Guru Nanak Dev Engineering College, Ludhiana

An Autonomous College under UGC Act 1956

Bachelor of Business Administration (BBA)

Course Code: BBA101

Course Title: Principles and Practices of Management

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 1	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T) = 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Describe fundamental concepts, nature and principles of Management.
2	Explain the role and responsibilities of managers and adapt to the various styles of management across organizations.
3	Develop analytical abilities to face the business situations.
4	Apply various tools that would facilitate the decision making process in the business
5	Develop peer based learning and working in groups and teams.

Contents

PART-A

UNIT– I **11(L) hrs**

Management: Meaning, definition, nature and scope, levels, process and significance of management. Development of Management Thought: Classical, Neo – Systems, Contingency and Contemporary Approaches to Management.

UNIT– II **11(L) hrs**

Planning: Concept, Process, Nature, Steps in Planning, Significance and Types

Decision Making: Concept and Process, Meaning, Types of Decisions, Management by Objective (MBO)

PART-B

UNIT– III **11(L) hrs**

Organization: Concept, Nature, Process, Significance, Types, Organizational Structures, Committees, Span of control. Authority & Responsibility. Delegation, Decentralization & Departmentation.

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Direction: Concept, Features, Importance & Limitation of Direction. Element of Direction Supervision, Motivation, Leadership and Communication.

UNIT –IV **12(L) hrs**

Coordination: Concept, Features, Importance and Limitations of Coordination. Internal and External Coordination

Control: Concept, Features, Importance and Limitations of Control. Control Process. Essentials of a Good Control System. Techniques of Control. Relationship between Planning and Control

Tutorial hours will be used for practice sessions for problems/presentations /case- studies etc.

Text Books

1. Ghuman and Ashwathapa, "Principles and Practices of Management", 1st Edition, Tata McGraw Hill Publishers, 2010.
2. L.M. Prasad, "Principles and Practices of Management", 7th Edition, Sultan Chand, 2013.

Reference Books

1. Heinz , Weihrich, Cannice and Koontz, "Essentials of Management", A Global Perspective, 8th Edition, TataMcGraw Hill .
2. P.C. Tripathi, P.N.Reddy "Principles of Management", 7th Edition, Mcgraw Higher Ed , 2022.

Online Learning Materials

1. https://hinpub.com/product-a-text-book-on-management-principles-and-practice-sem-1- ncp-karnataka Accessed on September 10, 2024.
2. https://file-dhaka.portal.gov.bd/uploads/0283d03a-254c-4b8c-9db4-4060c02f16c2//629/c3c/ee6/629c3cee6adc6386614665.pdf Accessed on September 10, 2024.

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Bachelor of Business Administration (BBA)

Course Code: BBA102

Course Code: Business Communication - I

Programme: BBA	**L:** 1 **T:** 1 **P:** 0	**Credits:** 2
Semester: I	**Theory/Practical:** Theory	**Teaching Hours:** 15(L)+15(T)= 30hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material Allowed in ESE: NIL

On Completion of the course, the student will have the ability to:

CO#	Course Outcomes
1.	Create awareness about the importance of effective communication skills at workplace.
2.	Face their fear of speaking
3.	Increase their understanding of using Non-Verbal Cues.
4.	Understand how to be an effective participant in Group Discussions.
5.	Facilitate better writing skills

Contents

PART-A

UNIT–I **3(L) hrs**

Meaning, types, barriers and mechanism of communication, Non-verbal communication, organizational setting of executive communication, 7C's of communication.

UNIT–II **4(L) hrs**

Everyday Communication: Non-Verbal Language (Symbols, Appearance, Paralanguage and Body Language, Proxemics, Chronemics), Listening Skills (Importance, Barriers, Essentials of Good Listening).

PART-B

UNIT–III **4(L) hrs**

Effective Communication: Speaking Skills, Group Discussion (Purpose, Strategies, Guidelines etc.), Improving Language Efficiency (Vocabulary Building, Avoiding Common Errors).

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UNIT– IV 4(L) hrs

Written communication: Formal and Informal Writing, Basics of Paragraph Writing (Topic sentence, Introduction and the Conclusion, Variety in Sentences and Paragraphs), Email Writing (Formal and Informal).

Tutorial hours will be used for practice sessions for problems/presentations /case- studies etc.

Text Books

1. Kev Nair, "Fluency in English - Part II", 4th Edition, Oxford University Press, 2006
2. Orient Blackswan, "Language, Literature and Creativity", 2nd Edition, 2013.

Reference Books

1. William Zinsser, "On Writing Well", 2nd Edition, Harper Resource Book, 2001.
2. Liz Hamp-Lyons and Ben Heasly, "Study Writing", 2nd Edition, Cambridge University Press, 2012.

Online Learning Materials

https://www.pdfdrive.com/business-communication-e18729927.html Accessed on September 10, 2024

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Business Communication	Prof. A Malik	IIT Kharagpur	https://nptel.ac.in/courses/110105051

Scheme Code- 2024

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Bachelor of Business Administration (BBA)

Course Code: BBA103

Course Codes: Financial Accounting

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: I	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T) = 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: 40%		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material Allowed in ESE: Simple Calculator

On Completion of the course, the student will have the ability to:

CO#	Course Outcomes
1.	Understand the basic underlying concepts, principles, standards and conventions of accounting.
2.	Prepare journal, ledger, Trial balance and final accounts of a firm.
3.	Get an overview of the regulatory framework of accounting in India.
4.	Prepare financial statements of sole Proprietor and Partnership firm
5.	Comprehend the concept of computerized accounting.

Contents

PART-A

UNIT- I **11(L) hrs**

Introduction to Financial Accounting: Meaning, objectives and Scope of Financial Accounting, Limitations of Financial Accounting, Concept of Book Keeping, Meaning and uses of accounting information, Interrelationship of Accounting with other Disciplines, Branches of Accounting, , Accounting Equation. Accounting Principles, Accounting Concepts and Conventions, Accounting cycle.

Accounting Standards: Concept, objectives, benefits, brief review of Accounting Standards in India

UNIT- II **11(L) hrs**

Accounting process: Recording Transactions in Journal, Preparation of Ledger Accounts, Subsidiary Books,and Preparation of Trial Balance.

Final Accounts: Preparation of Trading and Profit & Loss Account and Balance Sheet.

PART-B

UNIT- III 11(L) hrs

Sole Proprietor: Financial Statements of Sole Proprietor.

Partnership firm: Accounting for Consignment. Accounting for Joint Venture. Accounting for Dissolutionof Partnership Firm; Insolvency of Partners (excluding Sale to a Company) and Piecemeal Distribution. Royalty Accounts

UNIT- IV 12(L) hrs

Introduction to Company Final Accounts: Important provisions of Companies Act, 1956 in respect of preparation of final accounts of a company. Understanding the Annual Report of a Company. Computerized Accounting: Computers and its application in accounting. Accounting software packages.

Tutorial hours will be used for practice sessions for numerical problems/presentations /case-studies etc.

Text Books

1. S.N. Maheshwari and S.K. Maheshwari, "Financial Accounting", 6th Edition, Vikas Publishing House, New Delhi, 2009.
2. A. Mukherjee and M. Hanif, "Financial Accounting", 1st Edition, Tata McGraw Hill, 2003.
3. I.M. Panday, "Financial Management", 11th Edition, Vikas Publishing House Pvt Ltd., 2015.

Reference Books

1. N. Ramchandran and R.K. Kakani, "Financial Accounting for Management", 2nd Edition,Tata McGraw Hill, 2007.

Online Learning Materials

1. https://www.sultanchandandsons.com/Images/BookImages/Chapters/626_TC%2 01270%20Booklet.pdf Accessed on September 10, 2024
2. https://www.toppr.com/guides/business-environment/business-functions/financial-management/ Accessed on September10,2024

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Financial Accounting	Prof. Varadraj Bapat	IIT Bombay	https://onlinecourses.nptel.ac.in/noc24_mg81/preview

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An Autonomous College under UGC Act 1956

Bachelor of Business Administration (BBA)

Course Code: BBA104

Course Title: Business Statistics and Logic

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: I	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)=60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: 40%		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material Allowed in ESE: NIL

On Completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Learn the basic concepts of statistics and develop the tables to present the data in the tabular, pictorial &graph.
2	Learn the applications and implications of central tendency i.e. Arithmetic mean, median, mode and dispersion , skewness and kurtosis.
3	Appraise the concepts of population distributions and sample i.e. Probability and Non Probability Sampling Methods.
4	Understand the concept of analytical techniques i.e. correlation analysis and linear regression analysis and its managerial implications.
5	Construct and compute the various indices and their role in research applications.

Contents

PART-A

UNIT-I **11(L) hrs**

Introduction to Statistics: Meaning, Definitions, Features of statistics, Importance, Functions, Scope and Limitations of Statistics.

Data Collection: Sources of Primary and Secondary data. Presentation of Data. Frequency distribution.

Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonicmean, properties and applications.

Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphicpresentation of measures of central tendency.

UNIT-II 12(L) hrs

Sampling Concepts: Meaning of Population and Sample, Parameters and Statistics, Descriptive and Inferential Statistics, Probability and Non Probability Sampling Methods including Simple Random Sample, Stratified Sampling,Systematic Sampling, Judgment Sampling and Convenience Sampling.

Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviationand their coefficients. Properties of Standard Deviation and Variance

PART-B

UNIT-III 11(L) hrs

Simple Correlation Analysis: Meaning of Correlation, Simple, multiple and partial, linear and nonlinear correlation,correlation and causation, scatter diagram, Pearson's correlation coefficient and Rank Correlation

UNIT-IV 11(L) hrs

Simple Regression Analysis: Meaning of Regression, Principle of least square and regression analysis, Calculation of regression coefficient, properties of regression coefficient, Relationship between correlation and regression coefficient.

Tutorial hours will be used for practice sessions for numerical problems/presentations /case-studies etc.

Text Books

1. S.C. Gupta, "Business Statistics", 2nd Edition, Himalaya Publishing House Pvt. Ltd., 2013.
2. Amir D Aczel and J. Sounderpandian, "Complete Business Statistics", 7th Edition, Tata McGraw Hill, 2017.

References Books

1. P.N. Arora and S. Arora "Statistics for Management", 6th Edition, Sultan Chand and Sons, 2007
2. R. V. Hogg, J. McKean and A. Craig, "Introduction to Mathematical Statistics", 8th Edition, Pearson, 2021.

Online Learning Materials

1. https://ug.its.edu.in/sites/default/files/Business%20Statistics.pdf Accessed on September 10, 2024.
2. https://ddceutkal.ac.in/Downloads/UG_SLM/Commerce/Business_Statistics.pdf Accessed on September 10, 2024.

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Bachelor of Business Administration (BBA)

Course Code: BBA105
Course Title: General English

Programme: BBA	**L:** 1 **T:** 1 **P:** 0	**Credits:** 2
Semester: 1	**Theory/Practical:** Theory	**Teaching Hours:** 15(L)+15(T)=30 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1.	Apply the basics of Grammar, Sentences and their usage.
2.	Utilize the effective techniques to be a good listener.
3.	Present in academic as well as professional environment
4.	Grasp the concepts of effective writing skills.
5.	Develop vital speaking skills, so that they can become independent users of English language.

Contents

PART-A

UNIT- I: Grammar and Reading **4(L) hrs**

Basic Grammar: Parts of speech, Sentence structure, Tenses and their usage. Common Errors, Subject-verb agreement, Pronoun usage, Prepositions and conjunctions. Vocabulary Building: Word formation, Synonyms and antonyms, Usage of idioms and phrases. Reading Comprehension: Techniques for effective reading. Practice of grammar usage with various remedial exercises.

UNIT-II: Listening Skills **3(L) hrs**

Importance of Listening: Role of listening in communication, Difference between hearings and listening. ListeningTechniques: Active listening strategies, Note-taking methods.

Listening Practice: Audio and video materials (lectures, interviews, discussions).

Practice Exercises to improve listening accuracy and comprehension.

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UNIT-III: Speaking Skills 4(L) hrs

Basics of Effective Speaking: Pronunciation and intonation, Clarity and fluency. Public Speaking: Structure of a speech, Techniques for engaging the audience.
Interpersonal Communication: Conversational skills, Group discussions and role-plays. Presentation Skills: Preparinge ffective presentations, Use of visual aids.
Practice exercises to improve speaking and presentation skills.

UNIT-IV: Writing Skills 4(L) hrs

Writing Basics: Sentence and paragraph structure, Coherence and cohesion in writing. Formal Writing: Business letters and emails, Report writing. Creative Writing: Essay writing, Writing articles and blogs. Revising and Editing: Techniques for proof reading Common errors in writing and how to correct them.

Tutorial hours will be used for practice sessions for problems/presentations /case- studies etc.

Text Books

1. K. Nair, "Fluency in English- Part II", 4th Edition, Oxford University Press, 2006.
2. G. Mishra, R.Kaul and B. Biswas, "Language through Literature (forthcoming)" 3rd Edition, 2014.

Reference Books

1. W. Zinsser, "On Writing Well", 1st Edition, Harper Resource Book, 2001.
2. Liz Hamp-Lyons and Ben Heasly, "Study Writing", 2nd Edition, Cambridge University Press, 2006.

Online Learning Materials

https://elilanguage.com/general-english/ Accessed on September 10, 2024.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Practical English: Learning and Teaching	Dr. Bhaskar Dasgupta	IIT Kanpur	https://nptel.ac.in/courses/109104090

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Bachelor of Business Administration (BBA)

Course Code: BBA106

Course Title: Business Environment and Public Policy

Programme: BBA	**L:** 2 **T:** 0 **P:** 0	**Credits:** 2
Semester: 1	**Theory/Practical:** Theory	**Teaching Hours:** 30 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Identify and evaluate the complexities of business environment and their impact on the business.
2	Understand the current economic conditions in emerging markets, and evaluate present and future opportunities.
3	Understand the key concepts and processes involved in Indian public policy.
4	Analyze the role of government institutions and other actors in policy formulation and implementation.
5	Evaluate key economic, social, and sectoral policies in India.

Contents

PART -A

Unit-I **6(L) hrs**

Introduction to Business Environment: Nature and Significance of Business Environment. Components of Business Environment, Techniques of Environment Scanning. Economic Environment of Business: Economic Systems. Brief idea of Industrial Policy, Fiscal policy, Monetary policy and EXIM policy.

Unit-II **8(L) hrs**

Political and Legal Environment of Business: Foreign Exchange Management Act (FEMA), Consumer Protection Act. Introduction to Liberalization, Privatization and Globalization. Socio- Cultural Environment: Critical elements of socio- cultural Environment. Business Ethics and Corporate Social Responsibility. International Business Environment: MultinationalCorporations- Benefits and Problems, WTO, IMF, Regional Groupings.

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PART-B

Unit-III

8(L) hrs

Introduction to Public Policy: Definition, scope, and importance, Public policy Approaches: Rational choice theory, incrementalism and public choice theory. Stages of public policy, Institutional Framework in India: Role of the Legislature, Executive, and Judiciary in policy- making.

Unit-IV

8(L) hrs

Economic and Social Policy in India: Economic Policy: Post-Independence economic policies: Five-Year Plans and mixed economy model. Economic reforms of 1991: Liberalization, Privatization, Globalization (LPG). Key contemporary economic policies: Make in India, Startup India, Atmanirbhar Bharat, and fiscal policies. Key social policies: Food Security Act, MNREGA, Right to Education, Ayushman Bharat, Swachh Bharat Abhiyan. Role of social welfare schemes in poverty alleviation.Public Service Delivery.

Text Books

1. K. Aswathappa, "Essentials of Business Environment-Text, Cases and Exercises", 13thRevised Edition, Himalya Publishing House, 2016.
2. F. Cherunilam, "Business Environment- Text and Cases", 20th Edition, Himalya Publishing House Pvt. Ltd., 2011.

Reference Books

1. P. Wetherly and D. Otter, "Business Environment: Themes and Issues in a Globalizing World",Oxford Publishing, 2012 Edition.
2. Michael E. Kraft and Scott R. Furlong, "Public Policy: Politics, Analysis, and Alternatives", 6th Edition, CQ Press, 2017.

Online Learning Materials

1. https://www.elgaronline.com/edcollbook/edcoll/9781788979115/9781788979115.xml Accessed on November 06, 2024

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Business Environment	Chhavi Jain	IIS (deemed to be University),Jaipur	https://onlinecourses.swayam2.ac.in/imb22_mg02/preview 4

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Bachelor of Business Administration (BBA)

Course Code: BBA107

Course Title: Environmental Science and Sustainability

Programme: BBA	**L:** 2 **T:** 0 **P:** 0	**Credits:** 2
Semester: 1	**Theory/Practical:** Theory	**Teaching Hours:** 30 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE)Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		
Prerequisites: NIL		

Additional Material Allowed in ESE: NIL

On Completion of the course, the student will have the ability to:

CO#	Course Outcomes
1.	Develop an understanding about environmental problems at local and national level through literature and general awareness.
2.	Understand how an ecosystem works and how humans can help in maintaining a better ecosystem.
3.	Apply interdisciplinary approach to understand key environmental issues and critically analyze them.
4.	Analyze the roles of mankind as citizens, consumers and environmental actors in a complex, interconnected world.
5.	Gain practical knowledge by visiting wildlife areas, environmental institutes.

Contents

PART-A

UNIT-I **8(L) hrs**

Introduction to Environmental Studies: State of Environment, Need for Sustainable Development, Traditional conservation systems in India, Need for an attitudinal change and ethics, Need for Environmental Education, Multidisciplinary nature of Environmental Studies: Scope & Importance Need for Public Awareness.

Biodiversity: Species, Genetic & Ecosystem Examples of Endangered & Endemic species of India, Red data book.

UNIT-II **8(L) hrs**

Ecosystems and Natural Resources: Concept of an Ecosystem: Structure & functions of an ecosystem (Producers, Consumers & Decomposers) Food Chain, Food web and Ecological Pyramids, Natural Resources: Their uses, functions, Deforestation, Water Resources: Their uses, functions & values, Pollution of Ground Water, Rainwater Harvesting, Land Resources: Land as a resource; Land degradation, Energy Resources: Renewable & non-renewable energy resources, use ofalternate energy resources (Solar, Wind, Biomass, Thermal)

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PART-B

UNIT-III

6(L) hrs

Environmental Pollution & Social Issues: Types, Causes, Effects & Control of Air, Water, Soil & Noise Pollution. NuclearGlobal Climate Change: Global warming. Environmental disasters: Earthquakes, Floods, Cyclones, Landslides

UNIT-IV

8(L) hrs

Sustainability And Management : Sustainability- concept, needs and challenges-economic, social and aspects of sustainability-from unsustainability to sustainability-millennium development goals, and protocols Sustainable Development Goals-targets, indicators and intervention areas Climate change- Global, Regional and local environmental issues and possiblesolutions-case studies. Concept of Carbon Credit, Carbon Footprint. **Field Work:** Visit to a National Park, Biosphere Reserve, Wildlife Sanctuary Documentation & preparation of a Biodiversity (flora & fauna)

Text Books

1. E. Bharucha, "Text Book for Environmental Studies", 4th Edition, University Grants Commission, New Delhi, 2012.
2. K.C. Agarwal, "Environmental Biology" 2001 Edition, Nidi Publ. Ltd. Bikaner.
3. E. Bharucha, "The Biodiversity of India", 6th Edition, Mapin Publishing Pvt. Ltd., Ahmedabad, India, 2017.

Reference Books

1. R.C. Brunner, "Hazardous Waste Incineration", 2nd Edition, McGraw Hill Inc., 2007.
2. R.S. Clark, "Marine Pollution", 4th Edition, Clanderson Press Oxford (TB), 2009.
3. W.P. Cunningham, T.H. Cooper, E. Gorhani, and M.T. Hepworth, "Environmental Encyclopedia", 3rd Edition, 2010.

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Online Learning Materials

https://www.pdfdrive.com/business-communication-e18729927.html

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Supplementary SWAYAM Course

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1	Environment Management	Prof. T.V. Ramachandra	IISc Bangalore	https://nptel.ac.in/courses/120108004

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Bachelor of Business Administration (BBA)

Course Code: BBA108

Course Title: Human Behaviour and Organization

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 2	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the role of personality, learning, perception and emotions at work.
2	Discover and understand the concept of motivation, leadership, power and ethics.
3	Understand the foundation of group behaviour and concept of conflict and power.
4	Gain understanding organizational change techniques.
5	Understand the approaches to stress management and organizational development.

Contents

Part-A

Unit-I — **11(L) hrs**

Meaning and concept of Organizational behavior; Personality: meaning, factors affecting personality, Big five model of personality; Attitude; Values; Emotions

Learning: concept and theories of learning (Classical conditioning, Operant conditioning and social learning theory), concept of reinforcement.

Perception: concept, factors affecting perception, process of perception, perceptual errors.

Unit-II — **11(L) hrs**

Motivation: Concept, importance, Process, theories (Goal Setting theory, MBO, Self Efficacy theory, Self Determination theory, Equity theory, Vroom's expectancy theory)

Leadership: Concept, Theories (Trait,Behavioral,Contingency,Charismatic,Transactional, Transformational Leadership and Servant Leadership)

Ethical Leadership: Concept, Importance, Dimensions.

Part-B

Unit-III — **12(L) hrs**

Groups: Definition, Stages of Group Development, Group Cohesiveness; Analysis of Interpersonal Relationship, Transactional Analysis, Johari Window.

Conflict: Concept, Sources, Types and Stages of Conflict, Management of Conflict, approaches to conflict management.

Organizational Power: Sources of Power and Dysfunctional uses of Power.

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Unit-IV **11(L) hrs**

Organizational Change: Concept, Resistance to change, Managing resistance to change, Kurt Lewin's Theory of Change.

Stress Management: sources of stress, approaches for stress management.

Organizational Development: Meaning and types of OD Interventions, Learning Organizations.

Tutorial hours will be used for practice sessions for problems/programming/case-studies etc.

Text Books

1. Robbins, "Organization Behaviour", 18th Edition, Pearson, 2019.
2. Lathan's, "Organization Behaviour", 12th Edition, Tata McGraw Hill, 2010.
3. Newstrom, "Organization Behaviour", 10th Edition, Tata McGraw Hill, 2001.

Reference Books

1. L.M.Prasad, "Organization Behaviour", 5th Edition, Sultan Chand, 2014.
2. Parikh and Gupta, "Organization Behaviour", 1st Edition, Tata McGraw Hill, 2017.
3. Aswathappa, "Organization Behaviour", 1st Edition, Himalaya Publishing House, 2022.

Online Learning Materials

1. https://mdu.ac.in/UpFiles/UpPdfFiles/2021/Jul/4_07-01-2021_12-32-15_Organizational%20Behaviour.pdf Accessed on December 02, 2024
2. https://old.mu.ac.in/wp-content/uploads/2014/04/Management-PAPER-II-Organizational-Behavior-final-book.pdf Accessed on December 02, 2024

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Bachelor of Business Administration (BBA)

Course Code: BBA109

Course Title: Marketing Management

Program: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 2	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Explain the basics of marketing, selling, marketing mix and its core concepts.
2	Describe the intricacies of the marketing segmentation, methods and marketing mix
3	Develop necessary skills for product formulation, Labelling and pricing the products.
4	Illustrate various components of product distribution.
5	Develop an understanding of promotion mix and strategies for successful promotion

Contents

Part – A **11(L) hrs**

Unit-I

Marketing: Nature and Scope of Marketing, Difference in needs, wants and demand. Emerging Marketing Concepts: production, product, selling, marketing and societal marketing, Analyzing marketing environment: micro, macro environment.

