University of Engineering and Management

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

Syllabus for BBA Admission Batch 2023

Subject Name: Advanced Data Analysis Tools **Credit: 4** **Lecture Hours: 40**
Subject Code: BBABB701

[**Study Material**] [**MIT Opencourseware**] [**Coursera**]

COURSE OBJECTIVES:
1. To introduce advanced data analysis tools and techniques used in business decision-making.
2. To develop proficiency in using statistical software for comprehensive data analysis, including manipulation, interpretation, and visualization.
3. To explore the application of these tools in addressing real-world business challenges through hands-on exercises
4. To execute the analysis tools knowledge in real life case studies and problems.

COURSE OUTCOMES:

CO	**Details**
1	Proficiency in using advanced statistical tools for data analysis.
2	Ability to apply comprehensive data analysis techniques to enhance business decision-making.
3	Skills to effectively interpret and present data insights to stakeholders.

4	Awareness of ethical considerations in data analysis.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab
1	**Data Handling and Statistical Foundations**	• Fundamentals of data analysis • overview of statistical software tools • data handling • data importing • cleaning, and initial data exploration techniques • setting a strong foundation for further analysis.	***Business Intelligence and Analytics by R.G.Saha***	***International Academia:*** Statistical Thinking and Data Analysis | Sloan School of Management | MIT OpenCourseWare ***Industry Mapping:*** Data handling and cleaning	8	Statistical application of data analysis using adv excel or stata
2	**Statistical Analysis and Modeling**	• descriptive and inferential statistics • regression analysis • forecasting techniques • hypothesis testing and time series analysis	***Business Intelligence and Analytics by R.G.Saha***	***International Academia:*** Statistical Thinking and Data Analysis | Sloan School of Management | MIT OpenCourseWare ***Industry Mapping:***	8	Application of forecasting techniques and hypothesis testing

				Data forecasting and time series analysis		
3	**Machine Learning and Advanced Analytical Techniques**	• Basic and advanced machine learning algorithms relevant to business	***Business Intelligence and Analytics by R.G.Saha***	***International Standards:*** Statistical Thinking and Data Analysis | Sloan School of Management | MIT OpenCourseWare ***Industry Mapping:*** Machine learning algorithms for model building	10	Machine learning models for data science
4	**Visualization, Reporting, and Ethical Considerations**	• Importance of effective data presentation through visualizations • Interactive dashboards using tools like Tableau and Power BI	***Business Intelligence and Analytics by R.G.Saha***	***International Standards:*** Statistical Thinking and Data Analysis | Sloan School of Management | MIT OpenCourseWare ***Industry Mapping:*** Power BI and Tableau for data visualization	14	PowerBI and Tableau as visualization tool

TextBook: *Business Intelligence and Analytics by R.G.Saha*

Reference Book: *Data Science with Artificial Intelligence, Machine Learning and Deep Learning by Rajiv Chopra, Khanna Book Publishing.*

Course Outcomes (COs) code & Statement	Program Outcomes (POs)							
	PO- 1	PO -2	PO -3	PO- 4	PO- 5	PO -6	PO -7	PO -8
CO-1	3		3					
CO-2	2	1	3					
CO-3	3	2	2					
CO-4	3	2	2	2				

Strength – 3 (Strong), 2 (Medium), 1(Weak), NA

Lesson Plan

Day	Topic
1-7	• Fundamentals of data analysis • overview of statistical software tools • data handling • data importing
8	Data cleaning, and initial data exploration techniques setting a strong foundation for further analysis
9	descriptive and inferential statistics
10-11	regression analysis
12-14	forecasting techniques
15-18	hypothesis testing and time series analysis
18-23	Basic and advanced machine learning algorithms relevant to business

24-29	Importance of effective data presentation through visualizations
29-33	Interactive dashboards using tools like Tableau and Power BI
34-37	Exploratory Analysis
38	Multivariate Analysis and Modelling
39-40	Business Operation Dashboard

SPECIALIZATION

MARKETING MANAGEMENT (MM)

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

Syllabus for BBA Admission Batch 2023

Subject Name: B2B Marketing **Credit: 4** **Lecture Hours: 40** **Subject Code: BBAMM702**

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

COURSE OBJECTIVES:

1. To identify various marketing concepts involved in organizational buying and comprehend business buying process.
2. To analyze the opportunities for business to business marketing from the perspectives of customers.
3. To apply the marketing mix concepts to B2B markets that leads to develop an understanding of the process of B2B marketing mix elements implications.
4. To explore the various strategic dimensions of B2B Marketing within the ethical perimeters

COURSE OUTCOMES:

CO	Details
1	Students will be able to the dynamic nature of the business marketing environment and including the unique nature of organizational buying behaviour.
2	Students will be able to understand & segmentation process for business markets and illustrate the customer relationship management and acquiring right customers.
3	Students will be able to understand the strategic implications of marketing mix elements in B2B market.
4	Students will be able to develop and design reasonable and ethical decisions in B2B marketing that deal with global practices, strategies, negotiations, and management.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1.	**Fundamentals of B2B Marketing**	**Unit 1.1: Introduction to B2B Marketing:** • Business marketing • Business market customers • Characteristics of business markets • Organizational buying and buying behaviour • The buying process • Strategic role of marketing **Unit 1.2: Organizational markets of India:** • Organizational and business markets • Government as a customer • Commercial enterprises • Commercial and institutional customers	1. B2B Marketing: A South Asian Perspective; Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh; Cengage 2.	***International Academia:*** (https://dox.utdallas.edu/syl17238) (https://my.suu.edu/syllabus/202610/MKTG-6500-A70/) ***AICTE-prescribed BBA syllabus:*** (https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf) ***NPTEL*** (https://nptel.ac.in/courses/11010716)	**12**	Case study

2	**B2B Market & Customers**	**Unit 2.1: Segmenting business markets** **Unit 2.2: Customer Relationship Management Strategies for Business Markets** **Unit 2.3: Business Marketing Planning: Strategic Perspectives** **Unit 2.4: Managing innovation for business markets**	1. B2B Marketing: A South Asian Perspective; Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh; Cengage 2. Business Marketing: Concepts and Cases; Sharad Sarin; McGraw Hill Latest Edition	***International Academia:*** (https://dox.utdallas.edu/syl17238) (https://my.suu.edu/syllabus/202610/MKTG-6500-A70/) ***AICTE-prescribed BBA syllabus:*** (https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf) ***NPTEL*** (https://nptel.ac.in/courses/11010716)	10	Case study
3	**Marketing Mix in Business Market**	**Unit 3.1: Product strategy in B2B Markets** **Unit 3.2: Pricing in B2B marketing** **Unit 3.3: Managing marketing communications for business markets** **Unit 3.4: Managing Channels**	1. B2B Marketing: A South Asian Perspective; Michael D. Hutt,	***International Academia:*** (https://dox.utdallas.edu/syl17238) (https://my.suu.edu/syllabus/202610/MKTG-6500-	12	Case study

			Dheeraj Sharma, Thomas W. Speh; Cengage 2. Business Marketing: Concepts and Cases; Sharad Sarin; McGraw Hill Latest Edition	A70/) ***AICTE-prescribed BBA syllabus:*** (https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf) ***NPTEL*** (https://nptel.ac.in/courses/11010716)		

