

BBA 3rd Year Course Structure: 2022-2025 session – 5th Semester



**University of Engineering and Management
Institute of Engineering & Management, Salt Lake Campus
Institute of Engineering & Management, New Town Campus
University of Engineering & Management, Jaipur**



Syllabus for BBA Admission Batch 2022

5th Semester Syllabus for BBA Admission Batch 2022

3 years Programme (Under the Maulana Abul Kalam Azad University and Technology)							
Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBABB501	Strategic Management	3	1	0	4
2.		BBABB502 BBABB581	Data Analytics Skills for Managers Data Analytics Skills for Managers-Practical	2 0	0 0	0 2	2 2
3.	Major	BBAMM503	Consumer Behaviour	5	1	0	6
4.	Major	BBAMM504	Brand & Retail Management	5	1	0	6
5.	Major	BBAMM505	Services Marketing	5	1	0	6
3.	Major	BBAHR503	Human Resource Planning	5	1	0	6
4.	Major	BBAHR504	Human Resource Development	5	1	0	6
5.	Major	BBAHR505	Employment Compensation and Administration	5	1	0	6
3.	Major	BBAFM503	Direct Taxation	5	1	0	6
4.	Major	BBAFM504	Financial Management	5	1	0	6
5.	Major	BBAFM505	Financial Institution & Markets	5	1	0	6
3.	IVAMN CC	BBA(GS)501	General Studies & Current Affairs - V	2	0	0	2
4.		BBA(GS)581	Competitive Aptitude Training - V	2	0	0	1
5.	IVAMN CC	BBABB582	Project on AI/ML/IOT/Block chain	0	0	2	1

Total Credit	30
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Sl.	Subject Type	Code	Subject Name	Credit/Point/Number
9.		IFC	Industry & Foreign Certification (IFC)	At least 3 certificates need to be earned in each semester. Total min 15 certificates required in 3 years program
10.		MAR581	Mandatory Additional Requirements (MAR)	As per University norms
11.	MOOCs 5	MOOCs	At least 1 MOOCs course from Swayam Platform	15 credits need to be earned in 3 years program

Subject Name: Strategic Management

Credit: 4

Lecture Hours: 40

Subject Code: BBABB501

[Study Material](#)

[MIT Open courseware](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

1. To enable the students to understand the fundamental concept of strategy in business.
2. To enable the students to understand the fundamental techniques of formulating strategy.
3. To enable the students to understand the relevance of strategy to sustain in a competitive scenario.
4. To understand the logic of designing an effective strategy for effective growth of a corporate.

COURSE OUTCOMES:

- 1: Students can examine the fundamentals of strategic issues of business.
- 2: Students can assess the various techniques of business.
- 3: Students can analyze the importance and logic of formulation of the business strategy.
- 4: Students can apply and implement strategy in corporate for business growth.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	Introduction, Strategic Intent-Vision, Mission & Objectives (VMO)	<ul style="list-style-type: none"> • Definition and meaning of strategy & strategic management; Objectives & role of strategic management. • Benefits and importance of strategic management; Causes for failure of strategic management; the strategic management process. • Vision – concept & importance; Mission – concept & relevance; Objectives & goals – concept & relevance; Components of mission statement, • Formulation of mission & objectives and their specificity; Examples of VMO. 	Strategic Management Azhar Kazmi, Adela Kazmi McGrawHill. Chapter – 1	<i>International Academia:</i> MIT Open Course: https://ocw.mit.edu/courses/15-902-strategic-management-i-fall-2006/ <i>Industry Mapping:</i> <i>Industry Lecture</i>	12	Case study on “Establishing the Strategic Intent at Dabur India Limited”
2	Environmental Analysis	<ul style="list-style-type: none"> • Concept of environment, environmental analysis and appraisal, • Need for & component of external environment analysis; • Tools & techniques of environment analysis – PESTEL, ETOP; Porter’s Five Forces Model • Concept of Internal analysis; Value chain analysis; Factors of internal analysis; • Strategic & Situational Analysis – SWOT Analysis, TOWS Matrix 	Strategic Management Azhar Kazmi, Adela Kazmi McGrawHill. Chapter - 3	<i>International Academia:</i> MIT Open Course: https://ocw.mit.edu/courses/15-902-strategic-management-i-fall-2006/ <i>Industry Mapping:</i>	11	Case study on “The Ecosystem for the Retailing Industry in India”
3	Strategic Planning	<ul style="list-style-type: none"> • Meaning & Stages of Strategic Planning; Corporate goal setting, functional goal setting, managerial goal setting, positioning organization • Strategy Formulation I - Corporate level strategies: Concept, scope, types 	Strategic Management Azhar Kazmi, Adela Kazmi McGrawHill. Chapter – 5,	<i>International Standards:</i> MIT Open Course: https://ocw.mit.edu/courses/15-902-strategic-	12	<i>“Campaign Design- Green Walk”</i>

		<p>and significance of corporate level strategies; Generic Growth/expansion strategies - characteristics, forms, applicability; Ansoff matrix</p> <ul style="list-style-type: none"> • Strategy Formulation II - Business level strategies: Concept of business level strategies; Competitive advantage and Core competencies; Cost leadership, differentiation & focus; Porter's framework of competitive strategies; Concept of SBU 	7(7.1, 7.2, 7.3)	<p>management-i-fall-2006/</p> <p>Industry Mapping:</p>		
4	Strategic Analysis, Choice and Implementation	<ul style="list-style-type: none"> • Concept of strategic analysis and choice; BCG Matrix & GE-Nine Cell Planning grid. • Issues in strategy implementation, Integrating the functional plan and policies; Role of managers, Leadership, strategic control system & measurement; • Strategic Actions - Mergers, Acquisitions & Diversification 	<p>Strategic Management Azhar Kazmi, Adela Kazmi McGrawHill.</p> <p>Chapter – 5, 8(8.1, 8.3, 8.3), 14</p>	<p>International Standards: MIT Open Course: https://ocw.mit.edu/courses/15-902-strategic-management-i-fall-2006/</p> <p>Industry Mapping:</p>	15	Customer satisfaction survey: Questionnaire design.