11(L) hrs

Unit- II

Market Segmentation: Need, concept, nature, basis and strategies, mass marketing vs. Segmentation.
Marketing Mix: 4Ps of products and 7Ps of services, components and factors affecting mix.

Part-B

11(L) hrs

Unit- III

Product Decisions: Product definition, new product development process, and product life cycle, positioning, branding, packaging and labeling decisions.

Pricing Decisions: Importance, objectives, designing strategies, Pricing Techniques.

12(L) hrs

Unit-IV

Distribution: Types of channel, factors affecting decision, Designing and Managing Marketing Channel, Managing Retailing, physical distribution system and its components.

Product Promotion: Promotion mix- introduction, importance, advantages and disadvantages of various components and factors affecting designing and managing Integrated Marketing Communications.

Tutorial hours will be used for practice sessions for problems/programming/case-studies etc.

Scheme Code- 2024

Head
Department of Business Administration
Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (Pb.)

Text Books

1. P. Kotler, K.L. Keller, A. Koshy and M. Jha. "Marketing Management: A South Asian Perspective", 13th Edition, Pearson Education, 2013.
2. M. Etzel, B. Walker, W. Stanton and Pandit, "A Marketing Management", 14th Edition, Tata McGraw Hill, 2017.

Reference Books

1. V.S Ramaswamy and S. Namakumari, "Marketing Management: Global Perspective Indian Context", Macmillan Publishers India Ltd.
2. R. Saxena, "Marketing Management", 4th Edition, Tata McGraw Hill Education Pvt. Ltd, 2009.

Online Learning Materials

1. https://htbiblio.volasite.com/resources/Marketing%20Book.pdf Accessed on January 10, 2025
2. https://assets.openstax.org/oscms-prodcms/media/documents/Principles_Marketing-WEB.pdf Accessed on January 17, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Innovation in Marketing and Marketing of Innovation	Prof. Vinay Sharma	IIT Roorkee	https://nptel.ac.in/courses/110107432

01/05/2025

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Department of Business Administration
Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (Pb.)

Guru Nanak Dev Engineering College, Ludhiana

An Autonomous College under UGC Act 1956

Bachelor of Business Administration (BBA)

Course Code: BBA110

Course Title: Business Economics

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 2	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Study the basic concepts of micro and macroeconomics relevant for business decision making.
2	Measure price elasticity of demand, understand the determinants of elasticity and apply the concepts of price, cross and income elasticity of demand.
3	Understand and explain four basic market models of perfect competition, monopoly, monopolistic competition, and oligopoly, and how price and quantity are determined in each model.
4	Help to describe and analyze the National Income Statistics of an economy in quantitative terms.
5	Interpret macroeconomic issues like money, inflation and business cycles.

Contents

Part-A

Unit – I **12(L) hrs**

Micro Economics vs. Macro Economics, Fundamental concepts used in Business Decision making, Opportunity Cost Principle, Incremental Principle, Law of Demand: Movement along vs. Shift in Demand Curve, Concept of Elasticity of Demand – Types of Elasticity of Demand (Price, Income and cross), Factors affecting elasticity of demand.

Unit-II **11(L) hrs**

Indifference Curve Analysis: Meaning, Assumptions, Properties, Importance of Indifference Analysis, Limitations of Indifference Theory; Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition. Oligopoly (Meaning & Types)

Part-B

Unit-III **11(L) hrs**

Nature and Scope of Macro Economics, National Income: Measuring National Income. Problems in the measurement of National Income. Nature and Functions of Money, Liquidity preference theory and Keynesian Liquidity Trap. Inflation: Meaning, Types, Causes, Effects and Policies to control inflation.

Unit-IV **11(L) hrs**

Business cycle: Meaning, types and phases. Monetary and Fiscal Policy. Multiplier: Concept, Features and Leakages. Macro-economic Framework in Indian Economy, Financial Administration: Finance Commission.

Tutorial hours will be used for practice sessions for problems/programming/case-studies etc.

Text Books

01/05/2024

Head
Department of Business Administration
Guru Nanak Dev Engineering College,
Hill Road, Ludhiana-141008 (Pb.)

1. H.L. Ahuja "Advanced Economic Theory", 21st Edition, Sultan Chand 2019.
2. M.L. Jhingan "Macro Economic Theory", 13th Edition, PHI, 2016

Reference Books

1. D.N. Dwivedi, "Macroeconomics Theory and Policy", 5th Edition McGraw Hill, 2019.
2. T.R. Jain and V.K. Ohri, "Introductory Microeconomics", V K Publications, 2019.

Online Learning Materials

1. https://ddceutkal.ac.in/Downloads/UG_SLM/Commerce/GE_1.pdf Accessed on December 10, 2024
2. https://mpbou.edu.in/uploads/files/MACRO_ECONOMICS.pdf Accessed on December 10, 2024

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Introduction to Microeconomics	Prof. Vimal Kumar	IIT Kanpur	https://onlinecourses.nptel.ac.in/noc21_hs52/preview

01/07/2025

Head
Department of Business Administration
Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (Pb.)

Guru Nanak Dev Engineering College, Ludhiana

An Autonomous College under UGC Act 1956

Bachelor of Business Administration (BBA)

Course Code: BBA111

Course Title: Emerging Technologies and Application

Programme: BBA	**L:** 1 **T:** 0 **P:** 2	**Credits:** 2
Semester: 2	**Theory/Practical:** Theory	**Teaching Hours:** 15(L)+30(P)= 45 hrs
Total Max. Marks: 150	**Continuous Assessment (CA) Marks:** 90	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1.	Introduce emerging technologies and industrial revolution
2.	Describe and learn basics of web technologies
3.	Understand and implement basics of html and css
4.	Explain the concepts of AI and IoT
5.	Acquaint with the facets of Cybersecurity and various types of cyber threats

Contents

Part A

Unit-I **4(L) hrs**

Introduction to Emerging Technologies: Introduction to emerging technologies, introduction to industrial revolution, role of data for emerging technologies, Applications of Emerging Technologies.

Unit-II **4(L) hrs**

Introduction to Web programming: Introduction to Web programming, HTML Basic concepts, understanding and creation of css, creation of HTML webpage, Creation of Tables in HTML.

Part-B

Unit-III **4(L) hrs**

Introduction to AI: Introduction to AI, need, foundations of AI, Sub areas of AI, advantages, disadvantages; Introduction to IoT, need, architecture, devices and networks, advantages, disadvantages.

Unit-IV **3(L) hrs**

Cyber Security: Cyber Security, definition, types of cyber security threats, benefits of cyber security.

Laboratory work

To perform web programming using HTML basic concepts.

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Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (Pb.)

Scheme Code- 2024

Text Books

1. P. Kumar, "Web Design with HTML and CSS", Notion Press, 2021.
2. S. Kaushik, "Artificial Intelligence", 2nd edition, Cengage Learning India, 2023.
3. S. Belapure and N.Godbole, "Cyber Security", 1st edition, Wiley, 2011.

Reference Books

1. Thomas A.Johnson, Cyber Security, 1st edition, CNC Press, 2015.

Online Learning Materials

1. https://onlinecourses.nptel.ac.in/noc24_cs121/preview — Accessed on January 14, 2025
2. https://onlinecourses.nptel.ac.in/noc22_cs53/preview — Accessed on January 14, 2025
3. https://onlinecourses.swayam2.ac.in/aic20_sp11/preview — Accessed on January 14, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	An Introduction to Artificial Intelligence	Prof. Mausam	IIT Delhi	https://onlinecourses.nptel.ac.in/noc22_cs56/preview

01/05/25

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Bachelor of Business Administration (BBA)

Course Code: BBA112

Course Title: Media Literacy and Critical Thinking

Programme: BBA	**L:** 1 **T:** 1 **P:** 0	**Credits:** 2
Semester: 2	**Theory/Practical:** Theory	**Teaching Hours:** 15(L)+15(T)= 30 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the basic concepts of Media literacy and media content
2	Understand fundamentals of critical thinking
3	Develop understanding about media evaluation, advertising and digital literacy
4	Study the concept of media production and associated ethical issues
5	Study the emerging trends in media literacy

Contents

Part-A

Unit –I **4 (L) hrs**

Introduction to Media Literacy: Understanding Media Literacy: Definition and importance, Media Influence and Society: Role of media in shaping public opinion, culture and democracy. Media in the Indian Context: Evolution of Indian media, Major Indian media outlets and their influence. Analyzing Media Content: Techniques for deconstructing media messages.

Unit-II **4 (L) hrs**

Media Analysis and Evaluation: Media Ownership and Control: Structure of media ownership in India, Influence of ownership on media content. News Media and Journalism: Principles of ethical journalism, evaluating news sources for credibility

Part-B

Unit-III **3 (L) hrs**

Advertising and Commercial Media: Techniques used in advertising, Influence of advertising on consumer behavior. Social Media and Digital Literacy: Role of social media in contemporary media landscape, evaluating information on social media platform.

Unit-IV **4 (L) hrs**

Media Production and Participation: Basics of Media Production: Introduction to media production processes, Understanding different media formats (print, broadcast, digital), Ethical and Legal Aspects of Media: Ethical issues in media production and consumption, Overview of media laws and regulations in India. Future Trends in Media: Emerging technologies in media, Future of media in India.

Tutorial hours will be used for practice sessions for problems/programming/case-studies etc.

Scheme Code- 2024

Head
Department of Business Administration
Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (Pb.)

Text Books

1. D. Guha, "Critical Thinking: An Indian Perspective", 3rd Edition, Tata McGraw Hill, 2003.
2. V. Kohli-Khandekar, "Indian Media Business", 3rd Edition, PHI, 1995.

Reference Books

1. A. Silverblatt, "Media Literacy: Key to Interpreting Media Messages",4th Edition, Pearson, 2015.
2. N. Pernisco, "Media literacy; An essential guide to the critical thinking skills for our digital world", 3rd Edition, New York Understand Media, 2021.

Online Learning Materials

1. https://www.thinkinghabitats.com/blog/the-importance-of-critical-thinking-for-news-media-literacy
   Accessed on November 26, 2024
2. https://dlhsblropac.koha.manipal.edu/cgi-bin/koha/opac-detail.pl?biblionumber
   Accessed on November 27, 2024

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Digital Media Literacy	Prof. K S Arul Selvan	IGNOU, New Delhi	https://onlinecourses.swayam2.ac.in/nou24_ge43/preview

01/01/2025

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Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (Pb.)

Guru Nanak Dev Engineering College, Ludhiana

An Autonomous College under UGC Act 1956

Bachelor of Business Administration (BBA)

Course Code: UGNE101

Course Title: Indian Constitution

Programme: BBA	**L:** 2 **T:** 0 **P:** 0	**Credits:** 2
Semester: 2	**Theory/Practical:** Theory	**Teaching Hours:** 30(L) hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Acquaint with legacies of constitutional development in India and help those to understand the most diversified legal document of India and Philosophy behind it.
2	Explain the Preamble & Directive principles of State Policy.
3	Recognize Fundamental Rights and duties
4	Describe the structure of the Union Government and outline the role of President, Vice President, Prime Minister and Council of Ministers.
5	Describe the structure of State Government and analyze the role of Governor and Chief Minister, Election Commissioner, NHRC.

Contents

Part-A

Unit –I **8(L) hrs**

Historical Background: Constituent Assembly of India, Philosophical foundations of the Indian Constitution, Salient features and nature of the constitution, Preamble, Directive Principles of State Policy, Citizenship, Constitutional Remedies for citizens.

Unit-II **7(L) hrs**

Fundamental Rights: Introduction & its scheme, Right to Equality (Art.14), Right to Fundamental Freedoms (Art. 19), Right to Life (Art. 21), Directive Principles of State Policy: importance and implementation, Fundamental Duties and its legal status.

Part-B

Unit-III **8(L) hrs**

Union Government and its Administration Structure: President and Vice President: Role, power and position, PM and Council of ministers, Cabinet and Central Secretariat, Lok Sabha, Rajya Sabha, The Supreme Court and High Court: Powers and Functions.

Unit-IV **7(L)hrs**

State Government and its Administration: Governor, Role and Position, CM and Council of ministers, Relation between the Union and the States. Elections, Election Commission of India, National Human Rights Commission, National Commission for Women.

Scheme Code- 2024

Head
Department of Business Administration
Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (Pb.) India

Text Books

1. D. Dass "Introduction to The Constitution of India", 26th Edition, Prentice Hall of India Pvt. Ltd.
2. S. Kashyap "Our Constitution", 27th Edition, Lexis Nexis,2024
3. J.N. Pandey, "Constitutional Law of India", Central Edition, 52nd Edition, 2015

Reference Books

1. D.C. Gupta, "Indian Government and Politics", 8th Edition Vikas Publishing, 2018.
2. H.M. Seervai, "Constitutional Law of India",4th Edition, Law & Justice Publishing, 2021.
3. V.N. Shukla, "Constitution of India", 10th Edition, Eastern Book Company, 2006.

Online Learning Materials

1. https://mrcet.com/downloads/digital_notes/EEE/24082023/INDIAN%20CONSTITUTION%20%20DIGITAL%20NOTES.pdf Accessed on July 23, 2024
2. https://www.kpscvaani.com/media/study_materials/Indian%20Constitution/Indian%20Constitution/Indian_Constitution_r8nYvhV.pdf Accessed on July 25,2024

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Constitutional Studies	Prof. Sudhir Krishnaswami	National Law School of India University	https://onlinecourses.nptel.ac.in/noc20_lw03/preview

Head
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Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (Pb.)

Guru Nanak Dev Engineering College, Ludhiana

An Autonomous College under UGC Act 1956

Bachelor of Business Administration (BBA)

Course Code: BBA114

Course Title: Business Communication-II

Programme: BBA	**L:** 1 **T:** 1 **P:** 0	**Credits:** 2
Semester: 2	**Theory/Practical:** Theory	**Teaching Hours:** 15(L) +15(T) = 30 hrs.
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		
Prerequisites (if any): BBA102		

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Deliver a structured public talk.
2	Engage professionally in group communication, especially in group discussions and Group meetings.
3	Produce effectively different forms of business writing.
4	Express in structured and coherent manner in written form.
5	Compose resume and perform satisfactorily in job interviews.

Contents

Part-A

Unit –I **4(L)hrs**

Presentation Skills: Principles of effective power-point presentation-planning, preparation &delivery, Outlining and structuring, role of nonverbal communication, usage of visual aids in presentation, Activity: Practice presentation skills.

Unit-II **4(L)hrs**

Group Communication: Nature, importance and steps in conducting group discussion. Various functions of participants in group discussion, group discussion strategies, component of evaluation in a selection GD, and use of body language in group discussion. Group discussion based on topics and case studies

Group Meeting: Need and importance of meeting in an organizational environment, conduct of meeting, role of chairperson and secretary, preparation of agenda and minutes. Activity: conducting group discussion and meeting sessions.

Part-B

Unit-III **4(L) hrs**

Business Correspondence: Business Letters: Inquiry letter, order placement letter, complaint letter, claims and adjustment letters, collection letter, sales letter.

Reports: Types of reports, structure of a formal report, writing a formal business report. Activity: Writing sessions for practicing letter and report writing.

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Guru Nanak Dev Engineering College,
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Unit-IV 3(L) hrs

Employment Communication: Job application letter and preparation of resume.

Interview Skills: Preparing for a selection Interview, interview process, answering techniques, preparing frequently asked questions.

Tutorial hours will be used for practice sessions for problems/ programming/case-studies etc.

Text Books

1. M. Ashraf Rizvi, "Effective Technical Communication", 2nd Edition, McGraw Hill.
2. M. Raman and S. Sharma, "Technical Communication–Principles and Practices", 3rd Edition, Oxford University Press, 2015.
3. A. Ashley, "A Handbook of Commercial Correspondence", 2nd Edition, Oxford University Press, 1992.

Reference Books

1. J.C. Bahl and S.M. Nagamia, "Modern Business Correspondence and Minute Writing", 11th Edition, Tripati Pvt. Ltd., 1974.
2. K.R. Balan and C.S. Rayudu, "Effective Communication", 1st Edition, Beacon Books, New Delhi, 1996.

Online Learning Materials

1. https://www.bradford.ac.uk/careers/develop-skills/communication Accessed on January 23, 2025
2. https://srrcvr.ac.in/admin/uploads/2894Chapter-1%20Business%20Correspondance.pdf Accessed on January 23, 2025

01/05/2025

Head
Department of Business Administration
Guru Nanak Dev Engineering College,
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III

SEMESTER

SYLLABUS

III

SEMESTER

SYLLABUS

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Adminisration (BBA)

Course Code: BBA115
Course Title: Management Accounting

Programme: BBA	**L:** 3 **T:**1 **P:** 0	**Credits:** 4
Semester: 3	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum percentage of Numerical / Design / Programming Problems in ESE: 40%		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the nature and scope of management accounting and differentiate management accounting, financial accounting and cost accounting.
2	Interpretation of financial statements and their analysis using various tools.
3	Compute ratios and draw inferences
4	Analyze the performance of the organization by preparing funds flow statement.
5	Analyze the performance of the organization by preparing cash flow statements

Contents

Part-A

Unit-I

11(L) hrs

Introduction: Meaning, objectives, nature and scope of management accounting, role of management accountant, management reporting as a duty of management accountant, relationship between financial accounting, cost accounting and management accounting.

Unit-II

11(L) hrs

Financial Statement Analysis: Meaning, types, meaning and concept of financial analysis, types of financial analysis, methods of financial analysis, problems on comparative statements, common size statements

Unit-III

11(L) hrs

Ratio Analysis: Meaning, importance, utility of ratios, limitation of ratio analysis, classification of ratios, calculation and interpretation of ratios, Du pont Analysis.

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Guru Nanak Dev Engineering College,
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Scheme Code-2024

Unit-IV

12(L) hrs

Funds Flow and Cash Flow Analysis: Meaning, concept of fund and funds flow statement, uses and significance of funds flow statement, procedure for preparing FFS, schedule of changes in working capital, statement of sources and application of funds, cash flow analysis, meaning and concept, comparison between funds flow and cash flow statements, uses and significances of CFS, preparation of cash flow statement as per accounting standards. (Indirect method only)

Tutorial hours will be used for practice sessions for problems/presentations/case- studies etc.

Text Books

1. Anthony Robert, Reece, "Principles of Management Accounting", 8th Edition, Richard D. Irwin Inc. Illinois, 2010
2. Khan M.Y. and Jain P.K., "Management Accounting", 7th Edition, Tata McGraw Hill, New Delhi, 2014
3. Kaplan R.S. and Atkinson A.A., "Advanced Management Accounting", 4th Edition, Prentice India International, New Delhi, 2010
4. Dr. S.N. Maheshwari, "Principles of Management Accounting", 5th Edition, Sultan Chand & Sons, New Delhi, 2010
5. I.M. Pandey , "Management Accounting", 8th Edition, Vikas Publication, 2010
6. Debarshi Bhattachharya, "Management Accounting", 2nd Edition, Pearson Publication, 2012

Reference Books

1. Dr.S.N.Maheswari, "Management Accounting", 5th Edition, Vikas Publishing House Pvt. Ltd, 2022
2. Saxena, "Management Accounting", 7th Edition, Sultan Chand Pvt. Ltd., 2010
3. Made Gowda, "Management Accounting" 7th Edition, Himalaya Publishing House, 2010
4. B.S.Raman, "Management Accounting", United Publishers, 2010
5. R.S.N. Pillai and Bagavathi, "Management Accounting", 4th Edition S Chand & Co. Ltd., 2012

Online Learning Materials

https://vskub.ac.in/wp-content/uploads/2020/04/Management-accounting-B.com-6th-sem.pdf

Accessed on April 21, 2025

https://www.scribd.com/document/433589678/6-SEM-BCOM-MANAGEMENT-ACCOUNTING-pdf

Accessed on April 21, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Management Accounting	Prof. Anil. K. Sharma	IIT Roorkee	https://onlinecourses.nptel.ac.in/noc23_mg101/preview?utm_source=chatgpt.com

Head
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Guru Nanak Dev Engineering College,
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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Adminisration (BBA)

Course Code: BBA116
Course Title: Legal and Ethical issues in Business

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 3	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: Nil		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the key legal and ethical issues in the business context of India
2	Analyze ethical dilemmas in business decisions
3	Deal in negotiable instruments and electronic fund transfers
4	Evaluate the legal and regulatory aspects of business ethics that concern the financial, competitive and ethical responsibilities of organisations
5	Propose solutions to ethical dilemmas based on ethical theories and principles that align with corporate social responsibility

Contents

Part-A
Unit – I

11 (L) hrs

Introduction to Business Laws: 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 valid contract; Types of contracts; Performance obligations; Types of contract breaches and remedies; Consumer protection Act

Unit-II

10(L) hrs

Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performance and remedies, Warranties and Product liability; Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course; Bank customer Relations/Electronic Fund Transfers.

Part-B
Unit-III

12(L) hrs

Introduction to Business Ethics: The definition and importance of business ethics, business ethics in the Indian context; benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporate social responsibility; Environment & business; Issues related to Business Ethics in marketing, finance & human resource functions. Ethical responsibilities of multinational corporations;

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Unit-IV

12 (L) hrs

The Ethical Decision-Making Process: Philosophical approaches to ethical decision making; Moral & Legal aspects of ethical decision making: Swami Vivekanand on Ethics; Ethical Decision Making in Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Indian philosophy of work ethics; 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.

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1. N.D. kapoor "Elements of Business Law", 2nd Edition, Sultan Chand Publications,2018
2. B.N.Ghosh "Business Ethics and Corporate Governance", 1st Edition, McGraw-Hill 2017
3. Lorenzo Sacconi, "The Social Contract of the Firm", 1st Edition, Springer, 2012
4. Brian L.Nelson, "Law and ethics in Global Business", 1st Edition, Routledge, 2006

Reference Books

1. Patrick Bishop, Carmel Connors and Charles Sampford, "Management, Organisation and Ethics", in the public sector, 1st Edition, Routledge Revivals, 2019
2. M.C.Kuchhal, "Business Law", 7th Edition Sultan Chand Publishing, 2018.
3. Swami Vivekananda, "Karma Yoga", Advaita Ashrama, India, 2010
4. S.K.Chakraborty, "Values and Ethics for Organizations", Latest Edition, Oxford University Press, 1999

Online Learning Materials

1. https://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf

   Accessed on April 5, 2025

2. https://ddceutkal.ac.in/Downloads/UG_SLM/Commerce/Core_2.pdf

   Accessed on April 7,2025

[Online links must also display practical applications of topics covered in Syllabus]

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	The Ethical Corporation	Prof. Chhanda Chakraborti	IIT Kharagpur	https://archive.nptel.ac.in/courses/110/105/110105138/

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Guru Nanak Dev Engineering College,
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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Adminisration (BBA)

Course Code: BBA117
Course Title: Human Resource Management

Program: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: III	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 Hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: Nil		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the basics of Human Resource Management, analyze the evolution of HRM and human resource planning
2	Appraise various functions of HRM that facilitate employee hiring viz. job analysis, recruitment, selection and training methods.
3	Examine the role of performance appraisal functions in human resource development.
4	Analyze the functions of compensation management namely, wages and salary administration, incentives and fringe benefits.
5	Comprehend HRIS design, computerized systems, HR records, research, and audit processes.

