(HOD)

(Signature & Date)

Course Code	GE5B-16					
Course Title	<u>GREEN MARKETING</u>					
Scheme and Credits	L	T	P	S	Credits	Semester
	0	6	0	0	6	III
Pre-requisite (if any)	Basic knowledge of Marketing					

Course Objectives:

13. To make the students understand the To understand the importance of green marketing on consumer satisfaction and environmental safety.
14. To help students understand the value of Green Marketing and Sustainable Development in enhancing the corporate image.
15. To introduce the fundamentals of Societal Marketing with emphasis on the “social”, “cause” and “values-based” marketing.
16. To emphasize the need for a new strategic decision-making approach within a firm based on the Societal Marketing Orientation.

Course Outcome: Student will

- CO1: Learn the fundamental concepts of ‘sustainability’ & ‘going green’.
- CO2: Understand the value of Green Marketing and Sustainable Development in enhancing the corporate image.
- CO3: Be able to apply the fundamentals to understand how to reach to the ‘Perceived choice’ – consumer’s purchase decision, producer’s decision.
- CO4: Be able to analyze the relevance of shift into a green product.
- CO5: Be able to evaluate the impact of any STRATEGIC decision w.r.t going green.
- CO6: Be able to prepare strategy pertaining to a product and its market.

Modules	Serial of Modules	Text Book as per Syllabus	Total hours of teaching	Blooms Level



M-I: Green Business Strategy	<ul style="list-style-type: none"> • Why Be “Green”? • How to be green?: environmental strategy • Case studies in environmental strategy • Looking back and looking ahead in green business 	<ul style="list-style-type: none"> • Green Marketing- Pavnesh Kumar - Zorba book publisher. 	8	BL1, BL2, BL3
M-II: Corporate Sustainability	<ul style="list-style-type: none"> • Understanding the Sustainability Challenge: The Systemic Level • Understanding the Sustainability Challenge: The Business Level • Why Corporate Sustainability? Assessing the Strategic Opportunity • Seizing the Strategic Opportunity: Managing Sustainability Transitions across Business Functions • Transitioning Organizations to Sustainable Enterprises: Developing the Road-Map 	<ul style="list-style-type: none"> • Green Marketing- Pavnesh Kumar - Zorba book publisher. 	16	BL2, BL3
M-III: Corporate Sustainability	<ul style="list-style-type: none"> • Business & the Environment • Strategic Issues • Strategic Options • Environmental Interest Groups • Differences across Industries Around the World • How to develop a sustainability strategy 	<ul style="list-style-type: none"> • Green Marketing- Pavnesh Kumar - Zorba book publisher. 	16	BL1, BL2, BL3, BL4, BL5
M-IV: Sustainable Business Enterprises	<ul style="list-style-type: none"> • Sustainability and Consumption • Sustainable Product Design Sustainable Value Chains & Communications • Market Research Sustainable Value Chains and Communications • Bottom-Up approach 	<ul style="list-style-type: none"> • Green Marketing- Pavnesh Kumar - Zorba book publisher. 	20	BL3, BL4, BL5, BL6

BLOOM'S TAXONOMY		COURSE OUTCOME – Students will be able to		
LEVEL 1	REMEMBER	Recall facts and basic concepts	CO 1	Learn the fundamental concepts of ‘sustainability’ & ‘going green’.
LEVEL 2	UNDERSTAND	Explain ideas or concepts	CO 2	Understand the value of Green Marketing and Sustainable Development in enhancing the corporate image.
LEVEL 3	APPLY	Use information learnt to solve a problem	CO 3	Apply the fundamentals to understand how to reach to the ‘Perceived choice’ – consumer’s purchase decision, producer’s decision



LEVEL 4	ANALYSE	Understand relationships, causes and actions	CO 4	Analyze the relevance of shift into a green product.
LEVEL 5	EVALUATE	Evaluate the correctness of decision made	CO 5	Evaluate the impact of any STRATEGIC decision w.r.t going green.
LEVEL 6	CREATE	Create something new	CO 6	Prepare strategy pertaining to a product and its market.

Recommended Study Material:

- Green Marketing Management, Robert Dahlstrom. # South-Western College Pub; ISBN: 978-0324789140
- Cases, available from Harvard Business Publishing.
- "Bp and Corporate Greenwash" (Prod. #: 905C10-PDF-ENG).
- "Method: Sustainable Design for the Home as Corporate Strategy" (Prod. #:UV0812- PDF-ENG)
- "Cradle-to-Cradle Design at Herman Miller: Moving Toward Environmental Sustainability" (Prod. #: 607003-PDF-ENG)
- "Shaklee Corporation: Corporate Social Responsibility" (Prod #:509031-PDF-ENG)
- "Anatomy of a Corporate Campaign: Rainforest Action Network and Citigroup" (Prod. #: P42BPDF-ENG).
- Green Marketing - Dr. Monica Loss - Global vision publisher.
- Green Marketing- Pavnesh Kumar - Zorba book publisher.

CO & PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
GE5B-16 – CO1		3	2			1	2	
GE5B-16 – CO2		2	3			2	3	
GE5B-16 - CO3		3	2			2	2	
GE5B-16 - CO4		3	3				2	2
GE5B-16 – CO5			3					3
GE5B-16 – CO6			3					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 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.
PO 3: Decision Making Skills	
Competency	Indicators



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)
PO 6: Integration of Functions	
Competency	Indicators
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
8.1 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: Dr. Soumik Gangopadhyay

(Name)

(Signature & Date)

Received by:

(HOD)

(Signature & Date)



4th Semester



Course code	BBA 401					
Course title	Human Resource Management					
Scheme and Credits	L	T	P	S	Credits	Semester-
	5	0	1		6	4 th
Pre-requisite (if any)						

Sl.	Topic/Module	Hour
1.	<p>Module 1:</p> <p>Human Resource Management-Overview Introduction of the paper, Definition of Human Resource, Definition & Concept of Personnel Management, Comparison between Personnel Management & HR. Nature, Aim and Objectives, Scope & Coverage & Nature of HRM, Importance of Human Resource Management. Historical Perspective & Evolution of Human Resource Management in India. Development of HR Functions, Structure & Function of HR Manager, Role of Line Managers in Managing Human Resources. Difference Between Line Function and Staff Function.</p> <p>Changing Function of Human Resource Management with Examples.</p>	10
2.	<p>Module 2: Human Resource Planning Meaning, Objectives, Importance of Human Resource Planning, Need for HR Planning, Assessment of Available HR in the Organization, Work Load Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, HR Policy.</p>	10
3.	<p>Module 3: Job Analysis: Concept, Uses, Job Description, Job Specification, Methods of collecting Job Analysis Data, Job Evaluation.</p>	4



4.	Module 4: Talent Acquisition and Training: Recruitment: Definition, Sources of Selection, Process of Selection, Difference Between Recruitment and Selection. Training: Definition, Difference between Training, Development and Education, Different Methods of Training,	10
5.	Module 5: HRD: Definition, objective, process of HRD, Assessment of HRD Needs, HRD Methods.	8
6.	Module 6: Introduction to Performance appraisal: Purpose, Methods,	10
	Appraisal instruments, 360 degree Appraisal, HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview.	
7.	Module 7: Emerging Areas: International Human Resource Management: Concept, Need, Objectives and Features. Modern Human Resource Management Practice. Modern HR Trends, Managing Human Capital, Talent Management. Case Lets and Class Activities (Applying HRM Techniques).	8

Suggested Readings:

1. Dessler, G : Human Resource Management, Pearson.
 2. Rao, V.S.P: Human Resource Management: Text and Cases, Excel Books.
 3. D. K. Bhattacharya: Human Resource Management, Excel Books.
 4. M. Saiyadain: Personnel Management, Tata McGraw Hill.
 5. Raman Preet: Future of Human Resource Management: Case Studies with Strategic Approach, Willey.
- K. Aswathappa: Human Resource Management: Text & Cases, 8th Edition , Tata McGraw Hill

Submitted by :

(Name)_____
(Signature& Date)

Received by :

(HOD)_____
(Signature& Date)

Course code	BBA 402
Course title	Sales & Distribution Management



Scheme and Credits	L	T	P	S	Credits	Semester-
	5	0	1		6	4 th
Pre-requisite (if any)						

Sl.	Topic/Module	Hour
1.	Module 1: Personal Selling: Nature and importance; Functions of a salesman; Personal selling as a career. Salesmanship and Qualities of Salesman Psychology in Selling, Buying Decision Process, Types of Buying Situation: Buyer-seller dyads; Product knowledge; Customer knowledge – buying motives and selling points.	8
2.	Module 2: Sales Management: Market potential, Sales Potential; Sales Forecasting and Budgeting: Developing Sales forecast, Approaches to Sales Forecasting, Sales Budget, Sales Quota. Training and Motivating Sales force: Managing the Sales Training process – ACME Method, Motivating and Compensating the Sales force, Sales force, compensation, Sales Territory.	8
3.	Module 3: Theories of Selling: AIDAS Theory; Buying Formula Theory. Scientific Selling Process: Basic steps in personal selling – prospecting, preapproach, and qualifying.	8
4.	Module 4: Approach and Presentation: Methods of approaching a customer; Presentation process and styles; Presentation planning. Objection Handling: Types of objections; Handling customer objections, Closing Sales and Follow up: Methods of closing sale; Executing sales order – Follow-up importance and Process.	8
5.	Module 5: Nature and Characteristics of Sales Distribution, Marketing Channels - Structure, Functions, Relationships, Channel Dynamics - Cooperation, Conflict and Competition, Types of Intermediaries - Wholesaler, Retailer and Physical Distribution Systems.	8



6.	Module 6: Channel Design: Objectives, Evaluation and Selection of Channels, Channel Management: Supervision, Evaluation and Control of Channel members.	8
7.	Module 7: Integrated Logistics and Supply Chain Concepts, E-distribution & E-retailing: Introduction.	8
8.	Module 8: Channel Structures and Practices - Indian Perspective	4

Suggested Readings:

1. Sahu. P. K.: Salesmanship & Sales Management, Vikas Publication.
2. Still, Cundiff, Govoni et al.: Sales Management, Pearson Education.
3. Ramneek Kapoor: Fundamentals of Sales Management, Macmillan.
4. Robert. J. Calvin: Sales Management, TMGH
5. Pingali Venugopal: Sales and Distribution Management: An Indian Perspective, SAGE.
6. Tapan K Panda, Sunil Sahdev: Sales & Distribution Management Oxford University Press 2012.

Submitted by :

(Name)

(Signature & Date)

Received by :

(HOD)

(Signature & Date)

Course code	BBA 403					
Course title	Customer Relationship Management					
Scheme and Credits	L	T	P	S	Credits	Semester-
	5	0	1		6	4 th
Pre-requisite (if any)						



Sl.	Topic/Module	Hour
1.	Module 1: Introduction to CRM: Definition, Components, Models, Contexts.	6
2.	Module 2: Understanding Relationship: Relationship, loyalty, Relationship quality, Customer lifetime value, Customer Satisfaction.	8
3.	Module 3: Managing Customer Lifecycle: Customer acquisition, customer retention, Introduction to Customer Life-time Value, calculation.	8
4.	Module 4: Types of CRM: Types, Difference, Subcomponents of each type.	8
5.	Module 5: Strategic CRM: Customer Portfolio Management, Delivering customer-experienced value, CRM metrics.	8
6.	Module 6: Operational CRM: Introduction to Sales Force Automation, Marketing Automation, Service Automation, CRM metrics.	8
7.	Module 7: Analytical CRM: Customer-related databases, Development and managing customer-related databases, CRM metrics.	8
8.	Module 8: Realizing Benefits of CRM and Looking in to future: Implementing CRM, Social CRM, Collaborative CRM, e-CRM.	6

Suggested Readings:

1. Francis Buttle: Customer Relationship Management: Concepts and Tools, Routledge.
2. Francis & Stan Maklan Buttle: Customer Relationship Management : Concepts and Technologies, T&F India
3. Jagdish N Sheth, Parvatiyar Atul, et al. Customer Relationship Management: Emerging Concepts, Tools and Applications, McGraw Hill Education.
4. Dr. Ruchi Jain and Dr. Ruchika Jeswal: CRM Customer Relationship Management: a conceptual approach, Galgotia Publishing Company.
5. Lars Helgeson: CRM for Dummies, Wiley.
6. Payne : Strategic Customer Management: Integrating Relationship Marketing and CRM, Cambridge University Press.

Course Objective:

8. This course will demonstrate the concepts, terms, Types benefits of CRM, how CRM creates value for organizations and customers.



9. Student will build an introductory understanding about tools and techniques useful in implementing customer relationship management along with how to evaluate the successfulness.
10. A preliminary level of understanding will be formulated among students how the domain of analytics intersects with customer relationship management domain.

Sl	Course Outcome	Mapped modules
1	Remembering	M1, M2, M3, M4, M5, M6, M7, M8
2	Understanding the course	M1, M2, M3, M4, M5, M6, M7, M8
3	Applying the general problem	M5, M6, M7
4	Analyse the problems	M5, M6, M7
5	Evaluate the problems after analysing	M5, M6, M7
6	Create using the evaluation process	

Module Number	Content	Total Hours	%age of questions	Bloom's Level (if applicable)	Remarks (If any)
M 1	Introduction to CRM	6	5	L1, L2	
M 2	Understanding Relationship	8	5	L1, L2	
M 3	Managing Customer Lifecycle	8	15	L1, L2,	
M 4	Types of CRM	8	15	L1, L2	
M 5	Strategic CRM	8	15	L1, L2, L3, L4, L5	
M 6	Operational CRM	8	15	L1, L2, L3, L4, L5	
M 7	Analytical CRM	8	15	L1, L2, L3, L4, L5	
M 8	Realizing Benefits of CRM and Looking in to future.	6	15	L1, L2	
		60	100		

Submitted by :

(Name)

(Signature& Date)

Received by :

(HOD)

(Signature& Date)



5th Semester



Course Code	BBA 501					
Course Title	Financial Management and Risk Analysis					
Scheme and Credits	L	T	P	S	Credits	Semester
	0	6	0	0	6	5th
Pre-requisite (if any)	Basic knowledge of Financial Management					

Course Objectives:

17. To provide an in-depth view of the process in financial management of the firm.
18. To develop knowledge on the allocation, management and funding of financial resources.
19. To improve students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
20. 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: Student will

- CO 1: Be able to demonstrate progressive learning of various tools used to analyse the financial position of a firm.
- CO 2: Demonstrate progressive learning in the elements of managerial decision making, including planning, directing and controlling activities in a business environment.
- CO 3: Learn relevant managerial accounting career skills and will be able to apply both quantitative and qualitative knowledge to appraise practical situations.
- CO 4: 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.
- CO 5: Learn basics of risk management, option valuation and derivative.
- CO 6: 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.