4	**B2B Marketing Strategy & Ethics**	**Unit 4.1: Customer care for business markets** **Unit 4.3: Implementation of B2B marketing strategy** **Unit 4.4: Ethical issues in B2B Marketing**	1. B2B Marketing: A South Asian Perspective; Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh; Cengage 2. Business Marketing: Concepts and Cases; Sharad Sarin; McGraw Hill Latest Edition	***International Academia:*** (https://dox.utdallas.edu/syl17238) (https://my.suu.edu/syllabus/202610/MKTG-6500-A70/) ***AICTE-prescribed BBA syllabus:*** (https://www.aicte-india.org/sites/default/files/Model_Curriculum/BBA%20Final.pdf) ***NPTEL*** (https://nptel.ac.in/courses/11010716)	6	Case study

***Submitted by Prof. (Dr.) Dibyendu Chattaraj, IEM Saltlake Campus ***

TEXTBOOK:

1. B2B Marketing: A South Asian Perspective; Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh; Cengage Latest Edition. (Chapters:)
2. Business Marketing: Concepts and Cases; Sharad Sarin; McGraw Hill Latest Edition (Chapters:)

REFERENCE BOOK:

CO-PO Mapping

Course Outcomes (COs) code & statement	**Program Outcomes (POs)**							
	PO-1	**PO-2**	**PO-3**	**PO-4**	**PO-5**	**PO-6**	**PO-7**	**PO-8**
CO-1	3	3	2	1	2	3	3	1
CO-2	3	3	2	2	5	3	2	1
CO-3	3	3	3	1	2	3	3	1
CO-4	3	3	2	1	5	3	2	1

Strength – 3 (Strong), 2 (Medium), 1(Weak), NA

University of Engineering and Management

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

Syllabus for BBA Admission Batch 2023

Subject Name: International Marketing **Credit: 4** **Lecture Hours: 40**
Subject Code: BBAMM702

Study Material **Coursera** **NPTEL** **LinkedIn Learning**

COURSE OBJECTIVES:

1. Develop a foundational understanding of how IM is anchored in classic MM and yet differs from it.
2. Be able to perform PEST – Political, Economic, Social, and Technological analysis of international markets at the level of countries, regions (e.g., Latin America), and economic blocs (e.g., European Union).
3. Develop and apply templates for understanding customers' needs and wants, and finding ways to appeal to those customers.
4. Be able to contrast the opportunities for products vs. services, technological offerings vs. consumer non-durables, branded products vs. commodities from the Indian International context.

COURSE OUTCOMES:

CO	Details
1	Assess international markets in ways that appeal to specific firms. These include recognizing heterogeneities with each country, aspirations of consumers and the constraints they face, the extent of regulation and competition, and similarities/contrasts relative to the Indian environment

2	Analyze the impact of PEST factors on IM strategy formulation. Here examine what types of alliances or partnerships with local firms can balance control and return
3	Determine when to use different new product entry, pricing, promotion, and distributional strategies.
4	Evaluate various types of international distribution channels and understand the significance of communications decisions in International Markets

CORE EXAM SYLLABUS

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	**Module 1: International Marketing – An Overview**	Significance of International Marketing, Globalization and its Marketing Implications, Concept of International Marketing, Scope and Challenges in International Marketing, International Marketplace, Macroeconomic & Microeconomic concepts; Social, Cultural, Legal, Political, and Ethical Considerations, and Economic Groupings, role of governance mechanisms: WTO, World Bank and International Monetary Fund (IMF), Indian International Marketing Policies and Institutions, EPRG Concept, International Marketing Framework	**International Marketing (Second Edition), OUP; Rakesh Mohan Joshi** Chapters: 1, 2, 3, 4, 5	***International Academia:*** ***https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/international-business-culture?source=search*** ***Industry Mapping:*** Globalization, EPRG Framework, World Bank, IMF	10	**Case Study: Essel Propack- World's largest Manufacturer of Laminated Tubes; Pg. 40** (International Marketing, 2nd Edition, OUP, Rakesh Mohan Joshi)

2	**Module 2: International Market Entry and Development**	Strategic Planning – Assessing Global Market, International Market Research, Global Market Entry Strategies, – Export/Import, International Intermediaries – EMC, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNCs and Globalization, Mergers and Acquisitions.	**International Marketing (Second Edition), OUP; Rakesh Mohan Joshi** Chapters: 7, 8, 9	***International Academia:*** ***https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/international-business-culture?source=search*** ***Industry Mapping:*** International market research, International Intermediaries, Licensing, Franchising, FDI, Mergers and Acquisitions	**10**	**Case Study: Identifying International Marketing Opportunities in Medical Services; Pg. 279** (International Marketing, 2nd Edition, OUP, Rakesh Mohan Joshi)
3	**Module 3: Product Adaption and Pricing Strategies International Market**	Product Standardization and Adaption, Product Constituents and Content, Brands in the International Market, Quality, Packaging and Labelling, Marketing Consumer Services Globally, Price Dynamics in the International Market, Global Pricing Methods & Strategies for International Markets	**International Marketing (Second Edition), OUP; Rakesh Mohan Joshi** Chapters: 10, 11, 12	***International Standards:*** ***https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/international-business-culture?source=search*** ***Industry Mapping:*** Product Standardization and Adaption, Product Constituents and Content, Brands in the	10	**Case Study: Building Formidable Indian Brands in Diamond Jewellery, Pg. 384** (International Marketing, 2nd Edition, OUP, Rakesh Mohan Joshi)

				International Market, Quality, Packaging and Labelling		
4	**Module 4: Promotion and Distribution Strategies for International Marketing**	International Advertising, Global Sales Promotion Strategies, Legal Constraints, Media Channels for International Advertising, Designing the Sales Force Management for the International Market, Factors Affecting the Choice of Distribution Channels, Channel Management and Structure	**International Marketing (Second Edition), OUP; Rakesh Mohan Joshi** Chapters: 13, 14	***International Standards:*** ***https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/international-business-culture?source=search*** ***Industry Mapping:*** International Advertising, Global Sales Promotion Strategies, Legal Constraints, Media Channels for International Advertising	10	**Case Study: Channels of International Distribution for Cut Flowers, Pg. 459** **(**International Marketing, 2nd Edition, OUP, Rakesh Mohan Joshi)

Textbook:

1. International Marketing (Second Edition); Oxford University Press; [Chapters: 1,2,3,4,5,7,8,9,10,11,12,13,14]
2. International Marketing (13th Edition): Philip R Cateora, John L Graham, Prashant Salwan; Tata McGraw Hill Education; [Chapters: 1,2,4,5,6,7,8,9,12,13,14,16,18]

	Program Outcomes (POs)

Course Outcomes (COs) code & Statement	PO- 1	PO -2	PO -3	PO- 4	PO- 5	PO -6	PO -7	PO -8
CO-1	3	3	2	1	1	2	1	2
CO-2	3	3	3	1	1	2	2	1
CO-3	3	3	2	1	1	1	2	1
CO-4	3	3	3	1	1	2	1	1

Strength – 3 (Strong), 2 (Medium), 1(Weak), NA

Lesson Plan (Theory)

