NEHRU GRAM BHARATI

DEEMED TO BE UNIVERSITY



EVALUATION SCHEME & SYLLABUS

for

BBA FIRST SEMESTER

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

With effect from academic session 2025-26

FACULTY OF MANAGEMENT & COMPUTER APPLICATION

DEPARTMENT OF MANAGEMENT

BBA First Semester

S.N	Course	Course	Subject		Eval	luation	Schei	me	Course
0	Categor y	code		Sessional Exam			ES E	Subject Total	Credit
	-			CT	TA	Tota l			
1	СС	NBBA-101	Principles and Practices of Management	10	10	20	80	100	4
2	AEC	NBBA-102	Business Communication-I	10	10	20	80	100	2
3	СС	NBBA-103	Financial accounting	10	10	20	80	100	4
4	СС	NBBA-104	Business Statistics	10	10	20	80	100	4
5	AEC	NBBA-105	Computer Application in Management	10	10	20	80	100	2
6	MDE	NBBA-106	Human Values and Ethics	10	10	20	80	100	2
7	VAC	NBBA-107	Environmental Science and sustainability	10	10	20	80	100	2
									20

TA- Teacher Assessment

CT- Cumulative Test

ESE- End Semester Examination

1st Semester NBBA-101

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Principles and Practices of Management

CourseDescription:

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

Course Objectives:

- 1. Tounderstandthebasicconcepts, principles, and theories of management.
- 2. To examine the essential functions of managers.
- 3. To analyze the impact of globalization, diversity and ethics on management.
- 4. To developskillsinstrategicplanning, decision-making and leadership.

Course Content:

Unit1: Introduction to Management

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

Unit2: Planning, Organizing and Staffing

Nature, Importance and Purpose of planning in management; Types of plans:Strategic,tactical,operational;Planningprocessandtechniques;Decision-making-Importance and steps, decision making models and tools; Organizational structureanddesign;typesoforganizationalstructures:Functional,divisional,matrix;A

uthority, responsibility, and delegation, Centralization Vs Decentralizationofauthorityandresponsibility–SpanofControl;Coordination and integration, MBO and MBE; Nature and Importance of staffing – Process of selection and recruitment

Unit3:Leading, Directing and Controlling

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

Unit4: Startegic Mangement, Ethicsand Social Responsibility

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

TextBooks(LatestEditions):

- 1. Rao, V. S. P. Management Principles and Applications.

 Taxmann Publications.
- 2. Bright, D. et al. Principles of Management. Open Stax Textbooks, Houston
 - 3. Kapoor, Premvir, PrinciplesofManagement, Khanna Book Publishing.
- 4. Jones, G.R. and George, J.M. Essentials of contemporary management. New York, NY: McGraw-HillEducation.
 - 5. Robbins, S.P. & Coulter, M.A. Management. Pearson.

References:

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

CourseOutcomes:

- Demonstrate how management principles are used to solve practical business problems
- Compare and contrast different management theories and their

effectiveness in various organizational contexts

Design a management strategy for a hypothetical or real organization usingamixofmanagementtheoriesandpractices

• Proposeinnovativemanagementsolutionstoenhanceefficiency and effectiveness in given business scenarios.

1st Semester NBBA-102

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Business Communication-I

CourseDescription:

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

CourseObjectives:

- 1. To understand the concept, process, and importance of Business Communication.
- 2. Tohelpstudentsinunderstandingthebasicprinciplesandtechniques ofbusiness communication.
- 3. Totrainstudentstoacquireandmasterwrittencommunicationforthe corporate world.
- 4. TosensitizestudentstounderstandBusinessCommunicationinGlobaland Cross-Cultural context.

CourseContent:

Unit1: Introduction to Communication in Organizations

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

Unit2:Written Communication

Planning and executing different types of messages, emails, formal letters(Planning& Layout of Business Letter) and informal messages on eplatforms, negative messages: indirect& direct negative messages; Persuasivemessages, request letters to various stakeholders, Sales Letters, Complaint& Follow up Letters, Promotion Letters, Job application Letters, cover letters, resume, Resignation Letters.

Teamcommunication, managing communication during online meeting, communication with virtual team, communication in gig economy; Presentation skills (Verbal and non-verbal); Powerpoint presentation skills; Infographics, introduction to contemporary alternatives (such as- Prezi, Visme, MicrosoftSway, Zoho)

Unit4- Digital Communication

Social media and individual, social media& organizations, Media Literacy; Strong Digitalcommunicationskills—email,instantmessaging, videoconferencing,

e-meetings, Digital collaboration, digital citizenship —digital etiquettes & responsibilities;introductiontopersonalandorganizationalwebsites.

Text Books(LatestEditions):

- 1. AICTE's Prescribed Communication Skills in English, Khann a Book Publishing.
- 2. Lesikar, R.V.&M. E. Flatley, "Business Communication: Connecting in Digital World", McGraw-Hill Education.
- 3. Murphy, H.A., Hildebrandt, H.&Thomas, J.P., Effective Business Communication. McGraw Hill.
- Mukerjee
 H.S., Business Communication: Connecting at Work. Oxford Publication
- 5. Boove, C.L., Thill, J.V. & Raina, R.L, Business Communication Today, Pearson.

References:

- 1. Rao, M.T. (2023) Minor Hints: Lectures Delivered to H. H. the Maharaja Gaekwar, Sayaji Rao III. Gyan Publishing
- 2. GettingReadyfortheRealWorld:HBR,2020:TheScienceofStrong Business Writing.

CourseOutcomes:

- Apply the skills of effective letter writing and be able to create various kindsof Business letters.
- Understandvariousbarrierstocommunicationandapplypreemptive measures, including feedback, to minimize the same.
- Studentsshallbeabletoeffectivelyanalyzeandevaluatevariouskin

 $ds\ of business correspondence and e-correspondence. \\ Able to present infront of audience with confidence and expertise$

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Financial Accounting

CourseDescription:

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

CourseObjectives:

- 1. Toprovideanunderstandingofapplicationofvariousprinciplesandpractice of Accounting.
- 2. Todemonstratetheknowledgeontheprocessofaccountingcycleandbasic steps involved in Accounting.
- 3. To apply the knowledge of systematic maintenance of books of accounts to real life business.
- 4. ToestimateAnnualFinancialstatementsofSoleproprietorshipandCompany form of business.

CourseContent:

Unit-I:IntroductiontoAccounting,Accountingsystemandprocess

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

Unit-II:RecordingtransactionsandTrialbalance

Transactions -nature, Entry in Journal, Purchases, sales, Returns, Receivables, and payables, Inventory, Depreciation and amortizations, reserves, Intangible

assets accounting, GST transactions, Entry in Ledger, Accounting accuracy through Trial balance, correction of errors.

Unit-III:FinalAccounts

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

Unit-IV:CompanyFinalAccounts

Introductiontocompany–kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical).

Green Accounting and Sustainable Reporting-Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.

TextBooks(LatestEditions):

- 1. JainS.P.,&NarangKL..BasicFinancialAccountingI,NewDehli,Kalyani publishers.
 - 2. Kimmel, Financial accounting, Wiley Publications
- 3. Gupta, A.. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.
- 4. S.N.Maheshwari, and S.K.Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi.
- 5. Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL learning.
 - 6. Accountingforsustainability:www.ifac.org
- 7. Peter Bartelmus, E K Seifert, Green Accounting, London, Routledge Publications
 - 8. IFRSsustainabilitystandards:www.ifrs.org

SuggestedCases

- 1. SmokeyValleyCafé
- 2. IrrigationEquipment'sLimited
- 3. MonarchTradingCompany

CourseOutcomes:

Onhaving completed this course student should be able to:

- IdentifytheapplicationofvariousprinciplesandpracticeofAccountinginpr eparation of accounting statements.
- Demonstratetheknowledgeontheprocessofaccountingcycle.
- Applytheknowledgeofsystematicmaintenanceofbooksofaccountstore allife business.
 - EstimateAnnualFinancialstatementsofSoleproprietorshipandCo mpanyform of business.

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Business Statistics

CourseDescription:

Quantitative Aptitude tests have been one of the key components in all competitive exams across the globe in recent years. All tests include such aptitude problems to assess a candidate's arithmetic precision, conceptual numerical ability, analytical ability and rational thinking applicability. Hence this course on Business Statistics and Logic has been introduced as part of BBA programs.

Business Statistics helps us to make business decisions under uncertainties. Such decisions must be objective and unbiased and based on quantitative data. This necessitates an analysis of data using appropriate statistical tools and hence understanding of these techniques and models. With the business entities keen on makingdata-drivendecisionsitisessentialforindividualsworkinginthisuncertain environment to possess such skills to make better decisions backed by data.

CourseObjectives:

- 1. Toestablishimportanceoflogicalreasoninginhumaninquiry.
- 2. Todemonstratedatahandlingskillsandsummarizedatawithclarity.
- 3. Toextendanunderstandingof application relevant concepts of Statistics to a given business scenario.
- 4. Tounderstandbusinessproblemsandmakedecisionsusingappropriate statistical models and explain trends
 - 5. Todemonstratetheknowledgeontheprocessoforganizingadataandconduct statisticaltreatment.

Pedagogy: This course couldbedealtusingmultiplepedagogieslikeinteractive lecture, students' discussions, case studies and experiential learning.

Unit-I: Measures of CentralTendency, Dispersion, Measures of Skewness and Kurtosis

Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of

dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation.

Unit-II: Skewness and Kurtosis

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

Unit-III: Correlation and Regression

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

Unit–IV: Probability and Probability distributions

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

Readings:

Textbooks(LatestEditions):

- LevinR.I.&RubinD.S. Statistics for Management. Delhi: Pearson.
- Pillai&Bagavathi. Statistics, TheoryandPractice, SChandPublishing
- SPGupta. *Statistical Methods*, Sultan Chandand Sons
- SCGupta.FundamentalsofStatistics, HimalayaPublishingHouse
- Sharma, Gupta, The Practice of Business Statistics, Khanna Publishing House.
- SharmaJ.K.BusinessStatistics, VikasPublishingHouse

Reference Research Paper:

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

CourseLearningOutcomes:

Onhaving completed this course student should be able to:

- Demonstratedatahandlingskillswithclarityandlogicalreasoning.
- OutlinetherelevantconceptsofStatisticstoagivencontext/businessscenari o
- Organizebusinessdataandconductstatisticaltreatment.
- Evaluate and interpretdata using appropriatestatistical techniques.
 - Explaindatatrendsusingappropriatestatistical models

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

COMPUTER APPLICATION IN MANAGEMENT

Unit 1-COMPUTER FUNDAMENTALSs-

Introduction, Significance of Computer Fundamentals, Computer Generations, Elements of computer process, Classification of Computers, Input-Out Devices.

Unit 2-OPERATING SYSTEM

Types of operating System, Bath file, Brief idea of Computer Languages.

PC PACKAGE- MS Office (MS Word., MS Excel, MS. Power Point), Tally Accounting.

Unit 3 -DATA BASE MANAGEMENT SYSTEM-

Creating/Modification of Data base files, Commands Study, Expressions &Functions set commands, sorting/Indexing.

UNIT 4: INTERNET: Definition of internet, History of the Internet, Internet service provider, Internet extensions, Requirement for Internet connection, email, Computer Viruses.

Reference Books:

- P.K Sinha Fundamental of Computers.
- Raja Rammana Computer Fundamentals.

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

HUMAN VALUES & ETHICS

Course Outcomes:

- 2. To create conducive environment for professionals to grow as good and responsible human beings imbibing values and ethics.
- 3. Understanding the significance of environment.
- 4. Developing humanitarian outlook.
- 5. Professional Ethics and conduct.

Unit I

Introduction –Need, Basic Guidelines and Content: Understanding the need, basic guidelines, content and process for value Education, Self-Exploration – What is it? – Its content and process: "Natural Acceptance" And Experiential Validation – as the mechanism for self explanation, Continuous Happiness and Prosperity – A look at basic Human Aspirations, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario.

Unit II

Process for Value Education: Right understanding, Relationship and Physical Facilities – basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and prosperity correctly – A critical appraisal of the current scenario, Method to fulfill the above human aspirations, understanding and living in Harmony at various levels. Understanding Harmony in the Human Being: Understanding the needs of Self ("I") and "Body" – Sukh and Suvidha.

Unit -III

Harmony in Myself, Family and society: Understanding the characteristics and activities of "I" and harmony in "I", Understanding the harmony of I with the Body: Sanyam and Swasthya, Understanding harmony in the family – The basic unit of human interaction, Understanding values in human relationship; meaning of Nyaya and Program for its fulfillment to ensure Ubhay- tripti, Trust (Vishwas) and Respect (Samman) as the foundational values of relationship.

Unit – IV

Professional ethics and conduct: Implications of the above Holistic Understanding of Harmony on Professional Ethics Natural acceptance of human values, Definitiveness of Ethical Human Conduct Competence in professional ethics: o Ability to utilize the professional competence for augmenting universal human order o Ability to identify the scope and characteristics of people- friendly and eco-friendly production systems.

Reference Books

- 6. R.R Gaur, R, Sangal, G.P Bagaria, 2009, A Foundation Course in value Education (English)
- 7. Ivan IIIich, 1974, Energy& Equity, The Trinity Press, Worcester, and harper Collins, USA
- 8. Pradeep Kumar Ramancharla, 2013, A foundation course in value education (Telugu)
- 9. E.F. Schumacher, 1973, small is Beautiful; a study of economics as if people mattered, Blond & Briggs, Bratain

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Environmental Science and Sustainability

Coursedescription:

This course aimst of a miliarize students with fundamental environmental concepts and their relevance to business operations, preparing them to address forthcoming sustainability challenges. It is designed to equip students with the knowledge and skills needed to make decisions that account for environmental consequences, fostering environmentally sensitive and responsible futuremanagers. The course content is divided into four comprehensive units. Unit introduces basic environmental principles, themanenvironmentrelationship, and sustainability issues. Unit 2 focuses on ecosystems, biodiversity, and sustainable practices. Unit 3 addresses environmental pollution, wastemanagement, and sustainable development strategies. Finally, exploressocialissues, environmentalle gislation, and practical applications through hands-on fieldwork. Through this holistic approach, students will gain deep understandingofenvironmentalprocesses, the importance of sustainable practices, and their role in promoting sustainability within business contexts.

CourseObjective(s):

- Thiscourseaimstofamiliarizestudentswithbasicenvironmentalconcepts, their relevance to business operations, and for the oming sustainability challenges.
- Thiscoursewillequipstudentstomakedecisionsthatconsiderenvironmental consequences.
- Thiscoursewillenablefuturebusinessgraduatestobecomeenvironmentally sensitive and responsible managers.

CourseContent:

Unit1:UnderstandingEnvironment,NaturalResources,andSustainability

Fundamental environmental concepts and their relevance to business operations; Componentsandsegmentsoftheenvironment, theman-environment relationship, and historical environmental movements. Concept of sustainability; Classification of natural resources, issues related to their overutilization, and strategies for their conservation. Sustainable practices in managing resources, including deforestation, water conservation, energy security, and food security issues. The conservation and equitable use of

resources, considering both intergenerational and intergenerational equity, and the importance of public awareness and education.

Unit2:Ecosystems,Biodiversity,andSustainablePractices

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

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

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

Unit4:SocialIssues,Legislation,andPracticalApplications

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

Readings:

TextBooks(LatestEditions):

- Poonia, M.P. Environmental Studies, Khanna Book Publishing Co.
- Bharucha, E. *TextbookofEnvironmentalStudies*, OrientBlackswanPrivateLtd.
 - Dave, D., & Katewa, S.S. TextBook of Environmental Studies. Cengage Learning India Pvt Ltd.
 - Rajagopalan, R. *Environmental studies: from crisis to cure*, Oxford University Press.

- Miller, G.T. & Spoolman S. Living in the Environment. Cengage.
 - Basu, M., & Xavier Savarimuthu, S.J. Fundamentals of environmentals udies. Cambridge University Press.
 - Roy, M. G. Sustainable Development: Environment, Energy and Water Resources. Ane Books.
 - Pritwani,
 KSustainability of business in the context of environmental management. CRC Press.
- Wright, R.T. & Boorse, D.F. *Environmental Science: Toward A Sustainable Future* (13thed,). Pearson.

References Web

links:

- https://www.ourplanet.com
 - https://www.undp.org/content/undp/en/home/sustainable-development-goals.html
- www.myfootprint.org
 - https://www.globalchange.umich.edu/globalchange1/current/lectures/kling/ecosystem/ecosystem.html

CourseOutcome(s):

- Explorethebasicenvironmentalconceptsandissuesrelevanttothebusinessa nd management field.
- Recognize the interdependence between environmental processes and socioeconomic dynamics.
- Determinetheroleofbusinessdecisions, policies, and actions in minimizing environmental degradation.
- Identify possible solutions to curb environmental problems caused by managerial actions.
- Developskillstoaddressimmediateenvironmentalconcernsthroughchangesin businessoperations, policies, and decisions.

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DEEMED TO BE UNIVERSITY



DEPARTMENT OF MANAGEMENT EVALUATION SCHEME & SYLLABUS

for

BBA SECOND SEMESTER

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

With effect from academic session 2025-26

FACULTY OF MANAGEMENT & COMPUTER APPLICATION

DEPARTMENT OF MANAGEMENT

BBA Second Semester

S.NO	Course	Course	Subject		Eva	}	Course		
	Categor	code		Sessional Exam			ESE	Subject	Credit
	У							Total	
				CT	TA	Total			
1	CC	NBBA-201	Human Behaviour and Organization	10	10	20	80	100	4
2	CC	NBBA-202	Marketing Management	10	10	20	80	100	4
3	CC	NBBA-203	Business Economics	10	10	20	80	100	4
4	SEC	NBBA-204	Emerging Technologies and application	10	10	20	80	100	2
5	MDE	NBBA-205	Media Literacy and Critical Thinking	10	10	20	80	100	2
6	VAC	NBBA-206	Indian Constitution	10	10	20	80	100	2
7	AEC	NBBA-207	Business Communication-II	10	10	20	80	100	2
	Total 700 2								20

TA- Teacher Assessment

CT- Cumulative Test

ESE- End Semester Examination

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Human Behaviour and Organization

CourseDescription:

This course will cover principles and concepts to understand how individuals interactwitheachotherandtheirenvironmentinorganizationalcontexts.

Studentswillexploretopicssuchasmotivation, perception, personality,

leadership,groupdecision-making,culture,andconflictresolutionthrougha blend of theoretical frameworks and real-world applications

CourseObjectives:

- 6. Todevelopbasicunderstandingoftheconceptofhumanbehaviorandorganization.
- 7. TohighlighttheimportanceofOBinmodernorganizations.
- 8. Tounderstandindividualandgroupbehaviorintheworkplacetoimprove the effectiveness of an organization.
- 9. Tocritically evaluate leaderships tyles and strategies.

CourseContent:

Unit1:IntroductiontoHumanBehaviorandOrganization

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

Unit2:IndividualBehavior

Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development;

Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values-conceptandtypes: terminal values and instrumental values.

Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory,

Reinforcement Theory, Self-efficacy Theory).

Unit3:Group &TeamBehaviour

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

Unit4:Leadership &Power

Leadership:Concept;Traittheories;Behavioraltheories(OhioandMichigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic): Comparison of Indian leadershipstyleswithothercountries.BasesofPower.

Organizational Culture: Concept of culture; Impact (functions and liability); Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural management, Stress, and its Management.

Readings:

TextBooks(LatestEditions):

- 10. Robbins, Stephen -Organizational Behavior Prentice Hall ofIndia Ltd., New Delhi.
- 11. Luthans Fred Organizational Behavior: An Evidence-Based Approach McGraw Hil Publishers Co. Ltd., New Delhi.
- 12. Prasad, L.M-Organizational Theory Behavior-Sultan Chand & Sons, New Delhi.
- 13. Rao, VSP-Organization Behavior-Himalaya Publishing House.
- 14. Aswathappa.K.-OrganizationalBehavior-HimalayaPublishingHouse, Mumbai, 18th Edition.

Reflective Exercises and supplementary readings:

Unit1

- 15. Personalityassessmentthroughaquestionnaire(MBTI/16PFetc.)
- 16. PersonalityassessmentthroughIndianscriptures.
- 17. Review Literature of the book "Personality Development" by Swami Vivekananda by Exotic India Art.
- 18. TranslatingSwamiVivekanandaintoManagementPractice
- 19. https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17

Unit2

20. Assessthewaysofself-directedLearning.

Unit3

- 1. Watchthemovie "Rukahua Faisla" / 12 Angry Menongroup decision making.
- 2. Reflectiveessayongroupbehaviouron"DraupadiCheerHaran"
- 3. Identify a firm and analyze how business decisions are made in a particular situation as Individuals versus a team. Also, state which form is better and why.
- 4. UnderstandingBelbinIndividualTeamRoles

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

Unit4

- 21. Reflective exercise on the concept ofleadership in Mahabharata versus Ramayana. 22. HBR, 2022: How Great Leaders Communicate.
- 23. (https://hbr.org/2022/11/how-great-leaders-communicate)

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

 N_AT_APPLE_INC

Unit5

- 1. Practicestressmanagementtechniques
- 2. Leading strategic and organizational change at Tata Steel: the role of culture https://www.cambridge.org/core/books/abs/leading-strategic-change/leading-strategic-and-organizational-change-at-tata-steel-the-role-of-culture/AEBA5AF709A6E343

LearningOutcomes:

AftercompletingthisCourseStudentswillbeableto:

- 24. Describeindividualandgroupbehaviorinorganizationalsettings.
- 25. Demonstratetheoreticalknowledgeofhumanbehaviorinhumanlife setting in management.
- 26. JudgethelacunaeinthesystemtobeabletoimprovetheorganizationhealthandotherOBoutcomes.
- 27. Formulateamoreproductive system and high-performance work culture operating on the principles of OB.

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

MARKETING MANAAGEMENT

CourseDescription:

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

CourseObjective(s):

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

CourseContent:

Unit1:

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

Unit2:

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

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



Unit3:

Productdecisions:ConceptofProductLifeCycle(PLC),PLCmarketingstrategies,Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging& Labelling. Portfolio approach — Boston Consulting Group (BCG) matrix. Introduction to Brand Management and Innovation and New Product Development.

Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), and Adapting Price.

Promotion Decisions: Factors determining promotion mix, Promotional Tools – Fundamentalsofadvertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management.

Unit4:

MarketingofServices:uniquecharacteristicsofservices,marketingstrategiesforservice firms – 7Ps. Contemporary issues in Marketing, E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).

Readings:

TextBooks(LatestEditions):

- 31. KotlerP., KellerK., etal. *Marketing Management* (16thedition). Pearson Education Pvt. Ltd.
- 32. Aaker, D.A. and Moorman Christine., *Strategic Market Management: Global Perspectives*. John Wiley & Sons.
 - 33. ShaineshG. KotlerPhilip, KellerKevin, AlexanderChernev, JagdishN. Sheth | MarketingManagement. Pearson Higher Education
- 34. Kotler, P., Armstrong, G., and Agnihotri, P.Y. *Principles of Marketing* (17thedition). Pearson Education.
- 35. Ramaswamy, V.S.& Namakumari, S. *Marketing Management: Indian Context GlobalPerspective* (6thedition). Sage Publications India Pvt. Ltd.
- 36. Sheth, J.N., & Sisodia, R.S. (Eds). Does Marketing Need Reform?: Fresh Perspectives on the Future. Routledge.
 - 37. Percy, L. StrategicIntegratedMarketingCommunications. Routledge.
- 38. Chaffey, D., & Ellis-

Chadwick, F. DigitalMarketing (7 th edition). Pearson Higher Education.



- 39. BiswasA.K.StrategicMarketManagement:ManagingMarketsforprofitandgrowth NotionPress.
- 40. Schmitt, B. Experiential marketing. Bilbao: Deusto.
- 41. Kumar, N. Marketing as Strategy: Understanding the CEO's Agendafor driving Growth and Innovation. Harvard Business Review Press.
- 42. Treacy, M., and Wiersema, F. The discipline of market leaders: Chooseyour customers, narrow your focus, and dominate your market. Basic Books.
- 43. Treacy, M. Double-digit Growth: How Great Companies Achievelt--No Matter what? Penguin.
 - 44. Capon, N. Themarketingmavens. Crown Business.
 - 45. LevittT.MarketingMyopia.
- 46. Hamel&PrahaladCompetingfortheFuture
- 47. PeterDoyle: Value-BasedMarketing
- 48. Forsyth, Gupta, Haldar: ASegmentation You Can Acton.
- 49. DanielYankelovichandDavidMeer(HBS):RediscoveringMarketSegmentation
- 50. C.K.Prahalad:TheFortuneattheBottomofthePyramid
- 51. AlRies&JackTrout:Positioning:Thebattleforyourmind

CourseOutcome(s):

- Understandfundamentalmarketingconcepts, theories and principles; the role of marketing in the organization context.
 - 2. Recognize various elements marketing mix for effective functioning of an organization.
 - 3. Criticallyanalyzeanorganization'smarketingstrategies.
 - 4. LearnappropriatetoolsandtechniquesofmarketingwithfocusonIndian experiences, approaches and cases.
 - 5. Evaluatemarketingimplementationstrategiesandformulateandassessstrategic, operational and tactical marketing decisions.

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

BUSINESS ECONOMICS

CourseObjective:

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

- Itequipsstudentswithfundamentalconceptsofmicroeconomics.
- Businesseconomicsdelvesintothecomplexitiesofmarketstructures, helpingstudents navigate
- challenges such as competition, regulatory environments, and technological disruptions.
- It fosters critical thinking by analyzing real-world case studies, enabling students to propose
- innovativesolutionstobusinessproblems.
- Agraspofbusinesseconomicsisessentialforaspiringentrepreneurs, managers, and analysts
- seekingtothriveintoday'sdynamicandinterconnectedbusinesslandscape.

CourseContent:

Unit-1:FundamentalsandBasicelementsofMicroeconomics

- The Economic Problem: Scarcity and Choice, Nature and Scope-Positive and Normative Economics.
- ScopeofStudyandCentralProblemsofMicroandMacroeconomics
- Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand.
- SupplySchedule:individualandmarketsupply,determinantsofsupply,lawof supply,Elasticityofsupply.Determinationofdemandandsupply,effectofashift in

demand and supply.

Unit-2:ProducerAndConsumerBehavior

- TheoryofProduction-FactorsofProduction, ProductionFunction, LawofVariable Proportions, Returns to Scale, Producers' Equilibrium.
- Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves.



 Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.

Unit-3:AnalysisofMarket

- ConceptofMarketandMainFormsofMarket.
- PriceandOutputDeterminationUnderPerfectCompetition, Monopoly, Monopolistic Competition, and oligopoly.

Unit-4:NationalIncomeandVariousIndianEconomyChallenges

- CircularFlowofIncome.ConceptofGDP,GNP,NDP,NNP(AtMarketPriceandFact orCost),MethodsofCalculatingNationalIncome.
- ABriefIntroductionofIndianEconomy-Pre-andPost-Independence.
 - CurrentChallengesFacingbyIndianEconomy-HumanCapitalFormation,Poverty, Dynamic
 - BusinessEnvironment, Tradewith Various Nations, Sustainable Economic Development.

Readings:

TextBooks(LatestEditions):

- Varian.H.R:MicroEconomicsAmodernApproach
- Mc Connell &Brue: Micro Economics Principal, problems & policies. McGraw Hills Professional Publication.
 - Ahuja, H.L. Advanced Economic theory
 - JainK.P.AdvancedEconomictheory
 - JhinganM.L.ModernMicroEconomics
 - J.Shapiro:MacroEconomicTheoryandPolicy
 - W.H.Bransin:Macro-EconomicAnalysis
 - M.L.Jhingan:Macro-EconomicTheoryandPolicy
 - M.C.Vaishya: Macro-EconomicTheory
 - SunilBhaduri:MacroEconomicAnalysis
- H.L.Ahuja:MicroEconomicTheory;ModernPublisher,GulabBhawan,6, Bahadurshah Zafar Marg, New Delhi.
 - Samuelson&WilliamD.Nordhaus:Economics;McGrawHills.
 - A.N.Agarwal:IndianEconomy.
- M. Maria John Kennedy: Advanced Micro Economic Theory; Himalaya Publishing House, Delhi.
 - I.C.Dhingra&V.K.Garg:EconomicDevelopment&PlanninginIndia.

- D.M.Mithani:MacroEconomics;HimalayaPublishingHouse.
- Macroeconomics"byN.GregoryMankiw



- Macroeconomics:Principles,Applications,andTools"byArthurO'Sullivan, Steven Shiffrin, and Stephen Perez
 - Macroeconomics"byOlivierBlanchard

References

PedagogyandTeachingsMethod(Teachershouldusethefollowingstrategiesto achieve various outcomes of the course):

- Differentmethodsofteachingandmediatobeusedtoattainclassroomattention.
 - Massive open online courses (MOOCs) may be used to teach various topics/sub topics.
 - 15-20% of the topics which are relatively simpler of descriptive in nature should be given to the students for self-learning and assess the development of competency through classroom presentations.
- Micro-projectsmaybegiventogroupofstudentsforhand-onexperiences.
 - Encouraging students to visit to sites such as local or seasonal markets and research establishment around the institution.

Courseoutcomes:

Attheendofthecoursestudentswillbeableto:

- 52. Understand basic concepts of microeconomics and solve the problem of reallocation and
 - 53. distribution of the scarce resources.
 - 54. Toanalyzetheformandnatureof themarketandtheirpricing strategies.
- 55. Understandthecalculationofnationalincomeandtruemeasureforincreasing economic welfare.
- 56. UnderstandvariouschallengesassociatedwiththeIndianeconomyandhelpto balance the economy

Max. Marks:100
External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Emerging Technologies and Applications

CourseObjective:

- Toprovideacomprehensiveunderstandingofemergingtechnologiessuchasblock chain, IoT, cloud computing, robotics, AR/VR, etc.
- Toexploretheapplications, implications, and strategicad vantages of emerging technologies in business for competitive advantage.

Contents:

Unit-1:Cloud Computing

Cloud servicemodels(IaaS,PaaS,SaaS)—Deploymentmodels(public,private,hybrid)

- Cloud-based -enterprise solutions – Cost-benefit analysis and scalability – Security and Governance – Data security and compliance in the cloud – Cloud governance frameworks

Unit-2:InternetofThings(IoT)&Industry4.0

Sensortechnologiesandconnectivity-IoTApplicationsinSmartcitiesand infrastructure — Industrial IoT and manufacturing — IoT data processing and storage —Real-time analytics and decision-making — Concept of Industry 4.0 — Automation and smartmanufacturing—Cyber-physicalsystemsanddigitaltwins—Roboticsand advancedmanufacturingtechnologies—ImpactonBusinessModels—Transformationofproductionandsupplychains—Businessprocessoptimization

Unit-3:BlockchainTechnology

Fundamentals of Block chain – Decentralization and distributed ledger – Cryptographyandconsensusmechanisms—Smartcontracts—Financialservicesanddigitalidentity—ChallengesandOpportunities—Securityandprivacyissues—Regulatoryand compliance considerations

Unit-4:AugmentedReality(AR)andVirtualReality(VR)

Introduction to AR/VR – Key concepts and differences between AR and VR – Historical development and current state - AR/VR applications in marketing and customer experience—Traininganddevelopmentthroughimmersivetechnologies—Challenges and Opportunities –

Technological limitations and advancements – Integration with existing business processes.

Practical(SuggestiveList):

• Handsonsessionsonutilizingpopularcloudplatformsfordevelopmentand deployment, offeringhands-onexperience with free tiers and trial accounts.



 Hands on sessions on block chain technologies, focusing on the basics development and deployment of decentralized applications.

Readings:

TextBooks(LatestEditions):

- EmergingTechnologies byErrolS. van Engelen
- InternetofThingsbyJeevaJose,KhannaBookPublishing.
- Digital Transformation: A Strategic Approach to Leveraging Emerging Technologies, Anup Maheshwari
- Virtual&AugmentedRealitybyRajivChopra,KhannaBookPublishing.
- Emerging Technologies for Effective Management by Rahul Dubey, Cengage Publications.
- IoT Fundamentals: Networking Technologies, Protocols, and Use Cases for the Internet of Things by David Hanes, Jerome Henry, Rob Barton, Gonzalo Salgueiro and Patrick Grossetete.
- BlockchainforBusinessbyJaiSinghArun, JerryCuomoandNitinGaur.
- BlockChain&CryptoCurrenciesbyAnshulKausik,KhannaBookPublishing.
- Industry 4.0 Technologies for Business Excellence: Frameworks, Practices, and Applications by Edited By ShivaniBali, Sugandha Aggarwal, SunilSharma.
- Blockchain, Artificial Intelligence, and the Internet of Things: Possibilities and Opportunities"by Pethuru Raj, Ashutosh Kumar Dubey, Abhishek Kumar, Pramod Singh Rathore.

Readings:

- Abdi, S., Kitsara, I., Hawley, M.S., &deWitte, L.P. (2021). Emerging technologies and their potential forgenerating new assistive technologies. Assistive Technology, 33(sup1), 17-26. https://doi.org/10.1080/10400435.2021.1945704
- Seokbeom Kwon, Xiaoyu Liu, Alan L. Porter, Jan Youtie, Research addressing emergingtechnologicalideashasgreaterscientificimpact, Research Policy, Volume 48, Issue 9, 2019, 103834, https://doi.org/10.1016/j.respol.2019.103834.
 - Philip, J. (2022), "A perspective on embracing emerging technologies research for organizational behavior", Organization Management Journal, Vol. 19 No. 3, pp. 88-

98.https://doi.org/10.1108/OMJ-10-2020-1063

CaseStudies

- Volkswagen Group: Driving Big BusinessWith Big Data, Ning Su; Naqaash Pirani, https://hbsp.harvard.edu/product/W14007-PDF-ENG?Ntt=emerging%20technologies

CourseOutcomes:

- Studentswillunderstandfoundationalknowledgeofemergingtechnologiessuch as blockchain, IoT, cloud computing, AR/VR, etc., comprehending their principles, components, and functionalities.
- Students willanalyzethe practical applications of these technologies in various business contexts, evaluating how they can optimize operations, enhance decision-making, and drive innovation.
- Students willevaluate the strategic implications of adopting emerging technologies, including potential challenges, risks, and opportunities, to formulate informed strategies for competitive advantage.
- Students will develop skills to plan and manage the integration of emerging technologies into business processes, ensuring a lignment with organizational goals and effective change management.

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2nd Semester NBBA-205

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Media Literacy and Critical Thinking

This course equips students with essential media literacy and critical thinking skills to analyze and navigate various media forms. It covers the dynamics of media production and ownership in India, ethical and regulatory considerations, and enhances digital literacyforresponsibleonlineengagement. Throughcomprehensive study and practical exercises, students will learn to critically engage with media content, uncoverbiases, and make informed decisions in media consumption and production.

