



**DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF COMMERCE
JAI NARAIN VYAS UNIVERSITY, JODHPUR**

SYLLABUS

**(As per NEP 2020, University Notification No. JNVU/Aca/2025/1585 dated 03.10.2025
and other relevant Notification/ Orders issued by the University from time to time.)**

**FOUR YEAR UNDERGRADUATE PROGRAMME
B.B.A. SEMESTER I TO VIII
SEMESTER EXAMINATION 2026-27; 2027-28; 2028-29; 2029-30**

Approved by Departmental Council 18-03-2026

Approved by Committee of Courses and Studies 08-04-2026

Approved in the Meeting of the Faculty held on 21.04.2026

Approved in the Meeting of the Academic Council held on 02.06.202


HEAD
Department of Business Administration
Faculty of Commerce
Jai Narain Vyas University, Jodhpur

B.B.A. Examination Scheme

NHEQF Level	Semester	Course Type	Course Code	Course Title	L	P	H/W	Total Hours	Credits	CA Marks	EoSE Marks	M.M.
4.5	I	MJR	02/BBA-BAD/MJR/101T	Principles and Practice of Management	L	-	6	90	6	30	120	150
4.5	I	MJR	02/BBA-BAD/MJR/102T	Business law	L		6	90	6	30	120	150
4.5	I	MNR		Course from Accounting	L		6	90	6	30	120	150
4.5	I	AEC		General English			4	60	4	20	80	100
4.5	I	SEC	02/BBA-BAD/SEC/101T	Business Communication Skills and Office Management	L		3	45	3	15	60	75
TOTAL CREDITS TO BE EARNED									25			
4.5	II	MJR	02/BBA-BAD/MJR/151T	Organization Theory and Behavior	L		6	90	6	30	120	150
4.5	II	MJR	02/BBA-BAD/MJR/152T	Corporate Law	L		6	90	6	30	120	150
4.5	II	MNR		Course from Accounting	L		6	90	6	30	120	150
4.5	II	AEC		General Hindi			4	60	4	20	80	100
4.5	II	SEC	02/BBA-BAD/SEC/151T	IT Tools for Business	L		3	45	3	15	60	75
TOTAL CREDITS TO BE EARNED									25			
For exit after 1 year, the minimum credit requirement is 50 from the course and 4 credits from the internship, hence the UG certificate is @54 credits. After I year Internship is mandatory for exiting at this stage.												
Exit with B.B.A 1 year UG certificate (Need to earn 54 Credits)												

Entry with B.B.A 1 year UG certificate (Need to earn 54 Credits)												
5	III	MJR	02/BBA-BAD/MJR/201T	Marketing Management	L		6	90	6	30	120	150
5	III	MJR	02/BBA-BAD/MJR/202T	Human Resource Management	L		6	90	6	30	120	150
5	III	MNR		Course from BFE	L		6	90	6	30	120	150
5	III	MDC	02/BBA-BAD/MDC/201T	Fundamentals of Entrepreneurship	L		3	45	3	15	60	75
5	III	VAC	02/BBA-BAD/VAC/201T	Indian Knowledge System	L		3	45	3	15	60	75
TOTAL CREDITS TO BE EARNED									25			
5	IV	MJR	02/BBA-BAD/MJR/251T	Entrepreneurship and Startup Ecosystem	L		6	90	6	30	120	150
5	IV	MJR	02/BBA-BAD/MJR/252T	Production and Material Management	L		6	90	6	30	120	150
5	IV	MJR		Course from BFE	L		6	90	6	30	120	150
5	IV	MDC	02/BBA-BAD/MDC/251T	Managerial Skills	L		3	45	3	15	60	75
TOTAL CREDITS TO BE EARNED									21			
Year 1 = 50 Credit Year 2 = 45 Credit Internship = 4 Credit Total = 99 Credit For exit after II year, the minimum credit requirement is 95 from the course and 4 credits from the internship, hence the UG Diploma @99 credits.												
Exit with B.B.A 2 year UG Diploma (Need to earn 99 Credits)												
Entry with B.B.A 2 year UG Diploma (Need to earn 99 Credits)												
5.5	V	MJR	02/BBA-BAD/MJR/301T	Strategic Management	L		6	90	6	30	120	150

5.5	V	MJR	02/BBA-BAD/MJR/302T	Business Ethics and Ethos	L		6	90	6	30	120	150
5.5	V	MNR		Course from Accounting	L		6	90	6	30	120	150
5.5	V	MDC	02/BBA-BAD/MDC/301T	Fundamentals of International Business	L		3	45	3	15	60	75
5.5	V	SEC	02/BBA-BAD/SEC/301T	Digital Marketing	L		3	45	3	15	60	75
TOTAL CREDITS TO BE EARNED									24			
5.5	VI	MJR	02/BBA-BAD/MJR/351T	Retail Management	L		6	90	6	30	120	150
5.5	VI	MJR	02/BBA-BAD/MJR/352T	Industrial Laws	L		6	90	6	30	120	150
5.5	VI	MNR		Course from BFE	L		6	90	6	30	120	150
5.5	VI	VAC	02/BBA-BAD/VAC/351T	Indian Constitutional Values and Fundamental Duties	L		3	45	3	15	60	75
TOTAL CREDITS TO BE EARNED									21			
Year 1 = 50 Credit												
Year 2 = 45 Credit												
Year 3 = 45 Credit												
Internship = 4 Credit												
Total = 144 Credit												
Students who score 75% or more in a 3-year UG degree will be eligible for the 4th year of the Three/Four-year UG “Honors with Research” programme.												
For Exit after III year, the minimum credit requirement is 140 from the course and 4 credit from the internship, hence 3 years UG Degree@ 144 credits												
For Entry after III year, the minimum credit requirement is 140 from the course and 4 credit from the internship, hence 3 years UG Degree@ 144 credits												
BBA HONORS												

6	VII	MJR	02/BBA-BAD/MJR/401T	International Business	L	6	90	6	30	120	150
6	VII	MJR	02/BBA-BAD/MJR/402T	Entrepreneurial Leadership	L	6	90	6	30	120	150
6	VII	MJR	02/BBA-BAD/MJR/403T	Business Research Methodology	L	6	90	6	30	120	150
6	VII	Elective(DSE) (Marketing)	02/BBA-BAD/ DSE /401T	Consumer Behavior	L	4	60	4	20	80	100
6	VII	Elective(DSE) (Marketing)	02/BBA-BAD/ DSE /402T	Marketing Research	L	4	60	4	20	80	100
6	VII	Elective (DSE) Human Resource Management)	02/BBA-BAD/ DSE /403T	HRD – System and Strategies	L	4	60	4	20	80	100
6	VII	Elective (DSE) Human Resource Management	02/BBA-BAD/ DSE /404T	Training and Development	L	4	60	4	20	80	100
6	VII	Elective (DSE) Business Analytics	02/BBA-BAD/ DSE /405T	Marketing Analytics	L	4	60	4	20	80	100
6	VII	Elective (DSE) Business Analytics	02/BBA-BAD/ DSE /406T	HR Analytics	L	4	60	4	20	80	100
TOTAL CREDITS TO BE EARNED								26			
6	VIII	MJR	02/BBA-BAD/MJR/451T	AI for Business	L	6	90	6	30	120	150

6	VIII	MJR	02/BBA-BAD/MJR/452T	Project Management	L	6	90	6	30	120	150
6	VIII	Elective(DSE) (Marketing)	02/BBA-BAD/ DSE /451T	Marketing of Services	L	4	60	4	20	80	100
6	VIII	Elective(DSE) (Marketing)	02/BBA-BAD/ DSE /452T	Rural Marketing	L	4	60	4	20	80	100
6	VIII	Elective(DSE) (Marketing)	02/BBA-BAD/ELT/453T	Integrated Marketing Communication	L	4	60	4	20	80	100
6	VIII	Elective (DSE) Human Resource Management)	02/BBA-BAD/ DSE /454T	Change Management and Organizational Development	L	4	60	4	20	80	100
6	VIII	Elective (DSE) Human Resource Management)	02/BBA-BAD/ DSE /455T	Performance and Compensation Management	L	4	60	4	20	80	100
6	VIII	Elective (DSE) Human Resource Management)	02/BBA-BAD/ DSE /456T	Cross Cultural HRM	L	4	60	4	20	80	100
6	VIII	Elective (DSE) Business Analytics	02/BBA-BAD/ DSE /457T	Social Media and Web Analytics	L	4	60	4	20	80	100
TOTAL CREDITS TO BE EARNED									24		
BBA HONORS WITH RESEARCH											

Students who score 75% or more in a 3 year UG degree will be eligible for the 4th year of the Three / Four Year UG “Honors with Research” programme.												
6	VII	MJR	02/BBA-BAD/MJR/401T	International Business	L	6	90	6	30	120	150	
6	VII	MJR	02/BBA-BAD/MJR/402T	Entrepreneurial Leadership	L	6	90	6	30	120	150	
6	VII	MJR	02/BBA-BAD/MJR/403T	Business Research Methodology	L	6	90	6	30	120	150	
6	VII	Elective(DSE) (Marketing)	02/BBA-BAD/ DSE /401T	Consumer Behavior	L	4	60	4	20	80	100	
6	VII	Elective(DSE) (Marketing)	02/BBA-BAD/ DSE /402T	Marketing Research	L	4	60	4	20	80	100	
6	VII	Elective (DSE) Human Resource Management)	02/BBA-BAD/ DSE /403T	HRD – System and Strategies	L	4	60	4	20	80	100	
6	VII	Elective (DSE) Human Resource Management	02/BBA-BAD/ DSE /404T	Training and Development	L	4	60	4	20	80	100	
6	VII	Elective (DSE) Business Analytics	02/BBA-BAD/ DSE /405T	Marketing Analytics	L	4	60	4	20	80	100	
6	VII	Elective (DSE) Business Analytics	02/BBA-BAD/DSE/406T	HR Analytics	L	4	60	4	20	80	100	

TOTAL CREDITS TO BE EARNED									26			
6	VIII	MJR	02/BBA-BAD/MJR/453T	Advanced Research Methodology	L		6	90	6	30	120	150
6	VIII	MJR	02/BBA-BAD/MJR/454T	Advanced Data Analysis Tools	L		6	90	6	30	120	150
6	VIII			Dissertation			12	180	12	60	240	300
TOTAL CREDITS									24			

Undergraduate Programme (B.B.A) Syllabus, Semester-I		
Session 2026-2027		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	I	
Name of the Course	Principles and Practice of Management	
Course Code	02/BBA-BAD/MJR/101T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	100-199	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the concept and significance of management CLO:2 Develop skills in planning and decision-making CLO:3 Comprehend the principles and techniques of organization and coordination CLO:4 Gain insights into motivation, leadership, and direction CLO:5 Acquire knowledge of managerial control and change management	
Credits	6	
Total Marks	30+120= 150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction: Concept, Nature, Process and Significance of Management; Managerial Roles (Mintzberg); An Overview of Functional Areas of Management, Development of Management Thoughts - Classical, Neo-Classical and Contingency & Modern approaches; managerial skills; Approaches. Management as a science and an art; Functions of management: Planning, organizing, leading, and controlling	18
II	Planning: Concept, Process, Types, Levels, Advantages, Disadvantages and Principles of Planning. Decision- Making: Concept and Process; Management by Objective (MBO).	18
III	Organization: Concept, Nature, Process and Significance, Authority and Responsibility Relationships. Centralization and Decentralization; Span of Management. Coordination: Meaning, Importance, Principles and Techniques.	18
IV	Direction: Meaning & Principles. Motivation and Leading People at Work: Motivation- Concept, Importance, Theories of - Maslow, Herzberg, McGregor and Ouchi. Leadership- Concept and Leadership Styles; Likert's System of Management.	18
V	Managerial Control: Concept and Process; Effective Control System; Techniques of Control. Management of Change: Concept, Nature, Types of Changes and Process of Planned Change, Resistance to Change and Methods of Reducing Resistance to Change.	18

Activities	
1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:	
Part-C Learning Resources	
Recommended Books:	
• Harold Koontz & Heinz Weihrich: Essentials of Management, Tata McGraw Hill, New Delhi • Vijay Kumar Kaul: Business Management, Vikas Publishing House. • R.D. Agarwal: Organization and Management, Tata McGraw Hill, New Delhi. • Louis A. Allen : Management and Organisation, McGraw Hill, Tokyo • Ansoff, H.I. : Corporate Strategy, McGraw Hill, New York • Hampton David R. : Modern Management, McGraw Hill, New York • James A.F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Jr.: Management, Prentice Hall, New Delhi. • Harsey, Paul and Blanchard Kenneth H: Management of Organizational Behaviour- Utilizing the Human Resources, Prentice Hall of India, New Delhi • John M. Ivancevich, James H. Donnelly, Jr. James L. Gibson: Management Principles and Functions. AITBS Publishers and Distributors, New Delhi. • George R. Terry, Stephgen G. Franklin: Principles of Management, AITBS Publishers and	

Undergraduate Programme (B.B.A) Syllabus, Semester-I	
Session 2026-2027	
Part-A Introduction	
Subject	B.B.A (Business Administration)
Semester	I
Name of the Course	Business Law
Course Code	02/BBA-BAD/MJR/102T
Course Type:	MJR(MAJOR)
Level of the course (As per Annexure-I)	100-199
Pre-requisite for the course (if any)	NA
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Get acquainted with and gain knowledge of Indian Legislation and demonstrate an understanding of the legal environment of business in India. CLO:2 Enhance the basic legal knowledge to business transactions and its enforceability in the court of law. CLO:3 Develop an understanding of various provisions of Indian Contract Act, 1872 and special contracts. CLO:4 Learn various provisions of Indian Sale of Goods Act 1930 and The Limited Liability Partnership Act, 2008 CLO:5 Understanding the core concepts of business regulations
Credits	6
Total Marks	30+120= 150
Part-B Contents of the Course	
Total lecture per week	6

Units	Topics	No. of Lecture/Contact Hours
I	The Indian Contract Act, 1872, Section 1 to 36	18
II	The Indian Contract Act, 1872, Section 37 to 75	18
III	Special Contracts; Indemnity; Guarantee; Bailment and pledge, Agency	18
IV	Indian Sale Of Goods Act , 1930	18
V	The Limited Liability Partnership Act, 2008	18

Activities

1. Classroom Discussions and Concept Clarification:
2. Short Written Assignments / Concept Notes:.
3. Group Discussions and Presentations
4. Case Study / Contemporary Issue Analysis:
5. Debates and Interactive Sessions:

Part-C Learning Resources

Recommended Books:

- Kuchal, M.C. and Kuchhal Vivek : Business Law, Vikas Publishing House, New Delhi
- Desai, T.R. : Contract Act, Sale of Goods Act and Partnership Accounts, S.C. Sarkar & Sons Pvt. Ltd., Kolkata
- Singh, Avtar : The Principles of Mercantile Law, Eastern Book Company, Lucknow
- Kapoor, N.D. : Business Law , Sultan Chand & Sons, New Delhi
- Tulsian P.C., Tulsian Bharat, Tulsian Tushar: Business Laws, S.Chand Publishing.
- Chandra, P.R. : Business Law, Galgotia, New Delhi
- The Indian Contract Act, 1872- Bare Act.
- The Sale of Goods Act, 1930- Bare Act.
- The Arbitration and Conciliation Act, 1996- Bare Act.
- Vanijyik Vidhi Ke Sidhant- Avtar Singh.
- वाणिज्यिक विधि के सिद्धांत – अवतार सिंह

Undergraduate Programme (B.B.A) Syllabus, Semester-I		
Session 2026-2027		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	I	
Name of the Course	Business Communication Skills and Office Management	
Course Code	02/BBA-BAD/ SEC /101	
Course Type:	SEC (SKILL)	
Level of the course (As per Annexure-I)	100-199	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the importance of effective business communication and its various mediums. CLO:2 Appreciate the need of effective writing for communication. CLO:3 Demonstrate the skill of effective report writing and summarizing annual reports. CLO:4 Analyse business correspondence and e-correspondence. CLO:5 Understanding the guidelines of clear writing	
Credits	3	
Total Marks	15+60=75	
Part-B Contents of the Course		
Total lecture per week		3
Units	Topics	No. of Lecture/Contact Hours
I	Business Communication: Meaning, process and functions. Need and importance. Medium: verbal & non-verbal communication. Channels: formal & informal. Levels of communication. Direction of communication: downward, upward, lateral, & diagonal. Effective communication: difficulties/barriers and solutions. Interactive and non-interactive techniques of communication. Listening as a tool of communication, Guidelines for effective listening.	9
II	Guidelines for clear writing. References, bibliographical research tools. Citing methods, footnotes, discussion footnotes. Use of library and internet for collection, classification and interpretation of data and information. Need and importance of business letters. Office memorandum, office circulars, notices and orders. Technology for communication. Effective IT communication tools. Electronic mail: advantages, safety and smartness in email. E-mail etiquettes.	9
III	Types of reports. Formal report: components and purpose. Organizing information: outlining & numbering sections, section headings, sub-headings, & presentation. Writing reports on field work/visits to industries, business concerns. Summarizing annual reports of companies: purpose, structure and principles. Meetings: Meaning, Planning, Agenda, Minutes of Meeting.	9
IV	Office Accommodation and Environment - Office building : size, layout, safety and security measures - Reception : Importance, shape and size, control. - Arrangement and adjustment: Furniture, allotment of seats, chambers, cabins	9

	rooms etc.-Handling of correspondence and market registers, filling forms and stationery.	
V	Supervision: Importance and span of supervision. Discipline: Importance and manner of office control, work control and work distribution. Personnel Management, Supervision, Control and coordination. Office staff (Peon, daftari, clerk, technical staff, supervisors, accountant, manager, etc.) Selection, training and development. Objectives and advantages of office manuals charts, preparation and play of manuals and charts.	9