Module 1: International Marketing – An Overview

WORKING DAY	DAY	Lesson Plan - Description
1	1	Syllabus Discussion
2	2	**Introduction to International Marketing**: Meaning and Concept of International Marketing, Significance of International Marketing, Domestic vs International Marketing
3	3	**Globalization and Marketing Implications**: Concept of Globalization, Drivers of Globalization, Impact of Globalization on Marketing Practices
4	4	**Scope and Challenges in International Marketing:** Scope of International Marketing, International Marketplace, Opportunities and Challenges in Global Markets
5	5	**Environmental Factors Affecting International Marketing:** Macroeconomic and Microeconomic Concepts, Social and Cultural Factors, Legal and Political Environment
6	6	**Ethical Considerations and Economic Groupings:** Ethics in International Marketing, Economic Groupings (EU, ASEAN, SAARC, BRICS, etc.)
7	7	**Global Governance Mechanisms and Indian Perspective:** WTO, World Bank, IMF, Indian International Marketing Policies and Institutions
8	8	**International Marketing Framework and EPRG Concept**: EPRG Framework (Ethnocentric, Polycentric, Regiocentric, Geocentric), International Marketing Framework, Module Revision and Discussion
9	9	**Case- Study Discussion**

10	10	**Recap and Evaluation: Module recap and open Q&A session, Graded quiz.**

Module 2: International Market Entry and Development

WORKING DAY	DAY	Lesson Plan - Description
1	1	**Strategic Planning in International Marketing:** Meaning and Importance of Strategic Planning, Strategic Planning Process in International Markets
2	2	**Assessing Global Markets:** Screening and Selection of International Markets, Market Potential Analysis, Factors Affecting Market Attractiveness
3	3	**International Market Research:** Need and Importance, Research Process, Sources of International Marketing Information, Challenges in Global Market Research
4	4	**Export and Import as Market Entry Strategies:** Direct and Indirect Exporting, Importing Procedures (Overview), Advantages and Limitations
5	5	**International Intermediaries:** Export Management Companies (EMC), Trading Companies, Role and Functions of Intermediaries
6	6	**Licensing, Franchising and Foreign Direct Investment (FDI):** Licensing Concept and Process, Franchising Models, FDI: Meaning, Forms, Benefits and Risks
7	7	**Local Presence and Inter-firm Cooperation:** Joint Ventures, Strategic Alliances, Partnerships and Collaborations
8	8	**Mergers and Acquisitions (M&A) and Module Review:** Concept and Types of M&A, Benefits and Challenges, International M&A Cases
9	9	**Case- Study Discussion**
10	10	**Recap and Evaluation: Module recap and open Q&A session, Graded quiz.**

Module 3: Product Adaption and Pricing Strategies International Market

WORKING DAY	DAY	Lesson Plan - Description
1	1	**Introduction to International Product Strategies:** Product Decisions in International Markets, Product Standardization vs Product Adaptation

2	2	**Product Standardization and Adaptation Strategies:** Benefits and Limitations, Factors Influencing Adaptation, Adaptation Examples across Countries
3	3	**Product Constituents and Content**: Core Product, Tangible Product and Augmented Product, Product Components for International Markets
4	4	**Brands in the International Market:** Global Branding Concepts, Brand Positioning Across Countries, Brand Name Selection Challenges
5	5	**Quality, Packaging and Labelling**: International Quality Standards, Packaging Decisions, Labelling Requirements in Different Countries
6	6	**Marketing Consumer Services Globally:** Characteristics of Services in International Markets, Challenges in Global Service Marketing, Service Standardization and Adaptation
7	7	**Price Dynamics in International Markets:** Factors Affecting International Pricing, Exchange Rate Impact, Tariffs, Duties and Market Conditions
8	8	**Global Pricing Methods and Strategies:** Cost-based Pricing, Market-based Pricing, Competitive Pricing, Transfer Pricing and Strategic Pricing Approaches
9	9	**Case- Study Discussion**
10	10	**Recap and Evaluation: Module recap and open Q&A session, Graded quiz.**

Module 4: Promotion and Distribution Strategies for International Marketing

WORKING DAY	DAY	Lesson Plan - Description
1	1	**Introduction to International Promotion Strategies:** Promotion in International Marketing, Integrated Marketing Communication (IMC) in Global Markets, Challenges in International Promotion
2	2	**International Advertising**: Meaning and Importance, Standardized vs Adapted Advertising, International Advertising Process
3	3	**Media Channels for International Advertising:** Traditional Media (TV, Radio, Print, Outdoor), Digital and Social Media Platforms, Media Selection Criteria
4	4	**Legal Constraints in International Promotion:** Advertising Regulations, Cultural Sensitivities, Ethical Issues in International Promotion

5	5	**Global Sales Promotion Strategies:** Consumer-oriented Sales Promotion, Trade-oriented Sales Promotion, International Promotional Tools
6	6	**Sales Force Management for International Markets**: Designing International Sales Force, Recruitment, Training and Motivation
7	7	**Distribution Channels in International Marketing**: Factors Affecting Choice of Distribution Channels, Direct and Indirect Channels, International Logistics Overview
8	8	**Channel Management and Channel Structure:** International Channel Structures, Channel Conflict and Coordination
9	9	**Case- Study Discussion**
10	10	**Recap and Evaluation: Module recap and open Q&A session, Graded quiz.**

*****Submitted by Prof. Joysri Datta, IEM Saltlake Campus***

SPECIALIZATION

FINANCIAL MANAGEMENT (FM)

University of Engineering and Management

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

Syllabus for BBA Admission Batch 2026

Subject Name: Banking and Insurance Credit: 4 Lecture Hours: 40
Subject Code: BBAFM702

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

COURSE OBJECTIVES:

1. Develop understanding of fundamental principles and functioning of banking in India.
2. Explain concepts and general principles of insurance in relation to risk and its management.
3. Expand knowledge of various products & services and latest technologies used in the banking and insurance sector.
4. Equip students with techniques to analyse the financial performance of banks for the purpose of risk management.

COURSE OUTCOMES:

CO	Details
1	Explain the fundamental concepts, principles, structure, and functions of the banking system in India and its role in the economy.
2	Analyze the principles of insurance, risk management processes, and the significance of insurance products in mitigating various types of risks.
3	Evaluate different banking and insurance products, services, and emerging technologies used in the banking and insurance sectors.
4	Apply financial analysis techniques to assess the performance of banks and identify risks for effective decision-making and risk management.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	**Module 1**	**Introduction to Banking** • Evolution, structure, role and development of banking in India. • Products – Fee based and Fund based products. • CAMEL Rating and different banking ratios. • Banking Regulations, Introduction to BASEL Norms. Capital Adequacy requirement, SLR, CRR, CAR requirements.	**Indian Institute of Banking and Finance; Principles & Practices of Banking. Macmillan Indian Ltd.**	***International Academia:*** ***https://ocw.mit.edu/?utm_source=chatgpt.com*** ***Industry Mapping:*** RBI, SBI, HDFC Bank, ICICI Bank, Basel Framework implementation	10	Case Study: Merger of Associate Banks with State Bank of India.
2	**Module 2**	**Retail Banking** • Account opening process and documentation of different types of accounts – KYC and AML, Credit scoring and CIBIL. • Retail Product Marketing Strategies: Tie-ups with institutions, authorised dealers, developers. • Delivery Channels - Branch, Extension counters, Universal Banking, ATMs, POS, Internet Banking, and M-Banking.	**Indian Institute of Banking and Finance; Banking Products & Services. Taxman Publications Pvt. Ltd.**	***International Academia:*** ***https://www.coursera.org/?utm_source=chatgpt.com*** ***Industry Mapping:*** Retail banking practices of HDFC Bank, Axis Bank, Kotak Mahindra Bank; Digital onboarding and KYC systems	10	Case Study: Digital Transformation in Insurance Sector / Banking Sector.

