



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



**Model Curricular Framework for UG**  
**Degree in Bachelor in Business**  
**Administration (BBA), Bachelor in**  
**Business Administration (Honours) &**  
**Bachelor in Business Administration**  
**(Honours with Research)**  
**(Under AICTE)**

**Following the guidelines of NEP 2020**

**GENERAL COURSE STRUCTURE & THEME**

**A. Definition of Credit:**

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

**B. Course code and definition:**

Course code	Definitions
L	Lecture
T	Tutorial
P	Practical
CC	Core Courses
AEC	Ability Enhancement Courses
MDE	Multi-Disciplinary Elective course
VAC	Value added Courses
SEC	Skill Enhancement courses
DSE	Discipline Specific Elective
OE	Open Elective

**Course Name:** Bachelor in Business Administration, Bachelor in Business Administration (Honours) and Bachelor in Business Administration (Honours with Research)

**Course Level/Duration/System:** Undergraduate / Three or Four years/6 or 8 Semesters with multiple entry and exit. The following option will be made available to the students joining BBA Research Program:

- a. **One year:** Under Graduate Certificate in Business Administration
- b. **Two years:** Under Graduate Diploma in Business Administration
- c. **Three years:** Bachelor in Business Administration (BBA)
- d. **Four years:** Bachelor in Business Administration with Honours: BBA (Honours) and Bachelor in Business Administration Honours with Research: BBA (Honours with Research)

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

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

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

### Semester wise Structure and Curriculum for UG Course in BBA

Paper Code	Paper Name	Type	Credit
BBABB301	Cost & Management Accounting	Th.	4
BBABB302	Legal & Ethical issues in Business	Th.	4
BBABB303	Human Resource Management	Th.	4
BBABB304	Management Information System	Th.	4
BBABB305	Sales & Distribution Management	Th.	4
BBABB381	Indian Systems of Health and Wellness	Sess.	2
BBABB382	Disaster Management	Sess.	2
BBABB383	Project on Entrepreneurship	Pr.	2
BBABB384	Negotiation Skills	Sess.	1
VAC	Corporate Communication	Sess.	0
BBAESP301	GS & CA - III	Th.	2
BBASDP381	CAT - III	Sess.	1
<b>Total</b>			<b>30</b>

**Note:** ^Indian Knowledge System: Indian Culture and Civilization Indian Vision for Human

Society Indian Science Indian Town Planning and Architecture Indian Mathematics and Astronomy Indian Aesthetics Indian Health, Wellness

\*Indian Languages: Sanskrit/Hindi/All Regional languages Foreign Languages: Spanish/German/French/Korean/Mandarin

SL No	Subject Type	Code	Subject Name	Credit/Point/Number
12		IFC	Industry & Foreign Certification (IFC)	At least 3 certificates need to be earned in each semester. Total min 20 certificates required in 4 years program
13			Mandatory Additional Requirements (MAR)	As per University norms
14	MOOCs	MOOCs	At least 1 MOOCs course from Swayam Platform	20 credits need to be earned in 4 years program

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

## **Syllabus for BBA Admission Batch 2023**

**Subject Name:** Cost & Management Accounting      **Credit:** 4      **Lecture Hours:** 40

**Subject Code:** BBABB301

**Pre-requisite:** Basic Knowledge of Cost and Financial Management

[Study Material](#)

[COURSERA](#)

[MIT Opencourseware](#)

[NPTEL](#)

[LinkedIn Learning](#)

### **COURSE OBJECTIVES:**

1. To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material, Labour and Overhead cost.
2. To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information
3. To provide with the basic understanding of budgetary control.
4. To develop the knowledge of the learners to understand and prepare a management report.

**COURSE OUTCOMES:**

CO 1: Student should be able Interpret the relevant theories of cost accounting and prepare Cost sheet and along with the implication of material and labor costing in the preparation of Cost sheet.

CO 2: Students should be able to understand the implication of ratio analysis.

CO 3: Students should be able to understand the concept of Marginal costing and its implication.

CO 4: Students will be able to develop and design effective Cash flow analysis and Interpret the financial statements for managerial decision making and preparation of management report.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1.	<b>Introduction to Cost and management accounting</b>	Definitions, features, objectives, functions, scope, advantages and limitations. Relationship and differences between Cost accounting, Management accounting and Financial Accounting. Cost Concepts-Cost classification – Elements of cost - Preparation of cost sheet and quotation. Material cost- direct and indirect material cost, Inventory control techniques-stock levels, EOQ, ABC analysis. Issue of materials to production pricing methods-FIFO, LIFO and Average methods. Labor cost: direct and indirect labour cost-methods of payment of wages including incentive plans -Halsey and Rowan plans, Tailors Piece Rate method. Overheads: features, classification,	Cost and Management Accounting By M N Arora (Himalaya Publication House) Chapters – 1, 2,3,4 , 5 & 6	<p><i>International Academia: <a href="http://MIT.Edu">MIT.Edu</a></i></p> <p><i>Industry Mapping: Understanding the relevance of cost accounting in the industry and its need</i></p> <p><i>International Academia: <a href="http://MIT.Edu">MIT.Edu</a></i></p> <p><i>Industry Mapping: Preparing store ledger accounts, inspection of store ledger accounts, implementation of inventory control system.</i></p> <p><i>AICTE curriculum</i></p>	12	<p>1. Case Study on basic accounting</p> <p>2. Practical example from the industry how store ledger are kept</p> <p>Link: <a href="https://www.hbs.edu/faculty/Pages/item.aspx?num=43888">https://www.hbs.edu/faculty/Pages/item.aspx?num=43888</a></p>

		methods of allocation and apportionment of overheads, primary and secondary distributions		: <a href="https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf">https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf</a>		
2	<b>Financial Statement Analysis</b>	Comparative Income Statements and Balance Sheets- Common Size Income Statements and Balance Sheet analysis- Trend Analysis. Ratio Analysis – Introduction, Classification & Interpretation of Ratios-Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios	Cost and Management Accounting By M N Arora (Himalaya Publication House) Chapters – 15	<i><a href="https://ocw.mit.edu/courses/15-963-management-accounting-and-control-spring-2007/pages/calendar/">https://ocw.mit.edu/courses/15-963-management-accounting-and-control-spring-2007/pages/calendar/</a></i> <i>AICTE curriculum</i> : <a href="https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf">https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf</a>	10	.Case Study on ratio analysis

3	<b>Marginal Costing and Budgetary control</b>	Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between Marginal costing and Absorption costing - Break Even Analysis-Meaning and Importance - Break even chart- P/V ratio - Cost Volume Profit Analysis-Margin of Safety-Angle of Incidence-Problems in Marginal costing. Budgets - Meaning and importance - Budgetary Control-Meaning and Importance-Types of Budgets, practical problems - Flexible Budget and cash Budget	Cost and Management Accounting By M N Arora (Himalaya Publication House) Chapters – 10 & 12	<i>International Standards</i> <a href="http://MIT.Edu">MIT.Edu</a>  <i>AICTE curriculum</i> : <a href="https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf">https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf</a>	10	Relevant case study
4	<b>Cash flow statement and Management Reporting</b>	Introduction- Concept of Cash- Sources of cash flow Cash from operation- cash from Financing and cash from investment- Inflow and outflow of cash- Preparation of cash flow statements with adjustments. Management Reporting – Meaning and Definitions of reports- Objectives and Purpose Reports to top level management – Reports to	Cost and Management Accounting By M N Arora (Himalaya Publication House) Chapters – 17	<a href="https://ocw.mit.edu/courses/15-963-management-accounting-and-control-spring-2007/pages/calendar">https://ocw.mit.edu/courses/15-963-management-accounting-and-control-spring-2007/pages/calendar</a>  <a href="https://ocw.mit.edu/courses/15-963-">https://ocw.mit.edu/courses/15-963-</a>	8	Relevant case study

		lower level management- Sample Reports		<a href="https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf">management-accounting-and-control-spring-2007/resources/lec19</a> <i>AICTE curriculum</i> : <a href="https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf">https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf</a>		
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**\*Submitted by Prof. Ajanta Ghosh, IEM Saltlake Campus; Prof. Abhijit Ghose, IEM Saltlake Campus \***

#### **TEXTBOOK:**

9. Arora, M. N. Cost and Management Accounting, New Delhi: Himalaya Publishing House.
10. Jain, S.P., & Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers.
11. Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services

#### **REFERENCE BOOK:**

12. Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.
13. Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi: Tata McGraw Hill Education



**University of Engineering and Management**  
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University of Engineering & Management, Jaipur

Syllabus for BBA Admission Batch 2023

**Subject Name:** Legal and Ethical issues in business      **Credit:** 4      **Lecture Hours:** 48

**Subject Code:** BBABB302

**Relevant Links:**    [Study Material](#)    [COURSERA](#)    [MIT Opencourseware](#)    [NPTEL](#)    [LinkedIn Learning](#)

**COURSE OBJECTIVES:**

1. The course aims to provide students with the understanding of key legal and ethical issues in the business context of India
2. The course will help students analyze ethical dilemmas in business decisions
3. The course will help the students understand the legal and regulatory aspects of business ethics that concern the financial, competitive and charitable responsibilities of organisations.
4. The course will help the students gain knowledge about the ways in which organizational and individual factors impact business ethic

**COURSE OUTCOMES:**

- CO 1: Students will be able to apply ethical theories for business decision making.
- CO 2: Students will be able to understand legal processes from a business perspective.
- CO 3: Students will be able to understand the different laws governing business practices.
- CO 4: Students will be able to analyse current legal and ethical trends in business management.

Module number	Topic	Subtopics	Mapping with Industry and International Academia	Lecture Hours	Textbook	Corresponding Lab Assignment
Unit-I	Introduction to Business Law	Business law – definition, scope, importance of understanding the role of law in business; Elements of a contract – offer and acceptance, consideration, contractual capacity; Essentials of a valid contract; Types of contracts; Performance obligations; Types of contract breaches and remedies; Product liability and consumer protection laws; Business torts; Employment law	<b>International Academia</b> <a href="https://ocw.mit.edu/courses/11-166-law-social-movements-and-public-policy-comparative-and-international-experience-spring-2012/">https://ocw.mit.edu/courses/11-166-law-social-movements-and-public-policy-comparative-and-international-experience-spring-2012/</a> <b>Mapping with Industry</b> Understanding of Legal	12	Business Regulatory Framework - P.Saravanel, S.Balakumar, R.Mukherjee; Himalaya Publishing House Modules I, II	Case study 1.Balfour vs Balfour (1919)

			Issues related to business			
Unit-II	Sales and Leases	Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performance and remedies, Warranties and Product liability; Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course; Liability and discharge	<b>International Academia</b> <a href="#">Law for the Entrepreneur and Manager   Sloan School of Management   MIT OpenCourseWare</a> <b>Mapping with Industry</b>	12	Business Regulatory Framework , P.Saravanel, S.Balakumar, R.Mukherjee; Himalaya Publishing House Modules III & IV	Assignment based on laws governing Contracts & Negotiable instruments

			Concepts of Sales and Leases			
Unit-III	Introduction to Business Ethics	<p>The definition and importance of business ethics, business ethics in the Indian context; Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporate social responsibility; Environment &amp; business; Issues related to Business Ethics in marketing, finance &amp; human resource functions. Ethical responsibilities of multinational corporations; Ethical dilemmas facing businesses globally including issues related to discrimination, human rights, environmental impact, and intellectual property.</p>	<p><b>International Academia</b>  <a href="#">Ethical Practice: Leading Through Professionalism, Social Responsibility, and System Design   Sloan School of Management   MIT OpenCourseWare</a>  <b>Mapping with Industry</b></p> <p>Understanding Basic concepts of The India Contract Act 1872</p>	12	<p>Values &amp; Ethics of Profession and Business, S.K.Sarang i, Asian Book Publication Limited Chapters – 7, 15 &amp; 16</p>	<p>Case study</p> <p>1.Ethics, Gifts, and Education: Managing Conflicting Interests</p> <p>2.Speak Up or Stay Silent: A New Employee Confronts Strange Sales Reports</p>

Unit-IV	The Ethical Decision-making process	Philosophical approaches to ethical decision making; Ethics & Religious approaches; Moral & Legal aspects of ethical decision making: Ethical aspects in Bhagvat Gita; Kautaliya's Arthshastra; Swami Vivekanand on Ethics; Swami Vivekanand's message to the youth of India; Ethical Decision Making in Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Karmyog, Indian philosophy of work ethics; Kautilya's Arthshastra; Introduction to Integral Humanism; Ethical Decision-Making Frameworks to Improve Decision-Making Outcomes; Corporate Governance and its Impact on Ethical Decision-Making; Whistleblowing; Conflict Resolution.	<b>International Academia</b> <a href="#">Ethics   Linguistics and Philosophy   MIT OpenCourseWare</a> <b>Mapping with Industry</b> Understanding basic concepts of Consumer Protection Act 1986	12	Values & Ethics of Profession and Business, S.K.Sarang i, Asian Book Publication Limited Chapters – 7 &14	Case study 1.Apple Suppliers & Labor Practices
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***\*Submitted by Prof. Nayan Ranjan Mukerje, IEM Saltlake Campus***

Textbook

1. ***Values & Ethics of Profession and Business by S.K.Sarang; Asian Book Publication Limited***

2. *Avtar Singh's Company Law by S.Raja, Dharmendra Chatur, Saranya Mishra; EBC Publication*
3. *Business Regulatory Framework, P.Saravanavel, S.Balakumar, R.Mukherjee; Himalaya Publishing House*

Reference Book

1. Contract & Specific Relief by Rajesh Kapoor; EBC Publication
2. Contract I by R K Bangia; EBC Publication
3. Values and Ethics in Business and Profession, Samita Manna & Suparna Chakborti; PHI Publication



**University of Engineering and Management**  
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**University of Engineering & Management, Jaipur**



**Syllabus for BBA Admission Batch 2024**

**Subject Name:** Human Resource Management    **Credit:** 4    **Lecture Hours:** 60    **Subject Code:**  
BBABB303

**Pre-requisite:** Basics of Principles of Management

**Study Material**

**Coursera**

**NPTEL**

**LinkedIn Learning**

**Infosys**

**Springboard**

**COURSE OBJECTIVES:**

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

**COURSE OUTCOMES:**

CO1: Students will be able to explain how Functional HRM contributes in organizational management.

CO 2: Students will be able to analyze all HR Functions like recruitment selection, performance management, compensation benefit, Training and Development and Career Management/Talent Management.

CO 3: Students will be able to apply their knowledge of HRM in dealing with the different aspects of Human Resources and solving contemporary HRM issues using HR analytics and HR with innovation.

CO 4: Students will be able to analyze and evaluate different practical situations while solving various HR related problems with the help of their knowledge of HRM. They will also be able to create innovative HR solutions and sustainable goals with Diversity, Inclusion and Wellness.

Module number	Topic	Sub-topics	Text Book	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1.	<b>Nature of Human Resource Management</b>	Human Resource Management - Overview, Nature of HRM, Scope of HRM, Objective of HRM, Importance of HRM, Systems approach to HRM, HRM and Competitive Advantage, Strategic HRM, Traditional Vs Strategic HRM, Personnel Function in Changing Scenario, Traditional Vs Emerging HR Practices, HRM Line and Staff Aspects.	<b>Chapter – 1, 2</b> Human Resource Management by V.S.P Rao, 2 <sup>nd</sup> Edition, Excel Books	<b>International Academia:</b> ( <a href="#">Assignments</a>   <a href="#">Strategic HR Management</a>   <a href="#">Sloan School of Management</a>   <a href="#">MIT OpenCourseWare</a> )  <b>Industry Mapping:</b> Industry specific skills and roles in consultation with Resource Power Consultancy, SB Infowaves, Jayasree Mills, Shyamoli Paribahan Pvt. Ltd.	10	1. Case Study on HRM  2. Case Study on the conflict of Line & Staff Management  3. Role Playing on Discipline

2.	<b>Human Resource Planning</b>	<p>Concept of Human Resource Planning or HRP, Objectives of HRP, Importance of HRP, Process of HRP, Work Load Analysis, Demand Analysis of Future Requirement of HR, Manpower Inventory Analysis, Staffing Table, Replacement Chart.</p> <p>Job Analysis: Concept, Uses, Job Description, Job Specification, Methods of collecting Job Analysis Data.</p> <p>Concepts of Placement, Induction, Internal Mobility and Separations</p>	<p><b>Chapter – 4, 5, 8</b> Human Resource Management by V.S.P Rao, 2<sup>nd</sup> Edition, Excel Books</p>	<p><b>International Standards:</b> (<a href="#">Syllabus   Managing Transformations in Work, Organizations, and Society   Sloan School of Management   MIT OpenCourseWare</a>)</p> <p><b>Industry Mapping:</b> Optimum allocation of available resources for an organization to meet the organizational needs in consultation with Resource Power Consultancy, SB Infowaves, Jayasree Mills, Shyamoli Paribahan Pvt. Ltd.</p>	25	<p>1. Case Study on HRP</p> <p>2. Designing Job Analysis Questionnaire</p> <p>3. Mathematical Problems on HRP</p>
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	<p><b>Talent Acquisition and Human Resource Development</b></p>	<p>Definition of Recruitment , Sources of Recruitment, Methods of Recruitment</p> <p>Definition of Selection, Process of Selection: Selection Test, Types of Selection Test, Selection Interviews, Types of Interviews, Application Blank</p> <p>Concept of HRD, Training, Need of Training, Training Vs Development, Training Methods.</p> <p>Changing nature of Employee Engagement, Competency Management, Succession and Career Management, Talent Management</p>	<p><b>Chapter – 6, 7, 9, 11, 13</b></p> <p>Human Resource Management by V.S.P Rao, 2<sup>nd</sup> Edition, Excel Books</p>	<p><b>International Standards :</b></p> <p><a href="#">(Readings   Getting Things Implemented: Strategy, People, Performance, and Leadership   Urban Studies and Planning   MIT OpenCourseWare )</a></p> <p><b>Industry Mapping:</b></p> <p>In the present day dynamic business environment, identifying the skills to be best suited for the competitive business in Consultation with Resource Power Consultancy, SB Infowaves, Jayasree Mills, Shyamoli Paribahan Pvt. Ltd.</p>		<p>1. Case Study on Training</p> <p>2. Case Study on Talent Acquisition: Comprehending Employee's Training and Development Need Analysis by Himani Kumar &amp; Dr. Shikha Mishra</p> <p>3. Designing a Plan for a practical Campus Recruitment Drive</p>
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		Management in the Service Sector, Organization Transformation and the Human Resource Leadership; Diversity, Equity and Inclusion; Workplace Wellness, sustainability goals and HRM , Green HRM and challenges	Swati Dhir and Suparna Pal, Latest Edition, Cengage Publication	<a href="#">OpenCourseWare</a>  <b>Industry Mapping:</b> Developing skills related to innovation and technology in consultation with Resource Power Consultancy, SB Infowaves, Jayasree Mills, Shyamoli Paribahan Pvt. Ltd.		
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**\*Submitted by Prof. Piyali Banerjee, IEM Saltlake Campus \***

#### **TEXT BOOK:**

4. Human Resource Management by V.S.P Rao, 2<sup>nd</sup> Edition, Excel Books
5. Human Resource Analytics (Theory and Applications) by Swati Dhir and Suparna Pal, Latest Edition, Cengage Publication

#### **REFERENCE BOOKS:**

1. Human Resource Management by Gary Dessler and Biju Varrkey, Pearson Publication
2. Human Resource Management by Amitabha Sengupta, 2nd Edition, Cengage Publication
3. Personnel Management (Text and Cases) by C. B. Mamoria and V. S. P Rao, 13<sup>th</sup> Edition, 2021, Himalaya Publishing House
4. K. Aswathappa: Human Resource Management: Text & Cases, 8<sup>th</sup> Edition , Tata McGraw Hill
5. Raman Preet: Future of Human Resource Management: Case Studies with Strategic Approach, Wiley.
6. DeNisi, A.S. ,Griffin,R.W and Sarkar,Anita Human Resource Management, Cengage Learning

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7. Case Studies in Human Resource Management by Sanjeev Bansal, Jaya Yadav and Hargovind Kakkar (For Case-Studies on HR only)



**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 2025**

**Subject Name:** Management Information Systems    **Credit:** 4    **Lecture Hours:** 48

**Subject Code:** BBABB304

[BBABB304 MIS Study Materials](#)

**Course Objective**

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

**COURSE OUTCOMES:**

1. Understand the basic concepts, types, dimensions, and components of MIS, and evaluate the benefits and evolution of IT infrastructure in the digital firm era.

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

Module number Course content: Course content:	Topic	Sub-topics	Text Book	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	M1	Fundamentals concepts of MIS :Basics concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era	I.C.S.V Murthy Management Information Systems by Himalaya Publishjng House	<a href="#">The Comprehensive MySQL Course   Udemy</a>	12	
2	M2	Data base management system: Objectives of data base approach- Characters of database Management systems-Data processing system- Components of DBMS packages - Data base administration- Entity – Relationship (conceptual)	1.Information Technology Management Supriya Biswas by Aryan publishing House	<a href="#">The Comprehensive MySQL Course   Udemy</a>	12	Analyze a real-world Management Information System (MIS) implementation case, identifying the types of MIS used, benefits realized, and challenges faced. Present

						findings using written and visual formats.
3	M3	Information system applications: MIS applications, Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E- Commerce, E-communication	I.C.S.V Murthy Management information Systems by Himalaya Publishjng House	<a href="#">The Comprehensive MySQL Course   Udemy</a>	12	Set up and manage a Database Management System (DBMS), perform basic operations, and create an Entity-Relationship diagram for a business scenario to demonstrate database conceptual design.
4	M4	Managing Projects :Objectives of project management, Fundamentals of project management information systems with agile methodologies -Introduction of SCRUM, Roles and meetings, User stories, Project risk, Controlling risk factors, Ethical, social, and political issues in the information era.	1.Information Technology Management Supriya Biswas by Aryan publishing House	<a href="#">The Comprehensive MySQL Course   Udemy</a>	12	Manage a mock project using agile methodologies, including roles, meetings, userstories, and risk management.

#### TEXTBOOK:

- 1.I.C.S.V Murthy *Management information Systems by Himalaya Publishjng House*
- 2.*Information Technology Management Supriya Biswas by Aryan publishing House*

#### CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA105-CO1	3	2	3			2	1	
BBA105-CO2	2	3	3				2	

<b>BBA105-CO3</b>	2	3	2				2	
<b>BBA105-CO4</b>	2	3	2				2	

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

### PO & PI Mapping:

<b>PO1: Assessment of Choices</b> Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
<b>Competency</b>	<b>Indicators</b>
1.1 Demonstrate competencies in Business Construction Model & Decision- Making Model	1.1.1. Ability to take up analytical approach for problem solving, 1.1.2. Ability to take into consideration minute details and factors that influences a business.
1.2 Demonstrate competencies in evaluation of each of the alternatives	1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.
<b>PO 2 : Identification of the Nature of a Problem Area</b> Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	
<b>Competency</b>	<b>Indicators</b>
2.1. Demonstrate an ability to identify an area that requires problem solving. 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.
<b>PO 3 : Decision Making Skills</b> Students will develop decision making skills with the help of analytical and critical thinking ability.	
<b>Competency</b>	<b>Indicators</b>
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business. 3.2 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
<b>PO6: Integration of Functions:</b> Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
<b>Competency</b>	<b>Indicators</b>
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers 6.2.2. Study in the changes in political & technological environment
<b>PO7: Deployable Skill set:</b> Students will develop deployable skills parallel to the chosen functional/specialized area.	
<b>Competency</b>	<b>Indicators</b>
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.

2. Demonstrating the ability to apply the learned skillset as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.
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## **Syllabus for BBA Admission Batch 2024**

**Subject Name:** Sales and Distribution Management      **Credit:** 4      **Lecture Hours:** 40

**Subject Code:** BBABB305

### **Relevant Links:**

[Study Material](#)

[Coursera](#)

[NPTEL](#)

[LinkedIn Learning](#)

### **COURSE OBJECTIVES:**

1. To outline key Sales & Distribution Management concepts and their application in Businesses
2. To equip students with skills to develop and implement sales strategies, including planning, forecasting, and territory management.
3. To introduce students to various distribution channels and the role of intermediaries, including wholesalers, retailers, and distributors, in bringing products to market.
4. To enhance students' problem-solving and decision-making abilities in managing complex sales and distribution challenges in diverse business environments.

## COURSE OUTCOMES:

CO 1: Students will understand the basic concepts of sales and distribution management

CO 2: Students will be able to apply the knowhow of sales and distribution management

CO 3: Students will be able to analyze the issue of sales and distribution management

CO4: Students will be able to understand the integration of the issues of sales and distribution management with knowhow

Module number	Topic	Sub-topics	Textbook as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1.	<b>Introduction to Sales Management</b>	Nature & scope of personal selling & sales management, Roles and functions of a sales manager, Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre approach, approach, presentation, handling objections, closing a sale, follow-up)	<b>Sales and Distribution Management,</b> <b>Tapan K. Panda, Sunil Sahadev (Third Edition), Oxford University Press</b>  <b>Chapters: 1,2,3</b>	<b>International Academia:</b> <a href="https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/pages/syllabus/">https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/pages/syllabus/</a>  <b>Industry Mapping:</b>  Sales campaign design, Personal sales campaign design	10	5. <b>Case Study on DP Ltd.</b>  (Sales and Distribution Management, Krishna K Havaldar, Vasant M Cavale), 3 <sup>rd</sup> Edition, Mc Graw Hill, <b>Pg. 32</b>  6. <b>Case Study on MRF Tyres</b> (Sales and Distribution Management, Tapan K. Panda, Sunil Sahadev), Third Edition, Oxford University Press, <b>Pg. 51</b>

2	<p><b>Strategic Sales Planning and Managing the Sales Force</b></p>	<p><b>Unit-I: Sales Strategic Planning and Budgeting</b></p> <p>Strategic planning and sales organization, Sales forecast, Types of sales forecasting, Methods of Sales forecasting, Sales Budget, Sales objectives, Sales territories, Sales Quota and types of sales quotas.</p> <p><b>Unit-II: Sales Force Development</b></p> <p>Recruitment and selection of the sales force, Training the sales force, Designing a training program, ACMEE model, Sales meeting and Sales contest, Sales force motivation, and Sales force compensation and evaluation</p>	<p><b>Sales and Distribution Management, Krishna Havaldar, Vasant Cavale</b></p> <p><b>Chapter:3,4</b></p> <p><b>Sales and Distribution Management, Tapan K. Panda, Sunil Sahadev (Third Edition), Oxford University Press</b></p> <p><b>Chapters: 6,7,8,9,10,11,12</b></p>	<p><b>International Academia:</b>  <a href="https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/pages/syllabus/">https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/pages/syllabus/</a></p> <p><b>Industry Mapping:</b></p> <p>Nature of sales organization, different types of organizational design, sales territory, principles, and procedures of quota setting, various types of quotas, recruitment, selection and socialization process, various methods of training, various principles of motivation, designing a motivational program for a sales organization, emerging trends in sales force compensation, Application of Artificial Intelligence (AI) in sales management</p>	10	<p>7. <b>Case study on Holden Electrical Supplies Company – Case 3-2</b></p> <p>(Sales and Distribution Management, Richard R. Still, Edward W. Cundiff, Norman A.P. Govini, Sandeep Puri), Seventh Edition, Pearson, <b>Pg.374</b></p> <p>8. <b>Case Study on DuNon Chemicals, Case 4-1</b></p> <p>(Sales and Distribution Management, Richard R. Still, Edward W. Cundiff, Norman A.P. Govini, Sandeep Puri), Seventh Edition, Pearson, <b>Pg .482</b></p>
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3	<b>Introduction to Distribution Management</b>	<p><b>Unit-I: Marketing Channels</b> Structure, functions and advantages, types of channel intermediaries (wholesalers, distributors, sales agents, brokers, franchisers, C&amp;F agents, and retailers) channel migration &amp; emergent channels, wholesaling, and mass distribution.</p> <p><b>Unit-II: Channel Design and Management:</b> Channel objectives &amp; constraints, Identification, evaluation and selection of channel alternatives, power and conflict in channel management, physical distribution &amp; logistics</p>	<p><b>Sales and Distribution Management,</b> <b>Tapan K. Panda, Sunil Sahadev (Third Edition), Oxford University Press</b></p> <p><b>Chapters: 14,15,16</b></p>	<p><b>International Academia:</b> <a href="https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/pages/syllabus/">https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/pages/syllabus/</a></p> <p><b>Industry Mapping:</b> Process of channel management, functions of distribution management, channel flows in channel design, logistics strategy and logistics planning</p>	10	<p>9. <b>Case Study on Shamita Tobacco Company, Case 5-7</b></p> <p>(Sales and Distribution Management, Richard R. Still, Edward W. Cundiff, Norman A.P. Govini, Sandeep Puri), Seventh Edition, Pearson, <b>Pg. 592</b></p> <p>10. <b>Case Study on Gem Soaps and Detergents</b></p> <p>(Sales and Distribution Management, Krishna K Havaladar, Vasant M Cavale), 3<sup>rd</sup> Edition, Mc Graw Hill, <b>Pg. 639</b></p>
4	<b>Retail Management</b>	Theories of Retailing, Retail strategies, location, Types of retail formats, stores layout, visual merchandising techniques, planning of assortment, servicing, and buying of merchandise, Electronic Retailing	<p><b>Sales and Distribution Management,</b> <b>Tapan K. Panda, Sunil Sahadev (Third Edition),</b></p>	<p><b>International Academia:</b> <a href="https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/pages/syllabus/">https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/pages/syllabus/</a></p> <p><b>Industry Mapping:</b></p>	10	<p>11. <b>Case Study on Chaitanya Retail</b></p> <p>(Sales and Distribution Management, Krishna K Havaladar, Vasant M Cavale), 3<sup>rd</sup> Edition, Mc Graw Hill, <b>Pg.492</b></p>

			<b>Oxford University Press</b> <b>Chapter:21</b>	Retail marketing process, merchandising strategy, various retail formats		<b>12. Case Study on Santosh Kirana</b>  (Sales and Distribution Management, Krishna K Havaladar, Vasant M Cavale), 3 <sup>rd</sup> Edition, Mc Graw Hill, <b>Pg. 493</b>
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**TEXT BOOK:**

1. Sales and Distribution Management; Tapan K. Panda, Sunil Sahadev (Third Edition)  
[Chapters: 1,2,3,6,7,8,9,10,11,12,14,15,16,21]
2. Sales and Distribution Management; Krishna K Havaladar, Vasant M Cavale (Third Edition)  
[Chapters: 3,4]

**REFERENCE BOOKS:**

1. Sales and Distribution Management (Decisions, Strategies, and Cases); Richard R. Still, Edward W. Cundiff, Norman A.P. Govini, Sandeep Puri

\*Submitted by Prof. Joysri Datta and Prof. Doyel Mukherjee Prodhan; Department of Business Administration, IEM Salt Lake, Kolkata Campus



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**Syllabus for BBA Admission Batch 2024**

**Subject Name:** Indian System of Health and Wellness

**Credit:** 2

**Lecture Hours:** 24

**Subject Code:** BBABB381

[Study Material](#)

[MIT Open courseware](#)

[MIT Open Courseware](#)

[LinkedIn Learning](#)

**COURSE OBJECTIVES:**

- To understand the importance of a healthy lifestyle
- To familiarize students about physical and mental health
- To create an awareness of various lifestyle related diseases
- To provide understanding of stress management

**COURSE OUTCOMES:** After completion of this course the learner will be able to

1. Can able to understand the impact of sickness.
2. Can realize the relevance of good health.
3. Explain the concept and nature of health, wellness and its various implications
4. Demonstrate adequate knowledge on well-being and promotion of healthy behavior.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	<b>Introduction to Health &amp; Wellness</b>	<ul style="list-style-type: none"> <li>• Definition of Health</li> <li>• Importance of health in everyday life</li> <li>• Components of health – physical, social, mental, spiritual and its relevance</li> <li>• Concept of wellness</li> <li>• Mental health and wellness</li> <li>• Determinants of health behaviour</li> </ul>	K. Park. Park's Textbook of Preventive and Social Medicine, Banarasidas Bhanot Publishers	<i>International Academia:</i> <b>MIT Open Course:</b>  <i>Industry Mapping:</i> <i>Industry Lecture</i>	6	NA
2	<b>Mind Body and Well-Being</b>	<ul style="list-style-type: none"> <li>• Indian Health Reforms</li> <li>1. Mind body connection in health concept and relation</li> <li>• Implications of mind-body connection</li> <li>• Wellbeing – why it matters?</li> <li>• Digital wellbeing</li> </ul>	K. Park. Park's Textbook of Preventive and Social Medicine, Banarasidas Bhanot Publishers	<i>International Academia:</i> <b>MIT Open Course:</b>  <i>Industry Mapping:</i>	6	NA
3	<b>Deficiency &amp; Diseases</b>	<ul style="list-style-type: none"> <li>• Malnutrition, under nutrition and over nutrition</li> <li>• Body system and common diseases</li> <li>• Sedentary lifestyle and risk of disease</li> <li>• Modern lifestyle and associated health risks</li> </ul>	<b>Linda Branon, John A. Updegraff, Jess Feist. Health Psychology: An Introduction to Behaviour and Health, Cengage</b>	<i>International Standards:</i> <b>MIT Open Course:</b>  <i>Industry Mapping:</i>	6	NA

4	<b>Indian system of well being</b>	<ul style="list-style-type: none"> <li>● Health beliefs of India</li> <li>● Health systems in India – AYUSH.</li> <li>● Perspective of indigenous people towards health</li> <li>● Happiness and well-being in India</li> </ul>	<b>Linda Branon, John A. Updegraff, Jess Feist. Health Psychology: An Introduction to Behaviour and Health, Cengage</b>	<i>International Standards:</i> <b>MIT Open Course:</b> <i>Industry Mapping:</i>	6	NA
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*\*Submitted by Dr. Soumik Gangopadhyay, IEM Saltlake campus*

#### TEXTBOOK:

- **Linda Branon, John A. Updegraff, Jess Feist. Health Psychology: An Introduction to Behaviour and Health, Cengage**
- **Carr, A. Positive Psychology: The science of happiness and human strength. UK: Routledge**
- **C. Nyambichu & Jeff Lumiri, , Lifestyle Disease: Lifestyle Disease management**

#### Reference Book:

2. **K. Park. Park's Textbook of Preventive and Social Medicine, Banarasidas Bhanot Publishers**



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### Syllabus for BBA Admission Batch 2024

**Subject Name:** Disaster Management

**Credit:** 2

**Lecture Hours:** 24

**Subject Code:** BBABB382

[Study Material](#)

[Stanford Opencourseware](#)

[NPTEL](#)

[LinkedIn Learning](#)

**COURSE OBJECTIVES:**

1. To develop a foundational understanding of hazards, disasters, and the role of humanitarian logistics.
2. To examine global and national disaster trends, their impacts, and vulnerability factors.
3. To explore disaster management phases and frameworks.
4. To introduce advanced technologies and international policies

**COURSE OUTCOMES:**

CO	Details
1	Differentiate between natural and human-made disasters
2	Analyze disaster management phases

3	Evaluate national and international disaster management frameworks
4	Apply technological tools and innovations

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	LectureHours
1	<b>Module 1</b>	5. <b>Understanding Hazard</b> – Calamity vs human hazard; Meaning of Humanitarian Logistics; Disaster Types & Causes – natural, human made. 6. <b>Global Trends in Disaster</b> – Impacts, Vulnerability	7. <b>Disaster Management</b> by S.C.Sharma 8. <b>Disaster Management : A Disaster Manager's Handbook</b> , Asian Development Bank	<i>International Academia:</i> <a href="https://online.stanford.edu/courses/som-xche0026-healthcare-risk-management">https://online.stanford.edu/courses/som-xche0026-healthcare-risk-management</a> <i>Industry Mapping:</i> NA	12
2	<b>Module 2</b>	9. <b>Disaster Management Phase</b> – Preparedness, Mitigation, Response, Recovery; Stakeholders & Players. 10. <b>Disaster Risk Reduction</b> – Risk Assessment; Community based disaster risk reduction	11. <b>Disaster Management</b> by S.C.Sharma 12. <b>Disaster Management : A Disaster Manager's Handbook</b> , Asian	<i>International Academia:</i> <a href="https://online.stanford.edu/courses/som-xche0026-healthcare-risk-management">https://online.stanford.edu/courses/som-xche0026-healthcare-risk-management</a> <i>Industry Mapping:</i> NA	12

			Development Bank		
3	<b>Module 3</b>	5. <b>Natural Disaster Risk Management in India</b> – Organizations; State based and Country based Organizations; India Based Disaster Case Study 6. <b>International Disaster Policies</b> – Plan, Legislation; International Strategy for disaster mitigation, Initiatives	13. <b>Disaster Management</b> by S.C.Sharma 14. <b>Disaster Management : A Disaster Manager’s Handbook</b> , Asian Development Bank	<i>International Standards:</i> <a href="https://online.stanford.edu/courses/som-xche0026-healthcare-risk-management">https://online.stanford.edu/courses/som-xche0026-healthcare-risk-management</a> <i>Industry Mapping:</i> NA	12
4	<b>Module 4</b>	15. <b>Emergency Management</b> – Industrial, Threats, Conflicts; Case Study. 16. <b>Advanced Technology for Natural Disaster Management</b> – Remote sensing & Satellite image; Drones & Robotics; GIS; IOT; Social Media; AI & Machine Learning.	1. <b>Disaster Management</b> by S.C.Sharma 2. <b>Disaster Management: A Disaster Manager’s Handbook</b> , Asian Development Bank	<i>International Standards:</i> <a href="https://online.stanford.edu/courses/som-xche0026-healthcare-risk-management">https://online.stanford.edu/courses/som-xche0026-healthcare-risk-management</a> <i>Industry Mapping:</i> Advanced technology for Disaster preparedness and response.	12

*\*Submitted by Sreeparna Guha, IEM Saltlake campus*

#### TEXTBOOK:

1. Disaster Management – S.C.Sharma, Khanna (3<sup>rd</sup> edition), Khanna Publishing house
2. [Disaster Management: A Disaster Manager’s Handbook, Asian Development Bank](#)



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**Syllabus for BBA Admission Batch 2023**

**Subject Name: Negotiation Skills**

**Credit: 1**

**Lecture Hours: 25**

**Subject Code: BBABB384**

**Pre-requisite: Basic communication skill**

**COURSE OBJECTIVES:**

1. To understand the negotiation process
2. To sensitize students to the psychology of negotiations
3. Understand the win-win negotiation skills
4. Learn about the biases in psychology which influence Negotiation process

**COURSE OUTCOMES:**

CO 1: Students will learn day to day negotiations skills across different aspects of professional and personal life.

CO 2: Students will be able to learn constructive way to address disagreements and find common ground, preventing conflicts from escalating.

CO 3: Students will be able to foster trust and goodwill, leading to stronger, more positive relationships with colleagues, clients, and partners.

CO 4: Students will be able to advocate for their needs and interests, increasing the likelihood of achieving favorable outcomes in various situations.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1.	<b>Negotiation Booster Primer, covering BATNA, ZOPA</b>	<ul style="list-style-type: none"> <li>• Ego-tiation is the New Negotiation</li> <li>• Prime Yourself for Success; Opening Offer: The Anchoring Effect</li> <li>• On Alternatives: We Won the Lottery!</li> <li>• Manage Perception to Win Negotiation</li> <li>• The Three-Dimensional (3D) Perception Model ;Impression Management</li> </ul>	Negotiation Booster The Ultimate Self-Empowerment Guide to High-Impact Negotiations	<b>Industry Mapping:</b> <i>Perception Management, Impression Management. Perceptipn model</i>	5	

2	<b>Negotiation Booster Primer, Part 2</b>	<ul style="list-style-type: none"> <li>• The Attribution Trap; On Profiling: Do Not Use a Gun for a Mosquito; Choose the Right Strategy How to Impact Behavior: The Feel–Think–Act Trio;</li> <li>• On Listening: The Ego Whisperer; Two-Dimensional Listening; On Creating a Bond: Tell Me a Story;</li> <li>• Beyond Mars and Venus: Gender and Negotiations; Chapter 15 The Impact of</li> <li>• Culture on Negotiation; Virtual Negotiation; Negotiation is a Mirror ; Negotiation Booster</li> </ul>	Negotiation Booster The Ultimate Self-Empowerment Guide to High Impact Negotiations	<b>Industry Mapping:</b> <i>Attribution Trap, Do Not Use a Gun for a Mosquito, The Feel–Think–Act Trio, Gender and Negotiations, Negotiation Booster</i>	5	
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3	<b>Psychology and Neuroscience of Negotiations</b>	<ul style="list-style-type: none"> <li>• When Rationality fails: Biases of the mind; When rationality fails Biases of the Heart;</li> <li>• Negotiating rationality in an Irrational World. ***Neuroscience of Negotiations.</li> </ul>	Negotiation Booster The Ultimate Self-Empowerment Guide to High Impact Negotiations	<b>Industry Mapping:</b> <i>Biases of the mind, Biases of the Heart, Negotiating rationality in an Irrational World</i>	5	
4	<b>Negotiating in the real world</b>	<ul style="list-style-type: none"> <li>• Blind spots and Negotiations; Confronting Lies and Deception; Recognizing and</li> <li>• Resolving ethical dilemmas; Negotiating from a position of weakness; When</li> <li>• Negotiations get ugly; When</li> </ul>	Negotiation Booster The Ultimate Self-Empowerment Guide to High Impact Negotiations	<b>Industry Mapping:</b> <i>Blind spots and Negotiations, When not to negotiate, Resolving ethical dilemmas</i>	5	

		not to negotiate	to High-Impact Negotiations			
5	<b>Negotiation Booster Sealer</b>	<ul style="list-style-type: none"> <li>• Case 1 The Redline Documents Power Struggle;</li> <li>• Case 2 What Lies Beneath the Iceberg Tip;</li> <li>• Case 3 Labels are a Self-Fulfilling Prophecy;</li> <li>• Case 4 Do Not Split the Cake, Bake a Larger One</li> <li>• Case 5 There is Always an Alternative</li> <li>• Case 6 Communicate to Win</li> </ul>	Negotiation Booster The Ultimate Self-Empowerment Guide to High Impact Negotiations	<b><i>Industry Mapping: Negotiation Booster Sealer</i></b>	5	

***\*Submitted by Prof. B Banerjee, IEM Saltlake Campus \****

**TEXTBOOK:**

1. Negotiation Booster The Ultimate Self-Empowerment Guide to High Guide to High-Impact Negotiations, Prof. Dr. Kasia Jagodzinski, 2021, Business expert Press
2. Malhotra, D., & Bazerman, M. H. (2008). Negotiation genius: New York, N.Y
3. Psychology Today, 30<sup>th</sup> Jan 2024, Christopher Willard Psy.D. The Neuroscience of Negotiation An introduction to leveraging neuroscience to communicate more effectively

**REFERENCE BOOK:**

1. The Elements of Choice by Eric Johnson. Riverhead Books,2021 Chapters 1-4
2. Thinking Fast and Slow by Daniel Kahneman ,Penguin Books, 1995, Chapter 3 "Frames and Reality"
3. Predictably Irrational, Revised and Expanded Edition: The Hidden Forces That Shape Our Decisions .by Dan Ariely Chapters 3-6