Activities

1. Classroom Discussions and Concept Clarification:
2. Short Written Assignments / Concept Notes:
3. Group Discussions and Presentations
4. Case Study / Contemporary Issue Analysis:
5. Debates and Interactive Sessions:

Part-C Learning Resources

Recommended Books:

- Bhatia, Business Communication, Ane Books Pvt Ltd, New Delhi.
- KhannaPooa, Business Communication, Vikas Publishing House
- Gupta, C. B., Essentials of Business Communication, Sultan Chand & Sons.
- Kaul, A., Business Communication, PHI Learning
- Meyer C, Dev , Communicating for Results, Oxford University Press
- Quintanilla, Kelly M, Business and Professional Communication, Sage Textbook
- Raman and Singh, Business Communication. Oxford University Press
- Scot, O., Contemporary Business Communication. Biztantra, New Delhi.
- Modern Office Management by C. B. Gupta (widely used for NEP-based syllabi).
- Office Management by R. K. Chopra, published by Himalaya Publishing House.
- Manual of Office Management and Correspondence by B. N. Tandon, published by S. Chand & Co.
- Modern Office Management by Dr. Yashodhan Mithare, published by Nirali Prakashan

Undergraduate Programme (B.B.A) Syllabus, Semester-II	
Session 2026-2027	
Part-A Introduction	
Subject	B.B.A (Business Administration)
Semester	II
Name of the Course	Organization theory and behavior
Course Code	02/BBA-BAD/MJR/151T
Course Type:	MJR(MAJOR)
Level of the course (As per Annexure-I)	100-199

Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the fundamental concepts and theories of organization. CLO:2 Analyze and explain the dynamics of groups within an organization. CLO:3 Examine the role of attitudes and perception in organizational behaviour. CLO:4 Understand the factors contributing to personality development and understand the meaning and process of conflict and change within an organization. CLO:5 Gain insights into organizational effectiveness.	
Credits	6	
Total Marks	30+120=150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	The concept of organization, meaning of organization theory and behaviour, classical, Neo-classical and modern theories of organization. Organization goals, determinants of goals, goal displacement, goal distortion, organizational and industrial goals, integration of goals. Concept and determinants of organization structure, different types and importance of organizational structure, environment and structure, designing and organising structure, planning for the structure.	18
II	Group Dynamics : The concept of groups, kinds and functions of groups, formal and informal groups, group cohesiveness, group thinking, group dynamics and informal organization, Group dynamics and informal communication, management's role in informal groups.	18
III	Attitudes and perception: Concept of attitude; attitude, opinions and beliefs; attitudes and behaviour; theories of attitude; formation of attitude; factors determining formation of attitude, attitude measurement; attitude change. Definition and meaning of perception; perceptual process; factors influencing perception; factors influencing perceptual selection and organization; perceptual distortion, factors influencing perceptual distortion.	18
IV	Personality Development: Definition and meaning of personality. Factors contributing personality development: theories of personality development Conflict and Change: Meaning and process of conflict; causes, sources, consequences of conflict; conflict resolution strategies. Kinds of change; Identification of the problem and implementation of change: resistance to change; overcoming resistance to change.	18
V	Organizational Effectiveness : The concept of organizational effectiveness; efficiency, effectiveness and productivity; approaches of organizational effectiveness ; contributing	18

	factors of organizational effectiveness	
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Activities		
1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes: 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:		
Part-C Learning Resources		
Recommended Books:		
• Fred Luthans : Organizational Behaviour Keith Davis : Human Behaviour at Work • Stephen Robbins : Organizational Behaviour • V.S.P. Rao & P.S. Narayan: Organization Theory and Behaviour • L.M. Prasad: Organization Theory and Behaviour • R.A. Sharma : Organization Theory and Behaviour • Paul Hersey & Keith: Management of organizational Behaviour • Blanchard Edgar H. Schien : Organizational Psychology • Udai Pareek, T.V. Rao & Pestonjee, D.M. : Behavioural processes in Organizations • R.S. Dwivedi : Dynamics of Human Behaviour and work		

Undergraduate Programme (B.B.A) Syllabus, Semester-II	
Session 2026-2027	
Part-A Introduction	
Subject	B.B.A (Business Administration)
Semester	II
Name of the Course	Corporate Law
Course Code	02/BBA-BAD/MJR/152T
Course Type:	MJR(MAJOR)
Level of the course (As per Annexure-I)	100-199
Pre-requisite for the course (if any)	NA
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the background, regulatory aspects and the broader procedural aspects involved in different types of companies covered in Companies Act, 2013. CLO:2 Comprehend the process and legal documents of formation and incorporation of a company. CLO:3 Acquire an understanding of the process and documents required for raising capital for the company. CLO:4 Understand the process of company meetings and corporate decision making. CLO:5 Develop an understanding of the winding up process
Credits	6
Total Marks	30+120=150
Part-B Contents of the Course	
Total lecture per week	6

Units	Topics	No. of Lecture/Contact Hours
I	Background and Salient Features of the Companies Act, 2013. Company and its Characteristics. Types of Companies. Distinction between a company and a partnership. Lifting of Corporate Veil. Formation and Incorporation of company- Promoters and their legal position, pre- incorporation contract and provisional contract, Online registration of a company, Certificate of Incorporation.	18
II	Memorandum of Association, Articles of Association - Doctrine of Constructive Notice and Indoor Management. Prospectus: Meaning and Definition – Contents, Statutory requirements in relation to prospectus. Deemed prospectus, Shelf and Red herring prospectus, Statement in lieu of prospectus, Mis-statement in Prospectus: Civil and Criminal Liability.	18
III	Various Modes for Raising of Capital. Global Depository Receipts (GDR), Book Building, Issue of Securities - Private Placement, Public Issue, Rights Issue, Bonus Shares; Employee Stock Option Scheme (ESOS), Sweat Equity Shares. Buy-back of shares, Allotment of Shares, Forfeiture of shares, and Transfer and Transmission of Securities.	18
IV	Directors: Classification of Director- Women Director, Independent Director, Shareholder Director, Director Identification Number (DIN), Appointment of Director Qualification and Dis-Qualifications. Legal Position, Powers and Duties, Removal of Director, Remedies for breach of duties, Loans to Director and Remuneration to Director. Various Committee of the Board of Directors. Key Managerial Personnel – Managing Director, Whole time Directors, Manager, the Company Secretary, Chief Executive Officer, Resident Director. Prevention and Oppression of Mis-Management.	18
V	Meetings: Statutory Meeting, Annual General Meeting (AGM), Extra- Ordinary Meeting, Class Meeting, Virtual Meeting, Meeting of Stakeholders. Requisite of a Valid Meeting. Winding-up: Meaning of winding-up, Dissolution of company, Conceptual understanding of winding-up by the Tribunal, Compulsory winding-up, Members' voluntary winding-up, Creditors' voluntary winding-up.	18

Activities

1. Classroom Discussions and Concept Clarification:
2. Short Written Assignments / Concept Notes:.
3. Group Discussions and Presentations
4. Case Study / Contemporary Issue Analysis:
5. Debates and Interactive Sessions:

Part-C Learning Resources

Recommended Books:

- Avtar Singh : Indian Company Law
- Shukla S.M. : Company Adhinyam evam Sachiviya padhati
- Shukla M.C. : Company Law
- Kuchhal M.C. : Modern Indian Company Law
- Agnihotri Anurag & Inderjeet: Company Law
- Taxman : Companies Act, Special Student Edition
- Mittal and Agarwal : Company Adhinyam Evam Sachiviya Vidhi
- Avtar Singh : Company Adhinyam
- Mathur and Sahal : Mercantile Law Relevant Bare Acts

Undergraduate Programme (B.B.A) Syllabus, Semester-II		
Session 2026-2027		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	II	
Name of the Course	IT Tools for Business	
Course Code	02/BBA-BAD/ SEC /151T	
Course Type:	SEC (SKILL)	
Level of the course (As per Annexure-I)	100-199	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Develop understanding of computer fundamentals, functions and their classification. CLO:2 Draw analysis on data using spreadsheets and use interpretation to make decisions. CLO:3 Generate word documents with appropriate formatting and layout. CLO:4 Generate slides, design slideshow and printing of presentations. CLO:5 Understanding the concepts of business IT tools	
Credits	3	
Total Marks	15+60= 75	
Part-B Contents of the Course		
Total lecture per week	3	
Units	Topics	No. of Lecture/Contact Hours
I	Computer fundamentals: Characteristics of computers, Classification of computers, function of different units of computer, Input-Output devices, various fields of application of computers. Spreadsheets: Concept, creating, saving and editing a workbook, inserting, deleting work sheets, entering data in a cell, formula copying and moving from selected	9

	cells, correcting common formula errors. Working with inbuilt function categories like mathematical, statistical, text lookup, information, logical database, date and time and basic financial functions.	
II	Word Processing: Concept, creating, saving, opening, importing and inserting document, alignment, indents and outdents, creating lists and numberings. Formatting Commands: Heading, styles, fonts and size editing, viewing text, finding and replacing text, headers and footers, inserting page breaks, page numbers, special symbols and dates mail merge, checking spellings, creating tables and charts, document templates, preview and printing command.	9
III	Presentation: Creating, opening and saving presentations, working in different views, working with slides, adding and formatting text, checking spellings, making notes pages and handouts, drawing and working with objects, adding clip art, designing slide shows, running and controlling a slide show, printing presentations.	9
IV	MS- Excel : introduction , components of excel history, creating ,saving ,opening, spreadsheet , formatting numbers and text , graph and chart formatting commands ,menu bar , tool bars , producing charges , protecting cell macro and printing operations , spell checking , cell editing , calculation of various financial and statistical functions using formulas.	9
V	Introduction to canva: overview of canva interface and features, creating an account and setting up a profile, understanding the different types of design formats. Uploading images , using canva's templates and elements , creating presentations , posters and flyers	9

Activities

1. **Classroom Discussions and Concept Clarification:**
2. **Short Written Assignments / Concept Notes:.**
3. **Group Discussions and Presentations**
4. **Case Study / Contemporary Issue Analysis:**
5. **Debates and Interactive Sessions:**

Part-C Learning Resources

Recommended Books:

- Arora, A.(2015): Computer Fundamentals and Applications. Vikas Publishing.
- Sinha, P.K. and Sinha, P.(2017): Foundation of computing. New Delhi.
- Sagman S.; MS Office for Windows XP, Pearson Education 2007.
- M, Miller: Absolute Beginners Guide to Computer Basics, Pearson Education, 2009.
- Ron, Mansfield: Working in Microsoft Office, 2008, Tata McGraw-Hill.
- Turban, Mclean and Wetherbe: Information Technology and Management.
- Kulkarni: IT Strategy for Business, Oxford University Press.
- "The Ultimate Canva Software Handbook: Master Every Tool and Feature" (Brighton) – Covers branding, marketing, and design.
- "The Product Tales: Canva" – Provides insights into the evolution and capabilities of

the platform.		
• "Excel 2021 for Dummies" (Greg Harvey) – A user-friendly guide covering basics for beginners. • "Excel Formulas and Functions for Dummies" (Ken Bluttman) – Focuses on mastering formula usage.		
Undergraduate Programme (B.B.A) Syllabus, Semester-III		
Session 2027-2028		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	III	
Name of the Course	Marketing Management	
Course Code	02/BBA-BAD/MJR/201T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	200-299	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the fundamental concepts and importance of marketing. CLO:2 Analyze the marketing environment and its impact on decision-making. CLO:3 Comprehend product planning, development, and life cycle. CLO:4 Understand various pricing strategies and promotion methods. CLO:5 Gain insights into distribution channels and their role in delivering products to consumers.	
Credits	6	
Total Marks	30+120=150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction: Concept, Nature, Scope and Importance of Marketing; Marketing concept and its evolution; Marketing mix. Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation, positioning and Targeting ; Buyer behavior; Consumer versus organizational buyers; Consumer Decision Making Process Market Analysis and Creating and Delivering Customer Value. types of marketing (B2C, B2G, B2B, C2C ,G2C)	18
II	Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life-cycle – strategic implications; New Product Development and Consumer Adoption Process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies.	18
III	Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel Management	18

	Decision; Retailing and Wholesaling.	
IV	Promotion Decisions: Communication process; promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales Promotion – tools and techniques.	18
V	Issues and Developments in Marketing: Social, Ethical and Legal Aspects of Marketing; Services Marketing; Green Marketing; Sustainable Marketing; Relationship Marketing; Rural Marketing, Social Marketing ;Integrated Marketing and other development in marketing.	18

Activities

1. **Classroom Discussions and Concept Clarification:**
2. **Short Written Assignments / Concept Notes:.**
3. **Group Discussions and Presentations**
4. **Case Study / Contemporary Issue Analysis:**
5. **Debates and Interactive Sessions:**

Part-C Learning Resources

Recommended Books:

- Agarwal, P.K.: Marketing Management: An Indian Perspective, Pragati Prakashan, Meerut.
- RSN Pillai & Bagavathi: Marketing Management, S. Chand Publishers
- Arun Kumar & N Meenakshi: Marketing Management, Vikas Publishing House
- Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.
- Kotler, Philip: Marketing Management – Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
- Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
- Ramaswamy, V.S. and Namakumari, S: Marketing Management, MacMillan India, New Delhi.
- Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
- Stanton, William J., and Charles Futrell: Fundamentals of Marketing, McGraw Hill Publishing Co., New York.
- Sontakki, C.N., Marketing Management: In the Indian Background, Kalyani Publishers, New Delhi.
- Verma V. Harsh & Duggal Ekta: Marketing, Oxford University Press, New Delhi.

Undergraduate Programme (B.B.A) Syllabus, Semester-III		
Session 2027-2028		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	III	
Name of the Course	Human Resource Management	
Course Code	02/BBA-BAD/MJR/202T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	200-299	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the fundamental concepts and importance of Human Resource Management (HRM) in organizations, including the strategic role of HR managers and the process of HR planning. CLO:2 Gain knowledge of the role and responsibilities of HR managers.. CLO:3 Comprehend the concepts and practices of Training & Development as well as performance management and competency management. CLO:4 Develop an understanding of productivity management techniques and gain awareness of challenges, ethical issues in HRM and international HRM. CLO:5 Comprehend the concept of Compensation Management and learn about career planning, succession planning, and talent management for high-potential employees.	
Credits	6	
Total Marks	30+120=150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Human Resource Management- Meaning & Definition, Importance, Role of HR Manager-Strategic HRM, Human Resource Planning- Meaning & Definition, Objectives, Process, Forecasting. Job Analysis- Job Description & Job Specification. Recruitment- Meaning & Definition, Sources of Recruitment, Process, Employer Branding. Selection-Meaning & Definition, Process. Induction.	18
II	Training & Development- Meaning & Definition, Objectives and Needs, Process & Methods of Training, Evaluation of Training Programme, Performance Management- Concept & Definition, Methods, Rating Errors, Competency Management.	18
III	Compensation Management-Concept, Job Evaluation, Incentives & Benefits, Types of Compensation Plans, Career Planning-Succession Planning-Talent Management Managing	18

	the GIG employees and Virtual employees and team; High Potential Employees.	
IV	Productivity Management- Concept- TQM- Kaizen- Quality Circles, Industrial Relations-Grievance, Collective Bargaining. Retirement/Separation - Superannuation – Voluntary Retirement Schemes, Resignation, Discharge-Dismissal-Suspension-Layoff. Exit Interview	18
V	Ethical Issues in HRM: Nature and Need, HR Ethical Issues. Challenges of HRM. International Human Resource Management. Workplace Wellness, sustainability goals and HRM , Green HRM and challenges. Domestic HRM and IHRM Comparison, Managing International HR Activities.	18

Activities

1. Classroom Discussions and Concept Clarification:
2. Short Written Assignments / Concept Notes:.
3. Group Discussions and Presentations
4. Case Study / Contemporary Issue Analysis:
5. Debates and Interactive Sessions:

Part-C Learning Resources

Recommended Books:

- Gomez-Mejia, Luis R., D.B. Balkin and R.L. Cardy: Managing Human Resources, Prentice Hall, New Jersey.
- D'Çenzo, David A. & Stephen P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi.
- Ian, Beardwell and Len Holden: Human Resource Management, MacMillan, Delhi.
- Dessler, Garry: Human Resource Management, Prentice Hall of India, New Delhi.
- Saiyadain Mirza S.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi
- Chhabra, T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi
- Dwivedi, R.S.: Managing Human Resources: Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi
- Harzing, A.W. and Joris Van Ruysseveldt: International Human Resource Management: An Integrated Approach, Sage Publication, London
- Dowling, Peter J., D.E. Welch and R.S. Schuller: International Human Resource Management: Managing People in a Multiple Context, South Western College Publishing Cincinnati.
- Seema Sanghi: Human Resource Management, Vikas Publishing House
- S.S. Khanka: Human Resource Management S. Chand Publishing
- Sharma and Surana: Sevivargiya Prabandh evam Audyogik Sambandh (Hindi)