Contents

Part-A
Unit -I

11(L) hrs

Human Resource Management: Introduction, Meaning and Definitions, Brief History, Nature, Functions, Importance and Limitations of HRM. Challenges faced by Modern HR Managers.

Human Resource Planning: Introduction, Definitions, Features, Need for HR Planning, Objectives, Process, Factors affecting HR Planning, Types, Benefits, Problems in HR planning and Suggestions for Making HR Planning Effective.

Unit-II

11(L) hrs

Job Analysis and Job Design: Steps in analyzing job, Job description, Job specification, Job enrichment, Job enlargement, Job rotation and Job simplification.

Recruitment: Sources of recruitment, Policies and procedure of recruitment.

Selection: Process of Selection, Selection errors, testing and interviews, Placement and Induction.

Part-B
Unit-III

12(L) hrs

Training and Development: Concepts, Importance, Identification of Training Needs. Types of Training: On the Job and Off the Job Methods of Training, designing and evaluation of training programmes,

Scheme-Code-2024

Meaning of Development, Difference between Training and Development.

Internal Mobility and Transfers: Promotions, Demotions and Other Forms of Separations, Definitions, Purpose, and Basis of Promotions. Transfer: Definitions, Purpose, Types and Transfer Policy
Career Planning and Development: Career life cycle, Process of career planning and development.

Unit-IV

11(L) hrs

Industrial Relations: Meaning & Concept of Industrial Relations.
HR Information System and accounting: Meaning, Need, Objectives, Designing of HRIS, Computerized HRIS, Personnel Inventory.
HR Records: Meaning, Purpose, types, Essentials of Good Record Keeping, Significance.
HR Research: Objectives, Kinds and Techniques.
HR Audit: Need, Process, Types and Approaches.

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1. K. Aswathappa, "Human Resource Management", 10th edition, Tata McGrawHill, 2023.
2. C.B. Memoria, "Personal Management Himalaya", 31st revised edition, Himalaya publishing house, 2023.
3. M S Saiyadain, "Human Resource Management", 4th edition, Tata McGraw, 2018.

Reference Books

1. VSP Rao, "Human Resource Management", 3rd edition, Excel Books, 2010.
2. Dessler and Varrkey, "Human Resource Management", 15th edition, Pearson, 2017.

Online Learning Materials

1. https://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf Accessed on 12/04/2025

2. https://www.emgywomenscollege.ac.in/templateEditor/kcfinder/upload/files/Human-Resource-Management-by-Pravin-Durai.pdf Accessed on 12/04/2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Management of Human Resources	Dr. Nayantara Padhi	IGNOU, New Delhi	https://onlinecourses.swayam2.ac.in/nou25_mg01/preview

Head
Department of Business Administration
Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (Pb.)

Course Code- BBA118
Course Title- Indian Systems of Health and Wellness

Programme: BBA	**L:** 1 **T:** 1 **P:** 0	**Credits:** 2
Semester: 3	**Theory/Practical:** Theory	**Teaching Hours:** 15(L)+15(T) = 30 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 Hrs		
Course Type: Multi-Disciplinary Elective Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand concepts of health and wellness.
2	Study determinants of holistic wellness, including mental, physical, and spiritual aspects.
3	Analyze the mind-body connection and the impact of digital behavior on overall well-being.
4	Understand common health risks related to nutrition, lifestyle, and modern habits.
5	Evaluate Indian systems of wellness, including AYUSH.

Contents

Part-A
Unit-I

04 (L)hrs

Introduction to Health & Wellness: Definition of Health , Importance of health in everyday life, Components of health – physical, social, mental, spiritual and its relevance. Concept of wellness, Mental health and wellness. Determinants of wellness.

Unit-II

04(L) hrs

Mind Body and Well-Being : Mind body connection in health – concept and relation. Implications of mind-body connection . Wellbeing – why it matters? Digital wellbeing : Impact of digital exposure on physical and mental health.

Part-B

Unit-III

03(L) hrs

Deficiency & Diseases: Malnutrition, under nutrition and over nutrition, Body system and common diseases. Sedentary lifestyle and risk of disease, Modern lifestyle and associated health risks.

Scheme Code: 2024

Unit-IV

04(L)hrs

Indian System Of Well Being: Health beliefs of India, Health systems in India – AYUSH. Perspective of indigenous people towards health. Happiness and well-being in India. Importance of exercise in well being.

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1. Dr. A. Ghai & Dr. R. Choudhary Kalyani Publishers 2nd Edition, 2022.
2. V.K. Sharma & A. Kaushik, R. Lal Book Depot, Meerut, 3rd Edition, 2020

Reference Books

1. "Health and Wellness", Concepts and Applications, Anjali Jain, PHI Learning Pvt. Ltd.1st Edition, 2019
2. "Yoga and Wellness", Dr. M. L. Gharote , Kaivalyadhama Yoga Institute, 4th Edition, 2020.
3. "Fundamentals of Health Education and Promotion", Manoj Sharma, CBS Publishers & Distributor,1st Indian Edition, 2021.

Online Learning Materials

https://iris.who.int/bitstream/handle/10665/352685/9789290229049-eng.pdf?sequence=1

https://ayush.gov.in/#!/

https://namayush.gov.in/

Accessed on 10th April, 2025

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Department of Business Administration
Guru Nanak Dev Engineering College,
GT Road, Ludhiana-141006 (Pb.)

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Adminisration (BBA)

Course Code: OBCA101
Course Title: Management Information System

Programme: BBA	**L:** 3 **T:** 0 **P:** 0	**Credits:** 3
Semester: 3	**Theory/Practical:** Theory	**Teaching Hours:** 45(L) = 45hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Open Elective		

Prerequisites (if any): NIL
Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the basic concepts, types, dimensions, and components of MIS, and evaluate the benefits and evolution of IT infrastructure in the digital firm era.
2	Apply database management principles by setting up and managing DBMS packages, creating Entity-Relationship diagrams, and understanding data models.
3	Analyze various MIS applications, including DSS, GDSS, and knowledge management systems, and develop e-commerce solutions by leveraging enterprise models.
4	Evaluate project management objectives and methodologies, including agile practices such as SCRUM
5	Understand application of various components of MIS in social, political and ethical issues.

Contents

Part-A
Unit-I

11(L) hrs

Fundamentals concepts of MIS: 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.

Unit-II

11(L) hrs

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

Part B
Unit-III

11(L) hrs

Information System Applications: MIS applications, DSS – GDSS - DSS applications in Enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E- Commerce, E-communication, Business Process Reengineering.

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Unit-IV

12(L) hrs

Managing Projects Objectives Of Project Management: Fundamentals of project management 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.

Text Books

1. Laudon, K. C., & Laudon, J. P..., "Management information systems", managing the digital firm, 5th Edition, Pearson, 2002
2. Coronel C., & Morris, S.., "Database systems: design, implementation, & management", 14th Edition, Cengage Learning, 2022
3. Olson, D.., "Information systems project management" 1st Edition, US: Business Expert Press, 2014
4. Schiel, J. The Scrum Master Study Guide, 1st Edition, Auerbach Publications, The Scrum Master Guidebook, 2011

Reference Books:

1. Kenneth C. Laudon & Jane P. Laudon, "Essentials of Management Information Systems", 12th Edition (2017), Pearson Education.
2. D.P. Goyal., "*Management Information Systems*", *Text and Cases*, 4th Edition (2014), Vikas Publishing House

Online learning material

Enterprise-Wide Business-IT Engagement In An Empowered Business Environment: The Case of FedEx Express EMEA, Stijn Viaene; Steven De Hertogh, https://hbsp.harvard.edu/product/JIT025-PDF-ENG?Ntt=MIS
Accessed on April 7,2025

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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Adminisration (BBA)

Course Code: LBBA119
Course Title: Disaster Management

Programme: BBA	**L: 0 T: 0 P: 4**	**Credits:** 2
Semester: 3	**Theory/Practical:** Theory	**Teaching Hours:** 30(L) = 30 hrs
Total Max. Marks: 50	**Continuous Assessment (CA) Marks:** 50	**End Semester Examination (ESE) Marks:** 0
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): Nil		
Course Type: Value Added Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understanding of the concepts related to disaster management
2	Highlight the importance and role of disaster management
3	Understand prediction and preparedness for various disasters.
4	Develop disaster management plans for specific scenarios
5	Identify key institutional frameworks and processes involved in disaster management.

Contents

Part-A
Unit-I

08(L) hrs

Understanding key concepts of Hazards, disasters; Disaster types and causes (Geophysical, Hydrological, Meteorological, Biological and Atmospheric; Human-made, Defining Vulnerability (Physical Vulnerability; Economic Vulnerability; Social Vulnerability). Case study analysis of recent natural disasters with classification by type and impact, Group presentation on types of vulnerability with examples from local or global contexts.

Unit-II

07(L) hrs

Disaster Management Cycle: Components of disaster management cycle (Phases: Response and recovery, Risk assessment, Mitigation and prevention, Preparedness planning, Prediction and warning); Disaster risk reduction (DRR), Community based disaster risk reduction. Mock drill planning and observation for emergency response. Mapping community disaster risks using local survey data

Part-B
Unit-III

08(L) hrs

Initiatives at national and international level Disaster Risk Management in India and at international level: Related policies, plans, programmes and legislation; International strategy for disaster reduction and other initiatives. Report writing on India's National Disaster Management

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Plan (NDMP) or Sendai Framework. Role-play or simulation exercise of a UN or government disaster response coordination

Unit-IV **07(L) hrs**

Emergency Management Explosion and accidents (Industrial, Nuclear, Transport and Mining) - Spill (Oil and Hazardous material); Threats (Bomb and terrorist attacks) Stampede and conflicts. Training and Demonstration Workshops /Lectures be organized in association with the NIDM, NDRF, NCDC, Fire Brigade, CISF, local administration etc. On-site visit or demonstration with local fire department or NDRF on handling industrial accidents. Emergency evacuation drill conducted in collaboration with a relevant agency (fire, police, or CISF)

Text Books

1. Sharma, S.C. , "Disaster Management", Khanna Book Publishing 2010, 4th Edition.
2. Clements, B. W, "Disasters and Public Health", Planning and Response, Elsevier Inc, 2015, 2nd edition.
3. Dunkan, K., and Brebbia, C. A., (Eds.), "Disaster Management", and Human Health Risk, Reducing Risk, Improving Outcomes, 1st Edition WIT Press, UK. 2013.

Reference Books

1. Singh, R. B. (ed.), Natural Hazards and Disaster Management: Vulnerability and Mitigation, Rawat Publications, New Delhi, 2014, 2nd Edition.
2. Ramkumar, Mu, Geological Hazards: Causes, Consequences and Methods of Containment, New India Publishing Agency, New Delhi, 2016, 5th edition.
3. Modh, S., "Managing Natural Disaster", Hydrological, Marine and Geological Disasters, Macmillan, Delhi, 2010, 1st Edition.

Online Learning Materials

E-Resources http://www.ndma.gov.in/en/ http://nidm.gov.in/ https://www.unisdr.org/
http://www.emdat.be https://www.preventionweb.net/risk/vulnerabilit
https://www.weather.gov/safety/

Accessed on 8 April, 2025

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IV
SEMESTER
SYLLABUS

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Adminisration (BBA)

Course Code: BBA120
Course Title: Entrepreneurship and Start up Ecosystem

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 4	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+ 15(T) = 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NA		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: Nil

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand and articulate the key concepts and evolution of entrepreneurship, and explain how entrepreneurs contribute to economic development.
2	Analyze the motivational factors, identify viable business opportunities, and apply creativity and innovation in idea generation.
3	Evaluate the components of the start up ecosystem and prepare a comprehensive business plan with a clear value proposition.
4	Identify various sources of start up funding and demonstrate an understanding of legal, financial, and managerial aspects of running a start up.
5	Apply entrepreneurial strategies for team management, customer acquisition, and sustainable scaling of start ups.

Content

Part-A

Unit –I

11(L)hrs

Entrepreneurship: Concept and Evolution: Definition and characteristics of entrepreneurship, evolution of the concept of entrepreneurship, types of entrepreneurs i.e. women , social, innovative, role of entrepreneurs in economic development, qualities and competencies of an entrepreneur, myths of entrepreneurship, ethics and social responsibility of entrepreneurs.

Activities will include targeted quizzes to reinforce definitions, group discussions to explore whether entrepreneurial skills are innate or learned, and a mini case study of a social entrepreneur whose work exemplifies ethical success.

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Unit-II

12(L)hrs

Entrepreneurial Motivation and Idea Generation: Entrepreneurial motivation: theories and influencing factors; Idea generation and opportunity recognition: sources of business ideas, environmental scanning, creativity and innovation in entrepreneurship, feasibility study and SWOT analysis, business modeling using Business Model Canvas (BMC).

In-class exercises include brainstorming sessions where teams pitch three business concepts, performing SWOT analysis on a peer's idea, and building a BMC with peer presentations and feedback

Part-B

Unit-III

11(L) hrs

Startup Ecosystem and Business Planning: Overview of the startup ecosystem: stakeholders, funding agencies, incubators, accelerators, government initiatives (Startup India, Atal Innovation Mission, etc., legal and regulatory framework for startups. Business plan: purpose, structure, components, and pitching to investors.

Case studies include the Foxhog–SIIC partnership at IIT-Kanpur and Bihar's "Ideas Yatra," showcasing real-world systemic support for startups. Assignments include writing an executive summary and producing a pitch deck, followed by mock investor pitches evaluated by peers and mentors.

Unit-IV

11(L)hrs

Financing and Managing Startups: Sources of startup financing: bootstrapping, angel investors, venture capital, crowd funding, bank finance. Financial planning and budgeting for startups. Challenges in managing startups: team building, marketing strategies, customer acquisition, scaling up, pivoting, and exit strategies such as M&A and IPOs.

This unit features two in-depth case studies: Zepto's rapid hypergrowth via VC funding, and Milk Mantra's journey balancing social mission with profitability. Students will also complete exercises on financial modeling (6–12 month projections), participate in pivot simulations based on hypothetical market disruptions, and draft an exit strategy presentation outlining potential acquisition or IPO plans.

Tutorial hours will be used for practice sessions for problems/presentations/case-studies etc.

Text Books

1. Hisrich, R. D., Peters, M. P., & Shepherd, D. A.,"Entrepreneurship", 11th Edition, McGraw-Hill Education, 2020.
2. Kuratko, D. F.,"Entrepreneurship: Theory, Process, and Practice", 11th Edition, Cengage Learning, 2022.
3. Scarborough, N. M., & Cornwall, J. R.,"Essentials of Entrepreneurship and Small Business Management", 9th Edition, Pearson Education, 2019.

Reference Books

1. Timmons, J. A., & Spinelli, S., "New Venture Creation: Entrepreneurship for the 21st Century", 10th Edition, McGraw-Hill, 2016.
2. Ries, E., "The Lean Startup", 1st Edition, Crown Business, 2011.

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Online Learning Material

https://egyankosh.ac.in/bitstream/123456789/79264/3/Unit-2.pdf

Accessed on April 10, 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1.	Entrepreneurship	Prof. S. S. S. Kumar	IIT Madras	https://onlinecourses.nptel.ac.in/noc24_mg57/preview

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Department of Business Administration
Guru Nanak Dev Engineering College,
G.T. Road, Ludhiana-141006 (Pb.)

Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Adminisration (BBA)

Course Code: BBA121
Course Title: Operations Management

Program: BBA(Entrepreneurship)	**L: 3 T: 1 P: 0**	**Credits: 4**
Semester: 4	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)=60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks: 40**	**End Semester Examination (ESE) Marks: 60**
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the core principles of operations management and their significance in enhancing efficiency, quality, and customer satisfaction.
2	Analyze different production systems and develop strategies aligned with business objectives.
3	Optimize operational processes through effective process design, layout decisions, and capacity planning.
4	Implement inventory/quality management principles to enhance operations efficiency and optimize costs.
5	Evaluate emerging trends in operations management, such as sustainable operations and technological advancements.

Contents

Part-A

Unit-I **13(L) Hrs**

Introduction to Operations Management- Concept, nature, scope, Historical evolution; Functions; Transformation process model - inputs, process and outputs; Difference between manufacturing and service operations; Strategic role of Operations;

Operations strategies for Competitive Advantage - Strategic planning for production and Operations, Productivity and Quality, Degree of Technology and automation,

Designing Products, Services And Processes- New product design; Product development process; Basic types of manufacturing process technologies; product-process mix; design of services and service processes- Design of Services, difference in Process technologies for services vis a vis products.

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Unit-II

10(L) Hrs

Location Planning - Need for location planning; effects of location of costs and revenues; procedure for facility location planning; behavioural impact in facility location.

Layout planning – Concept; basic layout types; Cellular Layout –concept.
Capacity planning - Concept; need for capacity planning; process of capacity planning; strategies for modifying capacity.

Unit-III

12(L) Hrs.

Inventory Management – Inventory concept; need for inventory; inventory management concept; Objectives; Inventory control operating doctrine; Inventory systems; Inventory costs; Basic stock control methods; Basic EOQ Model. ABC & VED analysis

Quality Management- concept of quality; dimensions of quality; Quality control concept;benefits of quality control; Difference between Inspection, Quality Control, & Quality Assurance;

Total Quality Management(TQM) – Quality circles concept; TQM concept; principles of TQM; Six Sigma concept.

Unit-IV

10(L) Hrs.

JIT and Lean Production System - concept; characteristics; implementation of JIT; Kanban System; JIT system in services, 5S and Lean systems

Sustainable Operations Management – concept; key trends in Sustainable Operations Management; Industry 4.0, smart manufacturing, Benefits of Sustainable operations; Industry 5.0.- concept, characteristics; Role of AI, IOT, Big data analytics, Robotics, Cloud computing & Blockchain in achieving industry 5.0; benefits of industry 5.0.

Tutorial hours will be used for practice sessions for presentations/case studies/ quiz etc.

Text Books

1. William J Stevenson, "Operations Management", 14th Edition, McGraw-Hill Education, 2020.
2. Adam Everett E.(JR.) and Ebert Ronald J., "Production and Operations Management", Concepts, Models and Behavior", 5th Edition, PHI Learning, 1992.
3. Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman, "Operations Management-Processes and Supply Chains", 12th Edition, Pearson Education, 2018.

Reference Books

1. N.G. Nair, "Production and Operations Management", 18th Edition, Mc Graw Hill Education, 2002.

Online Learning Materials

1. https://egyankosh.ac.in/handle/123456789/4758

Accessed on April 10, 2025

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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Adminisration (BBA)

Course Code: BBA122
Course Title: Financial Management

Programme: BBA	**L:** 3 **T:**1 **P:** 0	**Credits:** 4
Semester: 4	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60hrs
Total Max. Marks: 100	**Continuous Assessment (CA)Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum percentage of Numerical / Design / Programming Problems in ESE: 40%		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Apply foundational finance theories and to analyse a forecast using relevant data and to conduct preliminary measurement of leverage analysis.
2	Apply modern techniques in capital budgeting analysis.
3	Understand the application of Working capital in real world.
4	Assess dividend policy's impacts on share prices and to understand the implications of Dividend decisions in financial decision making.
5	Understand the application of capital structure in the industry.

Contents

Part-A

Unit-I

11(L) hrs.

Evaluation of Finance, Objectives of the Firm-Profit Max, And Wealth Max, Functions of Financial Management, Organisation of the Finance Function, Cost of Capital: Definition and Concepts, Measurement, the weighted average cost of Capital; Leverage: Operating and Financial, Combined Leverage.

Unit-II

11(L)hrs.

Cost of Capital: Meaning and significance of cost of capital; cost of equity shares; cost of preference shares; cost of debt, weighted average cost of capital

Capital Budgeting: Meaning, Importance, Rational of Capital Budget, Nature of Investment Decision, The Administrative framework, methods of appraisal, Capital Rationing, Inflation and Capital Budgeting; Capital budgeting under Risk and Uncertainties.

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Part-B
Unit-III

11(L) hrs.

Working Capital Management: Concept, Need, Determinants, Finance mix for working capital, Estimating working capital needs, Cash management; The Cash Budget, Techniques of cash management and marketable securities; Management of receivables; Objectives, Factors affecting policies for managing accounts receivables; Inventory Management; Objectives, Inventory Management techniques

Unit-IV

12(L) hrs.

Financing Decisions: Capital Structure Theories, taxation and capital structure; Planning the capital structure, Factors affecting capital structure, E.B.I.T.-E.P.S. analysis, ROI-ROE analysis.

Dividend Decision: Theories of Dividends-traditional position, Gordon Model, Walter model, M.M. Model, Radical Model, Factors affecting dividend policy, stock dividends and stock splits.

Tutorial hours will be used for practice sessions for problems/presentations/case- studies etc.

Text Books

1. Khan, M. Y. and Jain P. K.(2011), "Financial Management", 6th Edition, Text, Problems & Cases", Tata McGraw Hill Company, New Delhi. II.
2. Pandey, I.M.(2015), "Essentials of Financial Management", 4th Edition, Vikas Publishing House Pvt. Ltd., New Delhi. III.
3. Maheshwari, S.N.(2019), "Financial Management – Principles & Practice", 15th Edition, Sultan Chand & Sons, New Delhi. IV.
4. Rustagi,Dr.R.P.(2017), "Basic Financial Management", 8th Edition, Sultan Chand & Sons, New Delhi. V. Patel, Bhavesh(2014)," Fundamentals of Financial Management", Vikas Publishing House Pvt. Ltd., New Delhi.

Reference Books

1. Dr.S.N.Maheswari, "Management Accounting", 5th Edition, Vikas Publishing House Pvt. Ltd., 2022
2. Saxena, "Management Accounting", 7th Edition, Sultan Chand Pvt. Ltd., 2010
3. Made Gowda, "Management Accounting" 7th Edition, 2010

Online Learning Materials

https://recmindore.com/wp-content/uploads/2015/06/Financial-Management-unit-I-IV-V.pdf Accessed on April 21, 2025

https://sde.uoc.ac.in/sites/default/files/sde_videos/SLM-19617-B%20Com-Financial%20Management.pdf Accessed on April 21, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Fundamentals of Financial Management	Dr. Rupali Bipin Sheth	Savitribai Phule Pune University	https://onlinecourses.swayam2.ac.in/cec25_mg06/preview?utm_source=chatgpt.com

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Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Adminisration (BBA)

Course Code: BBA123
Course Title: Business Research Methodology

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 4	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NA		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: Nil

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Explain the objectives and process of conducting research and its application in business.
2	Analyse the different types of research design and experimental errors
3	Understand various techniques of sampling and methods of data collection.
4	Examine different types of scales and appraise about data preparation and analysis.
5	Identify and prepare various types of reports.

Contents

Part-A

Unit–I

11(L) hrs.

Research Methodology: Definition, objectives, scope in management research, process of Research and limitations.

Research Design: Formulating the Research Problem, Choice of Research Design, Types of Research Design, Sources of Experimental Errors.

Unit-II

11(L) hrs.

Sampling: Advantages and Limitation of Sampling, Sampling process, Types of Sampling: Non-probability sampling techniques, Probability sampling techniques, Sampling and non sampling errors.