Modules	Serial of Modules	Text Book as per Syllabus	Total hours of teaching	Blooms Level
M-I: Inroduction	<ul style="list-style-type: none"> • Concept,nature and scope of financial management • Objectives of financial management • Time value of money • Risk and return 	<ul style="list-style-type: none"> • Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, TMH. 	5	BL1, BL2, BL3
M-II: Analysi s and Interpre tation of Corpor ate Final Accoun ts	<ul style="list-style-type: none"> • Preparation of Cash Flow Statement as per Accounting Standard and its Analysis 	<ul style="list-style-type: none"> • Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, TMH. 	10	BL2, BL3 BL4
M-III: Financin g Decision	<ul style="list-style-type: none"> • Capital structure introduction and designing • cost of capital and valuation • Leverage Analysis: Developing the Concept of Leverage in Finance • Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage. 	<ul style="list-style-type: none"> • Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, TMH. 	15	BL1, BL2, BL3, BL4, BL5
M-IV: Investmen t Decisions	<ul style="list-style-type: none"> • Analysis of Risk and Uncertainty • Concept and Computation of Time Value of Money, • DCF and Non DCF methods of investment Appraisal • Project selection on the basis of Investment Decisions • Valuating Investment Proposals for Decision Making. • Capital Rationing 	<ul style="list-style-type: none"> • Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, TMH. 	15	BL3, BL4, BL5, BL6



M-V: Managem ent of Working Capital	<ul style="list-style-type: none"> • Concepts, components, Determinants and need of Working Capital • Computation of Working Capital for a Company 	<ul style="list-style-type: none"> • Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, TMH. 	8	BL1, BL2, BL3, BL4,
M-VI : Risk Managem ent	<ul style="list-style-type: none"> • Option valuation • Derivatives: Managing financial Risk 	<ul style="list-style-type: none"> • Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, TMH. 	7	BL1, BL2, BL3, BL4,

BLOOM'S TAXONOMY		COURSE OUTCOME – Students will be able to		
LEVEL 1	REMEMBER	Recall facts and basic concepts	CO 1	Learn the fundamental concepts of Financial management
LEVEL 2	UNDERSTAND	Explain ideas or concepts	CO 2	Understand the value of Financial management in the corporate world.
LEVEL 3	APPLY	Use information learnt to solve a problem	CO 3	Apply the fundamentals to understand how to reach the – financing decisions and steer the business efficiently.
LEVEL 4	ANALYSE	Understand relationships, causes and actions	CO 4	Analyze the relevance of financial management in taking decisions regarding investment policies of the business
LEVEL 5	EVALUATE	Evaluate the correctness of decision made	CO 5	Evaluate the impact of any STRATEGIC decision w.r.t finance.
LEVEL 6	CREATE	Create something new	CO 6	Prepare strategy pertaining to financial policies of a business.

Recommended Study Material:

- Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, TMH.
- Prasanna Chandra: Financial Management - Theory and Practice, TMH.
- 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
BBA501 – CO1		3	2					
BBA501 – CO2			3			2		2
BBA501 – CO3						3	2	2
BBA501 – CO4						3	2	
BBA501 – CO5		3					2	
BBA501 – CO6			3			2		

*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 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.
PO 3: Decision Making Skills	
Competency	Indicators
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).
PO 6: Integration of Functions	
Competency	Indicators
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,
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	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.	7.1.1 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.
PO 8: Moral Sensitivity	
Competency	Indicators
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: Ajanta Ghosh

(Name)_____
(Signature & Date)

Received by:

(HOD)_____
(Signature & Date)



Course Code	BBA-502					
Course Title	Entrepreneurship Development					
Scheme and Credits	L	T	P	S	Credits	Semester
	0	6	0	0	6	5th
Pre-requisite (if any)	NIL					

Course Objectives:

21. To understand the strengths and weaknesses in terms of qualities and traits required to be a successful entrepreneur in the context of forming a business start-up.
22. To identify gaps in terms of qualities and traits required to be an entrepreneur, if any, and make a personal action plan to close those gaps.
23. To develop the entrepreneurial mind-set further in terms of acquiring a business focus, creative thinking, risk-taking ability, and more.
24. To learn about opportunity, discovery and evaluation of viable business ideas for new venture creation.

Course Outcome:

- CO1: Students will learn the basic & fundamental concepts of entrepreneurship and will be able to outline the role of entrepreneurship in business development.
- CO2: Students will be able to understand the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.
- CO3: Students will be able to understand the various rules, regulations and guidelines to start a small-scale industry and various financial institutions supporting MSME.
- CO4: Students will be able to adopt the key steps in the elaboration of business idea to achieve organizational goal.
- CO5: Students will be able to apply the knowledge for generating a broad idea for starting a startup and will also be able to understand the content for studying business feasibility.
- CO6: Students will be able to develop comprehensive business strategies for firms to manage the enterprise effectively.

Modules	Serial of Modules	Text book as per Syllabus	Total hours of teaching	Blooms Level
Module I: Introduction to Entrepreneurship: What, Why and How	Introduction, Concept of Entrepreneur, Entrepreneurship and Enterprise, Definition of Entrepreneurship, Objectives of Entrepreneurship Development, Phases of Entrepreneurship Development, Role of Entrepreneurship, The Entrepreneurial Mindset, Characteristics of Entrepreneurship, Traits of Entrepreneurship, Introduction to Entrepreneurship Skills	<ul style="list-style-type: none"> • <u>Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha</u>, Entrepreneurship, McGraw Hill • Vasant Desai, Theories of Entrepreneurship, Himalaya Publishing House • <u>Madhurima Lall & Shikha Sahai</u>, Entrepreneurship, Excel Books 	12	BL 1, BL 2,
Module II: Understanding Entrepreneurship Development Skills	Meaning of Entrepreneurship skill, Types of Entrepreneurship Skills: Business management skills, Teamwork and leadership skills, Communication and listening, Customer service skills, Financial skills, Analytical and problem-solving skills, Critical thinking skills, Strategic thinking and planning skills, Technical skills, Time management and organizational skills, Branding, marketing and networking skills, How to improve entrepreneurial skills, Entrepreneurial skills in the workplace, Entrepreneurial Imagination And Creativity	<ul style="list-style-type: none"> • <u>Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha</u>, Entrepreneurship, McGraw Hill • Vasant Desai, Theories of Entrepreneurship, Himalaya Publishing House • <u>Madhurima Lall & Shikha Sahai</u>, Entrepreneurship, Excel Book 	18	BL 1, BL 2, BL 4, BL 5
Module III: Managing Entrepreneurship	Unit-1: The Entrepreneur Why to become entrepreneur, the skills/ traits required to be an entrepreneur, Creative and Design Thinking, the entrepreneurial decision process, skill gap analysis, and role models, mentors and support system, entrepreneurial success stories. Unit-II: E-Cell Meaning and concept of E-cells, advantages to join E-cell, significance of E-cell, various activities conducted by E-cell	<ul style="list-style-type: none"> • <u>Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha</u>, Entrepreneurship, McGraw Hill • Vasant Desai, Theories of 	12	BL 1, BL 2, BL 3, BL 4, BL 5



		Entrepreneurship, Himalaya Publishing House • <u>Madhurima Lall & Shikha Sahai</u> , Entrepreneurship, Excel Books		
Module IV: Exploring Business Opportunity	Unit-I: Idea Generation Sources of business ideas, how to find & assess ideas? Where to find data for ideation? What is a good problem? Opportunity recognition. Unit-II: Idea Evaluation Design thinking for finding solutions, prototyping, idea evaluation, entrepreneurial Outlook, value proposition design, customer insight, ideas development, capstone project presentation. Unit-III: Feasibility Analysis Product/Service Feasibility Analysis, Industry & competition analysis, environment analysis, financial feasibility analysis. Unit-IV: Preparation of Business model/Plan Meaning and significance of a business plan, components of a business plan, and feasibility study, Guidelines for writing Business Plan.	• <u>Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha</u> , Entrepreneurship, McGraw Hill • Vasant Desai, Theories of Entrepreneurship, Himalaya Publishing House • <u>Madhurima Lall & Shikha Sahai</u> , Entrepreneurship, Excel Books	18	BL 2, BL 4, BL 5