CourseObjective(s):

- 10. Developcriticalthinkingskillstoanalysevariousmediaformseffectivelyand identify underlying biases.
- 11. Fostermedialiteracyprinciplesfornavigatingdigitalmedialandscapesand evaluating credibility.
- 12. Exploremediaproductiondynamicsandownershipstructuresinthelndian context.
- 13. Addressethicalandregulatoryconsiderationsinmediapractices.
- 14. Enhance digital media literacy for responsible online engagement and combating misinformation.

CourseContent:

Unit1:FoundationsofMediaLiteracyandCriticalThinking

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

Unit2:DeconstructingMediaTexts

Formsofmediatexts,includingprint,broadcast,digital,andsocialmedia;Textual analysis and the deconstruction of visual media using semiotics; The impact of media

representationsonindividualperceptionsandsocietalattitudes, from relevant case studies in the Indian context.

Unit3:MediaConsumptionandProductionDynamics

Dynamics of media production, distribution, and consumption in India: Influence of ownershipandcontrolstructuresonmediacontent; Techniques for critically evaluating media content and analysing audience consumption patterns

Unit4:Ethics,Regulation,andDigitalMediaLiteracy

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

TextBooks(LatestEditions):

- Potter, W.J. Medialiteracy (8thed.). SAGEPublications.
- Hobbs, R. Medialiteracyinthedigitalage. Routledge.
- Halpern, D. F. Thought& knowledge: An introduction to critical thinking (5thed.). Psychology Press.
- Kahneman, D. Thinking, fastandslow. Farrar, Strausand Giroux.
- Baran, S. J., & Davis, D.K. Masscommunication theory: Foundations, ferment, and future (8thed.). Cengage Learning.
- Kahne, J., & Bowyer, B. Media literacy education in action: Theoretical and pedagogical perspectives. Routledge.
- Barbour, K., & Marshall, J. Themedialiteracyhandbook. ASCD.
- Bhaskar, N.K. Medialaws and ethics in India. Lexis Nexis.
- West,R.,&Turner,L.H. Understandinginterculturalcommunication:
 Negotiating a grammar of culture (2nd ed.). Routledge.
- Aufderheide, P., & Jaszi, P. Reclaimingfairuse: Howtoputbalancebackin copyright (2nd ed.). University of Chicago Press.
- Hammond, J.S., Keeney, R.L., & Raiffa, H. Smartchoices: Apractical guide to making better decisions. Harvard Business Review Press.
- Covey, S.R. The 7habits of highly effective people: Powerfullessons in personal change (30 thanniversary ed.) Simon & Schuster.

CourseOutcome(s):

- Demonstrate proficiency in analysing media texts and identifying implicit messagesand ideologies.
- Apply media literacy principles to make informed decisions about media consumption and production.
- Understandthecomplexitiesofmediaproduction, distribution, and audience behavior.
 - Adhere to ethicalstandards in mediacontent creationand consumption.
- Promoteresponsible digital citizenship by navigating on line information critically and combating misinformation.



2nd Semester NBBA-206

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Indian Constitution

CourseDescription:

This course offers a unique perspective on the Constitution of India, focusing on its economicdimensionsandimpactonbusiness. It del vesint othe historical and ideological underpinnings of the Constitution as an economic document, tracing its evolution from postcolonial economic governance to contemporary debates. Studentsexplore constitutional reforms, economic liberalization, fiscal battles over land and federalism, gaininginsightsintocompetingeconomicideologiesandinterests. Throughcasestudies and legal analysis, they examine fundamental rights related to business, fiscal federalism, and constitutional issues shaping India's economic landscape.

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

CourseObjective(s):

- 15. Develop an understanding of the Indian Constitution beyond legal and political lenses, emphasizing its significance for business students.
- 16. Recognize the importance of comprehending constitutional basics and their impact on trade, economy, and business practices.
- 17. Analyze the inclusion of economic justice in the preamble and its implications for post-colonial economic policies.
- 18. Explore the legal history of competing claims between economic development

and principlesofequityandjusticeinIndia.

- 19. Examinethetransitionfromstateledindustrializationtoliberalization, highlighting the constitutional underpinnings of these economic shifts.
- 20. Investigate the constitutional provisions relevant to business, such as the fundamental right to practice any profession, occupation, trade, or businessas enshrined in Article 19.

CourseContent:

Unit1:AnEconomicHistoryoftheConstitutionofIndia

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

Unit2:FundamentalRightsandBusinessinIndia

Article19(1)(g),grantseverycitizentheright,topractiseany profession,ortocarryon anyprofession,occupation,trade,orbusiness.Likeotherfundamentalrights,thisright is subject to reasonable restrictions impose by the state. This particular provision of the Constitutionhasbeenoneofthemostseverelylitigatedfreedoms.FundamentalDuties.

Unit3:FiscalFederalism

Articlearticles301to307oftheConstitutionpertainstoTrade,Commerceand Intercourse within the Territory of India; Challenges associated with fiscal federalism in Indiaincludingtheverticalfiscalimbalance;Article280oftheConstitution.

Unit4:Constitutionalbattlesthatshapedtheeconomy

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

Readings:

References:

21. The Oxford Handbook of the Indian Constitution, Oxford university press.

Cases

- 22. RustomCavasjeeCooperv.UnionofIndia,(1970)1SCC248
- 23. StateofRajasthanv.MohanLalVyas,AIR1971SC2068(confirmationofaprivate monopoly, not a violation of fundamental right)
- 24. Mithilesh Garg v. Union of India, (1992) 1 SCC 168: AIR 1992 SC 221 (Right to carry on business, not breached when it is liberalised)
- 25. Chintamanrao v. The State of Madhya Pradesh, AIR 1951 SC 118 (scope of reasonable restrictions in relation to trade and occupation)
- 26. Cooverjee B. Bharucha v. Excise Commissioner, Ajmer, AIR 1954 SC 220 (the reasonableness of the restriction imposed may depend upon the nature of the business and prevailing conditions including public health and morality)
 - 27. T.B.Ibrahimv.RegionalTransportAuthority.Tanjore,AIR1953SC79
 - 28. HarmanSinghv.RTA, Calcutta, AIR1954SC190
 - 29. DwarkaPrasadLaxmiNarainv.StateofU.P.,AIR1954SC224
 - 30. StateofBombayv.R.M.D.Chamarbaugwala, AIR1957SC699
- 31. Parbhani Transport Coop. Society Ltd. v. Regional Transport Authority, Aurangabad, AIR 1960 SC 801
 - 32. StateofBombayv.R.M.D.Chamarbaugwala, (1957)S.C.R.874,
 - 33. G.K.KrishnanvsStateofTamilNadu, 1975SCC(1)375
 - 34. AutomobileTransport(Rajasthan)Ltd.VsStateofRajasthan,AIR1962SC1406

CourseOutcome(s):

- Students of the BBA programme get equipped with a knowledge of the Indian Constitution, particularly from the perspective of economic governance andbusiness
- They begin to develop a nuanced analytical framework about ongoing constitutional debates and battles which affect the domain of business
- Developingasenseofhowquestionsofeconomicgrowthhavetobebalancedwith other constitutional commitments, including social and economic justice.



2nd Semester NBBA-207

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Business Communication-II

CourseDescription:

This course focuses on bringing in perspective the importance of BusinessCommunication for organizations and individual employees in the context ofmulticultural workforce in a digital world. The course will focus on instilling effective writtenandoralcommunicationskillsinstudents. The course will betaught using texts, cases and class room exercises for improving both written and or all communication in students.

CourseObjectives:

- 35. To understand the concept, process, and importance of business communication with a strategic imperative.
- 36. To help students in understanding the basic principles and techniques of various workplace communication including digital communication skills
- 37. To train students to acquire and master intra and interorganizational communication
- 38. To train students for communicating effectively for the purpose ofgaining employment.

CourseContent:

Unit 1: Written communication: intra organizational/ departmental/ workplace communication

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

Corporate Communication- channels of corporate communication, target segments of corporate communication, types of corporate communication; ManagingCrisis-Communication;Managingcommunicationduringchange;Cultureascommunication

Unit2:OralCommunication,Professionalismandteamwork

Meaning, Nature, and Scope of Effective Oral Communication; Techniques of Effective Speech, Media for Oral Communication- Face-to-Face Conversation, Teleconferences, Press Conference, Telephonic Converzations, Radio Presentation, Public address and Podcast.

Constructing Oral Report; Group Discussion, Teams communication; Communication during online meeting; Online and offline professional etiquettes; Conducting appraisals, conducting interviews.

Unit3:NegotiationSkillsandCross-CulturalCommunication

Negotiationcommunicationwithvendors, suppliers, employees and other stakeholders; BATNA & communication during negotiations; Body language and negotiation;

Impact of globalization on organizational communication; Cross-Cultural frameworks (ex. Geert Hofstede); Culture& appropriate communication; Etic and Emic approaches to Culture; Communication to a diverse workforce; Overcoming barriers and biases in Cross-Cultural Communication; Building Inter-Cultural Workplace Skills; Cross-cultural etiquettes across clusters/countries.

Unit4:ContemporaryCommunication

Digital communication- individual communicating via social media, organizations communicating via social media, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, digital collaboration, digital citizenship – digital etiquettes& responsibilities; Introduction to personal and organizationalwebsites; communicationthroughpodcasts.

Job Searching in Digital Age; Creating Resume (CV, cover letter), Creating Customized Cover Messages for Job Applications, Purposes and Types of Employment Interviews, Performing Optimally in a Job Interview- Do's and Don'ts Before, During and After the Interview.

Readings:

TextBooks(LatestEdition):

- 39. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.
- 40. Lesikar, R.V. & M.E. Flatley, "Business Communication: Connecting in a DigitalWorld", McGraw-Hill Education.
- 41. Murphy, H.A., Hildebrandt, H. & Thomas, J.P. Effective Business Communication. McGraw Hill.
- 42. MukerjeeH.S., Business Communication: Connecting at Work. Oxford Publication
- 43. Boove, C.L. et al., Business Communication Today, Pearson.

- CultureasCommunication(2001)bySteverRobbins
- https://hbsp.harvard.edu/product/C0108A-HCB-ENG
- TheFutureofInternalCommunication | RitaLinjuanMen,ShannonA.Bowen | Business Expert Press | BEP336-PDF-ENG | https://hbsp.harvard.edu/product/BEP336-PDF-ENG

SuggestedExerciseandcases:

- 44. Negotiationexerciseasvendor/seller
- 45. Analyzingverbalandnon-verbalaspectsofspeechesofgreatleadersandorators.
- 46. DeliveringEffectivePresentationsusingpresentationtools/softwareanduseof infographics.
- 47. Casesonbusinesscommunication
- 48. SummarizingAnnualReportofaCompany.
- 49. Preparingelevatorpitch
- 50. Preparingcurriculumvitae/resume/letter
- 51. CommunicatingEffectivelyinGroupDiscussionandpersonal interviews
- 52. HowtoCommunicateOrganizationalChange(2020)byAngelaFisherRicks
 - https://online.hbs.edu/blog/post/how-to-communicate-organizational-change
- 53. ChangeManagementandInternalCommunication | RitaLinjuanMen, Shannon

 A. Bowen | Business Expert Press | BEP334-PDF-ENG |

 https://hbsp.harvard.edu/product/BEP334-PDF-ENG
- 54. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tsedal Neeley, Tom Ryder | Harvard Business School | 416046-PDF-ENG | https://hbsp.harvard.edu/product/416046-PDF-ENG?
- ${\bf 55.\ BadWriting Is Destroying Your Company's Productivity (2016) by Josh Bernoff}$
 - https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity
- 56. GroupCommunicationandDecision-MakingSimulation:WildfireMitigation | Matthew Koschmann F00001-HTM-ENG | https://hbsp.harvard.edu/product/F00001-HTM-ENG
- 57. Three Rules for Communicating During a Crisis | Nancy Koehn | 5238AV-AVO- ENG | https://hbsp.harvard.edu/product/5238AV-AVO-ENGNtt=BUSINESS COMMUNICATION

CourseOutcomes:

- 58. Applytheskillsforwritingvariousworkplacewrittencommunications.
- $59. \ Effective ly analyze and evaluate Business Reports.$

- 60. Demonstratecompetenceindeliveringimpressivepower-pointpresentations.
- 61. Create objective and succinct Resumes and be prepared to perform optimally in Job Interviews.



NEHRU GRAM BHARATI

DEEMED TO BE UNIVERSITY



EVALUATION SCHEME & SYLLABUS

for

BBA THIRD SEMESTER

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

With effect from academic session 2025-26

FACULTY OF MANAGEMENT & COMPUTER APPLICATION

DEPARTMENT OF MANAGEMENT

S.N O	Course Category	Course code	Subject	Evaluation Scheme					Cours
				Sessional Exam			ESE	Subjec	e
				CT	TA	Total		t Total	Credit
1	СС	NBBA-301	Cost and Management Accounting	10	10	20	80	100	4
2	СС	NBBA-302	Legal and Ethical issues in business	10	10	20	80	100	4
3	CC	NBBA-303	Human Resource Management	10	10	20	80	100	4
4	MDE	NBBA-304	Macro Economics	10	10	20	80	100	2
5	SEC	NBBA-305	Management Information System (MIS)	10	10	20	80	100	4
6	VAC	NBBA-306	Time and Stress Management	10	10	20	80	100	2
	Total				1		A)	600	20

BBA Third Semester

TO BE UNI

TA- Teacher Assessment

CT- Cumulative Test

ESE- End Semester Examination

3rd Semester NBBA-301

Max. Marks:100 External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Cost and Management Accounting

CourseDescription:

This course covers the fundamental concepts and various aspects in Cost as well as Managementaccounting. This course discusses how to prepare a cost sheet, costing for labour cost and overheads. This course also talks about financial statement analysisusingv<mark>ar</mark>ioustoolslikecomparativeand<mark>com</mark>monsizeIncomeStatementsand Sheet, Trend Analysis, Ratio Analysis, Cash Flow Statement, Budgets BudgetaryControl.ItalsothrowssomelightonManagementReportingingeneral.And thus this course as a part of the Business administration programme provides fundamental knowledge and basic understanding on various methods, tools and techniques of cost and management accounting helpful for financial decision making required for a budding professional in the domain of accounting and finance.

CourseObjectives:

- 57. Tofamiliarizethelearnerswiththebasicconceptsandprocessesusedto determineproductcostsandascertainMaterial, LabourandOverheadcost.
- 58. To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information
 - 59. Toprovide with the basic understanding of budgetary control
- 60. To develop the knowledge of the learners to understand and prepare a management report.

CourseContent:

Unit-I:IntroductiontoCostandmanagementaccounting

Definitions, features, objectives, functions, scope, advantages and limitations. Relationship and differences between Cost accounting, Management accounting and FinancialAccounting.CostConcepts-Costclassification—Elementsofcost-Preparation of cost sheet and quotation. Material cost- direct and indirect material cost, Inventory control

techniques-stock levels, EOQ, ABC analysis. Issue of materials to production-pricingmethods-FIFO,LIFOandAveragemethods.Laborcost:directandindirectlabour cost-methods of payment of wages including incentive plans -Halsey and Rowan plans, TailorsPieceRatemethod.Overheads:features,classification,methodsofallocationand apportionment of overheads, primary and secondary distributions.

UnitII:MarginalCostingandBudgetarycontrol

Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between MarginalcostingandAbsorptioncosting-BreakEvenAnalysis-Meaningand

Importance - Break even chart- P/V ratio - Cost Volume Profit Analysis- Margin of Safety-Angle of Incidence- Problems in Marginal costing. Budgets - Meaning and importance - Budgetary Control-Meaning and Importance-Types of Budgets, practical problems - Flexible Budget and cash Budget,

Unit-III:FinancialStatementAnalysis

ComparativeIncomeStatementsandBalanceSheets-CommonSizeIncomeStatements and Balance Sheet analysis- Trend Analysis. Ratio Analysis – Introduction, Classification& Interpretation of Ratios-Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios.

Unit-IV:CashflowstatementandManagementReporting

Introduction- Concept of Cash- Sources of cash flow Cash from operation- cash from Financingandcashfrominvestment-Inflowandoutflowofcash-Preparationofcash flow statements with adjustments.

Management Reporting – Meaning and Definitions of reports- Objectives and Purpose-Reportstotoplevelmanagement–Reportstolowerlevelmanagement-SampleReports

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Readings:

TextBooks(LatestEdition):

- 61. Arora, M.N. Costand Management Accounting, New Delhi: Himalaya Publishing House.
- 62. Jain, S.P., & Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers.
- 63. Kishor, R.M. Costand Management Accounting. New Delhi: Taxman Allied Services.
- 64. Pillai, R.S.N, Bagavathi, V., CostAccounting. New Delhi: Sultan Chand.
- 65. Arora, M. N. Management Accounting, New Delhi: Himalaya Publishing House
- 66. Lal, J.Srivastav, Seema., Singh, Manisha. CostAccounting: Test, Problems and Cases, New Delhi: TataMcGraw Hill Education

CourseOutcomes:

Onhaving completed this course students hould be able to:

- 67. InterprettherelevanttheoriesofcostandmanagementaccountingandprepareCost sheet and quotations.
 - 68. AscertainMaterialandLaborcost, allocation and apportionment of overheads.

69. Interpretthefinancialstatementsformanagerialdecisionmakingandpreparationof management reports

3rd Semester NBBA-302

Max. Marks:100 External Assessment:80 Internal Assessment: 20

Max Contact Hours: 30

Legal and Ethical issues in business

CourseDescription:

This course provides a comprehensive exploration of the key legal concepts, regulations, and ethical dilemmast hat businesses face a cross various sectors. Through lectures, case studies, and interactive discussions, students will develop the ability to critically analyze legal scenarios and ethical issues, and make informed decisions that align with both legal requirements and ethical business practices.

CourseObjectives:

- 1. The course aims to provide students with the understanding of key legal and ethical issues in the business context of India
 - 2. The course will help students analyze ethical dilemmas in business decisions

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- 3. The course will help the students understand the legal and regulatory aspects of business ethics that concern the financial, competitive and charitable responsibilities of organisatons.
 - 4. Thecoursewillhelpthestudentsgainknowledgeaboutthewaysinwhich organizationalandindividualfactorsimpactbusinessethics

CourseContent:

Unit1:IntroductiontoBusinessLaw

Business law – definition, scope, importance of understanding the role of law in business; Elements of a contract – offer and acceptance, consideration, contractual capacity; Essentials of a valid contract; Types of contracts; Performance obligations; Types of contract breaches and remedies; Product liability and consumer protection laws; Business torts; Employment law

Unit2:SalesandLeasses

Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performanceandremedies, Warranties and Productliability;

IntroductiontoNegotiableInstruments,Negotiability,NegotiationandHoldersindue course; Liability and discharge, Bank customer Relations/Electronic Fund Transfers.

Unit3:IntroductiontoBusinessEthics

Thedefinitionandimportanceofbusinessethics, businessethics in the Indiancontext; Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporates ocial responsibility; Environment & business;

Issues related to Business Ethics in marketing, finance& human resource functions. Ethical responsibilities of multinational corporations; Ethical dilemmas facing businesses globally including issues related to discrimination, human rights, environmental impact, and intellectual property.

Unit4: The Ethical Decision-making process

Philosophical approaches to ethical decision making; Ethics& Religious approaches; Moral& Legal aspects of ethical decision making: Ethical aspects in Bhagvat Gita; Kautaliya's Arthshastra; Swami Vivekanand on Ethics; Swami Vivekanand's message to the youth of India; Ethical Decision Making in Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Karmyog, Indian philosophy of work ethics; Kautilya's Arthshastra; Introduction to Integral Humanism; Ethical Decision-Making Frameworks to Improve Decision-Making Outcomes; Corporate Governance and its Impact on Ethical Decision-Making; Whistleblowing; Conflict Resolution.

Readings:

TextBooks(LatestEdition):

- Tulsian, P.C. Businessand Corporate Laws. S. Chand Publishing.
- Fernando, A. C. Business Ethics and Corporate Governance. Pearson
- Bayern, S. Business Law Beyond Business. J. Corp. L., 46, 521.
- Vivekanand, S. Tothe Youthof India. Advaita Ashrama.

References:

70. RatanTata: EthicalLeadership | By: AshokK. Dua, SumitaRai | IveyPublishing |

https://hbsp.harvard.edu/product/W17258-PDF-ENG

71. www.https://scroll.in/tag/competition-commission-of-India

- 72. Mascarenhas, A.J.O. et al. (2019). J.R.D. Tata: Orations on Business Ethics. Rupa Publications India
 - 73. Holloway, J. E. (2023). The Foundation of the Theory of Law and Business. Am. U. Bus. L. Rev., 12, 51.
 - 74. Vivekanand, S. (2022) Karam Yoga: The Yoga of action. Sanage Publishing House LLP
- 75. Vivekanand, S. (2015): Lectures on Bhagavad Gita. CreateSpace Independent Publishing Platform
 - 76. Laasch, O. (2022). Principles of Management. Sage Textbook

Suggested Exercises and Cases Unit 1

Cases:

- 1. SalomonVs.Salomon&Co.Ltd
- 2. BalfourVs.Balfour
- 3. DurgaPrasadVs.Baldeo

Unit2

Cases:

- 77. MoolChandRamBhagatv. HarishChandra
- 78. Coop. Cane Unions Federations v. West U.P. Sugar Mills Assn. (2004).
- 79. Stateof Maharashtrav. Champalal (1971).
- 80. UnionofIndiav. MartinLotteryAgenciesLtd. (2009).
- 81. CameraHouse, Bombayv. Stateof Maharashtra (1969)

Unit3

- 82. Reflective exercise on ethics and morality in the context of Mahabharata.
- 83. ReflectiveexerciseonintegralhumanismasgivenbyIndianthoughtleaders.

Cases:

- 84. CorporateAmericaandSarbanes-OxleyAct:CostsVs. Benefits
- 85. Apple: Privacy vs. Safety (A)| By: Henry W. McGee, Nien-he Hsieh, Sarah McAra, Christian Godwin| Harvard Business School| 321004-PDF-ENG https://hbsp.harvard.edu/product/321004-PDF-ENG
- 86. Quick Case: Is Legal Compliance Good Enough? By: Bonnie Peter| Harvard Business Publishing| https://hbsp.harvard.edu/product/8268-HTM-ENG

Unit4

Reflective and review Exercise: Karam Yog (Bhagvad Gita): less on sine thic sands elf-leaders hip the same of the same of

Cases:

- $\it 87. CEO Compensation and Corporate Governance at NYSE$
- 88. ICICIBank: Restoring Faithin Corporate Governance

https://hbsp.harvard.edu/product/W19323-PDF-ENG

- 89. TheDanceofDharma:OntheDifficultyofBeingGood https://hbsp.harvard.edu/product/821058-PDF-ENG
- 90. BlindSpots:TheRootsofUnethicalBehaviourinLifeandWork|MaxH. Bazerman,AnnE.Tenbrunsel|RotmanManagement|ROT140-PDF-ENG |https://hbsp.harvard.edu/product/ROT140-PDF-ENG
- 91. Leadership Simulation: Patient Zerohttps://hbsp.harvard.edu/product/7215-HTM-ENG
 - 92. EliotSpitzer: ACrusader of Corporate Reform
 - 93. Sterlitecopperplantshutdown
 - 94. Facebook-CambridgeAnalyticadatascandal

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CourseOutcomes:

- 95. Recallmajorlawsandregulationsandethicalprinciplesthatguidebusiness conduct.
- 96. Analysecasestudiestoidentifylegalandethicalchallengeswithinbusiness operations.
- 97. Evaluatetheeffectivenessofexistinglegalframeworksingoverningbusinesspractic
- 98. Proposesolutionstoethicaldilemmasbasedonethicaltheoriesandprinciples that align with corporate social responsibility

3rd Semester NBBA-303

Max. Marks:100
External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Human Resource Management

CourseDescription: HumanResourceManagementcoursewilldealwithHRpolicy, and HR Function in detail. HR planning, HRD, HR career Management, Performance, compensation and global HRM will be integral part of this course. Industrial relations, compliance and employment relations, HR analytics and Use of AI in HRM to reimagine HR Processes are the content of the course.

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CourseObjective(s):

- ThecoursewillenablestudentstounderstandhowHRplaysafunctionalrole, neededfororganizationaleffectivenessandmanagement.
 - UnderstandthedifferencebetweenfunctionalandstrategicroleofHR
- StudentswillanalysetheneedforHRplanning,Innovation,useoftechnology,and sector specific HR needs
 - UnderstandtheinnovationinHRMandbestpractices

CourseContent:

Unit1:TheNatureofHRM

Human Resource Management—An Introduction; Human Resource Business Partnership HRM; HRM policies, HRM in globally competitive environment; Functional HRM; strategic human resource management

Unit2:Plan,Acquire,Develop,CareerManagement

Employee life cycle approach, Human Resource Planning; Recruitment and Selection; Training and Development; Competency Management; Career Management Talent

Management, Managing the GIG employees and Virtual employees and team

Unit3:Engagement,Performance,compensationmanagement,Industrial Relations, Compliance, Employment relations

Changing nature of Employee Engagement; Performance Management; Compensation and Benefits; Compensation for Special Groups, Industrial Relations; Workplace Laws and Regulations; Employment Relations

Unit4: Technology, HRAnalytics, Innovation

Human Resource Information and Analytics; Human Resource Management Innovations; Human Resource Management in Small and Medium Enterprises; Human Resource Management in the Service Sector, Organization Transformation and the Human Resource Leadership; Diversity, Equity and Inclusion; Workplace Wellness, sustainability goals and HRM, Green HRM and challenges.

Readings:

TextBooks(LatestEditions):

- DeNisi, A.S., Griffin, R.W and Sarkar, Anita Human Resource Management,
 Cengage Learning
- SenguptaAmitabha, HumanResourceManagement: Concepts, Practices, and New Paradigms
 - Cascio, WayneF., ManagingHumanResources, TataMcGrawHill, NewDelhi
- DeCenzo, David A, and Stephan P. Robbins, Fundamentals of Human Resource Management, Wiley India, New Delhi
- Bhattacharyya, Dipak Kumar, Human Resource Management, Excel Books, New Delhi

ReferenceBooks:

- Innovations in People Management, Bhatnagar, J, Bajaj, Ghosh Somanth, LakshmiPublications, NewDelhi (bookofcases)
- relevant cases-*1.Prabhjot, Kaur and Bhatnagar, Jyotsna (2022) The Happy Turtle:WomanpreneurandTalentinaCircularEconomy,published,Richard IveySchoolCasecollection,ProductNumberProduct#W25373
- Bohra, Rakesh and Bhatnagar, Jyotsna, (2022) One Employee Went Freelance.
 Now Everyone Wants the Same Deal, Harvard Business Review, March, 2022, (ABDC/A / FT 50)
- Mukherjee A, and Bhatnagar J(2022) Conceptualizing and theorizing green human resource management: a narrative review--International Journal of Manpower, Jul 2022; (ABDC/A)

PracticalExercisesresources:

 Innovations In People Management, Bhatnagar, J, Bajaj, Ghosh Somanth, LakshmiPublications, NewDelhi (bookofcases) • Mukherjee A, and Bhatnagar J(2022) - Conceptualizing and theorizing green human resource management: a narrative review--International Journal of Manpower, Jul 2022; (ABDC/A)

CourseOutcome(s):

This course will equipast udent to:

- Explainhow Functional HRM contributesin organizational management.
- Analyze all HR Functions like recruitment selection, performancemanagement, compensation benefit, Training and Development and Career Management/Talent Management
- ApplyHRanalytics,HRwithinnovation
- Createsustainablegoalswithdiversity, Inclusion and wellness



3rd Semester NBBA-304

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Macro Economics

COURSE OUTCOMES:

- 62. Understand GDP by income, value added, and expenditure approach.
- 63. Understand basic concept of budget deficit and source of financing.
- 64. Understand the sources of economic growth in long-run including government policies to raise living standard and analyze the income determination.
- 65. Understand the basic concepts of consumption, saving, investment in closed and open economy
- Understand the role of financial markets in economy, analyze the effects of economic. T.Samuelson, Nordhaus, Economics, Tata McGraw Hill,
- D. N. Dwivedi, Macro Economics, Tata McGrew Hill, New Delhi
- Deepshree; —Macro Economics, ANE Books Pvt. Ltd., New Delhi
- Branson, William H.; —Macro Economics- Theory and Policy, Harper Collins
- Ahuja H.L., Macro Economics: Theory and Policy, S. Chand & Co. Ltd. New Delhi
- Shapiro, E., Macro Economic Analysis, Galgotia Publications, New Delhi

UNIT 1: INTRODUCTION TO MACROECONOMICS

Macroeconomics – Scope and Concepts, Nature, Importance, Limitations of Macroeconomics, Difference between Micro and Macro Economics,

UNIT 2: RELATED CONCEPT OF MACROECONOMICS

National Income Accounting - Concepts and Measurement of GDP, GNP, NNP & NI, Circular flow of income – Real and Nominal GDP

UNIT 3: MACRO MARKET ANALYSIS

Theory of full employment and income Classical, Modern (Keynesian)approach, Consumption function, Relationship between Saving and consumption, Savings and Investment function, Concept of Marginal efficiency of Capital and marginal efficiency of investment, Concept of Multipliers.

UNIT 4: MONEY AND INFLATION

Meaning and Functions of Money, Advantage and Disadvantage of Money, Concept of demand for and supply of money, Quantity theory of money and Keynesian theory of Demand for money, Inflation, Deflation & Stagflation

UNIT 5: BANKING AND BALANCE OF PAYMENTS

Balance of Payments: Concept, Balance of Trade, Difference between Balance of Payment and Balance of Trade, Composition of Balance of Payments, Banking-Definition and Functions of Banks, Methods of Credit Creation, Types of Banks, Central Banking-Role and Functions in Developing Economy, RBI.

66. Text Book:

- T.Samuelson, Nordhaus, Economics, Tata McGraw Hill,
- D. N. Dwivedi, Macro Economics, Tata McGrew Hill, New Delhi
- Deepshree; —Macro EconomicsI, ANE Books Pvt. Ltd., New Delhi

- Branson, William H.; —Macro Economics- Theory and Policy, Harper Collins
- Ahuja H.L., Macro Economics: Theory and Policy, S. Chand & Co. Ltd. New Delhi
- Shapiro, E., Macro Economic Analysis, Galgotia Publications, New Delhi

Reference Book:

Deepshree; -Macro Economicsl, ANE Books Pvt. Ltd., New Delhi

- 4. Branson, William H.; —Macro Economics- Theory and Policyl, Harper Collins
- 5. Ahuja H.L., Macro Economics: Theory and Policy, S. Chand & Co. Ltd. New Delhi



Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Management Information System(MIS)

CourseObjective

Thecourseaimstoprovidestudentswithcomprehensiveknowledgeandpracticalskills in managing information systems (MIS), database management, information system applications, and project management using modern tools and methodologies. Studentswill learn to analyze, design, and implement effective MIS solutions in various business contexts.

CourseOutcomes:

- 67. Understand the basic concepts, types, dimensions, and components of MIS, and evaluate the benefits and evolution of IT infrastructure in the digital firm era.
- 68. Apply database management principles by setting up and managing DBMS packages, creating Entity-Relationship diagrams, and understanding data models, data warehouses, and administration techniques.
- 69. Analyze various MIS applications, including DSS, GDSS, and knowledge managementsystems, and develope-commercesolutions by leveraging enterprise models, business process reengineering, and digital communication strategies.
 - 70. Evaluate project management objectives and methodologies, including agile practices such as SCRUM, and manage projects effectively to control risk factors and understand ethical, social, and political issues in the information era.

CourseContent:

Unit1:FundamentalsconceptsofMIS

Basics concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era

Unit2:Databasemanagementsystem:

Objectives of data base approach- Characters of database Management systems- Data processing system- Components of DBMS packages - Data base administration- Entity – Relationship (conceptual)

Unit3:Informationsystemapplications:

MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System

and E-Business, E- Commerce, E-communication, Business Process Reengineering.

Unit4:ManagingProjects

Objectives of project management, Fundamentals of projectmanagement information systems with agile methodologies -Introduction of SCRUM, Roles and meetings, User stories, Project risk, Controlling risk factors, Ethical, social, and political issues in the information era.

PracticalWorkList(Suggestive)

- Analyze a real-world Management Information System (MIS) implementation case, identifying the types of MIS used, benefits realized, and challenges faced. Present findingsusingwrittenandvisualformats.
- Set up and manage a Database Management System (DBMS), perform basic operations, and create an Entity-Relationship diagram for a business scenario to demonstrate database conceptual design.
- Designandbuildane-commercewebsite, incorporating features of digital markets, digital goods, and e-commerce business models.
- Manageamockprojectusingagilemethodologies, includingroles, meetings, user stories, and risk management.

TextBook-(LatestEdition):

- Laudon, K. C., & Laudon, J. P.. Management information systems: managing the digitalfirm.FifteenthEdition.Pearson.
- Coronel, C., & Morris, S.. Databasesystems: design, implementation, & management. Cengage Learning.
- Olson, D. . Information systems project management (First;1; ed.). US: Business Expert Press.
- Schiel, J. The Scrum Master Study Guide. Auerbach Publications.
 - The Scrum Master Guidebook: A Reference for Obtaining Mastery", CHANDAN LAL PATARY
 - Scrum:TheArtofDoingTwicetheWorkinHalftheTime",JeffSutherland,J.J.
 Sutherland
 - Stair, R.,& Reynolds, G. Fundamentals of information systems. Cengage Learning.

CaseStudies

 DevelopingMISforNationalInnovationFoundation:ChoosingProcess,Product and Vendor, Sanjay Verma; Priyanka Sharma,

https://hbsp.harvard.edu/product/A00137-PDF-ENG?Ntt=MIS

Business Enterprise-Wide Business-IT Engagement In An Empowered Environment: The Case Of FedEx Express EMEA, Stijn Viaene; Steven De Hertogh, https://hbsp.harvard.edu/product/JIT025-PDF-ENG?Ntt=MIS

From Products to Product-Service Systems: IT-Driven Transformation of a Medical Equipment Manufacturer, Jens Fahling; Felix Kobler; Jan Marco Leimeister; Helmut Krcmar, https://hbsp.harvard.edu/product/JIT062-PDF-

ENG?Ntt=MIS 3rd Semester NBBA-306 Max. Marks:100 DAEUN

Max Contact Hours: 30

Time and Stress Management

External Assessment:80 Internal Assessment: 20

COURSE OUTCOMES:

- 71. Analyze and apply time management techniques for the better performance.
- 72. Examine and evaluate type of stress and its source.
- 73. Apply time saving tips to increase the efficiency and will be able to cope with the stress.