Data collection: Primary, secondary data collection, observation methods and survey method:

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Part-B
Unit-III

11(L) hrs.

Measurement Concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio Attitude Measurement: Comparative scaling techniques, Non-comparative scaling techniques.

Questionnaire Designing: Types, Guidelines for developing a good questionnaire.

Unit-IV

12(L) hrs.

Data Preparation and Analysis: Editing, Coding, Cross Tabulation and Practices through Excel (Basic Concepts)

Report Writing: Types of Research Reports, Guidelines for Writing a Report, Report Format, Guidelines for evaluating a report.

Tutorial hours will be used for practice sessions for problems/presentations/case- studies etc.

Text Books

1. Joe Hair Jr., Michael Page, Niek Brunsveld, Adam Merkle, Natalie Cleton," Essentials of Business Research Methods", 5th Edition, Routledge,2003.
2. Pamela S. Schindler, "Business Research Methods", 13th Edition, McGraw Hill,2020.

References book

1. Christina Quinlan, "Business Research Methods", 1st Edition, Cengage Learning, 2018.
2. S. L. Gupta, Hitesh Gupta., "Business Research Methods", 1st Edition, McGraw Hill,2014.

Online Learning Material

https://sde.uoc.ac.in/sites/default/files/sde_videos/SLM-19664-BBA-Business%20Reseach%20Methods.pdf
Accessed on April 12, 2025.

https://nhck.in/wp-content/uploads/2020/06/IV-BBA-BRM-1.pdf
Accessed on April 12, 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Business Research Methods	Dr. G. Parameshwari	PES College of Science Arts and Commerce, Mandya, Karnataka	https://onlinecourses.swayam2.ac.in/cec25_mg04/preview

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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Adminisration (BBA)

Course code: LBBA124

Course Name: Design Thinking and Innovation

Program: BBA	**L:** 0 **T:** 0 **P:** 2	**Credits:** 1
Semester: 4	**Theory/Practical:** Theory	**Teaching Hours:** 15(L)+15(T)=30 hrs
Total Max. Marks: 50	**Continuous Assessment (CA) Marks:** 50	**End Semester Examination (ESE) Marks:** 0
Minimum percentage of Numerical / Design / Programming Problems: Nil		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Skill Enhancement Course		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the implications of digital disruption and the role of innovation
2	Identify and decide on the innovation opportunity to pursue
3	Familiarize with the different tools and techniques for design thinking
4	Design, develop and implement an innovation product or service or process
5	Identify key success factors and characteristics of successful innovation projects.

Contents

PART-A

Unit-I **4(L) Hrs**

Introduction: Understand the concept of innovation and creative thinking and its significance in business, Design Thinking and customer centricity – real world examples of customer challenges, Discussion of a few global success stories like Air BnB, Apple, IDEO, Netflix etc. Four stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement

Unit- II **4(L) Hrs**

Creative Thinking: Concepts of creative thinking, Divergent and convergent thinking, Lateral thinking (Edward de Bono), Role of empathy and observation (design thinking), Mind mapping and reverse thinking, Creating Point of View (POV) Statements.

Unit- III **4(L) Hrs.**

Ideate, Prototype and Implement: Various templates of ideation like brainstorming, systems thinking, Concept of brainstorming. Mapping customer experience for ideation, Critical items diagrams, SCAMPER,

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Mind Mapping, and other Ideation tools. Methods of prototyping, purpose of rapid prototyping, Implementation.

Unit-IV

3(L) Hrs

Testing Methods: Usability Testing, A/B Testing, Collecting and Analyzing User Feedback, Feedback, Re-Design & Re-Create, Final concept testing, Final Presentation, Solving Problems through innovative design concepts & creative solutions.

Tutorial hours will be used for practice sessions for problems/presentations/case- studies etc.

Text Books

1. Dr. Dheeraj Mehrotra, "Design Thinking and Innovations", 1s Edition, Notion Press, 2023
2. DM Arvind Mallik and Dr. Lakshmi Mallik DM, "Design Innovation for Human Thinking", 1st Edition, Bluerose Publishers Pvt. Ltd, 2023

Reference Books

1. Christian Muller-Roterberg, "Design Thinking for Dummies", 1st Edition, Wiley, 2021

Online Learning Materials

1. https://www.aitskadapa.ac.in/ebooks/CSE/DESIGN%20THINKING/Design%20Thinking%20for%20Strategic%20Innovation_%20What%20They%20Can_t%20Teach%20You%20at%20Business%20or%20Design%20School%20(%20PDFDrive%20).pdf
   Accessed on March 10th 2025.
2. https://vtu.ac.in/pdf/sm/idt.pdf
   Accessed on March 10th 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Design Thinking and Innovation	Ravi Poovaiah	IIT Bombay	https://onlinecourses.swayam2.ac.in/aic25_ge11/preview

Head
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Course Code: UGNE102
Course Title: Indian Knowledge System

Programme: BBA	**L:** 2 **T:** 0 **P:** 0	**Credits:** 2
Semester: 4	**Theory/Practical:** Theory	**Teaching Hours:** 30(L)= 30 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Provide students with a fundamental understanding of the rich heritage of Indian knowledge systems.
2	Explore the contributions of IKS to various fields, including Management, science and technology,
3	Foster an appreciation for the cultural and societal values embedded in IKS.
4	Encourage critical thinking and interdisciplinary perspectives.
5	Various approaches for Protection, preservation, conservation and Management of Indian Knowledge System

Contents

Part-A
Unit-I

08(L) hrs.

Definition and scope of Indian Knowledge System: Importance of Indian Knowledge System in the modern world, Historical context and evolution of Indian Knowledge System, Indian Knowledge System based approaches on Knowledge Paradigms , Indian Knowledge System in ancient India and in modern India .

Unit-II

07(L) hrs.

Indian Knowledge System and Indian Scholars: Ancient Indian advancements in mathematics, and management. Philosophy and Literature (Maharishi Vyas, Manu, Kanad), and Astronomy (Aryabhatta, Mahaviracharya, Bodhayan,), Medicine and Yoga (Charak, Susruta).

Part-B
Unit-III

07(L) hrs.

Indian Knowledge System and Indian Literature: Sahitya (Vedas, Upavedas) Puran and Upnishad, Shastra, Indian philosophy and its impact on society, Linguistics and literature, Indian art, music, and dance, Ethical and moral values in Indian Knowledge System. Indian perspectives on nature and the astronomy.

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Unit-IV **08(L)hrs**

Indian Traditional/Tribal/Ethnic Communities, their Livelihood and Local Wisdom: Geophysical aspects, Resources and Vulnerability; Resource availability, utilization pattern and limitations; Socio-Cultural linkages with Traditional Knowledge System, Approaches for Protection, preservation, conservation and Management of Indian Knowledge System

Text Books

1. Om prakash Mishra, "Essence of Indian Traditions", 2nd Edition, Khanna Publishers, 2021.
2. Mahadevan, B. Vinayak Rajat Bhat, and PAVANA RN NAGENDRA, "Introduction to Indian knowledge system: concepts and applications", Ist Edition, PHI Learning Pvt. Ltd., Delhi, 2022.

Reference Books

1. Frifj of Capra, "Tao of The Physics", 3rd Edition, HarperCollins Publishers, 2007.
2. Om prakash Mishra, "Essence of Indian Traditions", 2nd Edition, Khanna Publishers, 2021.

Online Learning Materials

1. https://www.education.gov.in/nep/indian-knowledge-systems
2. https://onlinecourses.swayam2.ac.in/imb23_mg53/preview
3. https://onlinecourses.swayam2.ac.in/imb24_mg21/preview
4. https://onlinecourses.swayam2.ac.in/imb24_mg20/preview

Accessed on April 15th , 2025

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V

SEMESTER SYLLABUS

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Course Code: BBA125
Course Title: Strategic Management

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours: 45(L)+15(T)**= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum percentage of Numerical / Design / Programming Problems: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the key concepts and the principles of strategic management.
2	Analyze the external and internal environment of an organization.
3	Enhance ability to identify strategic issues and design appropriate cause of action.
4	Develop critical thinking and problem solving skills in a strategic context.
5	Device strategic approach to managing business successfully in a global business context.

Part – A

Unit-I **11(L)hrs.**

Introduction to strategic management: meaning, role, importance of strategy and strategic management, introduction to business policy, strategic decision making, process and levels at which strategy operates, strategic intent: vision, mission, goals, and objectives, environmental appraisal: concept of environment, components of environment (economic, legal, social, political, and technological.

Unit-II **11(L)hrs.**

Internal appraisal: Internal environment, organizational capabilities in various functional areas, methods and techniques of organizational appraisal.

Comprehensive Analysis: Key factor rating, business intelligence system, balance score card.

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Part-B

Unit-III **11(L)hrs.**

Corporate level strategies: expansion, stability, retrenchment, combination strategies, business level strategies: generic business strategies, tactics for business strategies, business strategies for different industry conditions.

Unit-IV **12(L)hrs.**

Industry level analysis: Porter's five forces model, qualitative factors in strategic choice. Strategic implementation: nature and barriers to strategy implementation, model of strategy implementation. Evaluation and control: importance and barriers in strategic evaluation, types of strategic control, techniques of strategic evaluation and control.

Tutorial hours will be used for practice sessions for design/numerical problems/programming/case-studies etc.

Text Books

1. Azhar Kazmi, "Strategic Management",4th edition, MC Graw hill
2. Appa rao C, "Strategic Management and Business Policy", 1st edition, excel publishers.
3. J. David hunger, Thomas I. Wheelan "Essentials of Strategic Management", 5th edition ,1998, prentice hall

Reference Books

1. Lawrence R Tauch, R. Gupta, "Strategic Management and Business Policy",2nd edition, Mc Graw hill.
2. Gregores Dess and G.T. Lumppin, "Strategic Management: Creating Competitive Advantage", 1st edition, Mc Graw hill.
3. Frank T.Rotharmel, "Strategic Management", 5th edition, Mc Graw hill.

Online Learning Materials

1. https://boslive.icai.org/sm_chapter_details.php?p_id=12&m_id=25 Accessed on April 17, 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Strategic management	Prof. Vinay Sharma	IIT Roorkee	https://boslive.icai.org/sm_chapter_details.php?p_id=12&m_id=25

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Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Administration

Course Code: BBA126
Course Title: Logistics and Supply Chain Management

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs.
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum percentage of Numerical / Design / Programming Problems: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the fundamental concepts and components of logistics and supply chain management.
2	Analyze the interrelationship between logistics functions and supply chain integration in business.
3	Apply SCM strategies in areas like procurement, transportation, warehousing, and inventory control.
4	Evaluate logistics practices with reference to the Indian business environment and global trends.
5	Demonstrate practical knowledge of supply chain performance metrics, sustainability, and digital logistics.

Part – A

Unit-I **12(L)hrs**

Introduction to Logistics and Supply Chain Management: Definition and scope of logistics and SCM, Evolution and importance in the Indian and global context, Components of supply chain, Difference between logistics and supply chain, Supply chain decision phases and process view, Value chain and competitive advantage.

Unit-II **12(L)hrs**

Logistics Management: Transportation: modes, selection criteria, Indian logistics scenario, Warehousing: functions, types, site selection, Inventory Management: EOQ, safety stock, reorder levels, Order processing, packaging and material handling.

Part-B

Unit-III **11(L)hrs**

Supply Chain Network Design: Distribution strategies: centralized vs decentralized, Network design in supply chain - facility location and capacity planning, Bullwhip effect and supply chain coordination, strategic sourcing and supplier selection, Role of IT in supply chain.

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Unit-IV **10(L)hrs**

Next-Generation Supply Chains: E-commerce and digital supply chains, Sustainable and green supply chain management, Supply chain risk management.

Tutorial hours will be used for practice sessions for design/numerical problems/programming/case-studies, etc.

Text Books

1. Saikumari V. (Dr), Purushothaman S (Prof), Logistics and Supply Chain Management, Sultan Chand & Sons.

2. Ailawadi, Satish C. Logistics And Supply Chain Management, PHI.

Reference Books

1. Edward Frazelle, Ph.D., Supply Chain Strategy: The Logistics of Supply Chain Management, McGraw-Hill Education
2. C. John Langley, Jr.; Robert A. Novack ; Brian J. Gibson ; John J. Coyle, Supply Chain Management: A Logistics Perspective, Cengage

Online Learning Materials

1. https://ebooks.lpude.in/management/mba/term_4/DMGT523_LOGISTICS_AND_SUPPLY_CHAIN_MANAGEMENT.pdf accessed on March 10th 2025.
2. https://old.mu.ac.in/wp-content/uploads/2021/02/Logistics-and-Supply-Chain-Management-Martin-Christopher.pdf accessed on March 10th 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Logistics & Supply Chain Management	Prof. Vikas Thakur	IIT Kharagpur	https://onlinecourses.nptel.ac.in/noc24_hs128/preview

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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

PROFESSIONAL ELECTIVE (SPECIALISATION FINANCE)

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective- I
Course Code: EBBA101
Course Title: Personal Financial Planning

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester:5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective- 1		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the importance of personal financial planning and time value of money which is fundamental in achieving their financial goals.
2	Develop and Implement Effective Budgeting and Money Management Strategies
3	Analyze the concept of risk-return and risk management and the various sources of investment and credit and their respective income tax implications.
4	Evaluate the multiple areas of comprehensive financial planning including taxation, insurance, retirement, and estate planning.
5	Master the ethical guidelines and standards, disciplinary rules and procedures, and the consumer protection laws regarding personal finance.

Contents

Part-A

Unit –I **12(L) hrs**

Understanding personal finance: Financial security, Time value of money, importance of personal financial planning, Principles of personal finance, Financial planning process, Biases in personal finance. **Financial statements and ratios analysis:** Managing cash flows, Creating and reviewing financial statements, Analyzing financial statements.

Unit –II **10(L) hrs**

Budgeting and Money Management: Introduction to Budgeting; Creating a Personal Budget, Tracking Expenses and Identifying Spending Patterns, Tracking Expenses and Identifying Spending Patterns.

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Part-B

Unit –III **12(L) hrs**

Investment Fundamentals & Debt Management : Saving and investment, Rules of investing, Debt and equity. Investment in bonds and mutual funds. Managing income taxes: Introduction to personal income tax planning, Tax avoidance and tax evasion. Building and maintaining good credit: Credit basics and debt management, Sources of debt, Credit report and scores.

Unit –IV **11(L) hrs**

Introduction to Retirement Planning: Basic retirement plans. Estate planning. Ethical considerations in personal financial planning.

Tutorial hours will be used for practice sessions for design/numerical problems/programming/case-studies etc.

Text Books

1. Murali, S., & Subbakrishna, K. R.,"*Personal financial planning (wealth management)* ". Himalaya Publishing House,2018.
2. Kapoor, J. R., Dlabay, L. R., & Hughes, R. J. "Personal finance." Tata McGraw-Hill Publishing Company Ltd, 2020.

References book

1. Walker, R. B and Walker, K. P., "Personal Finance: Building Your Future", McGraw Hill Education, (2017).
2. Gitman, L. J., Joehnk, M. D., & Billingsley., "*Personal financial planning.*",14th edition, Cengage Learning India Private Limited,2017.

Online learning Material

https://mu.ac.in/wp-content/uploads/2023/05/M.Com-Sem-IV-Personal-Financial-Planning.pdf Accessed on April 10, 2025.

https://business.louisiana.edu/sites/business/files/Personal%20Financial%20Planning%20-%20GRAD%20-%202021%20August.pdf Accessed on April 10, 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Behavioral and Personal Finance	Prof. Abhijeet Chandra	IIT Kharagpur	https://onlinecourses.nptel.ac.in/noc20_mg33/preview

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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective- I
Course Code: EBBA102
Course Title: Financial Markets and Services

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-I		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the structure and functioning of the Indian financial system and financial markets.
2	Explain the role and operations of capital and securities markets in capital formation.
3	Identify and analyze the functions of financial institutions and intermediaries.
4	Examine various financial services and their importance in business and economic development.
5	Evaluate the impact of financial markets and services on investment, growth and financial stability.

Part-A

Unit- I **12(L)hrs**

Financial System and Financial Markets: Concept and meaning of financial system, components and functions of financial system, structure of Indian financial system, concept and classification of financial markets, money market – meaning, features and instruments such as call money, treasury bills, commercial bills, commercial paper and certificates of deposit, capital market – meaning, importance and role in economic development, reforms in Indian financial markets.

Unit-II **11(L)hrs**

Capital Market and Securities Market: Capital market – concept, structure and functions, primary market – meaning and methods of issue such as public issue, rights issue, bonus issue and private placement, book building process, secondary market – meaning and functions, stock exchanges in India – BSE and NSE, trading mechanism, clearing and settlement system, Securities and Exchange Board of India (SEBI) – objectives, functions and powers, investor protection measures.

Part-B

Unit- III **11(L)hrs**

Financial Institutions and Intermediaries: Financial institutions – meaning and classification, commercial banks – functions and role in financial system, development financial institutions – IFCI, SIDBI, NABARD and EXIM Bank, Non-Banking Financial Companies (NBFCs) – meaning, types and functions, mutual funds – concept, types and role in capital market, insurance companies and pension funds as financial intermediaries.

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Unit- IV **11(L)hrs**

Financial services – meaning, scope and importance, merchant banking – concept, functions and role in capital market, leasing – meaning, types and advantages, hire purchase – meaning and features, factoring and forfaiting – concept and significance, venture capital and private equity – meaning and role in entrepreneurship development, credit rating – concept and credit rating agencies in India.

Tutorial hours will be used for practice sessions for design/numerical problems/programming/case-studies etc.

Text Books

1. Gordon, E. and Natarajan, K. *Financial Markets and Services*, 9th Edition, Himalaya Publishing House, 2015.
2. Bhole, L.M. and Mahakud, J. *Financial Institutions and Markets*, 6th Edition, Tata McGraw-Hill, 2017.
3. Khan, M.Y. *Indian Financial System*, 8th Edition, Tata McGraw-Hill, 2018.

Reference Books

1. Saunders, A. and Cornett, M.M. *Financial Institutions Management: A Risk Management Approach*, 8th Edition, McGraw-Hill Education, 2019.
2. Pathak, B.V. *The Indian Financial System: Markets, Institutions and Services*, 4th Edition, Pearson Education, 2018.

Online Learning Material

1. https://egyankosh.ac.in/handle/123456789/17020 Accessed on December 13, 2025
2. https://www.egyankosh.ac.in/bitstream/123456789/84976/1/Unit-8.pdf Accessed on December 13, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute / Platform	URL / Comments
1	**Financial Markets, Institutions and Financial Services**	Prof. Divya Verma	SWAYAM (Guru Gobind Singh Indraprastha University)	https://onlinecourses.swayam2.ac.in/cec25_mg11/preview

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Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Administration

Elective- II
Course Code: EBBA107
Course Title: Sustainable Finance

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)=60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-II		
Prerequisites: NIL		

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the concept of sustainable finance.
2	Examine the various sustainable financial frameworks in different economies.
3	Evaluate the role of sustainable finance in the financial system.
4	Distinguish the characteristics of different sustainable financial instruments.
5	Understand the importance of sustainable reporting and performance.

Contents

Part-A

Unit -I **11(L) Hrs**

Introduction to Sustainable Finance: Meaning of Sustainable Finance, Importance of Sustainable Finance, Evolution of Sustainable Finance, Difference between Sustainable Investing and Traditional Investing, Concept of Impact Investing, Importance of Impact Investing, ESG Factors affecting financial decision making.

Unit-II **11(L) Hrs**

Building a sustainable financial system across Globe: Overview of Sustainable Finance frameworks across developed countries, UNEP Finance Initiatives from 1992 to 2022, International and National Policy Responses, Role of Central banks, Role of Development Banks, SEBI's role in creating sustainable finance framework.

Part-B

Unit-III **12(L)Hrs**

Sustainable Financial Instruments: Role of sustainable finance in financial ecosystem, Green bonds-Meaning, Use of proceeds in Sustainable projects, Market growth and trends; social bonds-Meaning, Trends, sustainability-linked bonds- Concept, Growth and Trends, Significance of debt financing for sustainable projects; Equity Financing for sustainable projects- ESG indices, ESG indexed ETF and Mutual Funds, Role of shareholders in promoting corporate sustainability. Introduction to carbon credits.

Unit-IV **11(L)Hrs**

Sustainability Reporting and Measuring Performance: Concept and Significance of Sustainability Performance Measurement, BRSR framework, Importance of sustainability disclosures, Legal and Regulatory requirements for sustainability disclosures, Sustainable Reporting parameters across different

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countries, Challenges in Sustainable Reporting and Measuring Performance, Common sustainability Initiatives by firms, Green Washing.

Tutorial hours will be used for practice sessions for problems/presentations /case- studies etc.

Text Books

1. Dirk Schoenmaker and Willem Schramade, "Principles of Sustainable Finance", 1st Edition, Oxford University Press, 2021.
2. Molly Scott Cato, "Sustainable Finance: Using the Power of Money to Change the World", 1st Edition, Palgrave Macmillan Cham, 2022.

Reference Books

1. Simon Thompson, "Green and Sustainable Finance: Principles and Practice", 2nd Edition, Kogan Page Inc, 2023
2. B D Mishra and Aakash, "Sustainable Finance: Concept, Theory and Practice'', 1st Edition Bloomsbury Publishing India Pvt. Ltd, 2025.

Online Learning Materials

1. https://sbm.nmims.edu/docs/2024/Sustainable-Finance.pdf

Accessed on 10th December, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Advanced Financial Instruments for Sustainable Business and Decentralized Markets	Prof. Abhinava Tripathi	IIT Kanpur	https://onlinecourses.nptel.ac.in/noc24_mg65/preview

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Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Administration

Elective- II
Course Code: EBBA108
Course Title: Behavioral Finance

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: 10		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-II		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand and differentiate between the major theories and foundations of behavioural finance.
2	Examine the concept of bounded rationality and its implications on investor decision-making.
3	Analyse various market anomalies and behavioural biases that influence investor behaviour.
4	Analyse various market anomalies and behavioural biases that influence investor behaviour.
5	Understand market efficiency, assess challenges to the Efficient Market Hypothesis (EMH), and relate them to behavioural finance perspectives.

Contents

Part-A

Unit -I **12(L)hrs**

Introduction: Meaning, features and scope of behavioural finance. Rational Expectations Paradigm and the Behavioural Challenge. **Theories of Behavioural Finance:** Agency theory, Prospect theory, Rationality to psychology, Neo-classical finance and Efficient Market Hypothesis.

Unit- II **11(L)hrs**

Behavioural aspects of Investing: Heuristics and biases, self-deception, Emotional Factors and Social Forces, Neuro-scientific and Biological Perspective, Small/Medium/Large firm effect, Momentum vs Reversal, Noise trader risk, Attitude to risk, Expected utility, Mental accounting, Overconfidence, Emotion and reasoning, Excessive risk taking.

Part-B

Unit -III **11(L)hrs**

Investor behaviour: Types of investors – risk appetite and exposure, Conformity, Contrarian investing, Social forces (selfishness or altruism), Group psychology on Board, Resistance to recognising failure, Conflict of interest. Value investing and growth investing. Stock market bubbles.