**Submitted by Dr. Soumik Gangopadhyay, Dr. Sweta Kishore IEM Saltlake campus*

TEXTBOOK:

1. Strategic Management Azhar Kazmi, Adela Kazmi McGrawHill.

Reference Book:

1. Strategic Management Theory & Cases. An Integrated Approach Charles W.L. Hill/ Melissa A. Schilling, Gareth Jones, Cengage.

Subject Name: Data Analytics Skills for Managers

Credit: 4

Lecture Hours: 40

Subject Code: BBABB502

Pre-requisite: Basic knowledge of Mathematics and Statistics

Relevant Links:

[Study Material](#)

[Coursera](#)

[NPTEL](#)

[LinkedIn Learning](#)

[MIT Opencourseware](#)

COURSE OBJECTIVES:

1. To enable the students to understand fundamental concepts, terms and terminologies involved in data analytics, and to relate themselves with importance, role and application of data analytics in business domain.
2. To help the students understand data collection and data pre-processing strategies through the incorporation of case studies.
3. To enable students to identify three core types data analytical techniques i.e. exploratory, descriptive, and causal along with its nature and application.
4. To enable the students classify the application of appropriate analytical techniques in appropriate situation.

COURSE OUTCOMES:

CO1: Students will learn the basic & fundamental concepts of Data Analytics and its applications in different domains of business.

CO2: Students will be able to understand the intricacies of Data Analytics such as how it works, different statistical methods of Data Analytics, identify three core types of data analytical techniques i.e. exploratory, descriptive, and causal along with their application, how to deal with the critical issues related to data.

CO3: Students will be able to apply their knowledge of Data Analytics in dealing with the contemporary real world business problems effectively.

CO4: Students will be able to analyze business problems involving Data Analytics.

CO5: Students will be able to evaluate real world data to take efficient business decisions.

CO6: Students will be able to create newer ideas while dealing with the issues of Data Analytics and will also be able to ensure their overall development.

Course content:

Module Number	Topic	Sub-topics		Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment / Case-Study
M1	Introduction to Data Analytics	Data, Information, Knowledge, and Wisdom; Types of Data – Qualitative- Nominal-Ordinal and Quantitative- - Continuous – Discrete; Dimensions of Data Quality- Accuracy – Completeness – Consistency – Timeliness – Uniqueness – Validity; Data Science; Big Data –Sources, Types of Big Data–Structured – Unstructured – Semi-structured – Metadata; Characteristics of Big Data – Volume – Velocity – Variety – Veracity – Value; Data Analytics – Descriptive – Diagnostic – Predictive –	Big Data Fundamentals Concepts Drivers and Techniques: Thomas Erl, WajidKhattak and Paul Buhler- Prentice Hall Chapter 1	International Academia: https://ocw.mit.edu/courses/24-910-topics-in-linguistic-theory-laboratory-phonology-spring-2007/resources/lec9_1_stats/	10	1. Assignments on real life data processing. 2. Assignments on Big data. 3. Assignments on application of data analytics in business.

		Prescriptive; Applications of Data Analytics in Business – Production and Inventory Management – Sales and Operations Management – Finance and Investment – Marketing Research – Human Resource Management.				
M2	Descriptive Statistics	Measures of Central Tendency, Measures of Dispersion, Skewness and Kurtosis	<u>STATISTICAL METHODS - N G Das - McGraw Hill Education</u> Chapters 5,6,7	International Academia: https://ocw.mit.edu/courses/15-310-managerial-psychology-laboratory-spring-2003/resources/recitation08april1103simplestatistics1/	10	<ol style="list-style-type: none"> 1. Assignments on central tendency 2. Assignments on dispersion
M3	Basic Analysis Techniques	Statistical hypothesis generation and testing, t-test and z test	<u>Statistical Techniques in Business & Economics - Douglas A. Lind, William G. Marchal, Samuel A. Wathen – McGraw Hill Education</u> Chapter 10	International Academia: https://ocw.mit.edu/courses/6-780-semiconductor-manufacturing-spring-2003/resources/ln2estimation/	10	<ol style="list-style-type: none"> 1. Assignments on hypothesis formation 2. Assignments on z test and chi-square test 3. Application of statistical hypothesis in framing business decisions.

M4	Data Analysis Techniques	Correlation and Regression Analysis	<u>STATISTICAL METHODS - N G Das - McGraw Hill Education</u> Chapter 9	International Academia: https://ocw.mit.edu/courses/18-s096-topics-in-mathematics-with-applications-in-finance-fall-2013/resources/mit18_s096f13_lecnote6/	10	1. Assignments on regression 2. Numericals on correlation and covariance calculation
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TEXTBOOK:

1. [STATISTICAL METHODS - N G Das - McGraw Hill Education](#)
2. [Statistical Techniques in Business & Economics - Douglas A. Lind, William G. Marchal, Samuel A. Wathen – McGraw Hill Education](#)

REFERENCEBOOKS:

1. [Big Data Fundamentals Concepts Drivers and Techniques: Thomas Erl, Wajid Khattak and Paul Buhler- Prentice Hall](#)

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBABB502.1	3	3	3			3	2	
BBABB502.2	3	3	3			3	2	
BBABB502.3	3	3	3			3	3	
BBABB502.4	3	3	3			3	3	
BBABB502.5	3	2	3			3	3	
BBABB502.6	2	2	3			3	3	

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

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.	2.1.1 Ability to contribute towards problem solving methods, 2.1.2 Understanding a problem or issue belongs to which of the specialized areas of data analytics- Descriptive, Diagnostic, Predictive and Prescriptive.
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 influences the 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 suggesting 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)
PO6: Integration of Functions: Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1 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.
PO 7: 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 skill set as when required	7.1.2. Ability to implement the required knowhow as when necessity arises.