3	**Module 3**	**Fundamentals of Insurance and Life Insurance** • Definition of Insurance and Assurance. General Principles of Insurance, Insurance terminology. Purpose and Need of Insurance • Powers and Functions of IRDA. • Basic features of life insurance contracts. Life insurance products. • Different channels for marketing of insurance Bancassurance.Premium calculations –Factors affecting premium. Policy claims: Survival benefits, Death claims – Maturity claims.	**Insurance Institute of India; Practice of Life Insurance. Mumbai.**	***International Standards:*** ***https://www.theamericancollege.edu/?utm_source=chatgpt.com*** ***Industry Mapping:*** LIC, HDFC Life, SBI Life, ICICI Prudential, Bancassurance models	10	Ayushman Bharat Scheme and Indian Medical Insurance Sector.
4	**Module 4**	**General Insurance** • Fundamentals of General Insurance and types: fire, marine, cargo, motor insurance. • Health Insurance and Mediclaim policies, Personal Accident Insurance, Liability Insurance. • Underwriting and Premium Rating: Proposal forms, Cover notes, Certificates of Insurance, Endorsements. • Settlement of Claims: Claim procedure, TPAs.	**Insurance Institute of India; Practice of General Insurance. Mumbai.**	***International Standards:*** https://olc.worldbank.org/?utm_source=chatgpt.com ***Industry Mapping:*** New India Assurance, ICICI Lombard, Bajaj Allianz, Star Health, Digital Claims Management Platforms	10	Case Study: https://docs.wfp.org/api/documents/WFP-0000130340/download/

**Submitted by Prof (Dr.) Suchismita Paul, IEM Salt Lake campus*

Textbook:

1. Indian Institute of Banking and Finance; Principles & Practices of Banking. Macmillan Indian Ltd.
2. Indian Institute of Banking and Finance; Banking Products & Services. Taxman Publications Pvt. Ltd.
3. Insurance Institute of India; Practice of Life Insurance. Mumbai.
4. Insurance Institute of India; Practice of General Insurance. Mumbai.
5.

Reference Books/ articles

1. Das, S. (2023). "Retail Credit Growth in India: Post-Pandemic Trends and Analysis." RBI Bulletin.
2. Ravi, S., & Bose, S. (2023). "Insurance and Economic Growth in India: A Critical Review." Journal of Risk and Insurance, 90(1), 123-145.
3. Sen, S., & Gupta, P. (2023). "Impact of Technology on the Insurance Sector in India." Insurance: Mathematics and Economics, 98, 45-59.
4. Roy, A., & Chakraborty, T. (2023). "Risk Management in Indian Insurance Companies." Journal of Financial Services Research, 57(2), 211-229.

Course Outcomes (COs) code &Statement	Program Outcomes (POs)							
	PO-1	PO -2	PO -3	PO- 4	PO- 5	PO -6	PO -7	PO -8
CO-1	3	2	1	1	N/A	N/A	N/A	1
CO-2	3	3	2	1	1	N/A	2	1
CO-3	3	2	2	1	N/A	3	1	2
CO-4	3	3	3	1	2	2	1	2

****Strength – 3 (Strong), 2 (Medium), 1(Weak), NA***

Session	Module	Topic	Teaching-Learning Activity
1	Module 1	Evolution of Banking in India	Lecture & Discussion
2	Module 1	Structure of Indian Banking System	Lecture with PPT
3	Module 1	Types of Banks in India	Interactive Lecture
4	Module 1	RBI: Objectives and Functions	Lecture

5	Module 1	RBI and Economic Development	Case Discussion
6	Module 1	Fund-Based Banking Products	Lecture with Examples
7	Module 1	Fee-Based Banking Products	Group Discussion
8	Module 1	Bank Balance Sheet and Income Statement	Numerical Illustration
9	Module 1	CAMEL Rating and Banking Ratios	Practical Problem Solving
10	Module 1	Basel Norms, CRR, SLR, CAR and NPAs	Case Analysis
11	Module 2	Retail Banking: Concept and Scope	Lecture
12	Module 2	Types of Deposit Accounts	Demonstration
13	Module 2	Account Opening Procedures	Practical Illustration
14	Module 2	KYC Requirements	Lecture
15	Module 2	AML Regulations	Video-based Learning
16	Module 2	Credit Scoring Models	Lecture
17	Module 2	CIBIL Reports and Credit Assessment	Case Discussion
18	Module 2	Retail Product Marketing Strategies	Group Activity
19	Module 2	Delivery Channels: Branches, ATMs, POS	Industry Examples
20	Module 2	Internet Banking and Mobile Banking	Case Study Analysis
21	Module 3	Introduction to Insurance and Assurance	Lecture
22	Module 3	Need and Purpose of Insurance	Interactive Discussion
23	Module 3	Principles of Insurance	Lecture
24	Module 3	Insurance Terminology	Classroom Activity
25	Module 3	IRDA: Powers and Functions	Lecture
26	Module 3	Life Insurance Contracts	Lecture
27	Module 3	Traditional Life Insurance Products	Product Analysis
28	Module 3	ULIPs, Individual and Group Policies	Case Illustration
29	Module 3	Bancassurance and Insurance Marketing Channels	Group Discussion
30	Module 3	Premium Calculation and Claim Settlement	Numerical Exercise

31	Module 4	Introduction to General Insurance	Lecture
32	Module 4	Fire Insurance	Lecture & Examples
33	Module 4	Marine and Cargo Insurance	Case-Based Learning
34	Module 4	Motor Insurance	Industry Illustration
35	Module 4	Health Insurance and Mediclaim Policies	Case Discussion
36	Module 4	Personal Accident and Liability Insurance	Lecture
37	Module 4	Agricultural and Engineering Insurance	Group Discussion
38	Module 4	Underwriting and Premium Rating	Practical Illustration
39	Module 4	Insurance Documents and Claim Settlement Process	Case Analysis
40	Module 4	TPAs, Course Revision and Mock Test	Revision & Assessment

University of Engineering and Management

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

Syllabus for BBA Admission Batch 2023

Subject Name: Sustainable Finance   Credit: 4   Lecture Hours: 40
Subject Code: BBAFM703

Pre-requisite: Basic knowledge on the term 'finance'

Study Material COURSERA MIT Opencourseware NPTEL LinkedIn Learning

COURSE OBJECTIVES:

1. Visualize finance and sustainability as integrated disciplines and identify its origins, drivers and trends.
2. Introduce basic terms and concepts in sustainable finance
3. Develop an understanding of sustainability challenges and apply ESG model to effectively address these challenges in financial decision-making processes.
4. Provide insight of different financial products for addressing issue of sustainability and discuss diverse sustainable investment strategies.