BLOOM'S TAXONOMY		COURSE OUTCOME – Students will be able to		
LEVEL 1	REMEMBER	Recall facts and basic concepts	CO 1	Learn the basic & fundamental concepts of entrepreneurship and will be able to outline the role of entrepreneurship in business development.
LEVEL 2	UNDERSTAND	Explain ideas or concepts	CO 2	Understand the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.
LEVEL 3	APPLY	Use information learnt to solve a problem	CO 3	Apply the various rules, regulations and guidelines to start a small-scale industry and various financial institutions supporting MSME.
LEVEL 4	ANALYSE	Understand relationships, causes and actions	CO 4	Adopt the key steps in the elaboration of business idea to achieve organizational goal.
LEVEL 5	EVALUATE	Evaluate the correctness of decision made	CO 5	Apply the knowledge for generating a broad idea for starting a startup and will also be able to understand the content for studying business feasibility.
LEVEL 6	CREATE	Create something new	CO 6	Develop comprehensive business strategies for firms to manage the enterprise effectively.



Recommended Study Material

1. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha, Entrepreneurship, McGraw Hill
2. Vasant Desai, Theories of Entrepreneurship, Himalaya Publishing House
3. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books
4. Ramachandran, Entrepreneurship Development, Mc Graw Hill
5. Katz, Entrepreneurship Small Business, Mc Graw Hill
6. Byrd Megginson, Small Business Management An Entrepreneur's Guidebook 7th ed, McGrawHill
7. Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press
8. Hougard S. (2005) The Business Idea. Berlin, Springer
9. Léo-Paul Dana, World Encyclopedia of Entrepreneurship, Edward Elgar

CO & PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA 502- CO1		3	2			1	2	2
BBA 502- CO2		2	3			2	3	3
BBA 502- CO3		3	2			2	2	
BBA 502- CO4		3				3	2	2
BBA 502- CO5		2	3					3
BBA 502- CO6			3			3	2	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 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.
PO 3: Decision Making Skills	
Competency	Indicators



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)
PO 6: Integration of Functions	
Competency	Indicators
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
8.1 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. (Dr.) Dipak Saha & Prof. Suchana Roy

(Name)_____
(Signature & Date)

Received by:

(HOD)_____
(Signature & Date)



Course Code	BBA503(A)					
Course Title	Consumer Behavior					
Scheme and Credits	L	T	P	S	Credits	Semester
	5	1	0		6	5th
Pre-requisite (if any)	Fundamental Knowledge of Marketing					

Course Objectives:

1. To make the students proficient and knowledgeable about the various disciplines contribution in understanding consumer behavior in a holistic manner
2. To equip the students with knowledge of various models and frameworks to help understand buyer behavior, so that they can align the knowledge with formulation of appropriate marketing strategies.
3. To enhance the students' ability to analyze consumer's behavior and use them in designing marketing strategies by enhancing the effectiveness of marketing programs through the application of the concept of diffusion of innovation
4. To enhance the students' ability to develop & apply the knowledge of and skill in organizational buying behavior so that they can differentiate it from consumer buying behavior

Course Outcomes:

Student will:

- CO1: Learn the fundamental concepts of various disciplines contribution in developing consumer & buyer behavior in a holistic manner.
- CO2: Understand the importance of studying consumer behavior & organizational behavior and various models and frameworks related to buyer behavior in formulating appropriate marketing strategies.
- CO3: Be able to apply the fundamentals of buyer behaviour to formulate appropriate marketing strategies.
- CO4: Be able to analyze the relevance of consumer behaviour in modern marketing strategy formulation.
- CO5: Be able to evaluate the impact of strategic decision related to consumer behavior in the effectiveness of marketing programs.



CO6: Be able to prepare strategy pertaining to a product and its market with respect to consumer buying decision.

Modules	Serial of Modules	Text Book as per Syllabus	Total hours of teaching	Blooms Level
MI: Consumer Behavior - Concept, Process & Models	Unit 1: Understanding Consumer Behavior 1.1. Meaning & definition of Consumer Behavior 1.2. Marketing concept, societal marketing concept 1.3. Disciplines involved in the study of consumer behaviour 1.4. Scope and importance of consumer behaviour 1.5. Factors influencing consumer behaviour	L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior	20	BL1 BL2 BL3 BL4 BL5 BL6
	Unit 2: Consumer Decision Making 2.1. Consumer buying decision making process & Situational influences 2.2. Routinized response, limited and extensive problem solving behavior 2.3. Low/high effort/involvement decision making			
	Unit 3: Consumer Behavior Models 3.1. Stimulus-Response Model 3.2. Black Box Model			
	Unit 4: Diffusion of Innovation 4.1. Concept of Diffusion, Innovation & Consumer Behavior 4.2. Adoption Process & Adopters - Types & characteristics			
MII: Consumer as an Individual	Unit 5: Consumer Motivation	L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior	16	BL1
	Unit 6: Consumer Perception			BL2
	Unit 7: Consumer Attitudes			BL3
	Unit 8: Consumer Learning			BL4
	Unit 9: Consumer Personality & Self Image			BL5 BL6
MIII: Consumer	Unit 10: Consumer as a part of Social & cultural Settings	L.G Schiffman,	12	BL1 BL2



as a Group Member Specially from Indian Perspective	10.1. Influence of Groups-Reference groups 10.2. Influence of Culture & Sub-culture	J. Wisenblit & S R Kumar: Consumer Behavior		BL3 BL4 BL5
	Unit 11: Indian consumer Diversity in Indian Consumer on the basis of socio-economic parameters			
MIV: Organizational Buying Behavior	Unit 12: Organizational Buying 12.1. Concept, Meaning & Characteristics of Organizational Buying 12.2. Differences between Industrial Markets and Consumer Markets 12.3. Differences between Organizational and Consumer Buying 12.4. Factors influencing Organizational Buying Behaviour 12.5. Organizational Buying Decision Making Process	L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior	12	BL1 BL2 BL3 BL4

BLOOM'S TAXONOMY		COURSE OUTCOME – Students will be able to		
LEVEL 1	REMEMBER	Recall facts and basic concepts	CO 1	Learn the fundamental concepts of various disciplines contribution in developing consumer & buyer behavior in a holistic manner
LEVEL 2	UNDERSTAND	Explain ideas or concepts	CO 2	Understand the importance of studying consumer behavior & organizational behavior and various models and frameworks related to buyer behavior in formulating appropriate marketing strategies
LEVEL 3	APPLY	Use information learnt to solve a problem	CO 3	Be able to apply the fundamentals of buyer behavior to formulate appropriate marketing strategies
LEVEL 4	ANALYSE	Understand relationships, causes and actions	CO 4	Be able to analyse the relevance of consumer behavior in modern marketing strategy formulation.
LEVEL 5	EVALUATE	Evaluate the correctness of	CO 5	Be able to evaluate the impact of strategic decision related to



		decision made		consumer behavior in the effectiveness of marketing programs
LEVEL 6	CREATE	Create something new	CO 6	Be able to prepare strategy pertaining to a product and its market with respect to consumer buying decision.