UNIT 1: Introduction

Introduction to time management, Tracking your time: Building self-awareness through self-assessment, Six time management strategies: Set goals, organize, plan ahead, maximize time, prioritize, eliminate distractions, Setting goals, organizing, and planning ahead: Set goals, Implementing a goal framework, Shift from tasks to results. Create daily to-do lists, schedule tasks, weekly plans, Time boxing-cross between a calendar and a to-do list

UNIT 2: Introduction to stress:

Meaning, Definition, Eustress, Distress, Types of stress: Acute stress, Episodic Acute stress and chronic stress, signs and Symptoms, Sources of stress: Psychological, Social, Environmental, Academic, Family and Work stress

UNIT 3: Making the most of your time:

Time-saving tips, How to maximize time in meetings, Taking breaks. Prioritize: The Priority Matrix (Steven Covey), Urgent versus important – key to prioritizing your time, Deal with distractions: Procrastination, Avoiding distractions.

UNIT4:Stress and Coping

Stress and Coping: Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused, Stress Reduction Techniques: Autogenic Training, Biofeedback, Relaxation, Yoga and Meditation *Text Books:*

- 1. Time Management, Sudhir Dixit, Manjul Publishing House
- 2. The complete time management system, Christian Godefroy & John Clark, Piatkus
- 3. Stress management, Dababala swan, Notion Press

Reference Books:

- 1. Kottler, J. A. & Chen, D. D. (2011). Stress management and prevention: Applications to daily life (2nd Ed.). London and New York: Routledge.
- 2. Brian Luke Seaward, (2022). Managing Stress. (10th Edition). Jones and Bartlett.
- 3. Time Management: The Brian Tracy Success Library, Manjul Publishing House

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DEPARTMENT OF MANAGEMENT

EVALUATION SCHEME & SYLLABUS

for

BBA FOURTH SEMESTER

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

With effect from academic session 2025-26

FACULTY OF MANAGEMENT & COMPUTER APPLICATION

DEPARTMENT OF MANAGEMENT

BBA fourth Semester

S.N	Course Category	Course code	Subject	Evaluation Scheme					Cours
О				Sessional Exam			ESE	Subjec	e
				CT	TA	Total		t Total	Credit
1	CC	NBBA-401	Entrepreneurship and Small Scale Business Enterprises	10	10	20	80	100	2
2	CC	NBBA-402	Operations Management	10	10	20	80	100	4
3	CC	NBBA-403	Financial Management	10	10	20	80	100	4
4	CC	NBBA-404	Business Research Methodology	10	10	20	80	100	4
5	VAC	NBBA-405	Business environment and public policy	10	10	20	80	100	2
6	SEC	NBBA-406	International Business	10	10	20	80	100	2
7	SEC	NBBA-407	Design Thinking and Innovation	10	10	20	80	100	2
	Total	NA PO			芦		1	700	20

TA- Teacher Assessment

CT- Cumulative Test

ESE- End Semester Examination

4TH Semester NBBA-401

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Entrepreneurship and Small Scale Business Enterprises

Unit 1: INTRODUCTION-

Concept of Entrepreneurship, Distinction between Innovator and Innovator Characteristics of an Entrepreneur, Functions of Entrepreneur, Theories Entrepreneurship.

Unit 11: ENTREPRENEURIAL DEVELOPMENT

Environmental factors affecting Entrepreneurial Development, Entrepreneurial Development Programmes and their Evaluation; Govt. Policies and their Effects; Role of Govt. and other Institutions.

Unit Ill: CREATIVITY AND INNOVATIONN

Creativity- Nature, Constituents, Types, Techniques of Creative Thinking Focus Groups, Brainstorming, Attribute Analysis; Innovation- Types and Phases.

Unit IV: MANAGEMENT OF SMALL AND MEDIUM ENTERPRISES

Role of SMEs in Indian Economy; Problems of SMEs; Institutional Support. Various Issues Related to Production, Marketing, Finance and Human Resource Management of SMEs. FINANCING OF BUSINESS ENTERPRISESSources- Short Term and Long-Term, Specialized Financial Institutions Small Industries Development Bank of India (SIDBI) and Commercial Banks.

Reference Books:

- 74. C.B. Gupta & N.P. Srinivasan Entrepreneurial Development (Sultan Chand & Sons)
- 75. Vasant Desai Management of Small Scale Industry (Himalaya Publishing House)
- 76. Entrepreneurial Development S.S. Shukla
- 77. Entrepreneurship New Venture Creation- David H. Holt
- **78.** Business Organization and Management By N.C. Roy Chow.

4TH Semester NBBA-402

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Operations Management

CourseDescription:

Operations Management introduces students to the fundamental principles and practices essential for managing business operations efficiently. This course covers various production systems, process design, quality management, and emerging trends inoperationsmanagement. Students will learn to optimize processes, implement quality management principles, and adapt to technological and sustainable advancements, preparing them to manage operations in a dynamic business environment.

CourseContent:

Unit1:Introduction toOperationsManagement

Operations management is the backbone of any organization, involving the planning, organizing, processes. This of unit covers the significance of operations managementinachievingorganizationalsuccessbyenhancingefficiency, ensuring quality, and delivering customer satisfaction. Students will explore different production systems, the operations alignment of with business strategies, and the functions of operationsmanagement, including planning, organizing, staffing, leading, and controlling.

Unit2:Process DesignandAnalysis

Thisunitdelvesintothestrategicdecisionsinvolvedinselectinganddesigningprocesses and layouts. Students will learn to analyze processes using tools like flowcharts and processmapsandexplorevarioustechniquesforcontinuousimprovement. The unitalso covers capacity planning, providing strategies to balance capacity and demand effectively. Emphasis is placed on understanding process choices, layout decisions, and the importance of space utilization, flexibility, cost, safety, and comfort.

Unit3:Quality Management

Quality management is crucial for delivering products and services that meetcustomer expectations and adhere to industry standards. This unit explores essential

qualityconcepts,theprinciplesofTotalQualityManagement(TQM),andtheimplementation of Six Sigma and Lean Manufacturing. Students will learn various tools and techniques to enhance quality, reduce defects, and improve operational efficiency, leading to higher customersatisfactionandcompetitiveadvantage.



The field of operations management is continuously evolving with new trends and technologies. This unit focuses on sustainable operations, the impact of technology, and the complexities of global operations. Students will understand the importance of integrating sustainable practices, leveraging advanced technologies like AI and IoT, and managingoperationsinaglobalcontext. These insights will prepare students to adapt to the dynamic business environment and drive operational excellence.

Textbooks(latestEdition):

- 99. Operations Management by William J. Stevenson
- 100. OperationsManagement:ProcessesandSupplyChainsbyLeeJ.Krajewski,Manoj K.Malhotra,and LarryP.Ritzman
- 101. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox
- 102. IntroductiontoOperationsandSupplyChainManagementbyCecilC.Bozarthand Robert B. Handfield

CaseTopics:

- CasestudyonToyota'sProductionSystem: ExploringLeanManufacturing.
- 2. Analysis of Amazon's supply chain operations for customer satisfaction andefficiency.
- Case on Zara's fast fashion operations strategy and its global supply chain management.

Reference Paper

Jaboob, A. S., Awain, A. M. B., & Ali, K. A. M. (2024). Introduction to Operation and Supply Chain Management for Entrepreneurship. In Applying Business Intelligence and Innovation to Entrepreneurship (pp. 52-80). IGI Global.

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ReferencesCourseOutco

mes:

- 103. Understand the core principles of operations management and their significance in enhancing efficiency, quality, and customer satisfaction.
- 104. Analyze different production systems and develop strategies aligned with business objectives.

- 105. Optimizeoperational processes through effective process design, layout decisions, and capacity planning.
- 106. Implementquality managementprinciplestoenhanceproduct/servicequalityand reduce defects.
- 107. Evaluateemergingtrendsinoperationsmanagement, such assustainable operations and technological advancements.

Pedagogy

This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.



4TH Semester NBBA-403

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Financial Management

CourseDescription:

Financial Management is offered with intent to equip the students with the basic knowledgeoffinancetheoryanditsapplicationtodeveloprelevantfinancialstrategies pertinent to profit-seeking organizations. The theme of financial management is structured around three decision making financial areas: Investment- long and short term, Financing and Dividend policy. This imbibes students with analytical and decision-makingskillsinmanagingfinancethroughapplicationoftheoreticalquestions and practical problems.

CourseObjectives:

- 108. Toapplytheknowledgeintakingfinancedecisions
- 109. Todevelopanalyticalskillstoidentifyfinancialmanagementproblemsandsolvethem.
- 110. Toanalysetherelationshipamongcapitalstructure,costofcapital,dividenddecisions, and value of the business.

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111. Toassessafirm's requirement for long-term assets by applying capital budgeting techniques.

CourseContent:

UnitI:IntroductiontoFinancialManagement

Meaning of finance and financial management, Types of finance, Objective and Scope of financial management—profit maximization and wealth maximization - merits and criticisms-Financialdecisions, Internal relation of financial decisions, Factors

influencingfinancialdecisions, Functionalareas of financial management, Functions of a financemana ger, Agency Cost, Definition of ethics and the importance of ethics in

Finance, Sources of Finance: Ownership securities – Equity shares, Preference shares, Deferred shares, No par stock/shares, Shares with differential rights, Sweat Equity Creditorshipsecurities—Debentures—Zerocouponbonds, Zerointerestbonds, Callable bonds, Deep discount bonds Internal financing or ploughing back of profit – short term and long term sources. Startup finance-Bootstrapping, Series Funding.

UnitII:CapitalStructure&Capitalization

Meaning of capitalization – Theories of capitalization – cost theory and earnings theory. Over capitalization and under capitalization (Theory) – causes – effects and remedies,

Wateredstock, Overtrading and undertrading. Meaning of capital structure and financial structure, principles of capital structure, Optimum Capital Structure,

Determinantsofcapitalstructure, capital gearing-

TheoriesofCapitalstructure,EffectofcapitalstructureonEPS,EBIT-

EPSAnalysis, Pointofindifference-Practical Problems

UnitIII:CostofCapital,LeveragesandManagingWorkingCapital

Meaningofcostof capital, significanceofcostofcapital, componentsofcostof capital—Computation of Cost of capital and Weighted Average Cost of Capital, CAPM-Practical Problems. MeaningofLeverage, TypesofLeverages—operating, financial and combined leverage, risk and leverage—practical problems.

Managing working Capital - Meaning of working capital, types of working capital, working capital cycle, adequate working capital, determinants of working capital, estimation of working capital-Practice problems. Management of cash. Management of inventory and debtors.

UnitIV:CapitalBudgetingandDividendpolicy

Meaning of Capital Budgeting, Importance, Need, Time value of money-Present and Future Value (Simple Problems), Capital budgeting process, project appraisal by using traditional methods and modern methods, Practical problems on Payback Period, Net Present Value, Profitability Index, IRR and MIRR methods, Dividend policy-Meaning, Kinds, Theories of dividend decisions, determinants of dividend policy decisions, Companies Act, 2013 and SEBI Guidelines on Dividend Distribution.

Readings:

Textbooks(LatestEditions):

- 112. Khan, M, Y, & Jain, P, K. Financial Management. Tata McGraw Hill.
- 113. Chandra, P. Financial Management. New Delhi, India. Tata McGraw Hill Book Co.
- 114. Pandey, I.M. Financial Management. New Delhi, India. Vikas Publishing House.
- 115. Kumar, A. Financial Management, Khanna Publishing House.
- 116. Gupta, S, K., Sharma, R. K. & Gupta, N. Financial Management. Kalyani Publishers.
- 117. Khan, M, Y, & Jain, P, K. Financial Management. Tata McGraw Hill.
- 118. BrighamandHouston.FundamentalsofFinancialManagement,CengageLearning.

CourseOutcomes:

Onhavingcompletedthiscourse, studentshould beableto:

- 1. Summarizethemotivesbehindfinancialdecisionmaking.
- 2. Interprettherelevanttheoriesandconceptsofvariouspracticesoffinancial management and ethics in Finance.
- 3. Analyzetherelationshipamongcapitalstructure, costof capital, dividend decisions, a ndvalue of the business.
- 4. Evaluateprojectsforprofitability



Max Contact Hours: 30

Business Research Methodology

CourseDescription:BusinessResearchMethodologyprovidesanin-depth understanding of the fundamental concepts and applications of research methods in business. This course covers various research designs, data collection methods, statistical techniques, and the process of writing research reports. Through this curriculum, students will develop the

skills required to design sound research, effectively collectandanalyzedata,andcommunicateresearchfindingscomprehensively.

CourseObjectives:

- Tograspthefundamentalsofresearchmethodologyandapplytheminvariousresearch or project works.
- Toidentifyandutilizeappropriateresearchmethodsalignedwithresearchobjectives.
- Tomasterthetechniquesofdatacollection, editing, and analysis to prepare for advanced studies and professional requirements.
- Tolearntheintricaciesofinterpretingdataandwritingcomprehensiveresearch reports.

CourseContents:

UNIT-1

Introduction: Meaning of Research, Objectives of Research, Types of Research, Research Process, Research Problem formulation; Research Design: Features of a good research design; Different Research Designs; Measurement in Research; Data types; Sources of Error

UNIT-2

Sampling Design: Census & Sample Surveys; Steps in Sampling Design; Types of Sample designs-Probability & Non Probability sampling.

UNIT-3

Processing & Analysis of Data: Processing operations; problems in processing; types of analysis, Hypothesis Testing: Chi-square test, Z-test, t-test, F-test.

UNIT-4

Presentation: Diagrams; graphs; chars. Report writing; Layout of Research report; Types of Reports; Mechanism of writing a Research report; Precautions for writing report.

SuggestedCaseTopics:

119. UsingMarketResearchtoAssessWillingnesstoPayforPricingDecisionsby:Kamel Jedidi, Robert J.Morais (2023) - https://hbsp.harvard.edu/product/CU378-PDF- ENG

Textbooksand(LatestEdition):

- 120. Malhotra, N.K., Nunan, D., & Birks, D.F., Marketingresearch. Pearson UK.
- 121. ResearchMethodologybyRanjitKumar.
- 122. ResearchMethodsforBusinessbyUmaSekaran.
- 123. MethodologyofResearchbyC.R.Kothari.

SuggestedPedagogy:

Thecourseutilizesacombination of lectures, hands-on projects, cases tudies, and practical assignments to provide a comprehensive learning experience. Students are encouraged to engage with statistical software for data analysis and participate in group discussions to enhance their understanding and application of research methodologies.

ReferencesCourseOutcomes:

- 124. Prepareadetailedresearchplancoveringallessentialaspectsofaresearchproject.
- 125. Constructandadministereffectiveresearchinstrumentslike questionnaires.
- 126. Executedatacollectionstrategicallytogatherrelevantinformation.
- 127. Applyadvancedstatisticaltechniques fordatainterpretation. Draftcomprehensiveresearchreportstailoredtospecificaudienceneeds.

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Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Business Environment and Public Policy

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CourseObjective(s):

The objective of this course istogiveanorientationtothestudentswithvarious aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations. Additionally, delving into public policies will give students a grasp of the regulatory framework and government initiatives shaping the business landscape in India.

CourseContent:

Unit1:

Theoretical Framework of Business Environment: Concept, Significance and Nature of Business Environment. Micro and Macro Dimensions of Business Environment, Changing Dimensions of Business Environment. Problems and Challenges of Indian Business Environment.

Unit2:

GlobalFramework:EPRGFramework,Liberalization,Privatization&Globalization concept & its

impact on Indian Economy. Significance of FDI & FII, IMF & WTO, Regional EconomicIntegrationsinthedevelopment of the Nations.

Unit3:

Public Policies: Background, Meaning and Importance of Public Policy. Significance of Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA& FEMA. Structural Adjustment Programs and Banking Sector Reforms in India.

Unit4:

Problems and Challenges of Growth of Economy: Unemployment, Poverty, Regional Imbalance.SocialInjustice,Inflation,Paralleleconomy,Lackoftechnicalknowledgeand information.Remedies to solve these problems, Challenges& Opportunities of Indian Business Environment.

Unit5:

Emerging Trends in Business: Concepts, Advantages and Limitations-Franchising, Aggregators, Business Process Outsourcing (BPO)& Knowledge Process Outsourcing(KPO);E-Commerce, Digital Economy. Technological Growth and MNC's.

TextBooks/References:

- K.Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
- FrancisCherunilam:BusinessEnvironment, HimalayaPublishingHouse.
- A.C.Fernando:BusinessEnvironment, Pearson.
- Dr.SSankaran:BusinessEnvironment,MarghamPublications.
- DrVMuraliKrishna:BusinessEnvironment,SpectrumPublications.
- NamithaGopal:BusinessEnvironment,McGrawHill.

CourseOutcome(s):

Attheendofthecoursestudentwillbeableto:

- Understandrelationshipbetweenenvironmentandbusiness, differentconcepts& its implementation.
 - Integrationofbusinessenvironmentprinciplesandstrategiesintodomestica nd international business.
- In-depthknowledgeofpublicpoliciesandreformssinceindependence.
- Applytheknowledgetoanalysethecurrentsituationsandtakeprudentdecisions.

4TH Semester NBBA-406

Max. Marks:100
External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

International Business

CourseObjectives:

The course aims to help students to understand the evolution and significance of international tradein contemporary businessen vironmentandexamine various economic integration by an alyzing the emerging trends in International Business

CourseContents:

Unit1:IntroductiontoInternationalBusiness

IntroductiontoInternationalBusinessStagesofInternationalization—EPRGFramework
-InternationalTradeTheories:TheoriesofInternationalTradeMercantilists,Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses

Unit2:IntroductionofForeignDirectInvestment

IntroductionForeignDirectInvestmentintheWorldEconomy,TrendsinFDI

Theories of ForeignDirect Investment, Greenfield and Brownfield FDI, Benefits and CostsofFDI,InternationalInstitutionsandtheLiberalizationofFDI,CAGEModel.

Unit3:EconomicIntegration

Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies.

International Entrepreneurship and Born Global Firms, Ethical Considerations - CSR Frameworks and Approaches and ethical considerations, ESG investing and reporting standards, corporate responses to climate change and social justice issues

Implications of Brexit on international business laws, the rise of digital platforms, and e-commerce. Re-shoring and Nearshoring Trend, Impact of pandemic on International Business.

TextBooks(LatestEdition):

- International Business: Competing in the Global Market place "by Charles W.L. Hill.
- International Business: Concept, Environment and Strategy, 3e by Vyuptakesh Sharan Pearson Education
- International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild.
- Rakesh, M. J. International Business, New Delhi, Oxford University Press.
- Aswathappa, A.. International Business, 2e. Tata McGraw-Hill Education.

References Researcharticles

- Cuervo-Cazurra, A. (2006). Who cares about corruption? Journal of international business studies, 37, 807-822.
- Hofstede, G. (2006). What did GLOBE really measure? Researchers' minds versus respondents' minds. Journal of international business studies, 37, 882-896.
- Sharma, P., Leung, T. Y., Kingshott, R. P., Davcik, N. S., & Cardinali, S. (2020). Managing uncertainty during a global pandemic: An international business perspective. Journal of business research, 116, 188-192.
- Bahoo, S., Alon, I., & Paltrinieri, A. (2020). Corruption in international business: A review and research agenda. International Business Review, 29(4), 101660.
- Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M.R. (2021). Strategic agility in international business: A conceptual framework for "agile" multinationals. Journal of International Management, 27(1), 100737.
- Krueger, A. O. (1990), "Trends in Trade Policies of Developing Countries" in C. S. Pearson and James Riedel (eds.), The Direction of Trade Policy (Cambridge, MA.: Basil Blackwell).

CaseStudy

- The Battle in Seattle and the Anti-Globalization Movement Pg 82 International Business, Managing Globalization, John S. Hill
- Making the Apple iPhone International Business, Eleventh Edition (McGraw

Hill 2019), by Charles W.L. Hill, G. tomas M. Hult, Rohit Mehtani

- Case Study: Pharmeasy Expansion Dilemma amidst Regulatory Uncertainties Ivey Publishing 2020
- Case Study: Unilever's Lifebuoy in India: Implementing the sustainable plan Harvard Business School Case study 2017

CourseOutcomes:

- Demonstrateandinterpretthefundamentaltheoriesofinternationalbusinessand trade.
- DevelopanunderstandingoftheconceptofForeignDirectInvestmentandits impact on various world economy
- AnalysethesignificanceofeconomicIntegrationinInternationalBusiness
- Appraiseanddevelopacomprehensiveunderstandingofglobalemergingtrends and stakeholder engagement



Internal Assessment: 20

Max Contact Hours: 30

Design Thinking and Innovation

CourseObjectives:

Operatingunderturbulentanduncertainbusinessenvironment, 'innovation' hasbecome the key driver of organizational success for all companies. Managers are expected tobe leading this change by navigating companies into rapid evolution of new products/services and business models.

The primary focus of DTI is to help learners develop creative thinking skills and apply designbasedapproaches/toolsforidentifyingandimplementinginnovation opportunities into implementable projects. Following a learning-by-doing approach, the objectives of the course are

- 79. Introducestudentstodesign-basedthinkingapproachtosolveproblems
- 80. Observeandassimilateunstructuredinformationtowellframedsolvable problems
- 81. Introducestudenttotemplatesofideation
- 82. Understandtheimportanceofprototypingintheinnovationjourney
- 83. Implementinginnovationprojects

CourseContent:

Unit I: Introduction to Design Thinking

- 84. Meaning and Definition of Design Thinking
- 85. History and Evolution of Design Thinking
- 86. Importance in Business and Innovation
- 87. Core principles: Empathy, Ideation, Experimentation
- 88. Design Thinking vs Traditional Problem Solving
- 89. Overview of Design Thinking Models (Stanford d.school, IDEO, Double Diamond)

Unit II: Design Thinking Process

- 90. Empathize: User Research, Observation Techniques
- 91. Define: Synthesizing Findings, Problem Framing
- 92. Ideate: Brainstorming Techniques, Creativity Tools (SCAMPER, Mind Mapping)
- 93. Prototype: Low-fidelity vs High-fidelity prototypes
- 94. Test: Feedback, Iteration, Learning Loops
- 95. Case Studies (IDEO, Apple, Google, Airbnb)

Unit III: Innovation and Creativity

- 96. Types of Innovation (Product, Process, Business Model, Social)
- 97. Barriers to Innovation in Organizations
- 98. Role of Design Thinking in Fostering Innovation
- 99. Tools for Innovation (Blue Ocean Strategy, TRIZ, Business Model Canvas)
- 100. Culture of Innovation: Leadership, Collaboration, Experimentation

Unit IV: Application and Implementation

- 101. Design Thinking in Startups, Corporates, and Social Enterprises
- 102. Service Design and Customer Experience
- 103. Innovation Metrics and KPIs
- 104. Creating a Design Thinking Project Plan
- 105. Real-life Project: From Problem Discovery to Prototype (Capstone/Project Work)

CourseOutcome(s):

Bytheendofthecourse, students will be able to-

- Propose real-time innovative product designs and Choose appropriateframeworks, strategies, techniques during prototype development.
- Knowwickedproblemsandhowtoframetheminaconsensusmannerthatis
 agreeable to all stakeholders using appropriate frameworks,
 strategies, techniques during prototype development.
- Analyze emotional experience and Inspect emotional expressions to betterunderstanduserswhiledesigninginnovativeproducts

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NEHRU GRAM BHARATI

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DEPARTMENT OF MANAGEMENT

EVALUATION SCHEME & SYLLABUS

for

BBA FIFTH SEMESTER

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

With effect from academic session 2025-26

FACULTY OF MANAGEMENT & COMPUTER APPLICATION

DEPARTMENT OF MANAGEMENT

BBA fifth Semester

S.N	Course	Course	Subject	Evaluation Scheme				Course	
O	Category	code		Sess	Sessional Exam		ESE	Subject	Credit
			A	CT	TA	Total		Total	
1	CC	NBBA-501	Strategic Management	10	10	20	80	100	4
2	СС	NBBA-502	Logistics and Supply Chain Management	10	10	20	80	100	4
3	DSE-I	NBBA-FM- 01 NBBA- MM-01	128. International Financial Management 129. Consumer	10	10	20	80	100	4



		NBBA-HR- 01	Behaviour 130. HRD–Systems &Strategies Note: opt any one elective paper						
4	DSE-II	NBBA-FM- 02 NBBA- MM-02 NBBA-HR- 02	131. Banking and Insurance 132. Sales Management 133. Change Management and Organizational Development Note: opt any one elective paper	10	10	20	80	100	4
5	SEC	NBBA-505	Internship/Summer Training project report and viva-voce	8	52	7	Y	100	4
6	SEC	NBBA-506	Major Project(Evaluation in sixth semester)	-	1	324	5	500	0
			FITTING CO. CO. CO.					500	20

TA- Teacher Assessment

CT- Cumulative Test

ESE- End Semester Examination

Discipline Specific Elective(DSE)

Discipline Specific Electives /Specializations	Course Code/Paper Code Group	Course Name/Paper Name			
Financial Management	NBBA-FM-01	International Financial Management			
	NBBA-FM-02	Banking and Insurance			
Marketing Management	NBBA-MM-01	Consumer Behaviour			
	NBBA-MM-02	Sales Management			
Human Resource Management	NBBA-HR-01	HRD-Systems &Strategies			
	NBBA-HR-02	Change Management and			

	Organizational Development

Note: opt any one elective financial Management/Marketing Management / Human **Resource Management**



External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

STRATEGIC MANAGEMENT

CourseObjective(s):

Theobjectiveofthiscourseare:

- 134. To enhance the ability to do the job of a general manager responsible for strategic performance. Specifically, to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole.
- 135. Analyse the competitive situation and evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

CourseContent:

Unit1:Introduction to Strategy

Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic DecisionMaking; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management

Unit2:StrategicAnalysis

Environmental appraisal- Scanning the Environment ,Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company's ExternalEnvironment: Components of ExternalEnvironment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces, Industry Analysis – Analysis of the competitive environment; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis, Experience Curve, SWOT analysis, BCG Matrix, GE- Cell Matrix.

Unit3:Strategy Formulation

BusinessStrategyFormulation:Genericstrategies;Functionalareasandlink between business strategy and functional strategy; Corporate Strategy Formulation: Creating value and diversification; Strategic alliances; International expansion strategies; Introduction to strategies of growth, stability and renewal, types of growth strategies concentrated growth, product

development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger&acquisitions

Unit4:Strategy ImplementationandControl

Implementation; Implementation; Behavioural Structural Functional and Operational Strategic Implementation: Evaluation and Control; Strategic leadership; Strategy controlandcorporategovernance; Issuesin Strategy Implementation; Creating effective organizationaldesigns; Strategyandsociety; Managing innovation and corporate entrepreneurship; Integration of Functional Plans and Policies-StrategyEvaluationandControl-OperationalControl-OverviewofManagement Control.

Readings:

Thomas L Wheelen, JDavid Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. [Chapter 9,10,12 and 12]

Frank T Rothaermel (2023). Strategic Management – 5th Edition (Indian), McGraw Hill. [Chapters 11]

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TextBooks(LatestEdition):

ThomasLWheelen, JDavidHunger, AlanNHoffman, Charles EBamford and Purva Kansal. Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson.

FrankTRothaermel.StrategicManagement-5thEdition(Indian),McGrawHill.

SuggestedReadings:

- 136. ArthurA Thompson,
 MargaretAPeteraf, JohnEGamble, AJStricklandIII, Thomas Joseph
 (2021). Crafting and Executing Strategy: The Quest for Competitive
 Advantage: Concepts & Cases, 22nd Edition, McGraw Hill.
- 137. Krishna G. Palepu, Tarun Khanna. (2010). Winning in Emerging Markets:

 A Roadmap for Strategy and Execution, Harvard Business Press.
- 138. Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.

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- 139. PankajGhemawat, "StrategyandtheBusinessLandscape" Pearson Education
- 140. Porter, M. E. (1989). From competitive advantage to corporate strategy(pp. 234- 255). Macmillan Education UK.

5TH Semester NBBA-502

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Logistics and Supply Chain Management

Course Description: Supply Chain Management is a comprehensive course that equips students with essential skills to manageand optimize supply chains in modern business

environments. The course covers logistics, strategic fit, network design, sourcing, pricing, and demand management, emphasizing the impact of digital transformation on supply chain strategies and operations. Through case studies and practical insights, students will learn to design effective supply chain networks, optimize e-commerce operations, and manage global challenges.

CourseObjectives:

- 141. To understand the strategic role of supply chain management in enhancing organizational competitiveness.
- 142. Toexplorethedesignandoptimizationofsupplychainnetworks, particularlyf o<mark>r e-commerce.</mark>
- 143. Toexaminetheimpactofsourcingandpricingdecisionsonsupplychainefficien cy and effectiveness.
- 144. Todevelop skills incoordinating and managing supply anddemand in a globalizedmarket environment.

CourseContent:

Unit1:IntroductiontoSupplyChainManagement

This unit evaluation This unit explores the role of supply chain management in organizations, achievingstrategicfit, and understanding supply chain drivers and metrics. Students will learn abouttheintegralnatureofsupplychainsinaligningbusinessstrategieswith operational capabilities to enhance performance and competitiveness.

Unit2:SupplyChainNetwork Design

Students will learn to design distribution networks with a focus on e-business

applications and global supply chain networks. This unit covers the strategies and challenges of creating efficient and responsive supply chain networks that align with business objectives and the dynamic nature of global markets.

Unit3: Sourcingand PricingStrategies

This unit addresses sourcing decisions and pricing management within supply chains. Students will explore various sourcing strategies and pricing models that can be employed to optimize revenue management and cost-efficiency in supply chains, with a particular focus on e-commerce dynamics.

Unit4:DemandandSupplyCoordination

Focusing on the synchronization of demand forecasting, aggregate planning, and sales

operationsplanning, this unit teaches students how to coordinate supply chain activities to balance demand and supply efficiently. Key topics include demand forecasting techniques, aggregate planning strategies, and the importance of coordination across the supply chain.

TextbooksandReferences(LatestEditions):

- 145. SupplyChainManagement:Strategy,Planning,andOperation,7thed.,bySunil Chopra & Peter Meindl, Pearson.
 - 146. Logistics&SupplyChainManagement,5thed.,byMartinChristopher,Pearson

SuggestedCaseTopics:

- Dell'sdirectmodelinPCmanufacturing:Integrationofsupplychainandebusiness.
- 2. Starbucks's ustainable sourcing practices: A supply chain perspective.
- 3. Walmart's supply chain managements trategies for global dominance.

CourseOutcomes:

- 147. Design and manage effective supply chains that enhance organizational competitiveness.
- 148. Gainpracticalinsightsintostrategicsourcing, demandplanning, and supply yehain coordination.

149. Understandhowdigitaltransformationaffectssupplychainstrategiesand operations.

SuggestedResearchPaperReading:

Eyo-Udo, N. L., Odimarha, A. C., & Kolade, O. O. (2024). Ethical supply chain management: balancing profit, social responsibility, and environmental stewardship. International Journal of Management & Entrepreneurship Research, 6(4), 1069-1077.

SuggestedPedagogy:

This course employs various pedagogical methods, including interactive lectures, student discussions, presentations, engagement with research articles, case studies, and simulation exercises to provide a rich learning environment that fosters understanding and application of supply chain management principles.



Discipline Specific Elective(DSE: Financial Management/Marketing Management/Human Resource Management)

5TH Semester NBBA-FM-01&02/MM-01&02/HR-01&02

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

International Financial Management(Coure Code:NBBA-FM-01)

CourseDescription:

This course introduces the student to financial management from the perspective of aglobal corporation. Student is exposed to the foreign exchange market and its workings. Importance of exchange rates, management and determination are also discussed.

investments from the perspective of corporations and individuals is also highlighted.

CourseObjectives: The aim of this course is to help students to

- Understand the unique challenges in managing the financial activities of a global corporation
- Understand the structure, functioning and importance of Foreign Exchange Markets
 - Understandthefactorsdeterminingandimpactingforeignexchangerates
- Appreciatethechallengesofglobalfundraising, globalportfolioinvesting and financing international subsidiaries

CourseContent

Unit1:IntroductiontoInternationalFinancial Management

DomesticvsInternationalFinancialManagement,MultinationalCorporations,Exchange Rate, International Trade, Theory of Comparative Costs, Hecksher-Ohlin Theory, Free TradeV/sProtection,BarrierstoForeignTrade,TariffandNon-TariffBarriers;Meaning of BOP, Importance of BOP, Components of BOP, Foreign

Exchange Reserves, Surplus and Deficit BOP, Disequilibrium and Adjustments, Accounting Principles in BOP.

Unit2:ExchangeRateDeterminants

Fixed rate, Floating Rate, Managed Rate, Factors affecting Exchange rates; Theories of Purchasing Power Parity Theory, Demand and Supply, Fisher Effect, Interest rate parity; RoleofCentralbanksinmanagingexchangerate; Exchangerateshocks—devaluation and economic crisis

Unit3:ForeignExchangeMarket

Defining Foreign Exchange Market, Participants, Structure, Spot and Forward rates, Foreign Exchange Quotations, Cross Rates, Inverse rates, Arbitrage

Unit4:InternationalInvestments

Raisingcapitalacrosstheglobe, GDRs, ADRs, Dollar Debt, Masala Bonds
International Portfolio Investments, Diversification benefits, Global Macroeconomic risks
International Capital Investments, Global CAPM, Subsidiary financing
Exchangerate and Geopolitical shocks

Textbooks(LatestEditions)

- Eun, C., Resnick, B., Chuluun, T., "International Financial Management", McGraw Hill
 - Apte, P.G. Kapshe, S., "International Financial Management," McGraw Hill.
- Seth, A.K., "International Financial Management, "Galgotia Publications, New Del
- GautamA., JaiswalT., KeshariA., "InternationalFinancialManagement", PHI References:

ResearchPapers/Articles

- Intervention in foreign exchange markets: the approach of the Reserve Bank of India, BIS Papers No 73
- Prakash, A., Major Episodes of Volatility in the Indian Foreign Exchange Market in theLastTwoDecades(1993-2013):CentralBank'sResponse,ReserveBankofIndia Occasional Papers, Vol. 33, No. 1 & 2: 2012
- External Commercial Borrowings (ECB) Policy Issuance of Rupeedenominatedbondsoverseas, RBI/2015-16/193A.P. (DIRSeries) Circular No.17

CaseTopics

- 150. Explorearecentcurrencycrisis
- 151. ExplorethehistoryoftheUSDollar-IndianRupeeexchangerateanditslinkageto the underlying interest rate differential
- 152. ExaminethefinancingstructureofaninternationalsubsidiaryofanIndianfirma nd of an Indian subsidiary of a foreign firm

CourseLearningOutcomes: Attheendofthis course students will be able to

- 153. Appreciatethecomplexitiesofmanagingfinanceforaglobalcorporation
- 154. Understandthebasicsofexchangeratesandforeignexchangemarkets
- 155. Appreciatethelinkagesbetweenmacroeconomicfactorsandexchangerates
- 156. Understandtheissuesrelatedtoglobalfundraising, globalportfolioinvestinga nd financing international subsidiaries





CourseDescription:

This course provides at horough examination of the principles, practices, and regulatory structures governing the banking and insurance sectors in India. Students will be oriented with the functions, procedures, products and services of banks and insurance

companies. This course aims to facilitate a comprehensive understanding of the banking and insurance sectors, equipping students for careers in banking, insurance, financial services, or related fields.

