



GURU GOBIND SINGH INDRAPIRASTHA UNIVERSITY, DELHI
BACHELOR OF BUSINESS ADMINISTRATION (BBA) w.e.f. 2024-25

Bachelor of Business Administration

Scheme & Syllabus

(NEP Based)

Revised

w.e.f. Academic Session 2024-2025



3 Year Degree/ 4 Year Hons. /

4 Year Hons. with Research

**GURU GOBIND SINGH INDRAPIRASTHA
UNIVERSITY**

SECTOR-16C, DWARKA, NEW DELHI-110078



GURU GOBIND SINGH INDRAPIRASTHA UNIVERSITY, DELHI BACHELOR OF BUSINESS ADMINISTRATION (BBA) w.e.f. 2024-25

Background Note:

BBA Students are expected to exhibit the following abilities of learning after the completion of the Graduate Program in Business Administration -

1. Effective communication and professional presentation skills
2. Comprehensive knowledge of concepts of Business Management
3. Proficiency in technological skills necessary for business decision-making
4. Critical thinking and analytical skills for business problem-solving
5. Innovation and creativity for striving towards an entrepreneurial mindset
6. Leadership abilities to build efficient, effective, productive and proactive teams
7. Responsible citizenship towards the social ecosystem
8. Expertise in initiatives towards the achievement of SDGs
9. Inclusivity and respect towards diversity in culture and societies
10. Attitude towards continuous learning and improvement

Need for Syllabus Revision:

As per the feedback of students, alumni, teachers and Employers, a need was felt to update the curriculum of the BBA program to make it industry ready. In addition, with New Education Policy 2020, the curriculum of BBA was required to incorporate the features such as: CBCS, Multi-entry and Multi-exit, Academic Bank of Credits, etc. The current syllabus and scheme has been worked out for 3 and 4 years with flexible entry and exit.

INDUCTION PROGRAM

The Essence and Details of the Induction program can also be understood from the ‘Detailed Guide on Student Induction program’, as available on the AICTE Portal.

Induction program

(mandatory)

Induction program for students to be offered right at the start of the first year.

Three-week duration

(to be conducted simultaneously with classes)

Physical activity

- Creative Arts
- Universal Human Values
- Literary
- Proficiency Modules
- Lectures by Eminent People
- Visits to local Areas
- Familiarization to Department/Branch & Innovations



SCHEME OF EXAMINATION

Criteria for Internal Assessment

All theory and practical courses have an internal assessment of 40 marks and 60 marks for external examination. The internal assessment of the students (out of 40 marks) shall be as per the criteria given below:

1. Class Test **15 marks**

Written Test Compulsory (to be conducted as per Academic Calendar of the University)

2. Individual Assignments /Presentation/ Viva-Voce/ Group Discussion/ Class Participation/ (at least two activities to be considered) **25 marks**

Note: Record should be maintained by faculty and made available to the University, if required. Every institute to maintain the records of direct and indirect assessments and develop their own rubrics for evaluation as per the COs and POs

CREDIT REQUIREMENT OF THE PROGRAM

Degree/ Certificate	Duration (in years)	Specialization	Total Credits	Minimum Credits required
BBA Degree in Major Specialization	3	Single Major with single Minor	136	127
BBA Degree in Double Major Specialization	3	Double Major	144	136
BBA (Honours)	4	Honours	176 (Single Major) 184 (Double Major)	168 (Single Major) 176 (Double Major)
BBA (Honours with Research)	4	Honours with Research		

Note: The student has the flexibility to drop 8 credits overall to get 3 years or 4 years degree wherein summer training/apprenticeship/dissertation/are mandatory credits to be earned. The codes BBA-116 (online/ Inhouse Industrial Skill based Training/ Apprenticeship) and BBA-329 (Summer Training/ Field based Training/ Apprenticeship) cannot be dropped to attain the degree.



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Distribution of Credits for 3year/4year BBA Programme with Multiple Entry-Exits

Semester	Discipline Specific Course (DSC)	Inter-Disciplinary Course/ Minor (IDC)	Multi Disciplinary Course (MDC)	Skill Enhancement Course (SEC)	Ability Enhancement Course (AEC)	Value Added Course (VAC)	Internship/ Vocation al/ Inhouse Industrial/ Work Based Training	Dissertation/ Seminar/ Research Project	Semester wise Total
I	12	4		4	2	2			24
II	12			3	2	2	4		23
III	16	4	3		2				25
IV	12	4	3			2			21
V	12	4/8*	3	2			4		25/29*
VI	12	4/8*			2				18/22*
VII	16	4							20
VIII	12	8							20
VIII (Research)	4	4						12	20

* The student who will opt for a double major degree needs to complete these two additional courses, one each in V and VI semesters.

Year/ Programme	Discipline Specific Course (DSC)/ Major	Inter-Disciplinary Course/ Minor (IDC)	Multi Disciplinary Course (MDC)	Skill Enhancement Course (SEC)	Ability Enhancement Course (AEC)	Value Added Course (VAC)	Year wise Total		
							Internship/ Vocation al/ Field Based Training	Dissertation/ Seminar/ Research Project	
1 year Certificate	24	4	0	7	4	4	4	0	47
2 Year Diploma	52	12	6	7	6	6	4	0	93
3 Year Degree (Single Major)	76	20	9	9	8	6	8	0	136
4 Year Hons.	104	32	9	9	8	6	8	0	176
4 Year Hons. with Research	96	28	9	9	8	6	8	12	176



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Summary of Credits Year Wise (Double Major Specialization)									
Year/ Programme	Discipli- ne Specific Course (DSC)/ Major	Inter- Disciplina- ry Course/ Minor (IDC)	Multi Discipli- nary Course (MDC)	Skill Enhanc- ement Course (SEC)	Ability Enhanc- ement Course (AEC)	Value Added Cours e (VAC)	Internsh ip/ Vocatio nal/ Inhouse Industri al/ Work Based Trainin g	Dissert ation/S eminar/ Resear ch Project	Cumu lative Year wise Total
1 year Certificate	24	4	0	7	4	4	4	0	47
2 Year Diploma	52	12	6	7	6	6	4	0	93
3 Year Degree (Double Major)	76	28	9	9	8	6	8	0	144
4 Year Hons.	104	40	9	9	8	6	8	0	184
4 Year Hons with Research	96	36	9	9	8	6	8	12	184



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SCHEME OF EXAMINATION

FIRST SEMESTER EXAMINATION PROGRAMME: BBA						
S. No	Paper Code	Subject Title	Course Category	L (Hours)	T/P (Hours)	Credit
1.	BBA 101	Management Process & Organizational Behaviour	Discipline Specific Course / Major	4	-	4
2.	BBA 103	Business Mathematics	Discipline Specific Course / Major	4	-	4
3.	BBA 105	Financial Accounting & Analysis	Discipline Specific Course / Major	4	-	4
4.	BBA 107	Business Economics	Inter- disciplinary Course /Minor	4	-	4
5.	BBA 109	Entrepreneurial Mindset (NUES)	Ability Enhancement Course	2	-	2
6.	BBA 111	Life Skills & Personality Development (NUES)	Value-Added Course	2	-	2
7.	BBA 113	IT Applications in Business	Skill Enhancement Course	3	-	3
8.	BBA 115	IT Applications in Business Lab	Skill Enhancement Course		2	1
			Total Credits	23	1	24



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SECOND SEMESTER EXAMINATION PROGRAMME: BBA						
S. No	Paper Code	Subject Title	NEP Category	L (Hours)	T/P (Hours)	Credit
1.	BBA 102	Marketing Management	Discipline Specific Course / Major	4	-	4
2.	BBA 104	Decision Techniques for Business	Discipline Specific Course / Major	4	-	4
3.	BBA 106	Human Resource Management	Discipline Specific Course / Major	4	-	4
4.	BBA 108	Business Communication	Ability Enhancement Course	2	-	2
5.	BBA 110*	MOOC	Value- Added Course	2	-	2
6.	BBA 112	E-Commerce	Skill Enhancement Course	2	-	2
7.	BBA 114	E-Commerce-Lab	Skill Enhancement Course		2	1
8.	BBA 116	Online/ Inhouse Industrial Skill-Based Training/ Apprenticeship	Internship	-	-	4
9.	BBA 118*	Indian Knowledge Systems	Value-Added Course	2		2
			Total Credits	18	1	23

*The student is required to choose one MOOC course of 2 credits as per their preference/choice from Swayam portal or any other online educational platform approved by the UGC / regulatory body from time to time at UG level and after completing the course, the student has to produce successful course completion certificate for claiming the credit. The course chosen by the student should be intimated to the MOOC Coordinator of the respective institution during the first semester.

***Note: Students shall have an option to either study the paper of (BBA 118) Indian Knowledge Systems or (BBA 110) MOOC as a Value-added course.**



UNDER GRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION

Exit Criteria after First Year of BBA Programme:

1. The students shall have an option to exit after 1st year of Business Administration Program and will be awarded with a UG Certificate in Business Administration.
2. The exiting students will submit the Report during the end of the second semester and the same will be evaluated for the assessment.
3. Eligibility Criteria to get Certificate in Business Administration - Total 47 Credits to be earned from 1st Year BBA curriculum.