Subject Name: Consumer Behavior Credit: 6

Lecture Hours: 60

Subject Code: BBAMM503

Pre-requisite: Basic Knowledge of Marketing Management

Relevant Links:

[Study Material](#)

[Course Era](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

1. To make the students understand the fundamental concepts of consumer behavior and its various disciplines.
2. To equip students with knowledge of various models and frameworks to help understand consumer buyer behavior
3. To help students to analyze consumer’s behavior and use them in designing marketing strategies
4. To enable the students to understand the relevance of organizational buying behavior and how it is different from consumer behavior.

COURSE OUTCOMES:

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

Module number	Topic	Sub-topics	Text Book	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Consumer Behavior - Concept, Process	Unit 1: Understanding Consumer Behavior <ul style="list-style-type: none"> • Meaning & definition of Consumer Behavior • Marketing concept, societal marketing concept • Disciplines involved in the study of 	Text Book 1: L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior, 12e, Pearson	International Academia: (https://ocw.mit.edu/courses/15-483-consumer-finance-markets-product-design-and-fintech-spring-2018/) (https://ocw.mit.edu/course	16	Case Study on <ul style="list-style-type: none"> • Consumer Behavior Concept • Consumer Decision

		<p>consumer behavior</p> <ul style="list-style-type: none"> • Scope and importance of consumer behavior • Factors influencing consumer behavior <p>Unit 2: Consumer Decision Making</p> <ul style="list-style-type: none"> • Consumer buying decision making process & Situational influences • Routinized response, limited and extensive problem solving behavior • Low/high effort/involvement decision making <p>Unit 3: Diffusion of Innovation</p> <ul style="list-style-type: none"> • Concept of Diffusion, Innovation & Consumer Behavior • Adoption Process & Adopters - Types & characteristics 	<p>Chapter: 1</p> <p>Text Book 2: Satish K Batra & S H H Kazmi: Consumer Behaviour: Text and Cases, Excel Book</p> <p>Chapter: 1, 16, 18, 19, 20, 21, 22, 23</p>	<p>s/15-821-listening-to-the-customer-fall-2002/)</p> <p>AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p> <p>NPTEL: (https://nptel.ac.in/courses/110105054)</p>		<p>Making Process</p>
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2	Consumer as an Individual	<p>Unit 4: Consumer Motivation</p> <p>Unit 5: Consumer Perception</p> <p>Unit 6: Consumer Attitudes</p> <p>Unit 7: Consumer Learning</p> <p>Unit 8: Consumer Personality & Self Image</p>	<p>Text Book 1: L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior, 12e, Pearson</p> <p>Chapter: 3, 4, 5, 6</p> <p>Text Book 2: Satish K Batra & S H H Kazmi: Consumer Behaviour: Text and Cases, Excel Book</p> <p>Chapter: 4, 5, 6, 7, 8</p>	<p>International Academia: (https://ocw.mit.edu/courses/15-483-consumer-finance-markets-product-design-and-fintech-spring-2018/)</p> <p>(https://ocw.mit.edu/course/s/15-821-listening-to-the-customer-fall-2002/)</p> <p>AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)</p> <p>NPTEL: (https://nptel.ac.in/courses/110105054)</p>	24	<p>Case Study on</p> <ul style="list-style-type: none"> • Determinants of Consumer Behavior
3	Consumer as a Group Member	<p>Unit 9: Consumer as a part of Social & cultural Settings</p> <ul style="list-style-type: none"> • Influence of Groups-Reference groups • The Family & Consumer Behavior • Influence of Culture & Sub-culture 	<p>Text Book 1: L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior, 12e, Pearson</p> <p>Chapter: 9, 10, 11</p> <p>Text Book 2: Satish K Batra &</p>	<p>International Academia: (https://ocw.mit.edu/courses/15-483-consumer-finance-markets-product-design-and-fintech-spring-2018/)</p> <p>(https://ocw.mit.edu/course/s/15-821-listening-to-the-customer-fall-2002/)</p> <p>AICTE-prescribed syllabus:</p>	12	<p>Case Study on</p> <ul style="list-style-type: none"> • Culture & Consumer Behavior

			S H H Kazmi: Consumer Behaviour: Text and Cases, Excel Book Chapter: 11, 12, 13	(https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) NPTEL: (https://nptel.ac.in/courses/110105054)		
4	Organizational Buying Behavior	Unit 10: Organizational Buying Concept, Meaning & Characteristics of Organizational Buying Differences between Industrial Markets and Consumer Markets Differences between Organizational and Consumer Buying Factors influencing Organizational Buying Behavior Organizational Buying Decision Making Process	Text Book 2: Satish K Batra & S H H Kazmi: Consumer Behaviour: Text and Cases, Excel Book Chapter: 24	International Academia: (https://ocw.mit.edu/courses/15-483-consumer-finance-markets-product-design-and-fintech-spring-2018/) (https://ocw.mit.edu/courses/15-821-listening-to-the-customer-fall-2002/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) NPTEL: (https://nptel.ac.in/courses/110105054)	8	Case Study on • Organizational Buying Behavior