CourseObjective(s):

- 157. Developunderstandingoffundamentalprinciplesandfunctioningofbankingin India.
- 158. Explainconceptsandgeneralprinciplesofinsuranceinrelationwithriskandits management.
- 159. Expand knowledge of various products & services and latest technologies used in bankingand insurance sector.
- 160. Equipstudentswithtechniquestoanalysethefinancialperformanceofbanksforth epurpose of risk management.

CourseContent:

Unit1:IntroductiontoBankingandInsurance

Evolution, structure, development of banking in India - Commercial (Public, Private and Foreign), Rural, Co-Operative bank. Significance and role of banks in economic developmentandgrowth.RBI-objectives, functions and role indevelopment. Banking

Products – Fee based and Fund based products. Types of Accounts, Deposits, Advances and Collaterals. Nature of Banks Investments -- Management of assets and liabilities of banks, Understanding commercial banks' balance sheet and income statement,

CAMEL

Ratinganddifferentbankingratios.BankingRegulations,IntroductiontoBASELNorms. Capital Adequacy requirement, SLR, CRR, CAR requirements. Overview of Risk ManagementinBanks—AssetLiabilityManagement.Non-PerformingAssets—Problems and efforts to manage them.

Evolution, structure, development of insurance in India. Definition of Insurance and Assurance. General Principles of Insurance, Insurance Terminology. Purpose and Need ofInsurance---RiskMeaninganddefinition,Riskanduncertainty,Chancesofloss-Peril and Hazard - Classification of risks.Techniques of managing risk - Risk pooling- insurable risks vs. hedging - Risk Transfer Methods. Insurance Regulatory and Development Authority (IRDA) Duties, Powers and Functions of IRDA, The Banking Regulation (Amendment) Act, 2020

Unit2:RetailBanking

Account opening process and documentation of different types of accounts – KYC and AML. Retail Products Overview (Customer requirements and Products development).

DescriptionofLiabilityproducts,DescriptionofAssetProducts.CreditscoringandCIBIL. RetailProductMarketingStrategies--Tie-upwithInstitutionsforPersonalloans/Credit cards/ Educational loans/ Authorized Dealers for Auto/ Vehicle loans, and with Builders/ Developers for Home loans. Delivery Channels - Branch, Extension counters, Universal Banking, ATMs, POS, Internet Banking, M-Banking. Customer Relationship Management,stagesinCRMprocess.TechnologyforRetailBanking-Staticinformation.

Accountopening, basic loan origination dataetc. Updated information like income details at different frequencies. Transaction information, disbursement and final settlement of the loan amount.

Unit3:LifeInsurance

Fundamental principles of life insurance. Basic features of life insurance contracts.

Life insuranceproducts—

Traditionalandunitlinkedpolicies, Individualand grouppolicies

- With and without profit policies. Types of life insurance policies - Term insurance, Whole life insurance and its variants, Endowment insurance and its

variants, Annuities and Pension Plans. Special Policies for children, females and handicapped. Mortality table, Different types of premiums, Premium payment options Premium calculations –

Factorsaffectingpremium.AssignmentNominationandSurrenderofpolicy.Policylapse and revival, Paid up value of policy. Insurance Application and Acceptance Procedure. Policy claims: Survival benefits, Death claims – Maturity claims, Early claims&

non—
earlyclaims.Documentsrequiredforprocessingearlyclaims.Deathduetoun-natural

causes or accidents. Claims concession clause and extended claims concession clause – Presumption of death. Different channels for marketing of insurance, Bancassurance.

Unit4:General Insurance.

Meaning, Evolution and Growth of General Insurance. Fundamentals of General Insurance. Fire Insurance: Fire Insurance: Fire Insurance: General Insurance. Fire Insurance: Fire Insurance: Marine Cargo policies, Hullpolicies, Institute cargo clauses, Institute hull clauses, Open policies. Motor Insurance: Types of policies, Third party Insurance, Comprehensive coverage, Conditions and Exclusions – premium. Health Insurance and Mediclaim policies, Personal Accident Insurance, Liability Insurance, Burglary Insurance, Rural Insurance covers, Agricultural Insurance Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability other Miscellaneous Insurances. Underwriting and Premium Rating: Proposal forms, Cover notes, Certificates of Insurance, Endorsements, Premium Rating, Premium Loading. Settlement of Claims: Claim procedure, TPAs, Claim forms, Investigation / Assessment. Essential Claim Documents. Settlement Limitation, Arbitration, Loss Minimization and Salvage.

Textbooks(LatestEditions)

- 161. IndianInstituteofBankingandFinance;RiskManagement.MacmillanIndiaLtd
- 162. Koch, T. W., & MacDonald, S. S.; Bank Management. Cengage Learning.
- 163. Rose, P.S., & Hudgins, S.C. Bank; Management and Financial Services. McGraw Hill.
- 164. IndianInstituteofBankingandFinance; Principles&PracticesofBanking .Macmillan Indian Ltd.
- 165. IndianInstituteofBankingandFinance;BankingProducts&Services.Tax man Publications Pvt. Ltd.

- 166. Trieschmann,
 - J.S., Hoyt, R.E., & Sommer, D.W; Risk Management & Insurance. Cengage Learning.
- 167. InsuranceInstituteofIndia; PrinciplesofInsurance. Mumbai.
- 168. InsuranceInstituteofIndia; PracticeofLifeInsurance. Mumbai.
- 169. InsuranceInstituteofIndia; PracticeofGeneralInsurance. Mumbai.

ResearchPapers/Articles

- 170. Reddy,Y.V.(2006)."EconomicPoliciesandIndia'sReformAgenda:NewThinking". New Delhi: Orient BlackSwan.
- 171. Das, S. (2023). "Retail Credit Growth in India: Post-Pandemic Trends and Analysis." RBI Bulletin.
- 172. Patra, M.D. (2024). "Monetary Policy in India: Navigating Inflation and Growth." RBI Bulletin.
 - 173. Gupta, S. (2023). "Evolution and Sustainability of Retail Creditin India." RBI Bull etin.
- 174. Ravi, S., & Bose, S. (2023). "Insurance and Economic Growthin India: A Critical Review." Journal of Risk and Insurance, 90(1), 123-145.
- 175. Sen, S., & Gupta, P. (2023). "Impact of Technology on the Insurance Sector in India." Insurance: Mathematics and Economics, 98, 45-59.
- 176. Roy, A., & Chakraborty, T. (2023). "Risk Management in Indian Insurance Companies." Journal of Financial Services Research, 57(2), 211-229.

CaseTopics/Areas

- 177. TheRiseandFallofaParticularBank
- 178. MergerofAssociateBankswithStateBankofIndia
- 179. AnyParticularBankFraudCase
- 180. DigitalTransformationinInsuranceSector/BankingSector
- 181. AyushmanBharatSchemeandIndianMedicalInsuranceSector

CourseLearningOutcome(s):

Onsuccessfulcompletion of the course students will be able to:

- 106. Explain the functioning of the Banking and Insurance sectors and relate their growth with the economy as a whole.
- 107. Comparevarious products and services of fered by Banking and Insurance sectors.

- **108.** Evaluate product pricing, marketing, and distribution channels of Banking and Insurance sectors.
- 109. Equipwithtoolsandtechniquesforfinancialperformanceanalysisandris kmanagement in Banking and Insurance.

HRD-Systems & Strategies (Course Code: NBBA-HR-01)

CourseDescription:

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

CourseObjectives:

- To develop basic understanding of the concept of human behavior and organization.
- TohighlighttheimportanceofOBinmodernorganizations.
- Tounderstandindividualandgroupbehaviorintheworkplacetoimprove the effectiveness of an organization.
- Tocriticallyevaluateleadershipstylesandstrategies.

CourseContent:

Unit1:IntroductiontoHumanBehaviourandOrganization

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

Unit2:IndividualBehavior

Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception;

Values - concept and types: terminal values and instrumental values; Motivation — Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self- efficacyTheory); SwamiVivekanand's principles and approach to citizenship behavior; Swami Vivekanand's approach to personality developmeny; Pandit Deendayal Upadhyaya approach to Integral humanism.

Unit3:GoupandTeamBehavior

Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group; Teams, Theoretical Frameworks and models of Teams, Types of teams; Creating team players from individual building. Individual& Group conflict; e-teams; Managing Virtual teams; Managing teams in the Gig economy; Managing Diverse Teams; Diversity, Equity& Inclusion; Organisational Justice, types of organizational justice; employee engagement

Unit4:Leadership&Power

Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic); Nurturant Task Leader; Servant Leadership, Comparison of Indian leadership styles with other countries. Bases of Power; Elements of organization Culture; Leadership& organizational culture; CulturaldifferencesinLeadership

Textbooks(LatestEdition):

- Robbins, Stephen- OrganizationalBehavior Prentice HallofIndia Ltd., New Delhi.
- LuthansF.OrganizationalBehavior:AnEvidence-BasedApproach-McGraw Hil PublishersCo.Ltd., New Delhi
- Rao, VSP-OrganizationBehavior-HimalayaPublishingHouse.
- Aswathappa.K.-OrganizationalBehavior-HimalayaPublishingHouse, Mumbai, 18th Edition.

References:

- UpadyayaD(2016)Integralhumanism:Ananalysisofsomebasic elements. Prabhat Prakashan, Delhi
 - NoteonWorkplacePsychologyTheories|KarenMacMillan|IveyPublishing

Reflective Exercises and CaseStudies

- Personalityassessmentthroughaquestionnaire(MBTI/16PFetc.)
- Feedback: The Broken Loop in Higher Education and How to Fix It
 Mihnea C. Moldoveanu, Maja Djikic | Rotman Management
 ROT337- PDF-ENG | https://hbsp.harvard.edu/product/ROT337-PDF-ENG
- Review Literature of the book "Personality Development" by Swami Vivekananda by Exotic India Art.
- TranslatingSwamiVivekanandaintoManagementPractice.
- https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17
- Brewing Barista Discontent at Starbucks | Anthony Wilson-Prangley, Amy Moore | Harvard Business Review | 7964-HTM-ENG
 https://hbsp.harvard.edu/product/2244-HTM-ENG
- CaseAnalysisthroughtheperspectiveofIntegralhumanism
- Dine Together: Discriminating Tastes? | Mark Rennella | Harvard Business Review | 7977-HTM-ENG | https://hbsp.harvard.edu/product/7977-HTM-ENG
- MovieReviewofthemovie"RukahuaFaisla"/12AngryMen(forgroup decision-making)
- UnderstandingBelbinIndividualTeamRoleshttps://belbin.scot/wpcontent/uploads/2022/08/Belbin-8-SPI-Report-Sample.pdf
- ReflectiveexerciseontheconceptofleadershipinMahabharataversus Ramayana.
- LiveCase Simulation: Move Leadership Performance | Noah Askin |
 LiveCase | Jun 15, 2023 | https://hbsp.harvard.edu/product/LC0019-HTM-ENG
- Leadership Simulation: Patient Zero | Christopher Robichaud
 | Harvard Business Publishing | 7215-HTM-ENG |

https://hbsp.harvard.edu/product/7215-HTM-ENG

CourseOutcomes:

- Understandindividualandgroupbehaviorinorganizationalsettings.
- Apply theoretical knowledge of human behaviorin humanlife settingin management.
- Evaluatethelacunaein the system to be able to improve the organization health and other OB outcomes.
- Createamoreproductivesystemandhigh-performanceworkcultureoperating

on the principles of OB.

Change Management and Organizational Development(Course Code: NBBA-HR-02)

Course description: This course describes the contemporary issues in change and the process of change. Strategic change interventions are described followed by differentiation between change and Organizational development. Nature of planned change and models of change and OD are well defined in the course. Process of OD nad Human and Techno structural interventions are well covered in the course.

CourseObjective(s):

- 110. Understandchangemanagementandneedforthechangeinorganizationalsett ings.
- 111. To sensitize students to Organizational Development and Change interventions
 - 112. EnableunderstandingandapplicationodODinterventions.
 - 113. To understand the nature of Planned change.

CourseContent:

Unit1:WhyChange,contemporaryissuesinchange;TheSubstanceand Process of Change

What Changes? Purpose and Vision; Change Communication Strategies; Resistance to Change.

Unit2:StrategicChangeInterventions.

Transformational Change, Continuous Change; Trans organizationalChange; Organization Development for Economic, Ecological, and Social Outcomes; Future Directions in Organization Development

Unit3:IntroductiontoOrganizationalDevelopmentandChange

Introduction to OD, Difference between OD and Change; The Nature of Planned

Change, Models of OD; Roots and History of Doing OD; When should organizations use OD?

${\it Unit 4:} The Process of Organization Development$

Entering and Contracting; Diagnosing; Collecting Data, Analysing, and FeedingBackDiagnosticInformation;DesigningInterventions;ManagingChangeEvalu ating andReinforcingOrganizationDevelopmentInterventions.InterpersonalandGroup Process Approaches; Organization Process Approaches; Employee Involvement; structuraldesign,Downsizing,Reengineering,Parallelstructures,TQM,High

TextBooks(LatestEdition):

- 114. Palmer, I., Dunford, R., & Buchanan .A.,.
 2009 ,(2nd Ed.)Managing organizational
- 115. change: Amultipleperspectivesapproach. Boston: McGraw-HillIrwin
- 116. 2. Organization Development and Changewith Mind Tap, 11e
- 117. Author(s): ThomasG. Cummings | ChristopherG. Worley, Cengage Learning
- 118. OrganizationDevelopment, Principles, Processes, Performance
- 119. Author: Gary N. McLean, 2018, Pearson

PracticalExercises

- Kotter, J.P., & Rathgeber, H. (2013). Our icebergismelting: changing and
 - succeedingunderanyconditions.NewYork,St.Martin'sPress
 - ChipHeath, HowtoChangeThingsWhenChangeIsHard(Hardcover), 201
 0, FirstEdition, CrownBusiness

CourseOutcome(s):

At theend of this coursestudents will be able to:

- 120. AnalysethedifferencebetweenOrganizationalDevelopmentandChange
- 121. ApplydifferentModelsofOrganizationalDevelopmenttoorganizationsareal case example
 - 122. DescribeProcessinterventionsandtechnostructuralinterventions.
- 123. Evaluatetheprocessofresistancetochangeandhowtomanagesuch resistance to change

Consumer Behaviour (Course Code: NBBA-MM-01)

CourseObjective(s):

A comprehensive study of consumer behavioral concepts and models designed tohelpunderstand, evaluate, and predictions umerbehavior. The course also deepens a student's knowledge to understand the complexities of consumer decision-making and accordingly translate them into effective marketing strategies in the Indian Context.

CourseContent:

Unit1:UnderstandingConsumerBehavior

Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Value and the Consumer Behavior Framework; Online Consumer Behavior. Organizational Buying Behavior; Consumerism.

Unit2:ExternalInfluencesonConsumerBehavior

Lifestyles and Psychographics on Buying Behavior; Social Class and Group Influence on Consumer Behavior – Reference Group and Family Influence on Buying Behavior; Influence of Culture on Consumer Behavior

Unit3:InternalInfluencesonConsumerBehavior

Consumer Perception; Consumer Learning, Memory and Involvement; Dynamics of Consumer Motivation; Consumer Personality; Consumer Attitudes and Attitude Change.

Unit 4: Consumer DecisionMaking

Concept of Consumer Decision; Situational Influence on Consumer's Decision; Consumer Decision Making Process – Need Recognition and Search, Alternative Evaluation and Choice, Post-purchase Behavior; Different Models of Consumer

Decision Making.

TextBooks/References:(LatestEdition)

- Schiffman, L.G.; Kanuk L.L. and Kumar, S.R. Consumer Behavior. Pearson Education Inc.
- Loudon, D.L. and Bitta, J. Albert Della. Consumer Behavior; Concepts and Applications. Tata McGraw Hill Publishing Company Limited
- Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. Consumer Behavior (CB): A South Asian Perspective. Cengage Learning India Pvt. Limited
- Hawkins, D. I.; Best, R.J.andConey, K. A. Consumer Behavior: Building Marketing Strategy. Tata McGraw-Hill Publishing Company Limited.
- Evans, M.; Jamal, A. and Foxall, G. Consumer Behavior, John Wiley & Sons LTD.
- Solomon, M. R. Consumer Behavior Buying, Having and Being. PHI Learning Private Limited
- Nair, S. R. Consumer Behavior Consumer Behavior & Marketing Research. Himalaya Pub. House.

CourseOutcome(s):

- Developabetterunderstandingofconceptsandmodelsofconsumer behavior.
- Itcanprovideinsightsfortheconsumerpurchasedecisionprocess.

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Abletodevelopappropriatemarketingstrategiesfordifferentsegmentsof consumers

Sales Management(Course code: NBBA-MM-02) CourseObjective(s):

To impart knowledge and skills to develop an understanding of concepts, which willhelpindesigningsoundprogramsfororganizingandmanagingthesalesforce. The course will use the Indian environment as the backdrop though it will also draw from international experiences whenever needed.

CourseContent:

Unit1:IntroductiontoSalesManagement

Meaning, nature, and importance of sales management in modern businesses; roles and responsibilities of sales manager, personal selling and sales manager, personal selling and sales manager, personal selling and sales manager.

Unit2:OrganizationofSalesForce

Recruitingsalespersonnel-planning;sources,selectingsalespersonnel,executing andevaluatingsalestrainingprograms,salesinformationsystem&planning:sales skills

Unit3:DirectingSalesForceOperations

Motivating sales personnel, designing and administering compensation plans for thesalesforce—financialandnon-financialcompensationmethods, salesmeetings and sales contests, sales quotas, and sales territories

Unit4:EvaluatingandControllingSalesForce
Thesalesbudget;analysisofsalesvolume&profitability;andevaluating salesperson'sperformance;sellingagentsforinternettrading.

TextBooks/References:

- 124. Jobber, D., Lancaster, G. Sellingand Sales Management. Pears on Education.
- 125. Johnston, M.W., Marshal, G.W. Sales Force Management.

- NewDelhi: Tata McGraw-Hill Education.
- 126. Spiro, R., Rich, G., & Stanton, W. Management of a Sales Force. New Delhi: Tata McGraw-Hill Education.
- 127. Panda T, Sachdev S. Sales and Distribution Management. Oxford University Press
 - 128. Havaldar, Krishna K. Salesand Distribution Management. Tata McGraw Hill
- 129. GuptaS.L.Sales&DistributionManagement:Text&CasesinIndian Perspectives. Excel Books
 - 130. Still, Kundiff, Govoni. Salesand Distribution Management. PHI

CourseOutcome(s):

- 131. Understandingthevariousroles&responsibilitiesofamanagerrelatedto salesmanagement, personalselling, and salesmanship.
- 132. Understandingthekeyareasrelatedtotheorganization, selection, and development of effective sales force.
- 133. Understandingpracticalissuesrelatedtosalesforcethroughvariouscases



Internship/Summer Training

CourseCode	1	NBBA-505				
CourseTitle	:	Internship/ Summer Training Project Report and Viva-Voce				
Number of Credits		4				
Course Category	:	SEC				

CourseObjective(s):

This internship capstone course aims to provide students with an integrative learning experiencethatcombinesprofessionalworkinareal-worldorganisationwithrigorous academic research. Students will develop and apply theoretical knowledge to practical challengesthroughanactionresearchproject, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

Internship/summer training Process:

An internship/summer training project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step1.

Orientation Session: The orientation session for the internship/summer training project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting.

Step2.

Identifyaninternship:Studentsresearchopportunitiesthatalignwiththeir career goals and academic background. They explore various platforms, such as online jobboards, networking events, and professional associations, to find positions that offer relevanthands-onexperienceandskillsintheirchosenfield.

Step3.

Internship agreement Form: The Student, Mentor, and internship Coordinator in the Industry willcomplete the internship agreement form.

Step4.

Start of Internship: The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gainsubstantial experience while accommodating any academic commitments. Regular checkins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

Step5.

SubmissionofReport:

Front Page: Student Name, Course, Internship Company, Duration, Mentor Internship Agreement Form
InternshipCertificate
Introduction & background of the
CompanyRoles&responsibilitiesasanInternWee
kly work allotment & completion report
Challenges & Solutions

Learningfromtheinternship Conclusion

Step6.

Internship Evaluation: The Viva Voce for internship evaluation is an oral examwhere interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship

influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern's understanding and experiences. This evaluation assesses the intern's ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student's submission.

CourseOutcome:

Afterthecourse, the outcomes are as follows under

Applicationoftheoreticalknowledgetoreal-worldscenarios.

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- Developmentofprofessionalskillsandnetworkingopportunities.
- lunderstandworkplace cultureand dynamics.
- Hands-onexperienceinachosenfield.

NEHRU GRAMBHARATI

DEEMED TO BE UNIVERSITY



DEPARTMENT OF MANAGEMENT

EVALUATION SCHEME & SYLLABUS

for

BBA SIXTH SEMESTER

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

With effect from academic session 2025-26

FACULTY OF MANAGEMENT & COMPUTER APPLICATION

DEPARTMENT OF MANAGEMENT

BBA Sixth Semester

S.NO	Course	Course code	Subject	Evaluation Scheme				Cours	
	Categor			Sessional Exam			ESE	Subjec	e
	y			CT	TA	Total	1	t Total	Credit
1	CC	NBBA-601	Project Management	10	10	20	80	100	4
2	CC	NBBA-602	Business Taxation	10	10	20	80	100	4
3	CC	NBBA-603	Corporate Governance	10	10	20	80	100	4
4	DSE-III	NBBA-FM-03 NBBA-MM-03 NBBA-HR-03	182. Financial Markets Products and Services 183. Retail Marketing 184. Training & Development Note: opt any one elective paper	10	10	20	80	100	4
5	DSE-IV	NBBA-FM-04 NBBA-MM-04 NBBA-HR-04	185. Investment Analysis &Portfolio Management 186. Marketing of Services 187. Performance& Compensation Management Note: opt any one elective paper	20	10	30	70	100	4
6	SEC	NBBA-604	Major Project(initiated in 5 th semester)	-		30		100	4
	Total	0	in a semester)		100	1	at .	700	20

TA- Teacher Assessment

CT- Cumulative Test

ESE- End Semester Examination

Discipline Specific Elective(DSE)

Discipline Specific Electives /Specializations	Course Code/Paper Code Group	Course Name/Paper Name			
Financial Management	NBBA-FM-03	Financial Markets Products and Services			
/ C	NBBA-FM-04	Investment Analysis &Portfolio Management			
Marketing Management	NBBA-MM-03	Retail Marketing			
100	NBBA-MM-04	Marketing of Services			
Human Resource Management	NBBA-HR-03	Training & Development			
	NBBA-HR-04	Performance& Compensation Management			

Note: opt any one elective from Financial Management/Marketing Management / Human Resource Management



6TH Semester NBBA-601

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Project Management

CourseDescription:ProjectManagementisacorecoursedesignedtointroduce students the fundamental aspects of planning, executing, monitoring, and closing projects across diverse industries. The course emphasizes the use of project management tools,particularlyMicrosoftProject,tomanagetimelinesandresourcesefficiently. Through exploring stakeholder management, communication, and Agilemethodologies, students will develop the critical thinking and practical skills necessary for successful project management.

CourseObjectives:

- 188. Toprovideacomprehensiveunderstandingoftheprojectmanagementlifecyclefrom inception to closure.
- 189. To enhance skills in using project management tools such as Microsoft Project for managing complex projects.
- 190. To explore effective stakeholder management and communication strategies critical for project success.
- 191. Toanalyzeriskmanagementstrategiesandtheirapplicationtoensureproject successundervaryingcircumstances.

CourseContent:

Unit1:FundamentalsofProjectManagement

This unit covers the core concepts of project management, including the project life cycle, the role of the project manager, and the organizational context of projects. Students will learnaboutthestagesofaprojectfrominitiationtoclosureandthekeyresponsibilities ofaprojectmanagerindrivingprojectsuccess.

Unit2:ProjectPlanningandTools

Focusingontheplanningphaseofprojectmanagement, this unit explores setting project scope and objectives, developing a Work Breakdown Structure (WBS), and managing time through scheduling techniques such as Gantt charts and PERT/CPM. Practical application includes using Microsoft Project to create and manage schedules, emphasizing the integration of projectmanagement tools to streamline project planning.



This unit delves into resource allocation, budgeting, and quality control within project execution. Students will also learn about risk management processes including identification, analysis, and responses trategies. Practical exercises will include resource management and performance tracking using Microsoft Project, highlighting effective control measures to ensure project alignment with planned objectives.

Unit4:ConcludingProjectsandAgileMethodologies

The final unit discusses the closing phase of projects, including performance measurement, stakeholder communication, and post-project evaluation. Additionally, this unit introduces Agile project management principles and the Scrum framework, comparing Agilewith traditional project management methods to provide students with a broader understanding of managing projects in dynamic environments.

SuggestedCaseTopics:

- 192. TheBigDig: Aprojectmanagementanalysis of Boston's Central Artery/Tunnel Project.
- 193. ThelaunchofApple'siPhone:Managinghigh-stakestechnologyprojects.
- 194. Projectmanagementinnon-profits: The case of the Global Fund's initiatives.

SuggestedResearchPaperReading:

Orieno, O. H., Ndubuisi, N. L., Eyo-Udo, N. L., Ilojianya, V. I.,& Biu, P. W. (2024). Sustainability in project management: A comprehensive review. World Journal of Advanced Research and Reviews, 21(1), 656-677.

Textbooks(LatestEdition):

- 195. Information Technology Project Management, by Kathy Schwalbe, Cengage Learning.
- 196. ProjectManagement: A Managerial Approach, by Jack R. Meredith and SamuelJ. Mantel Jr., Wiley.

ReferencesCourseOutcomes:

197. Understandandapplythekeyprinciples ofprojectmanagementtovariousproject environments.

- 198. GainproficiencyinusingMicrosoftProjectforprojectplanning, execution, monitoring, and closing.
- 199. Developskillsinstakeholdermanagementandcommunicationstrategiesessential for project success.
 - 200. Exploreandapplyriskmanagementtechniquestomitigatepotentialprojectissues.

SuggestedPedagogy:

Thiscourseutilizes various teaching methodologies such as interactive lectures, student discussions, PowerPointpresentations, engagement with researcharticles, cases tudies, and simulation exercises to provide a comprehensive learning experience.



6TH Semester NBBA-602

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Business Taxation

CourseDescription:

This course provides a comprehensive understanding of business taxation, focusing on Goods and Services Tax (GST) and Customs Duty. Students will examine the principles, concepts, and practices of keyareas, gaining in sight sinto impact on business operations. By the end of the course, students will be equipped with the knowledge and skills necessary to navigate the complexities of GST and Customs Duty in the business environment.

CourseObjective(s):

- 201. AnalysethelegalprovisionsgoverningGSTandCustomsDutytocomprehendtheir scope and application in business transactions.
- 202. ExaminethetaximplicationsofGSTandCustomsDutyondifferentbusiness activities.
- 203. ExplainproceduresandmethodstocalculateGSTliabilitiesandCustomsDuty obligations accurately, ensuring compliance with relevant laws and regulations.
- 204. OrientwiththepracticalapplicationofGSTandCustomsDutyinbusiness decision-making processes.
- 205. Provide knowledge of latest amendments and changes in GST and Customs Duty laws to adapt business strategies and practices accordingly.

CourseContent:

Unit1:GoodsandServiceTaxes(GST)-OverviewandConcepts

Fundamentals of GST, Constitution {101st Amendment} Act2016, Tax Structure in India, Types of Taxes – Direct and Indirect Taxes. Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, one nation one tax, objectives, structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages. IntroductiontoCentralGoodsandservicesTax2017(CGST),StateGoodsandService Tax Act 2017 (SGST), Union Territory Goods and Services Tax Act 2017 (UTGST), Integrated Goods and Services Taz Act 2017, Goods and Service Tax Network (GSTN), GST Council. Dual Model of GST - GSTN. Process of registration, compulsory registration, exemption from registration, liability for registration, deemed registration, cancellation of registrationandrevocationofregistration.GSTUniqueIdentificationNumber(GSTIN).

Unit2:Levy,CollectionandInputTaxCredit

Supply, scope supply, types **Supplies** Meaning of of of Composite MixedSupplies.LevyandComposition,CompositionofLevy.PersonsliabletopayGST,TimeofSupply andValueofSupply.InputTaxCredit-eligibleandineligibletaxcredit.Availabilityof Tax Credit under special circumstances- Transfer of Input Tax Credit - Input Service Distributor- Tax Invoice -Bill of Supply- Credit Note - Debit Note - Receipt Voucher - Payment Voucher - Revised Invoice - Transportation of goods without issue of Invoice - Delivery Challan. Payment of Tax - Modes of Payment - Electronic Liability Register - Electronic Credit Ledger - Electronic Cash Ledger-Time line for Payment of Tax - Challan Reconciliation - Interest on Late Payment - Set off of Input Tax Credit - Refunds-ApplicationforRefundofTax, Interest, Penalty, FeesoranyOtherAmount.

Unit3:FilingofGSTReturnsandAudit

OverviewofGSTR1-GSTR3B-GSTR4GSTR5-GSTR6-GSTR7-GSTR8-GSTR-9-GSTR10-GSTR11. Audit by tax authority's U/s 65 – Special Audit U/s 66- Audit by department-Power of Departmental Audit – Returns- Authorization to Audit – Audit Procedure – Duration of Audit- Audit Findings-Reply to Audit Findings - Period ofLimitation to issueShow Cause Notice-Assessment underChapter XII- Assessment& AuditRules(no98to102)-DemandsandRecovery.

Practical's on online GST Registration Process and Payment of Tax; Enabling GST and Defining Tax Details - Tally ERP; Defining Tax Rates at Master and Transaction Levels; Defining GST Rates at Stock Group Level; Defining GST Rate at Transaction Level; Accounting of GST Transactions; Creation of GSTDuty ledgers; GSTReports; Generating GSTR; Exporting GSTR; Uploading of GSTR on GST portal.

Unit4: Customs Duty

Introduction- BasicConcepts - Territorial Waters - HighSeas - Types of CustomsDuties - Basic customs duty - Protective duties - Safeguard duty - Countervailing Duty on subsidized articles - Anti-dumping duty - Baggage - Valuation - Baggage Rules and Exemptions.Procedure(includingwarehousing)-ExportProcedure-DeemedExports-

Duty drawback - Customs (Import of Goods at Concessional Rate of Duty) Rules, 2017 - Valuation of Imported Goods - Valuation of Export Goods.

Readings:

Textbooks(LatestEditions)

- 206. Datey, V.S.; Indirect Taxes. Taxmann Publications Pvt. Ltd.
- 207. Balachandran, V.; Indirect Tax Laws. Sultan Chand & Sons.
- 208. Datey, V.S.; GST and Customs Law. Taxmann Publications Pvt. Ltd.
- 209. Singhania, V.K., & Singhania, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd.
- 210. Sahay, B.S., & Ranjan, R.; Goodsand Services Tax (GST). Cengage Learning India.
- 211. Sury, M.M.; IndirectTaxes. NewCenturyPublications.

CourseLearningOutcome(s):

Onsuccessfulcompletion of the course students will be able to:

- 212. Describe the legal framework of GST and Customs Duty, including key provisions, regulationstherebyexplainingthetaximplicationsonvariousbusinesstransactions.
- 213. Interpret tax laws and regulations to assess the impact of GST and Customs Dutyon business operations and compliance requirements.
- 214. CalculateGSTliabilitiesandCustomsDutyobligationsfordifferentbusiness scenariosandsolvepracticaltaxationproblemsrelatedtothetwo.
- 215. Analyse the implications of GST and Customs Duty on business decisions, considering factors such as cost, risk, and compliance for effective planning thereby minimizing tax liabilities.
- 216. Create compliance frameworks for businesses to ensure adherence to GST and Customs Duty regulations.



6TH Semester NBBA-603

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Corporate Governance

CourseDescription:

This course willteachthefundamentaltheories and practice of corporate governance. This course covers the history of the corporation, boards of directors, the division of profit sharing and various forms of employee ownership and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading, international corporate governance, and policy developments likely to impact the corporation.

CourseObjectives:

- To provide learners with a comprehensive understanding of the concept of Corporate Governance, its emergence, and its significance in the modern organizational context.
- To equip learners with the ability to assess and identify the various global corporate failures, using international codes of corporate governance.
- To enable learners to understand and apply various composition of the board, the
 role of board and board committees, and concepts like insider trading, shareholder
 activism, class action suits, whistleblowing mechanism, and CSR in corporate
 governance.
- To develop learners' skills for understanding the regulatory framework of corporate governance in India and to investigate the impact of corporate failures in India and commongovernanceproblems in these failures.

CourseContent:

Unit1:ConceptualFrameworkofCorporateGovernance

Corporate Governance: Meaning, significance, and principles; Management and corporate governance; Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholders' Theory; One Tier and Two-Tier Boards

Unit2:CorporateGovernanceandRoleofStakeholders

Board composition: Executive directors, non-executive directors and independent directors; Role of Board and board committees; Insider Trading; Shareholder activism; Class action suits; Whistleblowing Mechanism, CSR and Corporate Governance

Unit3:GlobalCorporateFailuresandInternationalCodes

Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, SOX Act 2002, OECD Principles of Corporate Governance.

Unit 4: Corporate Governance Regulatory Framework in India and CorporateFailures in India

Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017); Regulatory framework: Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015.SatyamComputerServicesLtd,KingfisherAirlines,PNBHeist;ICICIBank;CommonGovernanceProblemsinvariousCorporateFailuresinIndiaandabroad.