Re-entry Criteria in to Second Year (Third Semester):

The student who takes an exit after one year with an award of certificate may be allowed to re-enter into Third Semester for completion of the BBA Program within a period of maximum 3 years, subject to the condition that the total term for completing the degree course should not exceed 7 years.



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SCHEME OF EXAMINATION

THIRD SEMESTER EXAMINATION PROGRAMME: BBA						
S. No	Paper Code	Subject Title	Course Category	L (Hours)	T/P (Hours)	Credit
1.	BBA 201	Business Environment and Law	Discipline Specific Course / Major	4	-	4
2.	BBA 203	Production and Operations Management	Discipline Specific Course / Major	4	-	4
3.	BBA 205	Business Research Methodology	Discipline Specific Course / Major	4	-	4
4.	BBA ***	Major Elective-1	Discipline Specific Course / Major	4	-	4
5.	BBA ***	Minor Elective-1	Inter- disciplinary Course /Minor	4	-	4
6.	BBA 217	NSS/NCC/ Club Activities (NUES)	Ability Enhancement Course	-	-	2
7.	***	Course Basket	Multi-Disciplinary Course	3	-	3
			Total Credits	23		25

Note for BBA 217:

1. For NSS/NCC, institute shall follow the guidelines as prescribed by these bodies
2. All club activities undertaken by students should be recorded w.e.f. first semester with total hours of engagement of minimum 60 hours



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FOURTH SEMESTER EXAMINATION PROGRAMME: BBA						
S. No	Paper Code	Subject Title	NEP Category	L (Hours)	T/P (Hours)	Credit
1.	BBA 202	Cost & Management Accounting	Discipline Specific Course / Major	4	-	4
2.	BBA 204	Business Analytics	Discipline Specific Course / Major	4	-	4
3.	BBA 206*	MOOC	Value-Added Course	2	-	2
4.	BBA ***	Major Elective-2	Discipline Specific Course / Major	4	-	4
5.	BBA ***	Minor Elective 2	Inter- disciplinary Course /Minor	4	-	4
6.	BBA 218*	Sustainability Practices	Value- Added Course	2	-	2
7.	***	Course Basket	Multi-Disciplinary Course	3		3
			Total Credits	21		21

Note:

1. *** will be replaced with the respective paper code from the Discipline Specific/ Major Course and Inter- disciplinary / Minor Course/ Multidisciplinary Course.
2. * Every student has to select one value-added course out of either (BBA 206) MOOC or (BBA 218) Sustainability Practices in the Fourth Semester.



UNDER GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION

The students shall have an option to exit after 2nd year of the Business Administration Program and will be awarded with UG Diploma in Business Administration.

Eligibility Criteria to get UG Diploma in Business Administration: Total 93 Credits to be earned till 2nd Year BBA curriculum.

Re-entry Criteria into Third Year (Fifth Semester):

The student who takes an exit after two years with an award of UG Diploma may be allowed to re-enter into the Fifth Semester for completion of the BBA Degree Program within a period of 3 years subject to the condition that the total term for completing the course should not exceed 7 years.

Summer Internship Project Report and Viva Voce:

At the end of the Fourth Semester every student shall undergo Summer Training for Eight Weeks in the industry/Research or Academic Institute. After completion of training they would be required to submit the training report as per the dates decided by the university and they shall also appear for the viva voice. This component will be evaluated during the fifth semester.

The students who are re-entering (after exit) in the fifth semester / third year, students will submit the Internship Report within one month of joining the Fifth Semester for evaluation.

Rules Regarding Selection of Elective Course (DSC/IDC):

The following Five areas of Specialisation/Disciplines are offered for selection of a combination of electives for BBA students:

1. Finance
2. Human Resource Management
3. Marketing
4. International Business
5. Entrepreneurship Development

BBA Degree is offered with Major-Minor scheme and BBA Degree with Double Major. For this, a student has to choose electives as per the following combination.

The specializations (Major and Minor) will be decided as follows:

1. Major area means a total of six papers from the first area of specialisation (One elective each in 3rd and 4th semester, two elective papers each in 5th and 6th semesters i.e., a total of 6 papers of 4 credits each in three years making a total of 24 credits of major specialisation) and minor area means the total of four papers in the second area of specialisation (One elective paper each in 3rd and 4th semester with 4 credits each and one elective paper each in 5th and 6th semester with 4 credits each i.e. total 4 papers of 4 credits each making a total of 16 credits of minor specialisation).
2. Six electives from any one specialisation leads to “Major Specialization”. Four electives from any one specialization leads to “Minor Specialization”.
3. Choosing at least two specializations is mandatory to fulfil the requirements for BBA Degree, that is, choosing minimum ten electives.
4. If a minimum of six electives are completed from Minor Specialization, it will be termed as the second Major Specialization, and the degree will be “BBA with Double Major Specialization”.



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**MULTI-DISCIPLINARY COURSE (MDC) FOR THIRD, FOURTH AND FIFTH
SEMESTER**

The courses offered are from multiple programmes run under GGSIPU. Every student has to select one MDC of 3 credits in each semester wherever mentioned from the (***) Course Basket offered by various programmes/ departments based on their area of interest irrespective of the specialization opted offered by the University.



**DISCIPLINE SPECIFIC COURSE (DSC)/ INTER DISCIPLINE COURSE (IDC)
FOR THIRD SEMESTER**

Select any two papers, each from a different specialisation
(1 paper for Major Specialisation, 1 paper for Minor Specialisation)

Specialisation	Paper ID	Paper Title
Human Resource Management	BBA 207	Training and Development
Marketing	BBA 209	Consumer Behavior
Finance	BBA 211	Security analysis and Portfolio Management
International Business	BBA 213	Management of International Business
Entrepreneurship Development	BBA 215	Foundation of Entrepreneurship and Startups

**DISCIPLINE SPECIFIC COURSE (DSC)/ INTER DISCIPLINE COURSE (IDC)
FOR FOURTH SEMESTER**

Select any two papers, each from a different specialisation
(1 paper for Major Specialization, 1 paper for Minor Specialization)

Specialisation	Paper ID	Paper Title
Human Resource Management	BBA 208	Talent Management
Marketing	BBA 210	Sales and Channel Management
Finance	BBA 212	Income Tax Law & Practice
International Business	BBA 214	International Business Environment and Strategy
Entrepreneurship Development	BBA 216	Opportunity & Feasibility Analysis

Note: Elective courses and specializations will only be offered subject to the discretion of college/university



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FIFTH SEMESTER EXAMINATION PROGRAMME: BBA						
S. No.	Paper Code	Subject Title	Course Category	L (Hours)	T/P (Hours)	Credit
1.	BBA 301	Financial Management	Discipline Specific Course / Major	4	-	4
2.	BBA ***	Major Elective-3	Discipline Specific Course / Major	4	-	4
3.	BBA ***	Major Elective-4	Discipline Specific Course / Major	4	-	4
4.	BBA ***	Minor Elective-3	Inter- disciplinary Course /Minor	4	-	4
5.	BBA ***	Minor Elective-4	Inter- disciplinary Course /Minor	4	-	4
6.	BBA 325	Information Systems Management Lab	Skill Enhancement Course	-	4	2
7.	BBA 327	Summer Training/Field-Based Training/Apprenticeship	Internship	-	-	4
8.	***	Course Basket	Multi-Disciplinary Course	3		3
			Total Credits	23	2	29



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SIXTH SEMESTER EXAMINATION PROGRAMME: BBA						
S. No	Paper Code	Subject Title	NEP Category	L (Hours)	T/P (Hours)	Credit
1.	BBA 302	Business Policy and Strategy	Discipline Specific Course / Major	4	-	4
2.	BBA 304	Digital & Social Media Marketing	Ability Enhancement Course	2	-	2
3.	BBA ***	Major Elective-5	Discipline Specific Course / Major	4	-	4
4.	BBA ***	Major Elective-6	Discipline Specific Course / Major	4	-	4
5.	BBA ***	Minor Elective-5	Inter- disciplinary Course /Minor	4		4
6.	BBA ***	Minor Elective-6	Inter- disciplinary Course /Minor	4		4
			Total Credits	22		22



DISCIPLINE SPECIFIC COURSE (DSC)/ INTER DISCIPLINE COURSE (IDC)
FOR FIFTH SEMESTER

Select any three/ four Elective papers depending upon the Scheme chosen by the student
For Major-Minor Specialisation Scheme Choose: (2 papers for Major Specialization, and 1 paper for Minor Specialization)
Or

For the Double Major Specialisation Scheme, Choose: (2 papers for Major Specialization no. one, and 2 papers for Major Specialization no. two)

Specialisation	Paper ID	Paper Title
Human Resource Management	BBA 303	Negotiation Skills
	BBA 305	Leadership, Power and Politics
Marketing	BBA 307	Services Marketing
	BBA 309	Rural Marketing
Finance	BBA 311	FinTech
	BBA 313	Goods & Services Tax
International Business	BBA 315	Export, Import Policies, Procedures and Documentation
	BBA 317	International Business Negotiation
Entrepreneurship Development	BBA 319	Legal & Regulatory Framework of Startup
	BBA 321	Global Entrepreneurship

Note: Elective courses and specializations will only be offered subject to the discretion of college/university.