Recommended Text Books:

- L.G Schiffman, J. Wisenblit & S Ramesh Kumar: Consumer Behavior,
- Michael Solomon: Consumer Behavior PHI
- Batra & Kazmi: Consumer Behaviorl, Excel Book
- Ramanuj Majumder: Consumer Behavior, PHI

CO-PO Mapping:

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COBBA503(A).1	3	3	3				3	
COBBA503(A).2	3	3	2				3	
COBBA503(A).3	3	3	2				3	
COBBA503(A).4	3	3	2				3	
COBBA503(A).5	3		2				3	
COBBA503(A).6	3		3				3	

*3= Strong 2=Average 1=Weak

PO & PI Mapping:

PO 1: Assessment of Choices Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
Competency	Indicators
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.
Competency	Indicators
PO 2 : Identification of the nature of a problem area 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.
PO 3 : Decision Making Skills Students will develop decision making skills with the help of analytical and critical thinking ability	
Competency	Indicators
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
PO 7: Deployable Skill set Students will develop deployable skills parallel to the chosen functional/ specialized area.	
Competency	Indicators
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

Submitted by:

_____ Dibyendu Chattaraj _____
 (Name)

 (Signature & Date)

Received by:

 (HOD)

 (Signature & Date)



Course Code	BBA 503(B)					
Course Title	Financial Markets, Institutions and Financial Services					
Scheme and Credits	L	T	P	S	Credits	Semester
	0	6	0	0	6	5th
Pre-requisite (if any)	Basic knowledge of Business and Finance					

Course Objectives:

25. 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.
26. To assess and test the theoretical concepts underlying money and capital markets.
27. 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 understand the Outline Indian Financial System and the components of Indian Financial Market.
- CO 2: Students can develop the conceptual framework on money market and capital market.



CO 3: Students can able to classify the financial services on the basis of its use and availability in the current situation.

Modules	Serial of Modules	Text Book as per Syllabus	Total hours	Blooms Level
M-I: Indian Financial System	<ul style="list-style-type: none"> Financial system, Financial Assets and Instruments, Financial Intermediaries, Financial Markets, Classification, Components of Financial Market. 	<ul style="list-style-type: none"> Khan, M. Y., Indian Financial System-Theory and Practice, TMH. Nayak and Sana, Indian Financial System, Rabindra Library. 	8	I,II
M-II: Money Market	<ul style="list-style-type: none"> Definition, Money Market and Capital Market and their Features, Objectives, Features of a Developed Money Market, Importance of Money Market, Composition of Money Market, Money Market Instruments, Structure of Indian Money Market, Features of Indian Money Market. 	<ul style="list-style-type: none"> Khan, M. Y., Indian Financial System-Theory and Practice, TMH. Nayak and Sana, Indian Financial System, Rabindra Library. 	12	I,II,III
M-III: Capital Market	<ul style="list-style-type: none"> New Issue Market : Relationship between New Issues Market and Stock Exchange, Functions of New Issue Market, methods of floating of new Issues, Recent regulations for IPO. Secondary Market: Introduction, Control over Secondary Market, Listing of securities. 	<ul style="list-style-type: none"> Khan, M. Y., Indian Financial System-Theory and Practice, TMH. Nayak and Sana, Indian Financial System, Rabindra Library. 	15	I,II,III

Bloom's Taxonomy		Course outcome – students will be able to		
Level 1	Remember	Recall facts and basic concepts.	Co 1	Describe and understand the accounting principles and rules of business and the financial markets in India.
Level 2	Understand	Explain ideas or concepts.	Co 2	Understand and apply the various types of markets and instruments in the markets which are traded frequently. Also understands the nature of the equipment.
Level 3	Apply	Use information learnt to solve a Problem.	Co 3	Understand the needs of understanding financial markets. Analyze the instruments financial markets.

Recommended Study Material:

Text Book:

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

References:

5. Nayak and Sana, Indian Financial System, Rabindra Library.

**CO & PO Mapping:**

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

*3= Strong 2=Average 1=Weak

PO & PI Mapping:

PO 1: Assessment of Choices	
Competency	Indicators
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.
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. 2.2 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.
PO 3: Decision Making Skills	
Competency	Indicators
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)
PO 6: Integration of Functions	
Competency	Indicators
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.

Submitted by: Arkaprava Chakrabarty

(Name)

Arkaprava Chakrabarty

(Signature & Date)

Received by:

(HOD)

(Signature & Date)

Course code	BBA(HR) - 503					
Course title	Industrial Relations					
Scheme and Credits	L	T	P	S	Credits	Semester-
	5	0	0	0	1	5th
Pre-requisite (if any)	Basic knowledge of Human Resource Management					

Course Objectives:

1. To enable the students to understand the concept and importance of Industrial Relations
2. To enable students to study the concept of Trade Unionism and Legal Frame work and Laws related to Standing Order Act, 1946 : their provisions and importance.
3. To enable students to study the concept and importance of Positive and Negative Discipline



4. To enable students to study the concept of Management of Discipline and Grievance Management

Course Outcome:

CO 1: Students will be able to understand the fundamental concept of Industrial Relations and will be able to remember its importance in the practical world

CO 2: Students will be able to understand the intricacies of Industrial Relation such as how it works, knowledge of dealing Trade Unions and Legal issues mainly with the Standing Order Act, 1946 , knowledge of different types of discipline, management of discipline , grievance management and they can solve problems with the concept of the same

CO 3: Students will be able to apply their knowledge of Industrial Relation in dealing with the contemporary issues

CO 4: Students will be able to analyze the situation while solving different IR problems with the help of their knowledge of Industrial Relation

CO 5: Students, at the time of taking any decision, will be able to compare and evaluate the different concepts they have learnt

CO 6: Students will be able to create newer ideas while dealing with the issues of Industrial Relations and will also be able to ensure their overall development



Modules	Topic	Text Book as per Syllabus	Total Hours of Teaching	Blooms Level
Module 1 Industrial Relations	Industrial Relations: Overview, Objectives of IR, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Major Factors Influencing Industrial Relations Concept of Discipline, Deviations in Work Behaviour Hot Stove Rule, Types of Discipline	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	12	BL1 , BL2, BL3, BL4
Module 2 Trade Unionism	Trade Unionism: Growth of Trade Unionism , Structure of Trade Unionism, Trends in Industrial Disputes Industrial Disputes Settlement machinery under ID Act, Collective Bargaining Worker's Participation in Management, Labour Welfare, Industrial Employment (Standard Orders) Act, 1946, Principles of Natural Justice	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	22	BL1 , BL2, BL3, BL4, BL5



Module 3 Positive Discipline & Negative Discipline	Positive Discipline Counseling-Approaches, Problems of Positive Discipline Negative Discipline Act of Indiscipline or Misconduct Cause of indiscipline & Misconduct Principles for Maintenance of Discipline Basic Ingredients or Guidelines of a Disciplinary Action Warning (Verbal/Written) Charge Sheet Domestic Enquiry	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	12	BL1 , BL2, BL3, BL4, BL5, BL6
Module 4 Management of Discipline & Grievance Management	Management of Discipline Discipline Authority Punishment & Penalties Handling Court cases Grievance Management Causes and Effects, Need for Grievance Procedures, Discovery of Grievance Procedures, Essential Pre requisites of Grievance Procedure, Steps in the Grievance Procedure, Model Grievance Procedure, Grievance, Management In Indian Industry, Guidelines for Handling Grievances.	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	14	BL1 , BL2, BL3, BL4, BL5

Course content:



BLOOM'S TAXONOMY		COURSE OUTCOME – Students will be able to		
LEVEL 1	REMEMBER	Recall facts and basic concepts	CO 1	Students will be able to understand the fundamental concept of Industrial Relations and will be able to remember its importance in the practical world
LEVEL 2	UNDERSTAND	Explain ideas or concepts	CO 2	Students will be able to understand the intricacies of Industrial Relation such as how it works, knowledge of dealing Trade Unions and Legal issues mainly with the Standing Order Act, 1946 , knowledge of different types of discipline, management of discipline , grievance management and they can solve problems with the concept of the same
LEVEL 3	APPLY	Use information learnt to solve a problem	CO 3	Students will be able to apply their knowledge of Industrial Relation in dealing with the contemporary issues
LEVEL 4	ANALYSE	Understand relationships, causes and actions	CO 4	Students will be able to analyze the situation while solving different IR problems with the help of their knowledge of Industrial Relation
LEVEL 5	EVALUATE	Evaluate the correctness of decision made	CO 5	Students, at the time of taking any decision, will be able to compare and evaluate the different concepts they have learnt
LEVEL 6	CREATE	Create something new	CO 6	Students will be able to create newer ideas while dealing with the issues of Industrial Relations and will also be able to ensure their overall development

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

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books
2. Srivastava, S.C. : Labour Law in Factories, Mines, Plantations etc., Prentice Hall
3. Agarwal, S.L. : Labour Relations in India, McMillan
4. Labour Laws: Taxmann Publications

References:

1. Pathak, A : Legal Aspects of Business, Tata McGraw Hill
2. Samant, S.R. & Dongle, B.N. (eds). CLR's Yearly Labour Digest, Dwivedi
3. Labour Laws in India : P.L. Malik

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(HR)503 CO1		3	2			2	2	
BBA(HR)503 CO2		3	3			2	3	
BBA(HR)503 CO3		3	2			3	3	
BBA(HR)503 CO4		3	3			3	2	
BBA(HR)503 CO5		3	3			3	2	
BBA(HR)503 CO6		3	3			3	3	

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

PO & PI Mapping:

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 2.1.2 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
PO 3 : Students will develop decision making skills with the help of analytical and critical thinking ability	
Competency	Indicators
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)
PO 6 : Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
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.
PO 7 : 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 : Dr. Saikat Chakrabarti

&

Prof. Lavanya Deepika Tigga

(Name)_____
(Signature& Date)

Received by :

(HOD)_____
(Signature& Date)



PROPOSED 6th SEM



Course code	BBA603(HR)					
Course title	ORGANISATIONAL DEVELOPMENT					
Scheme and Credits	L	T	P	S	Credits	Semester-
	4	0	0	0	4	6th
Pre-requisite (if any)	Basic knowledge of Human Resource Management					

Course Objectives:

1. To enable the students to understand the concept and importance of Organisation Development.
2. To enable students to study the concept of Organisation Development, Models, Process and Intervention also enable them to understand their importance
3. To enable students to understand the importance of Organisation Development, Lewin Model of Change, Change Management Model and their importance in organizational and personal life
4. To enable students to understand and apply their knowledge of Organisation Development Intervention in the different fields of Management.

Course Outcome:

CO 1: Students will be able to understand the fundamental concept of Organisation Development and its importance in the practical world

CO 2: Students will be able to identify, define and solve Organisation Development related problems with the concept of change management and other areas

CO 3: Students will understand the contemporary Organisation Development issues and will get some wider exposure with respect to process, intervention etc.

CO 4: Ensuring overall development of students by enabling them to understanding the concept of Organisation Development and interventions and also helping them in understanding their application.

Course content:

Modules	Topic	Text Book as per Syllabus	CO
Module 1	Organization Development- Definition, Characteristics, Evolution, Process, Benefits and Limitations, Values, Assumptions and Beliefs in OD.	Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.	CO1



Module 2	OD Models - Kurt Lewin and Burke – Litwin models of Organizational Change, Systems Theory, Participation and Empowerment, Teams and Team Work.	Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.	CO2
Module 3	OD Process - The Six Box Model, Third wave consulting, Phases of OD Programs, Change Management Models, The Generic Parallel Learning Structure Intervention Process, Steps to Transforming an Organization.	Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.	CO3
Module 4	OD Intervention - Factors to Plan and Implement OD, Results of OD Interventions, Classification of OD Interventions. OD Consultation: Process Consultation, Coaching and Counseling Interventions. Team Building: Gestalt Approach to Team Building, Techniques in Team Building	Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.	CO4

Recommended Books:

Text Book:

1. Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, “Organization Development”, 2006, Pearson Education.

References:

1. Kavitha Singh, “Organization Change & Development”, 2005, Excel Books
2. S. Ramanarayan, T.V. Rao, Kuldeep Singh, “Organization Development-Intervention and Strategies”, 2006, Response Books

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(HR) 603 CO1		3	2			3	2	
BBA (HR) 603 CO2		3	3			3	2	
BBA (HR) 603 CO3		3	2			3	2	
BBA (HR) 603 CO 4		3	3			2	3	

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

PO & PI Mapping:

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 2.1.2 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
PO 3 : Students will develop decision making skills with the help of analytical and critical thinking ability	
Competency	Indicators
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)
PO 6: Students will be able to integrate functional areas of management for planning, implementation and control of business decisions	
Competency	Indicators
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.
PO 7 : 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 : 1. SOUGATA MAJUMDER
2. Dr. SAIKAT CHAKRABARTI

A rectangular box containing a handwritten signature in blue ink that reads 'Sougata Majumder'.

(Name)

(Signature& Date)

Received by :

(HOD)

(Signature& Date)



Course code	BBA604(MM)					
Course title	Rural Marketing & Digital Innovation					
Scheme and Credits	L	T	P	S	Credits	Semester-
	3	1		0	4	6 th
Pre-requisite (if any)						

Course Objectives:

1. To sensitize the students towards the Agriculture and Rural Marketing environment so as to help them in understanding the emerging challenges in the Global Economic Environment
2. To familiarize the students with the basic concepts of Rural Marketing,
3. To make the students aware of nature of the Rural Consumer
4. To give insights of marketing of agricultural inputs and produce.

Course Outcomes:

CO1: Able to understand the importance of Rural Markets

CO2: Able to sensitize to the needs and behavior of consumers and channels

CO3: Able to utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making

CO4: Able to understand the Rural Market Segmentation and Rural Products & Expose the students to Rural Market Distribution and services

Module	Topic/Module	Text Book as per Syllabus	CO
Understanding Rural Marketing	Rural Marketing: Definition, Nature, Scope and importance distinction between marketing, selling distribution and evolution of market components and classification of market , classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing. Five Ps ,	Rural Marketing 3/e by Pradeep Kashyap, Pearson India	CO1



	<p>Marketing goals, marketing practices, challenges in Indian Rural Marketing.</p> <p>Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer-Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and prepurchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. Researching Rural Market: Sensitizing rural market.</p>		
<p>Managing Entrepreneurship Initiative in Rural Market</p>	<p>Corporate sector in Rural Market: Reasons for increased interest of corporate sector in agribusiness, opportunities, in the agri-business, benefits of corporate driven agri-business system involvement of corporate sector in agri-business: select case studies. Digitalizing the Indian rural markets-e-rural marketing: select live case studies-ITC e-choupal, TARA haat, EID Parry's India agriline, Kandhamal Apex Spices Association for Marketing(KASAM)Practical Components:</p> <p>Rural Entrepreneurship: Meaning, concept, need, Evaluation of Entrepreneurship in India, role of entrepreneurship in economic development, Rural Infrastructure and industrialization, progress and problem of rural industrialization in Indian Rural Approach, role of entrepreneurship in economic development.</p> <p>Rural Tourism: Introduction to tourism, types of tourism, tourism & sustainable development, sustainable tourism, rural tourism. Rural Tourism in India, its scope & importance, rural society of India, cultural aspects of India & tourism, Models of sustainable tourism in India, Rural Tourism components & types of rural tourism.</p>	<p>Rural Marketing 3/e by Pradeep Kashyap, Pearson India</p>	<p>CO2</p>
<p>Managing Strategies for Rural Market</p>	<p>Product strategy for rural markets: Concept and significance. Product mix and product item decisions. Competitive product strategies, Pricing strategy in rural marketing: Concept, Significance, Objectives, Policy and strategy. Promotion & communication towards rural audience: Exploring media, profiling target audience, designing right promotion strategy and campaigns. Communication strategy: Challenges in Rural</p>	<p>Rural Marketing 3/e by Pradeep Kashyap, Pearson India</p>	<p>CO3</p>