TEXT BOOK:

1. L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior, 12e, Pearson
2. Satish K Batra & S H H Kazmi: Consumer Behaviour: Text and Cases, Excel Book

REFERENCE BOOKS:

1. Michael Solomon: Consumer Behavior PHI
2. Ramanuj Majumder: Consumer Behavior, PHI



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University of Engineering & Management, Jaipur



Syllabus for BBA Admission Batch 2022

Subject Name: Brand and Retail Management

Credit: 6

Lecture Hours: 60

Subject Code: BBAMM504

Pre-requisite: Basic Knowledge of Marketing Management

Relevant Links:

[Study Material](#)

[Course Era 1 \(Brand\)](#)

[Course Era 2 \(Retail Management\)](#)

[NPTEL 1 \(Brand\)](#)

[NPTEL 2 \(Retail Management\)](#)

[LinkedIn Learning 1 \(Brand\)](#)

[LinkedIn Learning 2 \(Retail Management\)](#)

Infosys Springboard

COURSE OBJECTIVES:

1. To make the students understand the key principles and relevance of brand & branding by examining the brand concepts in real life settings by articulating the context of and the rationale for the application.
2. To make the students understand the process and the strategy for brand management, including how to establish brand identity and build brand equity.
3. To make the students understand the concepts and principles of retail management including retail market segmentation.
4. To understand the main decision making processes in retail operations.

COURSE OUTCOMES:

CO1: To be able to describe the different concepts and elements of brand & branding and its relevance in modern businesses.

CO2: To be able to apply concepts of Brand Management and knowledge of marketing practices to ensure enhanced brand equity and to develop effective branding strategy.

CO3: To be able to describe the different concepts and elements of retail management and its relevance in modern businesses.

CO4: To be able to evaluate the retail operational strategies of different retailers to understand what works effectively under different situations.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Brand & Branding Terms & Concepts	Introduction to Brand; Brand and Branding Basics; Relationship of Brands with Customers; Understanding Various Terms; Brand Names and Brand Extensions; Co-Branding and Corporate Branding; Brand Associations and Brand Image Issues associated with Effective Brand Name; Building. Successful Brands.	Brand Management – Principles and Practices by Kirti Dutta. Oxford University Press Chapter – 1, 2	International Academia: https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/resources/mit15_810f10_lec10/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf Industry Mapping: Importance of building successful brands. What type of branding activity organization will go ahead with related to their products	15	<ul style="list-style-type: none"> • Case Study on Maggi Noodles. • Case Study on Lux – Symbolizing Beauty

2	Brand Selection & Management of Brand	Brand Loyalty; Brand Relationship; Brand Equity; Brand Value; Brand and Consumer Buying Process; Consumer Search for Brand Information; Brand positioning; Added Values Beyond Functionalism; Brand Personality; Branding to make Tangible the Intangible. Brand Management	Brand Management – Principles and Practices by Kirti Dutta. Oxford University Press Chapter – 3,4, 7, 8	International Standards https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/resources/mit15_810f10_lec10/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf Industry Mapping: Brand equity and how organizations build it over time. Effective brand positioning strategy to be able to influence consumer purchase decision making process	10	<ul style="list-style-type: none"> • Case Study on building a brand (for e.g. Nykaa) • Case study on consumer behavior and brand buying decisions • Case study on brand positioning
3	Retailing & Retail Management	Concept and Scope of Retailing; Growth and importance; Trends in Retailing in India Retail Formats: Concepts, Theories & Classification Retail Organization and Management Strategic Retail Planning; Market segmentation, Targeting & Positioning in Retail; Consumer Behavior in Retailing	Retail Management: Text and Cases by Giri, Paul & Chatterjee. PHI Chapter – 1,2, 3, 4, 5	International Standards https://ocw.mit.edu/courses/11-433j-real-estate-economics-fall-2008/resources/wk6/ https://ocw.mit.edu/courses/15-390-new-enterprises-spring-2013/resources/mit15_390s13_lec07/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf Industry Mapping: Importance of strategic retail planning STP in retail operations	8	<ul style="list-style-type: none"> • Case study on retail organization • Case study on market segmentation for upcoming mall
4	Retail operations management	Retail Strategy Retail location Management,	Retail Management: Text and Cases	International Standards https://ocw.mit.edu/courses/11-433j-real-estate-economics-fall-2008/resources/wk6/	10	<ul style="list-style-type: none"> • Case study on “Zara” • Case study on “Marks

	<p>Merchandising & Category Management, Store Planning Retail Store Operations</p> <p>Retail Marketing Retail Sales Techniques and Promotion: Advertising communications and promotion, Consumer and Retail Sales promotion techniques Retail Selling.</p>	<p>by Giri, Paul & Chatterjee. PHI</p> <p>Chapter – 6, 7, 8, 9, 10, 16, 17, 18</p>	<p>https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/resources/mit15_810f15_114_promotion/</p> <p>AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf</p> <p>Industry Mapping: Understanding the operations of a retail store starting from retail location search</p>	<p>and Spencer”</p> <ul style="list-style-type: none"> • Case study on McDonald’s promotion strategy in India.
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TEXT BOOK:

1. Brand Management – Principles and Practices by Kirti Dutta. Oxford University Press
2. Retail Management: Text and Cases by Arunangshu Giri, Pradip Paul & Satakshi Chatterjee. PHI

REFERENCE BOOKS:

1. Strategic Brand Management by Keller, Swaminathan, Parameswaran and Jacob. Pearson
2. Retail Management by Nayak and Dash. Cengage
3. Retail Management – A Strategic Approach by Berman, Evans, Chatterjee, and Srivastava
4. Retail Management by Bajaj Tuli, and Srivastava. Oxford University Press

Subject Name: Services Marketing

Credit: 4

Lecture Hours: 60

Subject Code: BBAMM505

[Study Material](#)

[MIT Open courseware](#)

[NPTEL](#)

LinkedIn Learning

COURSE OBJECTIVES:

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 OUTCOMES:

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.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International	Lecture Hours	Corresponding Lab/Case Study Assignment
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				Academia		
1	Fundamentals of Services	1. 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, price, place, promotion, physical evidence, people & process.	Services Marketing The Indian Context, R. Srinivasan Chapter – 1,2,3	<i>International Academia:</i> MIT OpenCourse: https://ocw.mit.edu/courses/15-356-how-to-develop-breakthrough-products-and-services-spring-2012/ <i>Industry Mapping:</i> <i>Industry Lecture</i>	12	Case study on “Café Coffee Day”
2	Consumer behavior & 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	Services Marketing The Indian Context, R. Srinivasan Chapter - 4	<i>International Academia:</i> MIT OpenCourse: https://ocw.mit.edu/courses/15-356-how-to-develop-breakthrough-products-and-services-spring-2012/ <i>Industry Mapping:</i>	11	Case study on “A day in a Hospital”
3	Designing, Managing Services	Foundations of pricing, How service prices are different, Approaches to pricing, Designing service delivery system, Service blue Printing, Strategies formatching	Services Marketing The Indian Context, R. Srinivasan Chapter – 5, 6, 8, 9	<i>International Standards:</i> MIT Open Course: https://ocw.mit.edu/courses/15-356-how-to-develop-breakthrough-	18	Case study on “Thomas Cook- To Be or Not to Be?”

		capacity & demand, Physical evidence, Servicescapes- types and role, customer response to environment, Critical importance of service employees, Problems and difficulties of boundary-spanning roles.		products-and-services-spring-2012/ <i>Industry Mapping:</i>		<i>“Campaign Design- Green Walk”</i>
4	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.	Services Marketing The Indian Context, R. Srinivasan Chapter - 10	<i>International Standards:</i> MIT Open Course: https://ocw.mit.edu/courses/15-356-how-to-develop-breakthrough-products-and-services-spring-2012/ <i>Industry Mapping:</i>	19	Customer satisfaction survey: Questionnaire design.

**Submitted by Dr. Soumik Gangopadhyay, IEM Saltlake campus*

TEXTBOOK:

1. Services Marketing The Indian Context, R. Srinivasan. PHI.

Reference Book:

1. Services Marketing Text and Cases 2^{ed} ed. Vinnie Jauhari, Kirti Dutta. Oxford.

Subject Name: Human Resource Planning

Credit: 6

Lecture Hours: 60

Subject Code: BBAHR503

[Study Material](#)

[MIT Open course ware](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

1. To make the students understand the importance of Planning in the field of Human Resource Management and to study techniques of HR-forecasting.
2. To help students understand the value of Human Resource Information System, Job Analysis, HR Audit, HR Accounting and enable them to understand their importance.
3. To introduce the fundamentals of Career Planning, Succession Planning and their importance in organizational and personal life.
4. To understand the logic of designing an effective Human Resource Planning (HRP) and to emphasize the need for applying their knowledge of HRP in the different fields of Human Resource Management.

COURSE OUTCOMES:

CO 1: Learn the fundamental concepts of Human Resource Planning (HRP) and its importance in the practical world.

CO 2: Understand the value of identifying, defining, and solving Human Resource Planning related problems with the concept of HRIS, HR Audit, HR Accounting and other areas.

CO 3: Be able to apply the knowledge of HRP in solving the contemporary human Resource Management related issues and will get some wider exposure with respect to Career Planning and Succession Planning.

CO 4: Be able to analyze the different methods and techniques of HR Planning while solving real life problems and will be able to achieve the goal of their overall development.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment	Text book Chapter No.
1	Basic Concept & Forecasting	<p>Basic Concept – Brief idea about Human Resource Planning or HRP, Importance of HRP, Objectives of HRP, Process of HRP, Responsibility for HRP, Limitation of HRP, how to do Effective HRP, Case Study</p> <p>Forecasting – Concept of forecasting, Types of forecasting, Techniques of forecasting - Trend Analysis, Work Load Analysis, Markov Analysis, Manpower Gap Analysis, Job Analysis, Manpower Inventory Analysis, Staffing Table, Replacement Chart, Practical Problem Solving</p>	<p>International Academia: MIT.Edu</p> <p>Industry Mapping: Aligning HR planning with organizational strategy, utilizing trend analysis and workload analysis for future staffing needs, Identifying, and addressing manpower gap</p>	10	Case Study on concepts of a real-world scenario to understand the HRP process and its effectiveness	Chapter-5 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)
2	Human Resource Information System, Job Analysis & Measurement of Human Resource Planning	<p>Human Resource Information System – Concept and Procedures, Case Study and Preparation of HRIS for an organization</p> <p>Job Analysis - Job Analysis - Concepts, Process, Job Description, Job Specification, Limitations; Job Evaluations – Concepts, Methods, Limitations, Case Study</p> <p>Measurement of Human</p>	<p>International Academia: MIT.Edu</p> <p>Industry Mapping: Developing and managing HR information systems, conducting job descriptions, specifications, and evaluations, Measuring the effectiveness and efficiency of HR practices</p>	18	Case Study on concepts of HRIS for an organization and perform a job analysis with job descriptions and evaluations	Chapter-4 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)