DISCIPLINE SPECIFIC COURSE (DSC)/ INTER DISCIPLINE COURSE (IDC)
FOR SIXTH SEMESTER

Select any three/ four Elective papers depending upon the Scheme chosen by the student

For Major-Minor Specialisation Scheme Choose: (2 papers for Major Specialization, and 1 paper for Minor Specialization)

Or

For the Double Major Specialisation Scheme, Choose: (2 papers for Major Specialization no. one, and 2 papers for Major Specialization no. two)

Specialization	Paper ID	Paper Title
Human Resource Management	BBA 306	Organization Effectiveness and Change
	BBA 308	Strategic HRM
Marketing	BBA 310	Advertising & Brand Management
	BBA 312	Principles of Event Management
Finance	BBA 314	Financial Markets & Institutions
	BBA 316	Corporate Accounting
International Business	BBA 318	Global Competitiveness
	BBA 320	WTO and Intellectual Property Rights
Entrepreneurship Development	BBA 322	Sustainable Entrepreneurship
	BBA 324	Entrepreneurial Finance

Note: Elective courses and specializations will only be offered subject to the discretion of college/university.



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SEVENTH SEMESTER EXAMINATION PROGRAMME: BBA (Hons.)						
S. No	Paper Code	Subject Title	Course Category	L(Hours)	T/P(Hours)	Credit
1.	BBA 401	Project Management	Discipline Specific Course / Major	4	-	4
2.	BBA 403	Fundamentals of Actuarial Sciences	Discipline Specific Course / Major	4	-	4
3.	BBA ***	Major Elective-7	Discipline Specific Course/ Major	4	-	4
4.	BBA ***	Major Elective-8	Discipline Specific Course/ Major	4	-	4
5.	BBA ***	Minor Elective-7	Inter- disciplinary Course /Minor	4	-	4
			Total Credits	20		20



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EIGHTH SEMESTER EXAMINATION PROGRAMME: BBA (Hons.)						
S. No	Paper Code	Subject Title	NEP Category	L(Hours)	T/P(Hours)	Credit
1.	BBA 402	Research Ethics and Writing	Inter- disciplinary Course /Minor	4	-	4
2.	BBA 404	AI and ML in Business	Inter- disciplinary Course /Minor	4	-	4
3.	BBA ***	Major Elective -9	Discipline Specific Course / Major	4	-	4
4.	BBA ***	Major Elective -10	Discipline Specific Course / Major	4	-	4
5.	BBA ***	Major Elective -11	Discipline Specific Course / Major	4	-	4
			Total Credits	20		20



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EIGHTH SEMESTER EXAMINATION PROGRAMME: BBA (Hons. with Research)						
S. No	Paper Code	Subject Title	NEP Category	L(Hours)	T/P(Hours)	Credit
1	BBA 402	Research Ethics and Writing	Inter- disciplinary Course /Minor	4	-	4
2	BBA 404	AI and ML in Business	Inter- disciplinary Course /Minor	3	1	4
3	BBA 412	Research Project/ Dissertation	Research Project/ Dissertation			12
			Total Credits	7	1	20

The Dissertation work will start from the beginning of fourth year (seventh semester) of BBA (Hons. with Research) Program. The research project / dissertation report shall be assessed by Viva –Voce examination as per the University guidelines. The student should produce one research article from his/her dissertation which shall be communicated to a journal of repute before the Viva-voce examination.

Eligibility for BBA (Hons. with Research): A student aspiring for BBA (Hons. with Research) Degree will have to secure at least 75% aggregate marks till 6th semester.

The student can choose three Discipline Specific Elective Courses from Major/minor specialization (already undertaken during second and third year).



DISCIPLINE SPECIFIC COURSE (DSC)/ INTER DISCIPLINE COURSE (IDC)
FOR SEVENTH SEMESTER

Select any three papers
(2 paper for Major Specialization, 1 paper for Minor Specialization)

Specialization	Paper ID	Paper Title
Human Resource Management	BBA 405	Compensation Management
	BBA 407	Counseling Skills for Managers
	BBA 409	Human Resource Metrics and Analytics
Marketing	BBA 411	Marketing Analytics
	BBA 413	Customer Relationship Management
	BBA 415	Industrial Marketing
Finance	BBA 417	Banking Principles and Practices
	BBA 419	Behavioural Finance
	BBA 421	Corporate Taxation
International Business	BBA 423	International Human Resource & Cross Cultural Management
	BBA 425	International Marketing
	BBA 427	International Supply Chain Management
Entrepreneurship Development	BBA 429	Entrepreneurial Marketing
	BBA 431	Financial Services & Institutional Support for Startups
	BBA 433	Research and Development of Business Plans

Note: Elective courses and specializations will only be offered subject to the discretion of college/university.



DISCIPLINE SPECIFIC COURSE (DSC)/ INTER DISCIPLINE COURSE (IDC)
FOR EIGHTH SEMESTER

Select any three papers
(3 paper for Major Specialization)

Specialization	Paper ID	Paper Title
Human Resource Management	BBA 406	Cross Cultural and Global Management
	BBA 408	Management of Industrial Relations
	BBA 410	Human Resource Development - Strategies and Systems
Marketing	BBA 414	Content Marketing
	BBA 416	Retail & Mall Management
	BBA 418	Digital Branding Engagement
Finance	BBA 420	Financial Risk Management
	BBA 422	Mergers and Corporate Restructuring
	BBA 424	Financial Analytics
International Business	BBA 426	International Business Ethics
	BBA 428	Global Outsourcing - Issues & Perspectives
	BBA 430	International Business Venturing Abroad
Entrepreneurship Development	BBA 432	Family Business Management
	BBA 434	Business Valuation for Startups
	BBA 436	Government & Institutional support system for MSMEs

Note: Elective courses and specializations will only be offered subject to the discretion of college/university.



PROGRAM OUTCOMES, PROGRAM SPECIFIC OUTCOMES AND MAPPING

Program Outcomes (At the end of First Year): *Under Graduate Certificate in Business Administration*

- PO1. Conceptualize and appreciate theoretical knowledge of management domain.
- PO2. Appreciate the importance of effective communication skills for building connect and engagement
- PO3. Nurture an ability to articulate a business environment and express opinions, ideas etc.
- PO4. Identify a problem with the help of data and logical thinking

Program Outcomes (At the end of Second Year): *Under Graduate Diploma in Business Administration*

- PO1. Describe the theoretical domain knowledge along with the managerial skills
- PO2. Develop effective presentation, communication skills and logical thinking.
- PO3. Learn and demonstrate professional and ethical conduct.
- PO4. Appreciate the importance of Collaborative atmosphere.
- PO5. Develop an ability to innovate and creative thinking.

Program Outcomes (At the end of Third Year): *Under Graduate Degree in Business Administration*

- PO1. Develop conceptual knowledge and understanding of management theories and practices.
- PO2. Apply critical thinking and analytical skills for effective business decision making.
- PO3. Develop communication and leadership abilities to steer through the dynamic and global business environment.
- PO4. Demonstrate business intelligence and foster research to find innovative solutions for diverse business situations.
- PO5. Imbibe responsible citizenship, promoting sustainability, and embrace diverse cultures with universal values.

Program Outcomes (At the end of fourth Year): *Bachelor in Business Administration with Honours: BBA (Honours) and Bachelor in Business Administration Honours with Research: BBA (Honours with Research)*

- PO1. Exhibit factual and theoretical knowledge of management in general and business in particular.
- PO2. Critically evaluate, analyse and articulate Indian and global business environments with ability to apply learning in different contexts and facilitate informed decision making with an acumen to influence and motivate teams.
- PO3. Exhibit ability to own roles and responsibilities at different levels with commitment, as members of multi-cultural team and communities in cross-cultural contexts and diversity management.
- PO4. Promote research skills to design and implement innovative solutions in Indian and



Global Business Environment.

PO5. Imbibe responsible citizenship, promoting sustainability, and embrace diverse cultures with universal values

PROGRAM SPECIFIC OUTCOMES (TILL THE END OF 4 YEARS)

After the program, the students will be able to:

PSOs	PSO Description
PSO 1.	Graduate shall have the ability to demonstrate and reflect discipline/interdisciplinary knowledge, coherent understanding in the management and allied areas with an ability to apply learning in different contexts
PSO 2.	Graduate shall exhibit professional skills instilling critical and analytical thinking to enthuse problem solving abilities in different domains of management.
PSO 3.	Graduate shall be able to demonstrate proficiency (Articulate/Apply/analyze/evaluate) in varied management domain areas using latest research & technological tools for innovative solutions in diverse business situations
PSO 4.	Graduate shall become a responsible citizen inculcating interpersonal skills, social skills, lifelong learning (learn, unlearn & relearn), entrepreneurial acumen, leadership abilities and adaptability to dynamic business landscapes.