SuggestedReadings:(LatestEditions)

- Act, S.O. (2002). Sarbanes Oxleyact. Washington DC.
- Aparajita, S., & Rhudra, R. Insider Trading Regulation 2015. GNLUL. Rev., 4, 69.
- Monks, R.a.G., & Minow, N. Corporate Governance. John Wiley & Sons.
- Roy Chowdhury Ghosh, A. Corporate Governance Under the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.
- SatheeshKumar, T.N. CorporateGovernance. India: OxfordUniversity Press.
- Sharma, J.P. Corporate Governance, Business Ethics and CSR: (with Case Studies and Major Corporate Scandals). An eBooks Pvt. Ltd.
- Note:Latesteditionofreadingsmaybeusedandlatestamendmentstotheregulations shall be referred to.
- Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

PracticalExercises:

Thelearnersarerequiredto:

- Research and present on the application of different theories of corporate governance in real-world companies.
- Analysearecentcaseofinsidertradingorshareholderactivismanddiscussits impact on the company's corporate governance.
- Research and present on the impact of a major corporate failure on the development of international codes of corporate governance.
- Analysetheimpactofaspecificregulationoncorporategovernancepracticesin India.
- ResearchandpresentonamajorcorporatefailureinIndiaandthegovernance problems that contributed to this failure.

CourseOutcomes: Aftercompletion of the course, learners will be able to:

- Describetheconceptofcorporategovernanceanditssignificanceanddiscuss different theories of corporate governance.
- Demonstratetheroleofdifferentstakeholdersincorporategovernanceand interpretconceptslikeinsidertrading, shareholderactivism, and CSR.
- Relatemajorglobalcorporatefailuresandtheinternationalcodesthatweredeve loped in response.
- Judge the regulatory framework of corporate governance in India, major corporate failures in India and the common governance problems associated with these failures.



6TH Semester NBBA-FM-03

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Financial Markets Products and Services (Course Code: NBBA-FM-03)

CourseDescription:

This course provides an in-depth understanding of the structure, functioning, and significance of financial markets, the variety of financial products available, and the diverserangeoffinancialservicesoffered. Itaimstoequipstudents with the knowledge and analytical skills necessary to navigate the complex financial environment. The course covers major financial markets and explores the characteristics and applications of key financial products and financial services.

CourseObjectives:

Thecourseaimstobuild

- Understandtheroleandimportanceoffinancialmarketsintheeconomy.
- Analysevarious financial products and their characteristics.
- Evaluatetheroleoffinancialintermediariesandservicesinthefinancialsystem.
- Apply knowledge offinancialproducts and services to real-world financialdecisionmaking

CourseContent:

Unit1:FinancialSystemandMarkets

Financial System – Need, structure, functions and scope of financial markets. Financial intermediation and financial intermediaries. Fund based and fee-based financial products.

MoneyMarket:Introduction,Instruments —T-Bills, Commercial Papers, Certificate of Deposits, Call Money, Money Market Mutual Funds, Commercial Bills. Trading mechanism of various money instruments.

Capital Market: Meaning, Functions, Primary and Secondary Market. Methodsof floatation of Capital –IPO's, Book building, Private Placements, Rights Issue, Bonus Issue.etc.Investorprotectioninprimarymarket.Recenttrendsinprimarymarket.SEBI – objectives, role, functions and powers.

Overview of major Stock Exchanges in India – NSE, BSE. Meaning, purpose and consideration in developing index – Methods (Weighted Aggregate Value Method, Weighted Average of Price Relatives method, Free Float method). Trading on Stock Exchanges: Brokers – types of brokers. Types of market orders. Different trading systems—BOLTandNEATSystem. Tradingcycle(T+2), typesofsettlements. Pay—inandpayout, BadDelivery, Shortdelivery, Auction, Dematsettlement, Physical settlement.

CircuitBreakers, marketmakers.

Unit2:LeasingandHirePurchase

Leasing definition, types and main Features. Advantages and disadvantages of Leasing. Main clauses in a Lease agreement. Buy or Lease decision -- Tax and Depreciation aspects. Lease Evaluation -- Lessee's perspective, Lessor's perspective. Major Leasing Institutions in India.

Hire Purchase—Concepts and features, Hire Purchase Evaluation -- Tax and depreciation implications. Choice between Leasing and Hire Purchase. Installment purchase, difference between hire purchase and installment purchase.

Unit3:MutualFunds,CreditRatingandSecuritization

Mutual Funds – Definition and historical background. Types of Mutual Funds. Advantages and disadvantages of mutual funds. Process of establishing a mutual – Trustee, Sponsor, Asset Management Company, Custodian. Entry and exit load, concept of NAV and its calculations. Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP). Mutual Fund industry in India. Regulations relating to mutual funds.

CreditRating-Definitionandmeaning.Processofcreditratingoffinancialinstruments. Rating Methodology, Rating agencies. Rating symbols of differentcompanies. Advantages and disadvantages of credit rating.

Unit4: Factoring, Forfeiting and Bill Discounting

Factoring definition. Types of factoring services—With recourse and Without Recourse factoring, Domestic Factoring and International Factoring. Export factor, Import factor. Single factor system, Direct Export Factoring System, Direct Import Factoring System. FeesInvolvedInFactoring—FinanceCharge,ServiceFee.Advantagesanddisadvantages of Factoring.

Bill Discounting- Definition, nature, importance. Types of bill discounting. Bill discounting v/s Factoring. Bill rediscounting.

Forfaiting Definition, nature, and importance of forfaiting. Mechanism of Forfaiting Transaction. Fees Involved in Forfaiting-- Discount fees, Commitment fees. Advantages and disadvantages of Forfaiting. Differences Between Factoring and Forfaiting.

Numerical problems on – Leasing, Hire Purchase, Factoring, Forfaiting, Bill Discounting and NAV Calculations of Mutual Funds.

Textbooks(LatestEditions):

- MeirKohn, Financial Institutions and Markets, TataMcGraw-Hill, NewDelhi.
- Frank.J.Fabozzi&FrancoModigliani,FoundationsofFinancialMarketsandInstitutions, Pearson Education Asia.
- M.Y.Khan, Financial Services, TataMcGraw-Hill, New Delhi.
- M.Y.Khan,IndianFinancialSystem,TataMcGraw-Hill,NewDelhi.
- H.RMachiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.
- B.Pathak:IndianFinancialSystemsPearsonEducation

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CourseLearningOutcomes:

Uponcompletionofthecoursestudentsshouldbe

- Define key terms such as lease agreement, hire purchase agreement, factoring, forfaiting, bill of exchange, mutual fund types, and credit rating agencies.
- explain how a leasing arrangement works, the stages involved in hire purchase, andtheroleofcreditratingagenciesinfinancialmarkets.
- evaluate the pros and cons of using factoring versus forfaiting for managing a company's receivables and recommend the most suitable option for a given business situation.
- Analysethevarioustypesofmutualfundsavailableinthefinancialmarkets, evaluate their performance metrics

6TH Semester NBBA-FM-04

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Investment Analysis & Portfolio Management(NBBA-FM-04)

CourseDescription:

This course will familiarize students with the structure, nomenclature and practices of financial markets. Students will be exposed to the wide variety of securities available.

Course will also cover the ories related to risk and return and conceptual in sight to the valuation of securities.

CourseObjectives:

Thecourseaimstobuild

- Knowledgeaboutinvestments, their importance, and difference from speculation
- Exposureaboutthefinancialmarkets, utilityandsecurities
- UnderstandingaboutFundamentalandTechnicalanalysis
- Knowledgeaboutimportanceofinvestinginaportfolioanditsmanagement

CourseContent:

Unit1:AConceptualFrameworkofInvestments

DefiningInvestment,DescribingInvestments-Objectives,Characteristics,Process,Difference from speculation

Unit2:FinancialMarkets

What are Financial Markets, Economic Utility, Different types of Financial Markets, Exchange vs Participants; Instruments in Debt Markets Money Market, BondMarket; Instruments in Equity Markets - Shares, IPOs; Other Markets - Foreign Exchange, Commodities, Gold, Derivatives: Investment Avenues Debt, Equity, Deposits, MutualFunds; RegulatoryBodies-RBIandSEBI-Roles and Responsibilities

Unit3:FundamentalandTechnicalAnalysis

WhatisFundamentalAnalysis?Investormindset;Challengesinexecution; Macroeconomicanalysis—DomesticvsGlobal;ValuationimpactofGDP,Inflation, Interest rate, Money supply; Industry analysis - Industry life cycle, Business cycle;Company analysis - Financial Statement Analysis, Valuation of equity and debt; What is TechnicalAnalysis—DifferencefromFundamentalAnalysis;Investormindset;Challengesinexecution;Charttypes:linecharts,candlestick,pointandchartfigures; Tools-Dow'sTheory,Elliotwave,patterns-Trends,flags,cupandhandle,triangles,

head&shoulders, Bollingerbands, technical indicators-Simple Moving Averages, MACD, RSI, ROC

Unit4:PortfolioManagement

EfficientMarketHypothesis,Conceptofportfolioandportfoliomanagement,conceptof risk-return using CAPM, Diversification, types of portfolio management – active vs passive, Asset allocation decision, Markowitz Portfolio Theory; Measurement of portfoliorisk and return - Sharpe, Treynor's and Jensen Ratios

Textbooks(LatestEditions)

- Elton, J. E., Gruber, M. J., Brown, S. J., Modern Portfolio Theory and Investment Analysis, Wiley
- Reilly, F.K., Brown, K.C., Analysis of Investments and Management of Portfolios, Cengage Learning
- Chandra, P., Investment Analysis and Portfolio Management, Mcgraw Hill

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Kevin, S., Security Analysis and Portfolio Management, PHILearning

ResearchPapers/Articles

- InvestorEducationReadingMaterial,SEBIwebsite
- Sardar,S.,Chaudhari,D.R.,Das,S.,DecentralizedFinance:Implicationsfor Financial System, RBI Bulletin, 21stMay 2024
- FAQsforPortfolioManagers,SEBIwebsite

CaseTopics

- Investment or Speculation? Comparison of equity and debt versus cryptocurrencies
- FundamentalandTechnicalAnalysisofaFMCGorManufacturingcompany
- Recommendingstocks, buildingandoptimisingaportfolio

CourseLearningOutcomes:

Uponcompletionofthecoursestudentsshouldbe

- Identifyafinancialsecurityasanassetorspeculation
- Abletounderstandtheimportanceoffinancialmarkets
- Awareofthevariousperspectiveswhichcanbeutilizedtoanalyseastock
- Abletounderstandthenuancesofbuildingandoptimizingaportfolio

6TH Semester NBBA-MM-03

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Retail Marketing(course code: NBBA-MM-03)

CourseObjective(s):

The objective of the course is to make students understand the unique nature and scopeofmarketingintheretailenvironment. The course will enablest udents to get familiarize with retailing concepts, issues and challenges. The course aims at enhancing student's capability to identify and analyse retail business environment and its opportunities and challenges, in order to envision and strategies for the respective business.

CourseContent:

Unit1:

The objective of the unit is to provide an introduction to Retailing, discuss the retail evolutionandcurrenttrendandstatusofretailindustryinIndia.Theunitalso

elaboratesthedifferencesamongdifferenttypesofretailersandalsoassiststo analysetheconsumerbehaviourinretail.IntroductiontoRetailing:Definition,Characteristics,TheoriesofRe tailing; emergingtrendsinretailing;EvolutionofretailinginIndia;Factorsbehindthe changeofIndianretailindustry;RetailFormats:Retailinstitutionsbyownership, RetailinstitutionsbyStore-BasedStrategyMix,Web,andNon-storebased,and otherformsofNon-

traditionalRetailing;Retailconsumers.

*Readings:*Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 1, 2, 4, 5, 6, 7 and 8)

Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 1, 2, 3, 4)

Unit2:

Theobjective of the unitare to understand and appreciate the formulation of retail marketing strategies based on competitive and communication strategy and its integration with market strategy; recognize the importance and role of people strategy.

Retail Marketing Mix, Advertising& Sales Promotion, Store Positioning; Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management; Mark-up& Markdown in merchandise management; Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail People Strategy

Readings:Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 4,5,6,11,14,15,17)

Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 5, 9.14, 15)

Unit3:

The objective of the Unit are to understand the finance strategy and location strategy in retail. It also highlights the important considerations for site selection and the related theories and its implications. It also highlights the Store Management and related concepts.

Retail Finance strategy; Retail Location Strategy- Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation: theories and application. Store Planning: Design&Layout,IntroductiontoVisualmerchandising,RetailImageMix,effective retail space management, floor space management;

Readings: Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9,10, 16, 18,19)

Levy, Weitz and Pandit; Retailing Management (Chapter 6,7,8), McGraw Hill Education Unit4:

The objective of the Unit is to understand the role of buying and merchandising management; to understand the application of services in Retail as strategy and its various dimensions; to recognize the importance of relationship marketing in retail; to comprehend and know the contemporary is sues in Retail including the digital strategies

of online players in retail.

Buying and Merchandising strategy; Service Strategy; Customer Relationship and Customer experience; IT in retailing; E-tailing, quick commerce.

*Readings:*Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9, 10)

Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 3, 11, 13, 18)

6TH Semester NBBA-MM-04

Max. Marks:100 External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Marketing of Services(Course Code: NBBA-MM-04)

CourseObjective(s):

The basic aim of this course is to explain why there is a need for special services marketing discipline, the challenges for services marketing, and how to deal with them. The course brings out the emerging service environment in India and theworld. It emphasises the distinctive aspects of Services Marketing. It aimsat equipping students with concepts and techniques that help in taking decisions relatingtovariousservicesmarketingsituations.

CourseContent:

Unit1:UnderstandingServices,ServiceConsumersandManagingServices Quality

Difference between goods and services marketing; Challenges of Services Marketing; Role of internal and interactive marketing in services; Services Marketing Myopia, Expanded Services Marketing mix; Levels of service expectations; Factors influencing Consumers' perception of service; Different types of Service Quality; Determinants of Service Quality; Gap Model of Service Quality; Servqual instrument to measure service quality; Service quality research.

Unit2:ServiceasProduct,ServiceDeliveryProcessandServicePricing

Distinction between core, facilitating, and support services; Different levels of customer participations in the creation of service and the strategies to enhance the customer participation in service production and delivery; Service blueprinting and its benefits; Customer Service standards; Strategies to manage fluctuationsofdemand in the creation and delivery of services; Service delivery intermediaries; Setting up Service prices- costs, perceived value and competition; Revenue Managementinspecificserviceindustries; Pricingconcepts-pricebundling, captive pricing, two-part pricing, loss-leadership pricing and result-based pricing; Price competition challenges.

Challenges in designing communication programmefor services; Service communication problems; Strategies for matching service promises with delivery; Services advertising; Role of promotion in marketing of services; Servicescape, the roles played by the servicescape, andits effects; Environmental dimensions of servicescape; High-contact and Low-contact; Approaches for understanding servicescapeeffects.

Unit 4: Service Failures, Recovery Strategies, Managing People and Customer Relationships

Service failures; strategies and tactics of service recovery in the event of a service failure; service guarantee andits role in promoting and achieving service quality; customerfeedbacksystem; humanresourcestrategies for customeroriented service delivery; internal marketing in delivering the promise made to customers (through external marketing); interactive marketing (managing the moments of truth); guideline for people in service organizations; service oriented organizational structure; customer loyalty; customer lifetime value; customerequity; framework for building customer loyalty.

TextBooks(LatestEdition):

- 134. Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7 th Edition TMH,2018
- 135. Services Marketing: Jochen Wirtz, Christopher H. Lovelock& Jayanta Chatterjee 9thEdition; Published by World Scientific, 2023
- 136. Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10: 1264098359 | ISBN13: 9781264098354 © 2023
 - 137. ServicesMarketing:Concepts,Strategies&CasesK.DouglasHoffman | John E.G.BatesonISBN:9789386858771Edition:5th©Year:2017

CourseOutcome(s):

Attheendofthiscourse, students would be able to:

- UnderstandtheConceptofServicesandintangibleproducts
- DiscusstherelevanceoftheservicesIndustrytoIndustry.
- Examinethecharacteristicsoftheservicesindustry.
- AnalysetheroleandrelevanceofQualityinServices
- VisualizefuturechangesintheServicesIndustry

6TH Semester NBBA-HR-03

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Training & Development(Course Code:NBBA-HR-03)

CourseDescription:

This course describes the processof training and Development. Describes how training is different from learning and the three phases of learning and training. It examines the various process of creating and designing training programme and various ways to evaluate the return on investment and learning of training programmes. Latest technology based training methods, including online training, massive open online learning courses, Blended courses, flexible class rooms are dealt indetail.

CourseObjective(s):

- 138. Tounderstandthebasicconceptsoftraininganddevelopment
- 139. ToknowtheimportanceandmethodologyofTrainingNeedsAnalysis process
- 140. Tosensitizethemtovariousmethodsoftrainingandtrainingevaluation
- 141. UnderstandtheneedforCostbenefitanalysisofTrainingProgrammes.

CourseContent:

Unit1:Training Introduction

Changingintrainingpractice, looking inward, looking outward, appreciative enquiry, looking again and repositioning training; Employee Development & Methods of Training and Development

Unit2:TrainingandLearning-two-wayprocess

Knowledge, skill, action; training and learning; Three phases of learning; The learning spiral for participants in the three phases of training

Unit3:TheNeedsAnalysisProcess

Training Needs Assessment: Concept, purpose and scope; Process of Needs assessment; Meaning of Skills gap assessment Needs Assessment Techniques: Person Analysis, Task

Analysis and Organization Analysis; Need assessment in practice

 ${\it Unit 4:} Training Process and Evaluating Training and follow up support$

FinetuningobjectivesandPreparingpartners;Settingthestage;Fourtraining methods;DesignthetrainingProgram;Trainerandtrainingstyles;Evaluatingfrom Different angles, Evaluating Learning Objectives; Addressing four common imbalances, Determining Return on investment, determining costs, and benefits Unit 5:

Technology Based Training Methods

Developing Online training methods; Massive Open Online Courses; Blended Learning, Adaptive Learning, Flexible learning, Learning Managementsystems, Choosing New Technology methods

TextBooks(LatestEdition):

- 142. TrainingforDevelopment Part1byRolfP.LyntonandUdaiPareek,Sage Publications India Pvt. Ltd.), New Delhi, 2011
- 143. TrainingforOrganizationalTransformation,Part2byRolfP.LyntonandUdai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2000
 - 144. ManagingPerformancethroughTrainingandDevelopment, EighthEdition Author(s):AlanM.Saks|RobertR.Haccoun,2019,Cengagelearning
- 145. EmployeeTrainingandDevelopment|9thEditionbyRaymondA.Noeand AmitabhDeoKodwani,2019,McGrawHill

CourseOutcome(s):Attheendofthiscoursestudentswillbeableto:

- 146. EvaluatetraininganddevelopmentProcessandNewtechnologybasedtraining g methods
 - 147. Assesstrainingneedanalysisandknowitsimportance
 - 148. CreateanddesigntrainingProgrammewithobjectiveandcontent
 - 149. EvaluatethetrainingProgrammes.

6TH Semester NBBA-HR-04

Max. Marks:100

External Assessment:80

Max Contact Hours: 30

Performance& Compensation Management (Course Code:NBBA-HR-04)

CourseDescription:

To familiarize learners about concepts of performance and compensationmanagement and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

CourseObjectives:

- 150. Toprovidelearnerswithunderstandingofperformancemanagement concepts.
- 151. Toequiplearnerswiththedynamicsofperformanceappraisalanddevelop criteria for assessing performance.
- 152. Toenablelearnerstodevelopeffectiveappraisalsystemsthatcanbelinkedto managerial objectives and compensation.
- 153. Toenablelearnerswithcontemporaryissuesandsolutionsinappraisalsystems.

CourseContent:

Unit1:Introduction to Performance Management

Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management as a System and Process of Management.

Unit2:PerformancePlanningandManagingPerformance

Developing Performance Planning: Agreement and Action Planning, Methods of managing performance of all the levels of Management (including labour), Graphics rating scale, Ranking Methods, Paired Comparison Methods, Forced Distribution Method, Critical Incident Method, Behaviourally Anchored Rating Scales, Management By Objective, 360-Degree Performance Appraisal, Performance Feedback & Counselling, Performance analysis for Individual and organizational Development.

 ${\it Unit 3: Learning Organisation} and {\it Performance Based Compensation}$

Concept-Peter Senge Model, Need, Types, Factors and Obstacles in Learning Organisation, Performance Management and Compensation: Concept of Performance Related Pay, Criteria for Performance Related Pay, Installing and Monitoring PRP.

Unit4:ImplementationofPerformanceManagement

Performance Management and Career Planning: Advantages and Significance, Coaching and

Mentoring in Performance Management: Concept, Roles, Advantage and Disadvantage of Coaching and Mentoring, Performance Management and Talent Management: Concepts, Features and Strategies to retain employees. Competency Mapping its Linkage with Career Development and Succession Planning, Online Appraisal: Advantage Disadvantage, Performance Management Audit, Ethical and Legal issues in Performance Management

Readings:

- 154. Armstrong, M. (2003). Handbook of Strategic Human Resource Management: a guide to action. Crest.
- 155. Armstrong, M. (2006). Performance management: Key strategies and practical guidelines. Kogan page.
- 156. Berger, L. A., & Berger, D. R. (2004). The talent management handbook. New York, NY: McGraw-Hill.
- 157. Bhattacharyya, D. K. (2011). Performance management systems and strategies. Pearson Education India.
- 158. Dencker, J.C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. Administrative Science Quarterly, 54(3), 453-485.
- 159. Jordan, A. H., & Audia, P. G. (2012). Self-enhancement and learning from performance feedback. Academy of management review, 37(2), 211-231.
- 160. Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C., & Hinkin, T. R. (2012). When employees are out of step with coworkers: How job satisfaction trajectory and dispersion influence individual-and unit-level voluntary turnover. Academy of managementjournal, 55(6), 1360-1380.
- 161. McDonnell, A. (2011). Still fighting the "war for talent"? Bridging the science versus practice gap. Journal of business and psychology, 26, 169-173.
- 162. Rao, T.V. (2004). Performance Managementand Appraisal Systems: HRtoolsfor global competitiveness. SAGE Publications India.
- 163. Silzer, R., & Dowell, B.E. (2009). Strategy-Driven Talent Management. John
- 164. Trevor, C. O., Reilly, G., & Gerhart, B. (2012). Reconsidering pays dispersion's effect on the performance of interdependentwork:

 Reconcilingsortingandpayinequality. Academyof Management Journal, 55(3), 585-610.

Note:Latest edition of reading sshallbeusedandreferredto.

Pedagogy:

This course uses multiple pedagogies like interactive lectures, learner discussions and PPTs, research articles, case studies, and simulation exercises.

PracticalExercise:

Learnershaveto

- **165.** Conductrole-playsessionsforappraisalinterviews, providing constructive feedback to peers.
- 166. Developanincentiveplanforproductionemployeesorotherprofessional roles.
- 167. Developanincentiveplanforproductionemployeesorotherprofessional roles.

168. Engageingroup discussions on ethical considerations in performance appraisal and compensation decisions.

CourseOutcomes:

Aftercompletionofthecourse, learners will be able to:

- 169. Describe the key concepts of performance management and methods of performance management in practices.
- 170. Compare the organisations in the context of Talent Management, Coaching and Mentoring, Competency Model and its linkage with Performance Management.
- 171. Relate the elements of performance appraisal and potential appraisal and devise a system of performance-based compensation systems.
- 172. Devise the performance management system in the organisation, with the help of performance planning that are specific, measurable, attainable, relevant and trackable in the organisation.



NEHRU GRAMBHARATI

DEEMED TO BE UNIVERSITY



DEPARTMENT OF MANAGEMENT

EVALUATION SCHEME & SYLLABUS

for

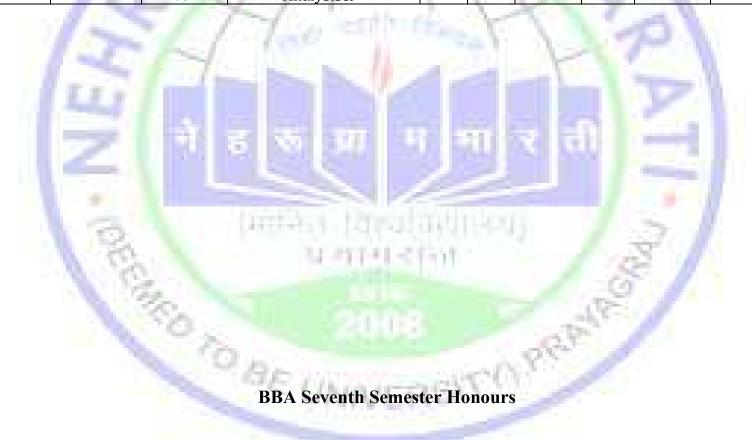
BBA SEVENTH SEMESTER HONOURS

With effect from academic session 2025-26

FACULTY OF MANAGEMENT & COMPUTER APPLICATION

DEPARTMENT OF MANAGEMENT

S.N	Course	Course	Subject Evaluation S		Schem	Cours			
О	Category	code		Sessi	Sessional Exam		ESE	Subject	e
		B	$ \Omega$ Δ I	CT	TA	Total		Total	Credit
1	OE	NHBBA- 701	AI for Business	10	10	20	80	100	4
2	CC	NHBBA- 702	Entrepreneurial Leadership	10	10	20	80	100	4
3	DSE-V	NHBBA- FM-05	217. Business Analysis&	10	10	20	80	100	4



	Total	1	100		-1	1	1	500	20
6	SEC	NHBBA- 706	Summer Internship-II	1	X	X	Y	100	4
5	SEC	NHBBA- 705	Dissertation Work(Evaluationin Eight Semester)	3	X	()	-	1	0
4	DSE-VI	NHBBA- MM-05 NHBBA- HR-05 NHBBA- FM-06 NHBBA- MM-06 NHBBA- HR-06	Valuation 218. Digital Marketing 219. Negotiation Skills Note: opt any one elective paper 220. Financial Planning 221. Supply-Chain Management 222. Cross Culture HRM Note: opt any one elective paper	10	10	20	80	100	4

TA- Teacher Assessment

CT- Cumulative Test

ESE- End Semester Examination

Discipline Specific Elective(DSE)

Discipline Specific Elective(DSE)						
Discipline Specific Electives	Course Code/Paper	Course Name/Paper Name				
/Specializations	Code Group					
Financial Management	NHBBA-FM-05	Business Analysis& Valuation				
	NHBBA-FM-06	Financial Planning				
Marketing Management	NHBBA-MM-05	Digital Marketing				
	NHBBA-MM-06	Supply-Chain Management				
Human Resource Management	NHBBA-HR-05	Negotiation Skills				
	NHBBA-HR-06	Cross Culture HRM				

Note: opt any one elective from Financial Management/Marketing Management / Human Resource Management



Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

AI for Business(NBBA-701)

CourseObjective:

AI for Business course is designed to equip students with a thorough understanding of how artificial intelligence (AI) can be strategically applied in various business contexts. The primary objective is for students to learn how to deploy AI technologies effectively while managing the ethicalconsiderations inherent in such implementations.

Methodology

Theteachingmethodologyemployslecturesandreal-time, case-based Alapplications cross different business sectors.

Content:

- Unit 1: Converging Technologies: Big Data Overview, V's of Big Data, Big Data Analysis, IoT, Cloud Computing, Data Management Infrastructure, Data Analysis: Extracting Intelligence from Big Data, Changing organization Culture/Strategy/RoleofPracticingManagers,PeopleComponentofBigData & AI
- Unit 2: Introduction to AI:History& Evolution of AI,AI-Driven Business Transformation,OverviewofAItechnologiesnamelyMachineLearning,Deep Learning, Natural Language Processing, Computer Vision,Robotics, Generative AI, Case study analysis of AI's impact on different industries.
- Unit 3: AI Applications in Business: AI in Finance AI in algorithmic trading, Credit scoring models using machine learning, Fraud detection, AI in Customer Relationship Management Personalization and recommendation systems, Chatbots and virtual assistants, Predictive customer analytics, AI in Human Resource Management AI-driven recruitment and selection processes, Employee performance analytics, AI in workforce planning and talent management.

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Unit 4:**Ethics in AI**: Bias, fairness, and transparency, Responsible AI practices for leaders, Mitigating ethical risks in AI/ML deployment, Societal and legal aspects of AI.

TextBooks(LatestEdition):

- 173. ArtificialIntelligencebyMunishTrivedi
- 174. ArtificialIntelligenceforManagersbyMalayA. Upadhyay
- 175. AIRising: India's Artificial Intelligence Growth Story, Leslie D'Monte, Jayanth N. Kolla
- 176. ArtificialIntelligenceinPractice:How50SuccessfulCompaniesUsedAland Machine Learning by Bernard Marr
- 177. HBRGuidetoAlBasicsforManagersPaperbackbyHarvardBusinessReview
- 178. Machine Learning for Algorithmic Trading: Predictive models to extract signals from marketandalternativedataforsystematictradingstrategies"byStefanJansen
- 179. DigitalHR: AGuidetoTechnology-EnabledHumanResourcesbyDeborahWaddill
- 180. Al for Marketing and Product Innovation: Powerful New Tools for Predicting Trends,
 - ConnectingwithCustomers, andClosingSalesbyA.K.Pradeep,AndrewAppel,andStanStanStanunathan

Suggestive Readings

- 181. Neha Soni, Enakshi Khular Sharma, Narotam Singh, Amita Kapoor, "Artificial Intelligence in Business: From Research and Innovation to Market Deployment", Procedia Computer Science, Volume 167, 2020, Pages 2200-2210, https://doi.org/10.1016/j.procs.2020.03.272.
- 182. Nikolaos-Alexandros Perifanis, Fotis Kitsios, Investigating the Influence of Artificial Intelligence on Business Value in the Digital Era of Strategy: A Literature Review, Information2023,14(2),85;https://doi.org/10.3390/info14020085

CaseStudies

- The Business of Artificial Intelligence: What it can and cannot do for your organizationbyErikBrynjolfsson,AndrewMcAfee,https://hbr.org/2017/07/the-business-of-artificial-intelligence.
- · Predicting Consumer Tastes with Big Data at Gap, Ayelet Israeli, Jill Avery,



Uponcompletion of the course the students shall be able to:

- 183. AnalyzeBig Data, understanding its core characteristics and the infrastructure required for its management. They will also develop skills in extracting actionable insights that can inform and transform organizational strategies.
- 184. **Comprehend**in-depth knowledge of key AI technologies and explore these technologies'rolesindrivingbusinessinnovationandoperationalefficiency.
- 185. ApplyAlsolutionstocorebusinessfunctions, such as enhancing algorithmic trading in finance, improving customer engagement through CRM systems, and optimizing HR processes with Al-driven tools.
- 186. Evaluate and Mitigateethical risks associated with AI use in business, ensuring practicesarefair, transparent, and responsible. They will also address the legal and societal impacts of AI, fostering responsible leadership in technology deployment.



7TH Semester NHBBA-702

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Entrepreneurial Leadership(Course Code:NHBBA-702)

Course Description

This course is designed to equip students with the knowledge and skills required tobecome effective entrepreneurial leaders. It emphasizes the unique characteristics and challenges of entrepreneurial leadership and provides practical insights into how to lead and manage startups and innovative ventures. The course covers key areas such as leadership theory, entrepreneurial mindset, strategic decision-making, and thedevelopmentofasustainablebusinessmodel.

CourseContent:

Unit1:FoundationsofEntrepreneurialLeadership

- 187. IntroductiontoLeadershipandEntrepreneurship
- 188. Definitions and Concepts of Leadership
- 189. Social, Managerial and Entrepreneurial Leadership
- 190. Theories and Models of Leadership
- 191. TraitTheory, Behavioral Theories, Contingency
 Theories, Transformational and Transactional Leadership

Unit2:LeadingwiththeEntrepreneurialMindset

- 192. CreativityandInnovationinEntrepreneurship
- 193. TechniquesforFosteringCreativity.
- 194. OverviewofInnovationManagementandroleofFounders
- 195. BuildingCultureofinnovationandentrepreneurialmindset
- 196. Leadingthrough Innovation: Venturestrategies and role of the leader. Process and Resources
- 197. The virtual work and organization; Leadership and the future of work in the venture leadership context.

- 198. Leadership Challenges in Entrepreneurial Venture Development
- 199. CaseStudiesofProminentEntrepreneurialLeaders
- 200. Analysis of elements of leadership desirable in different stages of venture creationand development
 - 201. Designing organisational structure and managing people performance
 - 202. Buildingteams; Managing Growth, Change, Conflicts and Transition

Unit4:EthicalandSustainableEntrepreneurship

- 203. Ethics And Social Responsibility In Entrepreneurship
- 204. Ethical Decision-Making Frameworks
- 205. Buildingthe Right Culture and Values: Role of leader
- 206. CorporateSocialResponsibility(CSR)
- 207. Sustainable Business Practices and managing change
- 208. LeadershipandshapingSustainabilityInBusinessModels

Readings(LatestEditions):

- 209. Robbins, S.P., & Judge, T.A. Essentials of organizational behavior . Pearson.
- 210. Northouse, P.G. Leadership: Theoryandpractice. Sage publications.
- 211. Christensen, C.M., Raynor, M.E., Dyer, J., & Gregersen, H. Disruptive Innovation: The Christensen Collection (The Innovator's Dilemma, The Innovator's Solution, The Innovator's DNA)
- 212. Christensen, C. M.," How Will You Measure Your Life?", Harvard BusinessReview
- 213. Ries, E. Theleanstartup: Howtoday's entrepreneurs use continuous innovation to create radically successful businesses. Crown Currency.
- 214. Vugt, M. van, & Ronay, R. The evolutionary psychology of leadership: Theory, review, and roadmap. Organizational Psychology Review, 4(1), 74-95.
- 215. AlexanderFries, NadineKammerlander, MaxLeitterstorf, "LeadershipSty lesand LeadershipBehaviorsinFamilyFirms: ASystematicLiteratureReview," Jour nalofFamily Business Strategy, Volume 12, Issue 1, 100374.

CourseOutcome:

Uponsuccessfulcompletionofthiscourse, students will be able to:

- 216. Understandandapplyleadershiptheoriesandprinciplesinanentrepreneuri al context.
- 217. Developfurthertheentrepreneurialmindsetandtorecognizeopportunities for innovation and value creation.
- 218. Formulate entrepreneurial vision and engage, motivate and lead stakeholders for implementing effective strategies for leading and managing entrepreneurial ventures.
- 219. Analyze and inculcate the ethical and social responsibilities of entrepreneurial leaders.

7TH Semester NHBBA-FM-05

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Business Analysis Valuation (Course Code: NHBBA-FM-05)

CourseDescription:

The focus of this course is on teaching how to value a business and its equity. The course will examine the fundamental analysis approach in detail and will apply the same to practical exercises. Relative valuation is also covered in this course.