Undergraduate Programme (B.B.A) Syllabus, Semester-III		
Session 2027-2028		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	III	
Name of the Course	Fundamentals Of Entrepreneurship	
Course Code	02/BBA-BAD/ MDC /201T	
Course Type:	MDC	
Level of the course (As per Annexure-I)	200-299	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the concept and functions of an entrepreneur CLO:2 Comprehend the role of role of entrepreneur in economic growth CLO:3 Acquire an understanding of the process Entrepreneurship CLO:4 Understand the various government initiatives for the startups and entrepreneurial development CLO:5 It will foster an entrepreneurial spirit and innovation amongst students	
Credits	3	
Total Marks	15+60=75	
Part-B Contents of the Course		
Total lecture per week	3	
Units	Topics	No. of Lecture/Contact Hours
I	Entrepreneurship Meaning- Characteristics- Functions- Traits-Types. Intrapreneur- Women Entrepreneurship- Rural Entrepreneurship- Role of Entrepreneurship in Economic Development .Factors affecting entrepreneurial growth.	9
II	Role of Entrepreneur: role of entrepreneur in economic growth as an evaluator, generation of employment opportunities; complimenting and supplementing economic growth: bringing about social stability and balanced regional development of industries; role in export promotion and import substitution ; forex earnings: augmenting and meeting local demand .	9
III	Government Initiatives For Startups- SAMRIDH Scheme, MSME,startup India initiative scheme, startup India seed fund scheme , pradhanmantri mudra yojana , atal innovation mission , credit guarantee trust fund , the standup India scheme.	9
IV	Development of business plan and starting venture – registration formalities –IPR-incentives and subsidies – need for incentive and subsidies – tax benefits for SSI units – sickness in small industries – causes and remedies and revival.	9
V	Entrepreneurial Behavior: Entrepreneurial behavior and psycho theories; innovation and entrepreneur; social responsibility. Entrepreneurial developmental programs: their role , relevance and achievements	9

Activities	
1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes: 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:	
Part-C Learning Resources	
Recommended Books:	
• "Fundamentals of Entrepreneurship" by Dr. O.P. Gupta (SBPD Publications) • "NEP Fundamentals of Entrepreneurship" by Prof. R.C. Agarwal (SBPD Publishing House) • "Entrepreneurship Development" by S.S. Khanka (S. Chand Publishing) • "Dynamics of Entrepreneurial Development & Management" by Vasant Desai (Himalaya Publishing House) • "Entrepreneurship – Business and Management" by Dr. R.C. Bhatia (Sultan Chand & Sons) • "Project Preparation, Appraisal, Implementation" by Prasanna Chandra (Tata McGraw Hill)	

Undergraduate Programme (B.B.A) Syllabus, Semester-III		
Session 2027-2028		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	III	
Name of the Course	Indian Knowledge System	
Course Code	02/BBA-BAD/VAC/201T	
Course Type:	VAC	
Level of the course (As per Annexure-I)	200-299	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understanding the Bhartiya Gyan Parampara (Indian Knowledge System). CLO:2 Understanding the basic concept of oneness (Ekatma Bhav). CLO:3 Learning Indian Ethical, Social, and Environmental Thought. CLO:4 Understand the concept of Indian Arts, Education. CLO:5 Comprehend the significance of Governance and Public Administration.	
Credits	3	
Total Marks	15+60=75	
Part-B Contents of the Course		
Total lecture per week	3	
Units	Topics	No. of Lecture/Contact Hours
I	Bhartiya Gyan Parampara (Indian Knowledge System) – An Overview Importance of Ancient Knowledge; Defining Indian Knowledge System; The Indian Knowledge System Corpus-	9

	A Classification Framework; Some unique aspects of Indian Knowledge System: Nuances of an Oral Tradition. History of Traditional Indian Trade and commerce: Silk, cotton, sugar, spices etc., silk route. Traditional mercantile system.	
II	Knowledge: Framework and Classification Tarka: The Indian Art of Debate- The Knowledge Triangle; Prameya – A Vaisesikan Approach to Physical Reality- Dravyas, Attributes, Action; Vaisesikan Knowledge management; Types of knowledge management , Knowledge barriers, Knowledge Retention	9
III	Indian Ethical, Social, and Environmental Thought-Dharma, Artha, Kama, Moksha – Purusharthas. Indian models of sustainable living and nature worship. Role of family and society in ethical development. Concept of ‘Vasudhaiva Kutumbakam’ and ‘Sarva Dharma Sambhava’ Environmental values in Indian scriptures.	9
IV	Indian Arts, Education and Knowledge Transmission- Gurukul, Pathshala, and ancient university systems (Nalanda, Takshashila). Role of women in knowledge transmission. Guru-Shishya Parampara. Epics and their cultural significance: Ramayana, Mahabharata. Contribution of ancient Indian literature to moral education	9
V	Governance and Public Administration Ramayana on Great Attributes, Dos, and Don'ts of a King; Arthasastra- Governance and Administration; Relevance of Arthasastra; Kautilyan State; Vidura- niti – Advice to a King- The Amatya, Settlements and Land Use (Janapada), Fortified Capital city (Durga), Treasury and State Economy (Kosa), Law & Order and Security (Danda), Foreign Policy and Allies (Mitra); Public Administration- Perspectives from the Epics. Indigenous banking system: Methods of the Indigenous banking system; Promissory note, Dastavez, Rahan, Functions of the indigenous banking system; Advancing loans, discounting Hundis; Type of Hundi, Darshni Hundi, Muddati Hundi.	9

Activities

1. Classroom Discussions and Concept Clarification:
2. Short Written Assignments / Concept Notes:.
3. Group Discussions and Presentations
4. Case Study / Contemporary Issue Analysis:
5. Debates and Interactive Sessions:

Part-C Learning Resources

Recommended Books:

- Aurobindo, S. (2021). The Foundations of Indian Culture. India: Sri Aurobindo Ashram.
- Dharampal. (1995). The Beautiful Tree: Indigenous Indian Education in the Eighteenth Century. Rashtrottana Sahitya. ISBN-10:8175310952
- Indian Knowledge Systems. (2005). India: Indian Institute of Advanced Study.
- Mahadevan, B., Bhat, V. R., & Pavana, N. (2022) Introduction to Indian Knowledge System Concepts and Applications. PHI Learning
- Parthasarathy, S. (2014). Vedanta for Modern World. Sri Siim Research Press.

- Pe, D. (2005). Hidden dangers of meditation and yoga. Payal Books
- Simpson, A. (2019). Leadership Lessons from the Bhagavad Gita. India: SAGE Publications.
- The Arthashastra. (2000). India: Penguin Books Limited.
- Vivekananda, S. (2021). Patanjali Yoga Sutra. Srishti Publishers & Distributors. ISBN-10

Undergraduate Programme (B.B.A) Syllabus, Semester-IV		
Session 2027-2028		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	IV	
Name of the Course	Entrepreneurship and Startup Ecosystem	
Course Code	02/BBA-BAD/MJR/251T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	200-299	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the concept of entrepreneurship and gain knowledge of various theories of entrepreneurship. CLO:2 Identify the qualities of a successful entrepreneur and social responsibilities of an entrepreneur. CLO:3 Analyze opportunities and external environmental factors for promoting a venture. CLO:4 Comprehend the significance of Entrepreneurial Development Programs (EDPs) in fostering entrepreneurship. CLO:5 Understand the startup ecosystem and government initiatives.	
Credits	6	
Total Marks	30+120=150	
Part-B Contents of the Course		
Total lecture per week		6
Units	Topics	No. of Lecture/Contact Hours
I	Entrepreneurship - Concept, Nature, Historical evolution, Role of Socio- Economic environment, Theories of entrepreneurship. Entrepreneur -Qualities of a successful entrepreneur, Entrepreneur and Leadership, Entrepreneur and Risk Taking capacity, Entrepreneur and Business Planning& Decision making, Social responsibilities of entrepreneur	18
II	Promotion of Venture: Opportunities analysis, External environmental analysis, Preparation of project and feasibility report, Legal requirements for establishment of a new unit and raising fund, Sources of Venture. Capital and Capital Structure decision.	18

III	Entrepreneurial Development Programmes (EDP): their role, relevance, Critical evaluation, Role of Government in organizing EDP's. Role of entrepreneur in economic growth, Export promotion and import substitution Intellectual Property management	18
IV	Startup: Meaning, Features, Types of Startups – Ideation – Design Thinking, Entrepreneurship Lessons for Startups, 3 Pillars to Initiate startup (Handholding, Funding & Incubations) Incubation – Meaning & definition – Objectives & Functions of Incubation Centres – Services Types – Incentives for Incubators – Role of Incubators in startup policy.	18
V	Government Initiatives – Startup India Initiative, Seed Fund – ASPIRE – SAMRIDHI Scheme – Mudra Scheme (Sishu, Kishore & Tarun) – ATA Innovation Mission – MSME Multiplier Grants Scheme – Credit Guarantee fund trust for micro & small business – Software Technology Park – Venture Capital Assistance Scheme – Single Point Registration Scheme – M-SIPS – Self Employment & Talent Utilization (SETU)	18

Activities

1. **Classroom Discussions and Concept Clarification:**
2. **Short Written Assignments / Concept Notes:.**
3. **Group Discussions and Presentations**
4. **Case Study / Contemporary Issue Analysis:**
5. **Debates and Interactive Sessions:**

Part-C Learning Resources

Recommended Books:

- Vasant, DCSAI; Entrepreneurship, Himalaya Publishing House.
- Taneja & S.L. Gupta.; Entrepreneurship Development.
- Pandey, I.M.; Venture Capital –The Indian Experience, Prentice Hall of India.
- Tandon B.C, Environment and Entrepreneur, Chug Publications, Allahabad
- Peter F Drucker: Innovation and Entrepreneurship Heinemann London
- Rajpurohit, Vyas, Ramchandani, Sharma; Fundamentals of Entrepreneurship, Ajmera Book Company, Jaipur
- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning.
- S.R. Bhowmik an M. Bhowmi, Entrepreneurship, New Age International.
- Stevan Fisher, Ja-nae Duane, The Startup Equation – A Visual Guidebook for Building your Startup, Indian Edition, McGraw Hill Education India Pvt. Ltd.
- S.S. Khanka, Entrepreneurial Development, S. Chand Publishing

Undergraduate Programme (B.B.A) Syllabus, Semester-IV		
Session 2027-2028		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	IV	
Name of the Course	Production & Materials Management	
Course Code	02/BBA-BAD/MJR/252T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	200-299	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the fundamental concepts, principles and challenges of production management. CLO:2 Gain knowledge of different types of manufacturing systems and the factors that influence production planning. CLO:3 Acquire the skills to apply project planning methods and understand the importance of production control and quality control. CLO:4 Develop an understanding of the purchase procedure. CLO:5 Learn about stores management and organization and vendor analysis.	
Credits	6	
Total Marks	30+120=150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Meaning, nature, scope, functions, problems of production management. Production and Productivity Organizing for production.	18
II	Types of manufacturing systems, Production Planning, objectives, factors affecting production planning, forecasting. Qualitative and quantitative forecasting methods.	18
III	Project Planning Methods: PERT and CPM Production control and quality control, Role and importance of materials management Scope, functions, and organization of materials management Make-or-buy decisions.	18
IV	Purchase procedure, factors affecting purchases, Purchases Organization, centralized versus decentralized purchasing, legal aspects of purchasing. Value analysis: meaning, objects, application and problems	18
V	Stores Management and Organization. Receiving and Storekeeping. Stock Verification, stores layout and location. Vendor analysis and vendor selection.	18

Activities	
	1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books: • Buffa, A.E.S. : Modern Production Management • Chase, R.B., Aquilano N. Jr : Production and Operation Management • Laufer A.C : Operations Management • O.P Khanna : Industrial Engineering Management • S.K. Hajra & Choudhary & Nihar Roy: Production Management • Hicks, P.E. : Introduction to Industrial Engineering & Management Science	

Undergraduate Programme (B.B.A) Syllabus, Semester-IV		
Session 2027-2028		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	IV	
Name of the Course	Managerial Skills	
Course Code	02/BBA-BAD/ MDC /251T	
Course Type:	MDC	
Level of the course (As per Annexure-I)	200-299	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 To understand personal skills applicable for efficient management . CLO:2 To inculcate the effective managerial skills among the students. CLO:3 To develop problem-solving capacity. CLO:4 Discuss the function of controlling and contemporary issues in management CLO:5 Analyse the role of communication in management	
Credits	3	
Total Marks	15+60=75	
Part-B Contents of the Course		
Total lecture per week	3	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction To Skills And Personal Skills Importance Of competent Managers ,Skills Of Effective Managers , Developing Self Awareness On The Issues Of Emotional Intelligence , Self Learning Styles , Values , Attitude Towards Change , Learning Of Skills And Applications Of Skills .	9

II	Problem-Solving And Building Relationship; Problem-Solving, Creativity, Innovation, Steps Of Analytical Problem Solving, Limitations Of Analytical Problem Solving, Impediments Of Creativity, Multiple Approaches To Creativity, Conceptual Blocks, Conceptual Block Bursting, Skill Developments And Application For Above Areas.	9
III	Team Building ,Group Dynamics ,Group Behaviors , Cohesion ,Importance Of Brain Storming Sensitivity Training , Nominal Group Techniques , Case Study ,Case Analysis ,Leadership & Competence Development .	9
IV	Empowering And Delegating: Meaning Of Empowerment, Dimensions Of Empowerment. How To Develop Empowerment, Inhibitors Of Empowerments, Delegating Works. Skills Development And Skill Application On Above Areas.	9
V	Communication ,communication process ,need and importance of communication skills, types of communication ,conduct of meetings , interview , building self-confidence , role of motivation skills in developing managers	9

Activities

1. **Classroom Discussions and Concept Clarification:**
2. **Short Written Assignments / Concept Notes:**
3. **Group Discussions and Presentations**
4. **Case Study / Contemporary Issue Analysis:**
5. **Debates and Interactive Sessions:**

Part-C Learning Resources

Recommended Books:

- Blanchard, K., & Johnson, S. (2015). The new one minute manager. William Morrow.
- Chhabra, T. N. (2025). Principles and practice of management. Dhanpat Rai & Co.
- Drucker, P. F. (2006). The practice of management. Harper Business.
- Harvard Business Review. (2017). The Harvard Business Review manager's handbook: The 17 skills leaders need to stand out. Harvard Business Review Press.
- Koontz, H., & Weihrich, H. (2020). Essentials of management: An international, innovation, and leadership perspective (11th ed.). McGraw Hill Education.
- Kumar, A. (2012). Essentials of management (9th ed.). Thomson Southwestern.
- Robbins, S. P., & Coulter, M. (2020). Management (15th ed.). Pearson Education.
- Stoner, J. A. F., & Freeman, R. E. (2018). Principles of management. PHI Learning.
- Taneja, S., & Tuteja, R. (2026). Managerial skills for B.Com/BBA sem-I (NEP aligned). VK Global Publications.
- Tripathi, P. C. (2017). Principles of management. Tata McGraw Hill Publishing.

Undergraduate Programme (B.B.A)Syllabus, Semester-V		
Session 2028-2029		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	V	
Name of the Course	Strategic Management	
Course Code	02/BBA-BAD/MJR/301T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	300-399	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the evolution of strategic management, and the different levels of strategy and schools of thought that have contributed to the field. CLO:2 Develop strategic intent by creating a clear vision, mission, and objectives that are aligned with the organization's values and goals. CLO:3 Formulate effective corporate and business level strategies by analyzing and appraising the internal and external environment. CLO:4 Analyze and choose among different strategic options, taking into account subjective factors and contingency strategies. CLO:5 Implement functional and operational plans that support the overall strategic direction of the organization, and evaluate and control the effectiveness of those strategies through various techniques.	
Credits	6	
Total Marks	30+120=150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Strategic Management: Evolution, Understanding Strategy, Levels of strategy, strategic decision making, issues in strategic decision making, various schools of thoughts on formation of strategy, introduction to strategic management, strategic management process.	18
II	Establishing Strategic Intent: Understanding strategic intent, concept of stretch, leverage and fit, vision, mission, business definition, goals ; objectives- role of objectives, characteristics of objectives, issues in objective setting, formulation of objective.	18
III	Strategy Formulation: Concept of environment, environmental sectors, scanning of the environment, environmental appraisal, organizational appraisal, corporate level & business level strategies.	18

IV	Strategic Analysis & Choice: Process of strategic choice, strategic analysis, subjective factors in strategic choice, contingency strategies. Strategy Implementation: Nature of strategy implementation, barrier to strategy implementation, interrelationship of formulation and implementation, project implementation, procedural implementation, and behavioral implementation	18
V	Functional and Operational Implementation: Financial, Marketing, Operations /Production, Personnel plans and policies, information, integration of functional plans and policies. Strategic evaluation and control; Techniques of strategic evaluation and control.	18

Activities

1. **Classroom Discussions and Concept Clarification:**
2. **Short Written Assignments / Concept Notes:**
3. **Group Discussions and Presentations**
4. **Case Study / Contemporary Issue Analysis:**
5. **Debates and Interactive Sessions:**

Part-C Learning Resources

Recommended Books:

- Azar Kazmi: Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.
- Jain PC: Strategic Management (Hindi).
- Bhattacharry, SK and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
- Budhiraja, S.B. and Athreya, M.B.: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
- Coulter, Mary K.: Strategic Management in Action, Pearson Education, Delhi.
- David, Fred R.: Strategies Management, Pearson Education, Delhi.
- Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw Hill, International Edition.
- H.Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.
- Michael, E. Portor: Implanting Strategic Management, Prentice Hall, New Delhi.
- Mintzberg, Henry and James, Brian Quinn: The Strategy Process, Pearson Education, Delhi.
- Newman, William H. and James, P. Logan: Strategy, Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio.
- Sharma, R.A.: Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.
- Peters, T.J. and R.H. Waterman, Jr. in Search of Excellence, Harper and Row, New York.
- Ramaswamy, V.S. and S. Namakumari, Strategic Planning: Formulation of Corporate Strategy, Text and Cases. The Indian Context, Macmillan India, Delhi.

Undergraduate Programme (B.B.A)Syllabus, Semester-V		
Session 2028-2029		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	V	
Name of the Course	Business Ethics and Ethos	
Course Code	02/BBA-BAD/MJR/302T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	300-399	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the concepts & types of business ethics and the factors that influence ethical decision-making in organizations. CLO:2 Analyze ethical issues in management and various functional areas. CLO:3 Assess corporate social responsibility and its impact on stakeholders. CLO:4 Understand Gandhian approach in management & trusteeship and its relevance in modern business. CLO:5 Understand the concept and relevance of Indian Ethos in managerial decision-making.	
Credits	6	
Total Marks	30+120=150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction – Meaning - Scope – Types of Ethics – Characteristics – Factors influencing Business Ethics – Importance of Business Ethics - Arguments for and against business ethics- Basics of business ethics.	18
II	Ethics in Management - Ethics in HRM – Marketing Ethics – Ethical aspects of Financial Management – Technology Ethics. Ethical responsibilities of multinational corporations; Ethical dilemmas ; Intellectual property rights	18
III	Corporate Social Responsibility: Social Responsibility of business with respect to different stakeholders, Arguments for and against Social responsibility of business, Social Audit.	18
IV	Gandhian approach in Management and Trusteeship: Gandhiji’s doctrine of Satya and Ahinsa, Relevance of Trusteeship principle in modern business.	18
V	Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient feature(Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic- Spiritual Brain, Holistic approach for Managers in Decision Making Ethical aspects in Bhagvat Gita; Kautaliya’s Arthshastra; Swami Vivekananda on Ethics; Swami Vivekananda’s message	18

	to the youth of India	
Activities 1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:		
Part-C Learning Resources		
Recommended Books: • Fernando, A.C. Business Ethics, Pearson Publication • Ghosh, Biswanath, Ethics in Management and Indian Ethos, Vikas Publishing House • Rao, A.B., Business Ethics and Professional Values, Excel Books. • Mehta, Jyotsna, Gupta, Preeti, Business Ethics and Ethos, Pragati Prakashan • Mruthyunjaya H.C., Business Ethics and Value System, PHI Learning, New Delhi • Murthy C.S.V., Business Ethics, Himalaya Publishing House		

Undergraduate Programme (B.B.A) Syllabus, Semester-V		
Session 2028-2029		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	V	
Name of the Course	Fundamentals of International Business	
Course Code	02/BBA-BAD/ MDC /301T	
Course Type:	MDC	
Level of the course (As per Annexure-I)	300-399	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Develop a comprehensive understanding of international business concepts, the global business environment, trade policies, international organizations, and the dynamics of foreign exchange and investment. CLO:2 Analyze the international business environment. CLO:3 Comprehend international trade theories and patterns. CLO:4 Evaluate the role of international organizations. CLO:5 Equipped with analytical skills to evaluate and make informed decisions in the context of international business operations.	
Credits	3	
Total Marks	15+60=75	
Part-B Contents of the Course		
Total lecture per week	3	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction: International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business.	9

	India's involvement in International Business	
II	International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment. International Trade: Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment – Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention.	9
III	Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects. World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.	9
IV	Balance of Payment Account: Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium. International Economic Institutions and Financial Environment: IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and arrangement; Types of Exchange rate systems in the world; International money and capital markets.	9
V	Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI.	9

Activities

1. **Classroom Discussions and Concept Clarification:**
2. **Short Written Assignments / Concept Notes:**
3. **Group Discussions and Presentations**
4. **Case Study / Contemporary Issue Analysis:**
5. **Debates and Interactive Sessions:**

Part-C Learning Resources

Recommended Books:

- Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., International Business: Environment and Operations.
- Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Prentice Hall.
- Hill, Charles, W.L., International Business, McGraw Hill Company, New York.
- Cherunilam, F., International Business Text and Cases, PHI.
- Bhasin, N., Foreign Direct Investment in India: Policies, Conditions and Procedures, New Century Publications.
- Ball, Donald, Wendall H. McCulloch, Michael Geringer, Michael S. Minor and Jeanne M. McNett, International Business: The Challenge of Global Competition, McGraw Hill Co.

Undergraduate Programme (B.B.A) Syllabus, Semester-V		
Session 2028-2029		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	V	
Name of the Course	Digital Marketing	
Course Code	02/BBA-BAD/ SEC /301T	
Course Type:	SEC (SKILL)	
Level of the course (As per Annexure-I)	300-399	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Develop digital marketing strategies by setting up their own marketing framework of business goals , market insights, customer journey , marketing channels and marketing objectives CLO:2 Plan effective marketing content and channels that can maximize the ROI of their marketing campaigns by using the most effective platform to achieve their marketing objectives. CLO:3 Describe the various ethical and legal issues in digital marketing. CLO:4 Analyse ethical considerations and digital marketing in India. CLO:5 Discuss the significance of digital marketing tools	
Credits	3	
Total Marks	15+60=75	
Part-B Contents of the Course		
Total lecture per week		3
Units	Topics	No. of Lecture/Contact Hours
I	Introduction Of Digital Marketing: Meaning, Scope, Need, Importance, Traditional V/S Digital Marketing, Overview Of Digital Channels.	9
II	SEO: Introduction Of Search Engines And SEO, Importance, Types Of SEO , Search Behavior Of People	9
III	Social Media Marketing, Introduction, Main Platforms - Facebook, Instagram, Linkedin, Youtube. Content Types, Content Planning. Social Media Engagement.	9
IV	Social Media Advertisements ,Introduction To Social Media Advertisements , Objectives ,Difference Between Organic And Paid Advertisements .Target Audience Selections	9
V	Digital Marketing Tools, Introduction Of Digital Marketing Tools, Basic Introductions Of Google Advertisements, Basic Digital Terms –Reach, Clicks, Traffic. Ethics In Digital Marketing.	9

Activities

1. Classroom Discussions and Concept Clarification:
2. Short Written Assignments / Concept Notes:.
3. Group Discussions and Presentations
4. Case Study / Contemporary Issue Analysis:
5. Debates and Interactive Sessions:

Part-C Learning Resources

Recommended Books:

- Chaffey, D., Chadwick, F.E., Johnson, K., & Mayer, R. Internet Marketing: Strategy, Implementation and Practice. New Jersey: Pearson Hall.
- Charlesworth, A. Digital Marketing: A Practical Approach. Abingdon: Routledge.
- Frost, R. D., Fox, A., & Strauss, J. E-Marketing. Abingdon: Routledge.
- Gay, R., Charlesworth, A., & Esen, R. Online Marketing: A Customer Led Approach.
- Gupta, S. Digital Marketing. Delhi: Tata McGraw Hill Education
- Kapoor, N. Concept Building Approach to Digital Marketing. Delhi: Cengage Learning India Pvt. Ltd.
- Kotler, P., Kartajaya, H., & Setiawan, I. Digital Marketing: 4.0 Moving from Traditional to Digital. New Jersey: John Wiley & Sons.
- Maity M. Digital Marketing. Oxford University Press.
- Ryan, D., & Calvin, J. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. London: Kogan Page. Oxford University Press.
- Tasner, M. Marketing in the Moment: The Digital Marketing Guide to Generating More Sales and Reaching Your Customers First. London: Person.
- Digital Marketing for Dummies by Ryan Deiss & Russ Henneberry
- The 30 Second Digital Marketing Manager by Prachi Juneja

Undergraduate Programme (B.B.A) Syllabus, Semester-VI		
Session 2028-2029		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VI	
Name of the Course	Retail Management	
Course Code	02/BBA-BAD/MJR/351T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	300-399	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the concept and significance of retailing and retailing environment. CLO:2 Understand consumer behavior in retail and comprehend the customer decision-making process in the retail industry. CLO:3 Develop an understanding of retail marketing and promotion strategies. CLO:4 Gain insights into the factors that affect retail location and also understand the principles of store design and layout. CLO:5 Understand the retail industry in India.	
Credits	6	
Total Marks	30+120= 150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction: Definition, Nature,Importance of Retailing; Functions of retailing, Retail formats and types, Retailing Environment.	18
II	Understanding the Retail Consumer: Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process.	18
III	Retail marketing and promotion: function, importance, Strategies; Retail promotion Mix: - Retail promotion program, retail advertising media, and promotional budget.	18
IV	Retail Location: Factors affecting location decision, Site Selection, Location based retail Strategies; Store Design: Interiors and Exteriors, Store layout, Types of layouts.	18
V	Retailing in India: Evolution and trends in organized retailing, Indian organized retail market, FDI in Indian organized retail sector, retail scenario in India, future trends of retail in India.	18
Activities 1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:		
Part-C Learning Resources		

Recommended Books:

- Nair Suja, Retail Management, Himalaya Publishing House.
- Gibson Vedamani, Retail Management, Pearson's Publication.
- Swapna Pradhan, Retail Management, Tata McGraw Hill.
- Phillip Kotler, Keven Lane Keller, et al. Marketing Management, Pearsons.

Undergraduate Programme (B.B.A) Syllabus, Semester-VI		
Session 2028-2029		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VI	
Name of the Course	Industrial Laws	
Course Code	02/BBA-BAD/MJR/352T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	300-399	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the concept and significance of the Industrial Disputes Act, 1947, and its various provisions. CLO:2. Identify and analyze unfair labour practices and penalties under the Industrial Disputes Act,1947. CLO:3. Comprehend the objective, applicability, interpretation, and appeal process of the Industrial Employment (Standing Orders) Act, 1946. CLO:4 Gain knowledge of the Indian Trade Union Act and its impact on trade unions. CLO:5 Understand the major provisions of Minimum Wages Act, 1948 and Payment of Bonus Act, 1965.	
Credits	6	
Total Marks	30+120= 150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Industrial Disputes Act, 1947: Concept, objective, and significance, Authorities; procedure and powers; unfair labour practices, penalties (Definition, Authorities for the settlement of disputes, methods of settlement, collective bargaining, conciliation, arbitration and adjudication, strikes and lockouts, lay off and retrenchment, change of service conditions)	18
II	Industrial Employment (Standing Orders) Act, 1946: Object, applicability, interpretation, appeal	18
III	The Indian Trade Union Act.1926: Object, scope and major provisions, Factories Act,1948: Object, scope and major provisions; Authorities, compliances and penalties	18

IV	Minimum Wages Act, 1948: Object and scope; Minimum Wages Act, Advisory Board, Central Advisory Board; Authority and claims, compliances, offences and penalties	18
V	Payment of Bonus Act, 1965: Object, application and major provisions	18

Activities

1. Classroom Discussions and Concept Clarification:
2. Short Written Assignments / Concept Notes:.
3. Group Discussions and Presentations
4. Case Study / Contemporary Issue Analysis:
5. Debates and Interactive Sessions:

Part-C Learning Resources

Recommended Books:

- Srivastava, S. C., Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi
- Sinha, Sinha, Priyadarshini Seema Shekhar, Industrial Relations Trade Unions and Labour Legislation. Pearson Education.
- Puri, Dr. S.K., Labour and Industrial Laws, Allahabad New Agency
- Malik, P.L.: Industrial Law, Eastern Book Company
- Seth, D.D.: Commentaries on Industrial Disputes Act, New York Library

Undergraduate Programme (B.B.A) Syllabus, Semester-VI		
Session 2028-2029		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VI	
Name of the Course	Indian Constitutional Values and Fundamental Duties	
Course Code	02/BBA-BAD/VAC/351T	
Course Type:	VAC	
Level of the course (As per Annexure-I)	300-399	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the Constitution and its relevance. CLO:2 Appreciate the values and goals embedded in the Constitution. CLO:3 Understanding The Fundamantal Rights . CLO:4 Learning Fundamental Duties .. CLO:5 Understanding Indian Democracy.	
Credits	3	
Total Marks	15+60=75	
Part-B Contents of the Course		
Total lecture per week	3	
Units	Topics	No. of Lecture/Contact Hours

I	The Constitution of India - An Introduction-Federal Republic, Rule of Law, Separation of Powers, Sovereignty, Socialism, Democracy. Secularism and Sarva Dharma Sama Bhava	9
II	Constitutional Values-Justice: Social, Political, Economic; Liberty: Thought, Expression, Belief, Faith, Worship; Equality: Equality before law & equal application of laws; Fraternity: Dignity, Unity and Integrity	9
III	Fundamental Rights - Fundamental Rights – Meaning, Types, and Limitations; Directive Principles of State PolicyFundamental Duties ;Amendments – Procedure and Key Amendments (e.g., 42nd, 44th, 73rd, 74th).	9
IV	Fundamental Duties-Reflecting on the ancient Indian notions of righteousness and duty consciousness; Legal status of Fundamental Duties - Judicial approach	9
V	Indian Democracy -Secularism, Socialism, and Federalism ;Rule of Law and Equality ; Constitutional Morality and Ethical Governance ; Role of Citizens in Democracy.	9
Activities 1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:		
Part-C Learning Resources		
Recommended Books: • Preamble to the Constitution of India, 1950. • The Constitution of India, Articles - 14, 19, 21. • The Constitution of India, Fundamental Duties [Ar. 51 A (a)- (k)]. • Durga Das Basu, et al., Introduction to the Constitution of India (LexisNexis, 26th edn, 2022). • Leila Seth, We, the Children of India: The Preamble to Our Constitution (New Delhi, Puffin Books, Penguin Books India, 2010). • Mahendra Pal Singh, V.N. Shukla's Constitution of India, (Eastern Book Company, Lucknow, 13th revised edn. 2017) • B.R. Ambedkar Selected Speeches, (Prasar Bharati, New Delhi, 2019) available at: https://prasarbharati.gov.in/whatsnew/whatsnew 653363.pdf.		

Undergraduate Programme (B.B.A) Syllabus, Semester-VII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VII	
Name of the Course	International Business	
Course Code	02/BBA-BAD/MJR/401T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Develop a comprehensive understanding of international business concepts, the global business environment, trade policies, international organizations, and the dynamics of foreign exchange and investment. CLO:2 Analyze the international business environment. CLO:3 Comprehend international trade theories and patterns. CLO:4 Evaluate the role of international organizations. CLO:5 Equipped with analytical skills to evaluate and make informed decisions in the context of international business operations.	
Credits	6	
Total Marks	30+120= 150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction: International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India’s involvement in International Business	18
II	International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment. International Trade: Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment – Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention.	18
III	Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects. World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India	18

IV	Balance of Payment Account: Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium. International Economic Institutions and Financial Environment: IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and arrangement; Types of Exchange rate systems in the world; International money and capital markets.	18
V	Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI.	18

Activities

1. Classroom Discussions and Concept Clarification:
2. Short Written Assignments / Concept Notes:.
3. Group Discussions and Presentations
4. Case Study / Contemporary Issue Analysis:
5. Debates and Interactive Sessions:

Part-C Learning Resources

Recommended Books:

- Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., International Business: Environment and Operations.
- Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Prentice Hall.
- Hill, Charles, W.L., International Business, McGraw Hill Company, New York.
- Cherunilam, F., International Business Text and Cases, PHI.
- Bhasin, N., Foreign Direct Investment in India: Policies, Conditions and Procedures, New Century Publications.
- Ball, Donald, Wendall H. McCulloch, Michael Geringer, Michael S. Minor and Jeanne M. McNett, International Business: The Challenge of Global Competition, McGraw Hill Co.

Undergraduate Programme (B.B.A) Syllabus, Semester-VII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VII	
Name of the Course	Entrepreneurial Leadership	
Course Code	02/BBA-BAD/MJR/402T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand and apply leadership theories and principles in an entrepreneurial context. CLO:2 Develop further the entrepreneurial mindset and to recognize opportunities for innovation and value creation. CLO:3 Formulate entrepreneurial vision and engage, motivate and lead stakeholders for implementing effective strategies for leading and managing entrepreneurial ventures CLO:4 Analyze and inculcate the ethical and social responsibilities of entrepreneurial leaders. CLO:5 understanding the concepts of corporate social responsibility	
Credits	6	
Total Marks	30+120= 150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction to Leadership and Entrepreneurship -Definitions and Concepts of Leadership; Social, Managerial and Entrepreneurial Leadership; Theories and Models of Leadership; Trait Theory, Behavioral Theories, Contingency Theories, Transformational and Transactional Leadership	18
II	Creativity and Innovation in Entrepreneurship; Techniques for Fostering Creativity. Overview of Innovation Management and role of Founders ;Building Culture of innovation and entrepreneurial mindset; Leadership and the future of work in the venture	18
III	Leadership Challenges in Entrepreneurial Venture Development; Analysis of elements of leadership desirable in different stages of venture creation and development; Designing organsational structure and managing people performance; Building teams; Managing Growth, Change, Conflicts and Transition	18
IV	Ethics And Social Responsibility In Entrepreneurship; Ethical Decision-Making Frameworks; Building the Right Culture and Values; Role of leader	18

V	Corporate Social Responsibility (CSR); Sustainable Business Practices and managing change ;Leadership and shaping Sustainability In Business Models	18
Activities 1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:		
Part-C Learning Resources		
Recommended Books: • Robbins, S. P., & Judge, T. A. Essentials of organizational behavior. Pearson. • Northouse, P. G. Leadership: Theory and practice. Sage publications. • Christensen, C. M., Raynor, M. E., Dyer, J., & Gregersen, H. DisruptiveInnovation: The Christensen Collection (The Innovator's Dilemma, The Innovator'sSolution, The Innovator's DNA) • Christensen, C. M., " How Will You Measure Your Life? ", <i>Harvard BusinessReview</i> • Ries, E. The lean startup: How today's entrepreneurs use continuousinnovation to create radically successful businesses. Crown Currency. • Vugt, M. van, & Ronay, R. The evolutionary psychology of leadership: Theory,review, and roadmap. <i>Organizational Psychology Review</i>, 4(1), 74-95. • Alexander Fries, Nadine Kammerlander, Max Leitterstorf, "Leadership Styles and Leadership Behaviors in Family Firms: A Systematic Literature Review," <i>Journal of Family Business Strategy</i>, Volume 12, Issue 1, 100374.		

Undergraduate Programme (B.B.A) Syllabus, Semester-VII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VII	
Name of the Course	Business Research Methodology	
Course Code	02/BBA-BAD/MJR/403T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1. To grasp the fundamentals of research methodology and apply them in various research or project works. CLO:2 To identify and utilize appropriate research methods aligned with research objectives. CLO:3 To master the techniques of data collection, editing, and analysis to prepare for advanced studies and professional requirements. CLO:4 To learn the intricacies of interpreting data and writing comprehensive research reports. CLO:5 To prepare research reports in the proper manner	
Credits	6	
Total Marks	30+120= 150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction to Research-definition, history, evolution, and types of scientific inquiry and research. Ethical considerations in research, the process of research, and the characteristics and components of good research work.	18
II	Formulating the Research Problem ,identification and formulation of research problems , conduct literature reviews, and develop research questions and objectives, process of creating effective research designs.	18
III	Measurement and Data Collection -measurement and scaling, discussing different types of data, sources of measurement error, and scale construction techniques, various data collection methods, including questionnaires, interviews, and observations.	18
IV	Data Analysis and Interpretation -sampling methods, data preparation (editing and coding), and hypothesis testing using parametric and non-parametric tests, tools and techniques for data visualization like charts, tables, and box plots.	18
V	Research Report: General Principles and Practice. Layout of Research Report, Types of Reports, Mechanics of writing Research Report. Computer and Research.	18

Activities	
1.	Classroom Discussions and Concept Clarification:
2.	Short Written Assignments / Concept Notes:.
3.	Group Discussions and Presentations
4.	Case Study / Contemporary Issue Analysis:
5.	Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books:	
•	Malhotra, N. K., Nunan, D., & Birks, D. F. , Marketing research. Pearson UK.
•	Research Methodology by Ranjit Kumar.
•	Research Methods for Business by Uma Sekaran.
•	Methodology of Research by C.R. Kothari.

Undergraduate Programme (B.B.A) Syllabus, Semester-VII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VII	
Name of the Course	Consumer Behaviour	
Course Code	02/BBA-BAD/ DSE /401T	
Course Type:	DSE(ELECTIVE)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Evaluate the impact of environmental, cultural, and social influences on consumer behaviour and their marketing implications. CLO:2 Understand the individual consumer and buying behaviour and its marketing implications including their perceptions, attitudes, and motivations. CLO:3 Develop market segmentation strategies and positioning strategies for existing and new products using perceptual mapping techniques. CLO:4 Explore the borderless consumer market and buying behaviour, and the issues of privacy and ethics associated with direct marketing approaches. CLO:5 Students will also gain an understanding of consumer rights and marketers' responsibilities in the global marketplace	
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week	4	
Units	Topics	No. of Lecture/Contact Hours
I	Consumer Behaviour and Marketing Action: An overview - Consumer involvement, decision making processes and purchase behaviour and marketing implications -Consumer Behaviour Models	12

II	Environmental influences on consumer behaviour, Cultural influences - Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.	12
III	The individual consumer and buying behaviour and marketing implications - Consumer perceptions, learning, attitudes, motivation and personality - psychographics, values and Lifestyles. Industrial consumers, difference between ultimate and industrial consumers.	12
IV	Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, perceptual mapping - Marketing communications Source, message and media effects. Store choice and shopping behaviour - In-Store, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.	12
V	The Borderless Consumer Market and buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.	12

Activities	
	Classroom Discussions and Concept Clarification: Short Written Assignments / Concept Notes:. Group Discussions and Presentations Case Study / Contemporary Issue Analysis: Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books: - London and Della Bitta: Consumer Behaviour: Concepts and Applications, Tata McGraw Hill. - Henry Assael: Consumer Behavior and Marketing Action, Kent Publishing Co. - Assael, H.: Consumer Behavior and Marketing, South Western Publishing Co., Ohio. - Berkman and Gilson: Consumer Behavior: Concepts and Strategies, Kent Publishing Co. - Bennett, P.D. and H.H. Kassarijion: Consumer Behavior, Prentice Hall of India, New Delhi. - Block and Roering: Essentials of Consumer Behavior, Dryden Press, Chicago. - Hawkins, Best and Coney: Consumer Behavior, Tata McGraw Hill, New Delhi. - Howard JA, Sheth JN: The Theory of Buyer Behavior, John Wiley, New York. - Laudon, D.L.: Consumer Behavior, Tata McGraw Hill, New Delhi. - Schiffan, Leon G. and Lealie Lazar Kanuk: Consumer Behavior, Prentice Hall, New Delhi.	

Undergraduate Programme (B.B.A) Syllabus, Semester-VII	
Session 2029-2030	
Part-A Introduction	
Subject	B.B.A (Business Administration)
Semester	VII
Name of the Course	Marketing Research

Course Code	02/BBA-BAD/ DSE /402T		
Course Type:	DSE(ELECTIVE)		
Level of the course (As per Annexure-I)	400-499		
Pre-requisite for the course (if any)	NA		
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand marketing research and its role in decision-making within an organization. CLO:2. Develop a comprehensive understanding of the marketing information system and its connection to marketing research. CLO:3. Acquire knowledge of the marketing research process. CLO:4 Gain familiarity with various data collection methods. CLO:5. Develop an understanding of data analysis techniques and learn how to prepare and present research reports.		
Credits	4		
Total Marks	20+80= 100		
Part-B Contents of the Course			
Total lecture per week		4	
Units	Topics	No. of Lecture/Contact Hours	
I	Introduction to Marketing Research: Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organization.	12	
II	Problem Identification and Research Design: Problem identification and definition; Developing a research proposal; Determining research type - exploratory, descriptive and conclusive research; Experimental designs.	12	
III	Data Resources: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online - surveys, observation method; Questionnaire preparation.	12	
IV	Aptitude measurement and scaling techniques -elementary introduction to measurement scales. Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination. Data Collection: Organization of field work and survey errors - sampling and non-sampling errors. Data Analysis: Univariate, bivariate and multivariate data analysis; Report preparation and presentation.	12	
V	Market Research Applications: Product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.	12	

Activities	Classroom Discussions and Concept Clarification: Short Written Assignments / Concept Notes:. Group Discussions and Presentations Case Study / Contemporary Issue Analysis: Debates and Interactive Sessions:
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Part-C Learning Resources

Recommended Books:

- Beri, G.C: Marketing Research, Tata McGraw Hill, New Delhi.
- Chisnall, Peter M.: The Essence of Marketing Research, Prentice Hall, New Delhi
- Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston
- Davis, J.J: Advertising Research, Prentice Hall, New Delhi.
- Green, Paul E., Donald S.Tull and Gerald Alba: Research for Marketing Decision, Prentice Hall, New Delhi
- Hooda, R.P: Statistics for Business and Economics, Macmillan India, New Delhi
- Luck, D.J: Marketing Research, Prentice Hall, New Delhi

Undergraduate Programme (B.B.A) Syllabus, Semester-VII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VII	
Name of the Course	HRD – Systems & Strategies	
Course Code	02/BBA-BAD/ DSE /403T	
Course Type:	DSE(ELECTIVE)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1. Understand the conceptual framework of HRD. CLO:2 Differentiate between HRD and HRM, and comprehend the nature and assumptions of HRD. CLO:3. Identify the sub-systems and mechanisms of HRD, design HRD systems, and understand the qualities required for an HRD manager. CLO:4 Analyze HRD activities and comprehend training & development CLO:5. Understand the concept of organization development and its interventions. Develop insights into emerging issues in HRD.	
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week	4	
Units	Topics	No. of Lecture/Contact Hours
I	Conceptual Framework of HRD, Meaning, Characteristics, Objectives, Scope, Need and Importance of HRD. Distinction between HRD and HRM, Nature of HRD, HRD Framework, Assumptions of HRD, HRD Culture.	12

II	Sub-systems and Mechanisms of HRD, HRD Matrix, Principles of Designing HRD Systems, Functions of HRD Department, and Qualities required for HRD manager. HRD Activities: Organisation of HRD Activities Communication of HRD efforts. Determination of HRD needs. Design of HRD Strategies. HRD for Workers and Executives. HRD Culture, Appraisal of HRD efforts.	12
III	Training & Development: Objectives and Importance of Training, Training Need Assessment, Types and Methods of Training, Evaluation of Training Programme. Organization Development (OD): Objectives, various OD Interventions, Transactional Analysis, Sensitivity Training, Team Building.	12
IV	Career Planning, Succession Planning, Employee Counseling, Feedback, HRD in India. HRD Experiences: HRD in Manufacturing and Service industry, HRD in Government and Public Systems, HRD in Education, Health and other sectors. Comparative HRD - International Experiences.	12
V	Emerging Issues in HRD: Creating awareness and commitment to HRD. Industrial Relations and HRD. Utilisation of HRD efforts. Emerging trends and perspectives, Future of HRD.	12

Activities

1. **Classroom Discussions and Concept Clarification:**
2. **Short Written Assignments / Concept Notes:.**
3. **Group Discussions and Presentations**
4. **Case Study / Contemporary Issue Analysis:**
5. **Debates and Interactive Sessions:**

Part-C Learning Resources

Recommended Books:

- Dayal Ishwar: Designing HRD Systems, New Delhi Concept. 1993
- Kohil. Uddesh & Sinha, Dharmi P.: HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995
- Maheshwari, B.L. & Sinha, Dharmi P.: Management of Change Through HRD New Delhi, Tata McGraw Hill, 1991.
- Pareek. U.etc.: Managing Transitions : The HRD Response, New Delhi, Tata McGraw Hill, 1992
- Rao, T.V. etc. : Alternative Approaches & Strategies of Human Resource Development, Jaipur, Rawat, 1988.
- Silvera, D.N.: HRD: The Indian Experience, New Delhi, India, 1991.

Undergraduate Programme (B.B.A) Syllabus, Semester-VII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VII	
Name of the Course	Training & Development	
Course Code	02/BBA-BAD/ DSE /404T	
Course Type:	DSE(ELECTIVE)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 To understand the basic concepts of training and development CLO:2 To know the importance and methodology of Training Needs Analysis process CLO:3. To sensitize them to various methods of training and training evaluation CLO:4 Understand the need for Cost benefit analysis of Training Programmes. CLO:5. Understanding the technology based training	
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week	4	
Units	Topics	No. of Lecture/Contact Hours
I	Training Introduction- Changing in training practice, looking inward, looking outward, appreciative enquiry, looking again and repositioning training; Employee Development & Methods of Training and Development	12
II	Training and Learning -two-way process- Knowledge, skill, action; training and learning; Three phases of learning; The learning spiral for participants in the three phases of training	12
III	The Needs Analysis Process Training Needs Assessment: Concept, purpose and scope; Process of Needs assessment; Meaning of Skills gap assessment Needs Assessment Techniques: Person Analysis, Task Analysis and Organization Analysis; Need assessment in practice	12
IV	Training Process and Evaluating Training and follow up support Fine tuning objectives and Preparing partners; Setting the stage; Four training methods; Design the training Program; Trainer and training styles; Evaluating from Different angles, Evaluating Learning Objectives; Addressing four common imbalances, Determining Return on investment, determining costs, and benefits	12

V	Technology Based Training Methods Developing Online training methods; Massive Open Online Courses; Blended Learning, Adaptive Learning, Flexible learning, Learning Management systems, Choosing New Technology methods	12
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Activities
1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:
Part-C Learning Resources
Recommended Books: • Training for Development Part 1 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2011 • Training for Organizational Transformation, Part 2 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2000 • Managing Performance through Training and Development, Eighth Edition Author(s): Alan M. Saks Robert R. Haccoun, 2019, Cengage learning • Employee Training and Development 9th Edition by Raymond A. Noe and Amitabh Deo Kodwani, 2019, McGraw Hill

Undergraduate Programme (B.B.A) Syllabus, Semester-VII	
Session 2029-2030	
Part-A Introduction	
Subject	B.B.A (Business Administration)
Semester	VII
Name of the Course	Marketing Analytics
Course Code	02/BBA-BAD/ DSE /405T
Course Type:	DSE(ELECTIVE)
Level of the course (As per Annexure-I)	400-499
Pre-requisite for the course (if any)	NA
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company. CLO:2. Demonstrate the ability to use descriptive, exploratory, and prescriptive data analytics to extract insights from marketing data and inform strategic decisions. CLO:3. Apply advanced Excel/R/SPSS functions, PivotTables, and charts to effectively summarize and analyze marketing data. CLO:4 Utilize customer analytics techniques, such as customer journey mapping, CLV calculation, RFM analysis, and churn analysis, to understand and predict customer behavior

	CLO:5. Implement advanced analytical methods, including cluster analysis for customer segmentation, regression-based price elasticity models, and conjoint analysis for product attribute evaluation.	
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week	4	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction to Marketing Analytics: Meaning, nature, Relevance and Scope of Marketing Analytics, use of descriptive, exploratory and prescriptive data analytics.	12
II	Data Collection, Predictive analysis, Summarizing Market data using Excel or R software- Pivot table, charts, Exploratory data analytics	12
III	Customer journey mapping using customer analytics, calculating customer life time value (CLV), RFM analysis, Customer churn and its analysis , Use of cluster analysis for customer segmentation, segmentation analysis process, cluster analysis and its applications	12
IV	Product Analytics: Meaning, Product Design (Conjoint Analysis), Deciding the attributes of product (Regression), Test Marketing (Moving Average), Demand Forecasting (Naïve Method, least square, regression, time series analysis)	12
V	Pricing objectives, Bundling and types of bundling, skimming, analytics with price skimming, price elasticity using regression based model. Product Attribute Analysis [Conjoint]- Logistic Regression –Discrete Choice Analysis & Random Utility Theory ;Recent Trends in Marketing Analytics.	12

Activities	Classroom Discussions and Concept Clarification: Short Written Assignments / Concept Notes:. Group Discussions and Presentations Case Study / Contemporary Issue Analysis: Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books: - Marketing Analytics- Seema Gupta, Avadhoot Jathar, Wiley Publications - Wayne L. Winston, Marketing Analytics-Data-Driven Techniques with Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana - Stephen Sorger , Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors. - Gary L. Lilien and Arvind Rangaswamy , Marketing Engineering: Computer-Assisted - Marketing Analysis and Planning, Pearson Education - Hartman Kevin, Digital Marketing Analytics in theory and practice- Ostmen Bennetsbridge Publishing Services - Marketing Analytics, Moutusy Maity, Pavankumar Gurazada	

Undergraduate Programme (B.B.A) Syllabus, Semester-VII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VII	
Name of the Course	HR Analytics	
Course Code	02/BBA-BAD/ DSE /406T	
Course Type:	DSE(ELECTIVE)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the importance of measurement in HRM. CLO:2. Familiarize with HR metrics and analytics and common problems associated with metrics. CLO:3. Gain knowledge of statistical tools for HR analytics. CLO:4 Gain ability to apply various HR measures. CLO:5. Develop skills in measuring development aspects of HRM and gain awareness of current issues and the future of HR analytics.	
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week	4	
Units	Topics	No. of Lecture/Contact Hours
I	Fundamentals of measurement- Advantages of measurement in HRM- Consequences of not measuring HRM- Introduction to HR metrics and Analytics-Framework for HR measurement -Common problems with metrics- Traditional vs Contemporary HR Measures.	12
II	Statistical tools for HR analytics-Predictive analytics-Multivariate analysis - Introduction to SPSS-Exploring data-Data analysis using SPSS (hands on training)- Introduction to Factor Analysis and SEM analysis.	12
III	Various HR measures-Staffing Measures -Measures related to Quality of Hire/recruitment, Cost of hiring, Absenteeism-Separation measures-HR planning metrics- HR forecasting tools- Compensation measures-Connecting revenues and expenses, calculating various wage/salary related measures. Variable pay systems, cost benefit analysis, and comparators-Calculation of incentives.	12
IV	Development Measures -Training ROI, measures for employee satisfaction and attitudes, Training evaluation models-Productivity measures- Performance metrics- 6 sigma, customer focused metrics, BSC, HR Scorecard.	12

V	Trends in Quantitative HRM- Development of HR dashboard, HR index, internal improvement Monitors and smoke detectors in HR research- problems, HR Audit research, and Organization Health survey-Assessing Employee attitudes and satisfaction- Social Media analysis- Current issues and future of HR Analytics.	12
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Activities	
1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:	
Part-C Learning Resources	
Recommended Books: • Lee, Gregory John . HR Metrics: Practical Measurement Tools for People Management. Knowres Publishing. • Sullivan, John . R Metrics, the World-class Way: How to Enhance Your Status and Build the Business Case for HR. Kennedy Information. • Cascio, W. & Boudreau, J.. Investing in People: Financial Impact of Human Resource Initiatives. 2nd Edition. Upper Saddle River, NJ: FT Press. • Field, A., , Discovering Statistics Using SPSS, 4th Edition, Los Angeles, CA: Sage. • Jac Fitz-Enz. The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments (American Management Association).	