Mapping of PO's and PSO's (At the end of first year)

Program Specific Outcomes	PO1	PO2	PO3	PO4	AVG
PSO1	3	3	3	3	3
PSO2	2	3	3	3	2.75
PSO3	2	3	3	3	2.75
PSO4	1	3	3	2	2.25
AVG	2	3	3	2.75	2.7
Average PO expected attainment	2.7				



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Mapping of PO's and PSO's (At the end of second year)

Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	Average
PSO1	3	3	3	2	2	2.6
PSO2	2	3	3	3	2	2.6
PSO3	2	3	3	3	3	2.8
PSO4	2	2	3	3	3	2.6
AVG	2.25	2.75	3	2.75	2.5	2.7
Average PO expected attainment	2.7					

Mapping of PO's and PSO's (At the end of third year)

Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	AVG
PSO1	3	3	3	3	2	2.8
PSO2	2	3	3	3	2	2.6
PSO3	2	3	3	3	2	2.6
PSO4	2	3	3	2	3	2.6
AVG	2.25	3	3	2.75	2.25	2.7
Average PO expected attainment	2.7					

Mapping of PO's and PSO's (At the end of 4 years)

Program Specific Outcomes	PO1	PO2	PO3	PO4	PO5	AVG
PSO1	3	3	2	3	2	2.6
PSO2	3	3	3	3	3	3
PSO3	2	3	3	3	3	2.8
PSO4	2	3	3	3	3	2.8
AVG	2.5	3	2.75	3	2.75	2.8
Average PO expected attainment	2.8					



BBA 101: Management Process and Organizational Behavior

L-4, T-0, Credits -4

Course Objective: The course aims to provide students with foundational knowledge of management principles and organizational behavior, enabling them to understand, analyze, and apply managerial functions and behavioral concepts to enhance individual and organizational effectiveness.

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

- CO1.** Describe key management functions and the evolution of management theories
- CO2.** Demonstrate the ability to plan, organize, and make informed decisions in a business context.
- CO3.** Analyze the impact of personality, perception, learning, values, and attitudes on organizational behavior.
- CO4.** Evaluate leadership styles, motivational theories, and organizational culture in managing workplace behavior.

Course Contents

Unit I

Introduction to Management: Concept and Need, Managerial Functions An overview; Evolution of Management Thought, Classical Approach - Taylor, Fayol, Neo-Classical and Human Relations Approaches, Behavioural Approach, Systems Approach, Contingency Approach, MBO, Business Process Re-engineering. **(15 Hours)**

Unit II

Planning and Organizing: Types of Plans: Strategic planning; Environmental Analysis and diagnosis (Internal and external environment) Decision-making: Process and Techniques; Perfect rationality and bounded rationality. Concept and process of organizing - An overview, Span of management, Different types of authority (line, staff and functional), Decentralization, Delegation of authority; Formal and Informal Structure; Principles of Organizing; Types of Organization Structures, Emerging Organization Structures.

(15 Hours)

Unit III

Introduction to Organizational Behavior: Personality Type A and B, Factors influencing personality. Learning- Concept, Learning theories. Perception- Concept, Perceptual process, Importance, Factors influencing perception, Values and Attitudes- Concept and types of values: Components of attitude, job related attitudes. **(15 Hours)**

Unit IV

Motivation and Leadership: Motivation & Leadership: Concept, Importance, extrinsic and intrinsic motivation; Leadership: Concept and Importance. **Conflict and Culture:** Power and conflict, Power tactics, Organizational Culture and climate- Concept and determinants of organizational culture. **(15 Hours)**

Suggested Readings: (All latest editions)

1. Robbins,S.P., Fundamentals of Management: Essentials Concepts and Applications, Pearson Education.



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2. Robbins, S.P. and Sanghi, S, Organizational Behaviour; Pearson Education.
3. Koontz, H, Essentials of Management, McGraw Hill Education.
4. Ghillyer, A, W., Management- A Real World Approach, McGraw Hill Education.
5. Stoner, Freeman and Gilbert Jr. Management, Pearson Education.
6. Luthans, Fred, Organizational Behavior, McGraw Hill Education.

Mapping the Course Outcomes with Programme Outcomes

COs	Detailed Course Outcomes	Program Outcomes			
		PO1	PO2	PO3	PO4
CO1	Describe key management functions and the evolution of management theories	3	1	2	1
CO2	Demonstrate the ability to plan, organize, and make informed decisions in a business context	3	2	3	2
CO3	Analyze the impact of personality, perception, learning, values, and attitudes on organizational behavior	2	1	3	3
CO4	Evaluate leadership styles, motivational theories, and organizational culture in managing workplace behavior	2	2	3	3
	Average	2.5	1.5	2.75	2.25



BBA 103: Business Mathematics

L-4, T-0, Credits -4

Course Objective: This course aims to develop a strong foundation in mathematical tools and techniques such as algebra, calculus, and probability, enabling students to analyze and solve business and economic problems effectively.

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

- CO1.** Apply principles of counting, progression, and functions to business scenarios
- CO2.** Solve systems of linear equations and apply matrix algebra techniques to business decision-making
- CO3.** Analyze business problems using differential calculus and optimization techniques
- CO4.** Interpret business and economic data using integral calculus and probability theory.

Course Contents

Unit I

Principle of Counting: Concept of Factorial, Principle of Counting, Mathematical Induction: Principle. Arithmetic Progression & Geometric Progression, Concepts of function.

(15 Hours)

Unit II

Matrix Algebra: Definition of a matrix, Types of Matrices, Equality of Matrices, Matrix Operations. Transpose of a matrix, Determinants, System of Linear equations, Cramer's rule, Inverse of a Matrix. Properties of the Inverse Solution to a System of Equations by:

- (i) The Ad-join Matrix Methods.
- (ii) The Gaussian Elimination method, Rank of a Matrix, Rank of a System of Equations, the Echelon Matrix: Application of Matrices to Business Problems Input Output Analysis, Preparation of Depreciation Lapse Schedule, Leontief I/O Model. Permutation & Combination.

(15

Hours)

Unit III

Differential Calculus: Derivative of a Parametric Function, Logarithmic Differentiation Derivative of an Inverse Function, Optimization Using Calculus, Point of Inflexion Absolute and Local- Maxima and Minima, Optimization in case of Multi Variate Function. Lagrangian multipliers, Derivative as a Rate Measure. Applications in Business. Introduction to Mathematics of finance such as annuities.

(15 Hours)

Unit IV

Integral Calculus: Indefinite Integrals, Techniques of Integration, Definite Integrals, Business application, Consumer's or Producer's surplus, Learning Curve, Probability and Probability Distribution.

(15 Hours)

Suggested Readings: (All latest editions)

1. Trivedi, Business Mathematics, Pearson Education,
2. Bhardwaj. R.S. Mathematics and Statistics for Business, Excel Books
3. Khan, Shadab. A Text Book of Business Mathematics, Anmol Publications,
4. Tuttle. Michael, D., Practical Business Math: An Applications Approach, Prentice Hall
5. Hazarika.P..A text book of Business Mathematics, S. Chand Publication
6. Budnick, Applied Mathematics for Business, McGraw Hill Education



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Mapping the Course Outcomes with Programme Outcomes

COs	Detailed Course Outcomes	Program Outcomes			
		PO1	PO2	PO3	PO4
CO1	Apply principles of counting, progression, and functions to business scenarios	3	1	2	2
CO2	Solve systems of linear equations and apply matrix algebra techniques to business decision-making	3	1	2	3
CO3	Analyze business problems using differential calculus and optimization techniques	3	1	2	3
CO4	Interpret business and economic data using integral calculus and probability theory	2	1	2	3
	Average	2.75	1.0	2.0	2.75



BBA 105: Financial Accounting and Analysis

L-4, T-0, Credits-4

Course Objective: This course aims to provide students with foundational knowledge and practical skills in financial accounting principles, transaction recording, financial reporting, and contemporary accounting practices for effective business analysis and decision-making.

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

- CO1.** Explain the fundamental concepts, principles, and standards of accounting, including GAAP and IFRS
- CO2.** Record and post financial transactions and prepare final accounts as per regulatory norms
- CO3.** Evaluate depreciation methods, and interpret contemporary accounting practices like human resource and environmental accounting
- CO4.** Apply accounting procedures related to shares and debentures, including issue, forfeiture, and redemption.

Course Contents

Unit I

Meaning and Scope of Accounting: Objectives and nature of Accounting, Definition and Functions of Accounting, Book Keeping and Accounting, Interrelationship of Accounting with other Disciplines, Branches of Accounting, Limitation of Accounting.