		Resource Planning- HR Audit and HR Accounting				
3	Career Planning & Succession Planning	<p>Career Planning – Concept of Career Planning, Career Anchor, Career Path, Career Goal, Career Development and Career counseling, Career Stages, how do people choose career, Career Planning vs. human Resource Planning, Process of Career Planning</p> <p>Succession Planning – Concept of succession planning, Replacement Chart</p>	<p>International Standards MIT.Edu</p> <p>Industry Mapping: Structuring career paths and development plans, preparing for future leadership needs, Providing guidance to employees for career progression</p>	10	Case Study on concepts of career development plan and a succession planning chart for a hypothetical organization	Chapter-11 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)
4	Application of HRP in Different Areas	Application of HRP in Different Areas – Recruitment, Redundancy, Training, Career Plan	<p>International Standards MIT.Edu</p> <p>Industry Mapping: Applying HRP to attract and develop talent, Handling workforce reduction effectively, Aligning career plans with organizational needs</p>	10	Case Study on concepts of how to apply various HR functions such as recruitment, redundancy, and training in a given scenario	Chapter-6,7 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)

Submitted by Prof. Dr. Saikat Chakrabarti & Prof. Manali Chowdhury

TEXTBOOK: 1. [Human Resource Management Text and Cases: V.S.P. Rao, Excel Books](#)

TEXTBOOK: 2. [Essentials of Human Resource Management: T.N.Chhabra& Monica S. Chhabra: Sun India's Publication](#)

REFERENCE BOOKS:

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

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBAHR503 CO1		3	2			2	2	
BBAHR503CO2		3	3			3	2	
BBAHR503CO3		3	3			2	2	
BBAHR503CO4		3	3			3	2	

1=Low (Slight)

2=Moderate (Medium)

3=Substantial (High)

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 organization/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 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.

Virtual Reference Collection: Open Course Ware (OCW) - [Library for All Open Course Ware Links](#)

Subject Name: Human Resource Development

Credit: 6

Lecture Hours: 60

Subject Code: BBAHR504

[Study Material](#)

[MIT Open course ware](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

1. To make the students understand the basic concept of Human Resource Development and Training.
2. To help students understand the value of the practical applications of training in terms of preparing Training Budget and Evaluating Training Programme.
3. To introduce the fundamentals of concept of Management Development Programme (MDP) and different techniques of MDP their importance in organizational and personal life.
4. To understand the logic of designing specialized training and to emphasize the need for applying their knowledge of HRD in the different fields of Human Resource Management.

COURSE OUTCOMES:

CO 1: Learn the fundamental concepts of Human Resource Development (HRD) and its importance in the practical world.

CO 2: Understand the value of identifying, defining and solving real-life problems like Preparation of training Budget and Evaluation of Training Programme.

CO 3: Be able to apply the knowledge of HRD in solving the contemporary human Resource Management related issues and will get some wider exposure with respect to identify the differences between general training programmes and MDPs , different techniques of MDPs etc. as the case may be.

CO 4: Be able to analyze the different methods and techniques of Human Resource Development while solving real life problems and will be able to achieve the goal of their overall development.

Module Number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment	Text Book Chapter No.
1	Basic Concept	<p>Basic Concept of Human Resource Development : Meaning, Scope , Importance and Purpose of HRD</p> <p>Concept of Training - Introduction, concept of training , objectives of training, need of training , concept of development , difference between training and development, case study</p> <p>Types of Training - Induction training, supervisory training , apprenticeship training, managerial training, workers' education programme , practical application</p> <p>Method of Training – On-the-job training and off-the-job training, difference between On-the-job training and off-the-job training, some important training methods - Lecture Method, case study method, role-playing method, management games, practical assignment methods, brainstorming.</p>	<p><i>International Academia:</i> MIT.Edu</p> <p><i>Industry Mapping:</i> Continuous learning and skills enhancement, Strategies for facilitating employee growth</p>	20	1. Case Study on concepts of Human Resource Development.	Chapter-9 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)

2	Training Evaluation, Budget & Training Calendar	<p>Training Evaluation Methods: The Kirkpatrick Four-Level Approach, Kaufman's Five Levels of Evaluation of Training Impact, The CIRO Approach to Evaluate Training Impact, and The Philip's Five Level ROI Framework to Evaluate Training.</p> <p>Training Budget and Training Calendar– Concept, Practical - preparation of training budget and training calendar, Selection of key resource persons for a training.</p>	<p><i>International Academia:</i> MIT.Edu</p> <p><i>Industry Mapping:</i> Assessing the impact of training programs, Allocating financial resources for training, Organizing training sessions throughout the year</p>	10	1. Case Study on concepts of evaluation of training, preparing budget for training, designing training calendar.	Chapter-9 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)
3	Management Development Programme (MDP)	<p>Management Development Programme – Concept of MDP, Objectives, Steps of MDP, Case Study</p> <p>MDP Techniques: Job rotation, assistant to position, project on board, classroom, hands-on, MDP audit , Practical Session on preparation of a questionnaire to identify the MDP needs of an organization</p>	<p><i>International Standards</i> MIT.Edu</p> <p><i>Industry Mapping:</i> Enhancing leadership skills of managers, Developing senior management capabilities.</p>	15	2. Case Study on concepts and designing of MDP	Chapter-10 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)