COURSE OUTCOMES:

CO 1: Analyse the impact of climate change on finance and develop risk management strategies to mitigate climate change risks in the financial sector.
CO 2: Assess and integrate Environmental Social and Governance (ESC) considerations into various investment options and asset pricing models.
CO 3: Proficient in analysing and applying the principles of carbon credit: Pricing, markets, offsetting mechanisms, and implications on global climate agreements and emissions trading

CO 4: Apply global reporting standards, legal frameworks, and the concepts of circular economy and Environmental, Social, and Governance (ESG) principles in reporting and disclosure practices.

Module	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1.	**Climate Change and Finance**	• History of Sustainable Development, Why Sustainability matter? Factors Influencing Climate Finance, Climate Strategies: Reduction and Adaptation, Introduction to Renewable Energy Finance. • Economic goals versus societal goals, Challenges to integration of sustainability into finance • Financial Tools for Climate Change. Government intervention, Measuring and pricing externalities	Principles of Sustainable Finance by Shoenmaker and Schramade (Oxford University Press) Chapter- 1 and 2	***International Academia:*** https://ocw.mit.edu/ ***Industry Mapping:*** Students learn to identify, evaluate, and manage environmental, social, and governance risks, a key competency sought by banks, asset management firms, consulting companies, rating agencies, and corporate sustainability teams. ***AICTE curriculum :*** ***https://aicte.gov.in/sites/default/files/Model_Curriculum/Final%20BBA%20curricular%20Framework.pdf***	10	Sustainability Case Study: David Rubenstein Treehouse Conference Center Link: https://sustainable.harvard.edu/our-plan/how-we-build/david-rubenstein-treehouse-conference-center-new-construction/

2	**Sustainable Finance**	• The three components of the Environment Social and Governance (ESG) Model • Behavioural biases against sustainable development, Corporate governance mechanisms, Guidelines governing sustainable finance • Investment Opportunities -- Stocks, Fixed Income, Environmentally Friendly Bonds.	Principles of Sustainable Finance by Shoenmaker and Schramade (Oxford University Press) Chapter- 3 and 5	***International Academia:*** ***https://ocw.mit.edu/*** ***Industry Mapping:*** Students gain knowledge of GRI, Integrated Reporting, ESG disclosure frameworks, carbon accounting, and regulatory requirements, preparing them for roles in corporate reporting, auditing, assurance, compliance, and sustainability consulting. ***AICTE curriculum :*** ***https://aicte.gov.in/sites/default/files/Model_Curriculum/Final%20BBA%20curricular%20Framework.pdf***	10	Case- Healthy Buildings Link: https://healthybuildings.hsph.harvard.edu/
3	**Carbon Credit and Mechanism**	• Essentials of Carbon Credit and its Valuation • Financial reporting: merits and limitations, The emergence of integrated reporting, Future Outlook • Energy Saving Certificates (ESCerts) and RECs Specifications, Trading of ESCerts and RECs on Energy Exchanges.	Principles of Sustainable Finance by Shoenmaker and Schramade (Oxford University Press) Chapter- 6	***International Academia:*** ***https://ocw.mit.edu/*** ***Industry Mapping: Students develop an understanding of carbon markets, green bonds, ESG investing, renewable energy certificates, and sustainable financial products*** ***AICTE curriculum :***	10	Case: Sustainable Design: Harvard Science and Engineering Complex Link: https://sustainable.harvard.edu/harvard-science-and-engineering-complex/

				https://aicte.gov.in/sites/default/files/Model_Curriculum/Final%20BBA%20curricular%20Framework.pdf ***MIT Courseware:*** ***https://ocw.mit.edu/courses/15-963-management-accounting-and-control-spring-2007/pages/calendar***		
4	**Sustainable Reporting and Disclosure Practice**	• Drivers of Sustainability Reporting, Global Reporting Initiative (GRI), • UN Paris Agreement, COP26, COP27 Circular Economy Concept • Limitations of current approaches to include ESG factors • Sustainability of banks, Why does sustainability matter to lending? Value Based Banking	Principles of Sustainable Finance by Shoenmaker and Schramade (Oxford University Press) Chapter- 8 and 10	***International Academia:*** https://ocw.mit.edu/ ***Industry Mapping: Students acquire practical insights into carbon pricing, resource efficiency, circular economy strategies, and climate policy frameworks*** ***AICTE curriculum :*** ***https://aicte.gov.in/sites/default/files/Model_Curriculum/Final%20BBA%20curricular%20Framework.pdf***	10	Relevent case study on Reporting and Disclosure

****Submitted by Prof (Dr). Ajanta Ghosh, IEM Saltlake Campus; Prof. Suchandra Bose, IEM Saltlake Campus ****

TEXTBOOK:
Schoenmaker, D., & Schramade, W. ; Principles of Sustainable Finance. Oxford University Press. Click here to download book

REFERENCE BOOK:

Labatt, S., & White, R. R. ; Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products. John Wiley & Sons, Inc. / Wiley Finance.

Course Outcomes (COs) code & Statement	Program Outcomes (POs)							
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8
CO-1	3	3	2	2	3	3	3	3
CO-2	3	3	3	2	3	2	3	2
CO-3	3	2	3	2	2	3	2	2
CO-4	3	3	3	2	2	2	3	1

Strength – 3 (Strong), 2 (Medium), 1(Weak), NA

Lesson Plan

Day	Topic
1	Introduction to History of Sustainable Development
2	Global Environmental Politics
3	Discussion on Excessive Consumption versus Population Growth
4	Consumption Versus Population Growth
5	Global Standards for Environmental Policy
6	Standards for Environmental Policy
7	Energy Strategy
8	Climate Change
9	Financial Tools for Climate Change
10	Mixed Finance
11	The three components of the Environment Social and Governance (ESG) Model
12	Significance of ESG
13	ESG Concerns
14	Features of ESG Indicators
15	ESG Evaluation
16	Investment Opportunities
17	Fixed Income

18	Environment friendly bonds
19	ESG in managing Government wealth
20	Government Sponsored Funds
21	Essentials of carbon credit
22	Carbon credit and its evaluation
23	Prospects of carbon pricing
24	International Carbon Market
25	Voluntary Carbon Market
26	Energy Saving Certificate
27	REC Specification
28	Trading of ESC
29	Energy Exchange
30	Calculation of footprints
31	Drivers of Sustainability Reporting
32	Global Reporting Initiative (GRI)
33	Principles of Responsible Investment
34	Integrated Reporting Practices
35	UN Paris Agreement
36	COP26, COP27 Circular Economy Concept
37	ESG Disclosure
38	Greenwashing
39	ESG Reporting Framework
40	Doubt Clearing

SPECIALIZATION

HUMAN RESOURCES MANAGEMENT (HRM)

Syllabus for BBA Batch 2023-2027

Subject Name: Team Building in the Organizations **Credit: 4**

Lecture Hours: 40 **Subject Code: BBAHR702**

Relevant Links: Study Material Coursera NPTEL

Course Objective(s):