	<p>Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalized media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of Consumer Behaviour on Communication strategies</p> <p>Distribution Strategy in rural market: Rural distribution – channels, old setup, new players, new approaches, coverage strategy. Introduction Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems-Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the Channel,</p> <p>Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural market.</p>		
Managing Innovative Technologies for Rural Development	<p>Vermi Technology: Earthworm classification, Species, External and internal features of verms, Use of earthworms, vermicomposting materials, requirement of vermiculture and vermicomposting, Factors affecting earth worm's growth, Types of vermicomposting, methods of vermicomposting, Harvesting and storage of vermicompost, advantages of vermicompost, Use and benefits of Vermicompost, Effect of vermicompost on plants, chemical composition of vermicompost, vermiwash (worm-tea), Chemical composition of vermiwash, Use and advantages of vermiwash.</p> <p>Biocomposting: methods of biocomposting, decomposition process, difference between biocompost and Farm yard manure (FYM), Materials used in biocompost, advantages of biocompost. Precaution needed for compost preparation.</p>	Rural Marketing 3/e by Pradeep Kashyap, Pearson India	CO4



	NADEP Compost: Preparation of NADEP compost, construction and design of NadeP compost tank, Material use for preparation of NadeP compost, Substrate use for the production of compost. Organic Farming: Definition, its components, importance and certification.		
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Text Book:

- Rural Marketing 3/e by Pradeep Kashyap, Pearson India

Reference:

- Case in Rural Marketing an Integrated Approach: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd.
- Rural Marketing: R.V. Badi, N.V. Badi, Himalaya Publishing House, Ramdoor, Dr. Bhalerao Marg, Girgaon, Mumbai-400004.

CO-PO Mapping:

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(MM)_605_1	3	2	2	1		2		2
BBA(MM)_605_2	2	2	2	3		2		3
BBA(MM)_605_3	3	2	3	3		2		2
BBA(MM)_605_4	3	3	3	2		3		3

3= Strong 2=Average 1=Weak

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 awareness and an appreciation of the importance of the Rural Marketing to the sustainability of an enterprise.	1.1.1 Apply knowledge of the Rural Marketing in a rapidly changing business landscape. 1.1.2 Apply the knowledge of the Rural Marketing to integrate technical, economic, social and regulatory frameworks for the sustainability of an enterprise.
PO 2: Students will be able to apply their conceptual understanding of marketing, finance and human resources in Rural strategy development.	
Competency	Indicators
2.1 Demonstrate a basic understanding of rural consumer behavior Demonstrate an awareness of the importance of studying the behavior of rural consumer..	2.1.1 Learn the key elements of conceptual understanding to behavioural pattern of rural consumer 2.1.2 Develop the effective decision-making skills, employing analytical and critical thinking ability for planning, development and



	management of rural consumer decision making pattern.
PO 3: Students will develop decision making skills with the help of analytical and critical thinking ability.	
Competency	Indicators
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)
PO 4: Students will be able to integrate functional areas of rural marketing for planning, implementation and control of business decisions in rural areas	
Competency	Indicators
4.1 Demonstrate an understanding of the principles underlying the requirements of rural areas for planning and develop strategies for rural market.	4.1.1 Identify the relationship of the various strategic practices for the development of rural market; 4.1.2 Obtain an understanding of strategic practices in organizations and how strategic practices facilitate organizational effectiveness.
PO6: Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1 Demonstrate an understanding of the application of innovative technologies for rural development	6.1.1 Identify the application of innovative technologies and basics of managing technologies in various demand settings for the digitization of rural market. 6.1.2 Understand innovative technologies and the evolution of practice; assess the relationship between innovative technologies and rural development for the capacity development in the rural areas.
PO8: 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. To demonstrate the ability to identify the moral dilemma in CRM.	8.1.1. The ability to identify the confusion or the dilemma that is in existence in the context of application of CRM.



8.2. Demonstration of the ability to solve the moral dilemma in CRM.	8.2.1. Ability to select the best path that will serve to a bigger interest of the stakeholders and the society in broad organization.
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Submitted by :

Dr. Dipak Saha
(Name)

(Signature & Date)

Received by :

(HOD)

(Signature & Date)



Course code	BBA603(MM)					
Course title	SERVICES MARKETING <u>Contents</u> Marketing of Service Product					
Scheme and Credits	L	T	P	S	Credits	Semester-
	3	1	0		4	IV
Pre-requisite (if any)	Basic knowledge of Marketing Management					

Course Objective :

1. To enable the students to understand the fundamental concepts of service product marketing.
2. To understand the process of designing a service.
3. To make strategic relevance of the service marketing mix.
4. To able to analyze the quality aspect of a service delivery.

Course Outcome:

1. Can able to understand the impact of service marketing 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 service strategic design process
4. Can apply strategies for service product development.

Course Content:

Modules	Serial of Modules	Text Book as per Syllabus	CO
Fundamentals of Services	Introduction, Need and scope of service marketing, Reasons for growth of services, Contribution to economy, Different types of service sectors – traditional and new, Trends in service sector, Definition, Characteristics of services, Tangibility continuum, Marketing mix for services - product,	1. Apte Govind, Services Marketing, Oxford 2. Verma, H.V. : Services marketing, Pearson	CO 1



	price, place, promotion, physical evidence, people & process		
Consumer behaviour & strategic planning	Service Experience- moments of truth, customer needs, expectations, perceptions, zone of tolerance, customer satisfaction, understanding the differences among customers, Understanding the customer and competition, Positioning of services, Service triangle concept, Creating service product, Customer value hierarchy, Flower of service, Service product mix, Branding service products	1. Haksever, C., Render, B., Russel, R., Murdick, R.: Service Management and Operations; Pearson 2. Gronroos, C.: Services management and marketing; Wiley	CO 2
Designing, Managing Services	Foundations of pricing, How service prices are different, Approaches to pricing, Designing service delivery system, Service blue Printing, Strategies for matching capacity & demand, Physical evidence, Servicescapes- types and role, customer response to environment, Critical importance of service employees, Problems and difficulties of boundary-spanning roles.	1. Lovelock, C., Wirtz, J. & Chatterjee, J.: Services Marketing; Pearson Education 2. Rao, K.R.M.: Services Marketing, Pearson Education Srinivasan R.: Services Marketing; PHI	CO 3
Service Quality	Service quality, Integrated Gap model - to identify and correct quality problems, Measuring and improving service quality, Strategies for delivering service quality through people, Service leadership and culture. Nature and characteristics of financial, hospitality, health-care, educational & professional, logistics, entertainment services and their respective marketing mix analysis.	1. Zeithaml, V.A., Bitner, M J, Gremler, D.D. & Pandit, A.: Service Marketing;, TMH	CO4

Recommened Books:

1. Apte Govind, Services Marketing, Oxford
2. Verma, H.V. : Services marketing, Pearson.
3. Haksever, C., Render, B., Russel, R., Murdick, R.: Service Management and Operations; Pearson
4. Gronroos, C.: Services management and marketing; Wiley



5. Lovelock, C., Wirtz, J. & Chatterjee, J.: Services Marketing; Pearson Education
6. Rao, K.R.M.: Services Marketing, Pearson Education Srinivasan R.: Services Marketing; PHI
7. Zeithaml, V.A., Bitner, M J, Gremler, D.D. & Pandit, A.: Service Marketing; TMH.