4	Emerging Areas & Specialized Training	<p>Emerging Areas: Green HRM, Work-life-balance, competency mapping, multi skilling, and knowledge employee, learning organization.</p> <p>Career Development : Concept of Career Development, Individual Career Development and Organizational Career Development, Career</p> <p>Specialized Training: E-learning, HRIS, CBT, OBEL, Managerial Grid Training, Sensitivity Training, and Practical: Designing an OBEL for the executives of an organization.</p>	<p>International Standards MIT.Edu</p> <p>Industry Mapping: Integrating environmental management into HR, Structured career growth paths, Technology-based learning solutions</p>	15	3. Case Study on concepts of conventional and specialized employees training methods.	Chapter 11 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)
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Submitted by Prof. Dr. Saikat Chakrabarti & Prof. Manali Chowdhury

TEXTBOOK: 1. [Human Resource Management Text and Cases: V.S.P. Rao, Excel Books](#)

TEXTBOOK: 2. [Essentials of Human Resource Management: T.N.Chhabra& Monica S. Chhabra: Sun India's Publication](#)

REFERENCE BOOKS:

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

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBAHR504 CO1		3	2			2	3	
BBAHR504 CO2		3	3			3	2	
BBAHR504 CO3		3	3			2	3	
BBAHR504 CO4		3	3			2	3	

1=Low (Slight) 2=Moderate (Medium) 3=Substantial (High)

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	3.2.1 Reaching to a solution and evaluating

an optimal solution to a given managerial problems	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 organization/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 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.



University of Engineering and Management
Institute of Engineering & Management, Salt Lake Campus
Institute of Engineering & Management, New Town Campus
University of Engineering & Management, Jaipur



Syllabus for BBA Admission Batch 2024

Subject Name: Employment Compensation and Administration Credit: 6 Lecture Hours: 72

Subject Code: BBAHR505

[Study Material](#)

MITOpenCourseWare

NPTEL

LinkedIn Learning

COURSE OBJECTIVES:

1. To enable the students to understand and remember the fundamental concepts and theories of compensation and benefits
2. To be able to apply the concepts and principles with an understanding of the challenges in the corporate world.
3. To be able to analyze the risks and challenges pertaining to latest trends in compensation and benefits realm and take steps to mitigate them.
4. To enable students to evaluate the return on investment in every step of reward management and design compensation structures or total reward management structures keeping in mind the nitty-gritties of the industry.

COURSE OUTCOMES:

CO 1: Students will be able to understand the fundamental concept of compensation/ reward management and its importance in the practical world.

CO 2: Students will be able to identify, define and solve reward management related problems.

CO 3: Students will understand the contemporary issues and will get some wider exposure with respect to the global perspective.

CO 4: Demonstrate how the different concepts of compensation management get practiced in organizations and evaluate them to identify scope of improvement.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Text Book	Corresponding Lab Assignment
1	Job Evaluation	Concept of Job Evaluation, Process of Job evaluation, Job evaluation methods, Case Study	<p><i>International Academia:</i> https://ocw.mit.edu/courses/15-270-ethical-practice-leading-through-professionalism-social-responsibility-and-system-design-spring-2016/</p> <p><i>Industry Mapping:</i> Industry specific managerial skills and roles.</p>	12	Chapter – 14, Human Resource Management by V.S.P Rao, 2 nd Edition Excel Publications	1. Case Study on role of a job evaluation for better business outcomes.
2	Compensation Administration	Introduction to Compensation Administration, Determining Pay rates, Components of pay structure in India, factors influencing compensation levels, choices in designing a compensation system, Managerial compensation, Case Study	<p><i>International Academia:</i> https://ocw.mit.edu/courses/9-00sc-introduction-to-psychology-fall-2011/resources/reward-value-and-delayed-gratification/</p> <p><i>Industry Mapping:</i> Optimum allocation</p>	20	Chapter – 16, Human Resource Management by V.S.P Rao, 2 nd Edition Excel Publications	2. Case Study on Compensation Crisis

			of available resources for an organization to meet intrinsic needs of employees.			
3	Wage and Salary Administration	Wage and Salary Administration, Wage policy in India, Fixation and regulation of wages, wage differentials, Methods of wage payment	<p>International Standards</p> <p>https://ocw.mit.edu/courses/15-667-negotiation-and-conflict-management-spring-2001/</p> <p>Industry Mapping: In the present day dynamic business environment, identifying the skills to be best suited for the competitive business</p>	20	Chapter – 16, Human Resource Management by V.S.P Rao, 2 nd Edition Excel Publications Chapter – 8, 9, Reward Management: Concepts and Practices for Modern Organizations, by Diganta Chakrabarti, Cengage Publication Chapter – 10, Reward and Compensate, Human Resource Management by Amitava	3. Case Study on the impact of compensation strategy

					Sengupta, Cengage Publication	
4	Incentives and Employee Benefits	Incentive plans, Individual Incentives, Team based incentive plans, Organization Wide incentive plans, incentive schemes for indirect workers, Fringe Benefits	International Standards https://ocw.mit.edu/courses/15-316-building-and-leading-effective-teams-summer-2005/resources/leader_dev/ Industry Mapping: Employee motivation, Approach to leadership, Organizational change	20	Chapter – 17, Human Resource Management by V.S.P Rao, 2 nd Edition Excel Publications	4. Case study on the concept of perceived fairness in organization 5. Case study on the incentive issues

Submitted by Piyali Banerjee

TEXTBOOK:

1. Human Resource Management by V.S.P Rao, 2nd Edition Excel Publications

2. Reward Management: Concepts and Practices for Modern Organizations, by Diganta Chakrabarti, Cengage Publication
3. Human Resource Management: concepts, Practices and New Paradigms by Amitava Sengupta, 2nd Edition, Cengage Publication

REFERENCE BOOKS:

1. Human Resource Management: Text and Cases, 10th Edition, K. Aswathappa and Sadhna Dash, McGraw Hill
2. Human Resource Management. 16th ed, Gary Dessler and Biju Varkkey. Pearson

LinkedIn Learning:

1. https://www.linkedin.com/learning/human-resources-compensation-and-benefits?trk=share_android_course_learning&shareId=6pW4fXuFR1e5ICPDQHhDcg%3D%3D
2. https://www.linkedin.com/learning/understanding-your-compensation-and-benefits?trk=share_android_course_learning&shareId=Q9jxQ7xeQXyuKccTm7AdJw%3D%3D

NPTEL:

Performance and Reward Management

<https://nptel.ac.in/courses/110105137>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBAHR505- CO1	3		2		2	3		3
BBAHR505- CO2	1		3	2	2	2		3

BBAHR505-CO3			2	2	3	2		3
BBAHR505-CO4	3		2	2	3	2		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 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 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 communication	4.1.1 Ability to choose appropriate words while 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
PO5 :: 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
<p>6.1 Demonstration of the ability to identify gaps in a business strategy ,and to be able to close the gaps.</p> <p>6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.</p>	<p>6.1.1. Continuation of Professional development and observational skills,</p> <p>6.1.2. Using rational approach towards an issue.</p> <p>6.2.1. Ability to study the changes in preferences of customers</p> <p>6.2.2. Study in the changes in political space & professional environment.</p>
<p>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.</p>	
Competency	Indicators
<p>8.1 To demonstrate the ability to identify that there is a moral dilemma in professional space.</p> <p>8.2 Demonstration of the ability to solve the moral dilemma in professional space.</p>	<p>8.1.1. The ability to identify the confusion or the dilemma that is inexistence.</p> <p>8.2.1. Ability to select the best path that will serve to a big interest of the stakeholders and the society.</p>

Subject Name: Financial Management

Credit: 6

Lecture Hours: 60

Subject Code: BBAFM504

[Study Material](#)

[MIT Opencourseware](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

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

COURSE OUTCOMES:

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.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Financial Management	<ul style="list-style-type: none"> • Concept, nature and scope of financial management • Objectives of financial management • Time value of money 	Financial Management. Subrata Kar and Nimai Bagchi Chapter - 1	https://www.coursera.org/specializations/financial-management	10	1. Case Study on Time Value of Money.
2	Investment Decisions	<ul style="list-style-type: none"> • Analysis of Risk and Uncertainty • DCF and Non DCF methods of investment Appraisal • Project selection on the basis of Investment Decisions • Valuating Investment Proposals for Decision Making. • Capital Rationing 	Financial Management. Subrata Kar and Nimai Bagchi Chapter - 7	https://www.coursera.org/learn/finance-fundamentals	20	2. Case Study on Capital Budgeting decisions
3	Financing Decision	<ul style="list-style-type: none"> • Sources of capital • Cost of capital • Leverage Analysis: Developing the Concept of Leverage in Finance • Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage 	Financial Management. Subrata Kar and Nimai Bagchi Chapter - 6	https://www.coursera.org/learn/corporate-finance-two	20	3. Case Study on Cost of Capital
4	Dividend Decision	<ul style="list-style-type: none"> • Introduction to dividend policy • Nature of dividend • Types of dividend • Determinants of dividend policy • Dividend Policy models- Walter's model and Gordon's model 	Financial Management. Subrata Kar and Nimai Bagchi Chapter - 8	https://www.coursera.org/learn/corporate-finance-two	10	4. Case Study on concepts of dividend.

TEXTBOOK: 1) Financial Management. Subrata Kar and Nimai Bagchi

REFERENCE BOOKS:

- 1) Financial Management. I.M.Pandey
- 2) Financial Management. Text, Problems and Cases.

M.Y.Khan and P.K.Jain

Subject Name: Indian Financial System

Credit: 6 Lecture Hours: 60

Subject Code: BBAFM505

[Study Material](#)

[MIT Opencourseware](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

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

COURSE OUTCOMES:

- 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 be able to classify the financial services on the basis of its use and availability in the current situation.
- CO 4: Students will learn to assess the need and importance of Credit Rating in today's world and learn about other financial services.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Financial System and its components	<ul style="list-style-type: none"> Financial system, Significance of Financial System Functions of Financial system Financial institutions Financial markets Financial instruments Financial services Financial regulators Structure of Indian Financial system 	Indian Financial System, Nayak & Sana Chapter-1	https://www.coursera.org/learn/financial-markets-global	15	
2	Money Market	<ul style="list-style-type: none"> Definition, Money Market and its Features, Objectives, functions and importance of money market Features of a Developed Money Market. Features of Indian Money Market. Structure of Indian Money Market. Money Market Instruments. 	Indian Financial System, Nayak & Sana Chapter-2	https://www.coursera.org/learn/financial-markets-instruments	15	Assignment on stock trading
3	Capital Market	<ul style="list-style-type: none"> Concept of capital market Features of Indian capital market Functions and importance Primary market Secondary market Main constituents of Indian Capital Market Financial instruments of capital market 	Indian Financial System, Nayak & Sana Chapter-3	https://www.coursera.org/learn/financial-markets-global	15	Assignment on stock trading

4	Financial Services	<ul style="list-style-type: none"> • Meaning of Financial service – Features • Fee Based and Fund based Financial Services: Concept – Merchant Banking • Credit Rating 	Indian Financial System, Nayak & Sana Chapter-5	https://www.coursera.org/learn/fundamentals-of-credit-analysis	15	
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TEXTBOOK: 1. Indian Financial System, Nayak & Sana

REFERENCE BOOKS:

1. Reference: Indian Financial System, M.Y. KHAN