1. To Understand difference between Group and team
2. To sensitize students to functional and dysfunctional team behaviour
3. Enable understanding of being an effective Team leader
4. Understand collaborative team behaviour in teams

Course Outcome(s):

CO 1. Analyse the Stages of team formation and develop team building skill
CO 2. Evaluate and manage conflict and collaboration in teams
CO 3. Rearrange team formation for conflict resolution in teams
CO 4. Demonstrate ways of being an effective team member in real team

Course Content:

Module number	Topic	Sub-topics	Text book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	***Groups and Teams***	Stages of Team Development; Navigating, surviving, reorganizing Norming, Storming, Performing, Reorganizing. *Why some team Pull together and Some do not		**International Academia:** https://ocw.mit.edu/courses/15-341-individuals-groups-and-organizations-fall-2006/ **Industry Mapping:** Industry specific Stages of Team Development	10	Designing Team Building Game
2	***Sustaining High Performance & Effective team Members***	Goals of Stage 4; Getting the work done Managing Cohesion and Conflict, Making team decisions. How do High Performance Teams Function? Goals, Roles, Norms, Decisions, Communication and Feedback, Cooperation and Conflict Management; Blame game Politics avoided, Norms and goals; Support the leaders and Dysfunctional team members, Intra-Group and Inter group Dynamics.		International Academia: https://ocw.mit.edu/courses/15-316-building-and-leading-effective-teams-summer-2005/ **Industry Mapping:** Optimum allocation of available resources for maintaining high performance & effective team	10	Practical Application of Johari Window Method in Conflict Resolution

3	***Developing teams and dealing with virtual teams***	Structure, Culture of Organization an team support, Types of teams and managing and developing as team member. Evaluating team members development Process, In group out group team dynamics, Virtual teams and working through all the phases of team development, Conflict, Collaboration in virtual teams		**International Standards** https://ocw.mit.edu/courses/15-316-building-and-leading-effective-teams-summer-2005/ **Industry Mapping:** In the present day dynamic business environment, identifying the gaps in developing teams and dealing with virtual teams	10	Team Building Exercise using Out Bound Training Methods
4	***Effective Team Leadership and Effective Organizational Support***	Leadership in different stage of team development; Leadership and team building style; Teams and groups on organizations, Building complimentary team members, Avoid too much help as a leader, Team autonomy and Organizational support audit.		**International Standards** https://ocw.mit.edu/courses/15-316-building-and-leading-effective-teams-summer-2005/ **Industry Mapping:** Employee motivation, Approach to leadership, Organizational change	10	Case Study: Impact of Leadership on Organizational Bottomline

TEXTBOOK:

1. Principles and practices of management by L. M. Prasad. Sultan Chand and Sons Publications
2. Principles of Management, V.S.P Rao, Himalaya Publishing House

REFERENCE BOOKS:

1. Forsyth, D. R. (2018). Group Dynamics. (6th ed.). Cengage Learning,
2. The Five Dysfunctions of a Team Patrick Lencioni

Course Outcomes (COs) code & Statement	Program Outcomes (POs)							
	PO-1	**PO-2**	**PO-3**	**PO-4**	**PO-5**	**PO-6**	**PO-7**	**PO-8**
CO-1	3	3	3	2	3	3	2	2
CO-2	3	2	3	2	3	3	3	2
CO-3	3	3	3	1	2	3	2	2
CO-4	3	3	3	2	2	3	2	3

Strength – 3 (Strong), 2 (Medium), 1(Weak), NA

Lesson Plan

Day	Topic
1	**Introduction to Team Dynamics**
2	Foundations of Team Formation (Forming Stage)
3	Understanding the Storming Phase
4	Conflict Resolution and Team Navigation Skills
5	Norming Stage: Building Cohesion
6	Performing Stage: Achieving High Performance
7	Reorganizing and Adapting (Reforming Stage)
8	Leadership in Team Development
9	Why Some Teams Succeed (Do & Do Not Pull Together)
10	Class Assessment
11	Work Execution in Teams
12	Managing Cohesion and Conflict
13	Team Decision-Making
14	High-Performance Team Functioning

15	Goals, Roles, and Norms
16	Communication and Feedback
17	Cooperation and Conflict Balance
18	Leadership Support and Managing Dysfunction
19	Intra-Group and Inter-Group Dynamics
20	Class Assessment
21	Organizational Structure and Team Culture
22	Team Support Systems
23	Types of Teams
24	Team Member Development
25	Evaluating Team Development Process
26	In-Group and Out-Group Dynamics
27	Virtual Teams and Their Characteristics
28	Phases of Team Development in Virtual Settings
29	Conflict and Collaboration in Virtual Teams
30	Class Assessment
31	Leadership Across Stages of Team Development
32	Leadership Styles in Team Building
33	Teams and Groups in Organizations
34	Building Complementary Team Members
35	Balanced Leadership Support
36	Promoting Team Autonomy
37	Organizational Support for Teams
38	Team Support Audit and Assessment
39	Aligning Leadership with Team Effectiveness
40	Class Assessment

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 2023-2027

Subject Name: Training and Development **Credit: 4** **Lecture Hours: 40**

Subject Code: BBAHR703

Relevant Links: Study Material Coursera NPTEL

Course Objective(s):

1. To understand the basic concepts of Training and Development.
2. To know the importance and methodology of Training Needs Analysis process.
3. To sensitize students to various methods of training and training evaluation.
4. To understand the need for Cost-Benefit Analysis and Return on Investment (ROI) of Training Programmes.

Course Outcome(s):

CO 1. Evaluate training and development processes and technology-based training methods.

CO 2. Assess training needs analysis and understand its significance in organizations.

CO 3. Design and develop training programmes with appropriate objectives and content.

CO 4. Evaluate training programmes using various assessment and ROI techniques.

Course Content:

Module number	**Topic**	**Sub-topics**	**Text book as per Syllabus**	**Mapping with Industry and International Academia**	**Lecture Hours**	**Corresponding Lab Assignment**
1	Training Introduction	Changing training practices; Looking inward; Looking outward; Appreciative enquiry; Looking again and repositioning training; Employee Development; Methods of Training and Development		**International Academia:** STEM Concept Videos | MIT OpenCourseWare | Free Online Course Materials **Industry Mapping:** Organizations use these concepts for employee onboarding, leadership development, competency enhancement, talent management, and continuous learning initiatives.	10	Designing communication training for the executives of an International BPO company with a special emphasis on the methodology part.
2	Training and Learning – A Two-Way Process	Knowledge, Skill, Action; Training and Learning; Three Phases of Learning; Learning Spiral; Participant learning in the three phases of training		**International Academia:** HR Management and Organizational Development | Coursera **Industry Mapping:** The concepts of knowledge acquisition, skill development, learning cycles, and experiential learning support trainer	10	Understanding Training and Learning Through a Practical Skill Development Exercise

				effectiveness, workforce capability building, coaching, mentoring, and professional development programs.		
3	The Needs Analysis Process	Training Needs Assessment: Concept, Purpose and Scope; Process of Needs Assessment; Skills Gap Assessment; Person Analysis; Task Analysis; Organizational Analysis; Need Assessment in Practice		**International Standards** HR Management and Organizational Development | Coursera **Industry Mapping:** Training Needs Assessment (TNA), skills gap analysis, task analysis, and organizational analysis are used for workforce planning, competency mapping, performance improvement, succession planning, and strategic human resource development.	10	Preparation of Questionnaire to identify the training needs of an organization.
4	Training Process and Evaluating Training	Fine-tuning Objectives; Preparing Partners; Setting the Stage; Four Training Methods; Designing Training Programmes; Trainer and Training Styles; Evaluating Learning Objectives; Evaluating from Different Angles; Addressing		**International Standards** HR Management and Organizational Development | Coursera **Industry Mapping:** Training design, delivery, evaluation, ROI	10	Designing of OBEL Case Study on Training Process and Evaluation of Training.