CourseObjectives:

Thiscourseaimstohelpthestudent

- UnderstandthedifferencebetweenDCFandRelativeValuation
 - Estimateoperatingcashflowsandvaluethecompanyusingappropriatediscount rates
- Understandcorporaterestructuringeventsandtheirimpactonvaluation
- Valueacompanyrelativetoitspeersbyutilisingthecorrectratio.

CourseContent:

Unit1:IntroductiontoValuation

Market value vs Book value, valuation of equity and debt, enterprise valuation, discounted cashflow methods vs relative valuation, challenges in valuation methods

Unit2:DiscountedCashFlowValuation

FCFF vs FCFE methods, appropriate discount rates, cost of equity – unlevered vs levered beta, choice of risk free rate and appropriate creditrisk premium, appropriate tax rate, assumptions for growth, challenges in using DCF valuation methods; Estimating cash flows, impact of non-cash expenses - depreciation, impact of taxes, forecasting cash flows, practice exercises; Perpetual growth rate and Terminal Value; Role of comparable companies in choosing growth rates and discounts rates

Unit3:RelativeValuation

Relative Valuation ratios – P/E, P/B, EV/EBITDA, evaluating comparable companies, challenges in using relative valuation, practice exercises

Unit4:CorporateRestructuringandValuation

Restructuring, Organic and inorganic growth, Bankruptcy, Impact on cash flows and discountrates, premium for control and privately held firms; accounting for synergy—revenue growth or expense reduction;

TextbooksBook(LatestEditions):

- Chandra, P., Corporate Valuation, McGraw Hill
- Kishore, R.M., Corporate Valuation: Textand Cases, Taxmann Publications
- Damodaran, A., Investment Valuation, Wiley
- Damodaran, A., Damodaranon Valuation, Wiley

ResearchPapers/Articles

- Harrington, J.P., Nunes, C., Aboulame, A., Valuation Handbook— International Guide to Cost of Capital: 2023 Summary Edition, CFA Institute Research Foundation
- Fabozzi, F.J., Focardi, S.M., Jonas, C., Equity Valuation-Science, Art, or Craft? CFA Institute Research Foundation
- Mital, R., Chairperson IBBI, Standardising Valuation

CaseTopics

- Valueacompanyfromthemanufacturingsectorusingbothfundamental and relative valuation methods
- Explorethevaluationmechanicsofarecentpubliccorporaterestructuring
- Underandovervaluationwithinasector

CourseLearningOutcomes: Attheendofthiscourse students will be able to

- Appreciatethedifferencebetweenbookandmarketvalues
- UtilisebasicDCFandRelativevaluationmethodologiestovalueacompany
- Understandthevaluationimpactofcorporaterestructuring
- Evaluatetheshortfallsandchallengesofimplementingvaluationmethodologies

7TH Semester NHBBA-FM-06

Max. Marks:100
External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Financial Planning(Course Code: NHBBA-FM-06)

CourseDescription:

This course introduces key concepts and different aspects of financial planning such as savings, investments, retirement planning, tax management etc. Students will be equipped with necessary knowledge and skills to analyse financial goals, create comprehensive financial plans, and develop strategies to achieve financial security and

independence.

CourseObjective(s):

- Analysetheimpactofsocio-economicandpoliticalfactorsongoalbasedfinancial planning and decisions.
- Understandthefundamentalconceptsandimportanceoffinancialplanningandid entify the steps involved in the financial planning process.
- Evaluatevarioustypesofinvestmentsproductsandassesstheirriskandreturn characteristics
- Understandtheimportanceofretirementsavingstodevelopretirementplanning options and strategies.

CourseContent

Unit1:IntroductiontoFinancialPlanning

Analysis of social, political and economic environment, assessment of psychological and financialneeds-realy/sperceived,identifyingfinancialgoals,typesofGoals,concept andbenefitsofsaving,financialdiscipline.Definition,needandscopeoffinancial

planning. Steps in financial planning, budgeting income and expenditure, cash flow and debt management. Risk-Return analysis, concept of Time Value of Money. Components of a financial plan. Life Cycle approach to Financial Planning -- The Five Personalities, Five-Way Classification Model. Assessing individual risk taking level.

Unit2:InvestmentPlanning

Investment definition, need for investment, investment v/s speculation v/s gambling. Objectives of investment. Principles of successful investing. Concept of measurement of risk and return. Popular investment avenues and their characteristics – Stocks, Bonds, Mutual Funds, Gold / Silver, Real Estate, ETFs, Commodities, banking products, Unit Linked Insurance Products (ULIPS), overseas investment avenues etc. Computing risk andreturnofinvestmentavenues. Mapping investmentavenues with the financial goals. Diversification and building an investment portfolio. Effect of cultural perspectives on investment behavior. Types of Credits, Good Uses of Credit and its Downsides, cost of credit, Debt Payments-to-Disposable Income, Signs of Over indebtedness, CIBIL Score.

Unit3:RetirementPlanning

Principles, stages and steps in retirement planning. Various retirement schemes -

Employee Provident Fund, Public Provident Fund, Superannuation Fund, Gratuity, National Pension Scheme, Old Pension Scheme, Other Pension Plans. Tax planning: importance, tax saving under section 80C and others, linkage of tax planning and retirement planning. Effect of cultural perspectives on retirement planning.

Unit4:InsuranceandEstatePlanning

Insurance Planning-Meaning- Risk Management -Risk Exposures- Role of Insurance company in advisor Selection-Various strategic solutions for Insurance Planning-Estate Planning Terminology-Process of Estate Planning-Wealth Distribution Goals-Strategies for Estate Planning.

Practical Orientation: Prepare a Financial Plan for a Person /Manager / Entrepreneur / Director / CEO of a Company / Bank / Insurance Agent, considering his / her current expenselevel, future needs of family, retirementage and contingency funds / Time Value of Money

Textbooks(LatestEditions)

- Gitman, L. J., & Joehnk, M.D.; Personal financial planning. South-Western Cengage Learning.
- Keown, A.J.; Personalfinance: Turningmoneyintowealth. Pearson.
- Kapoor, J. R., Dlabay, L. R., Hughes, R.
 J., & Hart, M. M.; Focuson Personal Finance: An Active Approach to help you develop successful financial skills. McGraw-Hill Education.
- Sullivan, M.K.; Financial Planning: A Practical Approach. Wiley.
- Madura, J.; Personal finance. Pearson.
- Cheng F. Lee and John Lee; Financial Analysis, Planning and Forecasting: Theory and Application. World Scientific Publisher, Singapore.
- Indian Institute of Banking & Finance; Investment Planning Tax Planning and Estate Planning. Taxmann Publishing Private Limited, New Delhi
- Indian Institute of Banking& Finance; Introduction to Financial Planning; Taxmann Publishing Private Limited,

References: Research Papers/Articles

• Modigliani, F. (1966). The Life Cycle Hypothesis of Saving, The Demand for Wealth

- and the Supply of Capital. Social Research, 33(2), 160-217.
- Ketchum, M.B., & Moreau, M.A. (2002). Managing your money in retirement. Harva rd Business Review, 80(3), 70-79.
- Ford, G.S., & Guth, W.D. (1994). Financial planning inturbulent times. Harvard Business Review, 72(5), 78-86.
- Anthony, R. N., & Govindarajan, V. (1984). Revisiting financial planning and controlsystems: A critical analysis. Harvard Business Review, 62(2), 65-77.
- Doe, J. (2023). Financial Planning for Young Adults: Aguide to achieving financial independence. Journal of Financial Planning, 36(2), 45-56.
- Smith,
 - J. (2022). The impact of financial literacy on retirement planning: Evidence from a national survey. Journal of Consumer Affairs, 56(3), 789-802.
- Shefrin, H., & Statman, M. (2000). Behavioral PortfolioTheory. Journal of Financialand Quantitative Analysis, 35(2), 127-151. doi:10.2307/2676187.

CaseTopics/Areas

- RetirementPlanning
- PersonalCreditManagement
- RiskToleranceAssessment
- Tax-EfficientWithdrawalStrategies
- BudgetingandSavingforFutureRequirement
- PersonalPortfolio

CourseLearningOutcome(s):

Onsuccessfulcompletion of the course students will be able to:

- Describethefinancialplanningprocessanditssteps.
- Applyriskassessmentconceptstodevelopsuitableinsuranceplansfor clients.
- Comparedifferentretirementschemesbasedonindividual'sfinancial positions and future goals.
- Assessvariousinvestmentchoicestoformulategoal-basedfinancialstrategies.

7TH Semester NHBBA-MM-05

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Digital Marketing(Course Code:NHBBA-MM-05)

Digital Marketing (DM) focuses on the subdomain of Marketing that serves customers by leveraging digital assets. These assets include online channels of communication& distribution, search engines, social media, and mobile commerce. While the principles from the Marketing Management (MM) course form the bedrock, this course emphasizes how related concepts, frameworks, and strategiesshouldbereimaginedtotapintothepoweroftheInternetandassociated e-commerce platforms.

CourseObjective(s):

- 220. DevelopafoundationalunderstandingofhowDigitalMarketing.
- 221. Beabletodeveloporcritiquethebusinessmodelsoffirmsthatareengagedin digital marketing.
- 222. Applying skillsand capabilities to address DM problems in the real world.

CourseContent:

UnitI:IntroductiontoDigitalMarketing

EvolutionofDigitalMarketing,TraditionalMarketingvs.DigitalMarketing;Digital Marketing Framework, Digital Marketing Business Models; Digital Consumers; Consumer Behavior on Digital Channels, Managing Consumer Demand, Digital Decision Journey, POEM Framework.

Unit II: Digital Marketing Strategy Development

Digital Marketing Assessment Phase; Elements, Digital Marketing Internal Assessment, Objective Planning, Digital Marketing Strategy; Groundwork, Digital Marketing Mix, Skills in Digital Marketing,

UnitIII:DigitalMarketing Planning

DigitalMarketingCommunicationandChannelMix;Display,SearchEngine, SocialMedia, Facebook,LinkedIn Advertising, etc.; Designingthe Communication

Mix,DigitalMarketingCampaignManagement;ContentManagement;WebDesign, Optimization of Websites, Web Analytics, Search Engine Optimization, Data Interpretation in Marketing Decision.

UnitIV:DigitalMarketingExecutionElements

Digital Marketing Execution Elements; Managing Digital Marketing Revenue, ManagingServiceDeliveryandPayment,RoleofArtificial Intelligence,Virtual Reality&AugmentedRealityinDigitalMarketing,ManagingDigital ImplementationChallenges,DigitalEthics—DataPrivacyandEthicalMarketing.

TextBooks(LatestEditions)

- Bhatia, PuneetSingh. FundamentalsofDigitalMarketing. 2ed., 2023, Pearson.
- Ahuja, Vandana. Digital Marketing. 2015, Oxford University Press
- Kingsnorth, Simon (2022), Digital Marketing Strategy: An Integrated Approachto Online Marketing. New Delhi: Kogan Page.
- Gupta, Seema (2022), Digital Marketing. Noida, UP: McGraw HillEducation (India) Pvt. Ltd.
- Hafiz, Adnan (2024), Fundamentals of Digital Marketing: Textand Cases, New Delhi: Book Rivers.

References

TeachingLearningProcess:

Lectures, Presentations, Roleplays, Casestudies, Termpapersonagiventopic



Supply Chain Management (Course Code: NHBBA-MM-06)

UNIT-1

Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions.

UNIT-2

Introduction, Three Components of SCM, Demand Management, Demand Forecasting; Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies

UNIT-3

Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure.

UNIT-4

Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management.

Suggested Readings:

- 1. Supply Chain Management by Michel H Hungo
- 2. Supply Chain Management by Sunil Chopra

7TH Semester NHBBA-HR-05

Max. Marks:100
External Assessment:80
Internal Assessment: 20

Max Contact Hours: 30

Negotiation Skills(Course Code:NHBBA-HR-05)

Course Description: Negotiation skills is a course which will make day to day negotiations easy to handle. Be it a leader or upcoming manager, negotiation process and psychology of negotiations is important. Understanding the neuroscience of the person to negotiate with, manage conflict and team negotiations and know when to negotiate and when not to a negotiate and when not to a negotiate and when not to a negotiate and when not negotiate and negotiate and when not negotiate and ne

CourseObjective(s):

223. Tounderstandthenegotiationprocess

- 224. Tosensitizestudentstothepsychologyofnegotiations
- 225. Understandthewin-winnegotiationskills
- 226. LearnaboutthebiasesinpsychologywhichinfluenceNegotiationprocess

CourseContent:

Unit1:NegotiationBoosterPrimer,coveringBATNA,ZOPA

Ego-tiation is the New Negotiation; Prime Yourself for Success; Opening Offer: The Anchoring Effect; On Alternatives: We Won the Lottery!; Manage Perception to Win Negotiation; The Three-Dimensional (3D) Perception Model; Impression Management

Unit2NegotiationBoosterPrimer,Part2

The Attribution Trap; On Profiling: Do Not Usea Gunfora Mosquito; Choosethe Right Strategy How to Impact Behavior: The Feel-Think-Act Trio; On Listening: The Ego Whisperer; Two-Dimensional Listening; On Creating a Bond: Tell Me a Story; Beyond Marsand Venus: Gender and Negotiations; Chapter 15 The Impact of Culture on Negotiation; Virtual Negotiation; Negotiation is a Mirror; Negotiation Booster

Unit3:PsychologyandNeuroscienceofNegotiations

When Rationality fails: Biases of the mind; When rationality fails Biases of the Heart; Negotiating rationality in an Irrational World.***Neuroscience of Negotiations.

Unit4: Negotiating in the real world

Blind spots and Negotiations; Confronting Lies and Deception; Recognizing and resolving ethical dilemmas; Negotiating from a position of weakness; When Negotiations get ugly; When not to negotiate

Unit5:NegotiationBoosterSealer,

Case1TheRedlineDocumentsPowerStruggle;Case2WhatLiesBeneaththe Cake, Bake a Larger One; Case 5 There is Always an Alternative 'Case 6 Communicate to Win

TextBooks(LatestEdition):

- 227. 1.NegotiationBoosterTheUltimateSelf-EmpowermentGuidetoHighGuide toHigh-ImpactNegotiations,Prof.Dr.KasiaJagodzinski,2021,Business expert Press.
 - 1. E-bookavailable
- 228. *Malhotra*, D.,& Bazerman, M. H. (2008). *Negotiation genius*:New York, N.Y: Bantam Dell

- 229. PsychologyToday,30thJan2024,<u>ChristopherWillardPsy.D.</u>The Neuroscience of Negotiation An introduction to leveraging neuroscience to communicate more effectively.
- 230. 3. Winning Negotiations that preserve Relationships, Harvard Business School Press
- 231. 4. Negotiating with Winning Words Dialogue and Skills to HelpYou Come Out Ahead in Any Business Negotiation Michael Schatzki, 2018, Business expert Press.

PracticalExercises/Extrareadings

- 232. The Elements of Choice by Eric Johnson. Riverhead Books, 2021 Chapters 1-4
- 233. ThinkingFastandSlowbyDanielKahneman,PenguinBooks,1995,Chapter 3
 "Frames and Reality"
- 234. PredictablyIrrational,RevisedandExpandedEdition:TheHiddenForcesThat Shape Our Decisions .by Dan Ariely Chapters 3-6

CourseOutcome(s):

Attheendofthiscoursestudentswillbeableto:

- 1. Analysethetacticstousewhennegotiating
- 2. Describethevarious biases of Negotiations

DAEUI

- 3. Understandthebasicneuroscienceofnegotiationtocreateawinwin situation.
- 4. Applytheknowledgeofnegotiationsinpersonalandprofessionalspace.

 Course Title Team Building in the organizations.

7TH Semester NHBBA-HR-06

Max. Marks:100

External Assessment: 80 Internal Assessment: 20

Max Contact Hours: 30

Cross culture HRM(Course Code:NHBBA-HR-06)

CourseDescription:

This course aims to provide students a sound understanding of the complexities of Cross-Culture Human Resource Management. The course starts with a survey of cross-

cultural context of HRM, analyses impact of culture, discusses in detail functional aspects of cross- cultural HRM, and identifies some of the emerging trends, issues and challenges in managing work force around the globe.

CourseObjectives:

- 235. To provide students with a robust understanding of Cross-Culture HR practices and issues.
- 236. To provide an understanding of the impact of culture on human resource management practices across the globe and ways to manage cross cultural issues in MNCs and other organizations operating beyond their homemarkets.
- 237. To sensitize how HR can contribute as a strategic partner in enhancing a multinational organization's performance and competitive advantage.
- 238. To introduce ideas borrowed from ancient Indian Philosophy and texts for crosscultural management.

CourseContent:

Unit1:IntroductiontoCross-CulturalHRM

Meaning and functions of Cross-Culture HRM; Facets of the cross-cultural HRM function including global workforce planning and international assignee selection and management; Differences between Domestic and Cross-Cultural HRM; Key international HRM issues related to: Employee Participation, Work-Life Balance, Ethics in Business, Employee Contribution, Employee Safety, Apprenticeships, State Controlled Free Trade, Militant Unionism; Protectionist Perceptions and Impact on Cross-Cultural HR.

Unit2:TheImpactofCulture

Concept and Elements of Culture; Cultural Environment and HRM: Dimensions of Culture; Hofstede's Cultural Dimensions, Individual perspectives; Language and Interpretation challenges, HighandLow context cultures, Genderbiases, Employee Behavior, interaction with social and governmental institutions, managing vendor and retail channels; Emerging and growing business centers and economies; Ubiquity of, and preference for, local norms and HR practices in Cross-Cultural HRM; Impact on doing business (Institutions, Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.); Discriminationinpolicies; Diversity and Sensitivity Trainings; Leadership for Cross-

Unit 3: Expatriates and Inpatriates in Global Workforce and their Management

Factors supporting the creation of a globally mobile workforce; Expatriates and Inpatriates, Factors affecting movement decisions, specific requirements of expatriation and inpatriation movements; Approaches to cultural orientation and movement (ethnocentric, regiocentric, polycentric); Operating realities andavailability of facilities and resources at home and non-home operations; Specific situationsofwomenandspecialneedsmanagers; Evaluating performance of "moved" employees; Evaluation biases, Needs and issues; Evaluating the impact of expatriation in performance and costs

Unit4:Cross-CultureHRMpracticesandemergingtrends &challengesin cross-culture HRM

Cross-cultural Workforce Planning and Staffing; Cross-cultural Recruitment, Selection and Repatriation, managing diversity in hiring and other HR practices on an International HRM level; Cross-CulturalTrainingandManagementDevelopment; Issues related to International Compensation, Benefits and Taxes,, Reallocation Expenses, Value of Money, Base for Salary, Tax management, Productivity Stabilization Time; Cross-Cultural Employee Performance Management, Stereotyping and related cultural issues and managing their impact on employees; International Employment Law, Labor Standards and Ethics; International Employee Relations, Industrial Relations (IR) situations across different countries and cultures. **Ethics** andemployeemanagement; TeammanagementinCross- cultural HRM situations MNCs; Issues in managing globally diverse and dispersed teams- cross cultural differences in Ethics and CSR, Employee activism in different cultures; HR and Crosscultural HRM as a source of competitive advantage; Cross-cultural management in the Gig economy; Meeting the demands of international expansion

Readings:

RecommendedTextBooks(LatestEditions)

- 239. DowlingP.J., Festing, M. and Engle Sr., A.D., International Human Resource Management, Cengage Learning.
- 240. Tarique, I., Briscoe, D. and Schuler, R.), International Human Resource Management: Policies and Practices for Multinational Enterprises. Fifth edition. London: Routledge.
- 241. Lazarova, Mila., et. al., Essentials of Human Resource Management-Managing People Globally, Edward Elgar Publishing.
- 242. Rao, P.S., International Human Resource Management, Himalaya Publishing House. References:
 - 243. Trompenaars, F., & Hampden-Turner, C. (1998). Ridingthe Waves of Culture:

- Understanding Cultural Diversity in Global Business (2nd ed.).
- 244. Hofstede, G., Hofstede, G.J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind, third edition* (3rd ed.). McGraw-Hill Professional.
 - 245. Vivekanand, S. The East and the West
- 246. UpadyayaD(2016)Integralhumanism:Ananalysisofsomebasicelements. Prabhat Prakashan, Delhi

ReflectiveExercisesandCases:

247. CaseAnalysis:INSEADcasestudy:Apple&China(5.4-TheDécor: Introducing Chinese Business Culture and Negotiation.

https://flora.insead.edu/fichiersti wp/InseadEMCCCtheseswave13/80399.pdf

- 248. Where Have You Been? An Exercise to Assess Your Exposure to the Rest of the World's Peoples (2021) | Paul W. Beamish | Ivey Publishing | W27504-PDF-ENG | https://hbsp.harvard.edu/product/W27504-PDF-ENG
- 249. ClassDiscussiononIndianperspectiveonCross-CulturalManagement such as 'Vasudhaiva Kutumbakam'.
 - 250. Vivekanand, S. The East and the West
- 251. Upadyaya D (2016) Integral humanism: An analysis of some basic elements. Prabhat Prakashan, Delhi
- 252. Assignment on 'Ancient India and its relations with neighboring countries and an account of foreign travelers/court artists' writings on treatment offoreigners in Ancient India.
- 253. Industry insight: Deloitte Review, 2018: The Diversity and Inclusion Revolution Eight Powerful Truths. https://www2.deloitte.com/content/dam/insights/us/articles/4209_Diversity-and-inclusion-revolution.pdf
 - 254. CaseAnalysis: HBR: WhenCultureDoesn'tTranslate.

https://hbr.org/2015/10/when-culture-doesnt-translate

255. Industry Insight: PWC, The Diversity Project, 2018: Diversity is The Solution, Not A Problem to Solve.

https://www.pwc.co.uk/financial-services/assets/pdf/pwc-diversity-is-the-solution.pdf

CourseOutcomes:

- 1. UnderstandandrememberthedifferencesbetweenDomesticHR practices and International HRM practices.
- 2. UnderstandsomeofthekeyHRchallengesfacingorganizationsworking internationally.
 - 3. Understandandrememberindetail thevariousinternationalHR practices.
- 4. Understandandanalyzevariousemergingtrends, issuesand challenges involved in managing people worldwide.

Summer Internship Course Code : NHBBA-705 CourseTitle : SummerInternship NumberofCredits : 4 CourseCategory : SEC

CourseObjective(s):

The summer internship aims to provide students with an integrative learning experience that combines professional work in a real-world organisation with rigorous academic research. Through an action research project, students will develop and apply theoreticalknowledgetopracticalchallenges, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

SummerInternshipStudentEngagementProcess:

An internship/capstone project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step1.

Orientation Session: The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how

tosucceedintheirupcomingprofessionalexperience. Thesessionaimstobridgethe gapbetweenacademiclearningandpracticalapplicationinareal-worldsetting.

Step2.

Identifyaninternship:Studentsresearchopportunitiesthatalignwiththeir career goals and academic background. They explore various platforms, such as online jobboards, networking events, and professional associations, to find positions that offer relevanthands-onexperienceandskillsintheirchosenfield.

Step3.

Internship agreement Form: The Student, Mentor, and internship Coordinator in the Industry willcomplete the internship agreement form.

Step4.

Start of Internship: The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gainsubstantialexperiencewhileaccommodatinganyacademiccommitments.Regular checkins and progress reviews will be conducted to support intern development and address any challenges, ensuring a productive and enriching internship experience.

Step5.

SubmissionofReport:

Front Page: Student Name, Course, Internship Company, Duration, Mentor Internship

Agreement Form

InternshipCertificate

Introduction & background of the

CompanyRoles&responsibilitiesasanInternWee

kly work allotment & completion report

Challenges & Solutions

Learningfromtheinternship

Conclusion

Step6.

Internship Evaluation: The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they wereaddressed. They reflect on their professional development and how the internship influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern's understanding and experiences. This evaluation assesses the intern's ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student's submission.

CourseOutcome:

Afterthecourse, the outcomes are as follows under

5. Application of theoretical knowledge to real-worlds cenarios.

- 6. Developmentofprofessionalskillsandnetworkingopportunities.
- 7. Iunderstandworkplace cultureand dynamics.
- 8. Hands-onexperienceinachosenfield.



NEHRU GRAM BHARATI

DEEMED TO BE UNIVERSITY



DEPARTMENT OF MANAGEMENT

EVALUATION SCHEME & SYLLABUS

for

BBA EIGHTH SEMESTER HONOURS

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

With effect from academic session 2025-26

FACULTY OF MANAGEMENT & COMPUTER APPLICATION

DEPARTMENT OF MANAGEMENT

BBA Eighth Semester with Honours

S.NO	Course	Course	Subject	Evaluation Scheme					Course
	Category	code					ESE	Subject	Credit
				CT	TA	Total	1	Total	
1	SEC	NHBBA-801	Dissertation work(Dissertation Work(Started in seventh Semester)	1	A			200	8
2	DSE-VII	NHBBA-FM-07 NHBBA-MM-07 NHBBA-HR-07	256. Behavioral Finance(Neuro Finance) 257. International Marketing 258. HR Analytics Note: opt any one elective paper	10	10	20	80	100	4
3	DSE-VIII	NHBBA-FM-08 NHBBA-MM-08 NHBBA-HR-08	259. Financial Derivatives 260. Rural Marketing 261. Team Building in the organizations Note: opt any one elective paper	10	10	20	80	100	4
4	DSE-IX	NHBBA-FM-09 NHBBA-MM-09 NHBBA-HR-09	262. Strategic Corporate Finance 263. Neuro- Marketing 264. Behavioral Testing and training for employee retention. Note: opt any one elective paper	10	10	20	80	100	4
								500	20

TA- Teacher Assessment

CT- Cumulative Test

Discipline Specific Elective(DSE)

Discipline Specific Electives /Specializations	Course Code/Paper Code Group	Course Name/Paper Name			
Financial Management	NHBBA-FM-07	Behavioral Finance(Neuro Finance)			
	NHBBA-FM-08	Financial Derivatives			
	NHBBA-FM-09	Strategic Corporate Finance			
Marketing Management	NHBBA-MM-07	International Marketing			
	NHBBA-MM-08	Rural Marketing			
	NHBBA-MM-09	Neuro- Marketing			
Human Resource Management	NHBBA-HR-07	HR Analytics			
	NHBBA-HR-08	Team Building In the organizations			
	NHBBA-HR-09	Behavioral Testing and training for employee retention.			

Note: opt any one elective from Financial Management/Marketing Management / Human Resource Management



8TH Semester NHBBA-FM-07

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Behavioral Finance(Neuro Finance) (Course Code:NHBBA-FM-07) CourseDescription:

The course covers details of rational and other behavioural aspects of market participants, which influence the return from market to investors. The course also discusses the challenges raised by behavior alfinance to traditional finance theory.

Course also highlights some applications of behavior alfinance to decision making.

CourseObjectives:

Thiscourseaimstohelpthestudents

- 265. Understandtheroleofemotionsindecisionmaking
- 266. Understandtheroleofheuristicsandbiasesinfinancialdecisionmaking
- 267. Appreciatetheimpactofemotionsoninvestorpsychologyandresultingchallenges to traditional finance theory
- 268. Utiliselearningsfrombehavioralfinancetohelpguidepublicpolicyandfinancial product design

CourseContent:

Unit1:Introduction Behaviouralfinance

Rationality, Agencytheory, Prospecttheory, Tradersbrain, Reasonedemotions; Overreaction and optimism

Unit2: HeuristicandBiases

Emotion and reasoning, Excessive risk taking, Anchoring, Bandwagon effect, Confirmation bias, Availability heuristic, Over confidence, Framing, Ostrich effect, Loss aversion, Gamblers' fallacy, Status Quo bias, class exercises and games on heuristics and biases

Unit3:InvestorBehaviorandChallengestomarketefficiency

Attitude to risk, expected utility, Mental accounting, Noise trader risk in financial markets; Resistance to recognizing failure, Conformity, Social forces selfishness or altruism, Group psychology on Board, Contrarian investing, Conflict of interest,

Investorriskcapacitymeasurementtools; Anomalies-Smallfirmeffect, Momentum Vs Reversal,

Behavioural explanation for anomalies

Unit4:BehavioralFinanceimplicationsfordecisionmaking

ImplicationsforGovernmentPoliciesonhealth,education,savings-Nudge,Framing; Designofinvestmentproducts,insuranceproducts

TextbooksandReferenceBook(LatestEditions)

- 269. Chandra, P., Behavioral Finance, McGraw Hill
- 270. Singh, R., Behavioral Finance, PHI
- 271. Kapoor, S., Prosad, J.M., Behavioral Finance, Sage

ResearchPapers/Articles/Books:

- 1. Statman, M., Behavioral Finance-The Second Generation, CFAInstitute Research Foundation
- 2. Thaler, R., Sunstein, C.R., Nudge: Improving Decisions About Health, Wealth, and Happiness, Penguin

CaseTopics:

- 272. ClassroomgamestohelpstudentsunderstandHeuristicsandBiases
- 273. Exploringrecentfinancialnewsandtryingtoexplainhotlydebateddecisions<mark>via</mark>
 Behavioral Finance
 - 274. NudgesinPolicyDecisionsbytheGovernment

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8TH Semester NHBBA-FM-08

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Financial Derivatives (Course Code: NHBBA-FM-08)

CourseDescription:

The objective of the course is to introduce the concepts of derivative products such as forwards, futures, options and their role in risk management. The course will explore the linkages of derivative prices with their respective underlying assets. The course will also introduce the students to complex derivatives such as interestrate and credit derivatives.

HERE DESIGNATION

CourseObjectives:

Thecourseaimstobuild

- 1. Knowledge about the structure of vanilla derivative products such as forwards, futures and options
 - 2. Exposuretothepricingofvanilladerivatives
 - 3. Knowledgeaboutinterestrateandcreditderivatives
 - 4. Abilitytounderstandutilisationofderivativesforriskmanagement

CourseContent

Unit1:IntroductiontoDerivatives

WhatareDerivatives;Structureofcommonderivatives—Forwards,Futures,Options; Use of derivatives; Challenges in using derivatives; Exposure to equity, currency, agricultural and non-agricultural commodity derivatives; Derivatives available to retail customersandcorporates;DerivativeexchangesandOTCderivatives

Unit2:DerivativePricing

Pricing of Forwards and Futures; Cost of carry; Convergence of forwards, futures and underlyingassetprice; Contangoand Backwardation; Differences between forwards and futures; Binomial Option Pricing Model; Concept of hedging using underlying asset; Delta; CRR model; Black Scholes Option Pricing Model - application

Unit3:InterestRateandCreditDerivatives

Fixed rate vs Floating rate borrowing and investments; Forward Rate Agreements; Interest rate swaps; Currency Swaps; Credit Default Swap; Collateralised Debt Obligation; Role of credit derivatives in 2008-09 Global Financial Crisis

Unit4:DerivativesinRiskManagement

Business risk from volatility in revenues and expenses; Risk in agriculture and commodity businesses; Risk in global businesses; Goal of Risk Management; Utilisation of vanilla derivatives for risk management using Case studies

Textbooks(LatestEditions)

- 5. Hull, J.C., Options, Futures and Other Derivatives, Pearson
- 6. Rajib, P., Commodity Derivatives and Risk Management, PHI
- 7. Srivastava, R., DerivativesandRiskManagement, OUPIndia References:

ResearchPapers/Articles

8. Appropriate National Stock Exchange, Bombay Stock Exchange, Multi
Commodity

ExchangeandNationalCommodityandDerivativesExchangewebpagesfordetails onavailablefortradingequity,commodity,currencyandinterestrateDerivatives

9. SEBIwebsiteFAQsonequity, commodity and currency derivatives

CaseTopics

- 10. Utilizationofagriculturalproductforwardsbyfarmers
- 11. Pricingofoptionsforjewelleryindustry(goldimporters)
- 12. Utilizationofswapsbydomesticcompanieswhenborrowingglobally

CourseOutcomes:

Uponcompletionofthecoursestudentsshouldbe

- 13. Awareofdifferencesbetweenvanilladerivative products
- 14. Abletounderstandthelinkagebetweenderivativepricingandtheunderlyingasset
- 15. Exposed to the wider variety of interestrate and credit derivatives
- $16. \, Develop an ability to analyse a situation and recommend usage of derivatives \,$

8TH Semester NHBBA-FM-09

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Strategic Corporate Finance (Course Code:NHBBA-FM-09)

CourseDescription:

The primary objective is to provide the framework, concepts, and tools for analysing financial decisions based on fundamental principles of modern financial theory. The course will deal with capital structure, cost of capital, corporate valuation and restructuring related issues. It will enable the students to steer the corporate issues and challenges in better manner.

CourseObjectives:

- 17. DevelopunderstandingoftheconceptofStrategicFinancefordecision-makingin corporate world.
- 18. Expand knowledge of corporate valuation and gain an overview of different corporate valuation techniques.
- 19. Compareandcontrastsituationsoffinancialdistressandtheirmanagement strategies.
 - 20. Orientstudentswiththeconceptofmerger, acquisitionormanagement buyout

CourseContent:

Unit1:Introduction

Introduction to strategic corporate finance: Strategy v/s Planning. Importance of strategyin financial decisions. types of financial strategy for shareholder's wealth maximization, overall corporate value addition and economic value addition. Key Financial Risks –Interest rate risk, Credit risk, Political risk, Currency risk, Foreign exchange markets, Money market hedges, Exchange rate risk management strategies, Interest rate risk

managementstrategies, Creditrisk managementstrategies, Long-termex posureto foreign currency risk. Different sources of capital, determination of capital structure and factors affecting the capital structure, cost of capital.

Unit2:ConceptofValuation

Overviewofcompanyvaluation, Valuation Principles and Practices, "what if scenarios, keyfinancialandcommercialfactorsaffectingthebusinessvaluation. Applying enterprise valuation methodologies including market multiples, precedent transactions and discounted cash flow analysis (DCF). EstimatingaFirm'sEquityandEnterprise Valuefor investment and change of control analysis. Estimating a Firm's Cost of Capital: CAPM, Arbitrage Pricing Theory and alternatives to CAPM, Weighted Average Capital. Valuing Firms with a Changing Capital Structure, Adjusted Present Value. Overview of other approaches of valuation- Income Approach, Market Approach, Asset Based Approach, EVA.

Unit3:FinancialDistressandRestructuring

Meaning of bankruptcy, factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and otherdisposals. Exitstrategy-mostappropriate exitroute, valuation, timing of sale and planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.

Unit4: Merger and Acquisitions

OverviewofM&A, Typesofmergers and procedures, Valuationofanorganisation, Value gaps, Financing mergers and takeovers, Defence tactics, Legal and financial due diligence, Management buyouts. Leverage buyouts. Reverse Merger. Valuation Methods, Benchmarks of Value& Valuation of the Target's Equity, Marketability of the Stock, Takeovers and Control Premiums, Shareholder Wealth Effects and Methods of Payment, Exchange Ratio. Tax Issues in M&A - Financial Accounting for M&As, Taxable versus Tax-Free Transactions.