Accounting Principles and Standards: Accounting Principles, Accounting Concepts and Conventions, Meaning and relevance of GAAP, Introduction to Accounting Standards Issued by ICAI, Accounting Standards (Overview of IAS, IFRS, AS and Ind AS). **(15 Hours)**

Unit II

Journalizing Transactions: Journal Entries, Compound Journal Entries, Opening Entry. Ledger Posting and Trial Balance: Preparation of Ledger, Posting, Cash book, Sales and Purchase book and Trial Balance. **Company Final Accounts:** Preparation of Final Accounts with adjustments, Trading Account, Profit & Loss Account. Balance Sheet as per schedule-III of the new Companies Act 2013. **(15 Hours)**

Unit III

Depreciation, Provisions and Reserves: Concept of Depreciation, Causes of Depreciation, Basic Features of Depreciation, Meaning of Depreciation Accounting, Objectives of Providing Depreciation, Fixation of Depreciation Amount, Method of Recording Depreciation, Methods of Providing Depreciation, Depreciation Policy, Change of method of Depreciation (by both current and retrospective effect). **Contemporary Issues & Challenges in Accounting:** Human Resource Accounting, Green Accounting, Inflation Accounting, Price level Accounting, Social Responsibility Accounting.

(15 Hours)

Unit IV

Shares and Share Capital: Introduction to Joint Stock Company, Shares, Share Capital, Accounting Entries. Under Subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Shares at Premium, Issue of Shares at Discount, Forfeiture of Shares, Surrender of Shares, Rights Shares, Bonus Shares. Issue of Debentures, Methods of



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Redemption of different types of debentures.
(15 Hours)



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Suggested Readings: (All latest editions)

1. Tulsian, P.C., Financial Accountancy, Pearson Education
2. Maheshwari, S.N. and Maheshwari, S.K., Financial Accounting, Vikas Publishing House
3. Bhattacharyya, Asish K., Essentials of Financial Accounting, Prentice Hall of India
4. Rajasekran, Financial Accounting, Pearson Education.
5. Bhattacharya, S.K. and Dearden, J., Accounting for Manager -Text and Cases, Vikas Publishing House.
6. Glautier, M.W.E. and Underdown, B., Accounting Theory and Practice, Pearson Education.

Mapping the Course Outcomes with Programme Outcomes

COs	Detailed Course Outcomes	Program Outcomes			
		PO1	PO2	PO3	PO4
CO1	Explain the fundamental concepts, principles, and standards of accounting, including GAAP and IFRS	3	1	2	2
CO2	Record and post financial transactions and prepare final accounts as per regulatory norms	3	1	2	3
CO3	Evaluate depreciation methods, and interpret contemporary accounting practices like human resource and environmental accounting	3	1	2	3
CO4	Apply accounting procedures related to shares and debentures, including issue, forfeiture, and redemption	3	1	2	3
	Average	3.0	1.0	2.0	2.75



BBA 107: Business Economics

L-4, T-0, Credits-4

Course Objective: The objective of this course is to give understanding of the basic concepts and issues in business economics and their application in business decisions.

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

- CO1.** Ability to solve the problems of economics
- CO2.** Analyze market and demand fluctuations to support managerial decision-making
- CO3.** Evaluate strategies for effective capacity utilization in production and operations
- CO4.** Make informed pricing decisions across different market structure

Course Contents

Unit I

Introduction to Business Economics and Fundamental concepts: Nature, Scope, Definitions of Business Economics, Difference between Business Economics and Economics, Contribution and Application of Business Economics to Business. Micro vs. Macro Economics. Opportunity Costs, Marginalism, Incrementalism, Market Forces and Equilibrium. Concept of Behavioural Economics. **Consumer Behavior:** Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility. Ordinal Utility Approach: Indifference Curves, Marginal Rate of Substitution, Budget Line and Consumer Equilibrium. **(15 Hours)**

Unit II

Demand Analysis: Theory of Demand, Law of Demand, Movement along vs. Shift in Demand Curve, Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, Advertising Elasticity of Demand. **Demand Forecasting:** Need, Objectives and Methods in brief. Theory of Production: Meaning and Concept of Production, Factors of Production and Production function. Fixed and Variable Factors, Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale (Long Run Production Analysis) through the use of ISO QUANTS. Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies of Scale. **(15 Hours)**

Unit III

Price Output Decisions: Pricing under Perfect Competition (features, short run, long run equilibrium of firm/industry), Pricing Under Monopoly (features, short run and long run equilibrium), Control of Monopoly, Price Discrimination, Pricing Under Monopolistic Competition (features, short run and long run equilibrium, demand and cost, excess capacity), Pricing Under Oligopoly (Cournot Model, kinked demand curve model). **(15 Hours)**

Unit IV

Concepts of Macro Economics: Definitions, Importance, Macro-economic variables, circular flow model, inflation, unemployment, GDP. **National Income:** Concepts, Definition, Methods of Measurement, National Income in India, Problems in Measurement of National Income & Precautions in Estimation of National Income. **(15 Hours)**

Suggested Readings: (All latest editions)

1. Samuelson, P & Nordhaus, W., Economics, McGraw Hill Education
2. Dwivedi, D.N., Managerial Economics, Vikas Publishing House.



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3. Thomas C.R. Managerial Economics, McGraw Hill Education.
4. Mankiw, NG, Principles of Economics, Cengage Learning.
5. Peterson, L. and Jain. Managerial Economics, Pearson Education.
6. Kreps, D., Microeconomics for Managers, Viva Books Pvt. Ltd.

Mapping the Course Outcomes with Programme Outcomes

COs	Detailed Course Outcomes	Program Outcomes			
		PO1	PO2	PO3	PO4
CO1	Ability to solve the problems of economics	3	2	1	1
CO2	Analyze market and demand fluctuations to support managerial decision-making	2	3	2	2
CO3	Evaluate strategies for effective capacity utilization in production and operations	1	1	3	2
CO4	Make informed pricing decisions across different market structure	2	2	1	3
	Average	2.0	2.0	1.75	2.0



BBA 109: Entrepreneurial Mindset (NUES)

L-02, T-0, Credits-02

Course Objectives: This course aims to provide a foundation for basic entrepreneurial skills and to acquaint them with the world of entrepreneurship and inspire them to set up and manage their businesses. To expose students to various aspects of entrepreneurship and business. To expose students to case studies on successful entrepreneurs.

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

- CO1.** Understand the fundamental concepts of entrepreneurship and the entrepreneur's role in the economy.
- CO2.** Efficient usage of entrepreneurial skills in decision making.
- CO3.** Analyze techniques for opportunity identification and environmental scanning in business
- CO4.** Develop comprehensive business plans, including identification of financing sources and compliance with legal requirements for starting a business

Course Contents

Unit I

Introduction: The Entrepreneur; Theories of Entrepreneurship; Characteristics of successful entrepreneurs, myths of entrepreneurship; entrepreneurial mindset- creativity (steps to generate creative ideas, developing creativity) and innovation (types of innovation)
(7 Hours)

Unit II

Promotion of a Venture and Writing a business plan: Opportunity Analysis; External Environment Analysis Economic, Social and Technological Analysis. Business plan- What is business plan, parts of a business plan. Writing a Business Plan. **(8 Hours)**

Unit III

Entrepreneurship Support: Entrepreneurial Development Programmes (EDP): EDP, Role of Government in Organizing EDPs. Institutions supporting small business enterprises: central level, state level, other agencies, industry associations.
(7 Hours)

Unit-IV

Practicals:

- Presenting a business plan
- Project on Startup India or any other government policy on entrepreneurship
- Discussion on why Startup fails, role of MSME etc.
- Discussion on role of entrepreneur in economic growth
- Discussion on technology park
- Case study discussion on successful Indian entrepreneurs.

(8 Hours)

Suggested Readings: (All Latest editions)

1. Charantimath - Entrepreneurship Development and Small Business Enterprise, Pearson Education.
2. Bamford C.E - Entrepreneurship: A Small Business Approach, McGraw Hill Education.
3. Hisrich et al. - Entrepreneurship, McGraw Hill Education
4. Balaraju, Theduri- Entrepreneurship Development: An Analytical Study, Akansha Publishing House.



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5. Kaulgud, Aruna- Entrepreneurship Management, Vikas Publishing
6. Mathur, A.CA, Entrepreneurship & New Venture Planning, Taxmann

Mapping the Course Outcomes with Programme Outcomes

COs	Detailed Course Outcomes	Program Outcomes			
		PO1	PO2	PO3	PO4
CO1	Understand the fundamental concepts of entrepreneurship and the entrepreneur's role in the economy	3	1	1	1
CO2	Apply entrepreneurial skills effectively in business decision-making processes	2	3	2	2
CO3	Analyze techniques for opportunity identification and environmental scanning in business	2	2	3	2
CO4	Develop comprehensive business plans, including identification of financing sources and compliance with legal requirements for starting a business	1	2	2	3
	Average	2.0	2.0	2.0	2.0



BBA 111: Life Skills and Personality Development (NUES)

L-2, T-0, Credits -2

Course Objective: The Objectives of the Course are to develop Communication Skills, Social Etiquettes &Self-Management, to build Confidence & develop Team Spirit and all-round personality of students.

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

- CO1.** Explain the fundamentals of communication and overcome communication barriers
- CO2.** Demonstrate teamwork, collaboration, and active participation in group discussions
- CO3.** Develop confidence and logical thinking through debates and video resumes
- CO4.** Enhance personality traits and verbal/non-verbal expression through interviews and presentations

Course Contents

Unit I:

Introduction to Communication Basics: Communication definition, process of communication, types of communication, verbal & nonverbal communication, barriers to effective communication, Effective listening & speaking. **(06 Hours)**

Unit II:

Team Spirit: Exercises: Team Task: To inculcate a habit of research and serious study, students are to present in teams a comprehensive talk on pre-determined topic. Team tasks also include management games.