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Unit- IV **11(L) hrs**

Model of Investor Sentiment, Market Efficiency and Biases in Brokerage Recommendations, Evidence on Cross-sectional Variation in Stock Returns, Behavioural Corporate Finance and Wisdom from Other Sources.

Tutorial hours will be used for practice sessions for problems/presentations /case- studies etc.

Text Books

1. **Chandra, P.** *Behavioral Finance*, **2nd Edition**, Tata McGraw-Hill, **2017**.
2. **Ackert, L., Deaves, R.** *Understanding Behavioral Finance*, **2nd Edition**, Cengage Learning, **2010**.
3. **Mamta Prosad, J., Kapoor, S.** *Behavioral Finance*, **1st Edition**, SAGE Publication0s, **2015**.

Reference Books

1. **Pompian, M.M.** *Behavioral Finance and Your Portfolio: A Navigation Guide for Building Wealth*, **2nd Edition**, Wiley, **2012**.
2. **Montier, J.** *Behavioral Investing: A Practitioner's Guide to Applying Behavioral Finance*, **1st Edition**, John Wiley & Sons, **2007**.
3. **Shleifer, A.** *Inefficient Markets: An Introduction to Behavioral Finance*, **1st Edition**, Oxford University Press, **2000**.
4. **Shefrin, H.** *Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing*, **1st Edition**, Oxford University Press, **2007**.

Online Learning Material

1. https://egyankosh.ac.in/bitstream/123456789/108868/1/Unit-29.pdf Accessed on December 10, 2025.
2. https://egyankosh.ac.in/bitstream/123456789/84990/1/Unit-14.pdf Accessed on December 10, 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL / Comments
1	**Behavioural Finance**	Prof. Shikta Singh	KIIT University (Bhubaneswar)	https://onlinecourses.swayam2.ac.in/imb26_mg28/preview?utm_source
2	**Behavioral and Personal Finance**	Prof. Abhijeet Chandra	IIT Kharagpur / NPTEL-SWAYAM	https://nptel.ac.in/courses/110105144?utm_source

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Department of Business Administration
Guru Nanak Dev Engineering College,
G.T. Road, Ludhiana-141 006 (Pb.) India

PROFESSIONAL ELECTIVE (SPECIALISATION HUMAN RESOURCE)

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective- I
Course Code: EBBA103
Course Title: Manpower Planning

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA)Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Electives-I		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the concept and importance of Human Resource Planning (HRP), including the HR planning process, job analysis, and competency-based approaches to job analysis.
2	Analyze the recruitment process, differentiating between internal and external hiring methods, and evaluate recruitment techniques such as social recruitment, online recruitment, and job advertisements.
3	Understand employment tests and their types, and develop skills in planning and conducting interviews, including the use of psychological tests in recruitment and selection.
4	Grasp the concept of career planning and succession planning, and understand how organizations manage career development programs and succession planning processes for growth and talent retention.
5	Integrate knowledge of HR planning, recruitment, testing, and career planning to effectively manage HR processes in an organization, focusing on both immediate and long-term human resource needs.

Contents

Part-A

Unit –I **11(L)hrs**

Introduction: Definition and concept of HRP, Organizational Human Resource Planning.HR Planning: HR planning process-Job analysis: meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach.

Unit-II **13(L)hrs**

Recruitment & Recruitment Techniques: Nature of hiring: regular, temporary, Internal Hiring: meaning & definition of internal recruitment. Sources of internal recruitment: circulars, intranet, employee referrals, appointment or promotion.

External Hiring: meaning & definition of external recruitment, sources of external recruitment. Scouting, re-recruitment, event recruitment, online recruitment, social recruitment & mobile phone recruitment; recruitment process outsourcing, head hunting, Job advertisement: drafting, size & contents.

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Part-B

Unit-III **10(L)hrs**

Employment Tests and Interviewing: Concepts of Testing, Types of tests, use of psychological tests, technology in Employment Testing. **Interviewing**: Purpose and Role of Interviews in Selection, interview planning, types of Interviews, Interview process, Conducting Effective Interviews, Post-Interview Processes, common Interviewing Biases and Errors, legal and ethical Issues in Interviewing.

Unit-IV **11(L)hrs**

Career Planning: Introduction, Roles, Career Stages, Individual Career Planning, Organizational Career Planning, Challenges in Career Planning, Managing Career Planning, Elements of a Career Planning Programme. **Succession Planning:** Strategic Role of Succession Planning, Succession Planning Process, Leadership Development and Succession, Succession Planning Challenges.

Tutorial hours will be used for practice sessions for problems/presentations/case-studies etc.

Text Books

1. Dessler, G., "Human Resource Management", 15th Edition, Pearson Education, 2019.
2. Kumar, P., "Human Resource Planning", 3rd Edition, Vikas Publishing House, 2018.
3. Gatewood, R. D., Feild, H. S., & Barrick, M., "Human Resource Selection", 8th Edition, Cengage Learning, 2016.
4. Flippo, E. B., "Personnel Management", 9th Edition, McGraw-Hill Education, 2016.
5. Noe, R. A., "Employee Training & Development", 7th Edition, McGraw-Hill Education, 2017.

Reference Books

1. Torrington, D., Hall, L., & Taylor, S., "Human Resource Management", 9th Edition, Pearson Education, 2014.
2. Mathis, R. L., & Jackson, J. H., "Human Resource Management", 15th Edition, Cengage Learning, 2020.
3. Mondy, R. W., & Noe, R. M., "Human Resource Management", 15th Edition, Pearson Education, 2017.

Online Learning Material

1. https://egyankosh.ac.in/bitstream/123456789/38378/1/Unit-12.pdf Accessed on April 9, 2025.
2. https://egyankosh.ac.in/bitstream/123456789/88398/1/Unit-4.pdf Accessed on April 9, 2025
3. https://hr.uw.edu/pod/organizational-excellence-and-development/organizations/succession-planning/ Accessed on April 9, 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1.	Human Resource Development	Prof. Santosh Rangnekar	IIT Roorkee	https://onlinecourses.nptel.ac.in/noc19_mg51/preview

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Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Administration

Elective- I
Course Code: EBBA104
Course Title: Social Security and Labour Welfare

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Electives-I		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the Concept and Need of Social Security and Labour Welfare
2	Analyze the Provisions of the Employees' Provident Fund & Miscellaneous Provisions Act, 1952
3	Evaluate Employer's Liability and Compensation Mechanisms under the Employees' Compensation Act, 1923
4	Explain the Benefits and Administrative Framework of the Employees' State Insurance Act, 1948
5	Apply the Provisions of the Payment of Gratuity Act, 1972 in Practical Scenarios

Contents

PART-A

Unit –I **11(L)hrs**

Introduction to Social Security - Concept of Social Security, Need, Comparison of Pre-Independence & Post-Independence Era, Indian Constitution & Social Security.

Introduction to Labour Welfare- Concept of Labour, Welfare, Need, Importance, Welfare Provision in India, Status of Labour Welfare in India.

Unit –II **11(L)hrs**

Employees Provident Fund & Miscellaneous Provisions Act, 1952 - Definition, Objective, Scope, Provident Fund Schemes, Authorities under the Act, Compliance and Administration, Offences and Penalties, Recent amendments and Digital initiatives

PART-B

Unit-III **11(L) Hrs**

The Employees Compensation Act, 1923 - History of the Act, Definition - Compensation, Wage, Workman, Dependent, Employer, Partial Disablement, Total Disablement, 'Arising Out Of' and 'In the course of Employment', Notional Extension, Liability of Employer, Compensation Calculation, Compensation Commissioner.

Unit-IV **12 (L) Hrs**

Employee's State Insurance Act, 1948- Definitions, objectives, importance, scope, factory, principles, Employer, Employee, Dependent, Insured Person and Employment Injury; Benefits under the Act-

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Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependents Benefit, Funeral Benefit; Employees State Insurance Fund; Employee State Insurance Corporation - Constitution, Dispute & Claim under the Act.

Payment of Gratuity Act, 1972 - Definition of Employee, evolution, importance, scope of act, Continuous Service, Conditions for Payment & Forfeiture of Gratuity, Computation of Gratuity and Authorities under the Act - Their Powers & Functions.

Tutorial hours will be used for practice sessions for problems/presentations/case-studies, etc.

Text Books

1. Saxena R.C., "Labour Problems and Social Welfare", 5th Edition, K. Nath & Co., 2023.
2. Malhotra O.P., "Law of Industrial Disputes", 8th Edition, LexisNexis, 2022.
3. Srivastava S.C., "Social Security and Labour Laws", 6th Edition, Eastern Book Company, 2023.

Reference Books

1. Ghaiye B.R., "Law and Procedure of Departmental Enquiries", 7th Edition, Eastern Book Company, 2022.
2. Sinha P.R.N., Sinha Indu Bala & Shekhar Seema Priyadarshini, "Industrial Relations, Trade Unions, and Labour Legislation", 3rd Edition, Pearson Education, 2024.
3. Taxmann's, "Labour Laws with Code on Wages", Latest Edition, Taxmann Publications, 2024.
4. Misra S.N., "Labour and Industrial Laws", 31st Edition, Central Law Publications, 2024.

Online Learning Materials

1. https://www.cbsmohali.org/course_material/third_semester/SSLW%20Content.pdf Accessed on 15th April, 2025
2. https://ia801507.us.archive.org/18/items/in.ernet.dli.2015.135812/2015.135812.Aspects-Of-Labour-Welfare-And-Social-Security-2nd-Ed.pdf Accessed on 15th April, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Labour Welfare and Industrial Relations	Prof. Abraham Cyril Issac	IIT Guwahati	https://onlinecourses.nptel.ac.in/noc24_mg104/preview

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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective- II
Course Code: EBBA109
Course Title: Stress Management

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Electives-II		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the fundamental concepts, types, causes, symptoms, and theories of stress, including stress specific to students and workplace environments.
2	Analyze various theoretical models of stress such as the General Adaptation Syndrome, Cognitive Appraisal Theory, and the Transactional Model of Stress and Coping.
3	Apply tools and techniques to measure stress levels in academic and professional settings and interpret the impact of stress on health and organizational productivity.
4	Evaluate stress management strategies at both the individual and organizational level, including interventions by leadership and HR departments.
5	Design comprehensive workplace stress management plans incorporating organizational culture enhancement, legal compliance, and continuous improvement strategies.

Contents

Part-A

Unit – I **12(L)hrs**

Introduction to Stress Management: Definition and types of stress – Eustress and Distress; Causes of stress – physical, emotional, academic, and environmental; Symptoms of stress – physiological, psychological and behavioral. **Sources of Stress in Students**: Academic pressures, career planning, peer pressure.
Theoretical Approaches to Stress: General Adaptation Syndrome (GAS) – Fight or Flight Response; Cognitive Appraisal Theory; Transactional Model of Stress and Coping.
Measuring Stress: Tools and techniques, stress diaries, questionnaires and self-assessments.

Unit – II **10(L)hrs**

Introduction to Workplace Stress: Definition of workplace stress, Nature and scope of occupational stress; Causes of stress in the workplace: role ambiguity, overload, work-life imbalance, toxic leadership.
Impact of Stress on Work and Productivity: Effects on decision-making, absenteeism, turnover, motivation, team performance, and morale.

Part-B

Unit – III **12 (L)hrs**

Assessment and Measurement of Stress at Work: Tools and techniques: stress audit, job stress surveys, self-assessment inventories; Organizational stress diagnosis; Early warning signs of stress and burnout.

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Stress Management Techniques in Organizations: Organizational interventions: redesigning jobs, workload balancing, EAPs (Employee Assistance Programs), wellness programs, time flexibility, remote work.

Unit – IV **11 (L) hrs**

Organizational Culture and Legal Aspects: Creating a positive work culture – engagement, inclusivity, recognition. Role of HR policies in stress mitigation, legal obligations of employers, mental health policy compliance, occupational safety.

Developing a Workplace Stress Management Plan: Steps to design individual and organizational stress, reduction strategy, monitoring, implementation, feedback and improvement.

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1. Greenberg, J.S., "Comprehensive Stress Management", 14th Edition, McGraw-Hill Education, 2021.
2. Sharma, R., "Stress Management", 1st Edition, McGraw Hill Education, 2020.
3. Weinberg, A., & Cooper, C.L., "Stress in the Workplace: Past, Present and Future", 1st Edition, Palgrave Macmillan, 2007.

References Book:

1. Cartwright, S., & Cooper, C.L., "Managing Workplace Stress", Sage Publications, 1997.
2. Kalia, M., "Managing Workplace Stress and Employee Wellness", 1st Edition, Himalaya Publishing House, 2019.

Online Learning Material:

1. https://www.egyankosh.ac.in/bitstream/123456789/33194/5/Unit-5.pdf/ Accessed on April 13,2025.
2. https://www.cdc.gov/niosh/stress/about/?CDC_AAref_Val=https://www.cdc.gov/niosh/topics/stress Accessed on April 13,2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Stress Management	Prof. Rajlakshmi Guha	Indian Institute of Technology Kharagpur	https://onlinecourses.nptel.ac.in/noc20_ge18/preview
2	Yoga for Stress Management	Dr. H. R. Nagendra, Dr. Mithila M. V, Dr. Rajesh Nair	S-VYASA Deemed-to-be University, Bengaluru	https://onlinecourses.swayam2.ac.in/aic24_ge32/preview

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Bachelor of Business Administration

Elective- II
Course Code: EBBA110
Course Title: Performance and Compensation Management

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-II		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the significance of Performance management system.
2	Develop clarity about economical behavioral dimension of compensation management.
3	Understand wage concepts, policies, and legal compensation framework.
4	Learn pay components and employee incentive plan structures.
5	Gain insight into fringe benefits, retirement plans, and modern compensation strategies.

Contents

Part-A

Unit-1 **11(L) Hrs**

Performance Management: Introduction, Objectives, Determinants, Importance and diagnosing the causes of poor performance.
Performance Appraisal: Concept, Objectives, Importance, Problems, Process and Methods, Performance appraisal through MBO, 360 degree appraisal and Essentials of an effective performance appraisal system.

Unit-II **11(L) Hrs**

Compensation Management: Concept, Objectives, Principles, Importance of good compensation system, Factors influencing compensation levels.
Theoretical dimensions of Compensation: Economic theories, Behavioral theories, Content theories, Process theories.
Job Evaluation: Meaning, Features, Importance, Objectives, Process and Methods of Job evaluation.

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Part-B

Unit-III **12(L) Hrs**

Wages and Salary Administration: Concept of wages, the wage determination process, methods of wage fixation, theories of wages, types of wages, wage differentials, wage policy and its importance, legal framework and compensation, objective of national wage policy.
Components of Pay: basic pay, dearness allowance, Incentive plans: features, individual, group incentive plans, profit sharing schemes, Employee Stock Ownership.

Unit-IV **11(L) Hrs**

Fringe Benefits: Need, Objectives, Types of fringe benefits, Retirement benefits, Provident fund, Gratuity and pension.
Executive Compensation: Meaning, Components, and Strategies, Skill based pay, Competency based pay, variable pay system and new trends in compensation management.

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1. Singh, B. D., "Compensation and Reward Management", 2nd edition, Excel Books, 2022.
2. Bhattacharya, D. K., "Compensation Management", 2nd edition, Oxford University Press, 2014.
3. H.R.Appannaiah, "Compensation and Performance Management", 1st edition, Himalaya publishing house, 2024.

Reference Books

1. Milkovich, G., Newman, J., and Venkataratnam, C. S., "Compensation", 9th special indian edition,McGraw Hill Education,2017.
2. VSP Rao, "Human Resource Management", 3rd edition, Excel Books, 2010.

Online Learning Materials

1. https://egyankosh.ac.in/bitstream/123456789/78803/1/Block-3.pdf Accessed on 12/04/2025
2. https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/HRM/3CompensationManagement.pdf Accessed on 12/04/2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Performance Management System	Dr. Romana Gulshani	IIM, Bangalore	https://onlinecourses.swayam2.ac.in/imb25_mg47/preview

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PROFESSIONAL ELECTIVE (SPECIALISATION MARKETING)

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective- I
Course Code: EBBA105
Course Title :Consumer Behavior

Programme: BBA	**L: 3 T:1 P: 0**	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L) +15(T) = 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA)Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum percentage of Numerical / Design / Programming Problems: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-I		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the fundamental concepts of consumer behaviour and its significance in decision-making.
2	Analyze the psychological, personal, social, and cultural factors affecting consumer choices, especially in the Indian context.
3	Apply consumer behaviour theories and the decision-making process to identify and address customer needs in entrepreneurial ventures.
4	Utilize segmentation, targeting, and positioning strategies to design effective marketing approaches for different consumer groups
5	Evaluate emerging consumer trends including digital, rural, and ethical consumption, and apply these insights to build customer-centric startup strategies

Part-A

Unit-I **11(L) Hrs**

Introduction to Consumer Behaviour: Meaning, scope, Evolution of Consumer Behaviour. Difference between Consumer and Customer, Types of Consumers. Consumer Behaviour in Indian Context: Cultural and Economic Influence.

Unit-II **11(L) Hrs**

Consumer Decision-Making Process: Five-Step Consumer Decision-Making Process, Introduction to Motivation, Perception, Learning, Attitudes and Personality, Factors Influencing Consumer Decisions: Psychological, Personal, Social and Cultural, Post-Purchase Behaviour and Customer Satisfaction.

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Part-B

Unit-III **11(L) Hrs**

Market Segmentation and Consumer Research: Need and Bases of Market Segmentation. Targeting and Positioning Strategies, Consumer Research process, Customer Profiling, Using Digital Tools and Analytics to Understand Indian Consumers

Unit-IV **12(L) Hrs**

Emerging Trends in consumer behaviour: Rural vs Urban Consumer Behaviour in India, Behaviour of Gen Z and Millennials: Tech-savvy Consumers. Impact of Social Media, Influencers, and E-Commerce, Ethical Consumerism and Sustainability Trends.

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1. Consumer Behaviour ,Schiffman & Kanuk (Indian Adaptation), PHI , 2022 edition.
2. Consumer Behaviour, Leon G. Schiffman, S. Ramesh Kumar (Pearson), 2017, 4th edition.
3. Consumer Behaviour in Indian Perspective, Suja R. Nair (Himalaya Publishing), 2021, 3rd edition.

Reference Books

1. Consumer Behaviour and Marketing Strategy, J. Paul Peter & Jerry Olson, McGraw-Hill , 2018, 2nd edition.
2. Consumer Behaviour, Ramneek Kapoor, N. Namdi O. Madichi, McGraw-Hill, 2016 3rd edition.

Online Learning Materials

https://nptel.ac.in/courses/110105029 , Accessed on April 15th , 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Consumer Behaviour	Prof. Srabanti	IIT, Kharagpur	https://nptel.ac.in/courses/110105029

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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective- I
Course Code: EBBA106
Course Title: Marketing Research

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)=60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum percentage of Numerical / Design / Programming Problems: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Electives-I		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Explain the objectives and process of conducting research and its application in business.
2	Analyse the different types of research design and experimental errors.
3	Understand various techniques of sampling and methods of data collection.
4	Examine different types of scales and appraise about data preparation and analysis
5	Identify and prepare various types of reports

Contents

Part-A

Unit-I **12(L) Hrs**

Research Methodology: definition, objectives, scope in management research, process of research and limitations.
Research Design: Formulating the Research Problem, Choice of Research Design, Types of Research Design, Sources of Experimental Errors

Unit-II **12(L) Hrs**

Sampling: Advantages and Limitation of Sampling, Sampling process, Types of Sampling: Non-probability sampling techniques, Probability sampling techniques, Sampling and non
Sampling errors. Data collection: primary, secondary data collection, observation methods and survey method

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Part-B

Unit-III **11(L) Hrs**

Measurement Concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio
Attitude Measurement: Comparative scaling techniques, Non-comparative scaling techniques
Questionnaire Designing: Types, Guidelines for developing a good questionnaire

Unit-IV **10(L) Hrs**

Data Preparation And Analysis: Editing, Coding, Cross Tabulation and Practices through Excel (Basic Concepts)
Report Writing: Types of Research Reports, Guidelines for Writing a Report, Report Format, Guidelines for evaluating a report.

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1. Malhotra N.K., Marketing Research, Pearson Education, New Delhi, 2012.

2. D R. Cooper, & P.S. Schindler, Business Research Methods, Tata McGraw-Hill.

Reference Books S

1. Zikmund, Essentials of Marketing Research, Cengage Learning.

2. Churchill & Israel, Marketing Research, Cengage Learning

Online Learning Materials

1. https://jigjids.wordpress.com/wp-content/uploads/2011/05/marketing-research-nom1.pdf accessed on March 10th 2025.
2. https://nibmehub.com/opacservice/pdf/read/Fundamentals%20of%20Business%20Marketing%20Research%20-%20Reid-%20D.A..pdf accessed on March 10th 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Marketing research and analysis	Prof. J. K. Nayak	IIT Roorkee	https://onlinecourses.nptel.ac.in/noc20_mg49/preview

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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective- II
Course Code: EBBA111
Course Title: Retail Marketing

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-II		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Explain the evolution, current trends, and status of the retail industry in India; differentiate among types of retailers; and analyse consumer behaviour in retail.
2	Formulate retail marketing strategies using competitive and consumer analysis; explain the role of pricing and communication strategies and integrate people strategy with market strategy.
3	Examine retail finance and location strategies; apply site-selection considerations and related theories; and describe store management concepts.
4	Apply buying and merchandising management; analyse services as a retail strategy and its dimensions; recognize/evaluate the importance of relationship marketing; and explain contemporary retail issues including digital strategies of online players.

Contents

Part-A

Unit –I **11 (L) hrs**

Introduction to Retailing: Definition, Characteristics, Theories of Retailing; Emerging trends in retailing; Evolution of retailing in India; Factors behind the change of Indian retail industry; Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, and Non-store based, and other forms of Non-traditional Retailing; Retail consumers.

Unit-II **12(L) hrs**

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.

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Part-B

Unit-III **11 (L) hrs**

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, Introduction to Visual merchandising, Retail Image Mix, effective retail space management, floor space management.

Unit-IV **11 (L) hrs**

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

Note: Relevant Case Studies should be discussed in class.

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1. Levy, Michael and Barton A. Weitz (2003), Retail Management, Tata McGraw Hill, 5th
2. Sinha, P. K. and Uniyal, D. P. (2007), Managing Retailing, Oxford, 1st Edition.

Reference Books

1. Newman, Andrew J. and Peter Cullen (2007), Retailing: Environment and Operations, Thomson, 1st Edition.
2. Pradhan, Swapna (2007), Retail Management – Text and Cases, Tata McGraw Hill, 2nd Edition.

Online Learning Materials

1. https://share.google/fDGRztl4lSVThqULG Accessed on 6th December 2025.
2. https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/5/__UG_B.Com_Computer%20Applications_123%2052_Retail%20Marketing%20Management_Binder_2422.pdf Accessed on 6th December 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Retail Marketing Strategy	Prof. Sourabh Arora	IIT Roorkee	https://onlinecourses.nptel.ac.in/noc23_mg100/preview

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Gill Road, Ludhiana

Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Administration

Elective- II
Course Code: EBBA112
Course Title: Advertising and Sales Management

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hours
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-II		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Describe and identify key concepts, scope and functions of advertising and sales management in modern marketing
2	Develop effective advertising messages and media strategies for selected target audiences.
3	Analyze consumer behavior, Advertising effectiveness, and ethical-legal issues in promotional practices.
4	Apply sales planning, forecasting and territory management techniques in real marketing scenarios.
5	Evaluate sales force performance, motivation tools and the coordination of advertising with personal selling.