Textbooks(LatestEditions)

- 21. Berk, J., & DeMarzo, P.; Corporate Finance. Pearson Education Limited. Brealey, R.A., Myers, S.C., & Allen, F.; Principles of Corporat e Finance. McGraw-Hill Education.
- 22. Clayman, M. R., Fridson, M. S., Troughton, G. H., & Scanlan, M. C.; Corporate Finance: APractical Approach. Wiley.
 - 23. Damodaran, A.; Corporate Finance Theory and Practice. John Wiley & Sons, Inc.

- 24. Horne, J.C.V., & Wachowicz, J.M., Jr. Fundamentals of Financial Management. FT Prentice Hall, Pearson Education.
- 25. Pettit, J.; Strategic Corporate Finance Applications in Valuation and Capital Structure. John Wiley & Sons, Inc.
- 26. Rosenbaum, J., & Pearl, J.; Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions. Wiley.
 - 27. GriffithCollege.; CPAStrategicLevel-StrategicCorporateFinance

ResearchPapers/Articles

- 28. Modigliani, F., & Miller, M. H. (1958). The cost of capital, corporation finance, and the theory of investment. The American Economic Review, 48(3), 261-297.
- 29. Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agencycostsandownershipstructure. Journal of Financial Economics, 3(4), 305-360.
- 30. Jensen, M.C. (1986). Agencycostsoffree cashflow, corporate finance, and takeove rs. The American Economic Review, 76(2), 323-329.
- 31. Myers, S. C., & Majluf, N. S. (1984). Corporate financing and investment decisions when firms have information that investors do not have. Journal of Financial Economics, 13(2), 187-221.
- 32. Ross, S. A. (1977). The determination of financial structure: The incentive-signalling approach. The Bell Journal of Economics, 8(1), 23-40.

CaseTopics/Areas

- 33. Mergersand Acquisitions
- 34. Capital Budgeting
- 35. Financing Strategies
- 36. LeverageBuyout
- 37. Corporate Valuations

CourseLearningOutcome(s):

Uponsuccessfulcompletionofthecoursestudentswillbeableto:

- 38. Analyse different corporate strategies aimed at maximizing shareholder wealth, enhancing overall corporate value and management of various risks
 - 39. Applydifferentvaluationtechniquesforcorporatedecision making.
- 40. Categorize, select, and analyse relevant information to develop strategies aim edat reducing situations of financial distress.
- 41. Evaluateandadvisestrategiesonaproposedmerger, acquisitionormanageme nt buyout.

8TH Semester NHBBA-HR-07

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

HR Analytics (Course Code: NHBBA-HR-07)

CourseDescription:

The course is an application oriented one and most of the exercises must be done with case studies and examples. During the course basic concepts regarding HR metric will be revised and applied using organisational data.

CourseObjectives:

- 223. To provide learners with a comprehensive understanding of the concept of analytics, especially in the HR context, and to understand HR indicators conceptually.
- 224. ToequiplearnerswithkeymetricsmeasuredbyHRanalytics,understanddata sources and requirements, and learn about the ethics of measurement and evaluation.
- 225. To enable learners to understand and apply various statistical analysis for HR, including measures of central tendency and basics of regression analysis.
- 226. To develop learners' skills in understanding the frameworks for HR analytics and the HR analytics process/cycle.

CourseContents:

Unit1:Introduction

Concept of Analytics, Concepts of Analytics in HR Context: People and Workforce

Analytics, Importance of HR Analytics, Understanding HR indicators conceptually.

Unit2:HRMetrics

Defining Metrics: key metrics measured by HR Analytics; Demographics, Data sources and Requirements, Data Requirements and Types of data, Difficulties in Obtaining data, Ethics of Measurement and Evaluation.

Unit3:StatisticsTools

StatisticalanalysisforHR(Measuresofcentraltendency-Mean,Median,Mode;

Unit4:HRAnalyticsProcessanditsContributionindecisionmaking

Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework, HR Analytics Process/ Cycle, Introduction to levels of HR Analytics. Developing HR Scorecard, Developing HR Analytics, and Analytics for Decision Making (Improved Productivity and Efficiency).

Readings:

- 227. Edwards, M. R., & Edwards, K. (2019). Predictive HR analytics: Masteringthe HR metric. Kogan Page Publishers.
- 228. Isson, J.P., & Harriott, J.S. (2016). People analytics in the era of big data:

Changingthewayyouattract, acquire, develop, and retaintalent. John Wiley & Sons.

- 229. Evans, J. (2020). Business Analytics, Global Edition. United Kingdom: Pearson Education.
- 230. VanWieren, S. (2017). Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish. Technics Publications, LLC.

Note:Latesteditionofreadingsmaybeusedandshallbereferredto.

Pedagogy:

This course uses multiple pedagogies like interactive lectures, learner discussions and PPTs, research articles, case studies, and simulation exercises.

PracticalExercise

Learnersmust

231. researchasuccessfulcompanyandwriteareportonhowHRanalyticsis implementedanditsimpactonthecompany'ssuccess.

BE UNIVERSY

- 232. identify key HR metrics for a hypothetical organisation and discuss the ethical considerations in measuring and evaluating these metrics.
 - $233.\ analyse a given set of HR data using statistical tools and present their findings.$
- 234. applytheLAMPFrameworkandHCM21FrameworktoahypotheticalHR scenario.

235. developanHRscorecardforahypotheticalorganisationanddiscusshowthey woulduseHRanalyticsfordecisionmaking.

CourseOutcomes:

Aftercompletionofthecourse, learners will be able to:

- Explaintheimportance of HRanalytics and discuss HR indicators.
 - Identify key HR metrics, discuss the types of data required for HR analytics, and explain the ethical considerations in measurement and evaluation.
- UsestatisticaltoolstoanalyseHRdata.

8TH Semester NHBBA-HR-08

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Team Building in the organizations (Course Code: NHBBA-HR-08)

Course Description: The course provides skill and the will to work in teams. Knowledge of managing self in teams as an effective team member, while also knowthe difference between a group and a team is important. Dealing with online and offline teams and collaborating together to weed out dysfunctional behaviour is what will aid the students of this course.

CourseObjective(s):

- 236. To Understanddifference betweenGroup andteam
- 237. Tosensitizestudentstofunctionalanddysfunctionalteambehaviour
- 238. EnableunderstandingofbeinganeffectiveTeamleader
- 239. Understandcollaborativeteambehaviourinteams

CourseContent:

Unit1:WhyGroupsandTeams

StagesofTeamDevelopment; Navigating, surviving, reorganizingNorming, Storming, Performing, Reorganizing.*WhysometeamPulltogetherandSomedonot

Unit2:SustainingHighPerformance&EffectiveteamMembers

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 theleaders and Dysfunctional team members, Intra-Group and Inter group Dynamics.

Unit3:Developingteamsanddealingwithvirtualteams

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

Unit4:EffectiveTeamLeadershipandEffectiveOrganizationalSupport

Leadership in different stage of team development; Leadership and team building style; Teams and groups on organizations, Building complimentary team members, Avoidtoomuchhelpasaleader, Teamautonomyand Organizational supportaudit.

TextBooks(LatestEdition):

- 1. Creating Effective Teams, Susan A. Wheelan, Sage South Asia Edition 240.
- 241. LeadersEatLastbySimonSinek
- 242. TEAMMANAGEMENTPaperback-5December2019
- Forsyth, D.R. (2018). Group Dynamics. (6thed.). Cengage Learning, 243.
- 244. Delhi.byAlanClifton,RupaPublications
- 245. The Five Dysfunctions of a Team Patrick Lencioni REST OF PRO

PracticalExercise:

42. Seeandreview Film: Lagaan

CourseOutcome(s):

Attheendofthiscoursestudentswillbeableto:

- 1. AnalysetheStagesofteamformationanddevelopteambuildingskill
- 2. Evaluateandmanageconflictandcollaborationinteams

- 3. Rearrangeteamformationforconflictresolutioninteams
- 4. Demonstratewaysofbeinganeffectiveteammemberinrealteams

8TH Semester NHBBA-HR-09

Max. Marks:100 External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Behavioral Testing and training for employee retention (Course Code:NHBBA-HR-09)

CourseDescription:

To familiarize learners about concepts of Employee retention and Behavioral Testing andhowtousethemtofacethechallengesofretainingandmotivatingemployees to high performance.

CourseObjectives:

- 246. Toprovidelearnerswithacomprehensiveunderstandingoftheindividual behavior.
- 247. Toequiplearnerswithbehaviorismandmethodsofbehavioralassessment.
- 248. Toenablelearnerstounderstandtheuses, varieties, and construction of psychological tests.
- 249. Todeveloplearners'skillsinunderstandingtheprocessoflearningand development and career planning.

CourseContent:

Unit1:IndividualBehavior

Foundations of Individual Behaviour; Personality - Type A/B, Big five personality types, factors influencing personality; Attitude – concept, components, job related attitudes; Learning- concept, theories and reinforcement; Perception and emotions- concept, perceptual process, factors influencing perception, perceptual errors and distortions; Beliefsandvalues-conceptandtypes: terminal values and instrumental values.

Unit2:BehavioralAssessment

Behaviorism, Kinds of consequences, Reinforces, Intrinsic and extrinsic reinforces, Consequences and timing, The Premack principle, Extinction, Criticisms of behaviorism, Methods of behavioral assessment, The focus of assessment, Functionalanalysis, Analysis of problembehavior, Motivational analysis, Behavioral vs traditional assessment

Unit3:Psychologicaltesting

Uses and Varieties of Psychological Tests, Item Analysis, Norms and the Meaning of Tests Scores; Reliability and its Types; Validity and its Basic Concepts; Steps for TestConstruction, Testadaptationandrevalidation; OtherTechniquesofbehavioral Assessment; Ethical and Social Considerations in Testing; Ethical Guidelines in behavioral Assessment.

Unit4:EfficientLearningandDevelopment

Introduction to learning and development, Orientation, career development, Sixphases of career Development, Career Development Tools, Career Planning On-the-Job Training, Instructor-led vs. Self-paced Training, In-house vs. External Training Services, Evaluating Training Programs, Experimental Design, Kirkpatrick Model, Pilots and After Action Review, Set **SMART** Goals, Common Metrics in Training, TrainingCostperEmployee,CostBenefitAnalysisandReturnonInvestment, Learner Engagement, Training Experience Satisfaction, Review: **Implementation** and EvaluationofTrainingandDevelopmentStrategy

Readings:

- 250. Aiken, L.R. (2009). Psychological testing and assessment. Pearson Education India.
 - 251. Anastasi, A., & Urbina, S. (1997). Psychological testing. Prentice Hall/Pearson Education.
 - 252. Kaplan, R. M., & Saccuzzo, D. P. (2001).

- Psychological testing: Principles, applications, and issues. Wadsworth/Thomson Learning.
- 253. Miller, L.A., McIntire, S.A., & Lovler, R.L. (2011). Foundations of psychological testing: A practical approach. Sage.
- 254. Muchinsky, P. M., Culbertson, S. S. (n.d.). Psychology Applied to Work®: An Introduction to Industrial and Organizational Psychology. United States: Hypergraphic Press.
- 255. Pareek, U. N. (2007). Understanding Organizational Behavior. India: Oxford University Press.
- 256. Whiston, S. C. (2009). Principles and applications of assessment in counselling. Thomson Brooks/Cole, 2.

Note: Latestedition of readings may be used and shall be referred to.

Pedagogy:

Thiscourseusesmultiplepedagogieslikeinteractivelectures, learner discussions and PPTs, research articles, case studies, and simulation exercises.

Practical:

- conductabehavioralassessmentofacharacterfromacasestudyora film.
- designasimplepsychologicaltestanddiscussitsreliabilityandvalidity.
- acareerdevelopmentplanforahypotheticalemployee.
 - designatrainingprogramforaspecificskillanddiscusshowtheywould evaluate its effectiveness.
- Understandingselfandothersthrough
 - Transaction analysis
 - MBTI
 - FIRO-B
 - DISCAssessment
 - StrengthFinder
 - BIGFIVE
 - JOHARIWindow
 - Exercise for planning and developing
 training process for career development
 in various phases of career.

CourseOutcomes:

Onsuccessfulcompletion of the module learners will be able to:

- 257. Explaindifferenttraits available in an individual's personality.
- 258. Interprettheprinciples of behavior is mand conductabehavioral assessment. the process of test construction and discuss the ethical considerations in testing.
- 259. Examinethephasesofcareerdevelopmentandthetoolsforcareerplanning.260. Design and evaluate a training program using models like the Kirkpatrick Model.

8TH Semester NHBBA-MM-07

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

International Marketing (Course Code:NHBBA-MM-07)

miles (desirables)

SERVICE CONT

World trade has risen 45 times between 1948 when GATT (General Agreement on Tariffs and Trade) came into being and 2022 under the WTO's (World Trade Organization) oversight. The volume of international trade stood at \$25 Trillion in 2022 (WTO). India's about 2%, with considerable opportunity further growth.Againstthismacroeconomicbackdrop,InternationalMarketing(IM)takes amicroeconomicperspectiveandfocusesonhelpingfirmsservecustomers globally. Successful recognize practices must complex sociological, economic, IM regulatory, and political challenges and opportunities. While the principles from the Marketing Management (MM) course provide the foundation, this course will emphasize how related concepts, frameworks, and strategies should be reimagined to tap into the tastes, aspirations, and resources of seven billion customers worldwide. The course will be taught via lectures, case discussions, and short projects/simulations.

CourseObjective(s):

- 261. Develop a foundational understanding of how IM is anchored in classic MM and yet differs from it.
- 262. 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 locs (e.g., European Union).
- 263. Developandapplytemplatesforunderstandingcustomers' needsandwants, and finding ways to appeal to those customers.
- 264. Be able to contrast the opportunities for products vs. services, technological offeringsvs.consumernon-durables, branded products vs. commodities.
- 265. In all of the above, appreciate similarities to and differences from the Indian context.

CourseContent:

UnitI:InternationalMarketing-AnOverview

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, especially the WTO, World Bank and International Monetary Fund (IMF), Indian International Marketing Policies and Institutions.

UnitII:InternationalMarketEntryandDevelopment:

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 Globalisation, Mergers and Acquisitions.

Unit III 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.

 ${\it Unit IV:} Promotion and {\it Distribution Strategies for International Marketing:}$

International Advertising, Global Sales Promotion Strategies, Legal Constraints, Media Channels for International Advertising, Designing the Sales Force Management for the International Market. Factors Affecting Choice of Distribution Channels, Channel Management and Structure.

Textbooks(LatestEdition):

- Kotabe, Masaaki and Kristiaan Helsen, *Global Marketing Management*. New York, NY: John Wiley.
 - Bansal, Garima, International Mar Reling. Daryaganj, Delhi: Mahavir Books.
- Gillespie, Kateand K. Scott Swan, Global Marketing. New York, NY: Taylor Francis.
- Alon, Ilan, Eugene Jaffe, Christian Pranje, and Donata Vianelli, Global Marketing: Strategy, Practice and Cases. New York, NY: Routledge.
- Philip R. Cateora, Mary C. Gilly, John L. Graham, International Marketing -Indian Edition. McGraw Hill Education - New Delhi

CourseOutcome(s):

Uponcompletion, you should be able to:

- 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;
- Analyse 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;
- Determinewhentousedifferentnewproductentry, pricing, promotion, and distributional strategies.

8TH Semester NHBBA-MM-08

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Rural Marketing (Course Code: NHBBA-MM-08)

CourseObjective(s):

The objective of the course is to familiarize the participants with the conceptual understanding of Rural Marketing practices in the Indian context. How the marketing strategies will be different from urban marketing to rural marketing.

CourseContent:

Unit1:Introduction:RuralMarketing

Concept& Scope, Attractiveness& Challenges of Rural Markets, Rural vs. Urban Markets. Rural Marketing Environment Rural Market in India, Size and Scope, Environment and Emerging Profile of Rural Markets in India. Rural Vs Urban Marketing.

Unit2:RuralConsumerBehavior

Rural Consumers Dimensions - Buying Decision Process, Marketing Mix for Rural Marketing, Researching Rural Market-Research approach, Rural Marketing Information System. Rural marketing Regulation and Institutional Support.

Unit3:

Rural Marketing Mix, Rural Market Segmentation, Positioning Strategies for Rural Market.StrategiesforNewProductPlananing&DevelopmentforRuralMarkets, Product Mix. Pricing Strategies for Rural Markets-Pricing Policies, Innovation in Pricing of the Products.

Unit4:

Challenges in Rural Communication, Advertising and Sales Promotion for Rural Markets, Rural Media, Branding in Rural Markets, Issues in Rural Distribution Channels, Tapping the Rural Markets, Rural Retailing, Haats/Shandies, Vans& Mobile Stores, Innovation in Rural Distribution Systems.

TextBooks(LatestEdition):

266. Kashyap, P. & Raut, S. Rural Marketing, Biztantra

- 267. T.P.GopalSwamy.RuralMarketing.VikasPublishingHouse
- 268. Dogra, B. & Ghuman, K. Rural Marketing, TMH
- 269. Velayudhan, S.K. Rural Marketing. SAGE Publication
- 270. Mathur, U.C. Rural Marketing. Excel Books,
- 271. Krishnamacharyulu, CG. and Ramakrishnan, L. Rural Marketing. Pearson Education
 - 272. Rahman, Habeeb Ur. Rural Marketing. HPH,
 - 273. Singh, Sukhpal. Rural Marketing, Vikas Publishers
 - 274. Kamat, Minouti & Krishnamoorthy, R. Rural Marketing, HPH, Agricultural

CourseOutcome(s):

- Acquaintthestudentswiththeappropriateconceptsofruralmarketing.
- Developanunderstandingofruralvsurbanconsumers&markets.

It will provide in sights for understanding challenges and opportunities for rural markets and strategies relevant torural consumers



Max Contact Hours: 30

Neuro- Marketing (Course Code: NHBBA-MM-09) Course Objectives:

43. To introduce students to the interdisciplinary field of neuromarketing and its relevance to modern marketing strategies.

- 44. To help students understand how brain science affects consumer behavior and decision-making.
- 45. To provide knowledge of tools and techniques used in neuromarketing research such as EEG, fMRI, eye-tracking, etc.
- 46. To enable students to analyze and apply neuromarketing insights to branding, advertising, pricing, and product design.
- 47. To evaluate the ethical and legal implications of neuromarketing practices in business.

Unit 1: Introduction to Neuromarketing

- 48. Definition and Scope of Neuromarketing
- 49. Evolution and History of Neuromarketing
- 50. Importance in the Modern Marketing Landscape
- 51. Differences between Traditional Marketing Research and Neuromarketing
- 52. Ethical Issues in Neuromarketing
- 53. Case Studies on Successful Neuromarketing Campaigns

Unit 2: Fundamentals of Consumer Neuroscience

- 54. Basic Brain Structure and Functions Relevant to Marketing
- 55. The Limbic System and Decision-Making
- 56. Attention, Emotion, and Memory in Marketing
- 57. Brain Imaging Techniques: fMRI, EEG, Eye Tracking, Biometrics
- 58. Mirror Neurons and Empathy in Advertising

Unit 3: Neuromarketing Applications in Business

- 59. Neuromarketing in Branding and Packaging
- 60. Sensory Marketing (Visual, Auditory, Olfactory cues)
- 61. Advertising Effectiveness: Engagement, Recall, and Preference
- 62. Pricing Strategies and Brain Response
- 63. Neuromarketing in Retail and Online Shopping
- 64. Role in Product Design and Innovation

Unit 4: Trends, Tools, and Future of Neuromarketing

- 65. Neuromarketing Analytics and Data Interpretation
- 66. Use of AI and Machine Learning in Neuromarketing
- 67. Consumer Privacy and Data Protection Laws
- 68. Future Trends: Virtual Reality (VR), Augmented Reality (AR), Metaverse
- 69. Neuromarketing Startups and Industry Case Studies

Course Learning Outcomes:

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

- 70. Define the scope and significance of neuromarketing in business and marketing contexts.
- 71. Explain the neuroscience principles related to consumer behavior and decision-making.
- 72. Identify and apply neuromarketing tools to analyze consumer responses.
- 73. Critically assess marketing campaigns through a neuromarketing lens.
- 74. Evaluate ethical considerations and emerging trends in neuromarketing technologies.

Textbooks & Reference Books:

Core Textbooks:

- 1. "Buyology: Truth and Lies About Why We Buy" Martin Lindstrom
 - 1. A foundational book blending consumer behavior with neuroscience.
- 2. "The Buying Brain: Secrets for Selling to the Subconscious Mind" A.K. Pradeep
 - 1. A practical guide with examples of neuromarketing in business.

Recommended Reference Books:

- 3. "Consumer Neuroscience" Moran Cerf & Manuel Garcia-Garcia
 - 1. Academic insights into research and practical implications.
- 4. "Neuromarketing: Exploring the Brain of the Consumer" Leon Zurawicki
 - 1. Combines neuroscience concepts with marketing applications.
- 5. "Brainfluence: 100 Ways to Persuade and Convince Consumers with Neuromarketing" Roger Dooley
 - 1. Easily digestible strategies and applications.
- 6. Academic Journals & Articles:
 - 1. Journal of Consumer Psychology
 - 2. Journal of Neuroscience, Psychology, and Economics
 - 3. Harvard Business Review articles on Neuromarketing

GUIDELINES FOR DISSERTATION

AllStudentsmustcarryoutanindependentresearchprojectinanarea of theirinterestinBusinessAdministration.

A dissertation is a long-form piece of academic writing based on original research conducted by the student. Hence, this course aims to provide students withtheopportunitytoapplytheknowledgeandskillsacquiredintheir coursesto a specific problem. This allows students to extend their academic experience into areasofinterestandworkwithnewideas. This also addresses the issues inherent in selecting a research problem and discusses the techniques and tools to be employed in completing a

research project. This will also enable the students to prepare report writing and framing Research proposals.

This will give students knowledge, general competence, and analytical skills in Research Methodology. They can build their foundation for research in Business administration. It provides hands-on experience in carrying out research work on interdisciplinarytopics, including management, economics, etc., and the process for publishing original work.

Consequently, students are expected to produce quality research projects that:

- 7. Addressescurrentproblemsofinterestintherealworld.
- 8. DemonstrateamasteryofskillslearntduringtheirstudyintheInstitute.
- 9. Demonstrateswritingskills.

GeneralRegulations

- 10. The Project reports hould be submitted before the students its for the final university examinations in semester VIII.
- 11. The student shall work under the guidance of a project supervisor(s) appointed by the Institute's director.
- 12. Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinatoronadaysetasidebytheInstitute.
- 13. The students should submitat least two copies of the proposal to the project Coordinatoratleast two weeks before the final examination in semester VII.
- 14. The students shall present a proposal at the panels and be awarded marks. They will alsobe given corrections, which they will work on and present to their supervisors for approval to continue with the project work.
 - 15. Thestudentwillthencompletechapters4and5oftheproject.
- 16. Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the

finaldefenceandVIVAVOCE. Themarks obtained will be added to the proposal defence marks and compiled.

1. The students should then submit two copies of the project report to the Institute at least two weeks before the final examination in semester VIII. If the student is unsuccessful, the resubmission regulations will apply as stipulated in the academic policy.

17. Choosinga ProjectTitle

- 18. Theproject'stitleshouldbeclearandspecifictoarealproblem.
- 19. Similartopicsbetweenstudentsshouldbeavoided.
- 20. Theprojectshouldbenewandoriginal, not replicating another person's work.
- 21. Attheproposallevel, the appointed supervisor MUST approve the project title.

22. Theresearchcommitteemustratifyallthetopics.

23. FormattingGuidelines

- 24. FontSize-12inthebodytext,exceptforthetopicsandtitles,whichshouldbe a font size of 14
- 25. FontType-TimesNewRoman
- 26. Spacing-Theprojectshouldbe1.5linesspacing
- 27. Highlighting-Topicsand subtopics should be bolded and NOTbe underlined
- 28. PrintQuality- The finaldocument should be of good quality
- 29. Margins-Marginsofthereportshouldbe1inchonthetop,bottomandright- hand side. The left-hand-side margin should be 1.25 inches to allow for binding.
- 30. Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
 - 31. Numbersand Percentages-mustdo notbegin with asentence.
- 32. Tables and Figures There must be a finding and analysis section when presentingthetableorfigure. Avoidusing 'tableabove, ortablebelow.'
 Instead, indicate as 'Table 4.1 shows that....'
- 33. Final Binding Presented as Hard Copy (Blue Color), preferably Xeroxhardcover book binding.
 - 34. Pagination: Bottomofpageandcentred.

Evaluation will be done based on the dissertation completed, presentation of the proposal and Viva Voce.

The title should be in upper case and Centered, and the font size should be 14 For

Example

TOPIC- HOW DIGITAL TRANSFORMATION AFFECTS ORGANIZATIONAL CULTURE

Student Name SupervisorsName

Class and Year

Designation (In Upper Case) (InUpperCase) Research Project Submitted in Partial Fulfillment for the Degree of Bachelor in Business Administration - University from MonthYear **DECLARATION**-(Romannumber-ii),(centre14fontsize) Asigneddeclarationbythecandidatewiththefollowingstatement Thisprojectismyoriginalworkandhasnotbeenpresentedforadegreeinanyother University or for any other award SO TO BE UNI

StudentsName:	
Sign	_Date
	sitySupervisorwiththefollowingstatement. dtheworkreportedinthisprojectundermysupervisi

DEDICATION-(Romannumber-iii)(centre14fontsize)

Name: Sign

A dedication statement not exceeding 50 words may follow the declaration, beginning on a separatepage.

Dedication may be to a person or persons to whom they have special attachments. A simple statement such as "to my father..... and my mother" and a reason for the dedication may be given.

ACKNOWLEDGEMENT-(Romannumber-iv)(centre14fontsize)

Acknowledgement should be at most 250 words and follow the dedication beginning on a separate page.

Anacknowledgementisanextensionofappreciationforthecontributionof others and assistance given during the entire research process. It recognises the personthewriterisindebtedtoforguidanceandhelpduringthestudy.

ABSTRACT-(Romanv)(centre14fontsize)

An abstract of the research project not exceeding three hundred (600) words and beginning on anew page. It should be a one-paragraph continuous prose, single-spaced and on one page only.

Theabstractshould be one pagesingle paragraphed and should contain

- Thepurposeandobjectivesofthestudy
- Significanceofthestudy
- Methodology used
- Findings
- Recommendations

TABLEOFCONTENTS-(Romanvi)-(centre14fontsize)

LISTOFTABLES-(Romanvii)(centre14fontsize)

LISTOFFIGURES-(Romanviii)(centre14fontsize)

(Alltablesandfiguresmusthaveanumberandheadingandfollow APA style)

LISTOFACRONYMSANDABBREVIATIONS(Romanix)(centre14fontsize)

DEFINITIONOFKEYTERMS-(Romanx)(centre14 font size)

The definition of terms must not be the dictionary meanings of the terms. Give the meaning of what was used in that study.

Presentation

Term(Bolded)

Meaning

MAINDOCUMENT(Paginationof1,2,3,4,etcshouldbegininChapterOne)

1.0CHAPTERONE: INTRODUCTION

(ChapterTitle-center14fontsize)

- Introduction-Overviewofchaptercontents
- BackgroundoftheStudy

Give specifics of the problem rather than the history of the case. Give citations. Build a case for the study. Let there be authoritative sources/citations.

ProblemStatement

Should itbeaparagraph, and should it clearly show what the problem is? What the research seeks to solve. Give authoritative sources/citations on what has been done and what is missing.

- ObjectivesofStudy
- GeneralObjective

Astatementgivingtheprimarypurpose/goalofthestudy.

- SpecificObjectives
- Theyshouldbe SMART.
- Theyshouldbewithinthescope.
- There should be no objective to make recommendations - it's assumed to exist.
- Research Questions

Theresearchquestionsarebasedonthespecificobjectives.

- Anintroductorystatementshouldbethere.
- Thenumberofresearchquestionshastobethesameastheobjectives.
- Theframingofquestionsshould not attractayes/noanswer.
 - SignificanceoftheStudy

Itshouldexplainwhobenefitsfromthestudyandhow. Thissection must be in the future tense.

LimitationsoftheStudy

It should show the extent to which the study results can be generalised. The reasons given must be beyond the researcher's control. Stereotype limitations are not acceptable and should not be anticipated, e.g., time and money are not limitations.

ScopeoftheStudy

Itshouldincludetheconcept, content, geographical, and timescope.

OrganisationoftheStudy

Shouldincludethestructureofthestudychapterbychapter

CHAPTERTWO:LITERATUREREVIEW

(ChapterTitle-center14fontsize)

- Introduction-Overviewofchaptercontents
- TheoreticalLiteratureoftheProblem.

A theoretical framework consists of concepts, definitions, and existing theory/theoriesusedforyourparticularstudy. Thetheoretical framework must demonstrate an understanding of theories and concepts relevant to the problem the project is solving.

SimilarProjects

Yourprojectisnotunique. Discussatle ast five similar projects/researchworks and show the research gap.

Areviewofprojectsystems should be done for global and local projects.

NB:AcknowledgethesourcesusingAPA

CriticalReviewandResearchGapIdentification

You should identify the unique innovation of your project. This should clearly show the gapyouar efilling in the project. Otherwise, your project will be seen as plagiarised.

Summary

Highlight of the critical issues raised, facts- Reviewed issues that have been raised

3.0CHAPTERTHREE:METHODOLOGY

(Chapter Title-centre 14 fontsize)

- Introduction-Overviewofchaptercontents
- ProjectDesign

This section should explain the details of the proposed project.

Howyouwillgoaboutexploringyourresearchquestion:

- What requirements collection methods will you use (e.g. survey orfocus group)?
 - Whatmethodsortoolsofanalysiswillyouuseandwhy?
 - Expectedresultsoroutcomes.

The presentation of the proposal must include the above three references along with the question naire.

CHAPTERFOUR: RESEARCHFINDINGS AND DISCUSSION

(ChapterTitle-center14fontsize)

- Introduction-overviewofchaptercontents
- Presentation of Findings. The findings should address each objective. Objective 1

Objective2,etc.

Checktoensurealltheobjectivesareaddressed.

• CHAPTERFIVE:SUMMARY, CONCLUSIONS AND RECOMMENDATIONS (Chapter Title-center 14 fontsize)

- Introduction-overviewofchaptercontents
- SummaryofFindingsBeginwithgeneralinformation
- Objectiveone.
- Objectivetwo,etc.
- Conclusions
 Answerstotheprojectobjectivesachieved.
- Recommendations should be in line with the study area and the conclusions.
- Suggestions for further study should be in line with or advised by the study processes.

35. REFERENCES

UseReference—acknowledgementofworksreferredtoorcitations.

AmericanPsychologicalAssociation(APA)referencestyleshouldbeused.

36. APPENDICES

- 1. Questionnaire
- 2. Response summary sheet
- 3. Anyotherevidence, such aspictures.

O TO BE UN

NEHRU GRAM BHARATI

DEEMED TO BE UNIVERSITY



FACULTY OF MANAGEMENT & COMPUTER APPLICATION

S.N	Course	Course	Subject	Evaluation S		Scheme		Cours	
O	Category	code		Sessional Exam		ESE	Subjec	e	
				CT	TA	Total		t Total	Credit
1	CC	NHRBBA-	Advanced Data	10	10	20	80	100	
		701	Analysis Tools	B A		-			4
2	CC	NHRBBA-	Advanced	10	10	20	80	100	4
		702	Research		- 4	100			



BBA Seventh Semester Honours with Research

			Methodology						
3	SEC	NHRBBA- Research Internship		nship 10	10	20	80	100	4
703		703	Report and Viv	a–Voce					
4	DSE-X	NHRBBA- FM-10 NHRBBA- MM-10 NHRBBA- HR-10	37. Financia Modellin 38. B2B Mar 39. Talent acquisiti and manager Note: op one elect paper	keting on nent t any	10	20	80	100	4
5	DSE-XI	NHRBBA- FM-11 NHRBBA- MM-11 NHRBBA- HR-11	40. Financia Analytics 41. Integrate Marketin Commun 42. Employe Cycle Managen Note: op one elect paper	d g ication e Life nent ot any	10	30	70	100	4
		100	THE BOX			74	# T	500	20

TA- Teacher Assessment

CT- Cumulative Test

ESE- End Semester Examination

Discipline Specific Elective(DSE)

Discipline Specific Electives /Specializations	Course Code/Paper Code Group	Course Name/Paper Name
Financial Management	NHBBA-FM-10	Financial Modelling
	NHBBA-FM-11	Financial Analytics
Marketing Management	NHBBA-MM-10	B2B Marketing

	NHBBA-MM-11	Integrated Marketing Communication	
Human Resource Management	NHBBA-HR-10	Talent acquisition and management	
_	NHBBA-HR-11	Employee Life Cycle Management	

Note: opt any one elective from Financial Management/Marketing Management /Human Resource Management



7TH Semester NHRBBA-701

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Advanced Data Analysis Tools (Course Code:NHRBBA-701)

Course Description: Advanced Data Analysis Tools is designed to equip students with sophisticated skills in data analysis to enhance decision-making in business. The course emphasizes the practical application of statistical software for data manipulation, statistical modeling, machine learning, and effective communication of data insights.

CourseObjectives:

- 275. Tointroduceadvanceddataanalysistoolsandtechniquesusedinbusiness decision-making.
- 276. Todevelopproficiencyinusingstatisticalsoftwareforcomprehensivedataanalysis,i ncludingmanipulation,interpretation,andvisualization.
- 277. Toexploretheapplicationofthesetoolsinaddressingreal-worldbusiness challenges through hands-on exercises.

UnitDescriptions:

Unit1:DataHandlingandStatisticalFoundations

This unit introduces the fundamentals of data analysis, including an overview of statistical software tools, data handling, and basic operations. It covers data importing, cleaning, and initial data exploration techniques, setting a strong foundation for further analysis.

Unit2:StatisticalAnalysisandModeling

Focusesonadvancedstatisticalmethods, including descriptive and inferential statistics, regression analysis, and forecasting techniques. Students will engage in hypothesis testing and timeseries analysis, using these methods to derive meaning fulinsights from datasets.

Unit3:MachineLearningandAdvancedAnalyticalTechniques

Introduces basic and advanced machine learning algorithms relevant to business analytics. This unit covers decision trees, clustering, neural networks, and the fundamentals of deep learning, with a focus on their practical application in predictive analytics and data-driven decision-making.