GD Concepts: The purpose of Group discussion is to prepare students to present their views in a limited time in effective manner and learn to portray their personality in accommodating manner and accept others' views. It will be an interactive lecture. **Mock GDs:** It prepares the student not only for the entry in the organization but also enhances the ability to handle situations where employees are not given enough time for the preparation of a formal meeting. It is a simulation of actual GD. **(08 Hours)**

Unit III :

Confidence and Personality : Exercises: Short video resume: Students will prepare video resume and highlight a skill or experience to showcase themselves as perfect fit for an entry level position

Debate: To generate logical thought process and present views cogently the students are required to debate on a topical issue. The class is divided into teams with six students each. The team is to prepare for or against the topic. One member of the team is to present the views during the debate by their selection or he/she may be selected randomly by the faculty. **(08 Hours)**

Unit IV:

Personality Development: Presentations: Quickly organizing thoughts and presenting them is a need in many situations. The students would be asked to give presentations on current affairs. It is intended to develop general awareness on the current issues and talk about them.

Also, they will learn how to express themselves verbally and nonverbally. **One to One interview:** Students be subjected to interviews before an internal technical panel to develop confidence and interview handling skills. **(08 hours)**



Suggested Readings:

1. Boove, C.L., Thill, J.V. Raina.R.L, Business Communication Today, Pearson
2. Chaturvedi M., Art and Science of Business Communication, Pearson.
3. Desarda.S, Master the Group Discussion & Personal Interview, Notion Publisher
4. Pradeep V, Anand A, Wiley's Examxpert: Acing WAT, GDs & Interviews For IIMs, Wiley
5. Klaus P., The Hard Truth About Soft Skills: Harper Business
6. Port M., Steal the Show from Speeches to Job Interviews to Deal Closing Pitches, Harper Business
7. Kapoor S, Personality Development and Soft Skill: Preparing for Tomorrow, I K International Publishing House

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4
CO1	Explain the fundamentals of communication and overcome communication barriers	2	3	2	1
CO2	Demonstrate teamwork, collaboration, and active participation in group discussions	1	3	3	2
CO3	Develop confidence and logical thinking through debates and video resumes	1	3	2	3
CO4	Enhance personality traits and verbal/non-verbal expression through interviews and presentations	1	3	3	2
AVG		1.25	3.0	2.5	2.0



BBA 113: IT Applications in Business

L-3, T-0, Credits-3

Course Objective: This course aims to provide students with foundational knowledge of information technology systems and their applications in business processes, enhancing their practical skills in productivity tools, data analysis, and modern IT infrastructure.

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

- CO1.** Describe the basic components of computer systems
- CO2.** Distinguish between various types of software, operating systems, and programming tools
- CO3.** Apply advanced Excel tools to manage, analyze, and visualize business data
- CO4.** Interpret the role of computer networks and IT applications across different business functions

Course Contents

Unit 1

Basics of Information Technology: Components of IT systems, Characteristics of Computers, Input-output Devices (Hardware, Software, Human ware and Firmware), Classification of Computers. Computer Memory: Types of Memory, Storage devices, Mass Storage Systems. Concept of Cloud Computing.

(8 Hours)

Unit II

Computer Software: Types of Software. Application Software and their uses. Database concepts. Introduction to Operating System, Need, Functions and Types of Operating systems. Introduction to GUI. Compiler. Interpreter and Assembler, Types of Computer Languages.

(12 Hours)

Unit III

Desktop Components: Introduction to Word Processor, Presentation Software. Advanced Excel: Introduction, features, applications and advanced functions of Excel, creating Tables. Graphs and charts, Table formatting, Worksheets Management, Sort and Filters tools, Subtotal, Mathematical functions, Statistical functions, date and time functions, Text functions, financial functions. Analyze data with Pivot tables, create and manage scenarios and summaries.

(13 Hours)

Unit IV

Computer Networks and IT applications: Data communication concepts, types of communication media, Concepts of Computer Networks, Internet, Intranet. Extranet, Network topologies, Networking devices, OSI model. Internet Services. **Information Technology and Society:** Application of information Technology in Railways, Airlines, Banking, Online Banking System, Insurance, Inventory Control, Financial systems, Hotel management, Education, entertainment and health, Security issues in information technology.

(12 Hours)

Suggested Readings: (All latest editions)

1. Leon,C., Introduction to Information Technology, Vikas Publishing House
2. Behl R., Information Technology for Management, McGraw Hill Education
3. Dhingra S and Tondon A, Introduction to Information Technology, Galgotia Publishing House.



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4. Joseph A. Brady and Ellen F. Monk, Problem Solving Cases in Microsoft and Excel, Thomson Learning
5. Tanenbaum, A. S, Computer Networks, Pearson Education.
6. Goyal, Anita, Computer Fundamentals, Pearson Education.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Describe the basic components of computer systems	1	1	1	2
CO 2	Distinguish between various types of software, operating systems, and programming tools	1	1	1	2
CO 3	Apply advanced Excel tools to manage, analyze, and visualize business data	2	2	3	3
CO 4	Interpret the role of computer networks and IT applications across different business functions	2	2	2	3
AVG		2.75	1.5	1.75	2.5



BBA 115: IT Applications in Business Lab

L-0, P-02, Credit-1

Course Objective: This course aims to develop proficiency in using essential office productivity tools including MS Word, MS Excel, and MS PowerPoint, enabling students to create professional documents, perform data analysis, and design effective presentations.

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

- CO1.** Operate Windows environment and manage files using essential system commands
- CO2.** Create and format documents using MS Word for professional and academic use
- CO3.** Utilize MS Excel functions for data entry, analysis, and visualization
- CO4.** Design engaging presentations using MS PowerPoint with appropriate animations and formatting

This Lab would be based on the course BBA 113: IT Applications in Business

- 1. Knowledge of all commands of using Windows to be taught.**
- 2. Introduction to MS-Word:**

Introduction to Word Processing, its Features, Formatting Documents, Paragraph Formatting, Indents, Page Formatting, Header and Footer, Bullets and Numbering, Tabs, Tables, Formatting the Tables, Finding and Replacing Text, Mail Merging etc.

- 3. Introduction to MS-Excel:**

Introduction to Electronic Spreadsheets, Entering Data, Entering Series, Editing Data, Cell Referencing, ranges, Formulae, Functions, Auto Sum, Copying Formula, Formatting Data Creating Tables, Graphs and charts, Creating Database, Sorting Data, Filtering etc. Mathematical functions, Statistical functions, date and time functions, Text functions, financial functions, Analyze data with Pivot tables, create and manage scenarios and summaries.

- 4. Introduction to MS PowerPoint:**

PowerPoint, Features of MS PowerPoint Clipping, Slide Animation, Slide Shows, Formatting etc.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Operate Windows environment and manage files using essential system commands	3	2	2	3
CO 2	Create and format documents using MS Word for professional and academic use	2	3	3	2
CO 3	Utilize MS Excel functions for data entry, analysis, and visualization	3	2	2	3
CO 4	Design engaging presentations using MS PowerPoint with appropriate animations and formatting	2	3	3	2
AVG		2.5	2.5	2.5	2.5



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SEMESTER II



BBA 102: Marketing Management

L-4, T-0, Credits-4

Course Objective: This course aims to develop students' understanding of fundamental marketing concepts, strategies, and applications, equipping them with the skills to analyze markets, design marketing mix, and adapt to emerging trends and technologies in marketing

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

- CO1.** Explain core concepts, scope, and philosophies of marketing and the consumer decision-making process.
- CO2.** Analyze marketing mix decisions related to product development, branding, pricing, and lifecycle
- CO3.** Evaluate strategies for promotion and distribution, including the use of IMC and channel management
- CO4.** Examine emerging trends in marketing such as digital marketing, AI applications, and ethical issues

Course Content

Unit I

Introduction: Marketing - Meaning, Scope and Importance; Concepts, Philosophies of Marketing; Marketing Environment: Macro and Micro environmental factors. Consumer Decision Making Process; Market Segmentation- Levels and Bases of Segmenting Consumer Markets, Market Targeting- concept and criteria, Product Positioning – concept and bases.

(15 Hours)

Unit II

Marketing Mix Decision –Product and Pricing: Product Decisions: Concept and classification; Levels of Product. Product strategies; Branding decisions; New Product Development; Product life cycle; Pricing Decisions: Objectives; Factors affecting pricing; Pricing methods; Pricing strategies.

(15 Hours)

Unit III

Marketing Mix Decisions -Promotion and Distribution: Distribution Decisions: Channels of distribution- types and functions. Delivering value- factors affecting choice of distribution channel; Channel Management; Promotion Decisions: Communication process; Decision about Promotion mix tools: advertising, personal selling, sales promotion, public relations, publicity and direct marketing; Integrated Marketing Communication approach.