Contents

Part-A

Unit-I **12(L)hrs**

Introduction to Advertising and Promotion: Meaning, Nature, and scope of advertising, Functions and role of advertising in marketing. Classification of advertising: elements of the promotional mix. Advertising objectives and budget setting: Relationship of advertising with other marketing activities.

Unit-II **11(L)hrs**

Advertising planning, Message design, and Media decisions: Advertising appeals and message development; layout, copy and creative strategy; Selection and evaluation of advertising media, media scheduling and planning consideration; overview of digital, print and broadcast media; measuring media effectiveness.

Part-B

Unit-III **11(L)hrs**

Consumer Response, Advertising Effectiveness and ethical-legal issues: Consumer behavior and response hierarchy models; methods of evaluating advertising effectiveness; Pre-testing and post-testing approach; social, ethical and legal issues in advertising; regulatory framework and industry self- regulation; role of Agencies in Ethical Communication.

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Unit-IV **11(L)hrs**

Fundamentals of Sales Management: Nature and importance of personal selling; Sales Planning and Forecasting; designing sales territories and quotas; Recruitment, training and motivation of the sales force, sales force compensation plans, performance appraisal and control; integration of advertising and personal selling for co-ordinated promotion.

Tutorial hours will be used for practice sessions for problems/presentations/case-studies etc.

Text Books

1. Belch, G.& belch, M. 'Advertising and promotion: An Integrated Marketing communications perspective', MC Graw Thill, 12th Edition.
2. Still, Cundiff & Govoni, 'Sales Management: Decisions, strategies and Cases', Pearson 5th Edition
3. Sethia, N.K. & chemawala, S.A. 'Advertising Management', Himalaya Publishing House, 6th Edition.

Reference Books

1. Clowk, K.& Baack, D. 'Integrated Advertising, promotion and marketing, communication. Pearson, 9th Edition.
2. Johnston, M. & Marshell, G. 'Sales Force Management. Mc Grawthill, 9th Edition.
3. Aaker, Batra & Myers, 'Advertising Management' Pearson 5th Edition.

Online Learning Materials

1. https://www.sultanchandandsons.com/book/640/advertising-and-sales-promotion-management Accessed on December 7, 2025
2. https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/Marketing/3AdvertisingandSalesPromotion.pdf Accessed on December 7, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Advertising and sales management	Dr. Bharti Singh	Manipal university, Jaipur	https://onlinecourses.swayam2.ac.in/imb25_mg61/preview

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Gill Road, Ludhiana-141006 (Pb.) India

Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Administration

Course Code: FSBA101

Course Title: Managerial Skills and Business Etiquette

Programme: BBA	**L:** 2 **T:** 0 **P:** 0	**Credits:** 2
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 30(L)= 30 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NA		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Elective Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: Nil

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

CO#	Course Outcomes
1	Cultivate Self-Awareness and Analytical Thinking for Business Scenarios
2	Construct High-Impact Professional Profiles and Career Artifacts
3	Demonstrate Professional Placement and Public Speaking Competencies
4	Exhibit Standard Business Etiquette and Corporate Professionalism
5	Navigate Modern Digital Communication Platforms and Diverse Workplace Environments

Part A

Unit –I **07 (L) Hours**

Self-Management & Corporate Readiness

Self-Awareness & Effectiveness: Core competencies, emotional intelligence (EI) at the workplace, and maintaining a positive professional attitude.

Thinking & Problem Solving: Applied critical thinking, decision-making, and lateral thinking in business scenarios.

Career Preparation: Crafting a high-impact Curriculum Vitae (CV) and Resume; building and optimizing a professional LinkedIn Profile.

Unit-II **08(L) Hours**

Advanced Communication & Placement Skills

Group Discussions (GD): Meaning, types, evaluation criteria, body language, and strategies to stand out in selection panels.

Interview Skills: Pre-interview research, mastering common HR & situational interview questions, handling stress interviews, and post-interview follow-up.

Presentation Skills: Planning, structuring, slide design principles, and confident delivery techniques.

Part-B

Unit-III **08 (L) Hours**

Business Etiquette & Professionalism

The ABCs of Etiquette: Introduction to business etiquette, meeting and greeting scenarios, handshakes, and workplace courtesy.

Corporate Behavior: Professional qualities expected by employers, networking at formal gatherings, and ethical conduct.

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Professional Image: Business attire (formal vs. smart casual), grooming for success, and personal branding

07 (L) Hours

Unit-IV

Modern Workplace Communication & Diversity

Digital & Telecom Etiquette: Telephone etiquette, professional email writing (structure, tone, subject lines), and instant messaging/chat (Slack/Teams) decorum.

Virtual Meeting Etiquette: Camera, microphone, and presentation rules for Zoom/Google Meet platforms.

Diversity & Cross-Cultural Sensitivity: Intercultural communication, inclusivity, global business taboos, and disability etiquette.

Tutorial hours will be used for practice sessions for problems/presentations /case- studies etc.

Text Books

1. Bovee, Courtland L. and Thill, John V., "Business Communication Today", 14th Edition, Pearson Education, 2020.
2. Lesikar, Raymond V. and Flatley, Marie E., "Basic Business Communication", 12th Edition, McGraw Hill Education, 2011.
3. De Bono, Edward, "Lateral Thinking: Creativity Step by Step", Harper Perennial.
4. Mitra, Barun K., *"Personality Development and Soft Skills"*, 2nd Edition, Oxford University Press, 2016.
5. Raj, Kumar, "Business Etiquette and Professional Communication", 1st Edition, Oxford University Press, 2018.

Reference Books

1. Pease, Allan and Pease, Barbara, "The Definitive Book of Body Language", 1st Edition, Bantam Books, 2004.
2. Schawbel, Dan, "Promote Yourself: The New Rules for Career Success", St. Martin's Press.
3. Lees, John, "Knockout CV: How to Write a Brilliant CV", McGraw-Hill.
4. Guffey, Mary Ellen and Loewy, Dana, "Essentials of Business Communication", 10th Edition, Cengage Learning, 2018.

Online Learning Material

1. LinkedIn Learning Center: Building a Professional LinkedIn Profile (or their official student guide guides)
2. Harvard Business Review: How to Write a Crucial Email. (definitive guides on digital workplace communication tone).
3. Duarte: Guide to Virtual Presentation & Meeting Etiquette.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Managerial Skills for Interpersonal Dynamics	Prof. Santosh Rangnekar	IIT Roorkee	https://onlinecourses.nptel.ac.in/noc21_mg36/preview
2	Enhancing Soft Skills and Personality	Prof. T. Ravichandran	IIT Kanpur	https://nptel.ac.in/courses/109104115
3	Speaking Effectively	Prof. Anjali Gera Roy	IIT Kharagpur	https://nptel.ac.in/courses/109105066

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PROFESSIONAL ELECTIVE (AUDIT COURSE)

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Course Code: MCBBA101
Course Title: Security Analysis and Portfolio Management

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 0
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 50	**Continuous Assessment (CA) Marks:** 50	**End Semester Examination (ESE) Marks:** 0
Minimum Percentage of Numerical / Design / Programming Problems in ESE: 0		
Duration of End Semester Examination (ESE): NIL		
Course Type: Professional Elective (Audit course)		

Prerequisites (if any): NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the concept of investment and the working of securities markets.
2	Develop the ability to measure risk and return associated with securities.
3	Develop an understanding of fundamental and technical analysis for securities analysis.
4	Understand the concept of portfolio and the portfolio theories
5	Develop an understanding of portfolio management process.

Contents

Part-A

Unit –I **11(L) hrs**

Securities Market: Concept, role and importance. **Market Structure:**Understanding the difference between the primary market (new issues like IPOs) and the secondary market (trading of existing securities on stock exchanges like the NSE and BSE). **Regulatory Framework:** The role and importance of regulatory bodies such as the Securities and Exchange Board of India (SEBI) in investor protection and market regulation.

Mechanisms: Mechanics of stock market trading, including online trading, different types of orders (market, limit, stop-loss), and the Demat system.**Clearing & Settlement:** The processes involved in clearing and settlement cycles, including the roles of clearing corporations, members, and depositories.

Unit-II **11(L) hrs**

Risk and Return: Concept of return and risk, Systematic and unsystematic risk, sources of risk. Measurement of historical risk and return, measuring expected risk and return.

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Fundamental Analysis: concept and approaches, macroeconomic analysis-components & economic forecasting, industry analysis-analtyical tools, company analysis-qualitative & quantitative factors.

Part-B

Unit-III **12(L) hrs**

Technical analysis: concept, underlying assumptions, challenges, Charting techniques, technical trading rules and indicators. Introduction to Algo trading: concept, working, key elements, benefits and risks, scenario in Indian context.

Portfolio management: concept of portfolio, modern portfolio theory including concept of efficient portfolio and optimal portfolio, capital asset pricing model(CAPM) including inputs required for applying CAPM .

Unit-IV **11(L) hrs**

Portfolio management process: Introduction to steps in portfolio management process including formulation of investment objectives and constraints, selection of asset mix(asset allocation decisions), formulation of portfolio strategy viz active /passive portfolio strategy, selection of securities to be included in the portfolio, portfolio execution, portfolio revision & its techniques and portfolio performance evaluation and its various performance measures.

Tutorial hours will be used for practice sessions for design/numerical problems/programming/case-studies etc.

Text Books

1. P. Pandian, "Security Analysis and Portfolio Management", 2nd Edition, vikas publication, 2013.
2. P. Chandra, "Investment Analysis and Portfolio Management", 7th Edition, McGraw Hill, 2025.

Reference Books

1. Frank K. Reilly, Keith C. Brown & Sanford J. Leeds, "Investment Analysis and Portfolio Management", 12th Edition, Cengage, 2024.
2. M. Ranganathan & R. Madhumathi, "Investment Analysis and Portfolio Management", 2nd Edition, Pearson, 2012.

Online Learning Materials

1.https://www.drnishikantjha.com/booksCollection/Investment%20Analysis%20and%20Portfolio%20Management_TYBMS%20V%202016-17.pdf Accessed on December 11, 2025

2.https://www.worldscientific.com/worldscibooks/10.1142/13051?srsltid=AfmBOoolo_XmEBTu5qx4_f5NfpkZvl3IA2QCbcGdJjolSKrcWshSCvkI Accessed on Decemeber, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Security Analysis and Portfolio Management	Prof.J.P Singh	IIT Roorkee	https://onlinecourses.nptel.ac.in/noc21_mg99/preview

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Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Administration

Course Code: MCBBA102
Course Title: Human Resource Development

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 0
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 50	**Continuous Assessment (CA) Marks:** 50	**End Semester Examination (ESE) Marks:** 0
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): NIL		
Course Type: Professional Elective (Audit course)		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the fundamental concepts and evolution of Human Resource Development.
2	Analyze key HRD mechanisms, processes and instruments used in organizations.
3	Identify basic HRD interventions such as training, appraisal and career development.
4	Evaluate HRD practices and climate across different organizational sectors.
5	Examine emerging issues and global trends influencing the future of HRD.

Contents

Part-A

Unit –I **13(L) hrs**

Human Resource Development: Meaning, nature, scope and evolution. Human resource mobilization: importance and process. HRD conceptual base. Strategic interventions in the HRD sector and target groups. HRD mechanisms: processes and outcomes. HRD instruments: training, counselling, performance appraisal and career planning. HRD and management: Attitude of top management towards HRD. Motivational aspects of HRD. HRD trends and practices.

Unit-II **11(L) hrs**

HRD culture and climate: concept and importance. Elements of HRD climate. Measurement of HRD climate: tools and methods. Factors influencing HRD climate. Determinant needs for HRD. HRD for workers: HRD mechanisms for workers and the role of trade unions in HRD.

Part-B

Unit-III **11(L) hrs**

HRD in Different Organizations: HRD in government organizations, educational institutions, armed forces, police organizations, industrial organizations, private sector units and public sector units.

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Unit-IV **10(L) hrs**

Emerging Issues in HRD: Creating awareness and commitment to HRD. Industrial relations and HRD. Effective utilization of HRD efforts. Future of HRD. International comparison of HRD with focus on commonalities and differences among countries.

Tutorial hours will be used for practice sessions for design/numerical problems/programming/case-studies etc.

Text Books

1. Rao, T. V. (2011). *Future of Human Resource Development*. Macmillan Publishers India.
2. Aswathappa, K. (2020). *Human Resource Management*. McGraw Hill Education.

Reference Books

1. Werner, J. M., & DeSimone, R. L. (2012). *Human Resource Development*. South-Western Cengage Learning.
2. Pareek, U., & Rao, T. V. (2012). *Designing and Managing Human Resource Systems*. Oxford & IBH Publishing Co. Pvt. Ltd.

Online Learning Materials

1. https://baou.edu.in/assets/pdf/BBA_503_slm.pdf (Accessed on December 4, 2025)
2. https://www.yyu.edu.tr/images/files/Turizmde_Insan_Kaynaklari_Gelisimi_Doc_Dr._Zekeriya_NAS(1).pdf (Accessed on December 4, 2025)

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Human Resource Development	Prof. KBL Srivastava	IIT Kharagpur	https://onlinecourses.nptel.ac.in/noc25_hs210/preview

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Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Administration

Course Code: MCBBA103
Course Title: Marketing Control and Audit

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 0
Semester: 5	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)=60 hrs
Total Max. Marks: 50	**Continuous Assessment (CA) Marks:** 50	**End Semester Examination (ESE) Marks:** 0
Minimum percentage of Numerical / Design / Programming Problems: NIL		
Duration of End Semester Examination (ESE): NIL		
Course Type: Professional Elective (Audit Courses)		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the scope, significance, and components of a marketing audit.
2	Analyze internal and external marketing environments using strategic tools
3	Conduct marketing audits using structured frameworks relevant to Indian businesses.
4	Develop and present audit reports with actionable recommendations.
5	Evaluate the strategic impact of marketing audits in both traditional and digital contexts.

Part-A

Unit- I **11(L)Hrs**

Introduction to Marketing Audit: Definition, purpose, and significance of marketing audit, Difference between marketing audit and marketing research, Scope of marketing audit, Marketing audit as a strategic control tool, Relevance in Indian business context – SMEs, family businesses, and start-ups

Unit- II **12(L) Hrs**

Components of Marketing Audit: External Environment Audit: Macro & Micro environment (PESTEL, Competition), Internal Environment Audit: Marketing mix elements (4Ps/7Ps), brand positioning, product portfolio analysis, Functional audit: Sales, pricing, promotion, and distribution, Customer audit: Customer satisfaction, loyalty, and relationship metrics

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Part-B

Unit- III **11(L)Hrs**

Conducting the Marketing Audit: Planning the audit: Objectives, scope, methodology, Tools and techniques: BCG Matrix, GE Matrix, Marketing Scorecards, KPIs, Sources of audit data: Internal reports, market surveys, digital analytics, Reporting audit findings and recommendations

Unit- IV **11(L) Hrs**

Strategic Implications and Audit in the Digital Age: Using audit findings for strategic planning and control, Aligning audit outcomes with business goals, Challenges in implementation in Indian firms, Marketing audit in digital & e-commerce businesses, Role of AI, CRM systems, and marketing analytics

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1 Malcolm McDonald, John Leppard: The Marketing Audit: Translating Marketing Theory into Practice

2 Buddhika R, How to Apply Marketing Theories for "The Marketing Audit": 27 Theories Practical Example inside.

Reference Books

1. Kilby Blades, The Book Marketing Audit: Get Better Results with a Better Plan, Kindle Edition.

2. Peter Fader: The Customer-Base Audit: The First Step on the Journey to Customer Centricity: Kindle Edition.

Online Learning Materials

1. https://www.ala.org/sites/default/files/aboutala/content/publishing/editions/samplers/wein_future.pdf accessed on March 9th 2025.
2. *https://www.cjournal.cz/files/149.pdf* accessed on March 9th 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	**Entrepreneurship Essentials**	Prof. Manoj Kumar Mondal	IIT Roorkee	https://onlinecourses.nptel.ac.in/noc20_mg49/preview

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Bachelor of Business Administration

VI SEMESTER SYLLABUS

Scheme Code- 2024

Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Administration

Course Code: BBA127
Course Title: Project Management

Programme:BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)=60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand project concepts, attributes, systems, processes, and principles.
2	Evaluate technical, market, and commercial feasibility using NPV, tax, and legal considerations.
3	Develop a schedule for a specific project and its appraisal using various techniques.
4	Calculate project duration and assess project cost.
5	Evaluate project management in terms of risk and performance.

Contents

Part-A

Unit-I **11(L) Hrs**

Fundamentals of Project Management: Concept and attributes of Project, Types of Projects, Meaning, Definition and Need for Project Management, Importance of Project Management, Project Management Principles, Essentials elements of Project Management (Scope, Time, Cost, Quality, Risk), The Project Life Cycle: Phases of Project Management Life Cycle, Project Management Information System, Role of Project Manager.

Unit-II **11(L) Hrs**

Project Preparation and Budgeting: Defining project scope and Objectives. Technical Feasibility, Marketing Feasibility, Financial Planning: Estimation of Costs and Funds (including sources of funds), Loan Syndication for the Projects, Demand Analysis and Commercial Viability (brief introduction to NPV), Project budget, Collaboration Arrangements, Tax considerations and legal aspects.

Part-B

Unit-III **11(L) Hrs**

Project Scheduling and Appraisal: Decomposition of work into activities(Work Breakdown Structure), determining activity-time duration. Business Criterion of Growth, Liquidity and Profitability, Social Cost Benefit Analysis in Public and Private Sector, Investment Criterion and Choice of techniques: Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period.

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Unit-IV **12(L) Hrs**

Project Planning Techniques: Determine project duration through critical path analysis using PERT & CPM techniques. Resource allocations to activities. Cost and Time Management issues in Project Planning and Management. **Project Risk and Performance Assessment** Project Risk Management- Identification, Analysis and Reduction, Project quality management, Project Performance Measurement and Evaluation, Project Report.

Tutorial hours will be used for practice sessions for problems/presentations /case- studies etc.

Text Books

1. Jack R. Meredith and Samuel J. Mantel Jr., "Project Management: A Managerial Approach", 11th Edition, Wiley, 2021.
2. Erik W. Larson, Clifford F. Gray and Rohit Joshi, "Project Management: The Managerial Process" 8th Edition, McGraw Hill, 2021.
3. Joseph Heagney, "Fundamentals of Project Management", Sixth Edition, HarperCollins Leadership, 2022.

Reference Books

1. Prasanna Chandra, "Financial Management: Theory & Practice", 11th Edition, McGraw Hill, 2022.
2. Harold Kerzner, "Project Management: A Systems Approach to Planning, Scheduling, and Controlling", 13th Edition, Wiley, 2022.

Online Learning Materials

1. https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15_Detwiler_Resources.pdf

Accessed on 14th April, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Project Management	Prof. Ramesh Anbanandam	IIT Roorkee	https://onlinecourses.nptel.ac.in/noc24_mg01/preview

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Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Administration

Course Code: BBA128
Course Title: Business Taxation

Program: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)=60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the basic concepts, scope and structure of income tax.
2	Identify and classify income under various heads of income.
3	Compute taxable income under different heads of income.
4	Apply provisions relating to deductions, set-off, carry forward and clubbing of income.
5	Prepare and file an individual income tax return with basic tax planning.

Contents

Part-A

Unit-I **10(L) Hrs**

Basic concepts: Introduction to Income Tax, Important Definitions: Assessee, Person, Income, Total Income, Assessment Year & Previous Year. Agricultural Income & its assessment. Residential Status and Tax Liability (Basis of Charge). Capital and Revenue Receipts. Exempted Incomes. Tax Evasion, Tax Avoidance and Tax Planning.

Unit-II **13(L) Hrs**

Income from Salary and House Property: Computation of Income under head salary: Meaning of Salary, Salary Components, Conditions for Salary Income, Allowances and Perquisites, Employers Contribution to Provident Fund, Entertainment Allowance, Educational Allowance to Children of Employee. Standard Deduction. Income from House Property: Occupied & Let Out Property, Basis of charge, property income not charge to tax ,Basis of computing income from let out house property, computing income from self occupied property, Deduction Under SOP – Interest Paid on Purchase or Construction of Housing Loan.

Part-B

Unit-III **12(L) Hrs**

Profits & Gains of Business or Profession and Capital Gains: Computation of Net Business Income & Total income Of Partnership Firm , Chargeable incomes; expenses expressly allowed as deduction; general deductions; expenses specifically disallowed; Computation of taxable income as profit and gain from business or profession. Meaning of capital gain: Meaning of capital asset, Transfer, Cost of acquisition, Cost of improvement, Short term and long-term capital gain calculation. Income from other Sources.

Unit-IV **10(L) Hrs**

Deductions and Compliance: Deemed Incomes and Clubbing of Incomes (Aggregation of Incomes), Set-off and Carry Forward of Losses, Deductions under Chapter VI-A, Rebate &Relief. **Practical Work:** Filing of return by an Individual.

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Tutorial hours will be used for practice sessions for problems/presentations/case- studies etc.

Text Books

1. Vinod K. Singhania and Monica Singhania, "Income Tax", 72nd Edition, Taxmann Publications, 2025.
2. H.C.Mehrotra and S.P. Goyal, "Direct Tax", 45th Edition, Sahitya Bhawan Publications, 2025.

Reference Books

1. Girish Ahuja and Ravi Gupta, "Systematic Approach to Income Tax", Global Jubilee Edition, Commercial Law Publishing, 2025.
2. Vinod K. Singhania and Monica Singhania, "Student's Guide to Income Tax", 72nd Edition, Taxmann Publishers, 2025.
3. T.N.Manoharan and G.R.Hari, "Students' Handbook on Taxation", 1st Edition, Snowwhite Publications Pvt,Ltd, 2025.

Online Learning Materials

1. https://web.sol.du.ac.in/my_modules/type/cbcs-41-3/data/root/B.Com/Semester%203/Core%20Course/INCOME%20TAX%20LAW%20AND%20PRACTICE/Paper%20VI.pdf Accessed on 20th December, 2025

2. https://kamarajwomenscollege.ac.in/wp-content/uploads/Study-Materials-for-Income-Tax-Law-Practice-Final.pdf Accessed on 20th December, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Income Tax	Dr.Alice Mani	CHRIST(Deemed To Be University)	https://onlinecourses.swayam2.ac.in/cec24_cm09/preview

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Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Administration

Course Code: BBA129
Course Title: Corporate Governance

Programme: BBA	**L: 2 T: 0 P: 0**	**Credits:** 2
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 30(L)= 30 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Core Course		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Provide learners with a comprehensive understanding of the concept of Corporate Governance, its emergence, and its significance in the modern organizational context.
2	Assess and identify the various global corporate failures, using international codes of corporate governance
3	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
4	Develop learners' skills for understanding the regulatory framework of corporate governance in India
5	Investigate the impact of corporate failures in India and common governance problems in these failures.

Contents

Part-A **8 (L) hrs**

Unit –I

Conceptual Framework of Corporate Governance: 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

Unit-II **7(L) hrs**

Corporate Governance and Role of Stakeholders: 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

Part-B

Unit-III **7 (L) hrs**

Global Corporate Failures and International Codes: Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, Sarbanes Oxley Act 2002, OECD Principles of Corporate Governance.