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA 604.1	3		2	3			3	
BBA 604.2		3	3				2	3
BBA 604.3	3	3	3				3	
BBA 604.4					3	3	3	3

3= Strong 2=Average 1=Weak

PO & PI Mapping:

Competency	Indicators
PO1: Assessment of Choices	
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. 1.1.3. Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.
Competency	Indicators
PO 3 : Decision Making Skills	
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)
Competency	Indicators
PO5: Team Work	
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.



PO6: Integration of Functions	
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,
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	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

(Name)

(Signature & Date)

Received by :

(HOD)

(Signature & Date)



Course code	BBA603(MM)					
Course title	Integrated Marketing Communication					
Scheme and Credits	L	T	P	S	Credits	Semester
	4	0	0		4	VI
Pre-requisite (if any)	Fundamental Knowledge of Marketing					

Course Objectives:

1. To introduce students to the communication concepts and concepts of advertising as a part of promotion mix tools with a view to enabling them to plan, create and implement good advertising
2. To explore, judge and evaluate the creative aspects of advertising in general and advertising appeal, advertising campaign & advertising media in particular in their role in advertisement
3. To conceptualize the roles being played by the advertising agencies and to evaluate the impact of advertising
4. To introduce students to the concepts of sales promotion, theories, strategies, methods tools with a view to enabling them to frame effective sales promotion programs

Course Outcomes (COs):

- CO1:** Students would be proficient and knowledgeable about the various concepts of communication & advertising and its relation to Integrated Marketing Communication in a holistic manner
- CO2:** Students would be equipped with knowledge of various models and frameworks to understand advertising campaign and advertising media
- CO3:** Students would be able to analyze the role of advertising agencies in designing advertisement and would be able to explore the various social, economic & legal aspects of advertising with special reference to India
- CO4:** Students would be able to develop & apply the knowledge of and skill in developing & evaluating effective sales promotion programs

Course content:

Modules	Topics	Text Book as per Syllabus	CO
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Communi- cation & Advertising	<p>Communication:</p> <ul style="list-style-type: none"> • Concepts, Nature, Features, Objectives, Importance of communication • Types of Communication, Advantages & Disadvantages • Communication Process – Concepts, Elements of the Communication Process, • Application of the Communication process in Marketing, Steps to develop effective Marketing Communication • Communication process models • Concept of Integrated Marketing Communication <p>Advertising as Communication Mix Element:</p> <ul style="list-style-type: none"> • Nature, scope & purpose of Advertising • Functions and types of advertising • Difference with Sales Promotion • Role of advertising in Indian economic and social development • Economic and Social Implications of Advertising • Advertising process – an overview; • DAGMAR approach • Advertising budget, establishment and allocation, budgeting approaches. 	<p>Advertising and Sales Promotion, by Kazmi and Batra, Excel Books</p>	<p>CO1</p>
Creative Aspects of Advertising & Media	<p>Creative Aspects of Advertising:</p> <ul style="list-style-type: none"> • Advertising appeals – concepts, types & roles • Advertisement copy, Its components and types, Copy writing, headlines, illustration, message; Preparing an effective advertising Copy • Advertising Campaign – concepts, types & planning, illustrations • The importance of creativity in advertising <p>Advertising Media:</p> <ul style="list-style-type: none"> • Types of media; Characteristics, merits & Demerits of different types of media • Media planning and scheduling 	<p>Advertising and Sales Promotion, by Kazmi and Batra, Excel Books</p>	<p>CO2</p>



	<ul style="list-style-type: none"> • Selection of Media Category. Their reach, frequency & impact, Cost and other factors influencing the choice of Media. • Role of media • Digital Media & Advertising 		
Advertising Strategy & Impact of Advertising	Advertising Agency: <ul style="list-style-type: none"> • Concept, Types, Roles, Functions, Organization and Importance • Relationship with clients, advertising department; • Selection Of Advertising Agency Impact of Advertising <ul style="list-style-type: none"> • Measuring advertising effectiveness – Evaluation & Methods • Legal and ethical aspects of advertising • Regulation of advertising in India, ASCI 	Advertising and Sales Promotion, by Kazmi and Batra, Excel Books	CO3
Sales Promotion	Sales Promotion: <ul style="list-style-type: none"> • Meaning, nature, and functions; • Importance of sales promotion & its role in marketing • Limitation of sales promotion; • Forms of sales promotion: Consumer oriented, Trade oriented & Sales force oriented sales promotion • Sales Promotion Schemes: • Developing & evaluating sales promotion programs, • Integration of Sales Promotion with advertising 	Advertising and Sales Promotion, by Kazmi and Batra, Excel Books	CO4

Recommended Text Books:

Text Book:

1. Advertising and Sales Promotion, by Kazmi and Batra, Excel Books

References:

1. Advertising Management, by Batra, Myers and Aaker, 5th Edition, PHI
2. Advertising: Principles and Practice, by Wells, Burnett and Moriarty, Pearson
3. Advertising Management: Concepts and Cases by Manendra Mohan, TMH Education
4. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill

**CO-PO Mapping:**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COBBA(MM)603.1	3	3	2	3	3	1	3	1
COBBA(MM)603.2	3	3	2	1	3	2	3	1
COBBA(MM)603.3	3	3	2	1	2	3	3	3
COBBA(MM)603.4	3	3	2	3	2	3	3	1

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

PO & PI Mapping:

PO 1: Assessment of Choices Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
Competency	Indicators
1.1 Demonstrate competence in understanding the fundamentals of Communication & Advertising	1.1.1 Identify the knowledge & skills required for a managerial career by learning the fundamentals and concepts of Communication & Advertising
	1.1.2 Apply their basic concepts of Communication & Advertising for a variety of organizations.
Competency	Indicators
PO 2: Identification of the nature of a problem area 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 advertising techniques and skills applicable for business	2.1.1 Apply the outcomes of concepts with the current techniques and skills necessary for advertising professional to practice in an organization.
	2.1.2 Apply by learning the Advertisement based concept, theories and their implications towards growth of business.
PO 3: Decision Making Skills Students will develop decision making skills with the help of analytical and critical thinking ability	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced	3.1.1 Capability of implementation of a decision after proper assessment & evaluation of advertising strategies,



by the decision taken within the advertising field.	3.1.2 Follow up the changes that are occurring due to the implementation of advertising plans & programs
PO4: Communication Skills Communication skills will be enhanced in synchronization with the functioning of the business analytics algorithms.	
Competency	Indicators
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.
PO5: Team Work Students will develop the capability of functioning efficiently within the teams	
Competency	Indicators
5.1. To understand Group Formation and Group Cohesiveness in advertising planning	5.1.1. Ability to understand the objective of the group and deciding a common goal while planning & developing advertisement.
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 to develop advertisement and sales promotion schemes .
PO 6: Integration of Functions Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1 Demonstrate concept and skills of holistic view of Integrated Marketing Communication	6.1.1 Identify the concept of Integrated Marketing Communication to make better market related decisions and to make decisions in expected business intricacies.
PO 7: Deployable Skill Set Students will develop deployable skills parallel to the chosen functional/ specialized area.	
Competency	Indicators
7.1 Demonstrate how to identify problems or shortcomings in preparing advertising plan and media plan	7.1.1 Identify the advertisement process and media planning process and its impact on business.
7.2 Demonstrating the ability to apply the learned skill set as and when required to solve promotional problems	7.2.1. Ability to implement the principles of advertisement

**PO 8: Moral Sensitivity**

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. 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 in advertising field.
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 by demonstrating ethical advertising.

Submitted by: Dibyendu Chattaraj

(Name)

(Signature& Date)

Received by :

(HOD)

(Signature& Date)