		Common Imbalances; ROI Determination; Cost and Benefit Analysis		determination, and cost-benefit analysis help organizations measure training effectiveness, optimize learning investments, improve employee performance, and support organizational growth and competitiveness.		

Course Outcomes (COs) code & Statement	Program Outcomes (POs)							
	PO-1	**PO-2**	**PO-3**	**PO-4**	**PO-5**	**PO-6**	**PO-7**	**PO-8**
CO-1	3	3	3	2	3	3	2	2
CO-2	3	3	3	2	3	3	3	2
CO-3	3	3	3	2	2	3	2	2
CO-4	3	3	3	3	2	3	2	3

Strength – 3 (Strong), 2 (Medium), 1(Weak), NA

Lesson Plan

Day	Topic
1	Introduction to Training and Development
2	Evolution of Training Practices
3	Looking Inward, Outward and Appreciative Enquiry

4	Repositioning Training in Organizations
5	Employee Development Concepts
6	Methods of Training and Development
7	Modern Training Trends
8	Organizational Learning Perspective
9	Role of Training in HRM
10	Class Assessment
11	Training and Learning Concepts
12	Knowledge, Skills and Action Framework
13	Learning versus Training
14	Three Phases of Learning
15	Learning Spiral Concept
16	Participant Learning Process
17	Adult Learning Principles
18	Experiential Learning
19	Learning Transfer to Workplace
20	Class Assessment
21	Training Needs Assessment: Introduction
22	Purpose and Scope of TNA
23	Process of Needs Assessment
24	Skills Gap Assessment
25	Person Analysis
26	Task Analysis
27	Organizational Analysis
28	TNA Tools and Techniques
29	Practical Application of Needs Assessment
30	Class Assessment
31	Training Objectives and Planning
32	Preparing Training Partners
33	Setting the Stage for Training
34	Four Training Methods
35	Designing Training Programmes

36	Trainer and Training Styles
37	Evaluating Learning Objectives
38	Training Evaluation Methods
39	ROI, Cost and Benefit Analysis
40	Class Assessment

Text Books (Latest Edition):

1. Training for Development – Part I by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd., New Delhi, 2011.
2. Training for Organizational Transformation – Part II by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd., New Delhi, 2000.
3. Managing Performance through Training and Development (8th Edition) by Alan M. Saks and Robert R. Haccoun, Cengage Learning, 2019.
4. Employee Training and Development (9th Edition) by Raymond A. Noe and Amitabh Deo Kodwani, McGraw Hill, 2019.

SPECIALIZATION

OPERATIONS SUPPLY CHAIN MANAGEMENT (OSCM)

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

University of Engineering & Management, Jaipur

Syllabus for BBA Admission Batch 2023

Subject Name: Strategic Decisions in SCM **Credit: 4** **Lecture Hours: 40**

Subject Code: BBAOM702

Pre-requisite: Basic Knowledge of SCM

Relevant Links:

Study Material MIT Opencourseware NPTEL LinkedIn Learning

COURSE OBJECTIVES:

- Analyze methods to synchronize supply with volatile demand.
- Evaluate strategies to maximize profitability through pricing.
- Explore techniques to improve inter-firm collaboration.
- Assess procurement frameworks and strategic partnerships.

COURSE OUTCOMES:

CO	Details
1	Accurately forecast demand and align production schedules.
2	Develop dynamic pricing models for different market segments.
3	Mitigate the bullwhip effect via improved information sharing.
4	Select suppliers and structure contracts for maximum value.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	**Planning and Coordinating Demand and Supply in SC**	• Role of Forecasting in a Supply Chain, Characteristics of Forecast, Components of a forecast and forecasting Methods, Basic Approach to Demand Forecasting, Forecast Error • Sales and Operations Planning: Responding to Predictive variability in the SC, Managing Supply, Managing Demand	**Text Book 1:** Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7th Edition, 2019	**International Academia:** https://ocw.mit.edu/courses/esd-273j-logistics-and-supply-chain-management-fall-2009/ **Industry Mapping:** Supply Chain Planning, Adaptability and Flexibility	10	• *Case Discussion* Tackling Predictable Variability in Practice– Indian Sugar Industry • Flipkart (The Big Billion Days) • Britannia Industries (FMCG Continuous Replenishment)
2	**Pricing & Revenue Management**	Role of Pricing & Revenue Management in SC, Differential Pricing for Multiple Customer Segments, Dynamic Pricing & Overbooking for Perishable Assets, Discounting and Peak Pricing for Seasonal Demand, Constructing a Portfolio of Bulk Contracts and Spot Buying, Practical Challenges when using Revenue Management	**Text Book 1:** Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7th Edition, 2019	**International Academia:** https://ocw.mit.edu/courses/esd-273j-logistics-and-supply-chain-management-fall-2009/ **Industry Mapping:** **Industry Mapping:** Problem-Solving and Decision-Making	10	• IndiGo Airlines (Perishable Inventory & Yield Management) • Indian Railways / IRCTC (Flexi-Fare & Premium Tatkal) • Ola / Uber India (Surge Pricing)

3	**Coordination in a Supply Chain**	• Lack of Supply Chain Coordination and its impact on Performance, Obstacles to coordination in a supply in a Supply Chain, Managerial Levers to improve coordination, Practical approaches to improve Supply Chain Coordiantion	**Text Book 1:** Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7th Edition, 2019	**International Academia:** https://ocw.mit.edu/courses/15-763j-manufacturing-system-and-supply-chain-design-spring-2005/ **Industry Mapping:** Problem-Solving and Decision-Making	10	• Asian Paints (Information-Driven Coordination) • Maruti Suzuki (Operational & Spatial Coordination)
4	**Sourcing Decisions in a Supply Chain**	• The Sourcing Decision in a Supply Chain, Total Cost of ownership, Designing a sourcing portfolio: Tailored Sourcing, The impact of incentives on Third Party Behaviour, Sharing Risk and Reward in the Supply Chain	**Text Book 1:** Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7th Edition, 2019	**International Academia:** https://ocw.mit.edu/courses/15-763j-manufacturing-system-and-supply-chain-design-spring-2005/ **Industry Mapping:** Planning, Negotiation Skills	10	• Sourcing Decisions of Different Indian Companies

***Submitted by Prof. (Dr.) Shweta Kishore *** *IEM Saltlake campus*

TEXTBOOK:

1. Supply chain management – Strategy, Planning and Operation by Sunil Chopra, D. V. Kalra, Pearson, 7th Edition, 2016 (Chapter 7, 9, 10, 15, 16)
2. Supply Chain Management by V. V. Sople, Pearson, 1st Edition, 2012