Unit-IV **8 (L) hrs**

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Corporate Governance Regulatory Framework in India and Corporate Failures 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.Satyam Computer Services Ltd, Kingfisher Airlines, PNB Heist; ICICI Bank; Common Governance Problems in various Corporate Failures in India and abroad.

Tutorial hours will be used for practice sessions for design/numerical problems/programming/case-studies, etc.

Text Books

1. Anil Kumar "Corporate Governance", 1st Edition, Taxmann Publications,2024
2. Neeru Vasishth and Namita Rajput "Corporate Governance Values and Ethics", 22nd Edition, Taxmann Publications, 2022
3. Martin Hilb Editor, "New Living Cases on Corporate Governance",1st Edition,Springer Publications,2021
4. Sandeep Goel, "Corporate Governance",1st Edition, McGraw Hill, 2019

Reference Books

1. Koyel Roy and Sarbani Bhowmik "Corporate Governance in India", Lex Assisto Media and Publications ,2024
2. A.C. Fernando, K.P.Muraleedharan and E.K. Satheeh, "Corporate Governance: Principles,Policies and Practices", 3rd Edition, Pearson Education,2018
3. S.S. Khanka, "Business Ethics and Corporate Governance", 1st Edition, Sultan Chand & Co.,2014.
4. N. Balasubramanian, "A Case Book on Corporate Governance and Stewardship", McGraw Hill Education, 2011
5. Robert A.G. Monks & Nell Minow "Corporate Governance", 5th Edition, John Wiley & Sons Inc,2011

Online Learning Materials

1. **https://ddceutkal.ac.in/Syllabus/MBA-BOOK/Corporate-Governance.pdf**
   Accessed on April 6, 2025
2. https://rajdhanicollege.ac.in/admin/ckeditor/ckfinder/userfiles/files/Corporate%20Governance.pdf
   Accessed on April 7,2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Business Ethics & Corporate Governance	Dr. Sweta Banerjee and Dr. Leena Dam	Shri Balaji University, Pune	https://onlinecourses.swayam2.ac.in/imb25_mg62/preview

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Guru Nanak Dev Engineering College, Ludhiana
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Bachelor of Business Administration

PROFESSIONAL ELECTIVE (SPECIALISATION FINANCE)

Scheme Code- 2024

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective-III
Course Code: EBBA113
Course Title: International Finance

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-III		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the structure and functioning of the international financial system.
2	Analyze international parity conditions and balance of payments.
3	Explain the working of foreign exchange markets and exchange rate mechanisms.
4	Evaluate international financial markets and instruments.
5	Apply risk management techniques in international financial operations.

Contents

Part-A

Unit –I **10Hrs**

Introduction to International Finance: Meaning, nature, and scope of international finance, importance and role of international finance in global business, international financial environment, evolution of the international monetary system, difference between domestic finance and international finance, globalization and international capital flows, overview of international financial institutions.

Unit-II **12Hrs**

Balance of Payments: Meaning, components , importance, structure, meaning of deficit and surplus, equilibrium, disequilibrium and adjustments, methods of correcting disequilibrium, accounting principles in BOP; **Foreign exchange markets:** Meaning, structure, participants and functions of foreign exchange markets, Settlement System, Spot market and forward market, Swap transactions

Part-B

Unit-III **11Hrs**

Exchange Rate and Parity Theories: Exchange rate quotations: direct and indirect, Cross rates, Bid/Ask rates International trade growth: growth of international trade, the link between trade and finance, trade financing and payments mechanisms; foreign trade policies: export and import policies impacting finance, trade barriers, tariffs and their financial implications, purchasing power parity (PPP), absolute PPP, relative PPP, interest rate parity (IRP), fisher effect (basic understanding), monetary model (conceptual);

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Factors Influencing Exchange Rates: Inflation differentials, Interest rates, Economic performance, Political stability, Market expectations and speculation.

Unit-IV **12Hrs**

International Financial Markets and Risk Management: international money markets, international capital markets, euro currency market, international bonds and equity markets, foreign direct investment (FDI) and foreign portfolio investment (FPI); International financial risks: exchange risk, political risk, credit risk, techniques for managing foreign exchange risk, role of multinational corporations in international finance

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1. Alan C. Shapiro, Paul Hanouna and Jayanta Seal, *International Financial Management, 11th Edition (Indian Adaptation)*, Wiley India, 2023.
2. Jeff Madura, Ariful Hoque and Chandrasekhar Krishnamurti, *International Financial Management, 2nd Edition (APAC Context)*, Cengage Learning, 2025.
3. Keith Pilbeam, *International Finance*, 5th Edition, Bloomsbury Academic, 2023.
4. Eun, C. S. and B. G. Resnick, *International Financial Management*, 8th Edition, McGraw-Hill Education, 2018.
5. Madura, J., *International Financial Management*, 13th Edition, Cengage Learning, 2015.
6. Levi, M. D., *International Finance*, 5th Edition, Routledge, 2017.

Reference Books

1. P. G. Apte, *International Financial Management*, Latest Edition, McGraw-Hill Education.
2. Madhu Vij, *International Financial Management*, Latest Edition, Excel Books.
3. C. Jeevanandan, *Foreign Exchange & Risk Management*, Latest Edition, Sultan Chand & Sons.
4. Dr. Nandini Jagannarayan, Dr. P. G. Gopalakrishnan & Dr. T. A. Jayachitra, *A Handbook on International Finance and Foreign Exchange*, 1st Edition, Himalaya Publishing House, 2022.
5. Dr. V. A. Avadhani, *International Financial Management*, Latest Edition, Himalaya Publishing House.

Online Learning Materials

1. https://market.tutorialspoint.com/course/b-com-semester-vi-international-finance/index.asp?utm Accessed on December 22, 2025
2. https://slm.mba/mmpf-005/?utm Accessed on December 22, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Financial Markets, Institutions and Financial Services	Prof. Divya Verma	Guru Gobind Singh Indraprastha University	https://onlinecourses.swayam2.ac.in/cec25_mg11/preview?utm

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Bachelor of Business Administration

Elective-III
Course Code: EBBA114
Course Title: Goods and Services Tax

Program: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:**45(L)+15(T)=60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-III		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the basic structure of taxation and the concept of GST.
2	Explain GST registration, levy, and input tax credit provisions.
3	Interpret inter-state and intra-state supply rules under the IGST Act.
4	Apply GST procedures for invoices, returns, payments, and refunds..
5	Use the GST portal and identify key compliance requirements.

Contents

Part-A

Unit-I **11(L) Hrs**

Introduction to Taxation & GST Framework: Tax structure in India: Meaning, purpose and types of taxes, Direct and Indirect taxes, Indirect tax system before GST (brief overview). Introduction to GST: Concept, features, objectives of GST, Implementation of GST in India (2017), Reasons for GST introduction, Advantages & disadvantages of GST (Pros & Cons). GST Council: structure & functions.

Unit-II **11 (L) Hrs**

GST Registration, Levy & Input Tax Credit: Registration under GST: Persons liable for registration, Procedure for registration, Exemption from registration. Levy & Collection of GST: CGST, SGST, and UTGST, Composition Levy Scheme, Reverse Charge Mechanism (brief intro). Input Tax Credit (ITC): Meaning & eligibility, Conditions for claiming ITC.

Part-B

Unit-III **11(L) Hrs**

IGST Act, 2017: Meaning and definitions, Concept of supply, Scope of Supply, Nature of Supply: Inter-state supply and Intra-state supply. Levy & collection under IGST, Exemption under GST. Place of supply under GST.

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Unit-IV **12(L) Hrs**

Miscellaneous aspects of GST: Tax invoice, Credit and Debit Notes. Tax deducted at source (TDS); Tax collected at source (TCS).Returns under GST, Payment under GST and Refund of taxes. Offences and penalties. GST portal: features & functions. GST ecosystem & GST Suvidha Providers (GSPs).

Tutorial hours will be used for practice sessions for problems/presentations /case- studies etc.

Text Books

1. Dr. H.C. Mehrotra and Prof. V.P. Agarwal, "Goods and Services Tax and Customs Duty", 10th Edition, Sahitya Bhawan Publications, 2022.
2. Taxmann's,"GST Manual with GST Law Guide & Digest of Landmark Rulings", 23rd Edition, Taxmann Publications Private Limited, 2025.

Reference Books

1. Balachandran V, "Indirect Taxation", 18th Edition, Sultan Chand & Sons, 2023.
2. Ca. Keshav R Garg, "GST Ready Reckoner", 5th Edition, Bharat Law House Pvt. Ltd., 2017.

Online Learning Materials

1. https://nacin.gov.in/Documents/e-Books/GST%20Handbook%203rd%20Edition%20-%20August%202025%20-%20NACIN%20Visakhapatnam.pdf

Accessed on 11th December, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Indirect Tax Law	Dr. Shankar S. Sodha	S D School of Commerce, Gujarat University	https://onlinecourses.swayam2.ac.in/cec25_cm10/preview

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Bachelor of Business Administration

Elective-IV
Course Code: EBBA119
Course Title: Banking and Insurance Operations

Program: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)=60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-IV		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the structure and regulation of the Indian banking system.
2	Describe key banking operations, reforms, and digital banking trends.
3	Explain the fundamentals, principles, and types of insurance.
4	Understand the regulatory framework and grievance mechanisms in insurance.
5	Analyze the role of banking and insurance services in the financial system.

Contents

Part-A

Unit-I **11(L) Hrs**

Introduction to Banking & Indian Banking System: Origin and evolution of banking, Concept and meaning of banking Need for banking, Types of banks, banking structure in India. Scope of banking services. Functions of commercial banks. Need for regulation and supervision. Role and functions of the Reserve Bank of India (RBI). Present landscape of Indian banking. Key challenges faced by the Indian banking sector.

Unit-II **12(L) Hrs**

Banking Operations, Reforms & Emerging Trends: Types of bank accounts, Banking operations and procedures and Banking services in the current scenario. Reforms in Indian Banking: Overview, Recommendations of Narasimham Committee, Verma Panel Report, Introduction to Basel Norms, Capital Adequacy Ratio (CAR), Revised NPA Norms- Grievance Mechanism and Banking Ombudsman, Impact of Reforms. Emerging Trends in Banking: Concept of E-Banking, Mobile Banking, Electronic Fund Transfer- (RTGS& NEFT) and Core Banking. RBI Guidelines on Internet Banking, Challenges faced by Indian Banking, Cheque Truncation System.

Part-B

Unit-III **11(L) Hrs**

Fundamentals of Insurance: Insurance: Concept and Nature, Functions of Insurance, **Types of Insurance:** Life Insurance and Non-Life (General) Insurance, Importance of Insurance, Principles of Insurance Contract: Insurable Interest, Utmost Good Faith, Indemnity, Subrogation, Contribution, Proximate Cause. Features of Life Insurance and Non-Life Insurance.

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Unit-IV **11(L) Hrs**

Insurance Regulation and IRDAI: IRDA Act, 1999: Overview and Key Provisions. Insurance Regulatory and Development Authority of India (IRDAI): Duties, Powers, Functions, Composition. Regulation of Insurance Companies and Intermediaries. Grievance Redressal Mechanism in Insurance. Insurance Ombudsman: Role and Functions.

Tutorial hours will be used for practice sessions for problems/presentations /case- studies etc.

Text Books

1. **Shriram Maheshwari**, "Banking Law and Practice",5th Edition, Kalyani Publishers, 1999.
2. M N Mishra & S B Mishra, "Insurance Principles & Practice" 22nd Edition, Sultan Chand and Sons, 2016.

Reference Books

1. N. Maheshwari & R.R. Paul, "Banking: Theory, Law and Practice" 4th Edition, Kalyani Publishers,2023
2. Sethi, Jyotsna Bhatia, Nishwan, "Elements Of Banking And Insurance",3rd Edition, PHI Learning,2023

Online Learning Materials

1. https://sde.uoc.ac.in/sites/default/files/sde_videos/SLM-BCM4A14_BBA4A14-Bnking%20and%20Insurance.pdf

Accessed on 11th December, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Banking and Insurance	Dr. Nilam Panchal	B.K.School Of Professional And Management Studies, Gujarat University	https://onlinecourses.swayam2.ac.in/cec26_cm14/preview

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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective-IV
Course Code: EBBA120
Course Title: Financial Engineering

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-IV		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the meaning, need and skill set required for financial engineering
2	Design, analysis and construction of innovative financial contracts
3	Develop effective strategies to identify, measure and manage financial risk using tools like Value at risk
4	Demonstrate the knowledge of the financial system and instruments like options, derivatives and hedging
5	Interpret the financial data to evaluate investment decisions and construct diversified portfolios

Contents

Part-A

Unit–I **10(L)hrs.**

Overview of Financial Engineering: Meaning and need of financial engineering, financial engineering vs. financial analysis, tools used in financial engineering, growth and need for financial engineering, skill set required for financial engineering.

Unit-II **12(L)hrs**

Financial Engineering in India: Financial Derivatives and futures markets. Forward contracts, its types and disadvantages. Nature, types and value derivers of financial instruments and products viz; time value of money, required rate of return, valuation: Absolute and relative valuation, risk return, investment horizon and portfolio considerations.

Part -B

Unit-III **12(L) hrs.**

Financial engineering processes and strategies: Assets and liabilities management, securitization, asset backed securities, mortgage-backed securities, corporSate restructuring and leverage buyouts/management buyout, value at risk (VAR)

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Unit-IV **11(L)hrs**

Emerging instruments and corporate risk management: Hybrid securities, credit derivatives, options as volatility instruments, exotic options, synthetic instruments, planning and controlling reasons for hedging, cash flow hedges and value hedges, capital structure and hedging, interest rate risk management

Tutorial hours will be used for practice sessions for design/numerical problems/programming/case-studies etc.

Text Books

1. Sumit Kumar, Shaji K.V. and Pankaj Baag "Financial Engineering and Quantitative Risk Analytics",1st Edition, SYBGEN Learning Publishers, 2021.
2. John F. Marshall and Vipul K. Bansal "Financial Engineering", Pearson Education India, 2023

Reference Books

1. Pearson Education ,2022
2. Sankarshan Basu John C.Hull , "Options, Futures and Other Derivatives", Eleventh Edition, Giuseppe Orlando, Michele Bufalo and Henry Penikas, "Modern Financial Engineering: Counterparty, Credit, Portfolio and Systemic risks", World Scientific Publishers, 2023.
3. K.Cuthbertson, "Financial Engineering- Derivatives and Risk Management", Wiley Publishers,2023

Online Learning Material

1. https://www.eiilmuniversity.co.in/downloads/Financial-Engineering.pdf
   Accessed on December 8, 2025
2. https://egyankosh.ac.in/bitstream/123456789/9361/1/Unit-14.pdf
   Accessed on December 8, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Financial Derivatives and Risk Management	Prof. J.P.Singh	IIT Roorkee	https://onlinecourses.nptel.ac.in/noc26_mg73/preview

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Department of Business Administration
Guru Nanak Dev Engineering College
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PROFESSIONAL ELECTIVE (SPECIALISATION HUMAN RESOURCE)

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective-III
Course Code: EBBA115
Course Title: Talent Management

Program: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-III		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand fundamentals, processes, and importance of talent management.
2	Analyze talent building blocks and success factors of talent management systems.
3	Evaluate stages and assessment of the talent management lifecycle.
4	Examine strategic approaches and challenges in talent management.
5	Explore HR's role in talent engagement and retention strategies.

Contents

Part-A

Unit-I **11(L) Hrs**

Introduction to Talent Management: Introduction, Talent Management, Overview of Talent Management, History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent v/s knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.

Unit-II **11(L) Hrs**

Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System.

Talent Management System: Introduction, Critical Success Factors to Create Talent Management System, Factors of best practice and unique talent management approach, Key Elements of Talent Management System.

Part-B

Unit-III **12(L) Hrs**

Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process.

Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management.

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Unit-IV **11(L) Hrs**

Talent Engagement and Retention: Introduction, Concept of Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention.

Role of HR in Talent Management: Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager.

Tutorial hours will be used for practice sessions for problems/presentations/case studies. etc.

Text Books

1. Lance A. Berger, Dorothy Berger, "The Talent Management Handbook", 3rd edition, McGraw hill, 2018.
2. Marian & Paul, "Talent Management", 1st edition, Emerald Publishing limited, 2024.

Reference Books

1. Joshi & Vohra, "Talent Management", 1st edition, Cengage India Private Limited, 2017.
2. T.V Rao, "Hurconomics for Talent Management", 1st edition, Person Publications, 2011.

Online Learning Materials

1. https://library.oapen.org/bitstream/handle/20.500.12657/90844/1/9781802626858.pdf

Accessed on 12/04/2025

2. https://cdn.oujdalibrary.com/books/436/436-the-talent-management-handbook-creating-organizational-excellence-by-identifying-developing-and-promoting-your-best-people-(www.tawcer.com).pdf

Accessed on 12/04/2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Talent Acquisition and Management	Prof. Santosh Rangnekar	IIT Roorkee	https://onlinecourses.nptel.ac.in/noc25_mg64/preview

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Bachelor of Business Administration

Elective-III
Course Code: EBBA116
Course Title: Training and Development

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-III		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the concept, objectives, and importance of training and development in organizations.
2	Analyze the training and development process, including identifying training needs and applying suitable need assessment methods.
3	3Design effective training programs considering factors like budgeting, site selection, trainer selection, and program structure.
4	Evaluate various training methods—traditional and modern—and assess the use of technology and evaluation techniques for training effectiveness.
5	Apply knowledge of employee development approaches and use methods such as case studies, role plays, sensitivity training, and behavior modeling to enhance employee capabilities.

Contents

Part -A

Unit –I **11(L)hrs**

Training and Development:- Conceptual aspects, objectives and importance of Training and Development. Process of Training and Development: Identification of training needs, methods of need assessment.

Unit-II **11(L)hrs**

Designing Effective Training Program: factors affecting training design, budget for training, selecting and preparing training site, choosing the trainers, program design.

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Part-B

Unit–III **12(L)hrs**

Methods of Training: Traditional and Modern methods, Use of technology in training. Training Evaluation: Testing effectiveness of training, Introduction, Reasons for evaluation, evaluation process, outcomes used for evaluation of training, evaluation practices.

Unit-IV **11(L)hrs**

Employee Development: approaches to employee development, Designing development programmes. Development Methods: Case studies, Role play and Sensitivity Training, Business Games, Behavior Modelling.

Tutorial hours will be used for practice sessions for problems/presentations/case-studies etc.

Text Books

1. Noe, R. A., "Employee Training and Development", 7th Edition, McGraw-Hill Education, 2017.
2. Lynton, R. P., & Pareek, U., "Training for Development", 3rd Edition, SAGE Publications, 2011.
3. Blanchard, P. N., & Thacker, J. W., "Effective Training: Systems, Strategies, and Practices", 5th Edition, Pearson Education, 2018.

Reference Books

1. Sahu, R. K., "Training and Development", 1st Edition, Excel Books, 2010.
2. Flippo, E. B., "Personnel Management", 9th Edition, McGraw-Hill Education, 2016.
3. Armstrong, M., "Armstrong's Handbook of Human Resource Management Practice", 14th Edition, Kogan Page, 2020.

Online Learning Material

1. https://egyankosh.ac.in/bitstream/123456789/59142/1/Unit3.pdf
Accessed on April 9, 2025.
2. https://egyankosh.ac.in/bitstream/123456789/21335/1/Unit-2.pdf
Accessed on April 9,2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1.	Human Resource Development	Prof. K.B.L. Srivastava	IIT Kharagpur	https://onlinecourses.nptel.ac.in/noc24_hs125/preview

Head
Department of Business Administration

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective-IV
Course Code: EBBA121
Course Title: Team Building in the Organizations

Program: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-IV		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand team dynamics, Formal teams and factors influencing effective teamwork.
2	Develop communication and collaboration skills for effective teamwork and stages of teams.
3	Enhance skills for managing team dynamics and member growth.
4	Apply strategies for leading and collaborating in virtual teams.
5	Analyze leadership roles and organizational support in team success.

Contents

Part-A

Unit-I **11(L) Hrs**

Introduction to Team Building: Understanding the Concept of Team Building, types and value of teams, Importance and characteristics of Effective Teamwork in Organizations, Difference between work teams and work groups, Team Building Theories and Models, areas in which team fails, reasons for their failure.
Formal team: Diagnostic meeting, Formal team building meeting, Process consultation interactions.

Unit-II **11(L) Hrs**

Communication and Collaboration: Effective Communication in Teams, Building Trust and Rapport among Team Members.
Stages of Team Development: Navigating, surviving, reorganizing Norming, Storming, Performing and Reorganizing.

Part-B

Unit-III **12(L) Hrs**

Developing Teams: Structure, Culture of Organization, team support, Types of teams and managing and developing as team member, evaluating team members development Process, in group and out group team dynamics.
Dealing with Virtual teams Virtual teams and working through all the phases of team development, Conflict, Collaboration in virtual teams.

Scheme Code- 2024

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Unit-IV

Effective Team Leadership and Effective Organizational Support: Leadership in different stage of team development, Leadership and team building style, Characteristics of effective teams, Building effective team performance, Teams and groups on organizations, Building complimentary team members, Team autonomy and Organizational support audit. **11(L) Hrs**

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1. Pinakshi Bag, "Leadership and Team Building", 1st edition, Astitva Prakashan, 2024.
2. Donelson R. Forsyth, "Group Dynamics", 6th edition, Cengage Learning, 2018.

Reference Books

1. Neelam S. Bhargava & Gaurav Bhargava, "Team Building and Leadership", 1st edition, Himalaya Publishing House, 2017.
2. Susan A. Wheelan, "Creating Effective Teams", 4th edition, Sage Publications, 2015.

Online Learning Materials

1. https://cag.gov.in/uploads/media/C-1-STMLeadershipandTeamBuilding-20200601125232.pdf Accessed on 12/04/2025
2. https://www.otcbahrain.com/wp-content/uploads/2017/12/Team-Building.pdf Accessed on 12/04/2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Leadership and Team Effectiveness	Prof. Santosh Rangnekar	IIT Roorke	https://onlinecourses.nptel.ac.in/noc25_mg38/preview

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Department of Business Administration
Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (Pb.)

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective-IV
Course Code: EBBA122
Course Title: International HRM

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-IV		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand global HRM concepts, cultural differences, and emerging IHRM trends.
2	Evaluate global staffing, performance management and communication practices.
3	Assess global training practices, approaches, and international development challenges.
4	Examine international compensation structures and strategies for executive retention.
5	Explore expatriation, global CSR, HR models, and evolving IHRM trends.

Contents

Part-A

Unit – I **12(L)hrs**

Introduction to IHRM: Concept of IHRM, Issues in IHRM, Barriers to effective global HRM, Cultural & behavioral differences: Cultural & behavioral differences its relevance and importance in IHRM, Cross cultural studies, various theories, difference between domestic HRM and international HRM.

IHRM trends: Issues and challenges & theory development.

Unit – II **10(L)hrs**

IHR Planning and staffing: Recruitment & selection workforce for international operations, practices and problems.

Performance management & appraisal: Approaches to performance management, problems and practices.