Undergraduate Programme (B.B.A) Syllabus, Semester-VIII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VIII	
Name of the Course	AI for Business	
Course Code	02/BBA-BAD/ MJR /451T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Demonstrate an understanding of the main concepts of artificial intelligence. CLO:2 Identify key areas of finance where AI can be used. CLO:3 Evaluate pros and cons of AI in marketing. CLO:4 Identify key areas to apply AI in HRM CLO:5 application of AI in dynamic environment	
Credits	6	
Total Marks	30+120= 150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Artificial Intelligence: History, definition, types of AI, common AI applications. Big data, putting AI to work on big data, big data vs. scattered data, natural language processing (NLP), Artificial General Intelligence (AGI). Data mining.	18
II	Applications of AI in Finance: Credit scoring, fraud prevention, algorithmic trading, robo-advisory, personalized banking experience, process automation.	18
III	Challenges of AI in Finance: Data quality, biased data dimensionality reduction, black box.	18
IV	Applications of AI in Marketing: Benefits of AI in Marketing. Use of AI in Marketing: Content Marketing, Product Marketing, E-mail Marketing, Advertising, Pros and Cons of AI Marketing.	18
V	Applications of AI in HRM: Talent Acquisition & Recruitment, Orientation of newer recruits, Training, Employee Performance Evaluation, Employee Retention. Challenges of AI in HRM	18

Activities

1. Classroom Discussions and Concept Clarification:
2. Short Written Assignments / Concept Notes:.
3. Group Discussions and Presentations
4. Case Study / Contemporary Issue Analysis:
5. Debates and Interactive Sessions:

Part-C Learning Resources

Recommended Books:

- Akerkar, Rajendra: Introduction to Artificial Intelligence. PHI Learning
- Wiley, AI for Business: A Roadmap for Getting Started With AI.

- Roetzar, R., Kaput, M., Marketing Artificial Intelligence: AI, Marketing, and the Future of Business. BenBella Books.
- Mather, Bob, Artificial Intelligence Business Applications.
- Lee, D., Daniel, AI Investor: Unleashing the Power Of AI In Finance & Investing.
- Iyengar, Khandelwal, Upadhyay. AI Revolution in HRM: The New Scorecard. SAGE Publications Ltd.
- Castrounis, Alex, AI for People & Business: A Framework for Better Human Experiences and Business Success. Shroff Publishers.

Undergraduate Programme (B.B.A) Syllabus, Semester-VIII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VIII	
Name of the Course	Project Management	
Course Code	02/BBA-BAD/ MJR /452T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand and apply the key principles of project management to various project environments. CLO:2 Gain proficiency in using Microsoft Project for project planning, execution, monitoring, and closing. CLO:3 Develop skills in stakeholder management and communication strategies essential for project success. CLO:4 Explore and apply risk management techniques to mitigate potential project issues. CLO:5 understanding the human aspect of project management	
Credits	6	
Total Marks	30+120= 150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Fundamentals of Project Management- core concepts, project life cycle, role of the project manager, stages of a project, key responsibilities of a project manager	18
II	Project Planning and Tools- setting project scope and objectives, developing a Work Breakdown Structure (WBS), and managing time through scheduling techniques such as Gantt charts and PERT/CPM; project management tools to streamline project planning; Introduction to project software and applications of MS Project.	18
III	Executing and Monitoring Projects- resource allocation, budgeting, and quality control within project Execution; risk management processes including identification, analysis, and response strategies. Practical exercises including resource management and performance tracking using Microsoft Project	18

IV	Concluding Projects - closing phase of projects, performance Measurement, stakeholder communication, and post-project evaluation; managing projects in dynamic environments.	18
V	Human Aspects of Project management: project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.	18

Activities

1. **Classroom Discussions and Concept Clarification:**
2. **Short Written Assignments / Concept Notes:.**
3. **Group Discussions and Presentations**
4. **Case Study / Contemporary Issue Analysis:**
5. **Debates and Interactive Sessions:**

Part-C Learning Resources

Recommended Books:

- Information Technology Project Management, by Kathy Schwalbe, Cengage Learning.
- Project Management: A Managerial Approach, by Jack R. Meredith and Samuel J. Mantel Jr., Wiley.
- Project Management: The Managerial Process – Clifford Gray & Eric Larson (Tata McGraw-Hill).
- Text Book of Project Management – P. Gopalkrishnan & V.E. Ramamoorthy (McMillan).
- Project Management – K. Nagarajan (New Age International)

Undergraduate Programme (B.B.A) Syllabus, Semester-VIII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VIII	
Name of the Course	Marketing of Services	
Course Code	02/BBA-BAD/ DSE /451T	
Course Type:	DSE(ELECTIVE)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Develop a comprehensive understanding of service marketing principles, strategies, and applications. CLO:2 Apply strategic marketing management principles to services CLO:3 Comprehend the marketing mix in service marketing. CLO:4 Analyze & address service-quality gaps and gain insights into marketing various service sectors. CLO:5 Gain knowledge and skills necessary to analyze, plan, and implement effective marketing approaches in the service industry.	
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week	4	
Units	Topics	No. of Lecture/Contact Hours
I	Marketing of Services – Introduction, Growth of the Service Sector -The Concept of Service Characteristics of Services-Classification of Services - Designing the Service Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.	12
II	Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service External versus Internal Orientation of Service Strategy.	12
III	Marketing Mix in Service Marketing- THE SEVEN Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services Additional Dimensions in Services Marketing - People, Physical Evidence and Process	12
IV	Delivering Quality Services - Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap _ External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective	12

	Communication about Service Quality	
V	Marketing of Services with Special Reference to: Financial Services. Health Services; Hospitality Services including Travel, Hotels and Tourism.; Professional Services; Public Utility Services; Communication Services; Educational Services.	12

Activities	
1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes: 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:	
Part-C Learning Resources	
Recommended Books: - Valerie Zeithaml & Mary Jo Bitner: Service Marketing, McGraw Hill. - Christopher H. Lovelock: Service Marketing: People, Technology, Strategy, Pearson Education Asia - Zcithaml, Parasuraman & Berry: Delivering Quality Service: The Free Press, Macmillan. - Audrey Gilmore: Services marketing and Management. Response Books, Sage Publications. - Christopher H. Lovelock: Service Marketing, Prentice Hall, New Jersey. - Payne, Adrian: The Essence of Services Marketing, Prentice Hall, New Delhi. - Shankar Ravi: Service Marketing – The Indian Experice, South Asia Publication, New Delhi. - Zeithami, V.A. and M.J. Bitner: Services Marketing, McGraw Hill, Inc., New York.	

Undergraduate Programme (B.B.A) Syllabus, Semester-VIII	
Session 2029-2030	
Part-A Introduction	
Subject	B.B.A (Business Administration)
Semester	VIII
Name of the Course	Rural Marketing
Course Code	02/BBA-BAD/ DSE /452T
Course Type:	DSE(ELECTIVE)
Level of the course (As per Annexure-I)	400-499
Pre-requisite for the course (if any)	NA
Course Learning Outcomes (CLO)	After completing the course: CLO:1. Understand the concept of rural marketing, and understand the differences between rural and urban markets. CLO:2 Identify and analyze the problems faced by rural consumers and assess the challenges and future of rural marketing. CLO:3. Understand the role of government schemes. CLO:4. Gain insights into the role of banks in rural marketing and evaluate the importance of cooperatives and self-help groups in agricultural marketing. CLO:5. Understand recent trends in rural marketing and the role of information technology in agricultural marketing.
Credits	4

Total Marks		20+80= 100
Part-B Contents of the Course		
Total lecture per week		4
Units	Topics	No. of Lecture/Contact Hours
I	Rural Marketing: Concept, Scope, Nature and Evolution of Rural Marketing, Rural Marketing Strategies-4P's, Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics. Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Scope and Importance of Transportation Networking in rural markets.	12
II	Problems of Rural Consumer: Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing Consumer Behaviour: Characteristics of Buying Behaviour Awareness, Understanding, Consumer Purchase Decision, Importance of Rural Marketing Communication, Salesmen Influence.	12
III	Government Schemes: Rural Development Programmes and Schemes of Government, Entrepreneurship Development Programme, Role of Food Corporation of India (FCI), Role of Khadi and Village Industries Commission (KVIC). Role of Banks in Rural Marketing: Role of Agricultural Cooperative Banks, Commercial Banking for Rural Marketing	12
IV	Agricultural Marketing- Importance, Prospects and Issues, Role of Cooperatives and Self Help Groups (SHG) in Rural Marketing Commodity Boards: Role and Contribution of Commodity Boards in generating revenue to government and employment in rural India. Agricultural Exports: Composition and Contribution of Agricultural Exports in generating revenue for India- Food Grains, Organic products, Marine Products, Role of Agricultural & Processed Food Products Export Development Authority (APEDA)	12
V	Recent Trends in Rural Marketing: E- Commerce: Importance of E-Commerce and Impact of E-Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing. Information Technology: Impact of IT in Agricultural Marketing, E-Chaupal, Project Shakti, Web-casting-online training and guidance to farmers. Online Marketers: Role of Online Marketers, Growth and Challenges	12

Activities	
Classroom Discussions and Concept Clarification: Short Written Assignments / Concept Notes:. Group Discussions and Presentations Case Study / Contemporary Issue Analysis: Debates and Interactive Sessions:	
Part-C Learning Resources	

Recommended Books:

- Badi R.V. Badi N.V. Rural Marketing Himalaya Publishing House
- Acharya S.S. Agarwal N.L. Agriculture Marketing in India Oxford & IBH Publishing Company Pvt. Ltd.
- Understanding Rural Buyer Behaviour, Jham, IIM – B Management Review Vol. 15 No. 3 2003
- Dantwala M.L Indian Agriculture Since Independence Oxford & IBH Publishing Co.Pvt.Ltd.
- Habeeb U.R., Rahman K.S. Rural Marketing in India Himalaya Publishing House
- Gopalaswamy Rural Marketing, Vikas Publishing House
- Kashyap Pradeep, Raut Siddhartha The Rural Marketing, Biztantra

Undergraduate Programme (B.B.A) Syllabus, Semester-VIII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VIII	
Name of the Course	Integrated Marketing Communication	
Course Code	02/BBA-BAD/ DSE /453T	
Course Type:	DSE(ELECTIVE)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Apply the key terms, definitions, and concepts used in integrated marketing communications. CLO:2 understanding communication process for marketing CLO:3 Examine how integrated marketing communications help to build brand identity and brand relationship and create brand equity through brand synergy.. CLO:4 Choose a marketing communication mix to achieve the communications and behavioural objectives of the IMC campaign plan. CLO:5 Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.	
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week	4	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction to Integrated Marketing Communication (IMC) Evolution of Integrated Marketing Communication, Role of IMC in creating brand identity, Promotional Mix: Tools for IMC, Partners and industry organizations, Brands and stakeholder relationships, Customer brand decision making;	12

II	Communications Process – Source, Message, Channel. Marketing Communications – Meaning and Process. Attention, Interest, Desire, and Action (AIDA) Model.	12
III	IMC planning, Data-driven communication; Creating, sending, and receiving brand messages; Message strategy, IMC media planning, Setting communication objectives, establishing MARCOM Objectives for Promotional Programmes, Hierarchy of effects model, DAGMAR; MARCOM budgeting and methods of budgeting	12
IV	Developing the Integrated Marketing Communication Programme Consumer sales promotion, trade sales promotions and co-marketing; personal selling, public relations and brand publicity, direct marketing and customer service, product placements, events, sponsorship, and packaging, social media marketing	12
V	Evaluation of Promotional Programmes Meaning and importance of measuring communication effectiveness, the testing process, measuring the effectiveness of other promotional tools and IMC, Concept of pre-testing, concurrent testing, post-testing	12

Activities

1. Classroom Discussions and Concept Clarification:
2. Short Written Assignments / Concept Notes:.
3. Group Discussions and Presentations
4. Case Study / Contemporary Issue Analysis:
5. Debates and Interactive Sessions:

Part-C Learning Resources

Recommended Books:

- Advertising & Promotion – An Integrated Marketing Communications Perspective; by George Belch, Michael Belch and Keyur Purani; Mc Graw Hill
- Integrated Marketing Communications: A South Asian Perspective, by O’Guinn, Allen, Semenik, Banerjee, Cengage Learning India
- Integrated Advertising, Promotion, and Marketing Communication; by Kenneth Clow and Donald Baack; Pearson
- Advertising Management; by Aaker, Batra and Myers; Prentice-Hall
- Percy, L. (2014). Strategic integrated marketing communications. Routledge.

Undergraduate Programme (B.B.A) Syllabus, Semester-VIII	
Session 2029-2030	
Part-A Introduction	
Subject	B.B.A (Business Administration)
Semester	VIII
Name of the Course	Change Management and Organizational Development
Course Code	02/BBA-BAD/ DSE /454T
Course Type:	DSE(ELECTIVE)

Level of the course (As per Annexure-I)		400-499
Pre-requisite for the course (if any)		NA
Course Learning Outcomes (CLO)		After completing the course: CLO:1. Understand the concept of Organizational Development(OD). CLO:2 Develop skills in conducting organizational diagnosis at various using appropriate diagnostic methods and data collection processes. CLO:3. Gain knowledge of effective OD interventions and their design. CLO:4 Analyze different types of change and their implications. CLO:5. Acquire practical insights into implementing change management and integrating change into the organizational culture.
Credits		4
Total Marks		20+80= 100
Part-B Contents of the Course		
Total lecture per week		4
Units	Topics	No. of Lecture/Contact Hours
I	Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development, Managing the Organization Development Process, Theories of Planned Change, Goals, Values and Assumptions of OD, Role and Competencies of the OD practitioner.	12
II	The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback. Characteristics of Effective Interventions, Designing Interventions, the Intervention Process. Human Process and HRM Intervention: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; Role Playing, Employee Empowerment	12
III	Techno Structural Strategic Interventions: Restructuring Organizations, Job Enrichment, Socio technical Systems, TQM and Quality Circles, Culture Change, Self Designing Organizations, Learning Organizations. Challenges and Future for the Organization, Future trends in OD, Ethical Issues in Organizational Development.	12
IV	Organizational diagnosis, Evolutionary Change, Transformational Change, Turnaround Change. Human processual, techno structural, human resource and strategic interventions. Understanding Change: nature of change, forces of change, perspective on change: contingency perspective population ecology perspective – institutional perspective resource-dependence perspective.	12
V	Types of Change: continuous change discontinuous change participative change directive change. Implementing change: assemble a change management team, establish a new direction for change. Prepare the organization for change,	12

	setup change teams to implement change, align structure, systems and resources to support change, identify and to remove road blocks to change, absorb change into the culture of the organization.	
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Activities	1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes: 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books:	• French, W.L. Bell, Jr., C.H. and Zawacki, R.A.: Organisation Development, Universal Book Stall, New Delhi. • Huse, E.F. and Cummings, T.G.: Organization Development and Change, West Publishing Co., Minnesota. • Cummings, T.G. and Worley, C.G.: Organization Development and Change, USA; South Western College Publishing. • Beer, M. and Nitin, N: Breaking the Code of Change, USA: Harvard Business School Press. • Pettigrew. A. and Whipp, R.: Change Management for Competitive Success, New Delhi: Infinity Books. • Schein, E.H. and Beckard, R: Addison Wesley Series on Organization Development, USA: Addison Wesley Publishing Co.

