University of Engineering and Management

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

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

Following the guidelines of NEP 2020

GENERAL COURSE STRUCTURE & THEME

A. Definition of Credit:

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

B. Course code and definition:

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

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

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

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

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

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

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

Semester wise Structure and Curriculum for UG Course in BBA

Paper Code	Paper Name	Type	Credit	Total Load
BBABB501	Logistics Management	Th.	4	16
BBABB502	International Trade	Th.	4	16
BBABB581	French I	Sess.	1	8
BBAESP501	GS & CA - V	Th.	2	8
BBASDP581	CAT - V	Sess.	1	8
BBABB582	PROJECT V	Pr.	2	2
BBABB583	Digital Marketing	Sess.	1	2
MM Specialization				
BBAMM503	Consumer Behaviour	Th.	4	4
BBAMM591	Consumer Behaviour - Practical	Pr.	2	2
BBAMM504	Brand & Retail Management	Th.	4	4
BBAMM592	Brand & Retail Management - Practical	Pr.	2	2
BBAMM505	Services Marketing	Th.	4	4
BBAMM593	Services Marketing - Practical	Pr.	2	2
HRM Specializtion				
BBAHR503	Human Resource Planning	Th.	4	4
BBAHR591	Human Resource Planning - Practical	Pr.	2	2
BBAHR504	Human Resource Development	Th.	4	4

BBAHR592	Human Resource Development - Practical	Pr.	2	2
BBAHR505	Employment & Compensation Administration	Th.	4	4
BBAHR593	Employment & Compensation Administration - Practical	Pr.	2	2
FM Specialization				
BBAFM503	Direct Taxation	Th.	4	4
BBAFM591	Direct Taxation - Practical	Pr.	2	2
BBAFM504	Financial Management	Th.	4	4
BBAFM592	Financial Management - Practical	Pr.	2	2
BBAFM505	Indian Financial System	Th.	4	4
BBAFM593	Indian Financial System - Practical	Pr.	2	2
OSCM Specialization				
BBAOSCM503	Operations Strategy	Th.	4	4
BBAOSCM591	Operations Strategy	Pr.	2	2
BBAOSCM504	Quality Management	Th.	4	4
BBAOSCM592	Quality Management	Pr.	2	2
BBAOSCM505	Materials Manegement	Th.	4	4

BBAOSCM593	Materials Manegement	Pr.	2	2
Business Analytics Stream				
BBABA503	Introductory Econometrics	Th.	4	4
BBABA591	Introductory Econometrics - Practical	Pr.	2	2
BBABA504	Advanced Programming in Python	Th.	4	4
BBABA592	Advanced Programming in Python - Practical	Pr.	2	2
BBABA505	Data Visualization	Th.	4	4
BBABA593	Data Visualization - Practical	Pr.	2	2
Total			33	

Note: ^Indian Knowledge System: Indian Culture and Civilization Indian Vision for Human Society Indian Science Indian Town Planning and Architecture Indian Mathematics and Astronomy Indian Aesthetics Indian Health, Wellness

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

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

Syllabus for BBA Admission Batch 2023

Subject Name: Logistics Management   **Credit: 4**   **Lecture Hours: 40**

Subject Code: BBABB501

Pre-requisite: NA

Relevant Links:

Study Material   **Course Era**   **NPTEL**   **LinkedIn Learning**   **Infosys Springboard**

COURSE OBJECTIVES:

1. To understand the key concepts applied in supply chain & logistics management.
2. To understand how supply chain & logistics management plays an important role in the business.
3. To Identify and analyze supply chain & logistics problems & design optimal solutions.
4. To understand new trends in supply chain & logistics management.

COURSE OUTCOMES:

CO1: Understand the nature of SC and explain the impact of supply chain decisions on the success of the firm.

CO2: Examine the role of each driver on the performance of SC

CO3: Evaluate the strengths and weaknesses of different modes of transportation, understand the role of warehousing and packaging and also evaluate the warehousing strategies

CO4: Appraise the various latest trends in SC and Logistics Management

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	**Introduction to Supply Chain Management**	• Introduction to SC, Evolution of SC, Flows in SC, SC stages, Objectives of SC, SC Decision Phases, Decisions in SC, Process View of SC, Cycle view and Push-Pull view, Extended SC, SC Integration, Performance Metrics, Challenges in SC	**Text Book 1:** Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7th Edition, 2019	**International Academia:** https://ocw.mit.edu /courses/esd-273j - logistics-and-supply-chain-management-fall-2009/ **Industry**	10	• Video Discussion on Introduction to SC **Case Study:** • Zara: Apparel Manufacturing & Retail • Toyota: A Global Auto Manufacturer • Amazon: Online Sales • Jaipur Rugs Company: A Socioeconomic Network Source: Supply chain management – Strategy, Planning and Operation by

Sunil Chopra, D. V. Kalra,

				Chapter: 1	**Mapping:** Problem-Solving and Decision-Making		Pearson, 7th Edition, 2019 Chapter: 1 (Pg. No. – 16-21)
2	**Supply Chain Framework & Drivers**	• Impellers of SC, Drivers of SC Performance, Framework for structuring drivers • **SC Drivers**: Facilities, Inventory, Transportation, Information, Sourcing, Pricing.		**Text Book 1:** Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7th Edition, 2019 Chapter: 3	**International Academia:** https://ocw.mit.edu/courses/15-763j-manufacturing-system-and-supply-chain-design-spring-2005/ **Industry Mapping:** Supply Chain Planning, Adaptability and Flexibility	10	**Case Study** • 7 Eleven Japan Co. Source: Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7th Edition, 2019 Chapter: 3 (Pg. No. – 77-83)
3	**Introduction to Logistics management & Logistics**	• Introduction to Logistics management & Logistics Mix • Transportation: Role of Transportation, Selection criteria, Modes of Transportation, Intermodal Transportation, Transportation Network, Freight Management, Containerization, • Warehousing: Objectives, Functions, Warehouse options, Warehouse Site selection, Layout Design, Warehouse Strategies • Material Handling and Storage • Packaging: Consumer and Logistical packaging, Unitization, Packaging		**Text Book 1:** Logistics Management by V. V. Sople, Pearson, 3rd Edition, 2012 Chapter -1, 4, 5, 6, 8, 9	**International Academia:** https://ocw.mit.edu/courses/esd-260j-logistics-systems-fall-2006/ **Industry Mapping:** Planning, Negotiation Skills	10	Video Discussion on Containerization, Warehousing, Material Handling (Source: Youtube) Case Study: • Cadbury Products • ROX Doc Care • Suman Crop Protection Source: Logistics Management by V. V.

	Mix	Material, Returnable Logistical Packaging, Packaging Cost				Sople, Pearson, 3rd Edition, 2012 (Pg. No. – 424, 434, 444)
4	**Recent Trends in Supply chain & Logistics Management**	• Sustainability in SC • Green Supply Chain Management. • Reverse Supply Chain • Vendor managed inventory • Bar-coding & RFID. • Role of IT in the Supply Chain. E-Business and the Supply Chain • Cold Chain Logistics • AI in Supply Chain	**Text Book 1:** Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7th Edition, 2019 Chapter: A **Text Book 2:** Logistics Management by V. V. Sople, Pearson, 3rd Edition, 2012 Chapter – 15, 23 **Text Book 3:** Supply Chain Management by	**International Academia:** https://ocw.mit.edu/courses/esd-s43-green-supply-chain-management-spring-2014/ **Industry Mapping :** Supply Chain Planning, Adaptability and Flexibility	10	Video Discussion on Green SCM, Implementation of RFID Source: Youtube Case Study: • Indian Paints • Zara Source: Supply Chain Management by V. V. Sople, Pearson, 1st Edition, 2012 (Pg. No. 464, 475)

			V. V. Sople, Pearson, 1st Edition, 2012 Chapter- 18, 22, 27			

*Submitted by Prof. (Dr.) Shweta Kishore & Prof. Tanmoy Chakraborty *

TEXTBOOK:

1. Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7th Edition, 2016 (Chapter 1, 3, A)
2. Logistics Management by V. V. Sople, Pearson, 3rd Edition, 2012 (Chapter - 1, 4, 5, 6, 8, 9, 15, 23
3. Supply Chain Management by V. V. Sople, Pearson, 1st Edition, 2012 (Chapter- 18, 22, 27)

REFERENCE BOOK:

1. Supply Chain Management – Process, System and Practice by N. Chandrasekaran, Oxford University Press, 2013
2. Supply Chain Management- Text and Cases, Jannat Shah, 2nd Edition, Pearson

University of Engineering and Management

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

Syllabus for BBA Admission Batch 2023

Subject Name: International Trade   **Credit: 4**   **Lecture Hours: 40**

Subject Code: BBABB502

Pre-requisite: Basic Knowledge of Management

Study Material   **Coursera**   **MIT Open Courseware**   **LinkedIn Learning**   **NPTEL**

COURSE OBJECTIVES:

1. To provide a thorough analysis of modern trade theory, trade policy, and its welfare implications.
2. To analyze trade models in depth in order to discuss the benefits and consequences of international trade and globalization.
3. To examine factor movements, imperfect markets, and the effect of trade on wages and income distribution.
4. To delve into international finance in order to discuss different exchange rate regimes, their effect on monetary/fiscal policy, and economic integration.

COURSE OUTCOMES:

CO 1: Students will learn the basic & fundamental concepts of International Trade and how gains from trade helps in the growth of global business environment.

CO 2: Students will be able to understand the barriers to trade and its impact on the welfare of the economy.

CO 3: Students will be able to develop the ability to critically evaluate different exchange rate regimes and foreign trade policies.

CO 4: Students will be able to understand roles of important international organisations such as WTO, UNCTAD, World Bank, ADB, IMF etc in the development of the global business environment.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Assignment
1.	**Basis for Trade**	**Introduction to International Trade** Overview of world trade, who trades with whom and why, trade as an engine of economic growth, gains from trade **Basis for International Trade** Absolute cost advantage theory by Adam Smith, Differences in labor productivity and comparative advantage – the	Ahuja, H. L. *Principle Of Micro Economics*. S. Chand Publication (22nd Edition) ; Chapter No.	*International Academia: MIT Open Courseware* *Industry Mapping: Investigate why nations trade, what they trade, and who gains (or not) from*	8	Case study on comparative advantage Case Title – The case of Babe Ruth (Krugman, Obstfeld and Melitz ; International trade –

| | | Ricardian model | 44 | *this trade. Then analyze the motives for countries or organizations to restrict or regulate international trade and study the effects of such policies on economic welfare.* **AICTE curriculum :** https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf | | theory and policy ; page no – 33) |

| 2 | Heckscher – Ohlin Model | **Resources and Trade** – The Heckscher-Ohlin Model, Two factor economy, factor prices and goods prices, resources and output, choosing the mix of inputs, Terms of Trade**,** Relative prices and pattern of trade, trade and distribution of income | Ahuja, H. L. *Principle Of Micro Economics*. S. Chand Publication (22nd Edition) ; Chapter No. 45 | ***International Academia: [MIT Open Courseware](#)***

Industry Mapping: *The effects of trade on economic growth and wage inequality, multinationals and foreign direct investment, international trade agreements and current trade policy disputes.* **AICTE curriculum :** https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20F | 8 | Case study on income inequality

Case Title- North south trade and income inequality (Krugman, Obstfeld and Melitz ; International trade – theory and policy ; page no – 92-93) |

				inal.pdf			
3	**Trade Barriers & Free Trade vs Protection**	**Free trade :** Definition**,** Merits and Demerits **Protectionist policies:** Tariff, quota, its merits and demerits, impact of tariff and quota, comparison between their impact on the economy	Ahuja, H. L. *Principle Of Micro Economics*. S. Chand Publication (22nd Edition) ; Chapter No. 46)	***International Standards: MIT Open Courseware*** ***Industry Mapping:*** *How protection is used to protect domestic industries from sudden surges in imports that could disrupt local markets. They allow for a*	8	Case study on effect of tariff and quota Case Title- Europe's common agricultural policy (Krugman, Obstfeld and Melitz ; International trade – theory and policy ; page no –204)

				gradual integration of foreign competition while ensuring that domestic producers have a chance to adapt. ***AICTE curriculum :*** https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf		

| 4 | Balance of Payments | National income accounting for an open economy and the balance of payments, the BOP accounts – current account, capital account, errors, the financial account and net errors and omisions, Difference between BOP and BOT | Ahuja, H. L. *Macroeconomics – Theory and Policy.* S. Chand Publication (19th Edition) ; Chapter No. 34) | ***International Standards*** [***MIT Open Courseware***](#)

Industry Mapping:
A country's BoP can reveal trade imbalances (surpluses or deficits) in specific industries.

AICTE curriculum : [https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf](#) | 8 | Case study on BOP

Case Title- the assets and liabilities of world's biggest debtor (Krugman, Obstfeld and Melitz ; International trade – theory and policy ; page no –313) |

| 5. | Foreign Exchange Rate | Domestic and foreign prices – exchange rates and relative prices – the foreign exchange market – spot rate and forward rate –exchange rate regimes : fixed, flexible and manged floating exchange rate - Equilibrium in the foreign exchange – Devaluation & Depriciation – Appreciation and revaluation – Purchasing power parity (PPP) | Ahuja, H. L. *Macroeconomics – Theory and Policy.* S. Chand Publication (19th Edition) ; Chapter No. 35) | ***International Standards MIT Open Courseware***

 Industry Mapping: *PPP is commonly used to compare living standards across countries. By adjusting for price differences, PPP provides a more accurate picture of the real wealth of different nations.* | 4 | Case study on Exchange rate

 Case Title- What explains the carry trade? (Krugman, Obstfeld and Melitz ; International trade – theory and policy ; page no –344) |

| 6. | Globalisation and Commercial Policies | Globalisation - definition, impact, instruments of globalization, commercial policy

International organisations – GATT, WTO, UNCTAD, IMF, World Bank – roles and policies – contribution in global economic decvelopment | Ahuja, H. L. *Macroeconomics – Theory and Policy*. S. Chand Publication (19th Edition); Chapter No. 38A) | ***International Standards [MIT Open Courseware](#)***

Industry Mapping: *International organizations significantly impact industry through regulating interstate relations, setting standards, promoting trade, and providing assistance to developing countries.* | 4 | Case study on world bank policy

Case title - Water in the Circular Economy and Resilience (WICER) (Source: [World Bank Case Studies](#)) |

*Submitted by Prof. Kamalika Dasgupta, IEM Saltlake Campus; Prof. (Dr.) Debarati Ghosh, IEM Saltlake Campus, Prof. (Dr.) Rabin Mazumder, IEM Saltlake Campus *

TEXTBOOK:

1. Ahuja, H. L. *Principle Of Micro Economics*. S. Chand Publication, 22nd Edition (Chapters: 44, 45, 46)

2. Ahuja, H. L. *Macroeconomics – Theory and Policy*. S. Chand Publication, 19th Edition (Chapters 34, 35, 38A)

REFERENCE BOOK:

1. Krugman, Obstfeld and Melitz ; International trade – theory and policy, Pearson Education, Global Edition

Institute of Engineering & Management, Salt Lake Campus,

University of Engineering & Management, Kolkata

Syllabus for BBA Admission Batch 2025

Subject **Name**: French (I)

Subject Code: BBABB581 **Credit**: 1

Lecture Hours: 24

Course Objectives:

1. Introduce students to fundamental French phonetics, etiquette, greetings, and essential vocabulary.

2. To amplify career opportunities in multinational corporations.

3. Help them to plan higher studies in French-speaking educational Institutes.

4. To improve cognitive and intellectual flexibility and skills.

5. To build up self-confidence to deal with complex challenges and leadership roles.

Course Outcomes:

CO 1: French is a global language spoken in 29 countries; even fundamental knowledge of this language will help students to participate in global business and academia.

CO 2: Students will be able to introduce themselves, provide personal details, and engage in basic formal conversations.

CO 3: The certificate upon completion of the course will make their resume stand out in the competitive job market.

CO 4: Students will develop critical soft skills, adaptability, cultural awareness and global understanding of the world.

Module No.	Topic	Sub-topics	Text Book/ Study Materials as per Syllabus	Lecture Hour s	Assignments
1	Phonetics	Alphabet Pronunciation Accents Numbers(1-10) Vowels Consonants	1. Audio and Video Clips	8	Interactive Learning and Assignments
2	Grammar	Articles Noun Subject Pronouns Verbs (essentials)	1.Practice Makes Perfect: Complete French All-in- One/ by Annie Heminway (2nd ed.), McGraw Hill 2. Selective Software 3.Audio Resources	8	Regular Quizzes
3	Vocabulary	Greetings	1. Oxford Essential English	4	Visual aids

		Days of the Week	to French Dictionary		Cultural Immersion
		Months	2. English to French Pocket Dictionary		
		Weather			
		Nationality			
		Common Colours			
		Family Members			

4	Communication	Introduction and Personal Information Polite Expressions Asking Simple Question and Answer	1. Video Clips 2. Short Films 3. Interview Transcripts	4	Speaking and Listening Tests

Syllabus for BBA Admission Batch 2023

Subject Name: Digital Marketing   **Credit: 1**   **Lecture Hours: 20**

Subject Code: BBABB583

Pre-requisite: Basic Knowledge of Marketing

COURSE OBJECTIVES:

Digital Marketing focuses on the subdomain of Marketing that serves customers by leveraging digital assets. These assets include online channels of communication & distribution, search engines, social media, and mobile commerce. Course objectives are,

1. Develop a foundational understanding of Digital Marketing.

2. Develop or critique the business models of firms that are engaged in Digital Marketing.

3. Applying skills and capabilities to address Digital Marketing problems in the real world.

COURSE OUTCOMES:

CO 1: Students will learn the basic & fundamental concepts of Digital Marketing. They will also nderstand affiliate marketing and its applications.

CO 2: Students will be able to understand email marketing and its applications.

CO 3: Students will be able to understand mobile marketing and its applications.

CO 4: Students will be able to understand web analytics and its applications.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment

1.	**Affiliate Marketing**	• Difference between referral and affiliate marketing
		• Concept of Merchant, Affiliate and Network
		• Types of Affiliate Websites
		• Partnership with affiliate networks,
		AdSense & ad networks
		  o Compensation methods
		  o Current and past issues
		  o Email spam
		  o Search engine spam
		  o Google slap
		  o Adware
		  o Trademark bidding
		  o Cookie stuffing
		• Setting up an affiliate
			Bhatia, Puneet Singh. Fundamentals of Digital Marketing.2e d., 2023, Pearson. Chapters 1, 2,6	*Industry Mapping:*
				Affiliate Marketing, affiliate websites, Search engine spam, Google slap, Driving traffic to the website
					5	

		website				
		o Web design and development				

		- o Capturing visitor credentials - o Integrating social plugins - o Integrating third party tools - o Developing plugins, add-ons, apps and widgets • Strategy and planning - o Locating and signing up with Affiliate networks - o Implementing outbound tracking links - o Driving traffic to the website			
2	**Email Marketing**	• Email marketing best practices • Email marketing systems • Relevance of email marketing • Five pillars of effective email marketing campaign • Knowing audience & choosing the right content • Email providers	Bhatia, Puneet Singh. Fundamentals of Digital Marketing.2ed., 2023, Pearson.	*Industry Mapping:* *Email marketing,* *Email providers,* *Email Auto Responders,Squeeze/ Landing Page*	5

			Chapters 3, 10,			
		• Email Auto Responders • Squeeze/Landing Page - Subscribe Form • Social media & email marketing • Email marketing takeaways				

3	**Mobile Marketing**	• Understanding Mobile Behavioural Concepts
		 • Mobile Purchasing Behaviour and Marketing Strategies
		 • Mobile Campaign Strategy
		 • Exploring mobile traffic sources, pros and cons, and optimization principles
		     o Appstore Search Optimization (ASO)
		     o Appstore paid ads
		 • Monetization from mobile marketing
			Bhatia, Puneet Singh. Fundamentals of Digital Marketing.2e d., 2023, Pearson. Chapters 1, 2, 8	*Industry Mapping: Mobile campaigns, ASO, Mobile Markeing*	5	

| 4 | **Web Analytics** | • Concept of analytics
• Navigating Google Analytics
• Traffic analysis
    o Direct, referring, and search traffic
    o Campaigns
    o Google Ads, Google AdSense
    o Unique visitor analysis
    o Technical reports
    o Benchmarking
• Content analysis
    o Pages and Landing Pages
    o Event Tracking and AdSense
    o Site Search | Bhatia, Puneet Singh. Fundamentals of Digital Marketing.2ed., 2023, Pearson. Chapters 1, 2, 9, 10 | *Industry Mapping:*
Analytics, Traffic analysis, Content analysis,
Google Ads, Google AdSense | 5 | |

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

TEXTBOOK:

1. Bhatia, Puneet Singh. Fundamentals of Digital Marketing.2ed., 2023, Pearson.
2. Ahuja, Vandana. Digital Marketing. 2015, Oxford University Press

3. Kingsnorth, Simon (2022), Digital Marketing Strategy: An Integrated Approach to Online Marketing. New Delhi: Kogan Page.

REFERENCE BOOK:

4. The Complete Guide to Affiliate Marketing on the Web: How to Use and Profit from Affiliate Marketing Programs by Bruce C. Brown
5. Affiliate Marketing: The Beginner's Step By Step Guide To Making Money Online With Affiliate Marketing by Kevin Ulaner
6. Email Marketing Demystified: Build a Massive Mailing List, Write Copy that Converts and Generate More Sales by Matthew Paulson
7. Ultimate Guide to Email Marketing for Business by Susan Gunelius
8. Eslinger, Tom. Mobile Magic: The Saatchi & Saatchi Guide to Mobile Marketing
9. Actionable Web Analytics: Using Data to Make Smart Business Decisions by Jason Burby and Shane Atchison

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

Syllabus for BBA Admission Batch 2023

Subject Name: Consumer Behavior   **Credit: 4**   **Lecture Hours: 40**   **Subject Code: BBAMM503**

Pre-requisite: Basic Knowledge of Marketing Management

Relevant Links:

Study Material   Course Era   NPTEL   LinkedIn Learning

COURSE OBJECTIVES:

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

COURSE OUTCOMES:

CO1: Students would be proficient and knowledgeable about the various disciplines contribution in understanding buyer behavior in a holistic manner from both individual & group perspectives

CO2: Students would be equipped with knowledge of various models and frameworks to help understand consumer buyer behavior and align the knowledge with formulation of appropriate marketing strategies under various micro & macro factors.

CO3: Students would be able to analyze consumer's behavior and use them in designing marketing strategies and in enhancing the effectiveness of marketing programs by applying the concept of diffusion of innovation

CO4: Students would be able to develop & apply the knowledge of and skill in organizational buying behavior so that they can differentiate it from consumer buying behavior and apply that concept in framing plans & programs for organizational buyer.

Module number	Topic	Sub-topics	Text Book	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	**Consumer Behavior - Concept, Process**	**Unit 1: Understanding Consumer Behavior** • Meaning & definition of Consumer Behavior • Marketing concept, societal marketing concept • Disciplines involved in the study of consumer behavior • Scope and importance of consumer behavior • Factors influencing consumer behavior **Unit 2: Consumer Decision Making** • Consumer buying decision making process & Situational influences • Routinized response, limited and extensive problem solving behavior • Low/high effort/involvement decision making **Unit 3: Consumer Behavior Models** • Stimulus-Response Model • Black Box Model **Unit 4: Diffusion of Innovation** • Concept of Diffusion & Innovation • Adoption Process & Adopters	**Text Book 1:** L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior, 12e, Pearson Chapter: 1 **Text Book 2:** Satish K Batra & S H H Kazmi: Consumer Behaviour: Text and Cases**,** Excel Book Chapter: 1, 16, 18, 19, 20, 21, 22, 23	**International Academia:** (https://ocw.mit.edu/cours es/15-301-managerial-psychology-fall-2006/) (https://ocw.mit.edu/cours e s/15-821-listening-to-the-customer-fall-2002/) **AICTE-prescribed BBA syllabus:** (https://www.aicte-india.org/sites/default/files/ M odel_Curriculum/BBA%20F i nal.pdf) **NPTEL:** (*https://nptel.ac.in/courses/11 0105029*)	12	Case Study on • Consumer Behavior Concept • Consumer Decision Making Process

2	**Consumer as an Individual**	**Unit 5:** Consumer Motivation **Unit 6:** Consumer Perception **Unit 7:** Consumer Attitudes **Unit 8:** Consumer Learning **Unit 9:** Consumer Personality & Self Image	**Text Book 1:** L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior, 12e, Pearson Chapter: 3, 4, 5, 6 **Text Book 2:** Satish K Batra & S H H Kazmi: Consumer Behaviour: Text and Cases, Excel Book Chapter: 4, 5, 6, 7, 8	**International Academia:** (https://ocw.mit.edu/cours es/15-301-managerial-psychology-fall-2006/) (https://ocw.mit.edu/cours e s/15-821-listening-to-the-customer-fall-2002/) **AICTE-prescribed BBA syllabus:** (https://www.aicte-india.org/sites/default/files/M odel_Curriculum/BBA%20Fi nal.pdf) **NPTEL:** (*https://nptel.ac.in/courses/1 1 0105029*)	14	Case Study on • Determin a nts of Consumer Behavior
3	**Consumer as a Group Member**	**Unit 10: Consumer as a part of Social Settings** • Influence of Groups-Reference groups **Unit 11: Consumer & Culture** • Influence of Culture & Sub-culture	**Text Book 1:** L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior, 12e, Pearson Chapter: 9, 10, 11 **Text Book 2:** Satish K Batra & S H H Kazmi: Consumer Behaviour: Text and Cases, Excel Book	**International Academia:** (https://ocw.mit.edu/cours es/15-301-managerial-psychology-fall-2006/) (https://ocw.mit.edu/cours e s/15-821-listening-to-the-customer-fall-2002/) **AICTE-prescribed BBA syllabus:** (https://www.aicte-india.org/sites/default/files/M	8	Case Study on • Culture & Consume r Behavior

			odel_Curriculum/BBA%20F i nal.pdf)		

			Chapter: 11, 12, 13	**NPTEL:** (*https://nptel.ac.in/courses/11 0105029*)		
4	**Organizati onal Buying Behavior**	**Unit 12: Organizational Buying** Concept, Meaning & Characteristics of Organizational Buying Differences between Industrial Markets and Consumer Markets Differences between Organizational and Consumer Buying Factors influencing Organizational Buying Behavior Organizational Buying Decision Making Process	**Text Book 2:** Satish K Batra & S H H Kazmi: Consumer Behaviour: Text and Cases**,** Excel Book Chapter: 24	**International Academia:** (https://ocw.mit.edu/course s/15-301-managerial-psychology-fall-2006/) (https://ocw.mit.edu/course s/15-821-listening-to-the-customer-fall-2002/) **AICTE-prescribed BBA syllabus:** (https://www.aicte-india.org/sites/default/files/M odel_Curriculum/BBA%20Fi nal.pdf) **NPTEL:** (*https://nptel.ac.in/courses/11 0105029*)	6	Case Study on • Organizati onal Buying Behavior

TEXT BOOK:
1. L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior, 12e, Pearson (Chapters: 1, 3, 4, 5, 6, 9, 10, 11
2. Satish K Batra & S H H Kazmi: Consumer Behaviour: Text and Cases**,** Excel Book (Chapters: 1, 4, 5, 6, 7, 8, 11, 12, 13, 16, 18, 19, 20, 21, 22, 23, 24)

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

Subject Name: Consumer Behavior-Practical   Credit: 2   Lecture Hours: 20   Subject Code: BBAMM591

Pre-requisite: Basic Knowledge of Marketing Management & Consumer Behavior

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	**Module I: Project - I**	Project on Marketing Analytics (Consumer Research) Using Excel & SPSS • Questionnaire Framing • Data Collection from Market • Codification of data • Analysis & • Data Visualization using Excel	**Text Book 1:** L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior, 12e, Marketing Analytics; Semma Gupta & Avadhoot Jathar, Willey Analytics Series for Management	***International Standards:*** https://ocw.mit.edu/courses/15-301 - managerial-psychology-fall-2006/ ***Industry Mapping:*** *Understanding questionnaire frzaming and data collection for taking customer feedback on different products and analyzing them for betterment of the product and services.*	10 Hours
2	**Module II: Project - II**	Writing Short Case/Monograph on Consumer Behavior	**Text Book 1:** L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior, 12e,	**International Standards:** https://ocw.mit.edu/courses/15-301-managerial-psychology-fall-2006/ ***Industry Mapping:*** *Resolving contemporary issues*	10 Hours

			related to consumer with the help of real time data	

TEXT BOOK:

3. L.G Schiffman, J. Wisenblit & S R Kumar: Consumer Behavior, 12e, Pearson (Chapters: 1, 3, 4, 5, 6, 9, 10, 11
4. Satish K Batra & S H H Kazmi: Consumer Behaviour: Text and Cases, Excel Book (Chapters: 1, 4, 5, 6, 7, 8, 11, 12, 13, 16, 18, 19, 20, 21, 22, 23, 24)

REFERENCE BOOKS:

3. Michael Solomon: Consumer Behavior PHI
4. Ramanuj Majumder: Consumer Behavior, PHI

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

BBA Admission Batch 2023

Subject Name: Brand and Retail Management   **Credit: 4**   **Lecture Hours: 40**   **Subject Code: BBAMM504**

Relevant Links:

Study Material

Coursera_1 (Brand)   Coursera_2 (Retail Management)

NPTEL_1 (Brand)   NPTEL_2 (Retail Management)

LinkedIn Learning_1 (Brand)   LinkedIn Learning_2 (Retail Management)

COURSE OBJECTIVES:

- To make the students understand the foundational concepts of branding such as brand identity, brand associations, brand equity, and how these influence consumer perception and loyalty.

- To make the students understand strategic brand management techniques including brand positioning, value creation, and brand personality in real business scenarios.

- To make the students understand the structure and dynamics of retailing in India by exploring retail growth, types of retail formats, retail organization, market segmentation, and consumer behavior.

- To make the students understand key operational strategies in retail management such as merchandising, retail location planning, store operations, and various promotional techniques to enhance customer experience.

COURSE OUTCOMES:

CO1: To enable students to understand key branding concepts and terminology and its relevance in modern businesses.

CO2: To develop the ability to analyze and apply brand management strategies such as brand positioning, equity, value, personality, and consumer-brand relationships in practical contexts.

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

CO4: To enable students to evaluate and design effective retail strategies by understanding retail organization structures, operational efficiency, and the integration of merchandising, category management, and promotional techniques.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	**Brand & Branding Terms & Concepts**	Introduction to Brand; Significance of Branding; Difference between a Product and a Brand; Types of Brands; Rationale for building a Brand; Branding Challenges; Overcoming the challenges; Key Issues in Branding; Brand Identity; Brand Names and Brand Extensions; .	**Brand Management – Principles and Practices** Kirti Dutta, (Second Edition) Oxford University Press Chapter – 1, 2	*International Academia:* https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/resources/mit15_810f10_lec10/ *Industry Mapping:* Importance of building successful brands. What type of branding activity organization will adopt in relation to their products	10	• **Case Study on Maggi Noodles.** (Brand Management – Principles and Practices, Kirti Dutta), Second Edition, Oxford University Press, **Pg. 25** • **Case Study on Lux – Symbolizing Beauty** (Brand Management – Principles and Practices, Kirti Dutta), Second Edition,

					Press, **Pg. 66**
2	**Brand Selection & Manage ment of Brand**	Brand Loyalty; Brand Knowledge; Brand Resonance; Brand Equity; Brand Value; Brand Associations; Brand Personality; Brand Management; Consumer Behaviour and Brand Buying Decisions; Brand Positioning; Repositioning and its strategies	**Brand Management –Principles and Practices** Kirti Dutta, (Second Edition) Oxford University Press Chapter – 4, 7, 8	*International Standards* https://ocw.mit.edu/courses /15-810-marketin g-management-fa ll- 2010/resources/mit15_810f 1 0_lec10/ *Industry Mapping:* Brand equity and how organizations build it over time. Effective brand positioning strategy to be able to influence consumer purchase decision making process	10 • **Case Study on Building Brand Equity** (Brand Management – Principles and Practices, Kirti Dutta), Second Edition, Oxford University Press, **Pg. 133** • **Case Study on Asian Paints: Painting New Vistas** (Brand Management – Principles and Practices, Kirti Dutta), Second Edition, Oxford University Press, **Pg. 246**

| 3 | Retailing & Retail Management | Concept and Scope of Retailing; Growth and Importance of Retailing; Trends in Retailing in India; Retail Formats: Concepts, Theories & Classification; Retail Organization and Management; Market Segmentation, Targeting & Positioning in Retail; Consumer Behavior in Retailing | **Retail Management: Text and Cases by Giri, Paul & Chatterjee. PHI** Chapter – 1,2, 3, 4, 5 | *International Standards* https://ocw.mit.edu/courses/ 15-390-new-enterprises-spring-2013/resources/mit15_390s 13_lec07/ *Industry Mapping:* Importance of strategic retail planning STP in retail operations | 10 | • **Case Study on Big Bazaar-The Indian Walmart** (Retail Management, 3rd Edition, Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava) **Pg. 53** • **Case Study on Market Segmentation for Upcoming Mall** (Retail Management, 3rd Edition, Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava) **Pg. 141** |
| 4 | Retail operations management | Retail Location Strategy; Merchandising & Category Management; Store Planning, Store Design, Layout & Visual Merchandising; Retail Marketing, Advertising & Branding; Retail Selling; Retail Store Operations; Online | **Retail Management: Text and Cases by Giri, Paul & Chatterjee. PHI** Chapter – 7, 8, 9, 10, 16, 17, 18 | *International Standards* https://ocw.mit.edu/courses/ 15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/resources/mit15_810f 15_l14_promotion/ *Industry Mapping:* Understanding the operations of a retail store starting from retail location | 10 | • **Case Study on Time to Decide New Store Locations** (Retail Management, 3rd Edition, Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava) **Pg. 180** • **Case Study on McDonald's Promotion Strategy in India** (Retail Management, |

		Retailing		search	

					3rd Edition, Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava) **Pg. 313**

TEXT BOOKS:

1. **Brand Management – Principles and Practices by Kirti Dutta (Second Edition); Oxford University Press [Chapters: 1,2,4,7,8]**

2. **Retail Management: Text and Cases by Arunangshu Giri, Pradip Paul & Satakshi Chatterjee; PHI [Chapters: 1,2,3,4,5,7,8,9,10,16,17,18]**

REFERENCE BOOKS:

1. **Retail Management, Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava (Third Edition); Oxford University Press**

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University of Engineering & Management, Jaipur Syllabus for BBA

Admission Batch 2023

Subject Name: Brand & Retail Management - Practical   **Credit: 2**   **Lecture Hours: 20**   **Subject Code: BBAMM592**

Module number	Topic	Sub-topics	Text Book	Mapping with Industry and International Academia	Lecture Hours
1	**Module I**	• Brand Audit Activity • Brand Extension Strategy • Case Study Discussion	**Brand Management – Principles and Practices** Kirti Dutta, (Second Edition) Oxford University Press	**International Academia:** https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/resources/mit15_810f10_lec10/	10
II	**Module II**	• Retail Selling Role Play • Case Study Discussion	**Retail Management: Text and Cases** Arunangshu Giri, Pradip Paul & Satakshi Chatterjee; PHI	**International Academia:** https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/resources/mit15_810f15_l14_promotion/	10

TEXT BOOKS:
1. **Brand Management – Principles and Practices by Kirti Dutta (Second Edition); Oxford University Press**

2. **Retail Management: Text and Cases by Arunangshu Giri, Pradip Paul & Satakshi Chatterjee**; PHI

Submitted by Prof. Joysri Datta; Department of Business Administration, IEM Salt Lake, Kolkata Campus

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Institute of Engineering & Management, Salt Lake Campus

Syllabus for BBA Admission Batch 2023

Subject Name: Services Marketing   **Credit: 4**   **Lecture Hours: 48**

Subject Code: BBAMM505

Study Material   **MIT Open courseware**   **NPTEL**   **LinkedIn Learning**

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

COURSE OUTCOMES**:**
1. Can able to understand the impact of service marketing decisions.
2. Can select appropriate decision making tool and apply it in a given situation to lead teams.
3. Can leverage use of tools for the service strategic design process
4. Can apply strategies for service product development.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Correspondin g Lab/Case Study Assignment
1	**Fundament als of Services**	**1.** Introduction, Need and scope of service marketing, Reasons for growth of services, Contribution to economy, Different types of service sectors – traditional and new, Trends in service sector, Definition, Characteristics of services, Tangibility continuum, Marketing mix for services - product, price, place, promotion, physical evidence, people & process.	Services Marketing The Indian Context, R. Srinivasan Chapter – 1,2,3	*International Academia:* **MITOpenCourse:** **https://ocw.mit.edu/cours es/15-356-how-to-develop-breakthrough-products-and-services-spring-2012/** *Industry Mapping:* *Industry Lecture*	12	Case study on "Café Coffee Day"
2	**Consumer behavior & strategic planning**	Service Experience- moments of truth, customer needs, expectations, perceptions, zone of tolerance, customer satisfaction, understanding the differences among customers, Understanding the customer and competition, Positioning of services, Service triangle concept, Creating service product, Customer value hierarchy, Flower of service, Service product mix, Branding service products	Services Marketing The Indian Context, R. Srinivasan Chapter - 4	*International Academia:* **MITOpenCourse:** **https://ocw.mit.edu/cours es/15-356-how-to-develop-breakthrough-products-and-services-spring-2012/** *Industry Mapping:*	12	Case study on "A day in a Hospital"
3	**Designing , Managing Services**	Foundations of pricing, How service prices are different, Approaches to pricing, Designing service delivery system, Service blue Printing, Strategies formatching capacity & demand, Physical evidence, Servicescapes- types and role,	Services Marketing The Indian Context, R. Srinivasan Chapter – 5, 6, 8, 9	*International Standards:* **MIT Open Course:** **https://ocw.mit.edu/cours es/15-356-how-to-develop-breakthrough-products-and-services-spring-2012/**	14	Case study on "Thomas Cook- To Be or Not to Be?"

				Industry Mapping:		
		customer response to environment, Critical importance of service employees, Problems and difficulties of boundary-spanning roles.				
4	**Service Quality**	Service quality, Integrated Gap model - to identify and correct quality problems, Measuring and improving service quality, Strategies for delivering service quality through people, Service leadership and culture. Nature and characteristics of financial, hospitality, health-care, educational & professional, logistics, entertainment services and their respective marketing mix analysis.	Services Marketing The Indian Context, R. Srinivasan Chapter - 10	*International Standards:* **MIT Open Course:** **https://ocw.mit.edu/courses/15-356-how-to-develop-breakthrough-products-and-services-spring-2012/** *Industry Mapping:*	10	Customer satisfaction survey: Questionnaire design.

*Submitted by Dr. Soumik Gangopadhyay, IEM Saltlake campus

TEXTBOOK:

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

Reference Book:

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

Syllabus for BBA Admission Batch 2023

Subject Name: Services Marketing - Practical   **Credit: 2**   **Lecture Hours: 24**

Subject Code: BBAMM593

Study Material   **MIT Open courseware**   **NPTEL**   **LinkedIn Learning**

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

COURSE OUTCOMES**:**
  1. Can able to understand the impact of service marketing decisions.
  2. Can select appropriate decision making tool and apply it in a given situation to lead teams.

  3. Can leverage use of tools for the service strategic design process

  4. Can apply strategies for service product development.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	**Design of a Service PR Campaign**	Tangibility continuum, Marketing mix for services - product, price, place, promotion, physical evidence, people & process.	Services Marketing The Indian Context, R. Srinivasan Chapter – 1,2,3	*Industry Mapping: Industry Lecture*	12	Case study on "Arvind Hospital"
2	**CASE Study Presentation**	Flower of service, Service product mix, Branding service products	Services Marketing The Indian Context, R. Srinivasan Chapter - 4		12	Case study on "A day in a Hospital"

*Submitted by Dr. Soumik Gangopadhyay, IEM Saltlake campus

TEXTBOOK:

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

Reference Book:

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

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Syllabus for BBA Admission Batch 2023

Subject Name: Direct Tax   **Credit: 4**   **Lecture Hours: 40**

Subject Code: BBAFM503

Study Material   **MIT Open courseware**   **NPTEL**   **LinkedIn Learning**

Coursera

COURSE OBJECTIVES**:**
1. To help the students to develop cognizance of the importance of taxation.

2. To enable students to develop a concept about the different heads of Income.

3. To enable the students to analyze the income and relevant permitted deduction.

4. To understand make them understand how the prepare the Gross total Income

COURSE OUTCOMES**:**
1: Students will be able to comprehend the importance of taxation and its need in everyday life. 2:

Students will develop an understanding on various heads of income

3: Students can analyze the importance and logic of deduction under various heads.

4: Students will be involved in the preparation of total income statements.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industryand International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	**Introduction and Basic Concepts and Definitions under IT Act**	Assesse, Previous year, Assessment year, Person. Income, Sources of income, Heads of income, Gross total income, Total income, Maximum marginal rate of tax, Tax Evasion, Tax avoidance, Tax planning. b. Residential Status and Incidence of Tax of Individual. c. Agricultural Income - Concept	Taxation 1 Dr. C H Sengupta Dey Book Concern Chapter – 1,2,34 &13	*Industry Mapping: Industry Mapping: implication of concept of residence and tax planning*	8	**Case Study on Tax evasion**
2	Heads of Income and Provisions governing Heads of Income	a. Income from Salaries. b. Income from House Property. c. Profits and Gains of Business and Profession - Concept. d. Capital Gains - Meaning and types of capital assets, basic concept of transfer, cost of acquisition, cost of improvement and indexation, computation of STCG and LTCG. e. Income from Other Sources - Concept.	Taxation 1 Dr. C H Sengupta Dey Book Concern Chapter – 5,6,7,8 &9	*Industry Mapping: Computation of income under various Heads of income*	20	Case study on the Different Heads of Income and Frauds
3	Deductions from Gross Total Income	Deductions from Gross Total Income - Basic concepts, deductions u/s 80C, 80CCC, 80D, 80DD, 80E, 80G, 80TTA, 80U.	Taxation 1 Dr. C H Sengupta	*Industry Mapping: Learning the*	6	Case study on **frauds done by false claim of**

			Dey Book Concern	*importance of various deductions from industry*		**deduction**
			Chapter – 10			
4	Concept of Set off and Carry forward and Gross Total Income	a. Set off and Carry Forward of Losses, Mode of set off and carry forward, inter source and inter head set off. b. Computation of GTI.	Taxation 1 Dr. C H Sengupta Dey Book Concern Chapter – 11&12	*Industry Mapping: Learning the need of computing of gross total income*	6	Developing comments on financial condition of companies from their Gross Total Income

*Submitted by Abhijit Ghose Saltlake campus

TEXTBOOK:

Recommended Books: Text Book: 1. Taxation -1 Dr C.H. Sengupta , Dey Book Concern.

2.   Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern. References:

1. Ahuja and Gupta, Direct Taxes Law and Practice, Bharat.

2. Lal and Vashist, Direct Taxes, Pearson.

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Syllabus for BBA Admission Batch 2023

Subject Name: Direct Tax   **Credit: 2**   **Lecture Hours: 20**

Subject Code: BBAFM591

Module number	Topic	Sub-topics	Textbook	Mapping with Industry and International Academia	Lecture Hours
1	**Module I: Project - I**	Project on New Tax Regime Vs Old Tax Regime on Individual Taxpayer Analytics Using Excel • Questionnaire Framing • Comparative case analysis • Survey • Data Analysis	Income tax ready Reckoner By N. Lakhotia	***International Standards:*** *https://ocw.mit.edu/courses/15-518-taxes-and-business-strategy-fall-2002/*	10 Hours

2	**Module II: Project - II**	Project on role of Direct Taxes in reducing Inequality • Questionnaire Framing • Statistical data Collection • Graphical Analysis • Expert Opinion Analysis	Public Finance By H L Bhatia	**International Standards:** **https://ocw.mit.edu/courses/ 15-518-taxes-and-business- strategy-fall-2002/**	10 Hours

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Syllabus for BBA Admission Batch 2023

Subject Name: Financial Management   **Credit: 4**   **Lecture Hours: 40**

Subject Code: BBAFM504

Study Material   **MIT Opencourseware**   **NPTEL**   **LinkedIn Learning**

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

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

CO 4: Demonstrate progressive affective domain development of values, appraise short term and long term decisions regarding major capital investments and raising finances in the most optimum manner in real life scenarios.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Financial Management	• Concept, nature and scope of financial management • Objectives of financial management • Time value of money	Financial Management. Subrata Kar and Nimai Bagchi Chapter - 1	https://www.coursera.org/specializations/financial-management	10	1. Case Study on Time Value of Money.
2	Investment Decisions	• Analysis of Risk and Uncertainty • DCF and Non DCF methods of investment Appraisal • Project selection on the basis of Investment Decisions • Valuating Investment Proposals for Decision Making. • Capital Rationing	Financial Management. Subrata Kar and Nimai Bagchi Chapter - 7	*https://www.coursera.org/learn/finance-fundamentals*	15	2. Case Study on Capital Budgeting decisions

3	Financing Decision	• Sources of capital • Cost of capital • Leverage Analysis: Developing the Concept of Leverage in Finance • Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage	Financial Management. Subrata Kar and Nimai Bagchi Chapter - 6	*https://www.coursera.org/learn/corporat e-finance-two*	10	3. Case Study on Cost of Capital
4	Dividend Decision	• Introduction to dividend policy • Nature of dividend • Types of dividend • Determinants of dividend policy • Dividend Policy models- Walter's model and Gordon's model	Financial Management. Subrata Kar and Nimai Bagchi Chapter - 8	*https://www.coursera.org/learn/corporat e-finance-two*	5	4. Case Study on concepts of dividend.

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

REFERENCE BOOKS:

1) Financial Management. I.M.Pandey

2) Financial Management. Text, Problems and Cases.

   M.Y.Khan and P.K.Jain

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Syllabus for BBA Admission Batch 2023

Subject Name: Financial Management-Laboratory   **Credit: 2**   **Lecture Hours: 20**

Subject Code: BBAFM592

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	**Module I: Project - I**	• Analysis of Risk and Uncertainty • DCF and Non DCF methods of investment Appraisal • Project selection on the basis of Investment Decisions • Valuating Investment Proposals for Decision Making. • Capital Rationing	Financial Management. Subrata Kar and Nimai Bagchi Chapter - 7	*https://www.coursera.org/learn/finance-fundamentals*	10
2	**Module II: Project - II**	• Sources of capital • Cost of capital • Leverage Analysis: Developing the Concept of Leverage in Finance	Financial Management. Subrata Kar and Nimai Bagchi Chapter - 6	*https://www.coursera.org/learn/corporate-finance-two*	10

		• Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage			

Suggested Readings:

1.Financial Management,I.M.Pandey

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Engineering & Management, Jaipur**

Syllabus for BBA Admission Batch 2023

Subject Name: I n d i a n Financial System   **Credit: 4   Lecture Hours: 40**

Subject Code: BBAFM505

Study Material   **MIT Opencourseware**   **NPTEL**   **LinkedIn Learning**

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

COURSE OUTCOMES**:**
CO 1: Students will be able to understand the Outline Indian Financial System and the components of Indian Financial Market. CO 2:
Students can develop the conceptual framework on money market and capital market.
CO 3: Students can able to classify the financial services on the basis of its use and availability in the current situation.

 CO 4: Students will learn to assess the need and importance of Credit Rating in today's world and learn about other financial services.

Mod ule num ber	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industryand International Academia	Lectur e Hours	Corresponding Lab Assignment
1	Introduction to Financial System and it's components	• Financial system, • Significance of Financial System • Functions of Financial system • Financial institutions • Financial markets • Financial instruments • Financial services • Financial regulators • Structure of Indian Financial system	Indian Financial System, Nayak & Sana Chapter-1	https://www.coursera.org/learn/financial-markets-global	10	
2	Money Market	• Definition, Money Market and it's Features, • Objectives, functions and importance of money market • Features of a Developed Money Market. • Features of Indian Money Market. • Structure of Indian Money Market. • Money Market Instruments.	Indian Financial System, Nayak & Sana Chapter-2	**https://www.coursera.org/learn/financial-markets-instruments**	10	Assignment on stock trading

| 3 | Capital Market | • Concept of capital market
• Features of Indian capital market
• Functions and importance
• Primary market
• Secondary market
• Main constituents of Indian Capital Market
• Financial instruments of capital market | Indian Financial System, Nayak & Sana

Chapter-3 | **https://www.coursera.org/learn/financial-markets-global** | 10 | Assignment on stock trading |
| 4 | Financial Services | • Meaning of Financial service – Features
• Fee Based and Fund based Financial Services: Concept – Merchant Banking
• Credit Rating | Indian Financial System, Nayak & Sana

Chapter-5 | **https://www.coursera.org/learn/fundamentals-of-credit-analysis** | 10 | |

TEXTBOOK: 1. Indian Financial System, Nayak & Sana REFERENCE

BOOKS:

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

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Syllabus for BBA Admission Batch 2023

Subject Name: I n d i a n Financial System   **Credit: 2**   **Lecture Hours: 20**

Subject Code: BBAFM593

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	**Module I: Project - I**	• Definition, Money Market and it's Features, • Objectives, functions and importance of money market • Features of a Developed Money Market. • Features of Indian Money Market. • Structure of Indian Money Market. • Money Market Instruments.	Indian Financial System, Nayak & Sana Chapter-2	**https://www.coursera.org/learn/financial-markets-instruments**	10

2	**Module II:** **Project - II**	• Concept of capital market • Features of Indian capital market • Functions and importance • Primary market • Secondary market • Main constituents of Indian Capital Market Financial instruments of capital market	Indian Financial System, Nayak & Sana Chapter-3	**https://www.coursera.org/learn/financial-markets-global**	10

Suggested Readings:

1.Financial Markets and services   E.Gordon and K.Natarajan

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Engineering & Management, Jaipur

Syllabus for BBA Admission Batch 2023

Subject Name: Human Resource Planning   **Credit: 4**   **Lecture Hours: 40**

Subject Code: BBAHR503

Pre-requisite: Basic Knowledge of Human Resource Management

Study Material   **COURSERA**   **MIT Opencourseware**   **NPTEL**   **LinkedIn Learning**

COURSE OBJECTIVES:

1. To make the students understand the importance of Planning in the field of Human Resource Management and to study techniques of HR-forecasting.
2. To help students understand the value of Human Resource Information System, Job Analysis, HR Audit, HR Accounting and enable them to understand their importance.
3. To introduce the fundamentals of Career Planning, Succession Planning and their importance in organizational and personal life.

4. To understand the logic of designing an effective Human Resource Planning (HRP) and to emphasize the need for applying their knowledge of HRP in the different fields of Human Resource Management.

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COURSE OUTCOMES:

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

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

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

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

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	**Basic Concept & Forecasting**	Basic Concept – Brief idea about Human Resource Planning or HRP, Importance of HRP, Objectives of HRP, Process of HRP, Responsibility for HRP, Limitation of HRP, how to do Effective HRP, Case Study Forecasting – Concept of forecasting, Types of forecasting, Techniques of forecasting - Trend Analysis, Work Load Analysis, Markov Analysis, Manpower Gap Analysis, Job Analysis, Manpower Inventory Analysis, Staffing Table, Replacement Chart, Practical Problem Solving	Chapter- 5 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)	*International Academia:* **MIT.Edu** *Industry Mapping:* Aligning HR planning with organizational strategy, utilizing trend analysis and workload analysis for future staffing needs, Identifying, and addressing manpower gap	10	Case Study on concepts of a real- world scenario to understa nd the HRP process and its effective ness

| 2 | **Human Resource Information System, Job Analysis & Measurement of Human Resource Planning** | Human Resource Information System – Concept and Procedures, Case Study and Preparation of HRIS for an organization

Job Analysis - Job Analysis - Concepts, Process, Job Description, Job Specification, Limitations; Job Evaluations – Concepts, Methods, Limitations, Case Study

Measurement of Human Resource Planning- HR Audit and HR Accounting | Chapter- 4 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books) | *International Academia:* *MIT.Edu*

Industry Mapping: Developing and managing HR information systems, conducting job descriptions, specifications, and evaluations, Measuring the effectiveness and efficiency of HR practices | 10 | Case Study on concepts of HRIS for an organization and perform a job analysis with job descriptions and evaluations |
| 3 | **Career Planning & Succession Planning** | Career Planning – Concept of Career Planning, Career Anchor, Career Path, Career Goal, Career Development and Career counseling, Career Stages, how do people choose career, Career Planning vs. human Resource Planning, Process of Career Planning

Succession Planning – Concept of succession planning, Replacement Chart | Chapter- 11 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books) | *International Standards* *MIT.Edu*

Industry Mapping: Structuring career paths and development plans, preparing for future leadership | 10 | Case Study on concepts of career development plan and a succession planning chart for a hypothet |

				needs, Providing guidance to employees for career progression		ical organiza tion
4	**Application of HRP in Different Areas**	Application of HRP in Different Areas – Recruitment, Redundancy, Training, Career Plan	Chapter-6,7 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)	*International Standards* [MIT.Edu](MIT.Edu) *Industry Mapping:* Applying HRP to attract and develop talent, Handling workforce reduction effectively, Aligning career plans with organizationa l needs	10	Case Study on concepts of how to apply various HR function s such as recruitm ent, redunda ncy, and training in a given scenario

*Submitted by Prof. (Dr.) Saikat Chakrabarti, Prof. Piyali Banerjee & Prof. Nayan Ranjan Mukherjee, IEM Saltlake Campus *

TEXTBOOK:

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books (Chapters: 4,5,6,7 & 11)

REFERENCE BOOK:

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

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Syllabus for BBA Admission Batch 2023

Subject Name: Human Resource Planning -Laboratory　　　　　　　　**Credit: 2**　　　**Lecture Hours: 20**　　**Subject Code: BBABB593**

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	**Module I: Project - I**	Project on Human Resource Management Using Excel • Questionnaire Framing • Data Collection from organization/s • Analyse the data using Excel Preparation of HRIS using Excel	Chapter- 4 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)	***International Academia:*** *MIT.Edu* ***Industry Mapping:*** Developing and managing HR information systems, conducting job descriptions, specifications, and evaluations, Measuring the effectiveness and efficiency of HR practices	10 Hours
2	**Module II: Project - II**	Project on HRP Using SPSS • Questionnaire Framing • Data Collection from Market • Codification of data • Missing data Analysis • Analysis & • Data Visualization using SPSS	Chapter- 6,7 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)	***International Standards*** *MIT.Edu* ***Industry Mapping:*** Applying HRP to attract and develop talent, Handling workforce reduction effectively, Aligning career plans with organizational needs	10 Hours

Suggested Readings:

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books (Chapters: 4,6 & 7)

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Syllabus for BBA Admission Batch 2023

Subject Name: Human Resource Development   **Credit: 4**   **Lecture Hours: 40**

Subject Code: BBAHR504

Pre-requisite: Basic Knowledge of Human Resource Management

Study Material   **COURSERA**   **MIT Opencourseware**   **NPTEL**   **LinkedIn Learning**

COURSE OBJECTIVES:

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

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COURSE OUTCOMES:

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

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

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

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

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	**Basic Concept**	Basic Concept of Human Resource Development : Meaning, Scope , Importance and Purpose of HRD Concept of Training - Introduction, concept of training , objectives of training, need of training , concept of development , difference between training and development, case study Types of Training - Induction training, supervisory training , apprenticeship training, managerial training, workers' education programme , practical application Method of Training – On-the-job training and off-the-job training, difference between On-the-job training and off-the-job training, some important training methods - Lecture Method, case study method, role-playing method, management games, practical assignment methods, brainstorming.	Chapter-9 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)	*International Academia:* **MIT.Edu** *Industry Mapping:* Continuous learning and skills enhancement, Strategies for facilitating employee growth	10	Case Study on concepts of Human Resource Developm ent.

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

| 4 | **Emerging Areas & Specialized Training** | Emerging Areas: Green HRM, Work-life-balance, competency mapping, multi skilling, and knowledge employee, learning organization.

Career Development : Concept of Career Development, Individual Career Development and Organizational Career Development, Career

Specialized Training: E-learning, HRIS, CBT, OBEL, Managerial Grid Training, Sensitivity Training, and Practical: Designing an OBEL for the executives of an organization. | Chapter 11 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books) | ***International Standards*** ***MIT.Edu***

Industry Mapping: Integrating environmental management into HR, Structured career growth paths, Technology-based learning solutions | 10 | Case Study on concepts of convention al and specialized employees training methods. |

****Submitted by Prof. (Dr.) Saikat Chakrabarti, Prof. Piyali Banerjee & Prof. Nayan Ranjan Mukherjee, IEM Saltlake Campus *****

TEXTBOOK:

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books _(Chapters: 9,10 & 11)

REFERENCE BOOK:

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

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Syllabus for BBA in Business Analytics Admission Batch 2023

Subject Name: Human Resource Development -Laboratory   **Credit: 2**   **Lecture Hours: 20**   **Subject Code: BBABB594**

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	**Module I: Project - I**	Project on Human Resource Development Using Excel • Questionnaire Framing • Data Collection from organization/s	Chapter- 9 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)	*International Academia:* *MIT.Edu* *Industry Mapping:* Assessing the impact of training programs, Allocating financial resources for	10

		• Analyse the data using Excel Preparation of HRIS using Excel		training, Organizing training sessions throughout the year	
2	**Module II:** **Project - II**	Preparation of Training Calander & Designing MDP • Framing Questionnaire on TNA • Data Collection from Market • Analysing that data • Preparation of Training Programme • Scheduling • Preparation of Training Calander • Designing MDP	Chapter- 10 (Human Resource Management Text and Cases: V.S.P. Rao, Excel Books)	*International Standards* *MIT.Edu* ***Industry Mapping:*** Enhancing leadership skills of managers, Developing senior management capabilities.	10

Suggested Readings:

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books (Chapters: 9 & 10)

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Syllabus for BBA Admission Batch 2022

Subject Name: Employment & Compensation Administration   **Credit: 4**   **Lecture Hours:**

40   **Subject Code: BBAHR505**

Pre-requisite: Basic idea of Compensation Management

Study Material   **COURSERA**   **MIT Opencourseware**   **NPTEL**   **LinkedIn Learning**

COURSE OBJECTIVES**:**

1. To enable the students to understand and remember the fundamental concepts and theories of compensation and benefits

2. To be able to apply the concepts and principles with an understanding of the challenges in the corporate world.
3.   To be able to analyze the risks and challenges pertaining to latest trends in compensation and benefits realm and take steps to

mitigate them.

4.   To enable students to evaluate the return on investment in every step of reward management and design compensation structures or

total reward management structures keeping in mind the nitty-gritties of the industry.

COURSE OUTCOMES:

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

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

CO 3: Students will understand the contemporary issues and will get some wider exposure with respect to the global perspective. CO 4: Demonstrate how the different concepts of compensation management get practiced in organizations and evaluate them to identify scope of improvement.

Module number	Topic	Sub-topics	Text Book	Mapping with Industryand International Academia	Lecture Hours	Corresponding Lab Assignment
1	**Job Evaluation**	Concept of Job Evaluation, Process of Job evaluation, Job evaluation methods, Case Study	Chapter – 14, Human Resource Management by V.S.P Rao, 2nd Edition Excel Publications	*International Academia:* https://ocw.mit.edu/courses/15-270-ethical-practice-leading-through-professionalism-social-responsibility-and-system-design-spring-2016/ *Industry Mapping:* Industry specific managerial skills and roles.	10	1. Case Study on role of a job evaluation for better business outcomes .

2	**Compensation Administration**	Introduction to Compensation Administration, Determining Pay rates, Components of pay structure in India, factors influencing compensation levels, choices in designing a compensation system, Managerial compensation, Case Study	Chapter – 16, Human Resource Management by V.S.P Rao, 2nd Edition Excel Publications	*International Academia:* https://ocw.mit.edu/courses/9-00sc-introduction-to-psychology-fall-2011/resources/reward-value-and-delayed-gratification/ *Industry Mapping:* Optimum allocation of available resources for an organization to meet intrinsic needs of employees.	10	2. Case Study on Compensation Crisis
3	**Wage and Salary Administration**	Wage and Salary Administration, Wage policy in India, Fixation and regulation of wages, wage differentials, Methods of wage payment	Chapter – 16, Human Resource Management by V.S.P Rao, 2nd Edition Excel Publications Chapter – 8,9 Reward Manageme	*International Standards* https://ocw.mit.edu/courses/15-667-negotiation-and-conflict-management-spring-2001/ *Industry Mapping:* In the present day dynamic business	10	3. Case Study on the impact of compensation strategy

				nt: Concepts and Practices for Modern Organizations, by Diganta Chakrabarti, Cengage Publication Chapter – 10, Reward and Compensate, Human Resource Management by Amitava Sengupta, Cengage Publication	environment, identifying the industry practices that help to retain best talent to be best suitable for the competitive business		

4	**Incentives and Employee Benefits**	Incentive plans, Individual Incentives, Team based incentive plans, Organization Wide incentive plans, incentive schemes for indirect workers, Fringe Benefits	Chapter – 17, Human Resource Management by V.S.P Rao, 2nd Edition Excel Publications	***International Standards*** https://ocw.mit.edu/courses/15-316-building-and-leading-effective-teams-summer-2005/resources/leader_dev/ ***Industry Mapping:*** Developing skills	10	4. Case study on the concept of perceived fairness in organizati on 5. Case study on the incentive issues
				to motivate employees, develop approaches to organizational change: Paving way towards happy employees		

Submitted by Prof. Piyali Banerjee, IEM Salt Lake Campus

TEXTBOOK:

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

REFERENCE BOOKS:

2. Reward Management: Concepts and Practices for Modern Organizations, by Diganta Chakrabarti, Cengage Publication

3. Human Resource Management: concepts, Practices and New Paradigms by Amitava Sengupta, 2nd Edition, Cengage Publication

4. Human Resource Management: Text and Cases, 10th Edition, K. Aswathappa and Sadhna Dash, McGraw Hill

5. Human Resource Management. 16th ed, Gary Dessler and Biju Varkkey. Pearson

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Syllabus for BBA Admission Batch 2022

Subject Name: Employment & Compensation Administration -Laboratory   **Credit: 2 Lecture**

Hours: 20   **Subject Code: BBAHR593**

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	**Module I:** **Job** **Evaluation**	Case Study on role of a job evaluation for better business outcomes.	Human Resource Management by V.S.P Rao, 2nd Edition Excel Publications Chapter- 14	***International Standards:*** **https://ocw.mit.edu/courses/15-270-ethical-practice-leading-through-professionalism-social-responsibility-and-system-design-spring-2016/** ***Industry Mapping:*** Understanding job evaluation and data collection for better talent retention.	10 Hours
2	**Module II:** **Concepts of** **Compensation** **Management**	Case Study on Compensation Crisis	Chapter – 16, Human Resource Management by V.S.P Rao, 2nd Edition Excel Publications	**International Standards:** **https://ocw.mit.edu/courses/9-00sc-introduction-to-psychology-fall-2011/resources/reward-value-and-delayed-gratification/** **Industry Mapping:** Optimum allocation of available resources for an organization to meet intrinsic needs of employees.	10 Hours

Suggested Readings: Compensation Management by Deepak Kumar Bhattacharyya, 2nd Edition

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Syllabus for BBA in Business Analytics Admission Batch 2023

Study Material   Coursera   NPTEL   LinkedIn Learning

Subject Name: Introductory E c o n o m e t r i c sCredit: 4   Lecture Hours: 40   Subject Code:

BBABA503

Course Objective:

1. To understand the econometric theory and arguments used in the economics literature.
2. To apply econometric techniques to real-world economic issues, demonstrating the ability to use econometrics as a tool for empirical analysis and policy evaluation.
3. To construct econometric models from the economic model, and to estimate the model's parameters using regression analysis starting from the ordinary least squares (OLS) estimation method.
4. Students will be introduced to statistical software packages used to estimate regression models.

Course Outcome:

CO1: Students will learn to specify and formulate economic models, including choosing the appropriate functional forms and variables to represent economic relationships.

CO2: Students will learn to test the empirical validity of economic theory and models using empirical data and forecast future trends. CO3.Students will be able to estimate and interpret linear regression models and be able to distinguish between economic and statistical importance CO4.They will be able to use a statistical/econometric computer package to estimate an econometric model and be able to report the results of their work in a non-technical and literate manner.

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab / Case-Study Assignment
1	Nature and Scope of Econometrics	1.1 Distinction between Economic Model and Econometric model 1.2 Steps in formulating Econometric model (Specification, Estimation, Testing of Hypothesis, Forecasting) 1.3 Structure of Economic Data (cross-section, time series, pooled, panel) 1.4 Application of Econometrics in Management. 1.5 The nature of regression analysis: regression versus causation; regression versus correlation	Principles of Econometrics A Modern Approach Using EViews, Sankar Kumar Bhaumik, Oxford University Press **Chapter – 1** Study Material – Module 1	***International Standards:*** https://ocw.mit.edu/courses/15-015-macro-and-international-economics-fall-2011/resources/mit15_015f11_lec01/ https://ocw.mit.edu/courses/14-02-principles-of-macroeconomics-fall-2004/resources/lectu re2/ https://archive.nptel.ac.in/courses/130/106/130106001/ ***Industry Mapping:*** *Data analysis in Stata*	10 Hours	Building regression model using stata

2	Classical Linear Regression Model: Properties and Estimation	2.1 Definition of Simple Linear Regression Model (SLRM). 2.2 The classical assumptions (basic interpretation). 2.3 Concepts of population regression function and sample regression function.	Principles of Econometrics A Modern Approach Using EViews, Sankar Kumar Bhaumik, Oxford University Press	**International Standards**: https://ocw.mit.edu/courses/15-071-the-analytics-edge-spring-2017/pages/linear-regression/the-statistical-sommelier-an-introduction-to-linear-regression/	10 Hours	Estimation of Simple Linear Regression Model using OLS technique in stata
		2.4 Estimation of model by method of ordinary least squares. 2.5 Economic interpretations of the estimated model. 2.6 Properties of the Least Squares Estimators (BLUE) in SLRM- Gauss- Markov theorem.	**Chapter-2** Study Material – Module 2	(https://web.stanford.edu/class/archive/ee/ee108a/ee108a.1082/schedule.html) https://archive.nptel.ac.in/courses/130/106/130106001/ *Industry Mapping:* *Data analysis in Stata*		

3	Statistical inference in linear regression model	3.1 Use of standard normal, chi2, t, and F statistics in linear regression model.
		
		3.2 Testing hypothesis
		  Single test (t test and chi2 test)
		  Joint test (F test).
		
		3.3 Goodness of fit (in terms of R2, adjusted R2 and F
			Principles of Econometrics A Modern Approach Using EViews, Sankar Kumar Bhaumik, Oxford University Press
			
			Chapter-2
				International Standards:
				
				https://ocw.mit.edu/co urses/14-30-introduction-to-statistical-method-in-economics-spring-2006/pages/lecture-notes/
					10 Hours	Testing of hypothesis using stata

		statistic). 3.4 Statistical significance and economic importance.	Study Material – Module 3	*https://archive.nptel.ac.in/courses/130/106/130106001/* ***Industry Mapping:*** ***Data analysis in Stata***		
4	Violations of Classical Assumptions	4.1 Multicollinearity - Consequences, Detection (Variance Inflationary Factor (VIF)) and Remedies. 4.2 Heteroscedasticity - Consequences, Detection (Lagrange Multiplier test) and Remedies. 4.3 Autocorrelation - Consequences, Detection (Durbin-Watson test) and Remedies	Principles of Econometrics A Modern Approach Using EViews, Sankar Kumar Bhaumik, Oxford University Press **Chapter-4, 5, 6** Study Material – Module 4	**International Standards:** *https://ocw.mit.edu/courses/15-071-the-analytics-edge-spring-2017/pages/linear-regression/the-statistical-sommelier - an-introduction-to-linear-regression/video-6-correlation-and-multicollinearity/* *https://archive.nptel.ac.in/courses/130/106/130106001/* ***Industry Mapping:*** ***Data analysis in Stata***	10 Hours	Detection of Multicollinearity, Heteroscedasticity, Autocorrelation using stata.

Submitted by Dr. Debarati Ghosh, IEM Saltlake campus

TextBook:

Principles of Econometrics A Modern Approach Using EViews, Sankar Kumar Bhaumik, Oxford University Press

Reference Books:

Wooldridge, Jeffrey M. (2013), *Introductory Econometrics* – A Modern Approach, CENGAGE learning

Gujarati, Damodar (2004), *Basic Econometrics*, McGraw-Hill

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Syllabus for BBA in Business Analytics Admission Batch 2023

Subject Name: Introductory Econometrics-Practical   **Credit: 2**   **Lecture Hours: 30**

Subject Code: BBABA591

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	Module I:	Use of Econometric Software: *Stata* – Data Management, Generating Variables, Describing Data, Graphs,Logical Operators in Stata, Functions Used in Stata	Panchanan Das: Econometrics in Theory and Practice, Analysis of Cross Section, Time Series and Panel Data with Stata 15.1, Springer Nature Singapore Pte Ltd. 2019.	*International Standards* Data Visualization in Stata	Coursera *Industry Mapping:* Data Visualization in stata	10 Hours

2	Module II:	Linear Regression Model by Using Stata : OLS Estimation in Stata. Use of standard normal, chi2, t, and F statistics in linear regression model. Interpretation of Regression output.	Panchanan Das: Econometrics in Theory and Practice, Analysis of Cross Section, Time Series and Panel Data with Stata 15.1, Springer Nature Singapore Pte Ltd. 2019.	*International Standards* The STATA OMNIBUS: Regression and Modelling with STATA | Coursera *Industry Mapping:* Estimation of Simple Linear Regression Model using OLS technique in stata	10 Hours
3	Module III:	Heteroscedasticity, Autocorrelation, Multicollinearity: Illustration by Using Stata	Panchanan Das: Econometrics in Theory and Practice, Analysis of Cross Section, Time Series and Panel Data with Stata 15.1, Springer Nature Singapore Pte Ltd. 2019.	*International Standards* : NPTEL :: Economics - NOC:Introduction to Econometrics *Industry Mapping:* Detection of Multicollinearity, Heteroscedasticity, Autocorrelation using stata.	10 Hours

Suggested Readings:

Panchanan Das: Econometrics in Theory and Practice, Analysis of Cross Section, Time Series and Panel Data with Stata 15.1, Springer Nature Singapore Pte Ltd. 2019.

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Syllabus for BBA Admission Batch 2023

Subject Name: Advanced Programming in Python   **Credit: 4**   **Lecture Hours: 48**

Subject Code: BBABA505

Study Material   **MIT Opencourseware**   **NPTEL**   **LinkedIn Learning**

COURSE OBJECTIVES**:**

1. To provide foundational knowledge of machine learning and its different types, including supervised, unsupervised, and reinforcement learning, with a focus on business applications.
2. To develop understanding and application skills for various machine learning models such as regression, classification, and clustering algorithms used in business analytics.
3. To introduce deep learning concepts, architecture of neural networks, and their use in complex business decision-making scenarios.
4. To equip learners with techniques of opinion mining and text data pre-processing, enabling them to apply text analytics for extracting business insights.

COURSE OUTCOMES**:**

CO	Details
1	Differentiate between various machine learning approaches and identify suitable models for specific business intelligence tasks.

2	Implement supervised and unsupervised learning algorithms like XGBoost, KNN, and K-Means to solve real-world business problems.	

3	Demonstrate an understanding of deep learning models including ANN, CNN, and RNN, and explain their relevance to business scenarios.	
4	Apply opinion mining and text pre-processing techniques to analyze unstructured text data for business decision support.	

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	**Module 1**	**1. Introduction to machine learning for business intelligence:** Types - Supervised, Unsupervised, Reinforcement; Example of machine learning models with business applications.	*Data Science & Machine learning with Python by Reema Thareja*	International Mapping: https://ocw.mit.edu /courses/6-867-machine-learning-fall-2006/ Industry Mapping: MITx: Machine Learning with Python: from Linear Models to Deep Learning. | edX	12	

| 2 | **Module 2** | 1. **Supervised learning:** Regression and classification models - XGBoost, Extra Trees; Clustering Algorithms- K Nearest Neighbor (KNN), Hierarchical Clustering.

2. **Unsupervised learning:** Introduction, types, Challenges, features Clustering Algorithms - K Means, DBSCAN | *Data Science & Machine learning with Python by Reema Thareja* | International Mapping: https://ocw.mit.edu/courses/6-867-machine-learning-fall-2006/ Industry Mapping: MITx: Machine Learning with Python: from Linear Models to Deep Learning. \| edX | 12 | |
| 3 | **Module 3** | 1. **Introduction to deep learning:** Machine learning vs deep learning; Application of Deep learning in business decision making; Artificial Neural Network (ANN)

2. **Algorithms:** Feed Forward NN; Back propagation NN; Back Propagation NN; Multi-Layer perceptron NN; Recurrent NN, Convolutional NN(Concept only) | *Data Science & Machine learning with Python by Reema Thareja* | International Mapping: https://ocw.mit.edu/courses/6-867-machine-learning-fall-2006/ Industry Mapping: MITx: Machine Learning with Python: from Linear Models to Deep Learning. \| edX | 12 | |

| 4 | Module 4 | 1. **Introduction to Opinion mining**: Concept, Importance of text data mining techniques in business decision making. 2. **Text data Data pre-processing methods:** Bag of Words, TF-IDF, Tokenization, Stemming, lemmatization. 3. **Classification techniques**: machine learning and deep learning algorithms | **Introduction to Machine Learning using Python by Andreas Mueller & Sarah Guido, Oreilly** | International Mapping: https://ocw.mit.edu/courses/6-867-machine-learning-fall-2006/ Industry Mapping: MITx: Machine Learning with Python: from Linear Models to Deep Learning. | edX | 12 | |

Submitted by Prof. Sayan karmakar & Prof. Sreeparna Guha, IEM Saltlake campus

TEXTBOOK:

1. *Data Science & Machine learning with Python by Reema Thareja, McGraw Hill*

2. *Introduction to Machine Learning using Python by Andreas Mueller & Sarah Guido, Oreilly*

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Syllabus for BBA Admission Batch 2023

Subject Name: Advanced Programming in Python- Practical   **Credit: 2**   **Lecture Hours: 24**

Subject Code: BBABA592

| Study Material | MIT Opencourseware | NPTEL | LinkedIn Learning |

COURSE OBJECTIVES**:**

1. To develop practical skills in implementing regression and classification models such as MLR, LR, XGBoost, and Extra Trees using real-world business datasets.
2. To enable students to build and analyze clustering models using both supervised and unsupervised algorithms including KNN, Hierarchical, K-Means, and DBSCAN.
3. To introduce the use of deep learning libraries such as TensorFlow and Keras for building and training neural networks like FFNN, BPNN, MLPNN, and RNN.
4. To train students in text data pre-processing and classification using BoW, TF-IDF, and advanced machine/deep learning models like Random Forest, Decision Tree, and MLPNN.

COURSE OUTCOMES**:**

CO	Details
1	Implement regression and classification models (MLR, LR, XGBoost, Extra Trees) for predictive business analytics.

2	Apply clustering techniques (KNN, Hierarchical, K-Means, DBSCAN) for segmenting data and discovering patterns in business contexts.	
3	Design, train, and evaluate deep learning models using TensorFlow/Keras for solving complex business problems.	
4	Perform text preprocessing and develop classification models for opinion mining using both machine learning and neural network approaches.	

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industryand International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	**Module 1**	Regression and classification models: MLR,LR, XGBoost, ExtraTrees Clustering models: knn, Hierarchy ,	*Machine learning with Python by Reema Thareja*	MITx: Machine Learning with Python: from Linear Models to Deep Learning. | edX	6	
2	**Module 2**	Unsupervised learning: Clustering : k- means, DBSCAN	*Machine learning with Python by Reema Thareja*	MITx: Machine Learning with Python: from Linear Models to Deep Learning. | edX	6	
3	**Module 3**	Deep learning using Tensorflow and Keras: Algorithms for deep learning: FFNN,BPNN,MLPNN,RNN	*Machine learning with Python by Reema Thareja*	MITx: Machine Learning with Python: from Linear Models to Deep Learning. | edX	6	
4	**Module 4**	Text Analysis: Data pre-processing using BoW, TF IDF, Tokenization, Stemming, lemmatization. Classification models using RF,DT, MLPNN	*Machine learning with Python by Reema Thareja*	MITx: Machine Learning with Python: from Linear Models to Deep Learning. | edX	6	

*Submitted by Prof. Sayan Karmakar & Prof. Sreeparna Guha, IEM Saltlake campus

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Syllabus for BBA(BA) Admission Batch 2023

Subject Name: Data Visualization　　　　**Credit: 4**　　　　**Lecture Hours: 48**

Subject Code: BBABA505

[BBABA505 Study material Data Visualization.docx](#)　　　　https://www.coursera.org/learn/python-for-data-visualization

COURSE OBJECTIVES:
1. To enable the students to understand the fundamental concepts of visualization
2. To enable the students to understand the fundamental concepts of visualization tools in business analytics
3. To enable the students to understand the relevance of data visualization in commercial organization.
4. To understand the logic of designing an effective visualization dashboard in a corporate.

COURSE OUTCOMES:

CO	Details
1	Students will apply visualization tools in corporates
2	Students will know the history of data visualization and its connection with computer graphics

3	Students will be able to understand various types of data types

4	Students can examine the visualization of structured data

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	**Module 1**	**Introduction to Data Visualization** 1. Why do we have to visualize data? 2. How do we visualize? 3. Seven stages of visualizing data 4. Usage of visualization 5. Types of charts 6. Common chart selection questions-- 7. Introduction to binary computation	*Business Intelligence and Analytics by Supriya Biswas*	International Academia: https://ocw.mit.edu/courses/res-6-009-how-to-process-analyze-and-visualize-data-january-iap-2012/ Industry Mapping: Power BI for visualization	12	

2	**Module 2**	**Visualization Practices:** 1. Importance of data visualization 2. Data types 3. effectiveness of visual encodings 4. color 5. Edward Tufte's Design principles Can chart junk be useful?	***Business Intelligence and Analytics by Supriya Biswas***	International Academia: https://ocw.mit.edu/courses/res-6-009-how-to-process-analyze-and-visualize-data-january-iap-2012/ Industry Mapping: Power BI for visualization	12	
3	**Module 3**	**Visualization of Structured data** 1. Concept of data visualization 2. Responsibilities of BI Analyst 3. Importance of Data Visualization 4. Types of Basic and composite charts	***Business Intelligence and Analytics by Supriya Biswas***	International Standards : https://ocw.mit.edu/courses/res-6-009-how-to-process-analyze-and-visualize-data-january-iap-2012 Industry Mapping: Power BI for visualization	12	
4	**Module 4**	**Visualization of Unstructured data** 1. Predicting the future with data analytics 2. BI search and text analytics 3. Advanced visualization 4. Benefits of Business intelligence	***Business Intelligence and Analytics by Supriya Biswas***	International Standards : https://ocw.mit.edu/courses/res-6-009-how-to-process-analyze-and-visualize-data-january-iap-2012/	6	

			Industry Mapping: Power BI for visualization		

| 5 | Module 5 | **Statistical tools for BI and data analytics:** K-nearest neighbor and logistic regression and Naïve bayes algorithm in BI and Data Analytics | *Business Intelligence and Analytics by Supriya Biswas* | International Standards : https://ocw.mit.edu/courses/res-6-009-how-to-process-analyze-and-visualize-data-january-iap-2012/ Industry Mapping: Power BI for visualization | 6 | |

Submitted by Prof. Sayan karmakar & Prof. Sreeparna Guha, IEM Saltlake campus

TEXTBOOK:

Business Intelligence and Analytics by Supriya Biswas Data

Visualization by Sringeswara, Tiwari ,Kumar

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Syllabus for BBA(BA) Admission Batch 2023

Subject Name: Data Visualization- Practical   Credit: 2   Lecture Hours: 24

Subject Code: BBABA593

COURSE OBJECTIVES:
1. To enable the students to understand the fundamental concepts of visualization
2. To enable the students to understand the fundamental concepts of visualization tools in business analytics
3. To enable the students to understand the relevance of data visualization in commercial organization.
4. To understand the logic of designing an effective visualization dashboard in a corporate.

COURSE OUTCOMES:

CO	Details
1	Students will apply visualization tools in corporates
2	Students will know the history of data visualization and its connection with computer graphics
3	Students will be able to understand various types of data types
4	Students can examine the visualization of structured data

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industryand International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	Module 1	• Predicting the future with data analytics	*Business Intelligence and Analytics by Supriya Biswas*	International Standards : https://ocw.mit.edu/ courses/res-6-009-	6	

				how-to-process-analyze-and-visualize-data-january-iap-2012/ Industry Mapping: Power BI for visualization		
2	**Module 2**	Advanced visualization	***Business Intelligence and Analytics by Supriya Biswas***	International Standards : https://ocw.mit.edu/courses/res-6-009-how-to-process-analyze-and-visualize-data-january-iap-2012/ Industry Mapping: Power BI for visualization	6	

3	**Module 3**	BI search and text analytics	*Business Intelligence and Analytics by Supriya Biswas*	International Standards : https://ocw.mit.edu/courses/res-6-009-how-to-process-analyze-and-visualize-data-january-iap-2012/ Industry Mapping:	6	
				Power BI for visualization		
4	**Module 4**	K-nearest neighbor and logistic regression and Naïve bayes algorithm in BI and Data Analytics	*Business Intelligence and Analytics by Supriya Biswas*	International Standards : https://ocw.mit.edu/courses/res-6-009-how-to-process-analyze-and-visualize-data-january-iap-2012/ Industry Mapping: Power BI for visualization	6	

*Submitted by Prof. Sayan karmakar , IEM Saltlake campus

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Syllabus for BBA Admission Batch 2023

Subject Name: Operations Strategy   **Credit: 4**   **Lecture Hours: 40**

Subject Code: BBAOSCM503

Pre-requisite: Basic Knowledge of Production & Operations Management

Study Material   **COURSERA**   **MIT Opencourseware**   **NPTEL**   **LinkedIn Learning**

COURSE OBJECTIVES:

- To understand the concept of operations, strategy and its link with operational efficiency & performances that lead to structural decision making on operations.
- To develop an understanding on the functionality and application of operations strategies decision areas like capacity, work study, scheduling & sequencing and distribution.
- To develop an understanding of the process of operations strategy starting from formulation to implementation highlighting monitoring & control.

- To explore the role of technologies in operations strategy focusing on best practices like lean manufacturing, BPR and Automated production system.

COURSE OUTCOMES:

- CO1: Students will be able to understand the basic & fundamental concepts of operations, strategy and its link with operational efficiency & performances which will equip them to develop key structural decision making on operations.
- CO2: Students will be able to understand & illustrate operations strategies decision on capacity, work study, scheduling & sequencing and distribution suitable for a firm to achieve the operational objectives of the firm to achieve organizational goal.
- CO3: Students will be able to understand the process of operations strategy which will help them to develop operations strategy formulation and implementation.
- CO4: Students will be able to develop and design effective operations strategies for firms by applying key technological frameworks.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1.	**Exploring Operations Strategy For Strategic Impact**	Unit 1.1: Operations Strategy Unit 1.2: Operations Performance Unit 1.3: Value Engineering Unit 1.4: Structural Operations Decisions: Location & Layout	1. Operations Strategy; Slack, Lewis & Sharma; Pearson Chapters – 1, 2 2. Production and Operations Management; Chary; McGraw Hill 6th Edition Chapters: 2, 21, 22, 23	*International Academia:* (https://ocw.mit.edu/courses/15-769-operations-strategy-fall-2010/) *AICTE-prescribed BBA syllabus:* (https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf) *NPTEL* (https://nptel.ac.in/courses/110105755)	10	Case study on Operations Strategy & Performance. Case Title- Long Ridge Gliding Club Ref: Operations Strategy by Slack et. al.

| 2 | Developing Operations Strategies | Unit 2.1: Capacity strategy
Unit 2.2: Work Study
Unit 2.3: Scheduling and Sequencing
Unit 2.4: Designing & Managing Channel Partners | 1. Operations Strategy; Slack, Lewis & Sharma; Pearson Chapters – 4

2. Production and Operations Management; Chary; McGraw Hill 6th Edition Chapters: 11, 26 | *International Academia:* (https://ocw.mit.edu/courses/15-769-operations-strategy-fall-2010/)

AICTE-prescribed BBA syllabus: (https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf)

NPTEL (https://nptel.ac.in/courses/110105755) | 12 | Case study on Capacity Planning & Strategy.

Case Title- Holly Farm

(Ref: Operations Strategy by Slack et. al) |
| 3 | Process of Operations Strategy | Unit 3.1: Operations Strategy Formulation
Unit 3.2: Operations Strategy Implementation
Unit 3.3: Operations Strategy Monitoring & Control
Unit 3.4: Process technology strategy | 1. Operations Strategy; Slack, Lewis & Sharma; Pearson Chapters – 6, 9, 10

2. Production and Operations Management; | *International Academia:* (https://ocw.mit.edu/courses/15-769-operations-strategy-fall-2010/)

AICTE-prescribed BBA syllabus: (https://www.aicte-india.org/sites/default/files/Model_Curriculum/ | 8 | Case study on Operations process efficiency.

Case Title- Turnround at the Preston plant

(Ref: Operations |

			Chary; McGraw Hill 6th Edition Chapters: 2	BBA%20Final.pdf) *NPTEL* (https://nptel.ac.in/courses/110105755)		Management by Slack et. al)
4	**Technology & Operations Strategy**	Unit 4.1: Lean concept in operation strategy Unit 4.2: BPR Unit 4.3: Automated production system Unit 4.4: ERP for decision making Unit 4.5: Application of Technology (AI etc) in Operations Strategy	1. Operations Strategy; Slack, Lewis & Sharma; Pearson Chapters – 3 2. Production and Operations Management; Chary; McGraw Hill 6th Edition Chapters: 12, 16, 30	***International Academia:*** (https://ocw.mit.edu/courses/15-769-operations-strategy-fall-2010/) ***AICTE-prescribed BBA syllabus:*** (https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf) ***NPTEL*** (https://nptel.ac.in/courses/110105755)	8	Case study on Lean Synchronization Case Title- Boys and Boden (B&B) (Ref: Operations Strategy by Slack et. al)

*__Submitted by Prof. (Dr.) Dibyendu Chattaraj, IEM Saltlake Campus__ *

TEXTBOOK:

1. Operations Strategy; Nigel Slack, Michael Lewis & Mohita Gangwar Sharma; Pearson 5th Edition. (Chapters: 1, 2, 3, 4, 6, 9, 10))

2. Production and Operations Management; S N Chary; McGraw Hill 6th Edition (Chapters: 2, 11, 12, 16, 21, 22, 23, 26, 30)

REFERENCE BOOK:

1. Operations Strategy: A Value Chain Approach; David Walters.

2. Operations, Strategy and Technology: Pursuing the Competitive Edge; Richard J. Vokurka and Gregory R. Gossett

3. Operations Strategy: Text and Cases; Garvin, D.A. Pearson.

4. Strategic operations: Competing through capabilities; Hayes, R., Pisano, G. and Upton, D. Free Press.

5. Operations, Strategy and Technology: Pursuing the Competitive Edge; Hayes, R.; Wiley India.

Subject Name: Operations Strategy - Practical   **Credit: 2   Lecture Hours: 20   Subject Code: BBAOSCM591**

Pre-requisite: Basic Knowledge of Operations Management

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	**Module I: Project - I**	Project on Operations Analytics Using Excel & SPSS • Questionnaire Framing • Data Collection from Market • Codification of data • Analysis & • Data Visualization using Excel	1. Operations Strategy; Slack, Lewis & Sharma; Pearson Chapters – 1, 2 2. Operations Analysis Using Microsoft Excel; Nancy Weida	***International Standards:*** https://ocw.mit.edu/courses/15-761-introduction-to-operations-management-spring-2013/ ***Industry Mapping:*** *Understanding questionnaire framing and data collection on process, operations & performances and analyzing them for betterment of operational efficiency.*	**10**
2	**Module II: Project - II**	Writing Short Case/Monograph on Operations Strategy	1. Operations Strategy; Slack, Lewis & Sharma; Pearson Chapters – 1, 2 2. Production and Operations Management; Chary; McGraw Hill 6th Edition Chapters: 2, 21, 22, 23	**International Standards:** https://ocw.mit.edu/courses/15-761-introduction-to-operations-management-spring-2013/ ***Industry Mapping:*** *Resolving contemporary issues related to operations strategy with the help of real time data*	**10**

TEXT BOOK:

3. Operations Strategy; Nigel Slack, Michael Lewis & Mohita Gangwar Sharma; Pearson 5th Edition. (Chapters: 1, 2, 3, 4, 6, 9, 10)

4. Operations Analysis Using Microsoft Excel; Nancy Weida

REFERENCE BOOKS:

1. Production and Operations Management; Chary; McGraw Hill 6th Edition Chapters: 2, 21, 22, 23
2. Marketing Analytics; Semma Gupta & Avadhoot Jathar, Willey Analytics Series for Management

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Syllabus for BBA Admission Batch 2023

Subject Name: Quality Management   **Credit: 4**   **Lecture Hours: 40**

Subject Code: BBAOSCM504

Pre-requisite: Knowledge of Operations Management

Relevant Links:

Study Material   **Course Era**   **NPTEL**   **LinkedIn Learning**   **Infosys Springboard**

COURSE OBJECTIVES:

- To comprehend the fundamental concepts and philosophies of quality management:
- To understand the importance of Quality to achieve business excellence in a globally competitive environment.
- To understand the scope of Total Quality Management and Six Sigma approach and other quality tools to improve quality and productivity.
- To evaluate the significance of continuous improvement in achieving and sustaining organizational excellence.

COURSE OUTCOMES:

Upon successful completion of this course, students will be able to:

CO1: Explain the core concepts and underlying philosophies of quality management

CO2: Analyze the strategic role of quality in achieving and sustaining business excellence in a dynamic and globally competitive business landscape.

CO3: Differentiate and apply the principles and methodologies of Total Quality Management (TQM) and Six Sigma, along with other relevant quality tools, to enhance organizational quality and productivity.

CO4: Assess the critical importance of continuous improvement initiatives in driving organizational excellence and long-term sustainability.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	**Introduction to Quality Management**	• Introduction to Quality, Quality Philosophies, Quality Gurus, Quality Management Philosophies, Customer Focus, Product Quality Dimensions, Service Quality Dimensions, Gap Model of Service Quality Cost of Quality, Relationship between Quality and Quality Costs,	**Text Book 1:** Total Quality Management Text & Cases, K. Shridhara Bhat, Himalaya Publishing House (Chapter 1, 2, 3) **Text Book 2:** Production and Operations	**International Academia:** https://ocw.mit.edu/courses/15-760b-introduction-to-operations-management-spring-2004/resources/lec 12_quality/	10	• *Case Discussion* • **Maruti Suzuki cracks down on suppliers over quality** *Source: Newspaper article* • **Vehicle recall due to quality issue** *Source: Newspaper article*

			Management by S. N. Chary, McGraw Hill Education, 6th Edition (Chapter 5, 6, 7)	**Industry Mapping :** Foundational Quality Knowledge		
2	**Tools and Techniques for Quality**	Quality Control, Aspects of Quality Control, Quality Control of Purchased Materials in a Supply Chain, Quality Assurance, Statistical Quality Control (SQC), Statistical Process Control (SPC), Seven QC Tools, Design of Experiments (DOE), Failure Mode and Effects Analysis (FMEA), Quality Control Circles, Quality Function Deployment (QFD), Poka Yoke (Fail Safing)	**Text Book 1:** Total Quality Management Text & Cases, K. Shridhara Bhat, Himalaya Publishing House (Chapter 8, 9) **Text Book 2:** Operations and Supply Chain Management by Richard B. Chase, Ravi Shankar, F. Robert Jacobs, McGraw Hill Education, 15th Edition (Chapter –13)	**International Academia:** https://ocw.mit.edu/courses/15-760a-operations-management-spring-2002/resources/lectur e12_mar4/ **Industry Mapping :** Quality Focus	10	• Quality Management Initiatives of Indian manufacturing sectors - Sundaram Clayton Limited (TVS group), Mahindra & Mahindra Ltd., Maruti Suzuki (I) Ltd.

| 3 | **Process and Product Improvement** | • **Process Quality Improvement:** Lean manufacturing, Just-in-Time (JIT), and continuous improvement methodologies, 5W 2H approach for process improvement
• **Product Quality Improvement:** Robust design, reliability analysis, and design for manufacturability
• Benchmarking
• Kaizen
• 5S
• Vendor/Supplier Quality, Evaluation of Suppliers Quality. | **Text Book 1:** Total Quality Management Text & Cases, K. Shridhara Bhat, Himalaya Publishing House (Chapter 8, 17, 18)

Text Book 2: Production and Operations Management by S. N. Chary, McGraw Hill Education, 5th Edition (Chapter 5, 8) | **International Academia:**

https://ocw.mit.edu/courses/15-760a-operations-management-spring-2002/resources/lecture11_mar1/

Industry Mapping:

Skills for Continuous Improvement and Comparative Analysis | 10 | • Discussion on 5S implementation |
| 4 | **Total Quality Management and Business Excellence** | • Total Quality Management
• ISO Systems
• Six Sigma
• Quality Awards
• Business Process Reengineering (BPR)
• World Class manufacturing, Relevance of TQM to WCM | **Text Book 1:** Total Quality Management Text & Cases, K. Shridhara Bhat, Himalaya Publishing House (Chapter 4, 11, 20, 21) | **International Academia:**

https://ocw.mit.edu/courses/15-760b-introduction-to-operations-management-spring-2004/resources/lec12_quality/ | 10 | Quality Management Initiatives of Indian Service sectors - Taj group, Infosys/ TCS, Fortis Healthcare, Indian Railways |

				Industry Mapping : Business Excellence & Global Business Awareness		

*Submitted by Prof. (Dr.) Shweta Kishore *

TEXTBOOK:

1. Total Quality Management Text & Cases, K. Shridhara Bhat, Himalaya Publishing House (Chapter 1, 2, 3, 4, 8, 9, 11, 17, 18, 20, 21)
2. Production and Operations Management by S. N. Chary, McGraw Hill Education, 6th Edition (Chapter 5, 6, 7, 8)

REFERENCE BOOK:

1. Operations and Supply Chain Management by Richard B. Chase, Ravi Shankar, F. Robert Jacobs, McGraw Hill Education, 15th Edition (Chapter – 12, 13)
2. Operations Management, William J Stevenson, McGraw Hill Education, 12th Edition
3. Operations Management – Theory and Practice, B. Mahadevan, Pearson, 3rd Edition

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Syllabus for BBA Admission Batch 2023

Subject Name: Quality Management Laboratory   **Credit: 4**   **Lecture Hours: 40**

Subject Code: BBAOSCM592

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	**Quality Management Initiatives of Indian Manufacturing Sectors**	• Sundaram Clayton Limited (TVS group) • Mahindra & Mahindra • Maruti Suzuki	**Text Book 1:** Total Quality Management Text & Cases, K. Shridhara Bhat, Himalaya Publishing House (Chapter 1, 2, 3)	**International Academia:** https://ocw.mit.edu/courses/15-760b-introduction-to-operations-management-spring-2004/resources/lec12_quality/ **Industry Mapping:** Foundational Quality Knowledge	10 Hours
2	**Quality Management Initiatives of Indian Service Sectors**	• Taj group • Infosys/ TCS • Fortis Healthcare	**Text Book 1:** Total Quality Management Text & Cases, K. Shridhara Bhat,	**International Academia:** https://ocw.mit.edu/courses/15-760a-operations-management-spring-2002/resources/lecture12_mar4/	10 Hours

		• Indian Railways	Himalaya Publishing House (Chapter 1, 2, 3)	**Industry Mapping:** Quality Focus	

TEXTBOOK:

3. Total Quality Management Text & Cases, K. Shridhara Bhat, Himalaya Publishing House (Chapter 1, 2, 3, 4, 8, 9, 11, 17, 18, 20, 21)
4. Production and Operations Management by S. N. Chary, McGraw Hill Education, 6th Edition (Chapter 5, 6, 7, 8)

REFERENCE BOOK:

4. Operations and Supply Chain Management by Richard B. Chase, Ravi Shankar, F. Robert Jacobs, McGraw Hill Education, 15th Edition (Chapter – 12, 13)

5. Operations Management, William J Stevenson, McGraw Hill Education, 12th Edition

6. Operations Management – Theory and Practice, B. Mahadevan, Pearson, 3rd Edition

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Syllabus for BBA Admission Batch 2023

Subject Name: Materials Management   **Credit: 4**   **Lecture Hours: 40**

 Subject Code: BBAOSCM505

Pre-requisite: Basic Knowledge of Operations Management

Study Material   **COURSERA**   **MIT Opencourseware**   **NPTEL**   **LinkedIn Learning**

COURSE OBJECTIVES:

1. To cultivate a comprehensive understanding of the principles, functions, and strategic importance of materials management in business operations.

2.   To empower students to analyse procurement processes, vendor management practices, and inventory control systems, thereby enhancing organisational efficiency.

3. To apply a variety of materials planning techniques, codification systems, and storekeeping procedures to real-world business scenarios.

4. To investigate modern tools and technological advancements in materials management, including ERP systems, automation, and sustainable practices.

COURSE OUTCOMES:

CO 1: Students will be able to define and explain the core concepts and strategic relevance of materials management, and relate its functional areas with other departments for smooth operations.

CO 2: Students will be able to examine purchasing functions, vendor selection, and sourcing practices, and apply these to design efficient procurement strategies aligned with business goals.

CO 3: Students will be able to apply inventory control techniques such as EOQ, ABC, VED, and JIT and assess their impact on operational performance and cost efficiency.

CO 4: Students will be able to design material planning systems and evaluate the role of ERP and automation tools in enhancing the effectiveness of materials management in modern enterprises.

Module number	Topic	Sub-topics	Textbook as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1.	**Fundamentals of Materials Management**	▪ Introduction: Meaning, Scope, and Importance ▪ Objectives and Functions of Materials Management ▪ Interdepartme ntal Coordination (with Production, Finance, R&D, etc.) ▪ Introduction to Procurement and Make-or- Buy Decisions. Purchasing Organization: Centralized vs Decentralized.	Gopalkrishnan and Sundaresan [8,9,10,12,13,14,15,16,17,18]	https://ocw. mit.edu/cour ses/15-760b-introduction- to-operations-management -spring-2004/	10	

2	**Purchasing and Vendor Management**	• Purchasing Procedures and Documentation • Vendor Selection and Development • Negotiation and Contracting • Ethical and Sustainable Sourcing Practices	Gopalkrishnan and Sundaresan [8,9,10,12,13,14, 15,16,17,18] 0r Chapman [7,9]		10	
3	**Inventory and Store Management**	▪ Types of Inventory and Their Role ▪ Inventory Control Techniques: EOQ, Reorder Point, Safety Stock ▪ Selective Inventory Control: ABC, VED, FSN, HML ▪ Just-in-Time (JIT) and Kanban Concepts ▪ Storekeeping Functions and Layouts ▪ Materials				

| 4 | **Material Planning and Technology Trends** | • Material Requirement Planning (MRPI & MRP II) and Bill of Materials (BOM) and Capacity planning
• Demand Forecasting for Materials
• MIS in Materials Management
• Automation and Digital Tools (e.g., barcoding, RFID)
• Green Materials Management and Sustainability Initiatives | | | 10 | |

*Submitted by Prof. Tanmoy Chakraborty (Visiting Faculty), IEM Saltlake Campus *

TEXTBOOK:

1. Introduction to Materials Management (8TH EDITION). N. Chapman Stephen, Arnold J. R. Tony, Gatewood Ann K., M. Clive Lloyd. Pearson Education Pvt. Ltd.

2. Materials Management: An Integrated Approach. Gopalakrishnan, P., Sundaresan, M. PHI Learning

REFERENCE BOOK:

1. MATERIALS MANAGEMENT: PROCEDURES, TEXT AND CASES. A. K. Datta. PHI Learning

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Syllabus for BBA in Business Analytics Admission Batch 2023

Subject Name: Materials Management-Laboratory   **Credit: 2**   **Lecture Hours: 20**   **Subject Code: BBAOSCM593**

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	**Fundamentals of Materials Management**	1. Simulate a cross-functional meeting between materials, production, and finance teams to resolve a raw material stockout situation.			5
2	**Purchasing and Vendor Management**	2. Create a scoring system (e.g., based on quality, cost, delivery) and evaluate 3 mock suppliers for a given product.			5

3	**Inventory and Store Management**	3. Design a small warehouse layout optimising space for fast-moving and critical items.			5
4	**Material Planning and Technology Trends**	4. Create a simple MRP schedule for a finished product using its BOM, lead time, and demand forecast over 4 weeks.			5