(15 Hours)

Unit IV

Introduction to Emerging Trends in Marketing: Relationship Marketing, Sustainable Marketing, Green Marketing, Social marketing, Digital Marketing, Social Media Marketing, Role of AI and Robotics in Marketing, Ethical issues in Marketing.

(15 Hours)

Note: Case Studies are to be covered relevant to the concepts.

Suggested Readings:(Latest Editions)

1. Kotler, P., Keller, K.L. Marketing Management, Pearson Education.



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2. Ramaswamy, V.S and Namakumari, S., Marketing Management: A Strategic Decision Making Approach Global Perspective Indian Context, McGraw Hill Education Company.
3. Lamb, C.W, Hair, J.F, Sharma, D. & Mc Daniel C., Marketing- A South Asian Perspective Edition, South-Western Cengage Learning.
4. Baines, P., Fill, C., Page, K., Sinha, P.K., Marketing (Asian Edition), Oxford University Press, New Delhi.
5. Walker 0. C., Mullins J. & Boyd Jr. H. W., Marketing Strategy: A Decision Focused Approach, McGraw Hill Education Company.
6. Panda, T.K, Marketing Management-Text and Cases, Taxmann,

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Explain core concepts, scope, and philosophies of marketing and the consumer decision-making process	3	2	2	2
CO 2	Analyze marketing mix decisions related to product development, branding, pricing, and lifecycle	3	2	3	3
CO 3	Evaluate strategies for promotion and distribution, including the use of IMC and channel management	3	3	3	3
CO 4	Examine emerging trends in marketing such as digital marketing, AI applications, and ethical issues	2	2	3	3
AVG		2.75	2.25	2.75	2.75



BBA 104: Decision Techniques for Business

L-4, T-0, Credits-4

Course Objective: This course aims to equip students with analytical and statistical tools to support business decision-making through data interpretation, optimization models, and problem-solving techniques such as correlation, regression, linear programming, and transportation models.

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

- CO1.** Apply basic statistical techniques like measures of central tendency and dispersion to summarize business data
- CO2.** Use correlation and regression analysis to interpret relationships between business variables
- CO3.** Formulate and solve linear programming problems for optimizing business decisions
- CO4.** Analyze and solve transportation and assignment problems using appropriate techniques

Course Contents

Unit I

Statistics: Definition. Importance & Limitation, Collection of data and formation of frequency distribution, Graphic presentation of Frequency distribution - Graphics, Bars, Histogram.

Measures of Central Tendency - Mean Median and Mode, Partition values - quartiles, deciles and percentiles; Measures of variation - Range, IQR, quartile, deciles and percentiles, mean deviation and standard deviation. Normal distribution curves. **(15 Hours)**

Unit II

Correlation Analysis: Correlation Coefficient; Assumptions of Correlation Analysis; Coefficients of Determination and Correlation; Measurement of Correlation- Karl Person's Methods: Spearman's Rank correlation; Regression: meaning, assumptions of regression, regression lines, ordinary least square method of regression; Pitfalls and Limitations Associated with Regression and Correlation Analysis. **(15 Hours)**

Unit III

Linear Programming: Concept and Assumptions, Usage in Business Decision Making, Linear Programming Problem: Formulation, Methods of Solving: Graphical and Simplex, problems with mixed constraints: Duality. **(15 Hours)**

Unit IV

Transportation and Assignment problems: General Structure of Transportation Problem, Methods for Finding Initial Solution and Testing for Optimality. **Assignment Problem:** Hungarian Assignment Method, unbalanced assignment problems, restrictions in assignment, Travelling Salesman Model. **(15 Hours)**

Suggested Readings: (All latest editions)

1. Vohra, N.D., Quantitative Techniques in Management, McGraw Hill Education.
2. Gupta, SP and Gupta, P.K. Quantitative Techniques and Operation Research, Sultan Chand.
3. Rajagopalan, S. & Sattanathan, R., Business Statistics & Operations Research, McGraw Hill Education.
4. Sharma, J.K., Operations Research: Problems & Solutions, Macmillan India Ltd.



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5. Render, Barry, Stair, R.M., Hanna, M.E., Quantitative Analysis for Management, Pearson Education.
6. Bajpai, N, Business Statistics, Pearson Education.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Apply basic statistical techniques like measures of central tendency and dispersion to summarize business data	3	1	2	3
CO 2	Use correlation and regression analysis to interpret relationships between business variables	3	1	2	3
CO 3	Formulate and solve linear programming problems for optimizing business decisions	3	1	2	3
CO 4	Analyze and solve transportation and assignment problems using appropriate techniques	3	1	2	3
AVG		3.0	1.0	2.0	3.0



BBA 106: Human Resource Management

L-3, T-1, Credits-04

Course Objective: This course aims to equip students with fundamental concepts, processes, and contemporary practices in Human Resource Management, enabling them to effectively manage workforce planning, development, performance appraisal, and compensation strategies in modern organizations.

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

- CO1.** Understand the core functions and emerging challenges in Human Resource Management
- CO2.** Analyze and apply HR planning, recruitment, and selection strategies in various organizational contexts
- CO3.** Evaluate different training and development methods and their applicability in employee skill enhancement
- CO4.** Demonstrate knowledge of performance appraisal and compensation systems to support organizational and employee development

Course Content

Unit I

Introduction to Human Resource Management: Functions of HR Manager; Policies related to Human Resource Management; Emerging challenges of human resource management - Workforce diversity, welfare, health, safety, social security, empowerment, downsizing, VRS, work life balance. Employee code of conduct, Human Resource Information System (HRIS) and e-HRM.

(15 Hours)

Unit II

Acquisition of Human Resource: Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment–sources, process; Selection – process, techniques and tools; induction and orientation; Retention.

(15 Hours)

Unit III

Training and Development: Concept and importance; Role specific and competency-based training; Training and development techniques and programs – Apprenticeship, underway, Job rotation, vestibule training, case study, role playing, sensitivity training, In- basket, management games, conferences and seminars, coaching and mentoring, management development programmes; Training process outsourcing, Cultural Shock. **(15 Hours)**

Unit IV

Performance Appraisal and Compensation Management: Performance appraisal- Nature, objectives, process, methods, Employee counselling; Job changes - Transfers and promotions. Compensation-Rules and policies, Base and supplementary compensation; Individual and group incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; HR Audit, Contemporary issues in human resource management. **(15 Hours)**

Note: Case Studies are to be covered relevant to the concepts.

Suggested Readings:(Latest Editions)

1. Dessler, Gary, A Framework for Human Resource Management, Pearson Publishers.
2. David A. Decenzo, Stephen P. Robbins, Susan L. Verhulst, Human Resource Management, WileyIndia Private Limited.



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3. Bohlendar and Snell, Principles of Human Resource Management, Cengage Learning.
4. Aswathappa, K, Human Resource Management, McGraw Hill Education Company.
5. Robert L. Mathis and Jackson, J., Human Resource Management, South-Western College Publishing.
6. Rao, V. S. P. Human Resource Management: Text and Cases, Excel Books, Delhi

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Understand the core functions and emerging challenges in Human Resource Management	3	2	2	2
CO 2	Analyze and apply HR planning, recruitment, and selection strategies in various organizational contexts	3	2	2	3
CO 3	Evaluate different training and development methods and their applicability in employee skill enhancement	3	2	2	3
CO 4	Demonstrate knowledge of performance appraisal and compensation systems to support organizational and employee development	3	2	2	3
AVG		3.0	2.0	2.0	2.75



BBA 108: Business Communication

L-2, T-0, Credits-02

Course Objective: This course aims to enhance students' oral and written communication skills essential for business success, with a focus on clarity, conciseness, cross-cultural understanding, and effective use of communication tools

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

- CO1.** Understand the fundamentals and principles of effective business communication.
- CO2.** Demonstrate awareness of cross-cultural communication and ethical considerations in a globalized business environment
- CO3.** Develop proficiency in business letter writing for various organizational contexts
- CO4.** Apply effective communication techniques in departmental correspondence, report writing, and presentations

Course Contents

Unit I

Fundamental of Communication: Meaning and significance of communication, Process of Communication, Principles of Effective Business Communication, 7Cs; How to Improve Command over Spoken and Written English, Effective Listening. **(6 Hours)**

Unit II

Communicating in a Multicultural World: Idea of a global world, Impact of globalization on organizational and multicultural communication, understanding culture for global communication; Etic and Emic approaches to culture, The Cross Cultural Dimensions of Business Communication, Technology and Communication, Ethical & Legal Issues in Business Communication, overcoming cross cultural communication barriers. **(8 Hours)**

Unit III

Business letter writing and Presentation Tools: Business letters- Need, Functions and Layout of Letter Writing, Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters and Complaints; Employment related letters Interview Letters, Promotion. Letters, Resignation Letters, **(8 Hours)**

Unit IV

Departmental Communication: Barriers of Communication, Meaning, Need and Types, News Letters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, Minutes of the meeting. Project and Report writing, How to Make a Presentation, Presentation Tools, Guidelines for Effective Presentation. **(8 Hours)**

Suggested Readings: (All latest editions)

1. Lesikar. Business Communication: Making Connections in a Digital World. McGraw Hill Education.
2. Boove, C.L., Thill, J.V. & Chaturvedi, M. Business Communication Today, Pearson.
3. Krizan et al. Effective Business Communication, Cengage Learning.
4. Scot, O. Contemporary Business Communication, Biztantra, New Delhi.
5. Bovee et al.. Intercultural Business Communication, Pearson Education
6. Penrose et al. Business Communication for Managers, Cengage Learning.