Undergraduate Programme (B.B.A) Syllabus, Semester-VIII	
Session 2029-2030	
Part-A Introduction	
Subject	B.B.A (Business Administration)
Semester	VIII
Name of the Course	Performance & Compensation Management
Course Code	02/BBA-BAD/ DSE /455T
Course Type:	DSE(ELECTIVE)
Level of the course (As per Annexure-I)	400-499
Pre-requisite for the course (if any)	NA
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the philosophy and conceptual framework of Performance Management and its significance in a fast-changing environment. CLO:2 Identify and analyze different approaches to Performance Management. CLO:3. Understand the various types of compensation and the conceptual framework of compensation management. CLO:4 Analyze the theories of wages and criteria for wage fixation,

		considering institutional and cultural factors influencing compensation practices. CLO:5. To enable learners to develop effective appraisal systems that can be linked to managerial objectives and compensation.
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week	4	
Units	Topics	No. of Lecture/Contact Hours
I	Performance Management: Philosophy, Conceptual framework, Different approaches to Performance Management, Significance of Performance Management in the fast changing environment.	12
II	Performance Management System and its linkages with other systems: Reward driven integration, development driven integration, goal setting and monitoring.	12
III	Compensation, types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches	12
IV	Strategic Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.	12
V	Learning Organisation and Performance Based Compensation Concept-Peter Senge Model, Need, Types, Factors and Obstacles in Learning Organisation, Performance Management and Compensation: Concept of Performance Related Pay, Criteria for Performance Related Pay, Installing and Monitoring PRP.	12

Activities
1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:
Part-C Learning Resources
Recommended Books: - Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, - B D Singh, Compensation And Reward Management, Excel Books - Tapomoy Deb, Compensation Management, Text and Cases, Excel Books. - Andrew E. Schwartz (1999): Performance Management, Barron's Educational Series. - Bacal, R. (1999): Performance Management, McGraw Hill Inc. - Chadha, P (2003): Performance Management, Macmillan India Ltd.

- Daniel A.C. (2003): Performance Management: Changing Behaviour that drives organization effectiveness, Atlanta Performance Management Publications.
- Jordan, A. H., & Audia, P. G. (2012). Self-enhancement and learning from performance feedback. Academy of management review, 37(2), 211-231.
- McDonnell, A. (2011). Still fighting the “war for talent”? Bridging the science versus practice gap. Journal of business and psychology, 26, 169-173.

Undergraduate Programme (B.B.A) Syllabus, Semester-VIII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VIII	
Name of the Course	Cross Cultural HRM	
Course Code	02/BBA-BAD/ DSE /456T	
Course Type:	DSE(ELECTIVE)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 To provide students with a robust understanding of Cross-Culture HR practices and issues. CLO:2. To provide an understanding of the impact of culture on human resource management practices across the globe and ways to manage cross cultural issues in MNCs and other organizations operating beyond their home markets. CLO:3. To sensitize how HR can contribute as a strategic partner in enhancing a multinational organization’s performance and competitive advantage. CLO:4 To introduce ideas borrowed from ancient Indian Philosophy and texts for cross- cultural management. CLO:5. To understand international cross cultural HRM	
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week	4	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction to Cross-Cultural HRM-Meaning and functions of Cross-Culture HRM; Facets of the cross-cultural HRM function including global workforce planning and international assignee selection and management; Differences between Domestic and Cross-Cultural HRM	12
II	Key international HRM issues related to: Employee Participation, Work-Life Balance, Ethics in Business, Employee Contribution, Employee Safety, Apprenticeships, State Controlled Free Trade, Militant Unionism; Protectionist	12

	Perceptions and Impact on Cross-Cultural HR.	
III	Concept and Elements of Culture; Cultural Environment and HRM: Dimensions of Culture; HR practices in Cross-Cultural HRM; Impact on doing business (Institutions, Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.); Discrimination in policies; Diversity and Sensitivity Trainings; Leadership for Cross- Cultural Workforce	12
IV	Approaches to cultural orientation and movement (ethnocentric, regiocentric, polycentric); Operating realities and availability of facilities and resources at home and non-home operations; Specific situations of women and special needs managers; Evaluating performance of “moved” employees; Evaluation biases, Needs and issues; Evaluating the impact of expatriation in performance and costs	12
V	Cross-cultural Workforce Planning and Staffing; Cross-cultural Recruitment, Selection and Repatriation, managing diversity in hiring and other HR practices on an International HRM level; Cross-Cultural Training and Management Development; Cross-Cultural Employee Performance Management, Labor Standards and Ethics; International Employee Relations, Industrial Relations (IR) situations across different countries and cultures, Ethics in IR and employee management; Team management in Cross-cultural HRM situations and MNCs; Employee activism in different cultures; HR and Cross-cultural HRM as a source of competitive advantage; Cross-cultural management in the Gig economy;	12

Activities	
	1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books: - Dowling P.J., Festing, M. and Engle Sr., A.D., International Human Resource Management, Cengage Learning. - Tarique, I., Briscoe, D. and Schuler, R.), International Human Resource Management: Policies and Practices for Multinational Enterprises. Fifth edition. London: Routledge. - Lazarova, Mila., et. al., Essentials of Human Resource Management- Managing People Globally, Edward Elgar Publishing. - Rao, P.S., International Human Resource Management, Himalaya Publishing House.	

Undergraduate Programme (B.B.A) Syllabus, Semester-VIII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VIII	
Name of the Course	Social Media and Web Analytics	
Course Code	02/BBA-BAD/ DSE /457T	
Course Type:	DSE(ELECTIVE)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the role of social media within marketing, including rules of engagement, target audience identification, and the development of social media marketing plans. CLO:2. Apply analytics tools for popular social media platforms to track and analyze performance metrics, manage online reputation, and make data-driven decisions. CLO:3. Analyze the components of Pay per Click (PPC) marketing, including keyword research, ad creation, bidding strategies, and conversion tracking to improve campaign performance CLO:4 understanding web analytics in detail CLO:5. Understanding fundamentals of Google analytics	
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week	4	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction-Social media and its role within Marketing, Social media marketing Target audience – Influencers – Message/Content, Social media marketing plan; Scope and marketing utility of blogging, micro-blogging, Using blogs for brand building & lead generation; Blog Analytics and Performance Tracking, social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live streaming, webinars	12
II	Social Media Data Management- Social media analytics, social media metrics – Introduction to analytics tools for popular social media (Facebook, Twitter, LinkedIn, YouTube, Instagram), Social media monitoring and Online reputation management.	12
III	Social Media Measurements-Pay per Click Marketing (PPC);Google AdWords Account Structure, Facebook PPC Account Structure, (CPC)Cost Per Click &“Click-through-Rate”(CTRs), “Cost/Conversion”, CTR &Conversion, Tracking Code. Keyword Research for PPC, Keyword	12

	Research, Difference between SEO & PPC keywords, Ads for PPC Campaigns, Bidding, Quality Score, Score Effect on Bids, Conversion rates, 'Calls to Action' (CTA),	
IV	Introduction to Web Analytics Definition and Importance of Web Analytics, Key Metrics: Page Views, Visits, Unique Visitors, Bounce Rate, Conversion Rate, Understanding Website Traffic Sources: Direct, Referral, Organic, Paid	12
V	Google Analytics Fundamentals: Setting Up Google Analytics Account, Tracking Code Implementation, Dashboard Overview and Customization, Understanding Reports: Real-Time, Audience, Acquisition, Behavior, and Conversions	12

Activities	
Classroom Discussions and Concept Clarification: Short Written Assignments / Concept Notes: Group Discussions and Presentations Case Study / Contemporary Issue Analysis: Debates and Interactive Sessions:	
Part-C Learning Resources	
Recommended Books: - Social Media Marketing: A Strategic Approach,. Barker, Barker, Bormann, Zahay and Roberts, 2017, Cengage Learning - Social Media Marketing (3e), Tuten and Solomon, 2018, Sage - Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity", Avinash Kaushik - Google Analytics Breakthrough: From Zero to Business Impact", Feras Alhlou, Shiraz Asif, Eric Fettman - Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World,Chuck Hemann, Ken Burbary	

Undergraduate Programme (B.B.A) Syllabus, Semester-VII	
Session 2029-2030	
Part-A Introduction	
Subject	B.B.A (Business Administration)
Semester	VII
Name of the Course	International Business
Course Code	02/BBA-BAD/MJR /401T
Course Type:	MJR(MAJOR)
Level of the course (As per Annexure-I)	400-499
Pre-requisite for the course (if any)	NA
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Develop a comprehensive understanding of international business concepts, the global business environment, trade policies, international organizations, and the dynamics of foreign exchange and investment. CLO:2 Analyze the international business environment. CLO:3 Comprehend international trade theories and patterns. CLO:4 Evaluate the role of international organizations.

		CLO:5 Equipped with analytical skills to evaluate and make informed decisions in the context of international business operations.
Credits		6
Total Marks		30+120= 150
Part-B Contents of the Course		
Total lecture per week		6
Units	Topics	No. of Lecture/Contact Hours
I	Introduction: International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India's involvement in International Business	18
II	International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment. International Trade: Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment – Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention.	18
III	Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects. World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.	18
IV	Balance of Payment Account: Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium. International Economic Institutions and Financial Environment: IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and arrangement; Types of Exchange rate systems in the world; International money and capital markets.	18
V	Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI.	18

Activities	1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books:	• Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., International Business: Environment and Operations. • Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Prentice Hall. • Hill, Charles, W.L., International Business, McGraw Hill Company, New York. • Cherunilam, F., International Business Text and Cases, PHI. • Bhasin, N., Foreign Direct Investment in India: Policies, Conditions and Procedures, New Century Publications. • Ball, Donald, Wendall H. McCulloch, Michael Geringer, Michael S. Minor and Jeanne M. McNett, International Business: The Challenge of Global Competition, McGraw Hill Co.

Undergraduate Programme (B.B.A) Syllabus, Semester-VII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VII	
Name of the Course	Entrepreneurial Leadership	
Course Code	02/BBA-BAD/ MJR /402T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand and apply leadership theories and principles in an entrepreneurial context. CLO:2 Develop further the entrepreneurial mindset and to recognize opportunities for innovation and value creation. CLO:3 Formulate entrepreneurial vision and engage, motivate and lead stakeholders for implementing effective strategies for leading and managing entrepreneurial ventures CLO:4 Analyze and inculcate the ethical and social responsibilities of entrepreneurial leaders. CLO:5 Understanding the concepts of corporate social responsibility	
Credits	6	
Total Marks	30+120= 150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours

I	Introduction to Leadership and Entrepreneurship -Definitions and Concepts of Leadership; Social, Managerial and Entrepreneurial Leadership; Theories and Models of Leadership; Trait Theory, Behavioral Theories, Contingency Theories, Transformational and Transactional Leadership	18
II	Creativity and Innovation in Entrepreneurship ;Techniques for Fostering Creativity. Overview of Innovation Management and role of Founders ;Building Culture of innovation and entrepreneurial mindset; Leadership and the future of work in the venture	18
III	Leadership Challenges in Entrepreneurial Venture Development; Analysis of elements of leadership desirable in different stages of venture creation and development; Designing organisational structure and managing people performance; Building teams; Managing Growth, Change, Conflicts and Transition	18
IV	Ethics And Social Responsibility In Entrepreneurship; Ethical Decision-Making Frameworks; Building the Right Culture and Values: Role of leader	18
V	Corporate Social Responsibility (CSR); Sustainable Business Practices and managing change ;Leadership and shaping Sustainability In Business Models	18

Activities

1. **Classroom Discussions and Concept Clarification:**
2. **Short Written Assignments / Concept Notes:.**
3. **Group Discussions and Presentations**
4. **Case Study / Contemporary Issue Analysis:**
5. **Debates and Interactive Sessions:**

Part-C Learning Resources

Recommended Books:

- Robbins, S. P., & Judge, T. A. Essentials of organizational behavior. Pearson.
- Northouse, P. G. Leadership: Theory and practice. Sage publications.
- Christensen, C. M., Raynor, M. E., Dyer, J., & Gregersen, H. Disruptive Innovation: The Christensen Collection (The Innovator's Dilemma, The Innovator's Solution, The Innovator's DNA)
- Christensen, C. M., " How Will You Measure Your Life? ", *Harvard Business Review*
- Ries, E. The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Currency.
- Vugt, M. van, & Ronay, R. The evolutionary psychology of leadership: Theory, review, and roadmap. *Organizational Psychology Review*, 4(1), 74-95.
- Alexander Fries, Nadine Kammerlander, Max Leitterstorf, "Leadership Styles and Leadership Behaviors in Family Firms: A Systematic Literature Review," *Journal of Family Business Strategy*, Volume 12, Issue 1, 100374.

Undergraduate Programme (B.B.A) Syllabus, Semester-VII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VII	
Name of the Course	Business Research Methodology	
Course Code	02/BBA-BAD/ MJR /403T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1. To grasp the fundamentals of research methodology and apply them in various research or project works. CLO:2 To identify and utilize appropriate research methods aligned with research objectives. CLO:3 To master the techniques of data collection, editing, and analysis to prepare for advanced studies and professional requirements. CLO:4 To learn the intricacies of interpreting data and writing comprehensive research reports. CLO:5 To prepare research reports in the proper manner	
Credits	6	
Total Marks	30+120= 150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction to Research-definition, history, evolution, and types of scientific inquiry and research. Ethical considerations in research, the process of research, and the characteristics and components of good research work.	18
II	Formulating the Research Problem, identification and formulation of research problems, conduct literature reviews, and develop research questions and objectives, process of creating effective research designs.	18
III	Measurement and Data Collection -measurement and scaling, discussing different types of data, sources of measurement error, and scale construction techniques, various data collection methods, including questionnaires, interviews, and observations.	18
IV	Data Analysis and Interpretation -sampling methods, data preparation (editing and coding), and hypothesis testing using parametric and non-parametric tests, tools and techniques for data visualization like charts, tables, and box plots.	18
V	Research Report: General Principles and Practice. Layout of Research Report, Types of Reports, Mechanics of writing Research Report. Computer and Research.	18

Activities

1. Classroom Discussions and Concept Clarification:
2. Short Written Assignments / Concept Notes:.
3. Group Discussions and Presentations
4. Case Study / Contemporary Issue Analysis:
5. Debates and Interactive Sessions:

Part-C Learning Resources	
Recommended Books: • Malhotra, N. K., Nunan, D., & Birks, D. F. , Marketing research. Pearson UK. • Research Methodology by Ranjit Kumar. • Research Methods for Business by Uma Sekaran. • Methodology of Research by C.R. Kothari.	

Undergraduate Programme (B.B.A) Syllabus, Semester-VII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VII	
Name of the Course	Consumer Behaviour	
Course Code	02/BBA-BAD/ DSE /401T	
Course Type:	DSE(ELECTIVE)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Evaluate the impact of environmental, cultural, and social influences on consumer behaviour and their marketing implications. CLO:2 Understand the individual consumer and buying behaviour and its marketing implications including their perceptions, attitudes, and motivations. CLO:3 Develop market segmentation strategies and positioning strategies for existing and new products using perceptual mapping techniques. CLO:4 Explore the borderless consumer market and buying behaviour, and the issues of privacy and ethics associated with direct marketing approaches. CLO:5 Students will also gain an understanding of consumer rights and marketers' responsibilities in the global marketplace	
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week	4	
Units	Topics	No. of Lecture/Contact Hours
I	Consumer Behaviour and Marketing Action: An overview - Consumer involvement, decision making processes and purchase behaviour and marketing implications -Consumer Behaviour Models	12
II	Environmental influences on consumer behaviour, Cultural influences - Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.	12
III	The individual consumer and buying behaviour and marketing implications - Consumer perceptions, learning, attitudes,	12

	motivation and personality - psychographics, values and Lifestyles. Industrial consumers, difference between ultimate and industrial consumers.	
IV	Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, perceptual mapping - Marketing communications Source, message and media effects. Store choice and shopping behaviour - In-Store, store image and loyalty - Consumerism - Consumer rights and Marketers' Responsibilities.	12
V	The Borderless Consumer Market and buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.	12

Activities	
	1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books:	
	• London and Della Bitta: Consumer Behaviour: Concepts and Applications, Tata McGraw Hill. • Henry Assael: Consumer Behavior and Marketing Action, Kent Publishing Co. • Assael, H.: Consumer Behavior and Marketing, South Western Publishing Co., Ohio. • Berkman and Gilson: Consumer Behavior: Concepts and Strategies, Kent Publishing Co. • Bennett, P.D. and H.H. Kassarijion: Consumer Behavior, Prentice Hall of India, New Delhi. • Block and Roering: Essentials of Consumer Behavior, Dryden Press, Chicago. • Hawkins, Best and Coney: Consumer Behavior, Tata McGraw Hill, New Delhi. • Howard JA, Sheth JN: The Theory of Buyer Behavior, John Wiley, New York. • Laudon, D.L.: Consumer Behavior, Tata McGraw Hill, New Delhi. • Schiffan, Leon G. and Lealie Lazar Kanuk: Consumer Behavior, Prentice Hall, New Delhi.

Undergraduate Programme (B.B.A) Syllabus, Semester-VII	
Session 2029-2030	
Part-A Introduction	
Subject	B.B.A (Business Administration)
Semester	VIII
Name of the Course	Marketing Research
Course Code	02/BBA-BAD/ DSE /402T
Course Type:	DSE(ELECTIVE)
Level of the course (As per Annexure-I)	400-499
Pre-requisite for the course (if any)	NA
Course	After completing the course:

Learning Outcomes (CLO)		CLO:1 Understand marketing research and its role in decision-making within an organization. CLO:2. Develop a comprehensive understanding of the marketing information system and its connection to marketing research. CLO:3. Acquire knowledge of the marketing research process. CLO:4 Gain familiarity with various data collection methods. CLO:5. Develop an understanding of data analysis techniques and learn how to prepare and present research reports.
Credits		4
Total Marks		20+80= 100
Part-B Contents of the Course		
Total lecture per week		4
Units	Topics	No. of Lecture/Contact Hours
I	Introduction to Marketing Research: Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organization.	12
II	Problem Identification and Research Design: Problem identification and definition; Developing a research proposal; Determining research type - exploratory, descriptive and conclusive research; Experimental designs.	12
III	Data Resources: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online - surveys, observation method; Questionnaire preparation.	12
IV	Aptitude measurement and scaling techniques -elementary introduction to measurement scales. Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination. Data Collection: Organization of field work and survey errors - sampling and non-sampling errors. Data Analysis: Univariate, bivariate and multivariate data analysis; Report preparation and presentation.	12
V	Market Research Applications: Product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.	12

Activities	Classroom Discussions and Concept Clarification: Short Written Assignments / Concept Notes:. Group Discussions and Presentations Case Study / Contemporary Issue Analysis: Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books: - Beri, G.C: Marketing Research, Tata McGraw Hill, New Delhi. - Chisnall, Peter M.: The Essence of Marketing Research, Prentice Hall, New Delhi - Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston - Davis, J.J: Advertising Research, Prentice Hall, New Delhi. - Green, Paul E., Donald S.Tull and Gerald Albaum: Research for Marketing Decision, Prentice Hall, New Delhi	

- Hooda, R.P: Statistics for Business and Economics, Macmillan India, New Delhi
- Luck, D.J: Marketing Research, Prentice Hall, New Delhi

Undergraduate Programme (B.B.A) Syllabus, Semester-VII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VII	
Name of the Course	HRD – Systems & Strategies	
Course Code	02/BBA-BAD/ DSE /403T	
Course Type:	DSE(ELECTIVE)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1. Understand the conceptual framework of HRD. CLO:2 Differentiate between HRD and HRM, and comprehend the nature and assumptions of HRD. CLO:3. Identify the sub-systems and mechanisms of HRD, design HRD systems, and understand the qualities required for an HRD manager. CLO:4 Analyze HRD activities and comprehend training & development CLO:5. Understand the concept of organization development and its interventions. Develop insights into emerging issues in HRD.	
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week		4
Units	Topics	No. of Lecture/Contact Hours
I	Conceptual Framework of HRD, Meaning, Characteristics, Objectives, Scope, Need and Importance of HRD. Distinction between HRD and HRM, Nature of HRD, HRD Framework, Assumptions of HRD, HRD Culture.	12
II	Sub-systems and Mechanisms of HRD, HRD Matrix, Principles of Designing HRD Systems, Functions of HRD Department, Qualities required for HRD manager. HRD Activities: Organisation of HRDActivities Communication of HRD efforts.Determination of HRD needs. Design of HRD Strategies. HRD for Workers and Executives. HRD Culture, Appraisal of HRD efforts.	12

III	Training & Development: Objectives and Importance of Training, Training Need Assessment, Types and Methods of Training, Evaluation of Training Programme. Organization Development (OD): Objectives, various OD Interventions, Transactional Analysis, Sensitivity Training, Team Building.	12
IV	Career Planning, Succession Planning, Employee Counselling, Feedback, HRD in India. HRD Experiences: HRD in Manufacturing and Service industry, HRD in Government and Public Systems, HRD in Education, Health and other sectors. Comparative HRD - International Experiences.	12
V	Emerging Issues in HRD: Creating awareness and commitment to HRD. Industrial Relations and HRD. Utilisation of HRD efforts. Emerging trends and perspectives, Future of HRD.	12

Activities	
	1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books:	
• Dayal Ishwar: Designing HRD Systems, New Delhi Concept. 1993 • Kohil. Uddesh & Sinha, Dharmi P.: HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995 • Maheshwari, B.L. & Sinha, Dharmi P.: Management of Change Through HRD New Delhi, Tata McGraw Hill, 1991. • Pareek. U.etc.: Managing Transitions : The HRD Response, New Delhi, Tata McGraw Hill, 1992 • Rao, T.V. etc. : Alternative Approaches & Strategies of Human Resource Development, Jaipur, Rawat, 1988. • Silvera, D.N.: HRD: The Indian Experience, New Delhi, India, 1991.	

Undergraduate Programme (B.B.A) Syllabus, Semester-VII	
Session 2029-2030	
Part-A Introduction	
Subject	B.B.A (Business Administration)
Semester	VII
Name of the Course	Training & Development
Course Code	02/BBA-BAD/ DSE /404T
Course Type:	DSE(ELECTIVE)
Level of the course (As per Annexure-I)	400-499
Pre-requisite for the course (if any)	NA

Course Learning Outcomes (CLO)	After completing the course: CLO:1 To understand the basic concepts of training and development CLO:2 To know the importance and methodology of Training Needs Analysis process CLO:3. To sensitize them to various methods of training and training evaluation CLO:4 Understand the need for Cost benefit analysis of Training Programmes. CLO:5. Understanding the technology based training		
Credits	4		
Total Marks	20+80= 100		
Part-B Contents of the Course			
Total lecture per week	4		
Units	Topics	No. of Lecture/Contact Hours	
I	Training Introduction- Changing in training practice, looking inward, looking outward, appreciative enquiry, looking again and repositioning training; Employee Development & Methods of Training and Development	12	
II	Training and Learning -two-way process- Knowledge, skill, action; training and learning; Three phases of learning; The learning spiral for participants in the three phases of training	12	
III	The Needs Analysis Process Training Needs Assessment: Concept, purpose and scope; Process of Needs assessment; Meaning of Skills gap assessment Needs Assessment Techniques: Person Analysis, Task Analysis and Organization Analysis; Need assessment in practice	12	
IV	Training Process and Evaluating Training and follow up support Fine tuning objectives and Preparing partners; Setting the stage; Four training methods; Design the training Program; Trainer and training styles; Evaluating from Different angles, Evaluating Learning Objectives; Addressing four common imbalances, Determining Return on investment, determining costs, and benefits	12	
V	Technology Based Training Methods Developing Online training methods; Massive Open Online Courses; Blended Learning, Adaptive Learning, Flexible learning, Learning Management systems, Choosing New Technology methods	12	

Activities	Classroom Discussions and Concept Clarification: Short Written Assignments / Concept Notes:. Group Discussions and Presentations Case Study / Contemporary Issue Analysis: Debates and Interactive Sessions:
Part-C Learning Resources	

Recommended Books:

- Training for Development Part 1 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2011
- Training for Organizational Transformation, Part 2 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2000
- Managing Performance through Training and Development, Eighth Edition
Author(s): Alan M. Saks | Robert R. Haccoun, 2019, Cengage learning
- Employee Training and Development | 9th Edition by Raymond A. Noe and Amitabh Deo Kodwani, 2019, McGraw Hill

Undergraduate Programme (B.B.A) Syllabus, Semester-VII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VII	
Name of the Course	Marketing Analytics	
Course Code	02/BBA-BAD/ DSE /405T	
Course Type:	DSE(ELECTIVE)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company. CLO:2. Demonstrate the ability to use descriptive, exploratory, and prescriptive data analytics to extract insights from marketing data and inform strategic decisions. CLO:3. Apply advanced Excel/R/SPSS functions, PivotTables, and charts to effectively summarize and analyze marketing data. CLO:4 Utilize customer analytics techniques, such as customer journey mapping, CLV calculation, RFM analysis, and churn analysis, to understand and predict customer behavior CLO:5. Implement advanced analytical methods, including cluster analysis for customer segmentation, regression-based price elasticity models, and conjoint analysis for product attribute evaluation.	
Credits	4	
Total Marks	20+80= 100	
Part-B Contents of the Course		
Total lecture per week	4	
Units	Topics	No. of Lecture/Contact Hours
I	Introduction to Marketing Analytics: Meaning, nature, Relevance and Scope of Marketing Analytics, use of descriptive, exploratory and prescriptive data analytics.	12
II	Data Collection, Predictive analysis, Summarizing Market data using Excel or R software- Pivot table, charts.	12

	Exploratory data analytics	
III	Customer journey mapping using customer analytics, calculating customer life time value (CLV), RFM analysis, Customer churn and its analysis , Use of cluster analysis for customer segmentation, segmentation analysis process, cluster analysis and its applications	12
IV	Product Analytics: Meaning, Product Design (Conjoint Analysis), Deciding the attributes of product (Regression), Test Marketing (Moving Average), Demand Forecasting (Naïve Method, least square, regression, time series analysis)	12
V	Pricing objectives, Bundling and types of bundling, skimming, analytics with price skimming, price elasticity using regression based model. Product Attribute Analysis [Conjoint]- Logistic Regression –Discrete Choice Analysis & Random Utility Theory ;Recent Trends in Marketing Analytics.	12

Activities	
	1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes: 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books: • Marketing Analytics- Seema Gupta, Avadhoot Jathar, Wiley Publications • Wayne L. Winston, Marketing Analytics-Data-Driven Techniques with Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana • Stephen Sorger , Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors. • Gary L. Lilien and Arvind Rangaswamy , Marketing Engineering: Computer-Assisted • Marketing Analysis and Planning, Pearson Education • Hartman Kevin, Digital Marketing Analytics in theory and practice- Ostmen Bennetsbridge Publishing Services • Marketing Analytics, Moutusy Maity, Pavankumar Gurazada	

Undergraduate Programme (B.B.A) Syllabus, Semester-VII	
Session 2029-2030	
Part-A Introduction	
Subject	B.B.A (Business Administration)
Semester	VII
Name of the Course	HR Analytics
Course Code	02/BBA-BAD/ DSE /406T
Course Type:	DSE(ELECTIVE)
Level of the course (As per Annexure-I)	400-499
Pre-requisite for the course (if any)	NA

Course Learning Outcomes (CLO)	After completing the course: CLO:1 Understand the importance of measurement in HRM. CLO:2. Familiarize with HR metrics and analytics and common problems associated with metrics. CLO:3. Gain knowledge of statistical tools for HR analytics. CLO:4 Gain ability to apply various HR measures. CLO:5. Develop skills in measuring development aspects of HRM and gain awareness of current issues and the future of HR analytics.		
Credits	4		
Total Marks	20+80= 100		
Part-B Contents of the Course			
Total lecture per week		4	
Units	Topics	No. of Lecture/Contact Hours	
I	Fundamentals of measurement- Advantages of measurement in HRM- Consequences of not measuring HRM- Introduction to HR metrics and Analytics-Framework for HR measurement -Common problems with metrics- Traditional vs Contemporary HR Measures.	12	
II	Statistical tools for HR analytics-Predictive analytics-Multivariate analysis - Introduction to SPSS-Exploring data-Data analysis using SPSS (hands on training)- Introduction to Factor Analysis and SEM analysis.	12	
III	Various HR measures-Staffing Measures -Measures related to Quality of Hire/recruitment, Cost of hiring, Absenteeism-Separation measures-HR planning metrics- HR forecasting tools- Compensation measures-Connecting revenues and expenses, calculating various wage/salary related measures. Variable pay systems, cost benefit analysis, and comparators-Calculation of incentives.	12	
IV	Development Measures -Training ROI, measures for employee satisfaction and attitudes, Training evaluation models-Productivity measures- Performance metrics- 6 sigma, customer focused metrics, BSC, HR Scorecard.	12	
V	Trends in Quantitative HRM- Development of HR dashboard, HR index, internal improvement Monitors and smoke detectors in HR research- problems, HR Audit research, and Organization Health survey-Assessing Employee attitudes and satisfaction- Social Media analysis- Current issues and future of HR Analytics.	12	

Activities	1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books: • Lee, Gregory John . HR Metrics: Practical Measurement Tools for People Management.	

Knowres Publishing.
- Sullivan, John . R Metrics, the World-class Way: How to Enhance Your Status and Build the Business Case for HR. Kennedy Information. - Cascio, W. & Boudreau, J.. Investing in People: Financial Impact of Human Resource Initiatives. 2nd Edition. Upper Saddle River, NJ: FT Press. - Field, A., , Discovering Statistics Using SPSS, 4th Edition, Los Angeles, CA: Sage. - Jac Fitz-Enz. The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments (American Management Association).

Undergraduate Programme (B.B.A) Syllabus, Semester-VIII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VIII	
Name of the Course	Advanced Research Methodology	
Course Code	02/BBA-BAD/ MJR /453T	
Course Type:	MJR(MAJOR)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Mastery of advanced research methodologies applicable in diverse business contexts. CLO:2 Skilled in ethical application and critical analysis of research data. CLO:3 Proficient in publishing research findings and drafting comprehensive grant proposals. CLO:4 Understanding the role of ethics in research. CLO:5 Analyzing the contemporary issues in research.	
Credits	6	
Total Marks	30+120= 150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Advanced Research Frameworks- examining research philosophy, inquiry, ontology, epistemology, and paradigms refining quantitative, qualitative, and mixed methods approaches.	18
II	Specialized research designs - experimental and non-experimental designs such as longitudinal, cross-sectional, and factorial design, latin square design, randomize group design	18

	providing a foundation for advanced research questions/inquiry	
III	Advanced Data Analysis Techniques-qualitative methods like ethnography and phenomenology, alongside advanced quantitative approaches including multivariate analysis and structural equation modeling; use of sophisticated data analysis software such as computer enabled qualitative and context analysis (example NVivo and ATLAS.ti, PLSEM)	18
IV	Contemporary Issues in Research-the impact of big data and analytics, and the incorporation of artificial intelligence into research methodologies; the ethical considerations crucial to modern research practices and the transformative role of technologies like virtual reality and augmented reality in business research	18
V	Application and Ethics-apply research methods to real-world scenarios; the ethical challenges in conducting research; preparing scholarly articles, grant proposals, and comprehensive research reports, practical application of research skills and ethical considerations in documentation and reporting.	18

Activities

1. **Classroom Discussions and Concept Clarification:**
2. **Short Written Assignments / Concept Notes:.**
3. **Group Discussions and Presentations**
4. **Case Study / Contemporary Issue Analysis:**
5. **Debates and Interactive Sessions:**

Part-C Learning Resources

Recommended Books:

- *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, by Creswell, J. W. & Creswell, J. D.
- *Multivariate Data Analysis*, by Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R.E.
- Kothari, C. R., & Garg, G. (2019). *Research Methodology: Methods and Techniques* (4th ed.). New Age International.
- Kothari, C. R., & Garg, G. (2019). *Research Methodology: Methods and Techniques* (4th ed.). New Age International.

Undergraduate Programme (B.B.A) Syllabus, Semester-VIII		
Session 2029-2030		
Part-A Introduction		
Subject	B.B.A (Business Administration)	
Semester	VIII	
Name of the Course	Advanced Data Analysis Tools	
Course Code	02/BBA-BAD/MJR/454T	
Course Type:	MJR (MAJOR)	
Level of the course (As per Annexure-I)	400-499	
Pre-requisite for the course (if any)	NA	
Course Learning Outcomes (CLO)	After completing the course: CLO:1 Proficiency in using advanced statistical tools for data analysis CLO:2 Ability to apply comprehensive data analysis techniques to enhance business decision-making. CLO:3 Skills to effectively interpret and present data insights to stakeholders. CLO:4 Awareness of ethical considerations in data analysis. CLO:5 understanding the use of power BI	
Credits	6	
Total Marks	30+120=150	
Part-B Contents of the Course		
Total lecture per week	6	
Units	Topics	No. of Lecture/Contact Hours
I	Data Handling and Statistical Foundations- fundamentals of data analysis, statistical software tools, data handling, and basic operations; data importing, cleaning, and initial data exploration techniques	18
II	Statistical Analysis and Modeling- advanced statistical methods, including descriptive and inferential statistics, regression analysis, and forecasting techniques; hypothesis testing and time series analysis	18
III	Machine Learning and Advanced Analytical Techniques- basic and advanced machine learning algorithms relevant to business Analytics, decision trees, clustering, neural networks, and the fundamentals of deep learning, practical application in predictive analytics and data-driven decision-making	18
IV	Visualization, Reporting- effective data presentation through visualizations and interactive dashboards using tools like Tableau and Power BI- Using DAX (Data Analysis Expressions), building reports, and publishing to the cloud.	18
V	Ethical Considerations-in data analysis and the preparation of comprehensive reports and presentations to communicate insights clearly to stakeholders. Data Privacy and Confidentiality, Bias and Discrimination Mitigation, Data Governance and Security	18

Activities	1. Classroom Discussions and Concept Clarification: 2. Short Written Assignments / Concept Notes:. 3. Group Discussions and Presentations 4. Case Study / Contemporary Issue Analysis: 5. Debates and Interactive Sessions:
Part-C Learning Resources	
Recommended Books:	• <i>Discovering Statistics Using IBM SPSS Statistics</i> by Andy Field, 5th ed., Sage. • <i>An Introduction to Statistical Learning with Applications</i> by James, Witten, Hastie, & Tibshirani, 2nd ed., Springer. • <i>Data Science with Artificial Intelligence, Machine Learning and Deep Learning</i> by Rajiv Chopra, Khanna Book Publishing.