

Faculty of Management Studies (FMS)
(An ISO 9001:2015 Certified)

BBA/BBA (Honours)/ BBA (Honours with Research)
BBA First Year (First and Second Semesters) Syllabus as per AICTE Model
Curriculum (NEP 2020) for Under Graduate (UG) Degree in Bachelor in
Business Administration

BBA/ BBA (Honours)/ BBA (Honours with Research)

Session: 2024-25 Onwards

Semester (I- II)



Gurukula Kangri (Deemed to be University),
Haridwar, Uttarakhand - 249404.

NAAC Accredited Deemed to be University u/s 3 of UGC Act, 1956

Program Objectives:

- To exhibit factual and theoretical knowledge of management in general and business in particular to critically evaluate and analyze Indian and global business environments with ability to apply learning in different contexts.
- Learner to imagine their role as a manager, entrepreneur and a leader in a business management context and ability to integrate with their positive contribution for the national interest first and also to be a responsible global citizen.
- To be an effective communicator to present opinions, ideas based on critical thinking, analysis and logical reasoning.
- To nurture an ability to articulate a business environment with clarity and mindfulness.
- Exhibit ability to own roles and responsibilities with commitment, as members of multi-cultural team and communities in cross-cultural contexts and diversity management.
- To conduct and demonstrate professional and ethical behavior.
- To develop as an effective and emotionally intelligent leader and a decision maker who has acumen to influence and motivate teams.
- To develop an ability to solve problems and provide solutions and facilitate informed decision making.
- To build research skills to cultivate an in-depth understanding of Indian and Global Business Environment.

Program Outcomes:

- A. **At the end of First Year:** Under Graduate Certificate in Business Administration
- 1) To conceptualize and appreciate theoretical knowledge of management domain.
 - 2) To appreciate the importance of effective communication skills in presenting opinions and ideas.
 - 3) To nurture an ability to articulate a business environment
 - 4) To identify a problem with the help of data and logical thinking.
- B. **At the end of Second Year:** Under Graduate Diploma in Business Administration
- 1) To describe the theoretical domain knowledge along with the managerial skills
 - 2) To develop effective communication skills and logical thinking.
 - 3) To learn and demonstrate professional conduct.
 - 4) To appreciate the importance of group work culture.
 - 5) To develop an ability to innovate and creative thinking.
- C. **At the end of Third Year:** Bachelor in Business Administration (BBA)
- 1) To exhibit factual and theoretical knowledge of management in general and business in particular.
 - 2) To critically evaluate and analyze Indian and global business environments indifferent contexts.
 - 3) To recognize their role as a manager, entrepreneur and a leader in a business management
 - 4) To be an effective communicator to present opinions, ideas based on critical thinking, analysis and logical reasoning.
 - 5) To conduct and demonstrate professional and ethical behavior.



D. **At the fourth Year:** Bachelor in Business Administration with Honours: BBA(Honours) and Bachelor in Business Administration Honours with Research: BBA(Honours with Research)

- 1) To exhibit factual and theoretical knowledge of management in general and business in particular to critically evaluate and analyze Indian and global business environments with ability to apply learning in different contexts.
- 2) To nurture an ability to articulate a business environment with clarity and mindfulness.
- 3) To exhibit ability to own roles and responsibilities with commitment, as members of multi-cultural team and communities in cross-cultural contexts and diversity management.
- 4) To be an effective and emotionally intelligent leader and a decision maker who has acumen to influence and motivate teams.
- 5) To develop an ability to solve problems and provide solutions and facilitate informed decision making.
- 6) To promote research skills to conduct in-depth study of the understanding of Indian and Global Business Environment.

GENERAL COURSE STRUCTURE & THEME:

A. Definition of Credit:

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

B. Course code and definition:

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

Course Name:

- Bachelor in Business Administration,
- Bachelor in Business Administration (Honours)
- Bachelor in Business Administration (Honours with Research)

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

A. One year: Under Graduate Certificate in Business Administration

B. Two years: Under Graduate Diploma in Business Administration







C. Three years: Bachelor in Business Administration (BBA)

D. Four years: Bachelor in Business Administration with Honours: BBA (Honours) and Bachelor in Business Administration Honours with Research: BBA (Honours with Research).

Minimum Eligibility Criteria:

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

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

B. For BBA (Honours): BBA Degree

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

SEMESTER WISE CREDIT DISTRIBUTION:

SEMESTER WISE CREDIT DISTRIBUTION OF PROPOSED BBA [BBA (HONOURS) AND BBA (HONOURS WITH RESEARCH)] PROGRAM:

Semester	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective Course	Value added Courses	Skill Enhancement Courses	Discipline Specific Elective	Total
I	12	4	2	2	-	-	20
II	12	2	2	2	2	-	20
III	12	-	2	2	4	-	20
IV	16	-	-	2	2	-	20
V	8	-	-	2 *	4	8	22
VI	6	-	-	2 *	6	8	22
BBA (Honours)							
VII	4	-	4	-	4	8	20
VIII		-	-	-	8	12	20
BBA (Honours with Research)							
VII	12	-	-	-	-	8	20
VIII	20	-	-	-	-		20

Note:

- The All India Council for Technical Education (AICTE) strongly urges Institutions, Universities, and Boards of Technical Education in India to promptly adopt the Model Curriculum. Although AICTE recommends this curriculum, universities and institutions are encouraged to adapt and customize it within the overall framework of 120-160 credits. Leveraging this flexibility, the Faculty of Management Studies (FMS), Gurukula Kangri (Deemed to be University), Haridwar, have introduced two extra Value added Courses to amalgamate ancient philosophy with the modern management context. These courses, "Vedic Management" (2 credits) in the BBA Vth semester and "Management Paradigms from the Bhagavad Gita" (2 credits) in the BBA VIth semester, add a total of

four extra credits to the AICTE model curriculum framework of 120 credits (BBA) -160 credits (BBA Honours)/BBA Honours with Research)

2. As a major initiative by AICTE, a three-week mandatory induction program for students has also been designed and has to be given at the beginning of the course (BBA 1ST semester). The idea behind this is to make the students feel comfortable in their new environment, open them up, set a healthy daily routine, develop awareness, sensitivity and understanding of the self, people around them, society at large, and nature.
3. There shall be a continuous assessment of the student. For this purpose, semester examination is divided into two components – Internal Examination and End- Semester Examination in the proportion of 40:60 respectively. Every paper/course will carry maximum marks of 100 (60 marks for semester examination and 40 marks for internal assessment, as per rules). Internal Assessment will consist of two components
 - i. Mid Semester Test (25marks)
 - ii. Teacher Assessment (15 marks).
4. The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the syllabus should be strictly followed while setting the question paper.
5. A minimum of 10 students is required for each Discipline Specific Elective Course in BBA Degree programme.

Mapping of Marks to Grades

Each course (Theory/Practical) is to be assigned 100 marks, irrespective of the number of credits, and the mapping of marks to grades may be done as per the following table:

Range of Marks	Assigned Grade
91-100	AA/A+
81-90	AB/A
71-80	BB/B+
61-70	BC/B
51-60	CC/C+
46-50	CD/C
40-45	DD/D
<40	FF/F (Fail due to less marks)
-	FR (Fail due to shortage of attendance and therefore, to repeat the course)



Category- wise distribution*

Description	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective Course	Value added Courses	Skill Enhancement Courses	Discipline Specific Elective	Total
BBA	66	6	6	12	18	16	124
BBA (Honours)	70	6	10	12	30	36	164
BBA (Honours with Research)	98	6	6	12	18	24	164

3 Years BBA Program	Total Credits = 124
4 Years BBA (Honours) and BBA (Honours with Research)	Total Credits = 164

INDUCTION PROGRAM

The Essence and Details of Induction program can also be understood from the ‘Detailed Guide on Student Induction program’, as available on AICTE Portal, (Link:<https://www.aicteindia.org/sites/default/files/DetailedGuide%20on%20Student%20Induction%20program.pdf>).

Induction program (mandatory)	Three-week duration (12 -15 Days)
Induction program for students to be offered right at the start of the first year (BBA 1 ST semester).	<ul style="list-style-type: none"> • Physical activity • Creative Arts • Universal Human Values • Literary • Proficiency Modules • Lectures by Eminent People • Visits to local Areas • Familiarization to Department/Branch & Innovations

Visits/ Workshop/Expert Lectures:

1. It is mandatory to arrange industrial visit/ Plant visit for the students.
2. It is mandatory to conduct a One-week workshop after fifth semester on professional/ industry/ entrepreneurial orientation.
3. It is mandatory to organize at least one expert lecture per semester for each branch by inviting resource persons from domain specific industry.

For Summer Internship/ Projects/ Seminar etc.

- 1) Evaluation is based on work done, quality of report, performance in viva-voce, presentation etc.
- 2) At the end of second/ fourth/ sixth and seventh semester students wishing to continue in the program shall have to undergo Summer Training for six to eight weeks and prepare a



plagiarized free summer training report. A Viva shall be conducted at the end of semester by both internal and external examiners in the proportion of 40 marks and 60 marks respectively. A certificate of the Supervisor and the Head of the Department certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the program. The average size of Report ordinarily will be 60-80 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paperback) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty

***Note:** The internal assessment is based on the student's performance in two mid semester test (one best out of two), quizzes, assignments, class performance, attendance, etc.*



SEMESTER WISE STRUCTURE AND CURRICULUM FOR UG COURSE IN BBA

SEMESTER – I

Course Code	Title of the Course	Type	L	T	P	Credits
3 WEEKS COMPULSORY INDUCTION PROGRAM (UHV-I)						
BBA–C101	Principles and Practices of Management	Core (CC)	3	1	0	4
BBA–C102	Financial Accounting	Core (CC)	3	1	0	4
BBA–C103	Business Statistics and Logic	Core (CC)	3	1	0	4
BBA–A101	Business Communication-I	Ability Enhancement Course (AEC)	1	1	0	2
BBA–A102	General English	Ability Enhancement Course (AEC)	1	1	0	2
BBA–I 101	Indian Knowledge System[^] IKS-I: Introduction to Indian Culture and Civilization (with some present practices) IKS-II: Indian Culture and Civilization with its Knowledge Systems and Traditions IKS-III: Indian Vision for Human Society (Vishva Kalyan through Vasudhaiva Kutumbkam) IKS IV Indian Science, Engineering and Technology- Past, Present & Future. IKS V Indian Town Planning and Architecture. IKS VI Indian Mathematics and Astronomy. IKS VII Indian Aesthetics (including Music & Musical Instruments)/ Arthashastra.	Multi-Disciplinary Elective course (MDE)	2	0	0	2
BBA–V101	Environmental Science and Sustainability	Value added Course (VAC)	2	0	0	2
PMY-Q103	Additional Course – Panch Mahayagyan(पञ्चमहायज्ञ)*	Additional Ability Enhancement Course (AEC) - Non Credit but qualifying	1	1	0	0*
Total			16	6	0	20

Note: Multi-Disciplinary Elective course (MDE),

[^]IKS-III-Indian Vision for Human Society (Vishva Kalyan through Vasudhaiva Kutumbkam).

*Indian Regional Languages: Sanskrit/Hindi/All Regional languages



SEMESTER II

Course Code	Title of the Course	Type	L	T	P	Credits
BBA –C 201	Human Behaviour and Organization	Core (CC)	4	0	0	4
BBA –C202	Marketing Management	Core (CC)	4	0	0	4
BBA –C203	Business Economics	Core (CC)	4	0	0	4
BBA –A 201	Business Communication-II	Ability Enhancement Course (AEC)	1	1	0	2
BBA – S 201	Emerging Technologies and applications	Skill Enhancement Course (SEC)	1	0	2	2
BBA– I 201	Media Literacy and Critical Thinking	Multi-Disciplinary Elective course (MDE)	1	1	0	2
BBA – V101	Indian Constitution	Value added Course (VAC)	2	0	0	2
BBA-Q-202	Additional Course - Foreign Language [Foreign Languages: Spanish/German/French/Korean/Mandarin]	Ability Additional Enhancement Course (AEC) – Non-Credit but qualifying	2	0	0	0*
Total			19	2	2	20

An UNDER GRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION will be awarded, if a student wishes to exit at the end of First year.

Exit Criteria after First Year of BBA Programme-

The students shall have an option to exit after 1st year of Business Administration Program and will be awarded with a **UG Certificate in Business Administration**. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprentice- ship / Social Responsibility & Community Engagement –encompassing community engagement with an NGO after the second semester of minimum 6 to 8 weeks of duration .The exiting students will clear the subject / submit the Internship Report as per the University schedule.

Re-entry Criteria in to Second Year (Third Semester)-

The student who takes an exit after one year with an award of certificate may be allowed to re-enter in to Third Semester for completion of the BBA Program as per the respective University /Admitting Body schedule after earning requisite credits in the First year.



SEMESTER III

Course Code	Title of the Course	Type	L	T	P	Credits
BBA –C 301	Cost and Management Accounting	Core (CC)	3	1	0	4
BBA –C 302	Legal and Ethical issues in business	Core (CC)	3	1	0	4
BBA –C 303	Human Resource Management	Core (CC)	3	1	0	4
BBA– I 301	Indian Systems of Health and Wellness	Multi-Disciplinary Elective course (MDE)	1	1	0	2
BBA– S 301	Management Information System (MIS)	Skill Enhancement Course (SEC)	2	0	4	4
BBA – V 301	Yoga/Sports/NCC/NSS/Disaster Management	Value added Course (VAC)	0	0	4	2
Total			12	4	8	20

SEMESTER IV

Course Code	Title of the Course	Type	L	T	P	Credits
BBA –C 401	Entrepreneurship and Startup Ecosystem	Core (CC)	1	1	0	2
BBA –C 402	Operations Management	Core (CC)	3	1	0	4
BBA –C 403	Financial Management	Core (CC)	3	1	0	4
BBA –C 404	Business Research methodology	Core (CC)	3	1	0	4
BBA –C 405	International Business	Core (CC)	1	1	0	2
BBA– V 401/ BBA– V 402/ BBA– V 403/ BBA– V 404	Business environment and public policy [2-0-0]/Enterprise System and platforms [0-1-2]/ Geo Politics and impact on business [2-0-0]/ Public Health and management [2-0-0]	Value added Course (VAC)				2
BBA – S 401	Design Thinking and Innovation	Skill Enhancement Course (SEC)	1	1	0	2
Total						20

Note:

- At the end of the Fourth Semester every student shall undergo Summer Training / Internship / Capstone for Eight Weeks in the industry/Research or Academic Institute. This component will be evaluated during the fifth semester.

An **UNDER GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION** will be awarded, if a student wishes to exit at the end of Second year.

Exit Criteria after Second Year of BBA Programme.

The students shall have an option to exit after 2nd year of Business Administration Program and will be awarded with a **UG Diploma in Business Administration**. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprenticeship / Social Responsibility & Community Engagement – encompassing community engagement with an NGO / Capstone Project after the fourth semester of minimum 6 to 8 weeks of duration as decided by the respective University / Admitting Body. The exiting students will clear the subject / submit the Internship Report as per the University / Admitting Body schedule.

Re-entry Criteria in to Third Year (Fifth Semester)

The student who takes an exit after second year with an award of Diploma may be allowed to re-enter in to fifth Semester for completion of the BBA Program as per the respective University / Admitting Body schedule after earning requisite credits in the Second year.

SEMESTER V

Course Code	Title of the Course	Type	L	T	P	Credits
BBA –C 501	Strategic Management	Core (CC)	3	1	0	4
BBA –C 502	Logistics and Supply Chain Management	Core (CC)	3	1	0	4
BBA – E ____	Discipline Specific Electives – I	Discipline Specific Elective	-	-	-	4
BBA – E ____	Discipline Specific Electives – II	Discipline Specific Elective	-	-	-	4
BBA –S 501	Internship/capstone Project	Skill Enhancement Course (SEC)	-	-	-	4
BBA –S 502	Major Project [evaluation in sixth Semester]	Skill Enhancement Course (SEC)	-	-	-	0
BBA – V 501	Vedic Management	Value added Course (VAC)	2	0	0	2
BBA – Q 501	Additional Course - Discipline Specific Elective (Audit Course) I st	Additional Discipline Specific Elective (DSE) - Non Credit but qualifying	3	1	0	0
Total						22

Note – A student can choose two elective courses from Discipline Specific Elective List in Semester Vth.

SEMESTER VI

Course Code	Title of the Course	Type	L	T	P	Credits
BBA –C 601	Project Management	Core (CC)	3	1	0	4
BBA –C 602	Business Taxation	Core (CC)	2	0	0	2
BBA – E ____	Discipline Specific Electives – III	Discipline Specific Elective	-	-	-	4
BBA – E ____	Discipline Specific Electives – IV	Discipline Specific Elective	-	-	-	4
BBA –S 601	Corporate Governance	Skill Enhancement Course (SEC)	2	0	0	2
BBA –S 602	Major Project [Initiated in 5 th Semester]	Skill Enhancement Course (SEC)	-	-	-	4
BBA – V 601	Management Paradigms from the Bhagavad Gita	Value added Course (VAC)	2	0	0	2
BBA – Q 601	Additional Course - Discipline Specific Elective (Audit Course) II nd	Additional Discipline Specific Elective (DSE) - Non Credit but compulsory.	3	1	0	0
Total						22

Note – A student can choose two elective courses from Discipline Specific Elective List in Semester VIth.

BACHELOR IN BUSINESS ADMINISTRATION Degree will be awarded, if a student wishes to exit at the end of Third year.

Exit Criteria after Third Year of BBA Programme

The students shall have an option to exit after 3rd year of Business Administration Program and will be awarded with a Bachelor's in Business Administration.

Re-entry Criteria in to Fourth Year (Seventh Semester)

The student who takes an exit after third year with an award of BBA may be allowed to re-enter in to Seventh Semester for completion of the BBA (Honours) or BBA (Honours with Research) Program as per the respective University / Admitting Body schedule after earning requisite credits in the Third year.

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

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

SEMESTER VII (BBA (Honours))

Course Code	Title of the Course	Type	L	T	P	Credits
BBA –O 701	AI for Business/ Diversity, Equity and Inclusion/ Digital Ethnography and Online Communities	Open Elective (OE)	3	1	0	4
BBA –C701	Entrepreneurial Leadership	Core (CC)	2	2	0	4
BBA – E ____	Discipline Specific Electives – V	Discipline Specific Elective	-	-	-	4
BBA – E ____	Discipline Specific Electives – VI	Discipline Specific Elective	-	-	-	4
BBA –S 701	Dissertation work [evaluation in Eight semester]	Skill Enhancement Course (SEC)-	-	-	-	-
BBA –S 702	Summer Internship –II	Skill Enhancement Course (SEC)	-	-	-	4
Total						20

Note – A student can choose two elective courses from Discipline Specific Elective List in Semester VIIth BBA (Honours).

SEMESTER VIII (BBA (Honours))

Course Code	Title of the Course	Type	L	T	P	Credits
BBA – E ____	Discipline Specific Electives – VII	Discipline Specific Elective	3	1	0	4
BBA – E ____	Discipline Specific Electives – VIII	Discipline Specific Elective	3	1	0	4
BBA – E ____	Discipline Specific Electives – IX	Discipline Specific Elective	3	1	0	4
BBA –S 801	Dissertation work [Started in Seventh semester]	Skill Enhancement Course (SEC)	-	-	-	8
Total						20

Note – A student can choose three elective courses from Discipline Specific Elective List in Semester VIIIth BBA (Honours).

SEMESTER VII (BBA – (Honours with Research))

Course Code	Title of the Course	Type	L	T	P	Credits
BBA – CR 701	Advanced Data Analysis Tools	Core (CC)	2	0	4	4
BBA – CR 702	Advanced Research Methodology	Core (CC)	2	0	4	4
BBA – E ____	Discipline Specific Elective – X	Discipline Specific Elective	3	1	0	4
BBA – E ____	Discipline Specific Elective – XI	Discipline Specific Elective	3	1	0	4
BBA –SR 801	Dissertation work [Started in Seventh semester]	Skill Enhancement Course (SEC)	-	-	-	4
Total						20

Note – A student can choose two elective courses from Discipline Specific Elective List in Semester VIIth BBA (Honours with Research).

SEMESTER VIII (BBA – (Honours with Research))

Course Code	Title of the Course	Type	L	T	P	Credits
BBA-SR 801	Dissertation (For Research Track) *	Skill Enhancement Course (SEC)	-	-	-	20
Total						20

- The Dissertation work will start from the beginning of fourth year of BBA (Honours with Research) Program. Students of Fourth Year shall be assessed for Project Work and Research Internship Report and Viva –Voice and Dissertation (For Research Track).
- Students of Fourth Year shall be assessed for Project Work and Research Internship Report and Viva –Voice and Dissertation (For Research Track).



LIST OF DISCIPLINE SPECIFIC ELECTIVES

Cours e Code	DSE-Finance	Cours e Code	DSE-Marketing	Cours e Code	DSE-Human Resource Management	Cours e Code	DSE-Business Analytics	Course Code	DSE-International Business	Cours e Code	DSE-Supply chain Management
BBA E 101	International Financial Management	BBA E 201	Consumer Behaviour	BBA E 301	HRD – Systems & Strategies	BBA E 401	Data Analytics using R /Python	BBA E 501	International Trade Policy & Strategy	BBA E 601	Operations Strategy
BBA E 102	Banking and Insurance	BBA E 202	Sales Marketing	BBA E 302	Change Management and Organizational Development	BBA E 402	Data Visualization using tableau / Power BI	BBA E 502	Global Business Environment	BBA E 5602	Management Decision Models
BBA E 103	Financial Markets Products and Services	BBA E 203	Retail Marketing	BBA E 303	Training & Development	BBA E 403	Marketing Analytics	BBA E 503	Transnational & Cross cultural Marketing	BBA E 603	Quality Management and Business Process Improvement
BBA E 104	Investment Analysis & Portfolio Management	BBA E 204	Marketing of Services	BBA E 304	Performance & Compensation Management	BBA E 404	Finance Analytics	BBA E 504	Transnational & Cross cultural Marketing	BBA E 604	International Supply Chain
BBA E 105	Business Analysis & Valuation	BBA E 205	Digital Marketing	BBA E 305	Negotiation Skills	BBA E 405	HR Analytics	BBA E 505	International Accounting & Reporting System	BBA E 605	Project Management
BBA E 106	Financial Planning	BBA E 206	Supply- Chain Manageme nt	BBA E 306	Cross Culture HRM	BBA E 406	Social Media & Web Analytics	BBA E 506	International Ventures, Mergers & Acquisitions	BBA E 606	Supply Chain Analytics
BBA E 107	Behavioral Finance (Neuro Finance)	BBA E 207	Internationa l Marketing	BBA E 307	HR Analytics			BBA E 507	EXIM Policy and documentation	BBA E 607	Inventory Management
BBA E 108	Financial Derivatives	BBA E 208	Rural Marketing	BBA E 308	Team Building in the organizations					BBA E 608	Logistics & Distribution Management
BBA E 109	Strategic Corporate Finance	BBA E 209	Neuro- Marketing	BBA E 309	Behavioral testing and training for employee retention.						
BBA E 110	Financial Modelling	BBA E 210	B2B Marketing	BBA E 310	Talent acquisition and management						
BBA E 111	Financial Analytics	BBA E 211	Integrated Marketing Communica tion	BBA E 311	Compensation management						
BBA E 112	Direct Tax			BBA E 312	Employee Life Cycle Management						
BBA E 113	Sustainable Finance			BBA E 313	Coaching & Mentoring						

SEMESTER – I



BBA –C 101	Principles and Practices of Management	4L:0T:0P	4Credits
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Course Description:

This course introduces the student to the key aspects of management -planning, organizing, leading, and controlling by integrating both classical and contemporary management practices. Through case studies, interactive sessions, and practical exercises, students will learn to apply these principles to real-world scenarios that will prepare them for leadership roles in diverse organizational settings. The goal is to equip students with the tools and insights necessary to manage effectively and drive organizational success.

Course Objectives:

- I. To understand the basic concepts, principles, and theories of management.
- II. To examine the essential functions of managers.
- III. To analyze the impact of globalization, diversity, and ethics on management.
- IV. To develop skills in strategic planning, decision-making, and leadership.

	Course Outcomes:	Mapped Program Outcomes			
CO.1	Demonstrate how management principles are used to solve practical business problems.	PO1,PO2,PO3,PO4			
CO.2	Compare and contrast different management theories and their effectiveness in various organizational contexts.	PO1,PO2,PO3, PO4			
CO.3	Design a management strategy for a hypothetical or real organization using a mix of management theories and practices.	PO2,PO3,PO4			
CO.4	Propose innovative management solutions to enhance efficiency and effectiveness in given business scenarios efficiency and effectiveness in given business scenarios.	PO3,PO4			
Course Outcome		PO1	PO2	PO3	PO4
CO1		2	2	2	2
CO2		2	2	2	2
CO3		-	2	2	2
CO4		-	-	3	2
Average		2	3	2.25	2

Course Content:**Unit 1: Introduction to Management**

Definition, nature, and significance of management, principles of management, management and administration, levels of management, role of managers and managerial skills; Evolution of management thought: Classical, Behavioral, Quantitative, Systems, Contingency and Modern approaches; Management as a science and an art; Functions of management: Planning, organizing, leading, and controlling.

Unit 2: Planning, Organizing and Staffing

Nature, Importance and Purpose of planning in management; Types of plans: Strategic, tactical, operational ; Planning process and techniques ; Decision making- Importance and steps, decision making models and tools; Organizational structure and design; types of organizational structures: Functional, divisional, matrix; Authority, responsibility, and delegation,

Centralization Vs Decentralization of authority and responsibility – Span of Control; Coordination and integration, MBO and MBE; Nature and Importance of staffing – Process of selection and recruitment.

Unit 3: Leading, Directing and Controlling

Meaning and nature of directing, Leadership theories (trait, behavioral, contingency, participative, charismatic, transformational, level-5 leader), Motivation theories and practices (Maslow, Herzberg two factor, McGregor's theory x & theory y), Hawthorne effect, Communication (meaning and importance) in management, Team building and group dynamics; Controlling-meaning and steps in controlling, control process and systems, essentials of sound control system, methods of establishing control, types of control; Performance measurement and management.

Unit 4: Strategic Management, Ethics and Social Responsibility

Overview of strategic management, SWOT analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), sustainable management practices.

Text Books (Latest Editions):

1. Rao, V. S. P. Edition 3rd (2024) Management Principles and Applications. New Delhi: Taxmann Publications.
2. Bright, D. et al. (2019) Textbook on Principles of Management. Rice University, OpenStax Textbooks, Houston.
3. Kapoor, Premvir, Edition 1st (2020) Principles of Management, New Delhi; Khanna Book Publishing.
4. Jones, G. R., and George, J. M. Edition 10th (2023) Essentials of contemporary management. New York, NY: McGraw-Hill Education.
5. Robbins, S. P. & Coulter, Edition 15th (2010) M. A. Management, London: Pearson
6. Stephen P. Robbins & Mary Coulter, Edition 13th (2017), Management: London: Pearson
7. Koontz, H. & Wehrich, H. Edition 9th (2010). Management. New York: McGraw Hill.
8. Stoner J. Edition 6th (2018). Management. New Delhi: Prentice Hall of India.
9. Tripathi, P.C. & Reddy, P.N. Edition 7th (2021). Principles of Management. New Delhi: Tata McGraw Hill.

References:

1. Indian Business Rising: The Contemporary Indian Way of Conducting Business-And How It Can Help You Improve Your Business | Harvard Business Review Press | 5813BC-PDF-ENG | <https://hbsp.harvard.edu/product/5813BC-PDF-ENG>

Reflective Exercises and Cases:

1. Entrepreneurial Leadership in Forming High Tech Enclaves: Lessons from the Government of Andhra | F. Warren McFarlan, Espen Andersen, Ramiro Montealegre | Harvard Business school | 308079-PDF-ENG | <https://hbsp.harvard.edu/product/308079-PDF-ENG?>
2. ATH Technologies by Robert Simons and Jennifer Packard
<https://www.hbs.edu/faculty/Pages/item.aspx?num=52711>



3. Article review and discussion: Application of Ancient Indian Philosophy in Modern Management (http://www.irdindia.in/journal_ijrdmr/pdf/vol5_iss4/8.pdf)
4. Review of Lincoln Electric Co. by Norman Berg.
5. Review of Hawthorne case.
6. Leadership Lessons from India | Peter Cappelli, Harbir Singh, Jitendra V. Singh, Michael Useem | Harvard Business Review | R1003G-PDF-ENG
<https://hbsp.harvard.edu/product/R1003G-PDF-ENG?>
7. Traditional Way of Learning Ayurveda and Practising It: A Dialogue with Vaidya Bhaskarbhair Hardikar | Mukund Dixit, Sanjay Verma | IIM Ahmedabad | A00135-PDF-ENG |
<https://hbsp.harvard.edu/product/A00135-PDF-ENG?>
8. Forest Essentials: Demystifying India's Luxury Ayurveda Brand | Veena Vohra, Seema Khanvilkar | Ivey Publishing | W28410-PDF-ENG
<https://hbsp.harvard.edu/product/W28410-PDF-ENG?>
9. Atijeevan Foundation: Transforming Scars into Strength | Shubham Sharma, Satyendra C Pandey | Ivey Publishing | W36939-PDF-ENG |
<https://hbsp.harvard.edu/product/W36939-PDF-ENG?>
10. How Do Great Leaders Overcome Adversity? By Mayo (2024)
<https://hbswk.hbs.edu/item/cold-call-how-do-great-leaders-overcome-adversity>
11. Leadership principles from Hindu scriptures
(<https://blog.hua.edu/blog/leadership-principles-from-hindu-scriptures>)
12. 5 Principles of Purposeful Leadership | Hubert Joly | Harvard Business Review | H06YSB-PDF-ENG | <https://hbsp.harvard.edu/product/H06YSBPDF-ENG?>
13. Bharti Airtel (A) | C.K. Prahalad, M.S. Krishnan, Sheel Mohnot | WDI Publishing | W88C34-PDF-ENG |
<https://hbsp.harvard.edu/product/W88C34-PDF-ENG?> [http://www.ibscdc.org/Case_Studies/Leadership/Leadership%2C%20Organizational Change and CEOs/LDS0028.htm](http://www.ibscdc.org/Case_Studies/Leadership/Leadership%2C%20Organizational%20Change%20and%20CEOs/LDS0028.htm)



BBA –C 102	Financial Accounting	4L:0T:0P	4Credits
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Course Description:

This course intends to introduce basic accounting principles and practices. The students will have knowledge about the fundamental accounting processes such as journalizing, ledger posting, preparation of trial balance and final accounts in sole trading and company form of business. It also deals with providing an overview of accounting standards on sustainability accounting as value creation for business.

Course Objectives:

- I. To provide an understanding of application of various principles and practice of Accounting.
- II. To demonstrate the knowledge on the process of accounting cycle and basic steps involved in Accounting.
- III. To apply the knowledge of systematic maintenance of books of accounts to real life business.
- IV. To estimate Annual Financial statements of Sole proprietorship and Company form of business.

	Course Outcomes:	Mapped Program Outcomes			
CO.1	Identify the application of various principles and practice of Accounting in preparation of accounting statements.	PO1,PO2,PO3,PO4			
CO.2	Demonstrate the knowledge on the process of accounting cycle.	PO1,PO2,PO3, PO4			
CO.3	Apply the knowledge of systematic maintenance of books of accounts to real life business.	PO2,PO3,PO4			
CO.4	Estimate Annual Financial statements of Sole proprietorship and Company form of business.	PO3,PO4			
Course Outcome		PO1	PO2	PO3	PO4
CO1		2	2	2	2
CO2		2	2	2	2
CO3		-	2	2	2
CO4		-	-	2	2
Average		2	2	2	2

Course Content:**Unit– I: Introduction to Accounting, Accounting system and process**

Meaning, Need for accounting and accounting information system, Stakeholder using accounting information, Qualitative aspects of financial accounting, Accounting standards in India and International (outline), Branches of Accounting, Types of Business Organizations, Accounting taxonomy, Accounting concepts and conventions, Accounting concept of income and expenditure, Classification of Capital and revenue- expenditure and income, accounting equation of assets equals capital and liabilities, accounting process, contingent assets and liabilities, Fictitious assets.

Unit – II: Recording transactions and Trial balance

Transactions -nature, Entry in Journal, Purchases, sales, Returns, Receivables, and payables, Inventory, Depreciation and amortizations, reserves, Intangible assets accounting, GST transactions, Entry in Ledger, Accounting accuracy through Trial balance, correction of errors.







Unit – III: Final Accounts

Preparation of Trading and Profit and Loss account, cash books, and Balance Sheet of sole trading concerns, importance of disclosures in final accounts

Unit - IV: Company Final Accounts

Introduction to company – kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical). Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.

Text Books (Latest Editions):

1. Jain S.P., & Narang K L. (2024) Basic Financial Accounting I, New Delhi: Kalyani Publishers.
2. Kimmel, Edition 12th (2022) Financial accounting, New Jersey, USA: Wiley Publications
3. Gupta, A. Edition 6th (2018) Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.
4. Maheshwari, S.N., and. Maheshwari, S. K. Edition 6th (2018) Financial Accounting. New Delhi: Vikas Publishing House.
5. Battacharya Ashish k, Edition 6th (2022) Essentials of financial accounting for Business Managers, New Delhi: PHL learning.
6. Bartelmus. P, Seifert E K, Edition 1st (2017), Green Accounting, London: Routledge Publications.
7. Sharma P., Bhalla K., Edition 7th (2023), Financial Reporting, New Delhi: Taxmann Publication.
8. Narayanaswamy, R. Edition 7th (2022). Financial Accounting: A Managerial Perspective. New Delhi: PHI Learning Pvt. Ltd
9. Ghosh, T.P. Edition 4th (2009). Financial Accounting for Managers. New Delhi: Taxmann Publication

Reflective Exercises and Cases:

1. Accounting for sustainability:
<https://www.ifac.org/flysystem/azure-private/news/files/2011-03-cpa-ireland-accountancyplus-accounting-for-sustainability-stathis-gould.pdf>
2. IFRS sustainability standards:
https://www.cpacanada.ca/business-and-accounting-resources/financial-and-non-financial-reporting/sustainability-environmental-and-social-reporting/publications/introduction-ifs-sustainability-disclosure-standards?sc_campaign=AB16C8D6EA8F4B1986A71712578D88CF

Suggested Cases

1. Smokey Valley Café
2. Irrigation Equipment's Limited
3. Monarch Trading Company

BBA –C 103	Business Statistics and Logic	3L:1T:0P	4Credits
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Course Description:

Quantitative Aptitude tests have been one of the key components in all competitive exams across the globe in recent years. All tests include such aptitude problems to assess a candidate's arithmetic precision, conceptual numerical ability, analytical ability and rational thinking applicability. Hence this course on Business Statistics and Logic has been introduced as part of BBA programs. Business Statistics helps us to make business decisions under uncertainties. Such Decisions must be objective and unbiased and based on quantitative data. This necessitates an analysis of data using appropriate statistical tools and hence understanding of these techniques and models. With the business entities keen on making data-driven decisions it is essential for individuals working in this uncertain environment to possess such skills to make better decisions backed by data.

Course Objectives:

- I. To establish importance of logical reasoning in human inquiry.
- II. To demonstrate data handling skills and summarize data with clarity.
- III. To extend an understanding of application of relevant concepts of Statistics to given business scenario.
- IV. To understand business problems and make decisions using appropriate statistical models and explain trends
- V. To demonstrate the knowledge on the process of organizing a data and conduct statistical treatment.

	Course Outcomes:	Mapped Program Outcomes			
CO.1	Demonstrate data handling skills with clarity and logical reasoning.	PO2,PO4			
CO.2	Outline the relevant concepts of Statistics to a given context/business scenario.	PO1.PO2,PO3,PO4			
CO.3	Organize business data and conduct statistical treatment.	PO1.PO2,PO3,PO4			
CO.4	Evaluate and interpret data using appropriate statistical techniques.	PO1.PO2,PO3,PO4			
Course Outcome		PO1	PO2	PO3	PO4
CO1		-	2	-	2
CO2		2	2	2	2
CO3		2	2	2	2
CO4		2	2	2	2
Average		2	2	2	2

Unit – I: Measures of Central Tendency, Dispersion, Measures of Skewness and Kurtosis

Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation.

Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance.

Unit – II: Correlation and Regression

Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable error. Regression- meaning and utility of regression analysis, comparison between correlation and regression, regression lines – x on y , y on x , regression equations and regression coefficients. Meaning.

Unit – III: Probability and Probability distributions

Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value.

Unit–IV: Introduction to Logic

Number series, coding decoding and odd man out series, direction sense test, seating arrangements – linear and circular, blood relations, arithmetic and geometric progressions, Inductive and deductive reasoning.

Practical Component:

Understanding basic concepts of statistics is possible by incorporating data sets from real life situations. In every unit one hour could be set aside to handle realistic data such as number of steps taken on a day, daily expenditures of students, air quality index in various months in various cities, stock prices etc. using EXCEL and make their interpretations. Students may make short presentations of their analysis to add to the learning experience.

Readings:

Textbooks (Latest Editions):

1. Levin R. I. & Rubin D. S. Edition 8th (2017), *Statistics for Management*. New Delhi: Pearson.
2. Pillai & Bagavathi. Edition 8th (2019), *Statistics, Theory and Practice*, New Delhi: S Chand Publishing
3. Gupta SP. Edition 46th (2021) *Statistical Methods*, New Delhi: Sultan Chand and Sons
4. Gupta SC. Edition 8th (2023) *Fundamentals of Statistics*, New Delhi: Himalaya Publishing House
5. Sharma, Gupta, Edition 1st (2010) *The Practice of Business Statistics*, New Delhi: Khanna Publishing House.
6. Sharma J.K. Edition 5th (2019) *Business Statistics*, New Delhi: Vikas Publishing House
7. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., Cochran, J.J., Fry, M.J., & Ohlmann, J.W., Edition 12th (2013). *Quantitative Methods for Business*. Cengage Learning, New Delhi.
8. Keller, G. Edition 10th (2013) *Statistics for Management and Economics*, USA: South-Western College Publishing
9. Dewhurst, F. Edition 2nd (2016). *Quantitative Methods for Business and Management*, New Delhi: McGraw Hill.

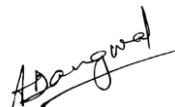






Reference Research Paper:

1. Fildes, R., & Goodwin, P. (2007). Against your better judgment? How organizations can improve their use of management judgment in forecasting. *Interfaces*, 37(6), 570-576.
2. Stanovich, K. E., & West, R. F. (2000). Individual differences in reasoning: Implications for the rationality debate? *Behavioral and Brain Sciences*, 23(5), 645-665.



BBA –A 101	Business Communication-I	1L:1T:0P	2 Credits
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Course Description:

This course focuses on bringing in perspective the importance of Business Communication for organizations and individual employees in the context of multicultural workforce in a digital world. The course will focus on instilling effective communication skills in students for organizational set up. The course will be taught using texts, cases and classroom exercises for improving both written and oral communication in students.

Course Objectives:

- I. To understand the concept, process, and importance of Business Communication.
- II. To help students in understanding the basic principles and techniques of business communication.
- III. To train students to acquire and master written communication for the corporate world.
- IV. To sensitize students to understand Business Communication in Global and Cross-Cultural context.

	Course Outcomes:	Mapped Program Outcomes			
CO.1	Apply the skills of effective letter writing and be able to create various kinds of Business letters.	PO2			
CO.2	Understand various barriers to communication and apply pre-emptive measures, including feedback, to minimize the same.	PO1,PO2			
CO.3	Students shall be able to effectively analyze and evaluate various kinds of business correspondence and e-correspondence.	PO1,PO2			
CO.4	Able to present in front of audience with confidence and expertise.	PO2,PO3,PO4			
Course Outcome		PO1	PO2	PO3	PO4
CO1		-	3	-	-
CO2		2	2	-	-
CO3		2	2	-	-
CO4		-	2	2	2
Average		2	2.25	2	2

Course Content:**Unit 1: Introduction to Communication in Organizations**

Introduction to Business Environment and Communication, Models of communication, Basics of Communication (types, channels and barriers), 7Cs of communication, Formal and informal communication, Listening Skills, communication on social media platforms.

Unit 2: Written Communication

Planning and executing different types of messages, emails, formal letters (Planning & Layout of Business Letter) and informal messages on e-platforms, negative messages: indirect & direct negative messages; Persuasive messages, request letters to various stakeholders, Sales Letters,

Complaint & Follow up Letters, Promotion Letters, Job application Letters, cover letters, resume, Resignation Letters.

Unit 3 - Interpersonal Communication

Team communication, managing communication during online meeting, communication with virtual team, communication in gig economy; Presentation skills (Verbal and non-verbal); PowerPoint presentation skills; Info graphics, introduction to contemporary alternatives (such as Prezi, Visme, Microsoft Sway, Zoho).

Unit 4 - Digital Communication

Social media and individual, social media & organizations, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, Digital collaboration, digital citizenship –digital etiquettes& responsibilities; introduction to personal and organizational websites.

Text Books (Latest Editions):

1. AICTE's Prescribed – Communication Skills in English, New Delhi: Khanna Book Publishing.
2. Lesikar, R.V. & M.E. Flatley, Edition 12th (2010), "Business Communication: Connecting in a Digital World", New Delhi: McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P., Edition 7th (2017) Effective Business Communication. New Delhi: McGraw Hill.
4. Mukerjee H. S., Edition 2th (2016) Business Communication: Connecting at Work. New Delhi: Oxford Publication
5. Boove, C.L., Thill, J. V. & Raina, R. L, Edition 14th (2018) Business Communication Today, London: Pearson.
6. Kaul A, Edition 2nd (2009) Business Communication., New Delhi: PHI.
7. Pal R & Korlahalli J.S, Edition 1st (2012) Essentials of Business Communication, New Delhi: S.Chand & Sons.
8. Baugh, Frrayer & Thomas, Edition 1st (2012), How to write first class Business Correspondence. New Delhi: McGraw Hills.
9. Chaturvedi, P D & Chaturvedi, M., Edition 2nd (2011) Business Communication (Concepts, Cases and Applications), New Delhi: Pearson Education.

References:

1. Rao, M. T. (2023) Minor Hints: Lectures Delivered to H.H. the Maharaja Gaekwar, Sayaji Rao III. Gyan Publishing
2. Getting Ready for the Real World: HBR, 2020: The Science of Strong Business Writing. <https://hbr.org/2021/07/the-science-of-strong-business-writing>

Reflective Exercises and Cases:

1. Review of Bharat Muni's Natya Shastra (Rasa, Sahridayata & Sadharanikaran)
2. Preparing on curriculum vitae/resume and cover letter
3. Reading of annual reports
4. The Future of Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press| BEP336-PDF-ENG | <https://hbsp.harvard.edu/product/BEP336-PDF-ENG>



5. Change Management and Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press |BEP334-PDF-ENG|

<https://hbsp.harvard.edu/product/BEP334-PDF-ENG>

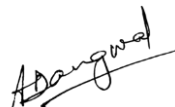
6. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tsedal Neeley, Tom Ryder | Harvard Business School | 416046-PDF-ENG |

<https://hbsp.harvard.edu/product/416046-PDF-ENG?>

7. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff

<https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity>

8. Students are expected to display proficiency in writing the following Business Communication (and be evaluated for internal assessment): Persuasive Letters, Promotion letters and cover letters; Prepare Elevator Pitch.



BBA –A 102	General English – I	1L:1T:0P	2 Credits
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Course Objective:

- I. To provide learning environment to practice listening, speaking, reading and writing skills.
- II. To assist the students to carry on the tasks and activities through guided instructions and materials.
- III. To effectively integrate English language learning with employability skills and training.
- IV. To provide hands-on experience through case-studies, mini-projects, group and Individual presentations.

	Course Outcomes:	Mapped Program Outcomes			
CO.1	The student will acquire basic proficiency in English including reading and listening comprehension, writing and speaking skills.	PO2, PO3			
Course Outcome	PO1	PO2	PO3	PO4	
CO1	-	2	2	-	
Average	-	2	2	-	

Course Content:**Unit- I: Vocabulary Building**

The concept of Word Formation, Root words from foreign languages and their use in English, Acquaintance with prefixes and suffixes from foreign languages in English to form derivatives, Synonyms, antonyms, and standard abbreviations.

Unit-II: Basic Writing Skills

Sentence Structures, Use of phrases and clauses in sentences, Importance of proper punctuation, Creating coherence, Organizing principles of paragraphs in documents, Techniques for writing precisely

Unit- III: Identifying Common Errors in Writing

Subject-verb agreement, Noun-pronoun agreement, Misplaced modifiers, Articles, Prepositions, Redundancies

Unit- IV: Nature and Style of sensible Writing

Describing, Defining, Classifying, providing examples or evidence, writing introduction and conclusion, Module V: Writing Practices, Comprehension, Précis Writing, Essay Writing

Unit-V: Oral Communication (This Module involves interactive practice sessions in Language Lab)

Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations

Text/Reference Books (Latest Editions):

1. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.,

2. Kumar K B, Edition 1st (2018) Effective Communication Skills., New Delhi: Khanna Book Publishing,
3. Swan M., Edition 4th (2016), Practical English Usage. England: Oxford University Press.
4. Wood F.T., Edition 1st (2016) Remedial English Grammar. New York: Macmillan.
5. Zinsser W., Edition 30th (2012) On Writing Well. New York: Harper Resource Book.
6. Hamp-Lyons L. and Heasley B., Edition 2nd (2006) Study Writing. UK: Cambridge University Press.
7. Kumar S. and PushpLata, Edition 2nd (2015) Communication Skills. New Delhi: Oxford University Press.
8. Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press.
9. Panikkar C., Insight –I, General English textbook, Bengaluru Central University

Alternative NPTEL/SWAYAM Course: English language for competitive exams, Technical English for engineers etc.



BBA –I 101	<p>Institutions are advised to choose any one of the following module as per the available resources/ university norms.</p> <p>IKS-I: Introduction to Indian Culture and Civilization (with some present practices)</p> <p>IKS-II: Indian Culture and Civilization with its Knowledge Systems and Traditions</p> <p>IKS-III: Indian Vision for Human Society (Vishva Kalyan thru Vasudhaiva Kutumbkam)</p> <p>IKS IV Indian Science, Engineering and Technology- Past, Present & Future.</p> <p>IKS V Indian Town Planning and Architecture.</p> <p>IKS VI Indian Mathematics and Astronomy.</p> <p>IKS VII Indian Aesthetics (including Music & Musical Instruments)/ Arthashastra.</p> <p>IKS VIII Indian Health, Wellness and Psychology- including Ayurved.</p>	2L:0T:0P	2 Credits
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Note- Multi-Disciplinary Elective course (MDE), Indian Knowledge System IKS-III as:

IKS-III: Indian Vision for Human Society (Vishva Kalyan through Vasudhaiva Kutumbkam)

Course Objectives

- I. To help the learner to understand the concept of “Vasudhaiva kutumbkam” and its realization process as an base for the development of vision for a humane society.
- II. To help to identify the universality in humans and its coexistence in existence.
- III. To introduce the sense of responsibility, duties and participation of individual for establishment of fearless society.
- IV. To help understand the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the holistic development of physical, mental and spiritual wellbeing of one and all, at the level of individual, society, nation and ultimately the whole world.

	Course Outcomes:	Mapped Program Outcomes
CO.1	To help the learner to understand the concept of “Vasudhaiva kutumbkam” and its realization process as an base for the development of vision for a humane society.	PO3
CO.2	To help to identify the universality in humans and its coexistence in existence.	PO3
CO.3	To introduce the sense of responsibility, duties and participation of individual for establishment of fearless society.	PO3
CO.4	To help to understand the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the holistic development of physical, mental and spiritual wellbeing of one and all, at the level of individual, society, nation and ultimately the whole world.	PO3

Course Outcome	PO1	PO2	PO3	PO4
CO1	-	-	3	-
CO2	-	-	3	-
CO3	-	-	3	-
CO4	-	-	3	-
Average	-	-	3	-

Contents:**Module 1: The world view & Vision of Human Society**

The concept of non-duality of Prakriti (Jad) and Purush (Chetana), human ascoexistence of Jad & Chetan, Pancha-mahabhutas, the root of sorrow and suffering, freedom from sorrow, alvation, eternal peace truth (vyaharikasatya), ultimate truth. The acceptance of various systems of philosophy for realization of truth and complementariness in society in ancient Indian system.

Module 2: Aspiration and Purpose of Individual and Human Society

Aims of Human life; at individual level and societal level. At societal level; Four purusarthas Dharma, Artha, Kama, Moksha. Individual level; Abhyudaya (progress), Nihsreyasa (perfection) Pravrtti, Nivrtti. Dharma; Dharma sutras (Gautama, apastamba, baudhayana, vasistha). Dharma-Shastra; (manusmriti, naradamrti, visnumrti, yajnavalkya smriti) sociology, different stages of life like student hood, house holdership, retirement and renunciation, rites and duties, judicial matters, and personal laws (Aachara, Vyavahara, Prayaschitta). Artha; Kautliya Arthashastra, Kamandakiya Nitisara, Brihasp

Module 3: Program for Ensuring Human Purpose: at Individual and Societal level – I

Fundamental concept of Nitishastra: Satyanishtha Aur Abhiruchi (Ethics, Integrity & aptitude). The true nature of self; Shiksha Valli, Bhriгу Valli (concept of Atman-Brahman (self, soul). The true constitution of Human: Ananda Valli (Annamaya Kosha, Pranamaya Kosha, Manomaya Kosha, Vijnanamaya Kosha, Anandamaya Kosha). The four states of consciousness (Waking state, Dreaming state, Deep Sleep State, Turiya the fourth state), Consciousness (seven limbs and nineteen mouths), Prajna, Awareness. The Life Force *Prana* (Praana-Apaana-Vyaana-Udaana-Samaana)

Module 4: Program for Ensuring Human Purpose: at Individual and Societal level - II

Differentiating *Vidya* and *Avidya*, human bondages, Higher and Lower Knowledge (Para Vidhya & Aparā Vidhya). Concept of Sattva, Rajas, Tamas and need of balancing the same, Patanjali yoga sutra; Yama, Niyama, Asanas, pranayams, pratyahara, dharna, dhyana, Samadhi, Sixteen category of padartha, pramans (pratyaksh, anumān, upaman, shabda). Saadhanachatushtayam (viveka, vairagya, mumukshatavam, shadsampathi (sama, dama, uparama, titiksha, shraddha, samadhana), Understanding Nitya karma, Naimittika Karma, Kamya karma, prayaschitta karma, Nishidha Karma.

Meditation and Progressive meditation (Narada's education), Ativadin to selfknowledge, Jyan yog, Karma yog, sanyasyog in aspect to harmonious practice in society

Module 5: Practices for Ensuring Human Purpose – III

Practice in philosophy, architecture, grammar, mathematics, astronomy, metrics, sociology, economy and polity, ethics, geography, logic, military science, weaponry, agriculture, mining, trade and commerce, metallurgy, shipbuilding, medicine, poetics, biology and veterinary science.

References:

1. Maharaj swami chidatmanjee, Edition 1st (2009) Ancient Indian Society, New Delhi: Anmol publication, India.
2. Manerjee S. C., Edition 1st (2007) Society in Ancient India: Evolution Since the Vedic Times Based on Sanskrit, Pali, Pakrit and Other Classical Sources: No. 1 (Reconstructing Indian History and Culture), New Delhi: DK printing, India
3. Rao, N. 1970. *The Four Values in Indian Philosophy and Culture*. Mysore: University of Mysore.
4. Chakraborti, K. 2001. Religious Process: The Puranas and the Making of Regional Tradition, Delhi, OUP.
5. Kuhn, T. 1970. *The Structure of Scientific Revolutions*, (2nd ed.). University of Chicago Press, USA.
6. Keith, A. (1925). *The religion and philosophy of the Veda and Upanishads* Delhi: Motilal Banarsidass Publishers.
7. Shendge, M. (1977). *The civilized demons. The Harappans in R̥gveda*. New Delhi: Abhinav Publications
8. Kane, P. 1941. *History of Dharmashastra*. Vol II, Part I. Poona: Bhandarkar Oriental Research Institute.
9. Keith A.B. Edition 1st (2007), *The Religion and Philosophy of the Veda and Upanishads*. Delhi: Motilal Banarsidass.
10. Parpola, A. 2007. 'Human Sacrifice in India in Vedic Times and Before', Chapter VIII, in *The Strange World of Human Sacrifice*, ed., J. Bremmer. Leuven, Belgium: Peeters.
11. Mahadevan B., Pavana N. and Bhat V.R., Edition 1st (2022) Textbook on IKS, IIM Bengaluru.
12. Kapur K and Singh A K (Eds) 2005). *Indian Knowledge Systems*, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Centralchinmay mission trust, Bombay, 1995.

BBA –V 101	Environmental Science and Sustainability	2L:0T:0P	2 Credits
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Course Description:

This course aims to familiarize students with fundamental environmental concepts and their relevance to business operations, preparing them to address forthcoming sustainability challenges. It is designed to equip students with the knowledge and skills needed to make decisions that account for environmental consequences, fostering environmentally sensitive and responsible future managers. The course content is divided into four comprehensive units. Unit 1 Introduces basic environmental principles, the man-environment relationship, and sustainability issues. Unit 2 focuses on ecosystems, biodiversity, and sustainable practices. Unit 3 addresses environmental pollution, waste management, and sustainable development strategies. Finally, Unit 4 explores social issues, environmental legislation, and practical applications through hands-on fieldwork. Through this holistic approach, students will gain a deep understanding of environmental processes, the importance of sustainable practices, and their role in promoting sustainability within business contexts.


Course Objective(s):

- I. This course aims to familiarize students with basic environmental concepts, their relevance to business operations, and forthcoming sustainability challenges.
- II. This course will equip students to make decisions that consider environmental consequences.
- III. This course will enable future business graduates to become environmentally sensitive and responsible managers.

	Course Outcomes:		Mapped Program Outcomes	
CO.1	Explore the basic environmental concepts and issues relevant to the business and management field.		PO1,PO2, PO3	
CO.2	Recognize the interdependence between environmental processes and socioeconomic dynamics.		PO1, PO3,PO4	
CO.3	Determine the role of business decisions, policies, and actions in minimizing environmental degradation.		PO2, PO3, PO4	
CO.4	Identify possible solutions to curb environmental problems caused by managerial actions.		PO2, PO3, PO4	
Course Outcome	PO1	PO2	PO3	PO4
CO1	2	2	2	-
CO2	2	-	2	2
CO3	-	2	2	2
CO4	-	2	2	2
Average	2	2	2	2

Course Content:**Unit 1: Understanding Environment, Natural Resources, and Sustainability**

Fundamental environmental concepts and their relevance to business operations; Components and segments of the environment, the man-environment relationship, and historical environmental movements. Concept of sustainability; Classification of natural resources, issues related to their overutilization, and strategies for their conservation. Sustainable practices in







managing resources, including deforestation, water conservation, energy security, and food security issues. The conservation and equitable use of resources, considering both intergenerational and intergenerational equity, and the importance of public awareness and education.

Unit 2: Ecosystems, Biodiversity, and Sustainable Practices

Various natural ecosystems, learning about their structure, functions, and ecological characteristics. The importance of biodiversity, the threats it faces, and the methods used for its conservation. Ecosystem resilience, homeostasis, and carrying capacity, emphasizing the need for sustainable ecosystem management. Strategies for in situ and ex situ conservation, nature reserves, and the significance of India as a mega diverse nation.

Unit 3: Environmental Pollution, Waste Management, and Sustainable Development

Various types of environmental pollution, including air, water, noise, soil, and marine pollution, and their impacts on businesses and communities. Causes of pollution, such as global climate change, ozone layer depletion, the greenhouse effect, and acid rain, with a particular focus on pollution episodes in India. Importance of adopting cleaner technologies; Solid waste management; Natural and man-made disasters, their management, and the role of businesses in mitigating disaster impacts.

Unit 4: Social Issues, Legislation, and Practical Applications

Dynamic interactions between society and the environment, with a focus on sustainable development and environmental ethics. Role of businesses in achieving sustainable development goals and promoting responsible consumption. Overview of key environmental legislation and the judiciary's role in environmental protection, including the Water (Prevention and Control of Pollution) Act of 1974, the Environment (Protection) Act of 1986, and the Air (Prevention and Control of Pollution) Act of 1981. Environmental justice, environmental refugees, and the resettlement and rehabilitation of affected populations; Ecological economics, human population growth, and demographic changes in India.

Readings:

Text Books (Latest Editions):

1. Poonia, M.P. Edition 3rd (2021) *Environmental Studies*, New Delhi: Khanna Book Publishing Co.
2. Bharucha, E. Edition 3rd (2021) *Textbook of Environmental Studies*, New Delhi: Orient Blackswan Private Ltd.
3. Dave, D., & Katewa, S. S. Edition 2nd (2012) *Text Book of Environmental Studies*. New Delhi: Cengage Learning India Pvt Ltd.
4. Rajagopalan, R. Edition 3rd (2015) *Environmental studies: from crisis to cure*, New Delhi: Oxford University Press.
5. Miller, G.T. & Spoolman S. Edition 19th (2017), *Living in the Environment*. USA: Cengage.
6. Basu, M., & Xavier Savarimuthu, S. J. Edition 1st (2017) *Fundamentals of environmental studies*. UK: Cambridge University Press.
7. Roy, M. G. Edition 1st (2019) *Sustainable Development: Environment, Energy and Water Resources*. New Delhi: Ane Books.

8. Pritwani, KS. Edition 1st (2019) *sustainability of business in the context of environmentalmanagement*. New Delhi: CRC Press.
9. Wright, R.T. & Boorse, D.F. Edition 13th (2017) *Environmental Science: Toward A Sustainable Future*. Chennai: Pearson.

References

Web links:

- <https://www.ourplanet.com>
- <https://www.undp.org/content/undp/en/home/sustainable-developmentgoals.html>
- www.myfootprint.org
- <https://www.globalchange.umich.edu/globalchange1/current/lectures/klingsystem/ecosystem.html>

PMY-Q103	Additional Course: Panch Mahayagyan	2L:0T:0P	0 Credit
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**स्नातकस्तरीय पाठ्यक्रम (राष्ट्रीय शिक्षानीतिके अनुसार)
प्रथमसत्र**

**कौशल विकास पाठ्यक्रम
पेपर कोड PMY-Q 101**

पञ्चमहायज्ञ

**पूर्णाङ्क -100
बाह्य मूल्यांकन - 60
सत्रीय मूल्यांकन-40**

पाठ्यक्रम उद्देश्य -

इस पाठ्यक्रम का उद्देश्य छात्रों को समाज एवं पर्यावरण के प्रति जागरूक तथा संस्कारित करना है। एतर्था इस पाठ्यक्रम में पञ्चमहायज्ञ को समाविष्ट किया गया है।

पाठ्यक्रम अध्ययन परिणाम

	Course Outcomes:	Mapped Program Outcomes
CO1	छात्र यज्ञ के यथार्थ स्वरूप से परिचित होंगे।	PO3
CO2	छात्र संस्कारवान् बनेंगे तथा व्यक्तित्व विकास होगा।	PO3, PO4
CO3	छात्रों में नैतिक मूल्य विकसित होंगे।	PO3, PO4
CO4	छात्र पर्यावरण संरक्षण के प्रति जागरूक होंगे।	PO3, PO4

Course Outcome	PO1	PO2	PO3	PO4
CO1	-	-	3	-
CO2	-	-	2	2
CO3	-	-	2	2
CO4	-	-	2	2
Average	-	-	2.25	2

इकाई:1 यज्ञ का सामान्य परिचय

1. यज्ञ की परिभाषा एवं भेद
2. अनुष्ठान एवं पूजा का यथार्थ स्वरूप
3. यज्ञ के अधिकारी, काल, पात्र, सामग्री एवं आहुति का परिचय
4. यज्ञोपवीत एवं शिखा का महत्त्व
5. यज्ञ में आसन एवं मुद्रा का महत्त्व
6. यज्ञ का महत्त्व- भौतिक एवं आध्यात्मिक उन्नति, पर्यावरण शुद्धि, संगठन की भावना का विकास, त्याग की भावना का विकास



इकाई:2 ब्रह्मयज्ञ/सन्ध्या

1. ब्रह्म यज्ञ का स्वरूप एवं विधि
2. इन्द्रिय एवं मन का अनुष्ठान/व्रत
3. ब्रह्मयज्ञ का महत्त्व- पुरुषार्थचतुष्टय की सिद्धि, अहंकार निवारण, आध्यात्मिक उन्नति, विकार शमन एवं मानव निर्माण
4. जप एवं उपासना का स्वरूप

इकाई:3 देवयज्ञ

1. देवयज्ञ का स्वरूप एवं विधि
2. ईश्वर/देवता का यथार्थ स्वरूप
3. देवयज्ञ का महत्त्व- पर्यावरण शुद्धि

इकाई:4 पितृयज्ञ

1. पितृ यज्ञ का स्वरूप एवं विधि
2. श्राद्ध एवं तर्पण यथार्थ एवं प्रचलित स्वरूप
3. त्रिविध ऋण- देव, पितृ ऋण, ऋषि ऋण
4. पितृयज्ञ का महत्त्व

इकाई:5 बलिवैश्यदेव एवं अतिथि यज्ञ

1. बलिवैश्यदेव यज्ञ का स्वरूप एवं विधि
2. बलिवैश्यदेव यज्ञ का महत्त्व- जीवरक्षा एवं असमर्थों को समर्थ बनाना
3. अतिथि यज्ञ का स्वरूप एवं विधि
4. आचार्य, गुरु, संन्यासी एवं विद्वान् का स्वरूप

संस्तुतग्रन्थ

1. पञ्चयज्ञ महाविधि, गोविन्दाराम हासानन्द, नई सडक, पुरानी दिल्ली
2. पञ्च यज्ञ प्रकाश, स्वामी समर्पणानन्द सरस्वती, स्वामी समर्पणानन्द वैदिक शोध संस्थान, मेरठ
3. ऋग्वेदादिभाष्यभूमिका, स्वामी दयानन्द सरस्वती
4. सन्ध्यायोग ब्रह्मसाक्षात्कार, पण्डित जगन्नाथ पथिक
5. सन्ध्या पद्धति मीमांसा, आचार्य विश्वश्रवा8. गोकर्णानिधि, स्वामीदयानन्दसरस्वती

NOTE:

1. The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.
2. This course will be provided with the option of writing examination in Hindi /Sanskrit /All Regional Languages.

SEMESTER –II

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BBA –C 201	Human Behaviour and Organization	4L:0T:0P	4Credits
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Course Description:

This course will cover principles and concepts to understand how individuals interact with each other and their environment in organizational contexts. Students will explore topics such as motivation, perception, personality, leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and real-world applications

Course Objectives:

- I. To develop basic understanding of the concept of human behavior and organization.
- II. To highlight the importance of OB in modern organizations.
- III. To understand individual and group behavior in the workplace to improve the effectiveness of an organization.
- IV. To critically evaluate leadership styles and strategies.


	Course Outcomes:	Mapped Program Outcomes		
CO.1	Describe individual and group behavior in organizational settings	PO1,PO2,PO3		
CO.2	Demonstrate theoretical knowledge of human behavior in human lifsetting in management.	PO1,PO2,PO3,PO4		
CO.3	Judge the lacunae in the system to be able to improve the organizationhealth and other OB outcomes.	PO2,PO3,PO4		
CO.4	Formulate a more productive system and high-performance work culture operating on the principles of OB.	PO2,PO3,PO4		
Course Outcome	PO1	PO2	PO3	PO4
CO1	2	2	2	-
CO2	2	2	2	2
CO3	-	2	2	2
CO4	-	2	2	2
Average	2	2	2	2

Course Content:**Unit 1: Introduction to Human Behavior and Organization**

Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models

Unit 2: Individual Behavior

Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values. Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory);Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory).







Unit 3: Group & Team Behaviour

Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group, and teams; Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams.

Unit 4: Leadership & Power

Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic): Comparison of Indian leadership styles with other countries. Bases of Power. Organizational Culture: Concept of culture; Impact (functions and liability); Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural management, Stress, and its Management.

Readings:

Text Books (Latest Editions):

1. Robbins, Stephen, Edition 18th (2022) Organizational Behavior Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred, Edition 12th (2017) Organizational Behavior: An Evidence-Based Approach New Delhi: McGraw Hil Publishers Co. Ltd .
3. Prasad, L.M, Edition 1st (2019) Organizational Theory Behavior, New Delhi: Sultan Chand & Sons.
4. Rao, V S P, (2017), Organization Behavior Himalaya Publishing House.
5. Aswathappa.K. Edition 18th (2018) Organizational Behavior, Mumbai: Himalaya Publishing House.
6. Rao, M.G. & Rao, V.S.P. Edition 1st (1999). Organization Design, Change & Development. New Delhi: Discovery Publishing House
7. Singh, D. Edition 4th (2015). Emotional Intelligence at Work. New Delhi: Sage Publications.
8. Staw, B.M. Edition 3rd (1995). Psychological Dimensions of Organizational Behaviour. New Jersey: Englowed Cliffs. Prentice Hall Inc.
9. Glinow. M.V., Edition 7th (2014), Organizational Behavior, London: McGraw-Hilleducation

Reflective Exercises and supplementary readings:

Unit 1

1. Personality assessment through a questionnaire (MBTI/16PF etc.)
2. Personality assessment through Indian scriptures.
3. Review Literature of the book “Personality Development” by Swami Vivekananda by Exotic India Art.
4. Translating Swami Vivekananda into Management Practice
5. https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17

Unit 2

1. Assess the ways of self-directed Learning.

Unit 3

1. Watch the movie “Ruka hua Faisla”/12 Angry Men on group decisionmaking.
2. Reflective essay on group behaviour on “Draupadi Cheer Haran”



3. Identify a firm and analyze how business decisions are made in a particular situation as Individuals versus a team. Also, state which form is better and why.

4. Understanding Belbin Individual Team Roles

<https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-Report-Sample.pdf>.

Unit 4

1. Reflective exercise on the concept of leadership in Mahabharata versus Ramayana.

2. HBR, 2022: *How Great Leaders Communicate*.

3. (<https://hbr.org/2022/11/how-great-leaders-communicate>)

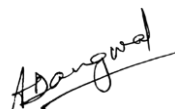
https://www.researchgate.net/publication/340607402_LEADERSHIP_AND_INNOVATION_AT_APPLE_INC

Unit 5

1. Practice stress management techniques

2. *Leading strategic and organizational change at Tata Steel: the role of Culture*

<https://www.cambridge.org/core/books/abs/leading-strategic-change/leading-strategic-and-organizational-change-at-tata-steel-the-role-of-culture/AEBA5AF709A6E343>



BBA –C202	Marketing Management	4L:0T:0P	4Credits
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Course Description:

Marketing management course is designed to help undergraduate students gain a broad, foundational understanding of the basic components of modern marketing. This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course is intended to bring in key principles and activities crucial for the role that marketing has in an organization.

Course Objective(s):

- I. Develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business.
- II. Develop skills to analyze and synthesize information and derive insights related to marketing management, from several perspectives
- III. It also explores best practices in managing marketing activities within an organization and how to measure the impact on demand and attempt to forecast and influence its future levels, magnitude and timing.

	Course Outcomes:	Mapped Program Outcomes			
CO.1	Understand fundamental marketing concepts, theories and principles; the role of marketing in the organization context.	PO1, PO3, PO4			
CO.2	Recognize various elements marketing mix for effective functioning of an organization.	PO1, PO3, PO4			
CO.3	Critically analyze an organization's marketing strategies.	PO1, PO3, PO4			
CO.4	Learn appropriate tools and techniques of marketing with focus on Indian experiences, approaches and cases.	PO1, PO3, PO4			
Course Outcome	PO1	PO2	PO3	PO4	
CO1	2	-	2	2	
CO2	2	-	2	2	
CO3	2	-	2	2	
CO4	3	-	2	2	
Average	2.25	-	2	2	

Course Content:**Unit 1:**

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, selling concept, Marketing concept, Holistic marketing concept; Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment(Indian context); Market and competition analysis, Market Analysis and Creating and Delivering Customer Value. types of marketing (B2C, B2G, B2B, C2C)

Unit 2:

Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behavior, The Rise of Consumer Democracy, Stimulus Response Model of Consumer Behavior, Buyer's Cultural, Social, Personal, and







Psychological Characteristics particularly in Indian context, Consumer Buying Decision Process, Business Customer's Buying Decision Process, and Traditional vs. Experiential Marketing's View of Customer.

Unit 3:

Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labeling. Portfolio approach – Boston Consulting Group (BCG) matrix. Introduction to Brand Management and Innovation and New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), and Adapting Price. Promotion Decisions: Factors determining promotion mix, Promotional Tools – Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management.

Unit 4:

Marketing of Services: unique characteristics of services, marketing strategies for service firms – 7Ps. Contemporary issues in Marketing, E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).

Readings:

Text Books (Latest Editions):

1. Kotler P., Keller K., et al. Edition 16th (2021). *Marketing Management* USA: Pearson Education Pvt. Ltd.
2. Aaker, D. A. and Moorman Christine., Edition 12th (2024) *Strategic Market Management: Global Perspectives*. John Wiley & Sons.
3. Shainesh G. Kotler Philip, Keller Kevin, Alexander Chernev, Jagdish N. Sheth edition 16th (2022) *Marketing Management*. London: Pearson Higher Education
4. Kotler, P., Armstrong, G., and Agnihotri, P. Y. Edition 17th (2017) *Principles of Marketing* London: Pearson Education.
5. Ramaswamy, V.S. & Namakumari, S. Edition 6th (2018) *Marketing Management: Indian Context Global Perspective* (6th edition). New Delhi: Sage Publications India Pvt. Ltd.
6. Sheth, J. N., & Sisodia, R. S. (Eds). Edition 1st (2015) *Does Marketing Need Reform?: Fresh Perspectives on the Future*. New Delhi: Routledge.
7. Percy, L. Edition 3rd (2018) *Strategic Integrated Marketing Communications*. New Delhi: Routledge.
8. Chaffey, D., & Ellis-Chadwick, Edition 7th (2019) *Digital Marketing* USA: Pearson Higher Education.
9. Capon, N. (2007) *The marketing mavens*. USA: Crown Business.
10. Levitt T. (2004) *Marketing Myopia*. USA: Harvard Business Review Press
11. Doyle P., Edition 2nd (2008), *Value-Based Marketing*, USA: Wiley Publication
12. Singh, V.K. & Sharma, N. Edition 1st (2015). *Mini Cases & Caselets for Would Be Managers*. Germany: Lambert Academic Publishing.



BBA –C203	Business Economics	4L:0T:0P	4Credits
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Course Objective:

Business economics uses economic concepts and principles by emphasizing on demand and supply analysis, production & cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy that might affect business performance.

- I. It equips students with fundamental concepts of microeconomics.
- II. Business economics delves into the complexities of market structures, helping students navigate challenges such as competition, regulatory environments, and technological disruptions.
- III. It fosters critical thinking by analyzing real-world case studies, enabling students to
- IV. propose innovative solutions to business problems.
- V. A grasp of business economics is essential for aspiring entrepreneurs, managers, and
- VI. Analysts seeking to thrive in today's dynamic and interconnected business landscape.

	Course Outcomes:	Mapped Program Outcomes			
CO.1	Understand basic concepts of microeconomics and solve the problem of reallocation and distribution of the scarce resources.	PO1, PO3, PO4			
CO.2	To analyze the form and nature of the market and their pricing strategies.	PO1, PO3, PO4			
CO.3	Understand the calculation of national income and true measure for increasing economic welfare.	PO1, PO3, PO4			
CO.4	Understand various challenges associated with the Indian economy and help to balance the economy.	PO1, PO3, PO4			
Course Outcome	PO1	PO2	PO3	PO4	
CO1	2	-	2	2	
CO2	2	-	2	2	
CO3	2	-	2	2	
CO4	2	-	2	2	
Average	2	-	2	2	

Course Content:**Unit-1: Fundamentals and Basic elements of Microeconomics**

- The Economic Problem: Scarcity and Choice, Nature and Scope-Positive and Normative Economics.
- Scope of Study and Central Problems of Micro and Macroeconomics
- Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand.
- Supply Schedule: individual and market supply, determinants of supply, law of supply, Elasticity of supply. Determination of demand and supply, effect of a shift in demand and supply.

Unit-2: Producer And Consumer Behavior

- Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium.

- Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves
- Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.

Unit-3: Analysis of Market

- Concept of Market and Main Forms of Market.
- Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, and oligopoly.

Unit-4: National Income and Various Indian Economy Challenges

- Circular Flow of Income. Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income.
- A Brief Introduction of Indian Economy - Pre-and Post-Independence.
- Current Challenges Facing by Indian Economy- Human Capital Formation, Poverty, Dynamic
- Business Environment, Trade with Various Nations, Sustainable Economic Development.

Readings:

Text Books (Latest Editions):

1. Varian. H.R: Edition 8th (2024), Micro Economics A modern Approach, New Delhi: Asta Guru
2. Mc Connell & Brue: Edition 20th (2014) Micro Economics Principal, problems & policies. London: McGraw Hills Professional Publication.
3. Ahuja, H.L. Edition 21st (2019), Advanced Economic theory, New Delhi: S Chand Publication
4. Jhingan M.L. Edition 7th (2014) Modern Micro Economics, New Delhi: Binda Publication
5. J. Shapiro: Macro Economic Theory and Policy
6. W.H. Bransin: edition 3rd (2005) Macro-Economic Analysis, New Delhi: East West Book Pvt Ltd
7. M.C. Vaishya: Edition 14th (2010) Macro-Economic Theory, New Delhi: S Chand Publication.
8. Samuelson & William D. Nordhaus: Edition 20th (2018) Economics; London: McGraw Hills.
9. A.N. Agarwal: Edition 43rd (2019) Indian Economy, New Delhi: New Age Publication

References:

Pedagogy and Teachings Method (Teacher should use the following strategies to achieve various outcomes of the course):

1. Different methods of teaching and media to be used to attain classroom attention.
2. Massive open online courses (MOOCs) may be used to teach various topics/subtopics.
3. 15-20% of the topics which are relatively simpler of descriptive in nature should be given to the students for self-learning and assess the development of competency through classroom presentations.
4. Micro-projects may be given to group of students for hand-on experiences.
5. Encouraging students to visit to sites such as local or seasonal markets and research establishment around the institution.

BBA S 201	Emerging Technologies and Applications	1L:0T:2P	2 Credits
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Course Objective(s):

- I. To provide a comprehensive understanding of emerging technologies such as block chain, IoT, cloud computing, robotics, AR/VR, etc.
- II. To explore the applications, implications, and strategic advantages of emerging technologies in business for competitive advantage.


	Course Outcomes:	Mapped Program Outcomes			
CO.1	Students will understand foundational knowledge of emerging technologies such as blockchain, IoT, cloud computing, AR/VR, etc., comprehending their principles, components, and functionalities.	PO1,PO3, PO4			
CO.2	Students will analyze the practical applications of these technologies in various business contexts, evaluating how they can optimize operations, enhance decision-making, and drive innovation.	PO1,PO3,PO4			
CO.3	Students will evaluate the strategic implications of adopting emerging technologies, including potential challenges, risks, and opportunities, to formulate informed strategies for competitive advantage.	PO1,PO3,PO4			
CO.4	Students will develop skills to plan and manage the integration of emerging technologies into business processes, ensuring alignment with organizational goals and effective change management.	PO1,PO3,PO4			
Course Outcome	PO1	PO2	PO3	PO4	
CO1	2	-	2	2	
CO2	2	-	2	2	
CO3	2	-	2	2	
CO4	2	-	2	2	
Average	2	-	2	2	

Course Content:**Unit-1: Cloud Computing**

Cloud service models (IaaS, PaaS, SaaS) – Deployment models (public, private, hybrid) – Cloud-based -enterprise solutions – Cost-benefit analysis and scalability – Security and Governance – Data security and compliance in the cloud – Cloud governance frameworks.

Unit-2: Internet of Things (IoT) & Industry 4.0

Sensor technologies and connectivity - IoT Applications in Smart cities and infrastructure – Industrial IoT and manufacturing – IoT data processing and storage – Real-time analytics and decision-making – Concept of Industry 4.0 – Automation and smart manufacturing – Cyber-physical systems and digital twins – Robotics and advanced manufacturing technologies – Impact on Business Models – Transformation of production and supply chains – Business process optimization.







Unit-3: Block chain Technology

Fundamentals of Block chain – Decentralization and distributed ledger – Cryptography and consensus mechanisms – Smart contracts – Financial services and digital identity – Challenges and Opportunities – Security and privacy issues – Regulatory and compliance considerations

Unit-4: Augmented Reality (AR) and Virtual Reality (VR)

Introduction to AR/VR – Key concepts and differences between AR and VR – Historical development and current state - AR/VR applications in marketing and customer experience – Training and development through immersive technologies – Challenges and Opportunities – Technological limitations and advancements – Integration with existing business processes.

Practical (Suggestive List):

- Hands on sessions on utilizing popular cloud platforms for development and deployment, offering hands-on experience with free tiers and trial accounts.
- Hands on sessions on block chain technologies, focusing on the basics development and deployment of decentralized applications.

Readings:

Text Books (Latest Editions):

1. Errol S, Edition 1st (2020) Emerging Technologies, New York: Business Expert Press.
2. Jose J., Edition 1st (2018) Internet of Things , New Delhi: Khanna Book Publishing.
3. Maheshwari A., Edition 1st (2019) Digital Transformation: A Strategic Approach to Leveraging Emerging Technologies, New Delhi: Wiley
4. Chopra R., Edition 1st (2021) Virtual & Augmented Reality, New Delhi: Khanna Book Publishing.
5. Dubey R., Edition 1st (2023) Emerging Technologies for Effective Management, New Delhi: Cengage Publications.
6. Hanes D., Henry J, Barton R, Salgueiro G and Grossetete P. Edition 1st (2017) IoT Fundamentals: Networking Technologies, Protocols, and Use Cases for the Internet of Things, London: Pearson Education
7. Arun J.S, Cuomo J and Gaur N. Edition 1st (2019) Blockchain for Business.USA: Addison Wesley
8. Kausik A, Edition 1st (2018) Block Chain & Crypto Currencies, New Delhi: Khanna Book Publishing.
9. Bali S, Aggarwal S, Sharma S, Edition 1st (2021) Industry 4.0 Technologies for Business Excellence: Frameworks, Practices, and Applications. New Delhi, Taylor & Francis

Case Studies

1. Software and/or Data: Dilemmas in an AI Research Lab of an Indian IT Organization, Rajalaxmi Kamath; Vinay V Reddy,
<https://hbsp.harvard.edu/product/IMB889-PDFENG?Ntt=emerging%20technologies>
2. Volkswagen Group: Driving Big Business With Big Data, Ning Su; Naqaash Pirani,
<https://hbsp.harvard.edu/product/W14007-PDFENG?Ntt=emerging%20technologies>



BBA –I 201	Media Literacy and Critical Thinking	1L:1T:0P	2 Credits
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Course Description -This course equips students with essential media literacy and critical thinking skills to analyze and navigate various media forms. It covers the dynamics of media production and ownership in India, ethical and regulatory considerations, and enhances digital literacy for responsible online engagement. Through comprehensive study and practical exercises, students will learn to critically engage with media content, uncover biases, and make informed decisions in media consumption and production.

Course Objective(s):

- I. Develop critical thinking skills to analyze various media forms effectively and identify underlying biases.
- II. Foster media literacy principles for navigating digital media landscapes and evaluating credibility.
- III. Explore media production dynamics and ownership structures in the Indian context.
- IV. Address ethical and regulatory considerations in media practices.
- V. Enhance digital media literacy for responsible online engagement and combating misinformation.

	Course Outcomes:	Mapped Program Outcomes			
CO.1	Demonstrate proficiency in analyzing media texts and identifying implicit messages and ideologies.	PO3,PO4			
CO.2	Apply media literacy principles to make informed decisions about media consumption and production.	PO1, PO3, PO4			
CO.3	Understand the complexities of media production, distribution, and audience behavior.	PO1, PO3, PO4			
Course Outcome		PO1	PO2	PO3	PO4
CO1		-	-	2	2
CO2		3	-	2	2
CO3		3	-	2	2
Average		3	-	2	2

Course Content:

Unit 1: Foundations of Media Literacy and Critical Thinking


Core principles of media literacy and critical thinking; Definition and significance of media literacy, its historical evolution within the Indian context; Understanding media as a powerful communication tool and its role in shaping societal perceptions and behaviors.

Unit 2: Deconstructing Media Texts

Forms of media texts, including print, broadcast, digital, and social media; Textual analysis and the deconstruction of visual media using semiotics; The impact of media representations on individual perceptions and societal attitudes, from relevant case studies in the Indian context.

Unit 3: Media Consumption and Production Dynamics

Dynamics of media production, distribution, and consumption in India: Influence of ownership and control structures on media content; Techniques for critically evaluating media content and analyzing audience consumption patterns







Unit 4: Ethics, Regulation, and Digital Media Literacy

Ethical and regulatory considerations inherent in media practices and the evolving landscape of digital media literacy. Ethical principles in media, the regulatory framework governing media content, and the role of self-regulatory bodies in upholding ethical standards; Digital media's impact on contemporary media literacy practices, strategies for navigating online information, and promoting digital citizenship.

Text Books (Latest Editions):

1. Potter, W. J., Edition 10th (2022) Media Literacy Thousand Oaks, California: SAGE Publications.
2. Halpern, D. F. Edition 5th (2014) Thought & Knowledge: An Introduction to Critical Thinking, New York, New York: Psychology Press.
3. Kahneman, D. (2011) Thinking, Fast and Slow. New York, New York: Farrar, Straus and Giroux.
4. Baran, S. J., & Davis, D. K. Edition 8th (2020) Mass Communication Theory: Foundations, Ferment, and Future, Boston, Massachusetts: Cengage Learning.
5. Bhaskar, N. K. (2015) Media Laws and Ethics in India. Gurgaon, India: Lexis Nexis.
6. West, R., & Turner, L. H. Edition 2nd (2017) Understanding Intercultural Communication: Negotiating a Grammar of Culture, New York, New York: Routledge.
7. Aufderheide, P., & Jaszi, P. Edition 2nd (2018) Reclaiming Fair Use: How to Put Balance Back in Copyright, Chicago, Illinois: University of Chicago Press.
8. Hammond, J. S., Keeney, R. L., Raiffa, H. (2002). Smart Choices: A Practical Guide to Making Better Life Decisions. United States: Broadway Books. Covey, S. R. Edition 30th (2020) The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, New York, New York: Simon & Schuster.



BBA – V 201	Indian Constitution	2L:0T:0P	2 Credits
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Course Description:

This course offers a unique perspective on the Constitution of India, focusing on its economic dimensions and impact on business. It delves into the historical and ideological underpinnings of the Constitution as an economic document, tracing its evolution from post-colonial economic governance to contemporary debates. Students explore constitutional battles over land reforms, economic liberalization, and fiscal federalism, gaining insights into competing economic ideologies and interests. Through case studies and legal analysis, they examine fundamental rights related to business, fiscal federalism, and constitutional issues shaping India's economic landscape.

By the end of the course, students will develop a nuanced understanding of the Constitution's role in shaping economic policies and its implications for business practices, equipping them with valuable insights for careers in business management and policy advocacy.

Course Objective(s):

- I. Develop an understanding of the Indian Constitution beyond legal and political lenses, emphasizing its significance for business students.
- II. Recognize the importance of comprehending constitutional basics and their impact on trade, economy, and business practices.
- III. Analyze the inclusion of economic justice in the preamble and its implications for post-colonial economic policies.
- IV. Explore the legal history of competing claims between economic development and principles of equity and justice in India.
- V. Examine the transition from state-led industrialization to liberalization, highlighting the constitutional underpinnings of these economic shifts.
- VI. Investigate the constitutional provisions relevant to business, such as the fundamental right to practice any profession, occupation, trade, or business as enshrined in Article 19.