(Chapter- 5, 8, 15, 23, 25,)

REFERENCE BOOK:

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

Course Outcomes (COs) code & Statement	Program Outcomes (POs)							
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8
CO-1	3	2	3	1	2	2	2	2
CO-2	3	3	3	1	3	3	2	1
CO-3	3	3	3	1	2	3	2	1
CO-4	3	2	3	1	2	2	2	2

Strength – 3 (Strong), 2 (Medium), 1(Weak), NA

Lesson Plan

Day	Topic
1	**Module 1: Planning and Coordinating Demand and Supply in SC** Role of Forecasting in a Supply Chain
2	Characteristics of Forecast
3	Components of a forecast and forecasting Methods
4	Components of a forecast and forecasting Methods
5	Basic Approach to Demand Forecasting
6	Forecast Error
7	Sales and Operations Planning
8	Responding to Predictive variability in the SC
9	Managing Supply, Managing Demand
10	Revision
11	**Module 2: Pricing & Revenue Management**
12	Role of Pricing & Revenue Management in SC,

13	Differential Pricing for Multiple Customer Segments,
14	Dynamic Pricing & Overbooking for Perishable Assets,
15	Discounting and Peak Pricing for Seasonal Demand,
16	Constructing a Portfolio of Bulk Contracts and Spot Buying,
17	Practical Challenges when using Revenue Management
18	Case Discussion
19	Case Discussion
20	Revision
21	**Module 3: Coordination in a Supply Chain**
22	Lack of Supply Chain Coordination and its impact on Performance
23	Obstacles to coordination in a supply in a Supply Chain
24	Managerial Levers to improve coordination
25	Practical approaches to improve Supply Chain Coordiantion
26	Practical approaches to improve Supply Chain Coordiantion
27	Case Decision
28	Case Decision
29	Revision
30	Revision
31	**Module 4: Sourcing Decisions in a Supply Chain**
32	The Sourcing Decision in a Supply Chain
33	Total Cost of ownership
34	Designing a sourcing portfolio: Tailored Sourcing
35	The impact of incentives on Third Party Behaviour
36	Sharing Risk and Reward in the Supply Chain
37	Case Discussion
38	Case Discussion
39	Revision
40	Revision

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

Syllabus for BBA Admission Batch 2023

Subject Name: Supply Chain Finance Credit: 4 Lecture Hours: 40
Subject Code: BBAOM703
Pre-requisite: Knowledge of Operations Management, SCM

Study Material COURSERA **Supply Chain Finance** NPTEL / LinkedIn Learning

COURSE OBJECTIVES:

- To understand the concepts and significance of supply chain finance in managing financial flows across supply chains.
- To examine the key financial processes and working capital practices supporting supply chain operations.
- To explore supply chain finance practices, financing solutions, and financial risk management in buyer–supplier relationships.
- To evaluate emerging trends, digital technologies, and sustainability initiatives in contemporary supply chain finance.

COURSE OUTCOMES:

After completing this course, students will be able to:
CO1: Explain the fundamental concepts and framework of supply chain finance.
CO2: Examine financial processes and working capital practices within supply chain operations.
CO3: Analyse supply chain finance practices and their role in improving organisational performance.
CO4: Evaluate emerging trends, technologies, and challenges influencing supply chain finance.

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

1	Foundations of Supply Chain Finance	• Introduction to Supply Chain Finance • Financial Flows in Supply Chains • Working Capital in Supply Chains • Buyer–Supplier Financial Relationships	Simon Templar, Charles Findlay & Erik Hofmann (2016). *Financing the End-to-End Supply Chain: A Reference Guide to Supply Chain Finance*. Kogan Page. Ch. 1-4	International Course LinkedIn Learning	10	Case Study
2	Financial Processes in Supply Chains	• Procure-to-Pay (P2P) Process • Order-to-Cash (O2C) Process • Accounts Receivable and Accounts Payable • Cash Conversion Cycle	Simon Templar, Charles Findlay & Erik Hofmann (2016). *Financing the End-to-End Supply Chain: A Reference Guide to Supply Chain Finance*. Kogan Page. Ch. 3, 5-6	International Course LinkedIn Learning	10	Case Study
3	Supply Chain Finance Practices	• Trade Credit Management • Supplier Financing • Buyer Financing • Supply Chain Financial Performance	Simon Templar, Charles Findlay & Erik Hofmann (2016). *Financing the End-to-End Supply Chain: A Reference Guide to Supply Chain Finance*. Kogan Page. Ch. 7-9	International Course LinkedIn Learning	10	Case Study
4	**Emerging Trends in Supply Chain Finance**	• Digital Supply Chain Finance • Sustainable Supply Chain Finance • Financial Risks in Supply Chains • Future Trends in Supply Chain Finance	Simon Templar, Charles Findlay & Erik Hofmann (2016). *Financing the End-to-End Supply Chain: A Reference Guide to Supply Chain Finance*. Kogan Page. Ch. 10-12	International Course LinkedIn Learning	10	Case Study

Submitted by Prof. Tanmoy Chakraborty *

TEXTBOOK:

1. **Simon Templar, Charles Findlay, Erik Hofmann** (2016), Financing the End-to-End Supply Chain, Kogan Page.

REFERENCE BOOK:

1. **Michiel Steeman** (2017), Supply Chain Finance: Its Practical Relevance and Strategic Value, Springer.

Lesson Plan

Day	Topic
1	Course Introduction
2	Evolution and Need for SC Finance
3	Supply Chain Finance Framework
4	Financial Flows
5	Integration of Material, Information & Financial Flows
6	Working Capital Concept
7	Working Capital Optimisation
8	Buyer–Supplier Financial Relationships
9	Module 1 Revision
10	Case Study 1
11	Financial Processes Overview
12	Procure-to-Pay Process
13	Order-to-Cash Process
14	Accounts Receivable
15	Accounts Payable
16	Cash Conversion Cycle
17	Numerical Exercises on CCC
18	Working Capital Analysis
19	Module 2 Revision
20	Quiz (Modules 1 & 2)
21	Introduction to SC Finance Practices
22	Trade Credit Management

23	Credit Terms & Credit Policy
24	Supplier Financing
25	Buyer Financing
26	Reverse Factoring & Approved Payables Finance
27	Financial Performance Indicators
28	Performance Measurement Examples
29	Module 3 Revision
30	Case Study 2
31	Digital Supply Chain Finance
32	Technology-enabled Finance
33	Financial Risks in Supply Chains
34	Risk Mitigation Techniques
35	Sustainable Supply Chain Finance
36	ESG and Green Finance
37	Future Trends in Supply Chain Finance
38	AI, Blockchain and Future Applications
39	Comprehensive Revision
40	Question–Answer Session & Final Discussion

CO–PO Mapping Matrix

Mapping is based on the Program Specific Outcomes (PO1–PO8) of the BBA (H) programme. Scale: 3 = Strong, 2 = Moderate, 1 = Weak, – = No significant correlation.

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	1	1	-	2	1	-
CO2	3	2	2	1	1	3	1	-
CO3	3	2	3	2	2	3	2	1
CO4	2	1	3	2	1	2	3	2