Unit4:Visualization,Reporting,andEthicalConsiderations

Emphasizes the importance of effective data presentation through visualizations and interactivedashboardsusingtoolslikeTableauandPowerBI.Thisunitalsoaddresses the ethical considerations in data analysis and the preparation of comprehensive reports

and presentations to communicate in sight sclearly to stakeholders.

SuggestedPedagogy:

Thecourseadoptsablendofinteractivelectures, practicallabs, and project-based learning to facilitate an engaging and comprehensive learning experience. Real-world datasets are employed extensively to allow students to apply theoretical concepts in practical scenarios, bridging the gap between class room learning and business application.

OptionalPracticalComponent:

An optional practical can be developed for students who wish to explore open-source statisticalsoftwareforconductingindependentandcomplexdataanalyses.

ResearchReading:

Raji, M. A., Olodo, H. B., Oke, T. T., Addy, W. A., Ofodile, O. C., & Oyewole, A. T. (2024). Real-timedataanalyticsinretail:AreviewofUSAandglobalpractices.GSCAdvanced ResearchandReviews, 18(3),059-065.

Textbooks(LatestEdition):

278. DiscoveringStatisticsUsingIBMSPSSStatisticsbyAndyField,5thed.,Sage.

HERET STRUCTURE

- 279. An Introduction to Statistical Learning with Applications by James, Witten, Hastie, & Tibshirani, 2nd ed., Springer.
- 280. DataSciencewithArtificialIntelligence,MachineLearningandDeepLearningby Rajiv Chopra, Khanna Book Publishing.

CourseOutcomes:

- Proficiencyinusingadvancedstatisticaltoolsfordataanalysis.
 - Abilitytoapplycomprehensivedataanalysistechniquestoenhancebusinessdecision-making.
- Skillstoeffectivelyinterpretandpresentdatainsightstostakeholders.

AE UNIVE

Awarenessofethicalconsiderationsindataanalysis.

7TH Semester NHRBBA-702

Max. Marks:100

External Assessment:80

Max Contact Hours: 30

Advanced Research Methodology (Course Code:NHRBBA-702)

Course Description: Advanced Research Methodology builds upon foundational knowledge, delving into sophisticated research design and methodologies tailored for business contexts. This course explores complex qualitative and quantitative research techniquesandintegratescontemporaryissuessuchasbigdataandartificialintelligence into the curriculum. Emphasizing ethical considerations and the practical application of research tools, the course equips students with the necessary skills to conduct high- quality research, write scholarly articles, and develop grant proposals.

CourseObjectives:

- 281. Enhance understanding of advanced research designs and methodologies beyond the foundational level.
- 282. Developproficiencyinqualitativeandquantitativedataanalysistechniquesusin g advanced software tools.
- 283. Explore contemporary issues and innovations in research methodology relevant tobusiness studies.

CourseContents:

Unit1:AdvancedResearchFrameworks

Thisunitcoversadvancedresearchframeworks, examining researchphilosophy, inquiry, ontology, epistemology, and paradigms. It includes discussions on refining quantitative, qualitative, and mixed methods approaches and explores specialized research designs both experimental and non-experimental designs such as longitudinal, cross-sectional, and factorial design, latins quare design, randomize group design providing a foundation for advanced research questions/inquiry.

Unit2:AdvancedDataAnalysisTechniques

The focus of this unit is on advanced data analysis techniques. It encompasses qualitative methods like ethnography and phenomenology, alongside advanced quantitative approaches including multivariate analysis and structural equation modelling. This unitalso introduces the use of sophisticated data analysis software such as computer enabled qualitative and context analysis (example NVivo and ATLAS.ti, PLSEM), enhancingstudents' analytical skills.

Unit3:ContemporaryIssuesin Research

This unitengages students with contemporary issues in research, addressing the impact

ofbigdataandanalytics, and the incorporation of artificial intelligence into research

methodologies. It also covers the ethical considerations crucial to modern research practices and the transformative role of technologies like virtual reality and augmented reality in business research.

Unit4:ApplicationandEthics

In this unit, students apply research methods to real-world scenarios, exploring the ethical challenges in conducting research. The unit guides students in preparing scholarly articles, grant proposals, and comprehensive research reports, emphasizing the practical application of research skills and ethical considerations in documentation and reporting.

Case/Exercises:

- 284. BehavioralExperiment(A),(B),(C)byElenaReuts kaja- https://hbsp.harvard.edu/product/IES916-PDF-ENG
- 285. Focus Groups (A), (B) by Elena Reutskaja https://hbsp.harvard.edu/product/IES922-PDF-ENG
- 286. In-depth Interviews (A), (B) by Elena
 Reutskaja https://hbsp.harvard.edu/product/IES918PDF-ENG

ResearchPaperReading:

Pereira, L. F. (2023). Business research methods: systematic literature review. International Journal of Management Concepts and Philosophy, 16(2), 145-159.

Textbooks:

- 287. ResearchDesign: Qualitative, Quantitative, and Mixed Methods Approaches, by Creswell, J.W. & Creswell, J.D.
- 288. *MultivariateDataAnalysis*,byHair,J.F.,Black,W.C.,Babin,B.J.,&Anderson, R.E.

Pedagogy:

The course utilizes a combination of interactive lectures, hands-on lab sessions, collaborative projects, and case studies to provide an engaging and

comprehensivelearningexperience. It integrates real-worldscenarios and current research challenges into classroom discussions to effectively bridge theoretical knowledge with practical application.

7TH Semester NHRBBA-703

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 00

Research Internship Report and Viva-Voce (Course Code:NHRBBA-703)

CourseTitle:ResearchInternshipReportandViva-Voce

CourseCode	SEC701
CourseTitle	ResearchInternshipReportandViva-Voce
NumberofCredits	4
CourseCategory	SEC

CourseObjective(s):

The course aims to provide students with an integrative learning experience that combines professional work in a real-world organisation with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

ResearchInternship:

The research internship is a structured, hands-on learning experience integrating academicknowledgewithpre-professionalworkactivities. It mutually benefits both the student-internand the host organisation. Internsapply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They

alsoofferregularsupervisionandfeedbacktoguidetheinterns'development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step1.

OrientationSession:Theorientationsessionfortheresearchinternship is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims tobridgethegapbetweenacademiclearningandpractical application in a real-world

setting. It will also impart knowledge about the research methodology for implementing research in the internship project work.

Step2.

Identifyaninternship:Studentsresearchopportunitiesthatalignwiththeir careergoalsandacademicbackground. Theyexplorevariousplatforms, such as online jobboards, networking events, and professional associations, to find positions that offer relevant hands-onexperience and skills in their chosen field. **Step 3.**

InternshipagreementForm: The Student, Mentor, and internship Coordinator intheIndustrywillcompletetheinternshipagreementform.

Step4.

Start of Internship: The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gain substantial experience while accommodating any academic commitments. Regular check-insand progress reviews will be conducted to support interndevelopmentand address any challenges, providing a productive and enriching internship experience.

Step5.

SubmissionofReport:

Part1.(AboutInternship)

- 43. FrontPage:StudentName,Course,InternshipCompany,Duration,Mentor
- 44. InternshipAgreementForm
- 45. InternshipCertificate
- 46. Introduction&backgroundoftheCompany
- 47. Roles&responsibilitiesasanIntern
- 48. Weeklyworkallotment&completionreport
- 49. Learningfromtheinternship

Part2.(ResearchConductedatInternshipOrganization)

- 50. Research Agenda
- 51. LiteratureReview
- 52. ResearchMethodology
- 53. DataAnalysis&Interpretation
- 54. Challenges&Solutions
- 55. Conclusion

Step6.

ResearchInternshipEvaluation: The VivaVoce for internship evaluation is a nor all exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern's understanding and experiences. This evaluation assesses the intern's ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks by the internal external examiner. The examiner and external will evaluatefor 80 marks, and the internal examiner will evaluate for 20.

CourseOutcome:

Afterthecourse, the outcomes are as follows under

- 56. Proficiency in research methodologies encompassing design, data collection, and analysis.
- 57. Wehaveadvancedcriticalthinkingtoidentifyandaddressresearchchallengeseffectively.

- 58. Competenceindataanalysistechniquesandinterpretationformeaningful insights.
- 59. Enhancedcommunicationskillsdemonstratedthroughreportwritingandpresentations
- 60. Ethicalawarenessandadherencetoresearchprotocolsensureintegrityin research practices.

7TH Semester NHRBBA-FM-10

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Financial Modelling (Course Code:NHRBBA-FM-10)

CourseDescription:

The objective of this course is to give students a hands-on experience to develop tools to implement and analyse models in applied finance. MS-Excel® will be used to introduce conceptsoffinancialmodelling.FocuswillbeonCapitalBudgeting,Valuationand MarketRiskmodels.Ideally,thiscourseshouldbetaughtinaComputerLab,asitsfocus istoallowthestudenttodevelophands-onskill.

CourseObjectives:

Thiscourseaimstohelpthestudent

- 61. Developcompetencyinusing MS-Exceltodevelop Financial Models
- 62. UnderstandthestructureoftheDCFValuationmodelandimplementitinMS-Excel
- 63. Understandhow marketriskismeasuredandmodelled
- 64. Understandderivativepricingtheoryandimplementmodelsforpricingvanilladerivatives

CouseContent:

Unit1:IntroductiontoFinancialModelling

Spreadsheet Modelling; Sources of Financial Data; Capital Budgeting Models - PV, NPV, IRR; Financial Statement Models - Ratio Analysis

Unit2:ValuationModels

DCF Models – Estimating FCFF, FCFE, discount rates; Utilising the financial statements of acompany to project free cash flows; Estimating growth rates for each component and forecasting free cash flows; Understanding the importance of using the appropriate discount rates for each type of cash flow – WACC and Cost of Equity; Incorporating varying Debt-Equity ratios, risk free rates, expected market risk premium; Perpetual growth rate and Terminal Value; Sensitivity Analysis on all the assumptions and its impact on valuation

Unit3:MarketRiskModelling

Concept of Value at Risk (VaR); Utility in Risk Management; VaR and Diversification; VaR models for Single asset and Portfolio; choosing appropriate volatility and returns, Historical Simulation for single asset and portfolio, Monte Carlo Simulation based VaR model for single asset, Bootstrapping

Unit4:DerivativePriceModelling

Lognormal Model of Equity Returns; Risk neutral pricing of Derivatives; Monte Carlo Simulation of Equity Prices and associated vanilla options; Valuation of Call and PutOptions

Textbooks(LatestEditions):

- 65. Sengupta, C., Financial Modeling Using EXCEL & VBA, Wiley
- 66. Benninga, S., Financial Modeling, MITPress
- 67. Fairhurst, D.S., Using Excelfor Business and Financial Modelling: A Practical Guide, Wiley

CourseLearningOutcomes:

Uponcompletionofthecoursestudentsshouldbeableto

- 68. Showcasecompetencyinusing MS-Excel
- 69. Developbasic DCF based valuation models
- 70. Buildsimplemarketmodels
- 71. Buildpricingmodelsforvanilladerivatives

7TH Semester NHRBBA-FM-11

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Financial Analytics (Course Code:NHRBBA-FM-11)

CourseDescription:

This course is intended to be a first step for the student aspiring to gain expertise in financial analytics. The coverage is broad so as to expose students to the variety of applications of this topic. Course covers application of financial analytics in corporate finance, credit risk estimation, modelling financial time series, managing portfolios and making trading strategies. Ideally, this course should be taught in a Computer Lab, asits focus is to allow the student to develop hands-on skill. Students should also be comfortable with R and/or Python prior to the course.

CourseObjectives:

Thiscourseaimstohelpstudents

- 72. Understandthewidevarietyofapplicationsoffinancial analytics
- 73. Understandthesourcesofdata, methodsofimporting and cleaning data
- 74. Implement basic financial analytics models using Rand/or Python

CourseContent:

Unit1-FinancialStatementAnalytics

Projecting financial statements based on growth assumptions for all components, Modelling Cash flow, performing sensitivity analysis, break even modelling, testing for bankruptcy risks

Unit2-CreditRiskAnalytics

Utilizing loan performance data from a financial institution to build a credit default risk modelusingLogisticregression;ExtendingtheAltmanZscoretoIndiancorporates; UsingAI/MLtoolssuchasANNtobuildacreditriskmodel

Unit3-FinancialTimeSeriesAnalytics

Data importing and cleaning, plotting multiple series, examining nature of data, forecasting using MA, EWMA, ARMA, ARCH and GARCH

Unit4-PortfolioandTradingAnalytics

PortfoliooptimisationusingMarkowitz'smeanvarianceoptimizationmodel, estimating Sharpe Ratio, Treynor Ratio, Jensen's Alpha; Trading based on Quantitative indicator based trading models – MA, RSI, ROC, MACD; Simulating and optimising trading strategies; Using AI/ML tools such as ANN for predicting stock prices

Textbooks/References(LatestEditions)

- 75. Bennett, M. J., Hugen, D.L., Financial analytics with R, Cambridge University Press.
- 76. Ang, C. S., Analysing Financial Data and Implementing Financial Models using R, Springer
 - 77. Weiming, J.M., Mastering Python for Finance, Packt Publishing
 - 78. Yan, Y., Pythonfor Finance, Packt Publishing

CourseLearningOutcomes: Uponcompletion of the course students should be able to

- 79. UtiliseRand/orPythontoconductrudimentaryanalyticsonfinancialdata
- 80. Buildsimplisticcreditdefaultriskmodelsonlendingdata
- 81. Build, testandoptimises impletrading strategies
- 82. Evaluate utility and implementation of a simple AI/ML tools such as ANN for creditriskanalyticsandforecastingstockprices.

7TH Semester NHRBBA-MM-10

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

B2B Marketing (Course Code:NHRBBA-MM-10)

Course Objectives:

By the end of the course, students will be able to:

- Understand the nature and scope of business-to-business (B2B) marketing.
- Analyze the industrial buying process and organizational buying behavior.
- Design effective B2B marketing strategies and segmentation approaches.
- Apply knowledge to real-world B2B market challenges through case analysis and projects.

Unit 1: Introduction to B2B Marketing

- Definition and nature of B2B marketing
- Differences between B2B and B2C marketing
- Types of B2B customers (producers, resellers, government, institutions)
- B2B market environment
- Organizational buying and procurement processes

Unit 2: Organizational Buying Behavior

- 289. Buying center roles (users, influencers, buyers, deciders, gatekeepers)
- 290. Stages of the business buying process
- 291. Models of organizational buying behavior
- 292. Factors influencing B2B buying decisions
- 293. Relationship management in B2B

Unit 3: B2B Marketing Strategy

- 294. Segmenting the B2B market
- 295. Targeting and positioning for B2B
- 296. Value proposition development
- 297. Product, pricing, and distribution strategies
- 298. Sales force management and trade shows
- 299. Key Account Management (KAM)

Unit 4: Digital and Global Aspects of B2B Marketing

- 300. Role of digital marketing in B2B
- 301. B2B e-commerce models (EDI, extranets, B2B marketplaces)
- 302. Social media and content marketing in B2B

- 303. Global B2B marketing challenges and strategies
- 304. Ethics and sustainability in B2B marketing

Course Outcomes (COs):

By the end of the course, students will be able to:

- 305. CO1: Explain the scope and significance of B2B marketing in modern business.
- 306. **CO2**: Analyze the buying behavior of organizational customers and the role of the buying center.
- 307. CO3: Design segmentation, targeting, and positioning strategies specific to B2B contexts.
- 308. CO4: Apply digital tools and global strategies to solve B2B marketing challenges.
- 309. CO5: Evaluate ethical and sustainable practices in the B2B marketing environment.

Reference Books for B2B Marketing

310. "Business Marketing Management: B2B"

- Author: Michael D. Hutt & Thomas W. Speh
- **Publisher**: Cengage Learning
- **Description**: One of the most widely used textbooks in B2B marketing. Covers theory, strategic planning, and case studies.

311. "Industrial Marketing: Analysis, Planning and Control"

- Author: Robert R. Reeder, Edward G. Brierty, & Betty H. Reeder
- Publisher: PHI Learning
- **Description**: Classic text focusing on industrial buying behavior, segmentation, and sales strategies.

312. "B2B Marketing: A Guidebook for the Classroom to the Boardroom"

- Author: Uwe G. Seebacher
- **Publisher**: Springer
- **Description**: A comprehensive and contemporary book combining academic frameworks with practical industry insights.

313. "Industrial Marketing"

- Author: Krishna K. Havaldar
- Publisher: McGraw-Hill Education
- **Description**: Indian context-based industrial marketing book with a focus on B2B relationships and channel strategies.

314. "The New Strategic Selling"

- Author: Robert B. Miller & Stephen E. Heiman
- Publisher: Business Plus
- **Description**: Focuses on selling strategies in complex B2B environments and managing customer relationships.

315. "B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement"

- **Author**: Heidi Taylor
- Publisher: Kogan Page
- **Description**: Explores content, branding, and engagement strategies in the digital B2B space.

316. "Business-to-Business Marketing: Relationships, Systems and Communications"

- Author: Ross Brennan, Louise Canning, & Raymond McDowell
- Publisher: SAGE Publications
- **Description**: Focuses on relationship marketing, networks, and value co-creation in B2B.

317. "Managing Business-to-Business Marketing Relationships"

• Author: Kevin Wilson, Nigel F. Piercy, & Nick Ford

• **Publisher**: Routledge

• **Description**: Emphasizes CRM and long-term strategic relationships in B2B contexts.

7TH Semester NHRBBA-MM-11

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Integrated Marketing Communication (Course Code:NHRBBA-MM-11)

CourseObjective:

The objective of the course is to help students comprehend the principles and practices of marketing communications. It discusses the tools used by marketers to inform consumers and to present a managerial framework for integrated marketing communications planning.

CourseContent:

Unit1:IntroductiontoIntegratedMarketingCommunication(IMC)

Evolution of Integrated Marketing Communication, Role of IMC in creating brand identity, Promotional Mix: Tools for IMC, Partners and industry organizations, Brands and stakeholder relationships, Customer brand decision making;

Unit2:PlanningforMarketingCommunication

IMCplanning,Data-drivencommunication;Creating,sending,andreceivingbrand messages; Message strategy, IMC media planning, Setting communication objectives, establishing MARCOM Objectives for PromotionalProgrammes, Hierarchy of effects model, DAGMAR; MARCOM budgeting and methods of budgeting

Unit 3: Developing the Integrated Marketing Communication Programme

Consumersalespromotion,tradesalespromotionsandco-marketing;personal selling, public relations and brand publicity, direct marketing and customer service, product placements, events, sponsorship, and packaging, social media marketing

Unit4:EvaluationofPromotionalProgrammes

Meaningandimportanceofmeasuring communication effectiveness, the testing

process, measuring the effectiveness of other promotional tools and IMC, Concept of pretesting, concurrent testing, post-testing

Textbooks(LatestEditions):-

- Advertising & Promotion An Integrated Marketing Communications Perspective; by George Belch, Michael Belch and Keyur Purani; Mc Graw Hill
- IntegratedMarketingCommunications: ASouthAsianPerspective, by O'Guinn, Allen, Semenik, Banerjee, Cengage Learning India
- IntegratedAdvertising, Promotion, and Marketing Communication; by Kenneth Clow and Donald Baack; Pearson
 - AdvertisingManagement; byAaker,BatraandMyers;Prentice-Hall
 - Percy, L. (2014). Strategicintegrated marketing communications. Routledge.

References:-ReferencePapers:

- Almquist, E.& Wyner, G. (2001), Boost Your Marketing ROI with experimental Design, Harvard Business Review, 79 October 2001 79(9), 5-11.
- Balachandran, I. (2011). Don't Go Away. We'll Be Right Back: The Ups and Downs of Advertising, Westland and Tranquebar Press
- Barry, P. (2008). The Advertising Concept Book: Think Now, Design Later: A Complete Guide to Creative Ideas, Strategies and Campaigns, Thames and Hudson
- Chitty, Luck, Valos, Barker and Shimp (2015), Integrated Marketing Communications, Cengage Learning, 4th Edition (ISBN 9780170254304).
- Dewhirst, T.,& Hunter, A. (2002), Tobacco Sponsorship of Formula One and CART Auto Racing: Tobacco Brand Exposure and Enhanced Symbolic Imagery through Co-sponsors' Third Party Advertising, Tobacco Control, 11, 146-150
- Duncan, T., and Ouwersloot, H. (2008), Integrated Marketing Communications.
 European ed. New York: McGraw-Hill,
- Greenberg, J., & Elliott, C. (2009), A Cold Cut Crisis: Listeriosis, Maple Leaf Foods, and the Politics of Apology, Canadian Journal of Communication, 34(2), 189-204.
- Keller, K. L. (2009), Building Strong Brands in a Modern Marketing Communications Environment, Journal of Marketing Communications, 15 (2-3), 139-155
- Pricken, M. (2008). Creative Advertising: Ideas and Techniques from The World's Best Campaigns (2nd Edition), Thames And Hudson

• Terence A. Shimp, Advertising & Promotion: An IMC approach, Cengage Learning

CourseOutcomes:

- Applythekeyterms, definitions, andconceptsusedinintegratedmarketing communications.
- Examinehowintegratedmarketingcommunicationshelptobuildbra nd identity and brand relationship and create brand equity through brand synergy.
- Choose a marketing communication mix to achieve the communications and behavioural objectives of the IMC campaign plan.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

7TH Semester NHRBBA-HR-10

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Talent acquisition and management (Course Code:NHRBBA-HR-10) CourseDescription:

This course describes the talent acquisition and management process. The details of competency management and assessment centrear ewell described. Analyse why sandwhat of succession planning. Mentoring and rewarding talent for retention and understanding future trends of managing talent will be well explained in the course.

CourseObjective(s):

- TodevelopanunderstandingoftheprocessesofTalentAcquisition
- Tosensitizestudentstowards Careermanagementand Succession Planning
- Tounderstandfundamentalsofcompetencymanagementandassessment centers
 - ToknowthefuturetrendsofTalentManagement

CourseContent:

Unit1:IntroductiontoTalentManagementandTalentAcquisitionstrategies

Overview of Talent Management and Factors affecting Talent Management context globally; Needand Type of Talent, Four components of Talent Management; Creating a culture for Talent Management. Difference between Recruitment and Talent Acquisition; Definition and role in Talent Management; Contemporary strategies in acquiring talent; Competing value Proposition and role of Employer Branding in Talent Acquisition; Onboarding new Hiresandsocializing challenges.

Unit2:TalentacquisitionandroleofAssessmentcenters

Concept of Assessment centers; Definition and meaning of assessment centers; UseandBenefitofAssessmentcenters;Outsourcinganduseoftechnologyin Assessmentcenters;TrainingAssessors,Resourcesrequired,Validityandreliability ofAssessmentcenters,DisadvantagesofAssessmentcenter;Whentouseandnot touseAssessmentcenters.throughAssessmentCentres.DefinitionofCompetencies, Types of competencies; Assessing and developing competencies; RoleoftraininginCompetencydevelopment;CompetencyMapping,atIndividualand tasklevel;UseofCompetencyFrameworkfordevelopingTalent.

 ${\it Unit 3:} Career Management and Succession Planning, Managing Potential of~Key~talent$

Fundamentals of Career Planning, trends and Best Practices; Models of career Planning; Succession Planning Process and Issues; Challenges pertaining to Succession Planning; Managing Performance and Potential of Key talent, Managing Potential of Key talent.

Unit 4: Mentoring Talent, Rewarding talent and Future trends in Talent Acquisition and Management

MentoringHighPotentialtalent;ProcessofeffectiveMentoring;GenderDifferences in Mentoring Process; Managing the Reward and Benefits for Talent, building in customized talent reward strategy for retaining talent, War for talent; Ethics of ManagingTalent;Talentandtechnologytrends.

TextBooks/References:

- 83. TalentManagement, Author(s): GowriJoshi | VeenaVohra, Cengage Learning
- 84. HurconomicsforTalentManagementLatestEdition

Edition: First Publisher: Pearson Education Editor: -- T. V Rao

ISBN: 13-978-8131759677

85. The Talent Management Handbook, Third Edition: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People, 3rd Edition

ByLanceA.Berger,DorothyBerger©2018|LatestEditionavailable

CourseOutcome(s):

Attheendofthiscoursestudentswillbeableto:

- $1. \ \ Develop a knowledge about acquiring Talent and developing competencies$
- 2. CompareandcontrastvariousTalentacquisitionstrategies.
- ${\tt 3. \ Describe} how {\tt Assessment} centres work in {\tt Talent} Acquisition$
- 4. Evaluate the dynamics of succession planning, reward and potential management,

7TH Semester NHRBBA-HR-11

Max. Marks:100

External Assessment:80

Internal Assessment: 20

Max Contact Hours: 30

Employee Life Cycle Management (Course Code:NHRBBA-HR-11)

CourseDescription:

This course delves into the essential stages of the Employee Life Cycle (ELC) and equips students with best practices for managing each phase effectively.

Throughoutthecourse, students will gain a deep understanding of the ELC, from recruitment and onboarding to development, retention, and separation.

CourseObjectives:

- TounderstandthekeystagesoftheEmployeeLifeCycle.
- TolearnbestpracticesformanagingeachstageoftheELC.
- Todevelopstrategiestoimproveemployeeengagementandretention.
- Toexploretoolsandtechniquesformeasuringandoptimizingthe ELC.

CourseContent:

Unit1:IntroductionandRecruitment

Approaches to Management of Employee Life Cycle; Erickson's LifeStages;Definition – of nature, scope, stages and importance of employee life cycle; overview of HR roles in managing the employee life cycle; human resource planning – job analysisandjobdesign;recruitment—meaning,process,sources,techniques; legalconsiderationsinhiring;selection—meaning,steps,types.

Unit2:OnboardingandDevelopment

Placement – definition, objective, significance; Induction – definition, objective, significance, content; Socialization – definition, stages, significance; evaluating onboarding effectiveness.

Training – concept, need, importance, types; identifying training needs; designing and implementing training programs; techniques of training; competency-based training; evaluating training effectiveness; career pathing and succession planning; human resource development.

Unit3:PerformanceManagementandRetention

Performance management – nature, scope, process, objective, importance; performance appraisal – concept, objective, importance, process, methods, essentials, job evaluation – concept, objective, process, significance, techniques, limitations; compensation management –

concept, components, objective, methods, incentive compensation; continuous feedback; managing performance issues.

Retention – concept, objective, significance; work environment; employee motivation; employee satisfaction; employee engagement techniques; employee recognitionprograms; retentionstrategies; disciplineand grievance.

Unit4:Employeewell-beingandExitManagement

Employee Well-being -definition and dimensions of employee well-being; impactof well- being on performance and productivity; employee health and wellness programs; work-life balance; measuring and enhancing employee engagement; continuousimprovementinwell-beingandengagement.

Exitmanagement–concept,importance, scope;offboardingprocesses;managing transfers and promotions; conducting exit interviews; analyzing exit data; maintaining alumni relations; employee advocacy; role of communication; managing voluntary and involuntary exits; continuous improvement in exit management

Readings:

Textbooks(LatestEdition)

- NatashaHawker, From Hireto Fire and Everything in Between Managing the Employee Life Cycle - Hire, Manage, Wellbeing and Exit. Michael Hanrahan Publishing
- Gary Dessler and Biju Varkkey Human Resource Management. Pearson Education.
- Wayne Dean Mondy and Joseph J. Martocchio, Human Resource Management. Pearson Education.
- Jeffrey A. Mello, Strategic Human Resource Management. Cengage Learning.

References:

- TracyMaylettandMatthewWride(2017), The Employee Experience: How to Attract Talent, Retain Top Performers, and Drive Results. John Wiley & Sons
 - JacobMorgan(2017). The Employee Experience Advantage. Wiley

Reflective Exercises & Suggested Cases:

- SG Cowen: New Recruits (2006) by Thomas J. DeLong & Vineeta Vijayaraghavan. Harward Business School https://hbsp.harvard.edu/product/402028-PDF-ENG
- Reflectiononselfdevelopmentandgrowth; Reviewof ERIKSON lifestages

- ReinventingEmployeeOnboarding(2013)byDanielM.Cable,Francesca GinoandBradleyR.Staats.HarwardBusinessPublishingEducation.https://hbsp.harvard.edu/product/SMR450-PDF-ENG
- OnboardingCanMakeorBreakaNewHire'sExperience(2022)bySinazo Sibisi,GysKappers.HarwardBusinessPublishingEducation.https://hbsp.harvard.e du/product/H06YQY-PDF-ENG
- ReviewofHRsoftwaresavailableforonboardingandrecruitment
- Citibank:PerformanceEvaluation(1999)byRobertL.Simons&Antonio Davila. Harward Business School https://www.hbs.edu/faculty/Pages/item.aspx?num=5282
- Compensation: Strategies for a Bonus Plan (2019) by David Dodson. Harward Business School.

https://hbsp.harvard.edu/product/E679-PDF-ENG

TheGentleman's "Three" (2011) by Brian J. Halland Andrew Wasynczuk.
 Harward Publishing Education.

https://hbsp.harvard.edu/product/R1107X-PDF-ENG

- TrackingEmployeeMoodandTrainingManagersinReal-Time,byDavid Mendlewicz (Butterfly AI). https://www.hbs.edu/ris/Publication%20Files/gh19_ch5_9e171d71-db54-4e08-a2eb-3cf1587daf4a.pdf
- CreatingaFulfillingWorkplace:AHolisticApproachtoEmployeeWell-Being at LVPEI (2022) by Ram Nidumolu, A.J. Swapna. Harward Business Publishing Education.

https://hbsp.harvard.edu/product/ISB307-PDF-ENG

- A Dolphin Bullied: Jonathan Martin's NFL Experience in Miami (A) (2022) byAllisonEliasandAldoSesia. HarwardBusinessPublishingEducation. https://www.hbsp.harvard.edu/product/UV8518-PDF-ENG
- MakingExitInterviewsCount(2016)by EverettSpainandBorisGroysberg.
 Harward Business School.

https://hbr.org/2016/04/making-exit-interviews-count

• Group project designing an end-to-end employee life cycle management planfor a hypothetical company.

CourseOutcomes:

- Rememberthedifferentstagesofemployeelifecycle.
 - Understand effective recruitment, onboarding strategies, employee

transitionsandexits.

- Evaluateperformancemanagementandretentionstrategies.
- Createrobust HRsystemsforeffectiveemployee life cycle andapplybest practices and lessons from case studies

NEHRU GRAM BHARATI

DEEMED TO BE UNIVERSITY



DEPARTMENT OF MANAGEMENT

EVALUATION SCHEME & SYLLABUS

for

BBA EIGHTH SEMESTER HONOURS WITH RESEARCH

With effect from academic session 2025-26

FACULTY OF MANAGEMENT & COMPUTER APPLICATION

DEPARTMENT OF MANAGEMENT

BBA Eighth Semester Honours with Research

S.NO	Course	Course	Subject		Evaluation Scheme			Course	
	Category	code		Sessi	Sessional Exam ESE Subject			Credit	
				CT	TA	Total		Total	
1	SEC	NHRBBA-801	Dissertation (For					500	20
			Research Track)						
								500	20

TA- Teacher Assessment

CT- Cumulative Test

ESE- End Semester Examination

Dissertation(For research track)

Course Code	801				
CourseTitle	Dissertation(FORRESEARCHTRACK)				
NumberofCredits	20				
CourseCategory	SkillEnhancementCourse				

CourseObjective: Adissertationisalong-formpieceofacademicwriting basedonoriginal research conducted by the student. Hence, this course aims provide to students with opportunity knowledge the apply the and to skillsacquiredintheircoursestoaspecificproblem. This allows students to extend theiracademicexperienceintoareasofinterestandworkwithnewideas. This also addresses the issues inherent selecting research problem and in discusses the techniques and tools to be employed in completing are search project. This will also enable the students to prepare report writing and framing Research proposals. This will give students knowledge, general competence, and analytical skills in Research Methodology. They can build their foundation for research in Business administration. It provides hands-on experience in carrying out research work interdisciplinarytopics, including management, economics, etc., and the process for publishing original work.

Course Content:

UnitI-Introduction to Research:

Fundamental of research, Scope of Research, Types of Research, Process ofResearch, Sources of research Problem, Qualities of good research problem, Identification of good problem, Scientific research characteristics and steps of scientificresearch, Scientificresearch problems

UnitII-ResearchMethods&Design:

Basic Principles; need for research Design; features of good design; essential concepts relating to research design. Traditional Methods like Historical, Institutional, and Legal. Modern Methods likesurveys of Literature, Sampling

methods, Questionnaires, Schedules, Interview methods and Focus Group discussions. Observation Methods, Case Study Methods, Content Analysis, Statistical Methods, Experimental Methods, Brainstorming Techniques, etc.

 ${\it Unit III: Tools \& Techniques of Data Collection Analysis and Interpretations:}$

Meaning of Population and Sample; Sampling Methods- Random, Stratified, Purposive.ToolofDataCollection,Primary,SecondaryandTertiaryData, Schedule, Observation.Type of Data, Primary, Secondary Tertiary Data, Tabulationofdata, Dataorganisation in SPSS and Excel, Graphical representation data. **Analysis** of Measure of Central tendency, Standard Data, Deviation&Standarderror, Measure of variability, Correlation and its computation; ANOVA. Discussion and Interpretation of Results, Testing of Hypotheses, Logical and Statistical Techniques like chi Squaretest and Studentt-test.

UnitIV:ReportingandThesisWriting:

Type of report Technical Reports and thesis; Significance; Different steps in the preparation; Layout, structure and language of typical reports; Illustrations and tables; Bibliography, referencing and footnotes. Planning-Preparation-practice-Making Presentation; Use of visual aids; Power Point for effective Communication; Criteria for evaluating the research report.

Suggestedreadings:

- 86. UweFlick-IntroducingResearchMethodology
- 87. CRKothari-ResearchMethodologyMethodsandTechniques
- **88.** JohnWCresswell:ResearchDesign:Qualitative,Quantitative,andMixed Methods Approaches
 - 89. WayneCBooth: The Craft of Research
 - 90. RPaneerselvam: Research Methodology
 - 91. RanjitKumar: Research Methodology, astep-by-stepguide for beginners.
- 92. RobertKYin:CaseStudyResearch:DesignandMethods(AppliedSocialResearch Methods)

Courseoutcomes:

Attheendofthecourse, students will be able to

- 93. Equipthemselves with tools for data collection and analysis
- 94. Understandresearchindepthandacquireknowledgetoundertakearesearch project independently.
- 95. Equipthemselves with ethicalissues related to Research and Publication.
- 96. Build a strong foundation for future research work systematically by applying notions of Research Methodology.
- 97. GainabilitytoapplyknowledgeofBusinessAdministrationtoresearchinreal-world issues