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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Understand the fundamentals and principles of effective business communication.	3	3	2	2
CO 2	Demonstrate awareness of cross-cultural communication and ethical considerations in a globalized business environment	2	3	3	2
CO 3	Develop proficiency in business letter writing for various organizational contexts	2	3	3	2
CO 4	Apply effective communication techniques in departmental correspondence, report writing, and presentations	2	3	3	2
AVG		2.25	3.0	2.75	2.0



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BBA 110: MOOC

L-2, T-0, Credits-2

To remove rigid boundaries and facilitate new possibilities for learners in education system, study webs of active learning for young aspiring minds is India's Nation Massive Open Online Course (MOOC) platform. Massive Open Online Courses (MOOCs) are free online courses which are designed to achieve the three cardinal principles of India's education policy: Access, Equity and Quality. MOOCs provide an affordable and flexible way to learn new skills, career development, changing careers, supplemental learning, lifelong learning, corporate eLearning & and deliver quality educational experiences at scale and more.

A student will have the option to earn 2 credits by completing quality –assured MOOC programme of at least 8 weeks offered on the SWAYAM portal or any other online educational platform approved by the UGC / regulatory body from time to time. Completion certificate followed by assignment and exams of opted MOOC should be submitted to respective institute for earning the course credit, i.e. 2.

For August session, tentative list of programmes will be available on the platform from May to August and for January session, tentative list of programmes will be available on the platform from October to January.



BBA 112: E-Commerce

L-2, T-0, Credits: 02

Course Objective: The course aims to impart an understanding of the concepts and various application issues of e-commerce like Internet infrastructure, security over internet, payment systems and various online strategies for e-commerce.

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

- CO1.** Understand the concepts, models, and evolution of E-Commerce and its impact on businesses.
- CO2.** Explain various electronic payment systems and identify their risks and infrastructure requirements
- CO3.** Analyze the security environment of E-Commerce and understand basic encryption and protection mechanisms
- CO4.** Evaluate real-world applications, emerging trends, and regulatory and ethical issues in E-Commerce

Course Contents

Unit 1

Introduction to E-Commerce: Meaning, nature, concepts, advantages, disadvantages and reasons for transacting online, Electronic Commerce, Types of Electronic Commerce, Electronic Commerce Models, Challenges and Barriers in E-Commerce environment; E-Commerce in India: Transition to E-commerce in India, Indian readiness for E-commerce, E-Transition challenges for Indian corporate. **(8 Hours)**

Unit II

Electronic Payment System: Digital Payment Requirements, Electronic Payment System, Types of Electronic Payment Systems, Concept of e-Money, Infrastructure Issues and Risks in EPS, Electronic Fund Transfer. **(8 Hours)**

Unit III

Security Issues in E-Commerce: Need and concepts, Electronic Commerce security environment, security threats in E-Commerce environment, Basics of Encryption and Decryption. **(8 Hours)**

Unit IV

E-commerce Applications: E-commerce applications in various industries, Emerging Trends in E-Commerce, Mobile Commerce; Economic, Technological and Social Considerations, Regulatory and Ethical considerations in E-Commerce.

(6 Hours)

Suggested Readings: (All latest editions)

1. Elias M. Awad, Electronic Commerce - From Vision to Fulfillment, PHI Learning.
2. Joseph, P.T. and Si., E-Commerce An Indian Perspective, PHI Learning.
3. Efraim Turban, David King, Dennis Viehland, Jae Lee: Electronic Commerce A Managerial Perspective, Pearson Education.
4. Bharat Bhaskar, Electronic Commerce- Framework, Technologies and Applications, Tata McGraw Hill.
5. Dave Chaffey, E-Business and E-Commerce Management- Strategy, Implementation and Practice, Pearson Education.
6. Schneider Gary, Electronic Commerce, Cengage Learning.



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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Understand the concepts, models, and evolution of E-Commerce and its impact on businesses.	3	1	2	1
CO 2	Explain various electronic payment systems and identify their risks and infrastructure requirements	2	1	2	3
CO 3	Analyze the security environment of E-Commerce and understand basic encryption and protection mechanisms	2	1	2	3
CO 4	Evaluate real-world applications, emerging trends, and regulatory and ethical issues in E-Commerce	2	2	3	2
AVG		2.25	1.25	2.25	2.25



BBA 114: E-Commerce Lab

L-0, P-2, Credit: 01

Course Objective: The course equips students with the skills to design and develop static webpages using HTML, create engaging digital content for social media and professional communication, and effectively use digital tools like Canva and generative AI for content creation, all while enhancing their proficiency in online branding, communication, and digital marketing strategies.

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

- CO1.** Proficient Web Design and Development
- CO2.** Effective Use of Social Media Platforms
- CO3.** Digital Content Creation and Design
- CO4.** Professional Writing and Digital Communication

Lab would be based on the following:

1. **Static Webpage Designing:** Creating Web pages using HTML Tags, Elements, Basic and advanced text formatting, multimedia components in HTML documents, Designing of webpage: Document Layout, List, Tables, Hyperlink, Working with Frames, Forms and Controls and other relevant things.
2. **Social Media & Writing Skills**-Blogs, Social Networking Sites, Digital Databases, Online Official Correspondence, Creating Digital Posters and Online Presentations using Canva, Generative AI Tools, etc.

Mapping the Course Outcomes with the given Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Proficient Web Design and Development	1	3	2	3
CO 2	Effective Use of Social Media Platforms	3	3	3	3
CO 3	Digital Content Creation and Design	2	3	3	3
CO 4	Professional Writing and Digital Communication	2	3	3	2
AVG		2	3	2.75	2.75



BBA 116: Online/ Inhouse Industrial Skill-Based Training/ Apprenticeship

Credits-4

The Assessment Online/ Inhouse Industrial Skill-Based Training/ Apprenticeship shall be as follows.

Internal Assessment	-	40 Marks
External Assessment (Viva Voce)	-	60 Marks

Guidelines for Internal Assessment

1. The student has to submit the certificate of training/ Apprenticeship
2. Every student has to submit a spiral bind report to showcase the work done and learning during the internship/apprenticeship and must appear for End Term Viva.
3. The guidelines for the report are to be designed by every institution.
4. All the records to be maintained by every institute and should be able to produce whenever required by the university.
5. The duration of the training/apprenticeship will be the winter semester
6. The course may be offered by having an industry expert within campus/college and guide students on projects within the premises or students doing live projects in industry either offline or online.
7. The institute must appoint an internal faculty mentor for each student in order to monitor/ assess the training/apprenticeship and award internal marks

Note:

- i. Each student is required to complete a minimum of 60 hours of training, which can be undertaken in segments (on weekends), or completed in one continuous session
- ii. The university will conduct an external viva of 60 marks at the end of the semester



BBA 118: Indian Knowledge Systems

L-2, T-0, Credits-2

Course Objective: This course aims to create awareness amongst the youths about the rich culture of the country by understanding the scientific value of the traditional knowledge of India; promote spiritual knowledge and wisdom in students, thereby shaping their personality and inculcating leadership skills. This course shall enable students to get a holistic insight into the understanding the working of nature and life.

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

- CO1.** Explain the philosophical and cultural foundations of the Indian Knowledge System
- CO2.** Interpret ancient Indian economic and commercial concepts such as Arthashastra and TKDL
- CO3.** Understand Indian spiritual thought and its relevance to ethics, leadership, and workplace conduct
- CO4.** Identify key contributions of Indian civilization in science, engineering, and architecture

Course Contents

Unit I:

Overview of Indian Knowledge: Philosophy: The Vedic Tradition, Upanishad and Classical Indian Darshanas, Indian Culture & Civilization –Different stages in the evolution of Indian Culture, Distinctive features of Indian culture, Components of Culture and Indian Music and Dance. **(8 Hours)**

Unit II:

Integrating Indian Knowledge System into Commerce: Introduction to Arthashastra by Kautilya, Traditional Knowledge Digital Library (TKDL), Geographical Indications of Goods. **(8 Hours)**

Unit III:

Spirituality: Spirituality vis-à-vis religion, Concept of Maya (Illusion) – Advaita Vedanta, Meaning, scope and implications at work, Concept of Dharma: varna ashram dharma, svadharma, Concept of karma – meaning and importance to managers, corporate karma. Concept of Vasudhaiva Kutumbakam. **(8 Hours)**

Unit IV:

Spirituality, Science, Engineering and Technology in IKS: Mathematics, Astronomy, Engineering and Technology: Metals and Metalworking, Town Planning, Architectural Engineering: Vastu Shastra and Shilpa Shastra. **(6 Hours)**

Suggestive Readings:

1. B Mahadevan, Introduction To Indian Knowledge System : