



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



6th Semester Syllabus for BBA
For BBA Admission Batch 2022

Syllabus Structure:

COURSE 3rd Year Course Structure: 2025 – Even Semester

BBA COURSE Structure									
SEMESTER 6									
SL NO	TYPES OF COURSE	SUB CODE	SUB NAME	L	T	P	S	TOTAL CONTACT HRS	CREDIT POINTS
THEORY									
1.	CC	BBABB601	Supply Chain and Logistics Management	3	1	0	0	4	4
2.	AEC	BBA(GS)601	General Studies & Current Affair - VI	2	0	0	0	2	2
PRACTICAL									
1	VAC	BBABB691	Supply Chain and Logistics Management - Laboratory	0	0	2	0	2	2
2	VAC	BBABB681	Project And Viva Voice	5	1	0	0	6	6
MARKETING MANAGEMENT SPECIALIZATION									
THEORY									
1.	CC	BBAMM602	Advertising and Sales Promotion	3	1	0	0	4	4
2.	CC	BBAMM603	Rural Marketing & Digital Innovation	3	1	0	0	4	4
3.	CC	BBAMM604	Green Marketing	3	1	0	0	4	4
PRACTICAL									
1	VAC	BBAMM692	Advertising and Sales Promotion - Laboratory	0	0	2	0	2	2
2	VAC	BBAMM693	Rural Marketing & Digital Innovation - Laboratory	0	0	2	0	2	2
3	VAC	BBAMM694	Green Marketing - Laboratory	0	0	2	0	2	2
HR SPECIALIZATION									
THEORY									

1.	CC	BBAHR602	Human Resource Management Practices and Labour Laws	3	1	0	0	4	4
2.	CC	BBAHR603	Organizational Development	3	1	0	0	4	4
3.	CC	BBAHR604	Industrial Relations	3	1	0	0	4	4
PRACTICAL									
1	VAC	BBAHR692	Human Resource Management Practices and Labour Laws - Laboratory	0	0	2	0	2	2
2	VAC	BBAHR693	Organizational Development - Laboratory	0	0	2	0	2	2
3	VAC	BBAHR694	Industrial Relations - Laboratory	0	0	2	0	2	2
FINANCE SPECIALIZATION									
THEORY									
1.	CC	BBAFM602	Management Accounting	3	1	0	0	4	4
2.	CC	BBAFM603	Indirect Taxation and Tax Planning	3	1	0	0	4	4
3.	CC	BBAFM604	Security Analysis and Portfolio Management	3	1	0	0	4	4
PRACTICAL									
1	VAC	BBAFM692	Management Accounting -Laboratory	0	0	2	0	2	2
2	VAC	BBAFM693	Indirect Taxation and Tax Planning - Laboratory	0	0	2	0	2	2
3	VAC	BBAFM694	Security Analysis and Portfolio Management - Laboratory	0	0	2	0	2	2
SESSIONAL									
1	SEC	BBA(GS)681	Competitive Aptitude & Training -VI	1	0		0	1	1
MOOCS/MAR/IFC									
1		IFC	Industry & Foreign Certification						
2		MAR	Mandatory Additional Requirements						
3		MOOCs	At least 1 MOOCs course from Swayam Platform						



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Syllabus for BBA Admission Batch 2022

Subject Name: Supply Chain and Logistics Management

Credit: 4

Lecture Hours: 40

Subject Code: BBABB601

Pre-requisite: NA

Relevant Links:

[Study Material](#)
[Springboard](#)

[Coursera](#)

[NPTEL](#)

[LinkedIn Learning](#)

[Infosys](#)

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	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
						<ul style="list-style-type: none"> Video Discussion on Introduction to SC
2	Supply Chain Framework & Drivers	<ul style="list-style-type: none"> 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, 7 th 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 <ul style="list-style-type: none"> 7 Eleven Japan Co. Source: Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7 th Edition, 2019 Chapter: 3 (Pg. No. – 77-83)

3	Introduction to Logistics management & Logistics Mix	<ul style="list-style-type: none"> • 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 Material, Returnable Logistical Packaging, Packaging Cost 	<p>Text Book 1: Logistics Management by V. V. Sople, Pearson, 3rd Edition, 2012</p> <p>Chapter -1, 4, 5, 6, 8, 9</p>	<p>International Academia: https://ocw.mit.edu/courses/esd-260j-logistics-systems-fall-2006/</p> <p>Industry Mapping: Planning, Negotiation Skills</p>	10	<p>Video Discussion on Containerization, Warehousing, Material Handling (Source: Youtube)</p> <p>Case Study:</p> <ul style="list-style-type: none"> • Cadbury Products • ROX Doc Care • Suman Crop Protection <p>Source: Logistics Management by V. V. Sople, Pearson, 3rd Edition, 2012 (Pg. No. – 424, 434, 444)</p>
4	Recent Trends in Supply chain & Logistics Management	<ul style="list-style-type: none"> • 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 	<p>Text Book 1: Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7th Edition, 2019</p> <p>Chapter: A</p> <p>Text Book 2: Logistics</p>	<p>International Academia: https://ocw.mit.edu/courses/esd-s43-green-supply-chain-management-spring-2014/</p> <p>Industry Mapping: Supply Chain Planning, Adaptability and Flexibility</p>	10	<p>Video Discussion on Green SCM, Implementation of RFID Source: Youtube</p>

			Management by V. V. Sople, Pearson, 3 rd Edition, 2012 Chapter – 15, 23 Text Book 3: Supply Chain Management by V. V. Sople, Pearson, 1 st Edition, 2012 Chapter- 18, 22, 27		Case Study: <ul style="list-style-type: none"> • Indian Paints • Zara Source: Supply Chain Management by V. V. Sople, Pearson, 1 st Edition, 2012 (Pg. No. 464, 475)
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Prepared By: Prof. (Dr.) Shweta Kishore & Prof. Tanmoy Chakraborty

TEXT BOOK:

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 BOOKS:

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



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Syllabus for BBA Admission Batch 2022

Subject Name: Supply Chain and Logistics Management – Laboratory Credit: 2 Lecture Hours: 20

Subject Code: BBABB691

Pre-requisite: NA

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	Analyzing the Supply Chain Practices and its impact on performance	<ul style="list-style-type: none">Walmart7 Eleven JapanDmartRelianceSubhiksha	Text Book 1: Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7 th Edition, 2019 Chapter: 1	International Academia: https://ocw.mit.edu/courses/esd-273j-logistics-and-supply-chain-management-fall-2009/ Industry Mapping: Problem-Solving and	10 Hours

				Decision-Making	
2	Logistics Network Design	<ul style="list-style-type: none"> Logistics network design with differentiated delivery lead time Logistics network design with price discount Consolidated logistics network design using consolidation hubs. Strategic decisions: In terms of warehouses when plants and retailer locations are Fixed 	Text Book 1: Logistics Management by V. V. Sople, Pearson, 3 rd 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 Hours

Prepared By: Prof. (Dr.) Shweta Kishore & Prof. Tanmoy Chakraborty

TEXT BOOK:

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 BOOKS:

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

W D.	DAY	LESSON PLAN – DESCRIPTION
Module 1 & 2 -Prof. (Dr.) Shweta Kishore		
1	1	Syllabus Discussion
2	2	Module 1: Introduction to SC <ul style="list-style-type: none"> • Definition of Supply Chain Management (SCM) • Key components of a supply chain: suppliers, manufacturers, distributors, retailers, and customers. • Role of SCM in modern business and its impact on customer satisfaction, cost reduction, and competitive advantage.
3	3	Evolution of SC: <ul style="list-style-type: none"> • Early Supply Chains (pre-industrial era). • Industrial Revolution and its impact on SCM. • The rise of logistics and transportation. • Technological advancements and global supply chains.
4	4	SC stages: <ul style="list-style-type: none"> • Importance of each stage and its interdependencies. • Case Study Application: Zara
5	5	Objectives of SC, SC Decision Phases: <ul style="list-style-type: none"> • Key objectives that organizations aim to achieve through effective supply chain management. • Different phases of decision-making in SCM. • Case Study Application: Amazon: Online Sales • Analyze how Amazon manages these phases at different levels to maintain its competitive advantage.
6	6	Decisions in SC <ul style="list-style-type: none"> • Decisions made in SCM and their impact on the business • Case Study Application: Amazon

		<ul style="list-style-type: none"> Examine how Amazon leverages data for decision-making in inventory management, demand forecasting, and supply chain planning.
7	7	<p>Process View of SC, Cycle view and Push-Pull view</p> <ul style="list-style-type: none"> Process view of SCM and the different processes involved Case Study Application: Toyota Analyze Toyota's hybrid push-pull system, especially in the Just-in-Time (JIT) manufacturing process.
8	8	<p>Extended SC, SC Integration</p> <ul style="list-style-type: none"> Importance of extending and integrating supply chains
9	9	<p>Performance Metrics, Challenges in SC</p> <ul style="list-style-type: none"> Key Performance Indicators and different challenges for the supply chain
10	10	Summary of the entire module and open discussion on challenges and future trends in SCM.
11	11	<p>Module 2: Supply Chain Framework & Drivers</p> <ul style="list-style-type: none"> To introduce the concept of impellers (factors that accelerate) of the supply chain and the key drivers that determine its performance.
12	12	<p>Drivers of Supply Chain Performance</p> <ul style="list-style-type: none"> Explore the key drivers that determine supply chain performance. Discuss how companies like Amazon optimize their drivers to enhance performance.
13	13	<p>Framework for Structuring Supply Chain Drivers</p> <p>Introduce a framework for understanding how to structure and optimize supply chain drivers.</p>
14	14	Facilities as a Supply Chain Driver

		To explore the role of facilities (warehouses, factories, distribution centers) in the supply chain and how they impact performance.
15	15	Inventory as a Supply Chain Driver To understand the role of inventory in the supply chain and the techniques for managing it effectively.
16	16	Transportation as a Supply Chain Driver To analyze the transportation driver in supply chains, focusing on its role in cost, speed, and reliability.
17	17	Information as a Supply Chain Driver To highlight the importance of information as a critical driver in managing and coordinating supply chains.
18	18	Sourcing as a Supply Chain Driver To understand how sourcing (procurement and supplier management) affects the efficiency and competitiveness of a supply chain.
19	19	Pricing as a Supply Chain Driver

		To explore the role of pricing in a supply chain and how it influences demand, profitability, and competitiveness.
20	20	Integrating the Six Supply Chain Drivers and Performance Metrics To integrate the six drivers of supply chain performance and explore how they can be optimized together <ul style="list-style-type: none"> • Case Study: 7 Eleven Japan Co.
Module 3 & 4 (Prof. Tanmoy Chakraborty)		
1	1	Module 3: Introduction to Logistics management & Logistics Mix To introduce the concept of logistics management, its importance in supply chains, and the components of the logistics mix.
2	2	Transportation: Role of Transportation, Selection criteria, Modes of Transportation, Intermodal Transportation: <ul style="list-style-type: none"> • Understand the critical role of transportation in logistics and supply chain management. • Explore the criteria used to select transportation modes and strategies for different logistics needs.
3	3	Transportation Network, Freight Management <ul style="list-style-type: none"> • Explore the structure of transportation networks and the management of freight.
4	4	Containerization, Video Discussion on Containerization <ul style="list-style-type: none"> • Understand containerization and its role in streamlining transportation and improving logistics efficiency.
5	5	Warehousing: Objectives, Functions, Video Discussion on Warehousing

		<ul style="list-style-type: none"> Introduce warehousing and understand its functions and importance in logistics.
6	6	Warehouse options, Warehouse Site selection, Layout Design, Warehouse Strategies <ul style="list-style-type: none"> Explore warehouse site selection, layout design, and operational strategies.
7	7	Material Handling and Storage, Video Discussion on Material Handling
8	8	Packaging: Consumer and Logistical packaging, Unitization, Packaging Material, Returnable Logistical Packaging, Packaging Cost
9	9	Case Study: <ul style="list-style-type: none"> Cadbury Products
10	10	Case Study: <ul style="list-style-type: none"> ROX Doc Care Suman Crop Protection
11	11	Module 4: Recent Trends in Supply chain & Logistics Management Introduction to Sustainability in Supply Chain Introduce the concept of sustainability and its importance in modern supply chain management.
12	12	<ul style="list-style-type: none"> Green Supply Chain Management, Video Discussion on Green SCM Explore Green Supply Chain Management (GSCM) and its strategies for achieving sustainable practices in supply chains.
13	13	<ul style="list-style-type: none"> Reverse Supply Chain Understand the concept and operations of Reverse Supply Chain (RSC) and its role in sustainability.
14	14	<ul style="list-style-type: none"> Vendor managed inventory Explore Vendor Managed Inventory (VMI) and its impact on inventory management, cost reduction, and collaboration.

15	15	Bar-coding & RFID, Implementation of RFID Role of barcoding and RFID in improving supply chain visibility and efficiency.
16	16	Role of IT in the Supply Chain Explore the role of Information Technology (IT) in enhancing supply chain operations and decision-making.
17	17	<ul style="list-style-type: none"> E-Business and the Supply Chain Understand the role of E-business and digital platforms in transforming supply chains
18	18	<ul style="list-style-type: none"> Cold Chain Logistics Explore Cold Chain Logistics and its importance in the transportation of temperature-sensitive goods.
19	19	<ul style="list-style-type: none"> AI in Supply Chain Understand the role of AI in transforming supply chain management through automation, data analytics, and decision-making
20	20	<p>Integrating Sustainability and Technology in Supply Chain</p> <p>Integrate sustainability practices with emerging technologies in the supply chain, including AI, IT, and Green SCM</p> <p>Case Study:</p> <ul style="list-style-type: none"> Indian Paints Zara

Syllabus and Lesson Plan for BBA Admission Batch 2022

Subject Name: Advertising and Sales Promotion

Credit: 4

Lecture Hours: 40

Subject Code: BBAMM602

Maximum: 100 marks (Internal: 30 marks; External: 70 marks)

List of Faculty Members handling the Subject:

1. **Prof. Dibyendu Chattaraj**

Pre-requisite: Basic Knowledge of Marketing Management

Course Objectives:

1. To introduce students to the communication concepts and concepts of advertising as a part of promotion mix tools with a view to enabling them to plan, create and implement good advertising
2. To explore, judge and evaluate the creative aspects of advertising in general and advertising appeal, advertising campaign & advertising media in particular in their role in advertisement
3. To conceptualize the roles being played by the advertising agencies and to evaluate the inter-relationship between advertising & technological, social, economic & legal aspects
4. To introduce students to the concepts of sales promotion, theories, strategies, methods tools with a view to enabling them to frame effective sales promotion programs

Course Outcomes:

- CO1:** Students would be proficient and knowledgeable about the various concepts of communication & advertising and its relation to Integrated Marketing Communication in a holistic manner
- CO2:** Students would be equipped with knowledge of various models and frameworks to understand advertising campaign and advertising media
- CO3:** Students would be able to analyze the role of advertising agencies in designing advertisement and would be able to explore the various technological, social, economic & legal aspects of advertising
- CO4:** Students would be able to develop & apply the knowledge of and skill in developing & evaluating effective sales promotion programs

Relevant Links:

1. Link for Study Material: https://docs.google.com/document/d/1_iXUaG-6EQLOI91pQOBh1XYD_6nL_kp0/edit?usp=sharing&ouid=114523148560397184304&rtpof=true&sd=true

2. Link for NPTEL Course: (Integrated Marketing Communication by Prof. Vinay Sharma, IIT Roorkee)

<https://nptel.ac.in/courses/110107158>

3. Link for Coursera Course:

(Integrated Marketing Communications: Advertising, Public Relations, Digital Marketing and more by IE University)

<https://www.coursera.org/learn/integrated-marketing-communications>

4. Link for LinkedIn Learning Course:

(Advertising Foundations with Jane Barratt)

https://www.linkedin.com/learning/advertising-foundations?upsellOrderOrigin=default_guest_learning&trk=default_guest_learning

Detailed Syllabus:

Module number	Topic	Sub-topics	Text Book	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Communication & Advertising	<p><u>Communication:</u></p> <ul style="list-style-type: none"> • Concepts, Nature, Features, Objectives, <u>Importance of communication</u> • Types of Communication, • Advantages & Disadvantages • Communication Process • Elements of the Communication Process, • Application of the Communication process in Marketing, • Steps to develop effective Marketing Communication 	<p>Advertising and Sales Promotion, by Kazmi and Batra, Excel Books Chapter: 1, 2, 5, 6, 13,</p> <p>Advertising Management, by Batra, Myers and</p>	<p>International Academia: (https://ocw.mit.edu/courses/15-280-communication-for-managers-fall-2016/pages/syllabus/) (https://www.kellogg.northwestern.edu/executive-education/individual-programs/online-programs/hpmc.aspx) (https://docs.google.com/document/d/1TluFWlhRVluy)</p>	10	<p>Case Study: 1. Case study on Communication Barriers</p> <p>“Barry and Communication Barriers”</p>

		<ul style="list-style-type: none"> • Communication process models • Concept of Integrated Marketing Communication <p><u>Advertising as Communication Mix Element:</u></p> <ul style="list-style-type: none"> • Nature, scope, purpose & Functions of Advertising • Types of advertising • Difference with Sales Promotion • Role of advertising in Indian economic and social development • Implications of Advertising • Advertising process • DAGMAR approach • Advertising budget & budgeting approaches. 	<p>Aaker, 5th Edition, PHI Chapter: 1, 2, 3, 4</p>	<p>Z8wVzXksaz8RCtWJHDJW_891ISl6ia0/edit#heading=h.h8xo7bhice97</p> <p>AICTE-prescribed syllabus: https://drive.google.com/file/d/1Y1YvL6B-jn2r70wD7ImGdzettSLcbKjW/view?usp=drive_link</p>		<p>2. Case study on Advertising</p> <p>“Diet Coke” (Advertising and Sales Promotion, by Kazmi and Batra, Pg 87)</p>
2	Creative Aspects of Advertising & Media	<p><u>Creative Aspects of Advertising:</u></p> <ul style="list-style-type: none"> • Advertising appeals – concepts, types & roles • Advertisement copy and its components & types, • Copy writing • Advertising Campaign – concepts, types & planning, illustrations • The importance of creativity in advertising <p><u>Advertising Media:</u></p> <ul style="list-style-type: none"> • Types, characteristics, merits & demerits of different types of media • Media planning and scheduling • Selection of Media Category. • Role of media 	<p>Advertising and Sales Promotion, by Kazmi and Batra, Excel Books Chapter: 18, 19, 20, 14, 15, 16,</p> <p>Advertising Management, by Batra, Myers and Aaker, 5th Edition, PHI Chapter: 12, 13, 14, 16, 17</p>	<p>International Academia: (https://ocw.mit.edu/courses/15-280-communication-for-managers-fall-2016/pages/syllabus/)</p> <p>(https://www.kellogg.northwestern.edu/executive-education/individual-programs/online-programs/hpmc.aspx)</p> <p>(https://docs.google.com/document/d/1TIuFWlhRVluyZ8wVzXksaz8RCtWJHDJW_891ISl6ia0/edit#heading=h.h8xo7bhice97)</p>	14	<p>Case Study: 1. Case Study on Ad-appeal “Case 5.1. Pearls Soap” (Advertising and Sales Promotion, by Kazmi and Batra, Pg 459)</p> <p>2. Case Study on Media “Case 4.1. Escape Store” (Advertising and Sales</p>

		<ul style="list-style-type: none"> Digital Media & Advertising 		AICTE-prescribed syllabus: https://drive.google.com/file/d/1Y1YvL6B-jn2r70wD7ImGdzettSLcbKjW/view?usp=drive_link		Promotion, by Kazmi and Batra, Pg 355)
3	Advertising Strategy & Trends in Advertising	<u>Advertising Agency:</u> <ul style="list-style-type: none"> Concept, Types, Roles, Functions, Organization and Importance Relationship with clients, advertising department; Selection Of Advertising Agency <u>Impact of Advertising</u> <ul style="list-style-type: none"> Measuring advertising effectiveness – Evaluation & Methods Legal and ethical aspects of advertising Regulation of advertising in India, ASCI <u>Technology & Advertising</u> <ul style="list-style-type: none"> Applicability of AI & ML for Advertising 	Advertising and Sales Promotion, by Kazmi and Batra, Excel Books Chapter: 4, 3, Advertising Management, by Batra, Myers and Aaker, 5th Edition, PHI Chapter: 15, 18, 19	International Academia: https://ocw.mit.edu/courses/15-280-communication-for-managers-fall-2016/pages/syllabus/ https://www.kellogg.northwestern.edu/executive-education/individual-programs/online-programs/hpmc.aspx https://docs.google.com/document/d/1TluFWlhRVluyZ8wVzXksaz8RCtWJHDJW_891ISl6ia0/edit#heading=h.h8xo7bhice97 AICTE-prescribed syllabus: https://drive.google.com/file/d/1Y1YvL6B-jn2r70wD7ImGdzettSLcbKjW/view?usp=drive_link	8	Case Study: 1. Case Study on Advertising Agency “Case 1.3. Alex Worldwide” (Advertising and Sales Promotion, by Kazmi and Batra, Pg 91) 2. Case Study on Advertising Ethics “Case 1.2. Real Juice Company” (Advertising and Sales Promotion, by Kazmi and Batra, Pg 89)

4	Sales Promotion	<u>Sales Promotion:</u> <ul style="list-style-type: none"> • Meaning, nature, and functions; • Importance of sales promotion & its role in marketing • Limitation of sales promotion; • Forms of sales promotion: Consumer oriented, Trade oriented & Sales force oriented sales promotion • Sales Promotion Schemes: • Developing & evaluating sales promotion programs, • Integration of Sales Promotion with advertising • AI in Sales Promotion 	Advertising and Sales Promotion, by Kazmi and Batra, Excel Books Chapter: 22, 23, 24, 25, 26	International Academia: https://www.kellogg.northwestern.edu/executive-education/individual-programs/online-programs/hpme.aspx https://docs.google.com/document/d/1fPpB3se7MGBE58iIdogVp4V2w4rXLadSZGLsGWQiMhM/edit AICTE-prescribed syllabus: https://drive.google.com/file/d/1Y1YvL6B-jn2r70wD7ImGdzettSLcbKjW/view?usp=drive_link	8	Case Study: 1. Case Study on Sales Promotion “Case 6.1. Close Up” (Advertising and Sales Promotion, by Kazmi and Batra, Pg 555)
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Lesson Plan:

Module 1: Communication & Advertising

WORKING DAY	DAY	LESSON PLAN – DESCRIPTION
1	1 st Day	<ul style="list-style-type: none"> • Communication: Concepts, Nature, Features, Objectives, • Importance of communication
2	2 nd Day	<ul style="list-style-type: none"> • Types of Communication, • Advantages & Disadvantages
3	3 rd Day	<ul style="list-style-type: none"> • Communication Process • Elements of the Communication Process, • Application of the Communication process in Marketing,
4	4 th Day	<ul style="list-style-type: none"> • Steps to develop effective Marketing Communication

		<ul style="list-style-type: none"> • Communication process models
5	5 th Day	<ul style="list-style-type: none"> • Concept of Integrated Marketing Communication • Case study on Communication Barriers
6	6 th Day	<ul style="list-style-type: none"> • Advertising as Communication Mix Element • Nature, scope, purpose & Functions of Advertising
7	7 th Day	<ul style="list-style-type: none"> • Types of advertising • Difference with Sales Promotion
8	8 th Day	<ul style="list-style-type: none"> • Role of advertising in Indian economic and social development • Implications of Advertising • Advertising process
9	9 th Day	<ul style="list-style-type: none"> • DAGMAR approach
10	10 th Day	<ul style="list-style-type: none"> • Advertising budget & budgeting approaches. • Case study on Advertising “Diet Coke”

Module 2: Creative Aspects of Advertising & Media

WORKING DAY	DAY	LESSON PLAN – DESCRIPTION
11	1 st Day	<ul style="list-style-type: none"> • Advertising appeals – concepts, types
12	2 nd Day	<ul style="list-style-type: none"> • Roles of Advertising appeals
13	3 rd Day	<ul style="list-style-type: none"> • Case Study on Ad-appeal
14	4 th Day	<ul style="list-style-type: none"> • Advertisement copy and its components & types,
15	5 th Day	<ul style="list-style-type: none"> • Copy writing
16	6 th Day	<ul style="list-style-type: none"> • Advertising Campaign – concepts & types
17	7 th Day	<ul style="list-style-type: none"> • Advertising Campaign planning & illustrations
18	8 th Day	<ul style="list-style-type: none"> • The importance of creativity in advertising
19	9 th Day	<ul style="list-style-type: none"> • Advertising Media: Types, characteristics, merits & demerits of different types of media
20	10 th Day	<ul style="list-style-type: none"> • Media planning and scheduling
21	11 th Day	<ul style="list-style-type: none"> • Selection of Media Category.

22	12 th Day	• Role of media
23	13 th Day	• Digital Media & Advertising
24	14 th Day	• Case Study on Media

Module 3: Advertising Strategy & Trends in Advertising

WORKING DAY	DAY	LESSON PLAN – DESCRIPTION
25	1 st Day	• Advertising Agency - Concept, Types, Roles, Functions, Organization and Importance
26	2 nd Day	• Relationship with clients, advertising department; Selection Of Advertising Agency
27	3 rd Day	• Case Study on Advertising Agency
28	4 th Day	• Measuring advertising effectiveness – Evaluation & Methods
29	5 th Day	• Legal and ethical aspects of advertising
30	6 th Day	• Case Study on Advertising Ethics
31	7 th Day	• Regulation of advertising in India, ASCI
32	8 th Day	• Applicability of AI & ML for Advertising

Module 4: Sales Promotion

WORKING DAY	DAY	LESSON PLAN – DESCRIPTION
33	1 st Day	• Sales Promotion - Meaning, nature, and functions; • Limitation of sales promotion
34	2 nd Day	• Importance of sales promotion & its role in marketing • Sales Promotion Schemes
35	3 rd Day	• Forms of sales promotion: Consumer oriented sales promotion
36	4 th Day	• Forms of sales promotion: Trade oriented & Sales force oriented sales promotion

37	5 th Day	<ul style="list-style-type: none"> • Sales Promotion Strategies
38	6 th Day	<ul style="list-style-type: none"> • Developing & evaluating sales promotion programs • Integration of Sales Promotion with advertising
39	7 th Day	<ul style="list-style-type: none"> • AI in Sales Promotion
40	8 th Day	<ul style="list-style-type: none"> • Case Study on Sales Promotion

Text Books:

1. Advertising and Sales Promotion, by Kazmi and Batra, Excel Books (Chapter: 1, 2, 3, 4, 5, 6, 13, 14, 15, 16, 18, 19, 20, 22, 23, 24, 25, and 26)
2. Advertising Management, by Batra, Myers and Aaker, 5th Edition, PHI (Chapter: 1, 2, 3, 4, 12, 13, 14, 15, 16, 17, 18, 19)

Reference Books:

1. Advertising, Selling & Promotion by Ritu Narang, Pearson
2. Advertising: Principles and Practice, by Wells, Burnett and Moriarty, Pearson
3. Advertising Management: Concepts and Cases by Manendra Mohan, TMH Education
4. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill

Question Paper Pattern and Dates:

EXAMINATION	DATES	PART – A	PART – B	PART – C	TOTAL MARKS
Mid Term 1	February 10, 2025 to February 21, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2×5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5×2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10×1)	30
Mid Term 2	March 24, 2025 to April 2, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2×5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5×2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10×1)	30
End Semester Examination	April 21, 2025 to May 9, 2025	Attempt 10 out of 20 questions; Each question carries 2 marks (2×10)	Attempt 6 out of 12 questions; Each question carries 5 marks (5×6)	Attempt 5 out of 10 questions; Each question carries 10 marks (10×5)	100

Examination Rules & Regulations:

<https://drive.google.com/file/d/1AzHyxcBHgzzqr5AA3BMCs357Jke-jcRW/view?usp=sharing>



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Institute of Engineering & Management, New Town Campus
University of Engineering & Management, Jaipur



Syllabus for BBA Admission Batch 2022

Subject Name: Advertising and Sales Promotion - Laboratory

Credit: 2

Lecture Hours: 20

Subject Code: BBAMM692

Module number	Topic	Sub-topics	Text Book	Mapping with Industry and International Academia	Lecture Hours
1	Module I	Analyzing Advertisement (Print Ad or AV Ad)	<p>Advertising and Sales Promotion, by Kazmi and Batra, Excel Books</p> <p>Advertising Management, by Batra, Myers and Aaker, 5th Edition, PHI</p>	<p>International Academia: (https://ocw.mit.edu/courses/15-280-communication-for-managers-fall-2016/pages/syllabus/) https://www.kellogg.northwestern.edu/executive-education/individual-programs/online-programs/hpmc.aspx https://docs.google.com/document/d/1TiFWlhRVluyZ8wVzXksaz8RCtWJHDJW_891ISl6ia0/edit#heading=h.h8xo7bhice97</p> <p>AICTE-prescribed syllabus:</p>	4

				https://drive.google.com/file/d/1Y1YvL6B-jn2r70wD7ImGdzettSLcbKjW/view?usp=drive_link	
II	Module II	Making Advertisement for a product/service	<p>Advertising and Sales Promotion, by Kazmi and Batra, Excel Books</p> <p>Advertising Management, by Batra, Myers and Aaker, 5th Edition, PHI</p>	<p>International Academia: (https://ocw.mit.edu/courses/15-280-communication-for-managers-fall-2016/pages/syllabus/) (https://www.kellogg.northwestern.edu/executive-education/individual-programs/online-programs/hpmc.aspx) </p> <p> (https://docs.google.com/document/d/1TIuFWlhRVluyZ8wVzXksaz8RCtWJHDJW_891ISl6ia0/edit#heading=h.h8xo7bhice97) </p> <p>AICTE-prescribed syllabus: https://drive.google.com/file/d/1Y1YvL6B-jn2r70wD7ImGdzettSLcbKjW/view?usp=drive_link </p>	12
III	Module III	Writing Case on Integrated Marketing Communication	<p>Advertising and Sales Promotion, by Kazmi and Batra, Excel Books</p> <p>Advertising Management, by Batra, Myers and</p>	<p>International Academia: (https://ocw.mit.edu/courses/15-280-communication-for-managers-fall-2016/pages/syllabus/) (https://www.kellogg.northwestern.edu/executive-education/individual-programs/online-programs/hpmc.aspx) </p>	4

			Aaker, 5th Edition, PHI	https://docs.google.com/document/d/1TiFWlhRVluyZ8wVzXksaz8RCtWJHDJW_891ISl6ia0/edit#heading=h.h8xo7bhice97 AICTE-prescribed syllabus: https://drive.google.com/file/d/1Y1YvL6B-jn2r70wD7ImGdzettSLcbKjW/view?usp=drive_link	
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University of Engineering and Management

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



Syllabus for BBA Admission Batch 2022

Subject Name: Rural Marketing & Digital Innovation Credit: 4 Lecture Hours: 40

Subject Code: BBAMM603

Pre-requisite: Basic Knowledge of Management

[Study Material](#)

[COURSERA](#)

[MIT Open Courseware](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

1. To provide a comprehensive understanding of rural marketing concepts, models, and strategies while examining the rural marketing environment and its implications for effective decision-making.
2. To analyze rural consumer behavior, explore market research tools, and develop effective segmentation, targeting, and positioning strategies for rural markets.
3. To develop strategic approaches for product, pricing, distribution, and promotion in rural markets, while exploring rural retailing, consumer products, services, and social marketing.

4. To explore the future of rural marketing, focusing on innovative technologies, AI-driven strategies, sustainability, and digital transformation for rural market development.

COURSE OUTCOMES:

CO1: Understand and apply key rural marketing concepts, models, and strategies, while assessing the rural environment for informed decision-making.

CO2: Analyze rural consumer behavior and utilize market research techniques to effectively segment, target, and position products in rural markets.

CO3: Formulate strategic plans for product development, pricing, distribution, and promotional activities tailored to the unique challenges of rural markets.

CO4: Demonstrate the ability to leverage innovative technologies, including AI and digital tools, to drive sustainable growth and transformation in rural marketing.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1.	Introduction to Rural Marketing	Rural marketing: Definition, Nature, Scope; Approach Decision; Rural marketing models- Trickle Down Approach, Undifferentiated Approach, Differentiated Approach, Bottom-of-the-pyramid marketing; Rural marketing environment- Social, Economic, Political and Technological Development initiatives Implications of rural marketers.	Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd Chapter: 1,2	International Academia: https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/pages/lecture-notes/ Industry Mapping: Understanding rural mobility and different consumer behavior patterns in the rural business market.	8	Case study on understanding Rural economy 1. Case Title : Dakseva, Janaseva (Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd, Chapter-2, Page no- 77 to 78) 2. Case Title : Rural outsourcing- The case of ROPE (Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd, Chapter-2, Page

						no- 78 to 80)
2	Rural Consumer Behaviour & Market Research	<p>Rural consumer growth- Buying behavior, Buyer characteristics, Decision making model of consumer;</p> <p>Approaches and tools of marketing research- Cases for innovation, Sources of information, Rural vs Urban marketing; Selecting market, Bases of segmentation, Emerging segments, Effective segmentation strategy, Targeting and positioning strategy for Rural Market.</p>	<p>Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd</p> <p>Chapter: 4,5,6</p>	<p>International Academia: https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/pages/lecture-notes/</p> <p>Industry Mapping:</p> <p>Conducting rural market research to understand product segment and positioning in the market.</p>	12	<p>Case study on understanding Rural Consumer and the tools & techniques of rural market research</p> <ol style="list-style-type: none"> 1. Case Title : Rural market survey (Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd, Chapter-4, Page no- 177 to 178) 2. Case Title : Pharma surveys rural (Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyu

						lu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd, Chapter-4, Page no- 178 to 179)
3	Managing strategy for rural market	<p>Product strategy for rural market- Product classification, Product design decisions, Brand building & PLC strategies;</p> <p>Pricing strategy for rural market- Pricing objectives, Pricing strategy in rural vs urban market, Pricing for different segments;</p> <p>Distribution strategy for rural market- Distribution practices in rural market, Distribution trends, Rural logistics, Direct vs Indirect Distribution decision.</p> <p>Promotional strategy for rural market- IMC for rural market, Objectives, Challenges, Communication process and Media, Rural Advertising</p> <p>Rural Retailing- Organised rural retailing, Types of outlets, Rural malls, Retailing by urban players, PPP model, E-Tailing, Training of retailers.</p>	Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd Chapter: 7,8,9,10,11	<p>International Academia: https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/pages/lecture-notes/</p> <p>Industry Mapping:</p> <p>Understanding integrated marketing communication process for</p>	10	<p>Case study on understanding Rural market strategy</p> <p>1. Case Title : Maruti's game plan (Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd, Chapter-11, Page no- 396)</p>

		Marketing of consumer products, marketing of services, social marketing, agricultural marketing, organic farming and rural industrial products.		rural products.		2. Case Title : Nirma in Dilemma (Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd, Chapter-8, Page no-295)
4	Managing innovative technologies for rural market development	<p>Future of Rural Marketing- Change in patterns, Social aspects, Emerging segments, Rural tourism, Sustainability Marketing, Digitizing Rural India</p> <p>Marketing of Rural Industry Products- Development measures, export marketing, role of NGO's, marketing of rural tourism.</p> <p>Social rural marketing- Conceptual framework of rural marketing, National Health Rural Mission, Pharma and health care marketing.</p> <p>Learning from real case studies-</p>	Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd Chapter: 3,15,17,18	International Academia: https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/pages/lecture-notes/	10	<p>Case study on understanding future of rural market</p> <p>1. Case Title : Godrej Focuses on Rural Markets (Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha</p>

		Case of HUL-Project Shakti Case of CFCL- Uttam Bandhan Case of ITC- e-Choupal Case of Colgate- Education Case of HLL- Social Marketing		Industry Mapping: Understanding digital technology adoption in the rural market and creating strategies to evolve digitally in the market.		Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd, Chapter-3, Page no-106 to 107) 2. Case Title : Insurance takes a new path (Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd, Chapter-18, Page no-539 to 540)
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***Submitted by Prof. (Dr.) Rabin Mazumder, IEM Saltlake Campus ***

TEXTBOOK:

- Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd (**Chap 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 15, 17, 18**)

REFERENCE BOOK:

- Rural Marketing 3/e by Pradeep Kashyap, Pearson India.
- Rural Marketing: R.V. Badi, N.V. Badi, Himalaya Publishing House, Ramdoor, Dr. Bhalerao Marg, Girgaon, Mumbai-400004.



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University of Engineering & Management, Jaipur

Syllabus for BBA Admission Batch 2022

Subject Name: Rural Marketing & Digital Innovation –Laboratory Credit: 2 Lecture Hours: 20

Subject Code: BBAMM693

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	Module I: Project - I	Project on Marketing Research using excel <ul style="list-style-type: none">• Questionnaire Framing• Data Collection from Market• Codification of data	Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd Chapter- 5	International Standards: https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/pages/lecture-notes/	10 Hours

		<ul style="list-style-type: none"> Creation of Charts (Bar chart, Histogram, Pie chart, scatter plot, Line chart) 		Industry Mapping: <i>Understanding questionnaire framing and data collection for taking customer feedback on different products and analyzing them for betterment of the product and services.</i>	
2	Module II: Project - II	Project on customer data analysis using SPSS <ul style="list-style-type: none"> Questionnaire framing and collection of customer data Analysis of the primary data in SPSS Data Visualization using SPSS 	Rural Marketing, Text and Cases, 2nd Edition: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd Chapter- 5	International Standards: https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/pages/lecture-notes/ Industry Mapping: <i>Customer data analysis using SPSS to study in depth of the customer feedback and future research & development.</i>	10 Hours

Lesson Plan

Module 1: Introduction to Rural Marketing

Section A, Faculty Name: Prof. (Dr.) Rabin Mazumder

WORKING DAY	DAY	Lesson Plan - Description
1	1	Rural Marketing: Definition, Nature, Scope: Introduce rural marketing, its definition, nature, and scope. Discuss its significance in the global market.
2	2	Rural Marketing Approach Decisions: Explore various approaches to rural marketing decisions such as consumer focus, product decisions, and market penetration.
3	3	Rural Marketing Models: Discuss the Trickle Down, Undifferentiated, Differentiated, and Bottom-of-the-Pyramid marketing models. Provide examples.
4	4	Rural Marketing Environment - Social Factors: Discuss social factors in rural markets, such as demographics, culture, and rural values.
5	5	Rural Marketing Environment - Economic, Political, and Technological Development: Examine economic, political, and technological factors shaping rural markets and initiatives for development.
6	6	Implications for Rural Marketers: Discuss the challenges and implications faced by rural marketers, such as infrastructure, accessibility, and consumer behavior.
7	7	Market Opportunities in Rural Areas: Explore key opportunities for businesses in rural areas and the rural consumer landscape.
8	8	Case Study – Rural Marketing Strategies: Analyze case studies of successful rural marketing strategies used by companies like ITC or HUL.
9	9	Review Session on Rural Marketing Models and Environment: Recap all the models and rural marketing environments studied. Encourage interactive discussions.
10	10	Case Discussion and Conclusion: Conclude the module with a class discussion on rural marketing practices, including examples and future trends.

Module 2: Rural Consumer Behaviour & Market Research

Section A, Faculty Name: Prof. (Dr.) Rabin Mazumder

WORKING DAY	DAY	Lesson Plan - Description
11	11	Rural Consumer Growth: Discuss the growth of rural consumers, the shift in purchasing power, and changing behaviors.
12	12	Rural Consumer Buying Behavior and Buyer Characteristics: Explore rural buying behavior and factors influencing purchasing decisions in rural markets.
13	13	Decision-Making Models in Rural Consumers: Analyze the decision-making process of rural consumers and how marketers can influence it.
14	14	Marketing Research Approaches and Tools: Discuss the tools and methods used in rural market research and the importance of consumer insights.
15	15	Rural vs Urban Marketing: Compare and contrast rural and urban markets in terms of buying behavior, marketing strategies, and consumer preferences.
16	16	Sources of Information in Rural Marketing: Discuss the key sources of data and information for rural marketing, including traditional media and digital tools.
17	17	Selecting Markets and Segmentation: Introduction to selecting rural markets and methods for segmentation. Discuss bases for segmentation.
18	18	Emerging Segments in Rural Markets: Identify and discuss emerging consumer segments in rural areas, such as youth and women.
19	19	Effective Segmentation, Targeting, and Positioning: Teach effective strategies for segmentation, targeting, and positioning in rural markets.
20	20	Case Study - Rural Market Research: Analyze a real-life rural market research case to demonstrate how research tools and strategies are applied.

Module 3: Managing Strategy for Rural Market

Section A, Faculty Name: Prof. (Dr.) Rabin Mazumder

WORKING DAY	DAY	Lesson Plan - Description
21	21	Product Strategy for Rural Markets: Discuss product classification, design decisions, and the role of brand building in rural markets.
22	22	Product Life Cycle (PLC) Strategies: Explore product life cycle strategies and how they apply to rural markets.
23	23	Pricing Strategy for Rural Markets: Discuss pricing objectives and strategies in rural vs urban markets, including pricing for different rural segments.
24	24	Distribution Strategy for Rural Markets: Explore the distribution practices, trends, and logistics unique to rural markets.
25	25	Direct vs Indirect Distribution Decisions: Discuss the decision-making process between direct and indirect distribution channels in rural areas.
26	26	Promotional Strategy for Rural Markets: Discuss Integrated Marketing Communications (IMC) and its role in rural markets, including challenges and media strategies.
27	27	Rural Advertising Strategies: Explore how advertising is adapted for rural audiences, including media choices and message tailoring.
28	28	Rural Retailing: Discuss organized rural retailing, types of outlets, rural malls, and e-tailing.
29	29	Training Retailers in Rural Areas: Explore the importance of training for rural retailers and examples of successful retail training programs.
30	30	Marketing of Consumer Products and Services in Rural Areas: Discuss strategies for marketing consumer products, services, agricultural products, and rural industrial products.

Module 4: Managing Innovative Technologies for Rural Market Development

Section A, Faculty Name: Prof. (Dr.) Rabin Mazumder

WORKING DAY	DAY	Lesson Plan - Description
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31	31	Future of Rural Marketing: Discuss changing patterns in rural marketing, the role of social aspects, and emerging consumer segments.
32	32	Rural Tourism and Sustainability Marketing: Explore rural tourism, its marketing strategies, and sustainable marketing practices for rural areas.
33	33	Digitizing Rural India: Discuss the role of digital technologies in rural market development, including digital platforms and mobile solutions.
34	34	Marketing of Rural Industry Products: Explore development measures for marketing rural industry products, including export marketing and the role of NGOs.
35	35	Social Rural Marketing and Health Marketing: Discuss the concept of social rural marketing and its applications, including healthcare marketing in rural India.
36	36	Case Study - HUL Project Shakti: Analyze HUL's Project Shakti as an example of successful rural marketing.
37	37	Case Study - ITC e-Choupal: Review ITC's e-Choupal initiative and its impact on rural markets.
38	38	Case Study - CFCL Uttam Bandhan: Discuss the Uttam Bandhan program by CFCL and its rural marketing strategies.
39	39	Case Study - Colgate Education Program: Analyze Colgate's rural education initiatives and its marketing strategies.
40	40	Review and Conclusion: Summarize key learning from the entire course, including real-world rural marketing case studies and trends in rural market development.

QUESTION PAPER PATTERN AND DATES

EXAMINATION	Dates	PART – A	PART – B	PART – C	TOTAL MARKS
Mid Term 1	February 10, 2025 to February 21, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2 × 5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5 × 2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10 × 1)	30
Mid Term 2	March 24, 2025 to April 2, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2 × 5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5 × 2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10 × 1)	30

End Semester Examination	April 21, 2025 to May 9, 2025	Attempt 10 out of 15 questions; Each question carries 2 marks (2×10)	Attempt 6 out of 9 questions; Each question carries 5 marks (5×6)	Attempt 5 out of 8 questions; Each question carries 10 marks (10×5)	100
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Examination Rules & Regulations:

https://iemcollege-my.sharepoint.com/:b/g/personal/iemcoe_office_iem_edu_in/EXrcoe3d6oxlogHKO074XeUBC9gm3XNaf_qUeSiVTNh5OQ?e=MMQn40



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Syllabus for BBA Admission Batch 2022

Subject Name: Green Marketing

Credit: 4

Lecture Hours: 40

Subject Code: BBAMM604

Pre-requisite: Marketing Management

Relevant Links:

[Study Material](#)

[Course Era](#)

[NPTEL](#)

[LinkedIn Learning](#)

[Infosys Springboard](#)

COURSE OBJECTIVES:

1. To make the students understand the importance of green marketing on consumer satisfaction and environmental safety.
2. To help students understand the value of Green Marketing and Sustainable Development in enhancing the corporate image.
3. To introduce the fundamentals of Societal Marketing with emphasis on the “social”, “cause” and “values-based” marketing.
4. To emphasize the need for a new strategic decision-making approach within a firm based on the Societal Marketing Orientation.

COURSE OUTCOMES:

- CO1: Learn the fundamental concepts of 'sustainability' & 'going green'.
- CO2: Understand the value of Green Marketing and Sustainable Development in enhancing the corporate image.
- CO3: Be able to apply the fundamentals to understand how to reach to the 'Perceived choice' – consumer's purchase decision, producer's decision.
- CO4: Be able to analyze the relevance of shift into a green product.
- CO5: Be able to evaluate the impact of any STRATEGIC decision w.r.t going green.
- CO6: Be able to prepare strategy pertaining to a product and its market.

Module number	Topic	Sub-topics	Text Book	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Environment and Consumption	<ul style="list-style-type: none"> Climate change, Human activity and its impact on water, land, atmosphere, Bio-diversity Understanding the Sustainability Challenge: The Systemic Level Understanding the Sustainability Challenge: The Business Level Why Corporate Sustainability? Assessing the Strategic Opportunity Seizing the Strategic Opportunity: Managing Sustainability Transitions across Business Functions Transitioning Organizations to Sustainable Enterprises: Developing the Road-Map 	Green Marketing-Pavnes Kumar (Chapter 1, 2)	International Academia: Syllabus U-Lab: Leading Profound Innovation for a More Sustainable World Sloan School of Management MIT OpenCourseWare Industry Mapping: Environmental Concerns	10	
2	Introduction to Green Marketing	<ul style="list-style-type: none"> Why Be "Green"? How to be green?: Environmental strategy Looking back and looking ahead in green business 3Ps 	Green Marketing-Pavnes Kumar	International Academia: Industry Mapping:	10	

3	Sustainable Marketing Practices	<ul style="list-style-type: none"> • Sustainability and Consumption • Sustainable Product Design Sustainable Value Chains & Communications • Market Research Sustainable Value Chains and Communications • Bottom-Up approach 	Green Marketing- Pavnesh Kumar (Chapter 3, 4)	International Academia: Global Climate Change: Economics, Science, and Policy Sloan School of Management MIT OpenCourseWare Industry Mapping: Understanding of Sustainable Practices	10	
4	Strategic Business Dimensions	<ul style="list-style-type: none"> • Market segmentation • Strategic Issues – LOHAS, Lean green, Reverse marketing • Strategic Options – Green Spinning, Green Washing & Green Selling, Green branding • 4Rs • Environmental Interest Groups • Differences across Industries Around the World • How to develop a sustainability strategy • Case studies in environmental strategy 	Green Marketing- Pavnesh Kumar (Chapter 4, 5)		10	

Prepared By: Prof. (Dr.) Soumik Gangopadhyay & Prof. (Dr.) Shweta Kishore

TEXT BOOK:

- Green Marketing Management, Robert Dahlstrom. # South-Western College Pub; ISBN: 978-0324789140
- Green Marketing- Pavnesh Kumar - Zorba book publisher.

REFERENCE BOOKS:

Cases, available from Harvard Business Publishing.

- "Bp and Corporate Greenwash" (Prod. #: 905C10-PDF-ENG).
- "Method: Sustainable Design for the Home as Corporate Strategy" (Prod. #:UV0812- PDF ENG)
- "Cradle-to-Cradle Design at Herman Miller: Moving Toward Environmental Sustainability" (Prod. #: 607003-PDF-ENG)
- "Shaklee Corporation: Corporate Social Responsibility" (Prod #:509031-PDF-ENG)
- "Anatomy of a Corporate Campaign: Rainforest Action Network and Citigroup" (Prod. #: P42BPDF-ENG).
- Green Marketing - Dr. Monica Loss - Global vision publisher.



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Subject Name: Green Marketing – Laboratory

Credit: 2

Lecture

Hours: 20

Subject Code: BBAMM694

Pre-requisite: Marketing Management

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	Analyzing the Green Marketing practices of various Organizations	<ul style="list-style-type: none">• Hero Group• Coca Cola• Tata Group• Patagonia• Starbucks• Zomato• IKEA• Timberland• The Bodyshop• Mamaearth	Text Book 1: (Chapter 8, 10)	International Academia: Syllabus U-Lab: Leading Profound Innovation for a More Sustainable World Sloan School of Management MIT OpenCourseWare Industry Mapping: Environmental Concerns	10 Hours

2	Practices	<ul style="list-style-type: none"> Promotional campaign design (Green Walk) 	Text Book 1:	Impact assessment among stakeholders (Peer and other analysis)	10 Hours

Prepared By: Prof. (Dr.) Soumik Gangopadhyay & Prof. (Dr.) Shweta Kishore

TEXT BOOK:

- Green Marketing Management, Robert Dahlstrom. # South-Western College Pub; ISBN: 978-0324789140
- Green Marketing- Pavnesh Kumar - Zorba book publisher.

REFERENCE BOOKS:

- Cases, available from Harvard Business Publishing.
- "Bp and Corporate Greenwash" (Prod. #: 905C10-PDF-ENG).
- "Method: Sustainable Design for the Home as Corporate Strategy" (Prod. #:UV0812- PDF ENG)
- "Cradle-to-Cradle Design at Herman Miller: Moving Toward Environmental Sustainability" (Prod. #: 607003-PDF-ENG)
- "Shaklee Corporation: Corporate Social Responsibility" (Prod #:509031-PDF-ENG)
- "Anatomy of a Corporate Campaign: Rainforest Action Network and Citigroup" (Prod. #: P42BPDF-ENG).
- Green Marketing - Dr. Monica Loss - Global vision publisher.

Module 1

Day	Lesson
Day 1	<p>Introduction to Climate Change and Human Activity</p> <ul style="list-style-type: none"> - Overview of Climate Change and Global Environmental Crisis - Human Activities Driving Environmental Change (Industrialization, Deforestation, etc.) - Impact on Water, Land, Atmosphere, and Biodiversity
Day 2	<p>Understanding the Sustainability Challenge: The Systemic Level</p> <ul style="list-style-type: none"> - Systemic Thinking: The Interconnectedness of Ecosystems, Economies, and Societies - Complex Global Challenges: Resource Depletion, Pollution, Inequality, etc. - Long-term Sustainability: Developing Systemic Solutions for Global Challenges
Day 3	<p>Understanding the Sustainability Challenge: The Business Level</p> <ul style="list-style-type: none"> - Business Impact on Sustainability: How Businesses Contribute to Environmental and Social Issues - Corporate Responsibility in Sustainability (Resource Management, Waste, Ethical Practices) - Stakeholder Expectations: Understanding Accountability to Consumers, Governments, and Investors
Day 4	<p>Why Corporate Sustainability? Assessing the Strategic Opportunity</p> <ul style="list-style-type: none"> - Strategic Value of Sustainability: Why It Should Be Integrated into Core Business Strategy - Gaining Competitive Advantage Through Sustainability (Brand Loyalty, Cost Efficiency, Innovation) - Risk Management: Mitigating Risks Related to Sustainability Challenges (Regulatory, Reputational, etc.)
Day 5	<p>Seizing the Strategic Opportunity: Managing Sustainability Transitions across Business Functions</p> <ul style="list-style-type: none"> - Integrating Sustainability Across All Business Functions: Operations, Marketing, HR, and Finance - Cross-Functional Collaboration for Sustainability Initiatives - Tools and Frameworks for Managing Transitions (Circular Economy, Green Supply Chains, Sustainable Design)

Day 6	Transitioning Organizations to Sustainable Enterprises: Developing the Roadmap - Steps to Developing a Sustainability Roadmap: Vision, Goals, and Action Plans - Setting Benchmarks, KPIs, and Metrics to Track Sustainability Progress - Scaling Sustainability Efforts: From Pilot Projects to Company-Wide Initiatives - Engaging Employees and Stakeholders in the Sustainability Journey

Module 2

Day	Lesson
Day 1	Why Be “Green”? - Understanding the Importance of Environmental Responsibility in Business
Day 2	How to Be Green? - Green Product Development: Sustainable Design, Eco-friendly Materials, and Energy-efficient Processes - Sustainable Marketing: Communicating Green Products and Practices to Consumers - Certifications and Labels: Understanding Eco-Certifications and Their Impact on Consumer Trust
Day 3	Environmental Strategy - Integrating Sustainability into Business Strategy and Core Operations - Creating an Environmental Strategy: Goals, Implementation, and Measurement - Case Studies of Successful Environmental Strategies in Business
Day 4	Looking Back and Looking Ahead in Green Business - Historical Evolution of Green Business and Marketing - Key Milestones and Innovations in Green Business Practices - Future Trends in Green Business and the Role of Technology, Policy, and

	Consumer Behavior
Day 5	The 3Ps (People, Planet, Profit) <ul style="list-style-type: none"> - Understanding the Triple Bottom Line: Balancing Social, Environmental, and Economic Impacts - How Businesses Can Integrate People, Planet, and Profit into Their Operations - Case Examples of Companies Successfully Implementing the 3Ps Model

Module 3

Day	Lesson
Day 1	Sustainability and Consumption <ul style="list-style-type: none"> - Understanding the Relationship Between Sustainability and Consumer Behavior - The Impact of Consumption Patterns on the Environment and Society - Strategies for Encouraging Sustainable Consumption Through Marketing
Day 2	Sustainable Product Design <ul style="list-style-type: none"> - Principles of Sustainable Product Design: Eco-friendly Materials, Resource Efficiency, and Product Lifecycle - Eco-Innovation: Creating Products with Minimal Environmental Impact - Case Studies on Successful Sustainable Product Designs
Day 3	Sustainable Value Chains & Communications <ul style="list-style-type: none"> - Understanding Sustainable Value Chains: Sourcing, Production, Distribution, and End-of-Life Management - Communicating Sustainability Across the Value Chain to Consumers and Stakeholders - Greenwashing vs. Genuine Sustainability: Ensuring Credibility in Sustainability Claims
Day 4	Market Research

	<ul style="list-style-type: none"> - The Role of Market Research in Understanding Consumer Preferences for Sustainable Products and Practices - Methods for Conducting Sustainability-Focused Market Research (Surveys, Focus Groups, Consumer Behavior Analysis) - Using Market Insights to Drive Sustainable Marketing Strategies
Day 5	Bottom-Up Approach <ul style="list-style-type: none"> - The Bottom-Up Approach in Sustainable Marketing: Involving Employees, Consumers, and Communities - Empowering Stakeholders to Drive Sustainable Change Through Grassroots Initiatives - Case Studies of Bottom-Up Sustainable Marketing Approaches in Action

Module 4

Day	Lesson
Day 1	Market Segmentation <ul style="list-style-type: none"> - Understanding Market Segmentation: Dividing Consumers Based on Demographics, Psychographics, and Behavior - The Role of Sustainability in Market Segmentation: Identifying Green Consumer Segments (e.g., LOHAS, Eco-conscious) - Tailoring Sustainable Products and Marketing to Different Consumer Segments
Day 2	Strategic Issues: LOHAS, Lean Green, Reverse Marketing <ul style="list-style-type: none"> - LOHAS (Lifestyles of Health and Sustainability): Targeting the Health-Conscious and Eco-Conscious Consumer Segments - Lean Green: Combining Environmental Sustainability with Lean Business Practices - Reverse Marketing: Encouraging Consumers to Return or Recycle Products
Day 3	Strategic Options: Green Spinning, Greenwashing & Green Selling,

	Green Branding <ul style="list-style-type: none"> - Green Spinning: Creating the Appearance of Sustainability Without Substantial Change - Greenwashing vs. Green Selling: Ethical Marketing Practices vs. Misleading Environmental Claims - Green Branding: Building a Sustainable Brand Identity and Leveraging Green Marketing for Competitive Advantage
Day 4	4Rs (Reduce, Reuse, Recycle, Recover) <ul style="list-style-type: none"> - Overview of the 4Rs and Their Application in Sustainable Business Practices - Strategies for Implementing the 4Rs in Product Development, Packaging, and Operations - Case Studies of Companies Successfully Using the 4Rs
Day 5	Environmental Interest Groups <ul style="list-style-type: none"> - Role of Environmental Interest Groups in Influencing Business Practices and Consumer Behavior - Understanding Different Types of Environmental Groups (NGOs, Advocacy Groups, Certification Bodies) - Collaborating with Environmental Groups for Better Sustainability Outcomes



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 Batch 2022

Subject Name: Human Resource Management Practices and Labour Laws Credit:4 Lecture Hours: 40

Subject Code: BBAHR602

[Study Material](#) [MIT/Stanford OpenCourseware](#) [NPTEL](#) [LinkedIn Learning](#)

COURSE OBJECTIVES:

1. To enable the students to understand the concept, importance and practical application of different Human Resource Management practices.
2. To enable students to study the concept of Legal Framework and Laws related to Establishment: their provisions and importance
3. To enable students to study the concept of Laws related to Industrial Relations: their provisions and importance

4. To enable students to study the concept of Laws related to Wages and Social Security: their provisions and importance.

COURSE OUTCOMES:

CO 1: Students will be able to understand the fundamental concept of Human Resource Management Practices and its importance in the practical world

CO 2: Students will be able to understand, identify, define, apply and solve Legal issues mainly Laws related to Establishment and can solve problems with the concept of different provisions of the labour laws.

CO 3: Students will understand the contemporary issues related to Laws, analyze them under Industrial Relations and will get some wider exposure

CO 4: Ensuring overall development of students by enabling them in understanding the concept of Laws related to Wages and Social Security which will also help them in understanding the applications of labour laws and creating their solutions based on the different situations.

Detailed Syllabus:

Module number	Topic	Sub-topics	Text Book as per syllabus with chapter Nos.	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to HRM Practices:	Preparing vision statement, Job Design and considerations, Concept of Skill Inventory and Practical Preparation of Skill Inventory,	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.:	International Academia: (https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/) Industry Mapping:	10 Hours	1. Preparation of Vision Statement 2. Designing a JD Form after considering all aspects to

		<p>Preparation of Replacement Chart and its application, Common mistakes of Campus Recruitment, Evaluation of source of recruitment - Time Lapse Data (TLD), Yield Ratio, Yield Pyramid, Questions to be addressed while hiring people, Recruitment of trainees: expectation of companies, Skills recruiters want, Preparation of Application Blank, Difference between Work Sample Method and Assessment Centre Method, Concept of Leadership Group Discussion (LGD), In Basket Method, Designing business games to develop team cohesiveness, Preparation of Model Appointment Order, Preparation of Exit Interview</p>	<p>Srivastava, S.C., Prentice Hall</p> <p>Labour Relations in India: Agarwal, S.L., Mc Millan Publication</p> <p>Labour Laws: Taxmann</p> <p>R.Gupta's Popular Master Guide- UGC NET/SET UGC Net Tutor: NTA UGC NET/JRF Management Paper 2 Previous Year Questions Papers (PYQ) with Detailed Solutions from 2004 to 2023 - by Sidharth Dash</p>	<p>In Consultation with SB Infowaves, Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Eelectrodes, Shyamoli Paribahan Pvt. Ltd.</p>		<p>attract potential employees</p> <p>3.Designing Replacement Chart</p>
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		Questionnaire, Model form for conducting training need assessment, Preparation of training schedule and training calendar. Preparation of training reaction questionnaire. Application of AI and Prompt Engineering in HRM				
2	Legal Framework	Importance of Labour Law, Objectives of Labour Law, Principles of Labour Law in India. Unionism, Reasons to care, What do unions do, Managerial expectation, Benefits of unionization, ILO: Concept, Objective, Principles, Functional Area of ILO, American Labour Relations, Eastern Airlines case study, Freeman and Rogers's approach Laws relating to	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann R.Gupta's Popular Master Guide- UGC NET/SET	International Academia: (https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/) Industry Mapping: In Consultation with SB Infowaves , Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Eelectrodes, Shyamoli Paribahan Pvt. Ltd.	10 Hours	1. Case Study on Eastern Airlines 2. Case Study on the provisions of the Factories Act 1948 3. Critical Analysis on Freeman & Roger's Approach

		Establishment: Factories Act, 1948 , Shops & Establishment Act	UGC Net Tutor: NTA UGC NET/JRF Management Paper 2 Previous Year Questions Papers (PYQ) with Detailed Solutions from 2004 to 2023 - by Sidharth Dash			
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3	Laws relating to Industrial Relations	Trade Unions Act, 1926; Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act, 1947 Application of AI in identification and comparison of case judgements	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann R.Gupta's Popular Master Guide- UGC NET/SET UGC Net Tutor: NTA UGC NET/JRF Management Paper 2 Previous Year Questions Papers (PYQ) with Detailed Solutions from 2004 to 2023 - by Sidharth Dash	International Academia: (https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/) Industry Mapping: In Consultation with SB Infowaves , Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Ecetodes, Shyamoli Paribahan Pvt. Ltd.	10 Hours	1. Case Study on Trade Union Act, 1926 2. Case Study on Standing Order Act, 1946 3. Situational study and Role playing
4	Laws relating to	Employees' Compensation Act,	Human Resource Management Text and Cases: V.S.P. Rao, Excel	International Academia: (https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/)	10 Hours	1. Case Study on Compensation

	Social Security	1923; Employees' State Insurance Act, 1948, Maternity Benefit Act, 1961	Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann R.Gupta's Popular Master Guide- UGC NET/SET UGC Net Tutor: NTA UGC NET/JRF Management Paper 2 Previous Year Questions Papers (PYQ) with Detailed Solutions from 2004 to 2023 - by Sidharth Dash	660-strategic-hr-management-spring-2003/ Industry Mapping: In Consultation with SB Infowaves , Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Eelectrodes, Shyamoli Paribahan Pvt. Ltd.		Act, 1923 2. Case Study on ESI ,Act, 1948 3.Calculation of ESI Contributions & Disablement benefits in India
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Submitted by Dr. Saikat Chakrabarti, Prof. Piyali Banerjee, Prof. Priyanka Singh IEM Ashram campus

Lesson Plan:

Module 1 : Introduction to HRM Practices

Preparing vision statement, Job Design Concept and considerations, Concept of Skill Inventory and Practical Preparation of Skill Inventory, Preparation of Replacement Chart and its application, Common mistakes of Campus Recruitment, Evaluation of source of recruitment - Time Lapse Data (TLD), Yield Ratio, Yield Pyramid, Questions to be addressed while hiring people, Recruitment of trainees: expectation of

companies, Skills recruiters want, Preparation of Application Blank, Difference between Work Sample Method and Assessment Centre Method, Concept of Leadership Group Discussion (LGD), In Basket Method, Designing business games to develop team cohesiveness, Preparation of Model Appointment Order, Preparation of Exit Interview Questionnaire, Model form for conducting training need assessment, Preparation of training schedule and training calendar. Preparation of training reaction questionnaire. Application of AI and Prompt Engineering in HRM

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
1	Syllabus discussion
2	Preparing vision statement, Job Design Concept and considerations,
3	Concept of Skill Inventory and Practical Preparation of Skill Inventory, Preparation of Replacement Chart and its application,
4	Common mistakes of Campus Recruitment, Evaluation of source of recruitment - Time Lapse Data (TLD), Yield Ratio, Yield Pyramid,
5	Questions to be addressed while hiring people, Recruitment of trainees: expectation of companies, Skills recruiters want, Preparation of Application Blank,
6	Difference between Work Sample Method and Assessment Centre Method, Concept of Leadership Group Discussion (LGD),
7	In Basket Method, Designing business games to develop team cohesiveness, Preparation of Model Appointment Order, Preparation of Exit Interview Questionnaire,

Module 2 : Legal Framework

Importance of Labour Law, Objectives of Labour Law, Principles of Labour Law in India. Unionism, Reasons to care, What do unions do, Managerial expectation, Benefits of unionization, **ILO**: Concept, Objective, Principles, Functional Area of ILO, American Labour Relations, Eastern Airlines case study, Freeman and Rogers's approach

Laws relating to Establishment: Factories Act, 1948 , Shops & Establishment Act

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
8	Syllabus discussion
9	Importance of Labour Law, Objectives of Labour Law,
10	Principles of Labour Law in India. Unionism, Reasons to care,
11	What do unions do, Managerial expectation, Benefits of unionization,
12	ILO: Concept, Objective, Principles, Functional Area of ILO, American Labour Relations, Eastern Airlines case study, Freeman and Rogers's approach
13	Laws relating to Establishment: Factories Act, 1948 , Shops & Establishment Act

Module 3 : Industrial Relations

Trade Unions Act, 1926; Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act, 1947, Application of AI in identification and comparison of case judgements

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
14	Trade Unions Act, 1926
15	Industrial Employment (Standing Orders) Act, 1946
16	Industrial Disputes Act, 1947

17	Application of AI in identification and comparison of case judgements
18	Application of AI in identification and comparison of case judgements

Module 4 : Laws relating to Social Security

Employees' Compensation Act, 1923; Employees' State Insurance Act, 1948, Maternity Benefit Act, 1961

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
19	Employees' Compensation Act, 1923
20	Employees' Compensation Act, 1923
21	Employees' State Insurance Act, 1948
22	Employees' State Insurance Act, 1948
23	Maternity Benefit Act, 1961
24	Revision of the topics sought by students.



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Institute of Engineering & Management, New Town Campus

University of Engineering & Management, Jaipur

Syllabus for BBA Batch 2022

Subject Name: Human Resource Management Practices and Labour Laws - Laboratory Credit: 2

Lecture Hours: 20

Subject Code: BBAHR692

List of Faculty Member handling the Subject –

1. Prof. (Dr.) Saikat Chakrabarti



[Study Material](#) [MIT/StandFord OpenCourseware](#) [NPTEL](#) [LinkedIn Learning](#)

Module number	Topic	Sub-topics	Text Book	Mapping with Industry and International Academia	Lecture Hours
1	Introduction to HRM Practices	<p>AI intervention in identification and removal of barriers to Human Resource Management: Special emphasis on Recruitment and Selection</p> <p>Designing Application Blank with the help of AI tools</p> <p>Preparing a Full Proof Plan Campus Recruitment Drive</p>	<p>Human Resource Management Text and Cases: V.S.P. Rao, Excel Books</p> <p>Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall</p> <p>Labour Relations in India: Agarwal, S.L., Mc Millan Publication</p> <p>Labour Laws: Taxmann</p> <p>R.Gupta's Popular Master Guide-</p> <p>UGC NET/SET</p> <p>UGC Net Tutorial:</p> <p>NTA UGC NET/JRF Management Paper 2 Previous Year Questions Papers (PYQ) with Detailed Solutions from 2004 to 2023 - by Sidharth Dash</p>	<p>International Academia: (https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/)</p> <p>Industry Mapping: In Consultation with SB Infowaves, Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Eelectrodes, Shyamoli Paribahan Pvt. Ltd.</p>	6

Lesson Plan:

Module 1 : Introduction to HRM Practices

2	Legal Framework	Attending Moot Court and Drafting of Report Participation in Specialized Talks Focusing on the Changing Dimensions of Labour Laws	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann R.Gupta's Popular Master Guide- UGC NET/SET UGC Net Tutorial: NTA UGC NET/JRF Management Paper 2 Previous Year Questions Papers (PYQ) with Detailed Solutions from 2004 to 2023 - by Sidharth Dash	International Academia: (https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/) Industry Mapping: In Consultation with SB Infowaves, Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Eelectrodes, Shyamoli Paribahan Pvt. Ltd.	6
3	Industrial Relations	Analysis of Judicial Activism on Trade Unions Act, 1926; Industrial Employment (Standing Orders) Act, 1946; Industrial	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in	International Academia: (https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/)	4

		Disputes Act, 1947	Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann R. Gupta's Popular Master Guide- UGC NET/SET UGC Net Tutorial: NTA UGC NET/JRF Management Paper 2 Previous Year Questions Papers (PYQ) with Detailed Solutions from 2004 to 2023 - by Sidharth Dash	spring-2003/ Industry Mapping: In Consultation with SB Infowaves, Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Electrodes, Shyamoli Paribahan Pvt. Ltd.	
4	Laws relating to Social Security	Case Study Presentation on the Recent Judgements of Employees' Compensation Act, 1923; Employees' State Insurance Act, 1948; Maternity Benefit Act, 1961	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan	International Academia: https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/ Industry Mapping: In Consultation with SB Infowaves,	4

			Publication Labour Laws: Taxmann R.Gupta's Popular Master Guide- UGC NET/SET UGC Net Tutorial: NTA UGC NET/JRF Management Paper 2 Previous Year Questions Papers (PYQ) with Detailed Solutions from 2004 to 2023 - by Sidharth Dash	Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Eelectrodes, Shyamoli Paribahan Pvt. Ltd.	
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AI intervention in identification and removal of barriers to Human Resource Management: Special emphasis on Recruitment and Selection, Designing Application Blank with the help of AI tools, Preparing a Full Proof Plan Campus Recruitment Drive

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
1	Syllabus discussion
2	AI intervention in identification and removal of barriers to Human Resource Management:

3	Special emphasis on Recruitment and Selection
4	Designing Application Blank with the help of AI tools,
5	Designing Application Blank with the help of AI tools,
6	Preparing a Full Proof Plan Campus Recruitment Drive

Module 2 : Legal Framework

Attending Moot Court and Drafting of Report, Participation in Specialized Talks Focusing on the Changing Dimensions of Labour Laws

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
7	Syllabus discussion
8	Attending Moot Court and Drafting of Report
9	Participation in Specialized Talks Focusing on the Changing Dimensions of Labour Laws
10	Participation in Specialized Talks Focusing on the Changing Dimensions of Labour Laws

Module 3 : Industrial Relations

Analysis of Judicial Activism on Trade Unions Act, 1926; Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act, 1947

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
11	Analysis of Judicial Activism on Trade Unions Act, 1926;
12	Analysis of Judicial Activism on Trade Unions Act, 1926;
13	Industrial Employment (Standing Orders) Act, 1946
14	Industrial Disputes Act, 1947

Module 4 : Laws relating to Social Security

Case Study Presentation on the Recent Judgements of Employees' Compensation Act, 1923; Employees' State Insurance Act, 1948, Maternity Benefit Act, 1961

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
15	Case Study Presentation on the Recent Judgements of Employees' Compensation Act, 1923
16	Case Study Presentation on the Recent Judgements of Employees' Compensation Act, 1923
17	Employees' State Insurance Act, 1948
18	Maternity Benefit Act, 1961
19	Maternity Benefit Act, 1961

Recommended Books:

Text Book:

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books
2. Srivastava, S.C. : Labour Law in Factories, Mines, Plantations etc., Prentice Hall
3. Agarwal, S.L. : Labour Relations in India, McMillan
4. Labour Laws: Taxmann Publications

References:

1. Pathak, A : Legal Aspects of Business, Tata McGraw Hill
2. Samant, S.R. & Dongle, B.N. (eds). CLR's Yearly Labour Digest, Dwivedi
3. Labour Laws in India : P.L. Malik
4. R.Gupta's Popular Master Guide- UGC NET/SET
5. NTA UGC NET/JRF Management Paper 2 Previous Year Questions Papers (PYQ) With Detailed Solutions from 2004 to 2023 – by Sidharth Dash

QUESTION PAPER PATTERN AND DATES

EXAMINATION	Dates	PART – A	PART – B	PART – C	TOTAL MARKS
Mid Term 1	February 10, 2025 to February 21, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2 × 5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5 × 2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10 × 1)	30
Mid Term 2	March 24, 2025 to April 2, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2 × 5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5 × 2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10 × 1)	30
End Semester Examination	April 21, 2025 to May 9, 2025	Attempt 10 out of 15 questions; Each question carries 2 marks (2 × 10)	Attempt 6 out of 9 questions; Each question carries 5 marks (5 × 6)	Attempt 5 out of 8 questions; Each question carries 10 marks (10 × 5)	100

Examination Rules & Regulations:

https://iemcollege-my.sharepoint.com/:b:/g/personal/iemcoe_office_iem_edu_in/EXrcoe3d6oxlogHKO074XeUBC9qm3XNaf_qUeSiVTNh5OQ?e=MMQn40



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 Batch 2022

Subject Name: ORGANISATIONAL DEVELOPMENT

Credit: 4 Lecture Hours: 40

Subject Code: BBAHR603

List of Faculty Member handling the Subject –

1. Prof. Shaibal Kumar Sen

[Study Material](#)

[MIT/StandFord OpenCourseware](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

1. To enable the students to understand the concept and importance of Organisation Development.
2. To enable students to study the concept of Organisation Development, Models, Process and Intervention also enable them to understand their importance
3. To enable students to understand the importance of Organisation Development, Lewin Model of Change, Change Management Model and their importance in organizational and personal life
4. To enable students to understand and apply their knowledge of Organisation Development Intervention in the different fields of Management.

COURSE OUTCOMES:

CO 1: Students will be able to understand the fundamental concept of Organisation Development and its importance in the practical world

CO 2: Students will be able to identify, define and solve Organisation Development related problems with the concept of change management and other areas

CO 3: Students will understand the contemporary Organisation Development issues and will get some wider exposure with respect to process, intervention etc.

CO 4: Ensuring overall development of students by enabling them to understanding the concept of Organisation Development and interventions and also helping them in understanding their application.

Module number	Topic	Sub-topics	Text Book as per syllabus with chapter Nos.	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
Module 1	Organization Development	Organization Development- Definition, Characteristics, Evolution, Process, Benefits and Limitations, Values, Assumptions and Beliefs in OD.	Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice	International Academia: https://ocw.mit.edu/courses/15-668-people-and-organizations-fall-2010/ Industry Mapping:	10	https://docs.google.com/document/d/1edyDb8GV9Y0w5rK9Q3UIQmEMgvdf7HLN/edit?usp=drivesdk&oid=106140

			Hall of India.	Industry specific managerial skills and roles suitable for organizations undergoing cultural change such as Merger and Acquisition, Organizational redesign etc.		659255601029242&rtpof=true&sd=true
Module 2	OD Models	<p>OD Models - Kurt Lewin and Burke – Litwin</p> <p>models of Organizational Change, Systems</p> <p>Theory, Participation and Empowerment,</p> <p>Teams and Team Work.</p> <p>Principles of Natural Justice</p>	<p>. Wendell French, Cicil, H. Bell,</p> <p>Jr. (6e) “Organizational</p> <p>Development”, Prentice</p> <p>Hall of India.</p>	<p>International Academia:</p> <p>https://ocw.mit.edu/courses/15-316-building-and-leading-effective-teams-summer-2005/</p> <p>Industry Mapping:</p> <p>Recognizing Group think, Group shift, Social Loafing and other skills</p>	10	https://docs.google.com/document/d/1edyDb8GV9Y0w5rK9Q3UIQmEMgvdf7HLN/edit?usp=drivesdk&oid=106140659255601029242&rtpof=true&sd=true

				related to team dynamics.		
Module-3	OD Process	<p>OD Process - The Six Box Model, Third wave</p> <p>consulting, Phases of OD Programs, Change</p> <p>Management Models, The Generic Parallel</p> <p>Learning Structure Intervention Process, Steps</p> <p>To Transforming an Organization.</p>	<p>Wendell French, Cicil, H. Bell,</p> <p>Jr. (6e) “Organization</p> <p>Development”, Prentice</p> <p>Hall of India.</p>	<p>International Academia:</p> <p>https://ocw.mit.edu/courses/15-343-managing-transformations-in-work-organizations-and-society-spring-2002/</p> <p>Industry Mapping:</p> <p>In the present-day dynamic business environment, identifying the skills such as consulting, negotiation, persuasive skills</p>	10	<p>https://docs.google.com/document/d/1edyDb8GV9Y0w5rK9Q3UIQmEMgvdf7HLN/edit?usp=drivesdk&oid=106140659255601029242&rtpof=true&sd=true</p>

				to be best suitable for the competitive business		
Module-4	OD Intervention	<p>OD Intervention - Factors to Plan and</p> <p>Implement OD, Results of OD Interventions,</p> <p>Classification of OD Interventions. OD</p> <p>Consultation: Process Consultation, Coaching</p> <p>And Counselling Interventions. Team</p> <p>Building: Gestalt Approach to Team Building,</p> <p>Techniques in Team Building.</p>	<p>Wendell French, Cicil, H. Bell,</p> <p>Jr. (6e)</p> <p>“Organization</p> <p>Development”, Prentice</p> <p>Hall of India.</p>	<p>International Academia:</p> <p>https://ocw.mit.edu/courses/15-320-strategic-organizational-design-spring-2011/</p> <p>Industry Mapping:</p> <p>Employee motivation, Leadership approach, Organizational change and Team building skills in dynamic</p>	10	<p>https://docs.google.com/document/d/1edyDb8GV9Y0w5rK9Q3UIQmEMgvdf7HLN/edit?usp=drivesdk&oid=106140659255601029242&rtpof=true&sd=true</p>

				environment.		
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Submitted by Dr. Saikat Chakrabarti, Prof. Shaibal Kumar Sen, Prof. Piyali Banerjee, Prof. Priyanka Singh IEM Ashram campus

Lesson Plan:

Module 1 : Organization Development

Organization Development- Definition, Characteristics, Evolution, Process, Benefits and Limitations, Values, Assumptions and Beliefs in OD.

(Faculty : Prof. Shaibal Kumar Sen)

WORKING DAY	LESSON PLAN – DESCRIPTION
1	Syllabus discussion
2	Organization Development- Definition, Characteristics
3	Evolution, Process
4	Benefits and Limitations,
5	Values, Assumptions and Beliefs in OD.
6	Values, Assumptions and Beliefs in OD.

Module 2 : OD Models

OD Models : Kurt Lewin and Burke – Litwin models of Organizational Change, Systems Theory, Participation and Empowerment, Teams and Team Work, Principles of Natural Justice

(Faculty : Prof. Shaibal Kumar Sen)

WORKING DAY	LESSON PLAN – DESCRIPTION
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7	Syllabus discussion
8	OD Models : Kurt Lewin and Burke – Litwin models of Organizational Change
9	OD Models : Kurt Lewin and Burke – Litwin models of Organizational Change
10	Systems Theory
11	Participation and Empowerment
12	Teams and Team Work
13	Principles of Natural Justice

Module 3 : OD Process

OD Process - The Six Box Model, Third wave consulting, Phases of OD Programs, Change Management Models, The Generic Parallel Learning Structure Intervention Process, Steps To Transforming an Organization. **(Faculty : Prof. Shaibal Kumar Sen)**

WORKING DAY	LESSON PLAN – DESCRIPTION
14	OD Process - The Six Box Model
15	Third wave consulting, Phases of OD Programs
16	Change Management Models
17	The Generic Parallel Learning Structure Intervention Process
18	Steps to Transforming an Organization

Module 4 : OD Intervention

OD Intervention - Factors to Plan and Implement OD, Results of OD Interventions, Classification of OD Interventions. OD Consultation: Process Consultation, Coaching And Counselling Interventions. Team Building: Gestalt Approach to Team Building, Techniques in Team Building.

(Faculty : Prof. Shaibal Kumar Sen)

WORKING	LESSON PLAN – DESCRIPTION
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DAY	
19	OD Intervention - Factors to Plan and Implement OD
20	Results of OD Interventions
21	Classification of OD Interventions
22	OD Consultation: Process Consultation
23	Coaching And Counselling Interventions Act, 1961
	HOLIDAY
24	Team Building: Gestalt Approach to Team Building
25	Techniques in Team Building



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University of Engineering & Management, Jaipur

Syllabus for BBA Batch 2022

Subject Name: ORGANISATIONAL DEVELOPMENT - Laboratory Credit: 2 Lecture Hours: 20

Subject Code: BBAHR693

List of Faculty Member handling the Subject –

- 1. Prof. Shaibal Kumar Sen**

[Study Material](#) [MIT/StandFord OpenCourseware](#) [NPTEL](#) [LinkedIn Learning](#)

Module number	Topic	Sub-topics	Text Book	Mapping with Industry and International Academia	Lecture Hours
1	Organization Development	Case Study & Presentation Using AI Tools	Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.	International Academia: https://ocw.mit.edu/courses/15-668-people-and-organizations-fall-2010/ Industry Mapping: Industry specific managerial skills and roles suitable for organizations undergoing cultural change such as Merger and Acquisition, Organizational redesign etc.	5
2	OD Models	Team Building Exercise : Development of Module and Practice	. Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.	International Academia: https://ocw.mit.edu/courses/15-316-building-and-leading-effective-teams-summer-2005/ Industry Mapping:	5

				Recognizing Group think, Group shift, Social Loafing and other skills related to team dynamics.	
3	OD Process	Framing Structured Interview Questionnaire Case Study on Change Management	Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.	International Academia: https://ocw.mit.edu/courses/15-343-managing-transformations-in-work-organizations-and-society-spring-2002/ Industry Mapping: In the present-day dynamic business environment, identifying the skills such as consulting, negotiation, persuasive skills to be best suitable for the competitive business	5
4	OD Intervention	Techniques of Counselling Simulation on Real Life of Consultancy for an organization	Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.	International Academia: https://ocw.mit.edu/courses/15-320-strategic-organizational-design-spring-2011/ Industry Mapping: Employee motivation, Leadership approach, Organizational change and Team building	5

				skills in dynamic environment.	
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Lesson Plan:

Module 1 : Organization Development

Case Study & Presentation Using AI Tools (**Faculty : Prof. Shaibal Kumar Sen**)

WORKING DAY	LESSON PLAN – DESCRIPTION
1	Syllabus discussion
2	Case Study & Presentation Using AI Tools
3	Case Study & Presentation Using AI Tools

Module 2 : OD Model

Team Building Exercise : Development of Module and Practice

(**Faculty : Prof. Shaibal Kumar Sen**)

WORKING DAY	LESSON PLAN – DESCRIPTION
4	Syllabus discussion
5	Team Building Exercise
6	Development of Module and Practice
7	Development of Module and Practice

Module 3 : OD Process

Framing Structured Interview Questionnaire, Case Study on Change Management
(Faculty : Prof. Shaibal Kumar Sen)

WORKING DAY	LESSON PLAN – DESCRIPTION
8	Framing Structured Interview Questionnaire
9	Case Study on Change Management
10	Case Study on Change Management

Module 4 : OD Intervention

Techniques of Counselling, Simulation on Real Life OD Consultancy for an organization **(Faculty : Prof. Shaibal Kumar Sen)**

WORKING DAY	LESSON PLAN – DESCRIPTION
11	Techniques of Counselling
12	Simulation on Real Life OD Consultancy for an organization
13	Simulation on Real Life OD Consultancy for an organization

Recommended Books:

Text Book:

1. Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, “Organization Development”, 2006, Pearson Education.

References:

1. Kavitha Singh, “Organization Change & Development”, 2005, Excel Books
2. S. Ramanarayan, T.V. Rao, Kuldeep Singh, “Organization Development-Intervention and Strategies”, 2006, Response Books

QUESTION PAPER PATTERN AND DATES

EXAMINATION	Dates	PART – A	PART – B	PART – C	TOTAL MARKS

Mid Term 1	February 10, 2025 to February 21, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2 × 5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5 × 2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10 × 1)	30
Mid Term 2	March 24, 2025 to April 2, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2 × 5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5 × 2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10 × 1)	30
End Semester Examination	April 21, 2025 to May 9, 2025	Attempt 10 out of 15 questions; Each question carries 2 marks (2 × 10)	Attempt 6 out of 9 questions; Each question carries 5 marks (5 × 6)	Attempt 5 out of 8 questions; Each question carries 10 marks (10 × 5)	100

Examination Rules & Regulations:

https://iemcollege-mv.sharepoint.com/:b:/g/personal/iemcoe_office_iem_edu_in/EXrcoe3d6oxlogHKO074XeUBC9gm3XNaf_qUcSiVTNh5OQ?e=MMQn40



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University of Engineering & Management, Jaipur
Syllabus for BBA Batch 2022

Subject Name: Industrial Relations Credit: 4 Lecture Hours: 40

Subject Code: BBAHR604

**List of Faculty Members handling the Subject –
Prof. (Dr.) Saikat Chakrabarti**

COURSE OBJECTIVES:

1. To enable the students to understand the concept and importance of Industrial Relations
2. To enable students to study the concept of Trade Unionism and Legal Frame work and Laws related to Standing Order Act, 1946 : their provisions and importance.
3. To enable students to study the concept and importance of Positive and Negative Discipline
4. To enable students to study the concept of Management of Discipline and Grievance Management

COURSE OUTCOMES:

CO 1: Students will be able to understand the fundamental concept & theories of Industrial Relations and its importance in the practical world

CO 2: Students will be able to understand the economic perspective of industrial relations and will be able to deal with Trade Unions and Legal issues mainly with the Standing Order Act, 1946 and can solve problems with the concept of the same

CO 3: Students will understand the psychological foundation of human resource, contemporary issues related to Positive and Negative Discipline and may apply their knowledge in practice

CO 4: Ensuring overall development of students by enabling them to understand the concept of Management of Discipline and Grievance Management techniques of different industries.

[Study Material](#)

[MIT/StandFord OpenCourseware](#)

[NPTEL](#)

[LinkedIn Learning](#)

Submitted by Dr. Saikat Chakrabarti, Prof. Piyali Banerjee, Prof. Priyanka Singh IEM Ashram campus

Module number	Topic number	Sub-topics	Text Book as per syllabus with chapter Nos.	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction	<p>Industrial Relations: Overview, Objectives of IR, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Negotiation theory & Research, Major Factors Influencing Industrial Relations</p> <p>Concept of Discipline, Deviations in Work Behaviour Hot Stove Rule, Types of Discipline</p>	<p>Human Resource Management Text and Cases: V.S.P. Rao, Excel Books</p> <p>Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall</p> <p>Labour Relations in India: Agarwal, S.L., Mc Millan Publication</p> <p>Labour Laws: Taxmann</p>	<p>International Academia: (https://ocw.mit.edu/courses/15-676-work-employment-and-industrial-relations-theory-spring-2008/)</p> <p>Industry Mapping: In Consultation with Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Ecetodes, Shyamoli Paribahan Pvt. Ltd</p>	10	<p>1. Case Study on IR</p> <p>2. Case Study on Discipline</p> <p>3. Role Playing on Discipline</p>
2	Economics perspectives ,Trade Unionism & Acts	<p>Economics perspectives: institutional and internal labor market theory, Trade Unionism: Growth of Trade Unionism , Structure of Trade Unionism, Trends in Industrial</p>	<p>Human Resource Management Text and Cases: V.S.P. Rao, Excel Books</p> <p>Labour Law in Factories, Mines, Plantations etc.:</p>	<p>International Academia: (https://ocw.mit.edu/courses/15-676-work-employment-and-industrial-relations-theory-spring-2008/)</p>	10	<p>1. Case Study on Unionism</p> <p>2. Case Study on the provisions of the ID Act & Standing Order Act</p>

		Disputes Industrial Disputes Settlement machinery under ID Act 1947, Collective Bargaining Worker's Participation in Management Labour Welfare, Industrial Employment (Standard Orders) Act, 1946, Principles of Natural Justice, Application of AI	Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	Industry Mapping: In Consultation with Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Ecetodes, Shyamoli Paribahan Pvt. Ltd		3.Moot-court and role playing on Principles of Natural Justice
3	Psychological foundations , Positive & Negative Discipline	Psychological foundations of human resource management Positive Discipline Counseling- Approaches, Problems of Positive Discipline Negative Discipline Act of Indiscipline or Misconduct Cause of indiscipline & Misconduct Principles for Maintenance of Discipline Basic Ingredients or Guidelines of a	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories,Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication	International Academia: (https://ocw.mit.edu/courses/15-676-work-employment-and-industrial-relations-theory-spring-2008/) Industry Mapping: In Consultation with Jayasree Mills, HINDALCO,	10	1.Case Study on Positive Discipline 2. Case Study on Negative Discipline 3.Practical Counselling Session

		Disciplinary Action Warning (Verbal/Written) Charge Sheet Domestic Enquiry	Labour Laws: Taxmann	Aditya Birla Group, Supercool Eelectrodes, Shyamoli Paribahan Pvt. Ltd		
4	Management of Discipline , Grievance Management & Industry studies	Management of Discipline Discipline Authority Punishment & Penalties Handling Court cases Grievance Management Causes and Effects, Need for Grievance Procedures, Discovery of Grievance Procedures, Essential Pre requisites of Grievance Procedure, Steps in the Grievance Procedure, Model Grievance Procedure, Grievance, Management In Indian Industry, Guidelines for Handling Grievances. Application of AI in Decision Making,	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories,Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	International Academia: (https://ocw.mit.edu/courses/15-676-work-employment-and-industrial-relations-theory-spring-2008/) Industry Mapping: In Consultation with Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Eelectrodes, Shyamoli Paribahan Pvt. Ltd	10	1. Case Study on Management of Discipline 2. Case Study on grievance Management 3. Situational study and Role playing

		Industry studies				
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Lesson Plan:

Module 1: Introduction : Industrial Relations: Overview, Objectives of IR, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Negotiation theory & Research, Major Factors Influencing Industrial Relations, **Concept of Discipline, Deviations in Work Behaviour Hot Stove Rule, Types of Discipline**

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
1	Syllabus discussion
2	Overview, Objectives of IR
3	Approaches to IR, Parties to IR
4	System Model of IR
5	Industrial Employees of India, Negotiation theory & Research
6	Major Factors Influencing Industrial Relations
7	Concept of Discipline
8	Deviations in Work Behaviour Hot Stove Rule, Types of Discipline

Module 2: Economics perspectives, Trade Unionism & Acts :

Economics perspectives: institutional and internal labor market theory, Trade Unionism: Growth of Trade Unionism , Structure of Trade Unionism, Trends in Industrial Disputes Industrial Disputes , Settlement machinery under ID Act 1947, Collective Bargaining , Worker's Participation in Management, Labour Welfare, Industrial Employment (Standard Orders) Act, 1946, Principles of Natural Justice, Application of AI

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
9	Syllabus discussion
10	Economics perspectives: institutional and internal labor market theory
11	Trade Unionism: Growth of Trade Unionism
12	Structure of Trade Unionism
13	Trends in Industrial Disputes , Industrial Disputes Settlement machinery under ID Act 1947
14	Collective Bargaining , Worker's Participation in Management.
15	Labour Welfare, Industrial Employment (Standard Orders) Act, 1946
16	Principles of Natural Justice
17	Application of AI

Module 3: Psychological foundations , Positive & Negative Discipline :

Psychological foundations of human resource management, **Positive Discipline** , Counseling-Approaches, Problems of **Positive Discipline**, **Negative Discipline** , Act of Indiscipline or Misconduct , Cause of indiscipline & Misconduct , Principles for Maintenance of Discipline Basic Ingredients or Guidelines of a Disciplinary Action Warning (Verbal/Written), Charge Sheet, Domestic Enquiry

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
18	Psychological foundations of human resource management, Positive Discipline

19	Counseling-Approaches, Problems of Positive Discipline
20	Negative Discipline , Act of Indiscipline or Misconduct , Cause of indiscipline & misconduct
21	Principles for Maintenance of Discipline Basic Ingredients or Guidelines of a Disciplinary Action Warning (Verbal/Written)
22	Charge Sheet, Domestic Enquiry

Module 4: Management of Discipline , Grievance Management & **Industry studies**

Industry studies, **Management of Discipline, Discipline Authority, Punishment & Penalties, Handling Court cases, Grievance Management, Causes and Effects, Need for Grievance Procedures, Discovery of Grievance Procedures, Essential Prerequisites of Grievance Procedure, Steps in the Grievance Procedure, Model Grievance Procedure, Grievance, Management In Indian Industry, Guidelines for Handling Grievances, Application of AI in Decision Making, Industry studies**

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
23	Industry studies, Management of Discipline
24	Discipline Authority, Punishment & Penalties
25	Handling Court cases, Grievance Management
26	Causes and Effects, Need for Grievance Procedures, Discovery of Grievance Procedures
27	Essential Prerequisites of Grievance Procedure, Steps in the Grievance Procedure
28	Model Grievance Procedure, Grievance, Management In Indian Industry, Guidelines for Handling Grievances,
29	Application of AI in Decision Making,
30	Industry studies



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University of Engineering & Management, Jaipur

Syllabus for BBA Batch 2022

Subject Name: Industrial Relations – Laboratory

Credit: 2

Lecture

Hours: 20

Subject Code: BBAHR694

[Study Material](#) [MIT/StandFord OpenCourseware](#) [NPTEL](#) [LinkedIn Learning](#)

Module number	Topic	Sub-topics	Text Book	Mapping with Industry and International Academia	Lecture Hours
1	Introduction	Case Study on IR: Special Emphasize is on the International Industrial Relation regarding AI Collaboration	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., 5 Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	International Academia: (https://ocw.mit.edu/courses/15-676-work-employment-and-industrial-relations-theory-spring-2008/) Industry Mapping: In Consultation with Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Ecetodes, Shyamoli Paribahan Pvt. Ltd	5
2	Economics perspectives ,Trade Unionism & Acts	Practical Exposure to Cases Settled By International Arbitration, Case Study on IR: Special Emphasize	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	International Academia: (https://ocw.mit.edu/courses/15-676-work-employment-and-industrial-relations-theory-spring-2008/)	5

		is on International Industrial Relation regarding AI Collaboration	Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	Industry Mapping: In Consultation with Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Ecetodes, Shyamoli Paribahan Pvt. Ltd	
3	Psychological foundations , Positive & Negative Discipline	Practical Class on How to Prepare Charge Sheets and Warning Letters	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication	International Academia: (https://ocw.mit.edu/courses/15-676-work-employment-and-industrial-relations-theory-spring-2008/) Industry Mapping: In Consultation with Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Ecetodes,	5

			Labour Laws: Taxmann	Shyamoli Paribahan Pvt. Ltd	
4	Management of Discipline , Grievance Management Industry studies	Simulation of Company Tribunal & Special Emphasize on AI Application	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	International Academia: (https://ocw.mit.edu/courses/15-676-work-employment-and-industrial-relations-theory-spring-2008/) Industry Mapping: In Consultation with Jayasree Mills, HINDALCO, Aditya Birla Group, Supercool Eelectrodes, Shyamoli Paribahan Pvt. Ltd	5

Recommended Books:

Text Book:

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books
2. Srivastava, S.C. : Labour Law in Factories, Mines, Plantations etc., Prentice Hall
3. Agarwal, S.L. : Labour Relations in India, McMillan
4. Labour Laws: Taxmann Publications

References:

1. Pathak, A : Legal Aspects of Business, Tata McGraw Hill
2. Samant, S.R. & Dongle, B.N. (eds). CLR's Yearly Labour Digest, Dwivedi
3. Labour Laws in India : P.L. Malik
4. MIT Open Courseware: <https://ocw.mit.edu/courses/15-676-work-employment-and-industrial-relations-theory-spring-2008/>

Lesson Plan:**Module 1: Introduction**

Case Study on IR: Special Emphasize is on the International Industrial Relation regarding AI Collaboration

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	LESSON PLAN – DESCRIPTION
1	Syllabus discussion
2	Case Study on IR: Special Emphasize is on the International Industrial Relation regarding AI Collaboration

Module 2: Economics perspectives ,Trade Unionism & Acts

Practical Exposure to Cases Settled By International Arbitration, Case Study on IR: Special Emphasize is on International Industrial Relation regarding AI Collaboration

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	DATE	DAY	LESSON PLAN – DESCRIPTION
3	6 th January,2025	Monday	Syllabus discussion
4	13 th January,2025	Monday	Practical Exposure to Cases Settled By International Arbitration
5	20 th January,2025	Monday	Case Study on IR: Special Emphasize is on International

			Industrial Relation regarding AI Collaboration
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Module 3: Psychological foundations , Positive & Negative Discipline

Practical Class on How to Prepare Charge Sheets and Warning Letters

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	DATE	DAY	LESSON PLAN – DESCRIPTION
6	17 th February,2025	Monday	Psychological foundations , Positive & Negative Discipline
7	24 th February,2025	Monday	Practical Class on How to Prepare Charge Sheets and Warning Letters

Module 4: Management of Discipline , Grievance Management & Industry studies

Simulation of Company Tribunal, Special Emphasize on AI Application

(Faculty : Prof. (Dr.) Saikat Chakrabarti)

WORKING DAY	DATE	DAY	LESSON PLAN – DESCRIPTION
8	7 th January,2025	Tuesday	Management of Discipline , Grievance Management & Industry studies
9	9 th January,2025	Thursday	Simulation of Company Tribunal
10	14 th January,2025	Tuesday	Special Emphasize on AI Application

Recommended Books:

Text Book:

5. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books
6. Srivastava, S.C. : Labour Law in Factories, Mines, Plantations etc., Prentice Hall
7. Agarwal, S.L. : Labour Relations in India, McMillan
8. Labour Laws: Taxmann Publications

References:

1. Pathak, A : Legal Aspects of Business, Tata McGraw Hill
2. Samant, S.R. & Dongle, B.N. (eds). CLR's Yearly Labour Digest, Dwivedi
3. Labour Laws in India : P.L. Malik
4. MIT Open Courseware: <https://ocw.mit.edu/courses/15-676-work-employment-and-industrial-relations-theory-spring-2008/>

QUESTION PAPER PATTERN AND DATES

EXAMINATION	Dates	PART – A	PART – B	PART – C	TOTAL MARKS
Mid Term 1	February 10, 2025 to February 21, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2 × 5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5 × 2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10 × 1)	30
Mid Term 2	March 24, 2025 to April 2, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2 × 5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5 × 2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10 × 1)	30
End Semester Examination	April 21, 2025 to May 9, 2025	Attempt 10 out of 15 questions; Each question carries 2 marks (2 × 10)	Attempt 6 out of 9 questions; Each question carries 5 marks (5 × 6)	Attempt 5 out of 8 questions; Each question carries 10 marks (10 × 5)	100

Examination Rules & Regulations:

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Syllabus for BBA Admission Batch 2022

Subject Name: **Management Accounting**

Credit: 4

Hours: 40

Subject Code: BBAFM602

Pre-requisite: Basic Concept of Cost Accounting and financial accounting

Relevant Links:

Study [Material](#)

[Coursera](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

1. Recognize and apply appropriate theories, principles and concepts relevant to management accounting.
2. Exercise appropriate judgment in selecting and presenting information using various methods relevant to management accounting.
3. Plan, design and execute practical activities using techniques and procedures appropriate to management accounting.
4. Enable the management to operate smoothly and take crucial decisions regarding the business.

COURSE OUTCOMES:

CO1: To make the students recognize and apply appropriate theories, principles and concepts relevant to management accounting.

CO2: To make the students understand appropriate judgment in selecting and presenting information

using various methods relevant to management accounting and plan, design and execute practical activities using techniques and procedures appropriate to management accounting.

CO3: To use management accounting tools in taking crucial decisions regarding the business.

CO4: To determine the ability to solve problems relevant to cost and management using ideas and techniques of management accounting.

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab / Case-Study Assignment
1	Introduction to Management Accounting	Meaning, nature, scope and functions of management accounting; Management Accounting vs Financial Accounting.	Basu & Das: Cost & Management Accounting, Rabindra Library.	https://ocw.mit.edu/courses/15-963-management-accounting-and-control-spring-2007/pages/calendar/	5	Analysis of utility of MAC in real life problems
2	Ratio analysis	Computation and implications -Profitability ratios, turnover ratios, liquidity ratios, turnover ratios; Advantages and limitations of accounting ratios.	Basu & Das: Cost & Management Accounting, Rabindra Library.	https://ocw.mit.edu/courses/15-963-management-accounting-and-control-spring-2007/pages/calendar/	15	Competitor analysis using excel

3	Budgeting for Profit Planning and Control	Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and Flexible budgeting, cash budget; Zero base budgeting.	Basu & Das: Cost & Management Accounting, Rabindra Library.	https://ocw.mit.edu/courses/15-963-management-accounting-and-control-spring-2007/resources/lec19/	10	Analysis of Real life budgets using cases
4	Financial Statement Analysis	Cash flow statement (AS3), Comparative statement, Common size statement.	Basu & Das: Cost & Management Accounting, Rabindra Library.	https://ocw.mit.edu/courses/15-963-management-accounting-and-control-spring-2007/pages/calendar/	10	Competitor analysis using excel

Learning Resources:

1. Basu & Das: Cost & Management Accounting, Rabindra Library.
2. Sengupta & Chowdhury: Cost and Management Accounting, Dey Book Concern.
3. Bhabatosh Banerjee: Financial Policy and Management Accounting- Theory problem & solution, Prentice Hall of India Ltd.
4. M. N Arora: Cost and Management Accounting – Principles and Practice, Himalaya Publishing House (P) Ltd.



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Syllabus for BBA Admission Batch 2022

Subject Name: **Management Accounting-Practical**
Subject Code: BBAFM692

Credit: 2

Hours: 20

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	Module II:	Computation and implications -Profitability ratios, turnover ratios, liquidity ratios, turnover ratios; Advantages and limitations of accounting ratios.	Basu & Das: Cost & Management Accounting, Rabindra Library	https://ocw.mit.edu/courses/15-963-management-accounting-and-control-spring-2007/pages/calendar/	10 Hours
2	Module IV:	Cash flow statement (AS3), Comparative statement, Common size statement.	Basu & Das: Cost & Management Accounting, Rabindra Library	https://ocw.mit.edu/courses/15-963-management-accounting-and-control-spring-2007/pages/calendar/	10 Hours

Learning Resources:

1. Basu & Das: Cost & Management Accounting, Rabindra Library.
2. Sengupta & Chowdhury: Cost and Management Accounting, Dey Book Concern.

3. Bhabatosh Banerjee: Financial Policy and Management Accounting- Theory problem & solution, Prentice Hall of India Ltd.

4. M. N Arora: Cost and Management Accounting – Principles and Practice, Himalaya Publishing House (P) Ltd.

Lesson Plan:

Module 1: Introduction to Management Accounting

WORKING DAY	DAY	LESSON PLAN – DESCRIPTION
1	1	Syllabus discussion Meaning of management accounting;
2	2	Nature of management accounting;
3	3	Scope of management accounting;
4	4	functions of management accounting
5	5	Management Accounting vs Financial Accounting.

Module 2: Ratio analysis

WORKING DAY	DAY	LESSON PLAN – DESCRIPTION
6	6	Ratio Analysis definition and importance.
7	7	Computation and implications

8	8	Profitability ratios
9	9	Sums on profitability ratio
10	10	Turnover ratios
11	11	Sums on Turnover ratio
12	12	Liquidity ratios
13	13	Sums on Liquidity ratio
14	14	Advantages and limitations of accounting ratios.
15	15	Exercise problems discussion
16	16	Exercise problems discussion
17	17	Balance sheet analysis of corporates
18	18	Balance sheet analysis of corporates
19	19	Balance sheet analysis of corporates
20	20	Balance sheet analysis of corporates

Module 3: Budgeting for Profit Planning and Control

WORKING DAY	DAY	LESSON PLAN – DESCRIPTION
21	21	Meaning of budget and budgetary control;;
22	22	Objectives; Merits and limitations
23	23	Types of budgets; Fixed and Flexible budgeting

24	24	Fixed budget sums
25	25	Flexible budget sums
26	26	Flexible budget case
27	27	cash budget sums
28	28	cash budget sums
29	29	cash budget case
30	30	Zero base budgeting.

Module 4: Financial Statement Analysis

WORKING DAY	DAY	LESSON PLAN – DESCRIPTION
31	31	Cash flow statement (AS3)- introduction
32	32	Cash flow statement -operations
33	33	Cash flow statement- operations
34	34	Cash flow statement-investment
35	35	Cash flow statement- investment
36	36	Cash flow statement-financing
37	37	Cash flow statement- financing
38	38	Comparative statement, Common size statement.
39	39	Comparative statement, Common size statement-sums

40	40	Case study
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Text Books:

1. **Basu & Das: Cost & Management Accounting, Rabindra Library.**
2. **Sengupta & Chowdhury: Cost and Management Accounting, Dey Book Concern.**

Reference Books:

1. **Bhabatosh Banerjee: Financial Policy and Management Accounting- Theory problem & solution, Prentice Hall of India Ltd.**
2. **M. N Arora: Cost and Management Accounting – Principles and Practice, Himalaya Publishing House (P) Ltd.**

QUESTION PAPER PATTERN AND DATES

EXAMINATION	Dates	PART – A	PART – B	PART – C	TOTAL MARKS
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Mid Term 2	March 24, 2025 to April 2, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2×5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5×2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10×1)	30
End Semester Examination	April 21, 2025 to May 9, 2025	Attempt 10 out of 15 questions; Each question carries 2 marks (2×10)	Attempt 6 out of 9 questions; Each question carries 5 marks (5×6)	Attempt 5 out of 8 questions; Each question carries 10 marks (10×5)	100

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Syllabus for BBA Admission Batch 2022

[Study Material](#) [NPTEL](#) [Coursera](#) [MIT Open courseware](#)

[LinkedIn Learning](#)

Subject Name: Indirect Taxation

Credit: 4

Lecture Hours:

40 Subject Code: BBAFM603

Course Objective:

1. To acquire knowledge of legal provisions related to GST and Custom duty
2. Understand and enable the students to develop a concept of GST
3. To acquire understating of legal provisions about GST about matter of compliance
4. Understanding the concept of Customs laws and its implications

Course Outcome:

1. Students will be able to comprehend the importance of indirect taxation and its application in everyday life

2. Students will develop an understanding of various laws of GST and analyze the applications.
3. Students will be able to understand and apply function of Customs law and its applicability
4. Students will be able to ensure compliance indirect taxation related provision

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab / Case-Study Assignment
1	Concept of Indirect Taxation	<p>Concept and features of Indirect taxes,</p> <p>Difference between Direct and indirect Tax</p> <p>Background of erstwhile indirect taxes (Vat , Central Excise, Etc)</p> <p>Constitutional Amendments introduction of GST and their importance</p>	<p>1. Indirect Taxation <i>Goods and Services Tax and Customs Law</i> by Balachandran V</p> <p>2. Study Material – Module 1</p>	<p>International Standards: https://www.grantthornton.global/en/service/tax/indirect-international-tax/</p> <p>Industry Mapping: Data Preparation & handling</p>	8 Hours	Case Study on application of GST
2	GST – Overview & Concepts	<p>Background behind implementing GST-</p> <p>The need for GST- objectives of GST- Business impact-</p> <p>Benefits of GST-SGST- CGST and IGST- Taxes covered by</p>	<p>1. Indirect Taxation <i>Goods and Services Tax and Customs Law</i> by Balachandran V</p>	<p>International Standards https://www.oecd.org/en/publications/2017/04/international-vat-gst-guidelines_g1g75db4.html#:~:text=The%20International%20VAT%2FGST%20</p>	12 Hours	Case Study on Business Impact of GST

		<p>GST- Definitions - Scope and Coverage Scope of supply-</p> <p>Levy of tax- Rate Structure- Taxable Events.</p> <p>Types of Supplies – Composite and Mixed Supplies – Composition Levy.</p> <p>Time and place of supply</p>	2. Study Material – Module 2	<p>Guidelines%20now%20present%20a%20set%20of,the%20context%20of%20in ternational%20trad e.</p> <p><i>Industry Mapping:</i> Predictive model building & assesment</p>		
3	Assessment proceeding and GST Audit	<p>Return- Refunds- Input Tax Credit- Reverse charge Mechanism, Transitional Provisions composition under GST- Administrative structure of GST- Officers as per CGST Act- Officers as per SGST Act-Jurisdiction- Appointment Powers. Relevance of Cross Empowerments</p> <p>Assessment and Audit under GST- Demands and Recovery- Appeals and revision Advance ruling Offences and Penalties. National Anti-Profiteering Authority</p>	<p>1 Indirect Taxation <i>Goods and Services Tax and Customs Law</i> by Balachandran V</p> <p>1. Study Material – Module 3</p>	<p>International Standards : https://www.oecd-ilibrary.org/docserv/er/9789264271401-en.pdf?expires=1734359348&id=id&ac cname=guest&checksum=6A95A17F353ACB42D34813E3E0454C1D</p> <p>Industry Mapping: Classification Model Building & assessment</p>	14 Hours	Case Study on various application of GST and its consequences

Submitted by Abhijit Ghose, IEM Saltlake campus

4	Customs duty	<p>Customs duty</p> <p>The custom duty- Levy and collection of customs duty- Organisations of custom departments- Types of duties</p> <p>Officers of customs- powers- Appellate Machinery- Infringement of the Law-Offences and Penalties- Exemptions from duty customs duty draw back- duties free Zones.</p> <p>Export incentive schemes</p>	<p>1 Indirect Taxation <i>Goods and Services Tax and Customs Law</i> by Balachandran V</p> <p>2. Study Material – Module 4</p>	<p>International Standards : https://www.old.icegate.gov.in/Webapp/I/Trade-Guide-on-Imports</p> <p>Industry Mapping: Classification Model Building & assessment</p>	6 Hours	Case study on Custom duty and its implication
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TextBook:

1. Indirect Taxation- *Goods and Services Tax and Customs Law* by [Balachandran V](#)

Reference Books:

1. Indirect Tax Laws -Taxman- by Mahes Gour and K. M Bansal.
2. Comprehensive book on Indirect Tax Laws – by Puspendra Sisodia



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Syllabus for BBA Admission Batch 2022

Subject Name: Indirect Taxation – Practical

Credit: 2

Lecture Hours: 20

Subject Code: BBAFM693

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	Module I:	Understand GST provisions Understand relevant GST rules Learn registration process of GST	Indirect Taxation <i>Goods and Services Tax and Customs Law</i> by Balachandran V Wiley	International Standards: https://www.iso.org/standard/81231.html Industry Mapping: Data Preparation & handling	8 Hours
2	Module II:	Learn monthly filing of GSTR return Learn e-invoicing in GST Learn to file GSTR return -9	Indirect Taxation <i>Goods and Services Tax and Customs Law</i> by Balachandran V	International Standards https://www.iso.org/standard/81231.html Industry Mapping: Preparation of returns & assessment	8 Hours

3	Module III:	Input tax credit computation Understanding Kinds of supply in GST Learn to file return for composite supplier	Indirect Taxation <i>Goods and Services Tax and Customs Law</i> by Balachandran V	International Standards : https://www.iso.org/standard/81231.html Industry Mapping: <i>Learn to file returns in GST</i>	4 Hours
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Suggested Readings:

1. Indirect Taxation- *Goods and Services Tax and Customs Law* by [Balachandran V](#)
2. Indirect Tax Laws -Taxman- by Mahes Gour and K. M Bansal.
3. Comprehensive book on Indirect Tax Laws – by Puspendra Sisodia

Lesson plan

Module 1, Finance: Faculty Name: Prof. Abhijit Ghose

WORKING DAY	DAY	Lesson Plan - Description
1	1	Concept Indirect taxes, Overview of Indirect tax
2	2	Feature of Indirect tax – Details of tax
3	3	Difference between Direct and indirect Tax – Explanation in details
4	4	Background of erstwhile Indirect Tax – Details with example
5	5	Background of erstwhile indirect taxes (Vat , Central Excise, Etc – with relevance to GST and laws

6	6	Constitutional Amendments introduction of GST -
7	7	Importance of GST

Module 2, Finance: Faculty Name: Prof. Abhijit Ghose

WORKING DAY	DAY	Lesson Plan - Description
8	1	Background behind implementing GST
9	2	The need for GST
10	3	Objectives of GST- Business impact
11	4	Benefits of GST-SGST- CGST and IGST
12	5	Taxes covered by GST- Definitions
13	6	Scope and Coverage Scope of supply
14	7	Levy of tax- Rate Structure- Taxable Events. - Sums on the topic
15	8	Types of Supplies –Composite and Mixed Supply- Sums on the topic
16	9	Composition Levy.
17	10	Time and place of supply

Module 3, Finance : Faculty Name: Prof. Abhijit Ghose

WORKING DAY	DAY	Lesson Plan - Description
18	1	Return- Refunds of GST- Sums on the topic
19	2	Input Tax Credit – Export incentive Schemes- - Sums on the topic
20	3	Reverse charge Mechanism - Sums on the topic
21	4	Transitional Provisions composition under GST- Administrative structure of GST
22	5	Officers as per CGST Act
23	6	Officers as per SGST Act- Jurisdiction- Appointment Powers
24	7	Officers as per SGST Act- Jurisdiction- Appointment Powers
25	8	Relevance of Cross Empowerments – with relevance to various Offices
26	9	Assessment and Audit under GST-
27	10	Demands and Recovery- Appeals and revision
28	11	Advance ruling Offences and Penalties.
29	12	Advance ruling Offences and Penalties.
30	13	National Anti-Profiteering Authority

Module 4, Finance: Faculty Name: Prof. Abhijit Ghose

WORKING DAY	DAY	Lesson Plan - Description
31	1	The Custom duty - Introduction
32	2	Levy and collection of customs duty
33	3	Organisations of custom departments
34	4	Types of duties Officers of customs- powers-
35	5	Appellate Machinery- Infringement of the Law-Offences and Penalties - concept
36	6	Appellate Machinery- Infringement of the Law-Offences and Penalties- with examples
37	7	Exemptions from duty customs duty draw back
38	8	Duties free Zones.
39	9	Export incentive schemes
40	10	Export incentive schemes – with relevance to budget proposal

QUESTION PAPER PATTERN AND DATES

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Mid Term 2	March 24, 2025 to April 2, 2025	Attempt 5 out of 10 questions; Each question carries 2 marks (2×5)	Attempt 2 out of 4 questions; Each question carries 5 marks (5×2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10×1)	30
End Semester Examination	April 21, 2025 to May 9, 2025	Attempt 10 out of 15 questions; Each question carries 2 marks (2×10)	Attempt 6 out of 9 questions; Each question carries 5 marks (5×6)	Attempt 5 out of 8 questions; Each question carries 10 marks (10×5)	100

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Syllabus for BBA Admission Batch 2022

Subject Name: **Security Analysis & Portfolio Management** Credit: 4

Hours: 40

Subject Code: BBAFM604

Pre-requisite: Basic concepts of Securities.

Relevant Links:

Study [Material](#)

[Coursera](#)

[NPTEL](#)

LinkedIn [Learning](#)

COURSE OBJECTIVES:

5. Recognize and apply appropriate theories, principles and concepts relevant to Security analysis and portfolio management.
6. Exercise appropriate judgment in selecting and understanding the importance of EIC premises in SAPM.
7. Provide an in-depth knowledge of the theory and practice of portfolio management. Important theories, techniques, regulations and certain advancements in theory of investment.
8. Familiarize the participants with the stock markets of India, its terminology, types of securities, the determinants of the price behavior of securities, evaluation of fair price, and to provide a conceptual insight to the valuation of securities

COURSE OUTCOMES:

CO1: To make the students recognize and apply theories, principles and concepts of Security analysis and portfolio management

CO2: To make the students understand appropriate judgment in selecting and understanding the importance of EIC premises in SAPM

CO3: Demonstrate bond pricing theorems, bond duration, active and passive bond management strategies, bond volatility and bond immunization.

CO4: Examine the concepts of equity analysis, equity valuation, balance sheet analysis, intrinsic value and market price.

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
1	Introduction to investments, security analysis and portfolio management	Investing and investments, nature of investments-investment attributes, Comparison between investment, speculation and gambling, Types of financial assets, security analysis, portfolio management	Prasanna Chandra: Investment analysis and portfolio management.	https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/15433introduction/	5
2	Fundamental & Technical analysis	Technical analysis: Charting techniques (Candlestick, MA, RSI, BB, and MAE), Dow theory, Key technical indicators and Behavioral Finance.	Prasanna Chandra:	https://onlinecourses.nptel.ac.in/noc21_mg99/preview	10

			Investment analysis and portfolio management.		
3	Portfolio Analysis & Capital Market Theory	<ul style="list-style-type: none"> • Concept and estimation of risk and return of individual securities, Relationship between risk and return, Types of security risk, Systematic risk vs. unsystematic risk, Concept of portfolio and portfolio diversification, Portfolio management process, Diversification strategies, Markowitz risk-return optimization principle. • Capital asset pricing model (CAPM), Features and assumptions, Concept and estimation of Beta Coefficient, Significance Beta in portfolio decisions, Single index market model for portfolio construction, Security market line (SML) & Capital market Line (CML). 	Prasanna Chandra: Investment analysis and portfolio management.	https://onlinecourses.nptel.ac.in/noc21mg99/preview	15
4	Efficient market hypothesis and EIC framework	Efficient market hypothesis, event study, Portfolio study. Economic analysis-industry analysis-company analysis.	Prasanna Chandra: Investment analysis and portfolio management.	https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/15433introduction/	10



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Syllabus for BBA Admission Batch 2022



Subject Name: **Security Analysis & Portfolio Management-Laboratory** Credit: 2
Subject Code: BBAFM694

Hours: 20

Pre-requisite: Basic concepts of Securities.

Module number	Topic	Sub-topics	TextBook	Mapping with Industry and International Academia	Lecture Hours
2	Fundamental & Technical analysis	Technical analysis: Charting techniques (Candlestick, MA, RSI, BB, and MAE), Dow theory, Key technical indicators and Behavioral Finance.	PrasannaChandra : Investment analysis and portfolio management.	https://onlinecourses.nptel.ac.in/noc21_mgmt/preview	20

Lesson Plan:

Module 1: Introduction to investments, security analysis and portfolio management

WORKING DAY	DAY	LESSON PLAN – DESCRIPTION

1	1	Investing and investments, Types of financial assets.
2	2	nature of investments- investment attributes
3	3	Comparison between investment, speculation and gambling
4	4	security analysis
5	5	portfolio management

Module 2: Fundamental and technical analysis

WORKING DAY	DAY	LESSON PLAN – DESCRIPTION
6	6	Technical analysis: Charting techniques (Candlestick, MA, RSI, BB, and MAE), Dow theory, Key technical indicators and Behavioral Finance.
7	7	Charting techniques- Candlestick
8	8	Charting techniques -MA,
9	9	Charting techniques- RSI,
10	10	Charting techniques- BB
11	11	Charting techniques - MAE
12	12	Dow theory

13	13	Key technical indicators
14	14	Behavioral Finance
15	15	Behavioral Finance

**Module 3: Portfolio Analysis
& Capital market theory**

WORKING DAY	DAY	LESSON PLAN – DESCRIPTION
16	16	Concept and estimation of risk and return of individual securities
17	17	Relationship between risk and return, Types of security risk, Systematic risk vs. unsystematic risk
18	18	Concept of portfolio and portfolio diversification
19	19	Portfolio management process
20	20	Diversification strategies
21	21	Markowitz risk-return optimization principle
22	22	Capital asset pricing model (CAPM)
23	23	Features and assumptions,
24	24	Concept and estimation of Beta Coefficient

25	25	Significance of Beta in portfolio decisions
26	26	Single index market model for portfolio construction,
27	27	Security market line (SML)
28	28	Capital market Line (CML).
29	29	CAPM Model
30	30	CAPM Model-sums

Module 4: Efficient market hypothesis and EIC framework

WORKING DAY	DAY	LESSON PLAN – DESCRIPTION
31	31	Efficient market hypothesis
32	32	Forms of Efficient market hypothesis
33	33	Event study
33	33	Event study
34	34	Event study-case
35	35	Portfolio study
36	36	Portfolio study
37	37	Economic analysis-industry analysis-company analysis.
38	38	EIC framework
39	39	EIC framework
40	40	

Text Books:

3. **Prasanna Chandra: Investment analysis and portfolio management.**
4. **Donald E.Fischer and Ronald J.Jordan: Security Analysis and Portfolio Management,Pearson.**

Reference Books:

5. **1. S.Kevin: Security Analysis and Portfolio Management,PHI Learning**
6. **M. Y. Khan, Indian Financial system, TMH.**

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