International communication and leadership.

Part-B

Unit – III **12(L)hrs**

Training & Development: Development and retention in global context, Practices approaches and shortcoming in international context.

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Compensation policies: Policies and practices for Expats and International compensation structures, compensation strategies to attract retain & motivate executives in the new millennium.

Unit – IV **11(L)hrs**

Expatriation and Repatriation of executives, various issues and challenges.
International corporate social responsibility, international industrial and employment relations.
Managing people in International context, the international models of IHRM vis. American, British European and Indian
The future of IHRM and AI in global HR practices.

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1. Rao, P.C., IHRM Management text & cases, 1st edition, Excel Books India, 2008.
2. Edwards, Tony., IHRM, Globalization national System and MNC's Finance Times, Prentice Hall, 1st edition, 2006.
3. Moni H. Tayab., IHRM, A Multinational Co. Perspective, 1st edition,Oxford University Press, 2018.

References Book:

1. Anne Wil Harzing, Ashly H. Pinnington, International Human Resource Management, 3rd edition, Sage publications. 2011.
2. Daniel Wintersberger, International Human Resource Management, 1st edition, Kogan page Ltd, 2017.

Online Learning Material

1. http://ddceutkal.org/Syllabus/IHRM_BOOK.pdf Accessed on November 23, 2025
2. https://ddceutkal.ac.in/Syllabus/IHRM_BOOK.pdf Accessed on November 23, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1.	International Human Resource Management	Prof. Mrinalini Pandey	IIT-ISM Dhanbad	https://onlinecourses.nptel.ac.in/noc26_mg05/preview

Head - Dept. of Business Administration
Guru Nanak Dev Engineering College, Ludhiana (Pb.)

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PROFESSIONAL ELECTIVE (SPECIALISATION MARKETING)

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective-III
Course Code: EBBA117
Course Title: Marketing of Services

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L) +15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-III		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the Concept of Services and intangible products
2	Discuss the relevance of the services Industry to Industry.
3	Examine the characteristics of the services industry.
4	Analyse the role and relevance of Quality in Services
5	Visualize future changes in the Services Industry

Contents

Part-A

Unit-I **11(L)hrs**

Understanding Services: Services Defined, Difference between goods and services, Challenges of Services Marketing , Expanded Services Marketing mix, Service Quality, types of Service Quality; Determinants of Service Quality. SERVQUAL model of service quality.

Unit-II **12(L)hrs**

Service classification and Service Pricing : Bases of service classification, Distinction between core, facilitating, and support services; Customer participations in the creation of service , Service blueprinting and its benefits, Demand and supply fluctuations . Pricing, concepts methods of pricing the services

Part-B

Unit-III **11(L) hrs**

Service Communication, Branding, Physical Evidence in Service, Challenges in designing communication programme for services, Services advertising, Role of promotion in marketing of services; Servicescape, the roles played by the servicescape, and its effects; Environmental

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dimensions of servicescape, High-contact and Low-contact services, Approaches for understanding servicescape effects.

Unit-IV **11(L) hrs**

Service Failures, Recovery Strategies, Managing People and Customer Relationships: Service failures, causes, strategies and tactics of service, Service marketing Triangle., guideline for people in service organizations ; service oriented organizational structure, customer loyalty and framework for building customer loyalty.

Tutorial hours will be used for practice sessions for design/numerical problems/programming/case-studies, etc.

Text Books

1. Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7th Edition, PHI.
2. Services Marketing: Jochen Wirtz, Christopher H. Lovelock & Jayanta Chatterjee 9th Edition, 2023, Mcgraw Hill
3. Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman | John E.G. Bateson Edition 5th ,2017

Reference Books

1. Marketing of Services , V.A. Zeithaml, A. Parasuraman & Mary Jo Bitner (Tata McGraw-Hill) 2011 3rd edition
2. Entrepreneurship and Small Business P. Saravanavel (Himalaya Publishing House) 2 nd edition
3. Managing and Growing a Service Business in India R. Srinivasan (PHI Learning), 2018, 4th edition.

Online Learning Materials

Startup India Website: https://egyankosh.ac.in/handle/123456789/10324 , Accessed on April 15th, 2025

Supplementary SWAYAM Course

Sr. No.	*Course Name*	*Instructor*	*Host Institute*	*URL*
1	*Marketing of services*	*Prof. Biplab Datta*	*IIT Kharagpur*	https://onlinecourses.nptel.ac.in/noc25_mg58/preview

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Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (PB.)

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective-III
Course Code: EBBA118
Course Title: International Marketing

Program: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:**45(L)+15(T)=60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-III		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the concept and scope of international marketing.
2	Acquainted with entry modes and market entry strategies.
3	Apply knowledge about product standardization to position product internationally.
4	Assess the global pricing policies.
5	Analyze the pricing and promotion of international marketing and understand the strategies for global advertising.

Part-A

Unit-I **11(L) Hrs**

Introduction to international marketing: Meaning, importance, growth, benefits, challenges in international marketing,
framework of international marketing, dynamic environment of international marketing, international marketing
segmentation and targeting.

Unit-II **12(L) Hrs**

International Product and Pricing Policy: Global Product , product standardization and adoption - global brands , trademarks, packaging, labelling, global product policy, globalization v/s localization; global pricing, export pricing, global pricing strategies for international markets.

Part-B

Unit-III **11(L) Hrs**

International Marketing Channel: Meaning, roles, functions, importance of channel decision, factors influencing the channel decision, multinational retailers and wholesalers, global logistics – contemporary issues in international marketing.

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Unit-IV **11(L) Hrs**

Promotion for International markets: Concept, strategy, international advertising, international sales promotion,

management of sales forces, role of export promotion organization – trade fairs , exhibitions, export policy decisions,

EXIM policy in India, export procedure and export documentation.

Tutorial hours will be used for practice sessions for problems/presentations/case- studies etc.

Text Books

1. Varshney & Bhattacharya: 'International Marketing Management', Sultan Chand & Sons, 13th Edition, 2017
2. P.K. Vasudeva, 'International Marketing' Excel books, 10th Edition, 2016
3. S.A. Sherlekar, V.S. Sherlekar, 'Global Marketing Management', Himalaya Publishing House, 2nd Edition, 2005

Reference Books

1. Philip R. Cateora, John L. Graham, 'International Marketing' 16th edition, 2017 McGraw-Hill.
2. R. Srinivasan, 'International Marketing' Prentice Hall India 4th Edition, 2016.
3. Warren J. Keagan, Mark C. Green, 'Global Marketing' Pearson, 10th Edition, 2019

Online Learning Materials

https://librarymvmgacsgcom.wordpress.com/wp-content/uploads/2020/08/mcom-_103_international-marketing.pdf Accessed on April 17, 2025

Supplementary SWAYAM Course

Sr. No.	*Course Name*	*Instructor*	*Host Institute*	*URL*
1	International marketing	Prof. Dr. Biswarup Ghosh	IIT Kharagpur	https://onlinecourses.nptel.ac.in/noc22_mg50/preview

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Guru Nanak Dev Engineering College
Gill Road, Ludhiana

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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective-IV
Course Code: EBBA123
Course Title: Digital Marketing

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective-IV		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand the concept and principles of digital marketing in today's scenario.
2	Demonstrate an understanding of various analytical tools of online marketing.
3	Apply knowledge of social media for promoting business.
4	Analyse various SEO content for business planning.
5	Examine how the effectiveness of a digital marketing campaign can be measured.

Part-A

Unit-I **11(L)hrs**

Introduction to digital marketing: Fundamentals of digital marketing and its significance, Evolution of digital marketing, digital marketing landscape, key drivers, approaches to digital marketing, understanding digital consumers, digital transformation framework.

Unit-II **11(L) hrs**

Digital marketing tools: AdWords overview, Introduction, Signup, Concept of display ad, video ad, shopping ad, quality score, CPC, bidding, ECPC, keyword, automated bidding, ad group, location, targeting, campaign, search campaign, display campaign, video campaign.

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Part-B

Unit-III **11(L) hrs**

Social media marketing : History of social media marketing, definition, importance of social media marketing in today's business environment, major social media marketing platforms- YouTube, Facebook, Instagram , LinkedIn, Pinterest, X (Twitter), Telegram, myths associated with social media marketing, blogs, podcasts, and webinars.

Unit-IV **12(L) hrs**

Introduction to search engine optimization : overview of search engine optimization, concept, importance, trust, search engine directories, how search engine work, search engine indexing, image optimization, on page SEO- importance, influence, factors, SEO content optimization, off page SEO- importance, influence factors, SEO goals, SEO content management system.

Tutorial hours will be used for practice sessions for design/numerical problems/programming/case-studies etc.

Text Books

1. Seema Gupta, "Digital Marketing,, 3rd edition, 2022, McGraw Hill
2. Ryan, Damien "Understanding digital marketing – marketing strategies for engaging the digital generation", 5th edition,2020, Kogan Page Limited
3. Puneet Bhaitya, "Fundamentals of digital marketing", 2nd edition,2019, Pearson Education

Reference Books

1. Jennifer Grappove, "Search Engine Optimization: An Hour a Day", 3rd edition, Sybex
2. Alam Charles Worth, "Digital Marketing: A Practical Approach", 2nd edition, 2014, Routledge.
3. Harriet Smith, "The Ultimate Guide to Digital Marketing", 11th edition, 2014, collective industries.

Online Learning Materials

1. https://www.psou.ac.in/asset/docs/course_slm/20250210114304l0e61db6b7.pdf. Accessed on April 17, 2025

Supplementary SWAYAM Course

Sr. No.	*Course Name*	*Instructor*	*Host Institute*	*URL*
1	*Digital marketing*	*By dr. Tejinderpal singh*	*Punjab university, chandigarh*	*https://onlinecourses.swayam2.ac.in/ugc19_hs26/preview*

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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Elective -IV
Course Code: EBBA124
Course Title: Product and Brand Management

Program: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 4
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)=60 hrs
Total Max. Marks: 100	**Continuous Assessment (CA) Marks:** 40	**End Semester Examination (ESE) Marks:** 60
Minimum percentage of Numerical / Design / Programming Problems: NIL		
Duration of End Semester Examination (ESE): 3 hours		
Course Type: Professional Elective -IV		

Prerequisites: NIL

Additional Material required in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Analyze and compare the elements of managing a product and a brand
2	Evaluate the rationale behind new product development process including innovation, research and testing
3	Construct effective brand strategies to build, manage and measure brand equity
4	Analyze product and brand strategies of different companies
5	Examine factors influencing consumer behavior and their implications for branding strategies.

Contents

Part-A

Unit-I **11(L) Hrs**

Introduction to product management: product management facts, changes affecting product management, product focused organizations, defining the competitive sets, changes in marketing organizations. **Product management decisions:** pricing decisions, advertising decisions, Category Attractiveness Analysis, Competitors and Customer Analysis, Developing product strategy, new products, promotion decisions and channel management decisions.

Unit- II **11(L) Hrs**

Marketing metrics: product based metrics, marketing mix metrics, web metrics, customer based metrics, customer based metrics, financial metrics, financial analysis for product management,

Part-B

Unit-III **12(L) Hrs**

Introduction to brand management: defining brand, product versus brand, types of Brands, rationale for building a brand, branding challenges, strategic planning for the brand, designing brand identity and measuring brand personality, concept of brand equity.

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Guru Nanak Dev Engineering College
Ludhiana

Consumer behaviour and brand buying decisions: consumer behaviour and role of branding, factors affecting consumer behavior, concept of brand positioning, crafting the positioning strategy.

Unit-IV **11(L) Hrs**

Managing and building brands: branding and the marketing programmes, E-branding, integrating brand communications, designing brand strategies, managing brand architecture and relationship with brands, managing brands over time.

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1 Kirti Dutta: Brand Management: Principles And Practices, Oxford University Press

2. Lehmann, D.R. And Winer, R.S: Product Management, McGraw Hill Education

Reference Books

1. Chitale Avinash K. And Gupta Ravi: Product Policy And Brand Management, PHI Learning Pvt. Ltd.

Online Learning Materials

1. https://ebooks.lpude.in/management/mba/term_4/DMGT508_PRODUCT_AND_BRAND_MANAGEMENT.pdf Accessed on March 10, 2025.

2. https://www.bimkadapa.in/materials/PBM-BALAJI%20MBA%20COLLEGE%20KADAPA.pdf. Accessed on March 15, 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	**Product and Brand Management**	Prof. Vinay Sharma	IIT Roorkee	https://onlinecourses.nptel.ac.in/noc22_mg82/preview

Head
Department of Business Administration
Guru Nanak Dev Engineering College
Gill Road, Ludhiana

PROFESSIONAL ELECTIVES (AUDIT COURSES)

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Course Code: MCBBA104
Course Title: Financial Statement Analysis

Programme: BBA	L: 3T: 1 P: 0	Credits: 0
Semester: 6	Theory/Practical: Theory	Teaching Hours: 45(L) + 15(T) 60 hrs
Total Max. Marks: 50	Continuous Assessment (CA) Marks: 50	End Semester Examination (ESE) Marks: 0
Minimum Percentage of Numerical / Design / Programming Problems in ESE: 0		
Duration of End Semester Examination (ESE): NIL		
Course Type: Professional Elective (Audit course)		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

COs	Course Outcomes
1	Understand the need, nature, objectives and components of financial statements.
2	Interpret key reports such as the income statement, balance sheet, cash flow and fund flow statements
3	Apply cost analysis tools including marginal costing, break-even analysis, standard costing, and variance analysis and budgeting for managerial decision-making.
4	Evaluate firm performance through time series and cross-sectional analysis and interpret results for managerial and investment decisions.
5	Examine the financial reporting system, including annual reports, consolidated statements, Indian reporting standards.

Contents

Part-A

Unit- I **12(L)hrs**

Financial Statements : Need of Financial Statement, Nature, Objectives, Uses and Limitations of Financial Statement, Stakeholders of Financial Statements

Unit -II **11(L) hrs**

Readings of Financial Statements: Income Statement, Balance Sheet, Statement of Retained Earnings, Fund Flow Statement, Cash Flow Statement.

Part-B

Unit- III **10(L) hrs**

Cost Analysis: Marginal Costing, Break Even Analysis, Standard Costing, Variance Analysis

Unit- IV **12(L) hrs**

Analysis of Firm Performance: Time Series Analysis and Cross-Sectional Analysis;

Financial Reporting System - Content of Annual Reports, Quality of Financial Reporting, Consolidated Financial Statements, Indian Financial Reporting System.

Scheme Code- 2024

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Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (Pb.)

Tutorial hours will be used for practice sessions for problems/presentations/case studies, etc.

Text Books

1. **Maheshwari, S.N. & Maheshwari, S.K.** *Financial Accounting*, 7th Edition, Vikas Publishing House, 2020.
2. **Tulsian, P.C.** *Financial Accounting*, 2nd Edition, Pearson Education, 2016.
3. **Ramachandran, N. & Kakani, R.K.** *Financial Accounting for Management*, 4th Edition, Tata McGraw-Hill, 2019.
4. **Khan, M.Y. & Jain, P.K.** *Management Accounting: Text, Problems and Cases*, 8th Edition, Tata McGraw-Hill, 2018.

Reference Books

1. **Wild, J.J., Subramanyam, K.R. & Halsey, R.F.** *Financial Statement Analysis*, 12th Edition, McGraw-Hill Education, 2019.
2. **Gibson, C.H.** *Financial Reporting and Analysis*, 13th Edition, Cengage Learning, 2017.
3. **Horngren, C.T., Sundem, G.L. & Stratton, W.O.** *Introduction to Management Accounting*, 16th Edition, Pearson Education, 2014.
4. **Narayana Swamy, R.** *Financial Accounting: A Managerial Perspective*, 5th Edition, PHI Learning, 2018.

Online Learning Material:

https://egyankosh.ac.in/handle/123456789/80349 Accessed on December 10, 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor(s)	Host Institute	URL / Comments
1	Financial Statement Analysis and Forecasting	Prof. Dhananjay Sahu, Dr. Meenakshi A. Singh, Dr. Ishi Mohan	Banaras Hindu University	https://onlinecourses.swayam2.ac.in/ini25_mg05/preview
2	Financial Accounting and Analysis	Dr. Padmini Srinivasan	Indian Institute of Management Bangalore	https://onlinecourses.swayam2.ac.in/imb24_mg65/preview

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Department of Business Administration
Guru Nanak Dev Engineering College
Ludhiana-141 006 (Punjab)

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Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Course Code: MCBBA105
Course Title: Cross-Cultural HRM

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 0
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 50	**Continuous Assessment (CA) Marks: 50**	**End Semester Examination (ESE) Marks: 0**
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): NIL		
Course Type: Professional Elective (Audit course)		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Understand cultural dimensions and their impact on international business operations.
2	Develop skills for effective communication, negotiation, and conflict resolution in cross-cultural environments.
3	Analyze leadership styles, motivational theories, and team management approaches across different cultures.
4	Examine the global HR practices, expatriate management, and the role of ethics in a cross-cultural setting.
5	Apply cross-cultural management concepts in real-world global business scenarios and multicultural organizations.

Contents

Part-A

Unit – I **12(L)hrs**

Introduction to Cross-Cultural Management: Meaning and significance of culture in international business; Cultural variables and their influence on business; Definitions and characteristics of culture; Models of Culture: Hofstede's Dimensions, Trompenaars' Dimensions, Edward T. Hall's Context Cultures; Cultural shock; Challenges in cross-cultural management.

Cross-Cultural Research and Globalization: Importance of cultural intelligence; Need for cross-cultural training in global organizations.

Unit – II **11(L)hrs**

Cross-Cultural Communication and Negotiation: Meaning, importance, and challenges of cross-cultural communication; High-context vs. low-context communication styles; Verbal and non-verbal communication differences; Barriers to cross-cultural communication; Cross-cultural negotiation process and strategies; Conflict management across cultures.

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Part-B

Unit – III **11(L)hrs**

Cross-Cultural Leadership and Motivation: Leadership theories across cultures; GLOBE study findings; Motivation across cultures — Maslow, Herzberg and McClelland in multicultural settings; Managing multicultural teams; Strategies for inclusive leadership; Diversity management in global business.

Unit – IV **11 (L) hrs**

Global HR Practices and Ethical Considerations: Expatriate selection, training, and repatriation process, managing global teams, Organizational culture vs. national culture, Ethical issues and corporate social responsibility in cross-cultural environments, Cultural adaptation and integration challenges.

Tutorial hours will be used for practice sessions for problems/presentations/case-studies etc.

Text Books

1. Adler, N.J., & Gundersen, A., "International Dimensions of Organizational Behavior", 5th Edition, Cengage Learning, 2007.
2. Thomas, D.C., & Peterson, M.F., "Cross-Cultural Management: Essential Concepts", 3rd Edition, Sage Publications, 2017.
3. Deresky, H., "International Management: Managing Across Borders and Cultures", 8th Edition, Pearson Education, 2014.

Reference Books

1. Hofstede, G., "Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations", 2nd Edition, Sage Publications, 2001.
2. Trompenaars, F., & Hampden-Turner, C., "Riding the Waves of Culture: Understanding Diversity in Global Business", 3rd Edition, McGraw Hill, 2012.

Online Learning Materials

1. https://vcmou.ac.in/media/publication/vcmou_book/SNP_YB_098.pdf
Accessed on April 13, 2025.

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Academic Leadership in Cross Cultural Context of Higher Educational Institutions	Prof. Dr. E.S.M Suresh	National Institute of Technical Teachers Training and Research (NITTTR), Chennai	https://onlinecourses.swayam2.ac.in/ntr24_ed20/preview

Head

Guru Nanak Dev Engineering College, Ludhiana
An Autonomous College under UGC Act 1956
Bachelor of Business Administration

Course Code: MCBBA106
Course Title: Customer Relationship Management

Programme: BBA	**L:** 3 **T:** 1 **P:** 0	**Credits:** 0
Semester: 6	**Theory/Practical:** Theory	**Teaching Hours:** 45(L)+15(T)= 60 hrs
Total Max. Marks: 50	**Continuous Assessment (CA) Marks:** 50	**End Semester Examination (ESE) Marks:** 0
Minimum Percentage of Numerical / Design / Programming Problems in ESE: NIL		
Duration of End Semester Examination (ESE): NIL		
Course Type: Professional Elective (Audit Course)		

Prerequisites (if any): NIL

Additional Material Allowed in ESE: NIL

On completion of the course, the student will have the ability to:

CO#	Course Outcomes
1	Explain the fundamental concepts, scope, evolution, and principles of CRM, and describe its relevance in building long-term customer value.
2	Analyze customer expectations, buying behaviour, and segment customers using CRM techniques.
3	Evaluate CRM strategies for customer acquisition, retention, loyalty, and service recovery.
4	Examine the role of CRM in marketing, including digital initiatives and customer engagement tools.
5	Assess the role of technology in CRM, including E-CRM tools, and apply CRM concepts to propose effective solutions in real business scenarios.

Contents

Part-A

Unit –I **10(L) hrs.**

Introduction to CRM: Meaning, definitions, nature, scope and importance of CRM. History and Evolution of CRM. CRM as a business strategy. Types of CRM. Customer Lifecycle Management (CLM). Benefits and challenges of CRM.

Unit-II **11(L) hrs.**

Understanding Customers: Customer buying behaviour – influencing factors. Customer expectations, perceptions and satisfaction, Customer segmentation, targeting, profiling, Service Quality (SERVQUAL model). Customer Lifetime Value (CLV) – concept and significance, Customer value creation and delivery.

Part-B

Unit-III **12(L) hrs.**

CRM Strategy: Strategic Perspective on CRM, Creating CRM Culture, Building Blocks of CRM. CRM Strategies-Customer Acquisition Strategy, Customer Retention Strategy, Loyalty & Reward Programs, Cross-selling & Up-selling, Complaint Handling & Service Recovery.

Head
Department of Business Studies
Guru Nanak Dev Engineering College
Ludhiana

Unit-IV **12(L) hrs**

CRM in Marketing: Importance of CRM in Marketing, Types of CRM Marketing, Marketing Initiatives of CRM. E-CRM- Definition, Evolution, Importance. Difference between E-CRM and CRM. E-CRM Tools- Email automation tools, Chatbots & virtual assistants, Social CRM tools, Web analytics tools, Mobile CRM apps.

Tutorial hours will be used for practice sessions for problems/presentations /case- studies etc.

Text Books

1. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2nd Edition, PHI, 2003.
2. Roger J. Baran, Robert J. Galka and Daniel P. Strunk, "Customer Relationship Management: A Strategic Approach to Marketing", 2nd Edition, Routledge, 2006.

Reference Books

1. Paul Greenberg, "CRM at the Speed of Light", 4th Edition, McGraw Hill, 2015.
2. Kumar & Reinartz, "Customer Relationship Management: A Databased Approach", 1st Edition, Wiley, 2017.

Online Learning Materials

1. DMGT308_CUSTOMER_RELATIONSHIP_MANAGEMENT.pdf
   Accessed on December 4, 2025
2. Customer Relationship Management MAM-VI semester Osmania University
   Accessed on December 4, 2025

Supplementary SWAYAM Course

Sr. No.	Course Name	Instructor	Host Institute	URL
1	Customer Relationship Management	Prof. Shainesh G	IIM Bangalore	Customer Relationship Management - Course

Head
Department
Guru Nanak
Gill Road,