	Course Outcomes:	Mapped Program Outcomes			
CO.1	Students of the BBA programme get equipped with a knowledge of the Indian Constitution, particularly from the perspective of economic governance and business.	PO1,PO3,PO4			
CO.2	They begin to develop a nuanced analytical framework about ongoing constitutional debates and battles which affect the domain of business.	PO1,PO3, PO4			
CO.3	Developing a sense of how questions of economic growth have to be balanced with other constitutional commitments, including social and economic justice.	PO1,PO3,PO4			
Course Outcome		PO1	PO2	PO3	PO4
CO1		2	-	2	2
CO2		2	-	2	2
CO3		2	-	2	2
Average		2	-	2	2

Course Content:

Unit 1: An Economic History of the Constitution of India

Historical understanding of the constitution as an economic document. Understanding the Preamble, Starting from the land reform cases in the 1950s to the validity of the bitcoin ban imposed by the RBI, this module signpost all of the important economic moments in the constitutional history of post-colonial India; Constitutional design, Legal Regulation and economic justice.

Unit 2: Fundamental Rights and Business in India

Article 19(1)(g), grants every citizen the right, to practice any profession, or to carry on any profession, occupation, trade, or business. Like other fundamental rights, this right is subject to reasonable restrictions imposed by the state. This particular provision of the Constitution has been one of the most severely litigated freedoms. Fundamental Duties.

Unit 3: Fiscal Federalism

Article articles 301 to 307 of the Constitution pertains to Trade, Commerce and Intercourse within the Territory of India; Challenges associated with fiscal federalism in India including the vertical fiscal imbalance; Article 280 of the Constitution.

Unit 4: Constitutional battles that shaped the economy


This module will be taught through key case studies that demonstrate the complex and fascinating overlap between the constitution and business and shall use Saurabh Kirpal's book Fifteen Judgments: Cases that Shaped India's Financial Landscape as our guide through this landscape. The case studies include the banning of diesel engine cars, Telecom regulation and ownership of broadcast media, Demonetization, Aadhaar, the lifting of restrictions on dealing in crypto currencies

References:

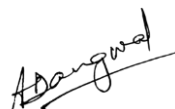
1. Choudhry, Sujit, Madhav Khosla, and Pratap Bhanu Mehta (2016). The Oxford Handbook of the Indian Constitution. Oxford, United Kingdom: Oxford University Press.

Cases

1. Rustom Cavasjee Cooper v. Union of India, (1970) 1 SCC 248
2. State of Rajasthan v. Mohan Lal Vyas, AIR 1971 SC 2068 (confirmation of a private monopoly, not a violation of fundamental right)
3. Mithilesh Garg v. Union of India, (1992) 1 SCC 168: AIR 1992 SC 221 (Right to carry on business, not breached when it is liberalised)
4. Chintamanrao v. The State of Madhya Pradesh, AIR 1951 SC 118 (scope of reasonable restrictions in relation to trade and occupation)
5. Cooverjee B. Bharucha v. Excise Commissioner, Ajmer, AIR 1954 SC 220 (the reasonableness of the restriction imposed may depend upon the nature of the business and prevailing conditions including public health and morality)
6. T. B. Ibrahim v. Regional Transport Authority. Tanjore, AIR 1953 SC 79
7. Harman Singh v. RTA, Calcutta, AIR 1954 SC 190
8. Dwarka Prasad Laxmi Narain v. State of U.P., AIR 1954 SC 224
9. State of Bombay v. R.M.D. Chamarbaugwala, AIR 1957 SC 699



10. Parbhani Transport Coop. Society Ltd. v. Regional Transport Authority, Aurangabad, AIR 1960 SC 801
11. State of Bombay v. R. M. D. Chamarbaugwala, (1957) S.C.R. 874,
12. G.K. Krishnan vs State of Tamil Nadu, 1975 SCC (1) 375
13. Automobile Transport (Rajasthan) Ltd. Vs State of Rajasthan, AIR 1962 SC 1406



BBA- A 201	Business Communication-II	1L:1T:0P	2 Credits
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Course Description:

This course focuses on bringing in perspective the importance of Business Communication for organizations and individual employees in the context of multicultural workforce in a digital world. The course will focus on instilling effective written and oral communication skills in students. The course will be taught using texts, cases and classroom exercises for improving both written and oral communication in students.

Course Objectives:

- I. To understand the concept, process, and importance of business communication with a strategic imperative.
- II. To help students in understanding the basic principles and techniques of various workplace communication including digital communication skills
- III. To train students to acquire and master intra and inter-organizational communication
- IV. To train students for communicating effectively for the purpose of gaining employment.

	Course Outcomes:	Mapped Program Outcomes			
CO.1	Apply the skills for writing various workplaces written communications.	PO2			
CO.2	Effectively analyze and evaluate Business Reports.	PO1,PO2,PO3,PO4			
CO.3	Demonstrate competence in delivering impressive power-point presentations.	PO2			
CO.4	Create objective and succinct Resumes and be prepared to perform optimally in Job Interviews.	PO2,PO3,PO4			
Course Outcome		PO1	PO2	PO3	PO4
CO1		-	3	-	-
CO2		2	2	2	2
CO3		-	3	-	-
CO4		-	3	2	2
Average		2	2.75	2	2

Course Content:**Unit 1: Written communication: intra organizational/ departmental/ workplace communication**

Need and Types, Basics of Writing Office Circulars, Agenda, Notice, Office Memoranda, Office Orders, News Letters; Positive and Negative Messages, Use of Technology for Communication, Effective IT communication tools- Electronic mail: advantages, safety and smartness in writing email, E-mail etiquettes; Use of online social media for communication and Public Relations; Ethical dilemmas in use of social media for communication. Report Writing: Types of Business Reports, responding to request for proposals (RFP), response to RFP, Formal Report- Components and Purpose, Organizing Information- Outlining & Numbering Sections, Section Headings, Sub-Headings, & Presentation; Reporting in Digital Age, Writing Reports on Field Work/Visits to Industries, Business Proposals; Summarizing Annual Reports of Companies- Purpose, Structure and Principles; Drafting Minutes of a Meeting; Corporate Communication- channels of corporate communication, target segments of corporate communication, types of

corporate communication; Managing Crisis-Communication; Managing communication during change; Culture as communication.

Unit 2: Oral Communication, Professionalism and team work

Meaning, Nature, and Scope of Effective Oral Communication; Techniques of Effective Speech, Media for Oral Communication- Face-to-Face Conversation, Teleconferences, Press Conference, Telephonic Conversations, Radio Presentation, Public address and Podcast. Constructing Oral Report; Group Discussion, Teams communication; Communication during online meeting; Online and offline professional etiquettes; Conducting appraisals, conducting interviews.

Unit 3: Negotiation Skills and Cross-Cultural Communication

Negotiation communication with vendors, suppliers, employees and other stakeholders; BATNA & communication during negotiations; Body language and negotiation; Impact of globalization on organizational communication; Cross-Cultural frameworks (ex. Geert Hofstede); Culture & appropriate communication; Etic and Emic approaches to Culture; Communication to a diverse workforce; Overcoming barriers and biases in Cross-Cultural Communication; Building Inter-Cultural Workplace Skills; Cross-cultural etiquettes across clusters/countries.

Unit 4: Contemporary Communication

Digital communication- individual communicating via social media, organizations communicating via social media, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, digital collaboration, digital citizenship – digital etiquettes & responsibilities; Introduction to personal and organizational websites; communication through podcasts. Job Searching in Digital Age; Creating Resume (CV, cover letter), Creating Customized Cover Messages for Job Applications, Purposes and Types of Employment Interviews, Performing Optimally in a Job Interview- Do's and Don'ts Before, During and After the Interview.

Readings:

Text Books (Latest Edition):

1. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari Edition 1 (2022), India, Khanna Book Publishing Co.
2. Flatley, M., Rentz, K., Lentz, P. (2011). M: Business Communication. United Kingdom: McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P., Edition 7th (2017) Effective Business Communication. New Delhi: McGraw Hill.
4. Mukerjee H. S., Edition 2th (2016) Business Communication: Connecting at Work. New Delhi: Oxford Publication
5. Boove, C.L. et al., Edition 15th (2021), Business Communication Today, Pearson.
6. Mohan, K., Banerji, M. (2000). Developing Communication Skills. India: Macmillan India Limited.
7. Scot, O. Edition 5th (2004) Contemporary Business Communication, Biztantra, New Delhi.
8. Chaney & Martin edition 6th (2021) Intercultural Business Communication, the University of Memphis, London: Pearson Education
9. Mehra, p. Edition 2nd (2017), Business Communication for Managers, New Delhi: Pearson

References:

1. Culture as Communication (2001) by Stever Robbins
<https://hbsp.harvard.edu/product/C0108A-HCB-ENG>
2. The Future of Internal Communication | Rita Linjuan Men, Shannon A. Bowen| Business Expert Press| BEP336-PDF-ENG | <https://hbsp.harvard.edu/product/BEP336-PDF-ENG>

Suggested Exercise and cases:

1. Negotiation exercise as vendor/seller
2. Analyzing verbal and non-verbal aspects of speeches of great leaders and orators.
3. Delivering Effective Presentations using presentation tools/software and use of infographics.
4. Cases on business communication
5. Summarizing Annual Report of a Company.
6. Preparing elevator pitch
7. Preparing curriculum vitae/resume/letter
8. Communicating Effectively in Group Discussion and personal interviews
9. How to Communicate Organizational Change (2020) by Angela Fisher Ricks
<https://online.hbs.edu/blog/post/how-to-communicate-organizational-change>
10. Change Management and Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press |BEP334-PDF-ENG|<https://hbsp.harvard.edu/product/BEP334-PDF-ENG>
11. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tsedal Neeley, Tom Ryder | Harvard Business School | 416046-PDF-ENG
<https://hbsp.harvard.edu/product/416046-PDF-ENG?>
12. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff
. <https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity>
13. Group Communication and Decision-Making Simulation: Wildfire Mitigation | Matthew Koschmann| FO0001-HTMENG|
<https://hbsp.harvard.edu/product/FO0001-HTM-ENG>
14. Three Rules for Communicating During a Crisis | Nancy Koehn| 5238AV-AVOENG
| <https://hbsp.harvard.edu/product/5238AV-AVO-ENG>
[https://hbsp.harvard.edu/product/5238AV-AVO-ENG?Ntt=BUSINESS COMMUNICATION](https://hbsp.harvard.edu/product/5238AV-AVO-ENG?Ntt=BUSINESS%20COMMUNICATION)



BBA-Q202	Additional Course - Foreign Language	2L:0T:0P	0 Credit Total Marks -100 External Evaluation -60 Internal Evaluation -40
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Foreign Languages: Spanish / German)/French /Korean /Mandarin

	Course Outcomes:	Mapped Program Outcomes		
CO.1	A Spanish/ German/ French/Korean/ Mandarin language course typically covers various aspects of the language, including vocabulary, grammar, pronunciation, and cultural nuances.	PO2		
CO.2	Develop the ability to understand spoken Spanish/ German/ French/Korean/ Mandarin across various accents and speeds, including lectures, interviews, and discussions	PO2		
Course Outcome	PO1	PO2	PO3	PO4
CO1	-	3	-	-
CO2	-	3	-	-
Average	-	3	-	-

Content Outline:

Unit 1: Greetings. Introduction to Yourself, Talk About Yourself and Others.

Unit 2: Numbers Up to 20 . Countries and Languages, Talk about seasons.

Unit 3: To arrange a date, Name days of the week, Talking about hobbies.

Unit 4: Talk about work. Careers, and working hours, Number names from 20 onwards,

NOTE:

1. The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.
2. This course will be provided with the option of writing examination in Spanish/ German/ French/Korean/ Mandarin languages.
3. **Alternative NPTEL/SWAYAM Course** - Foreign Languages: Spanish/ German/ French/ Korean/ Mandarin
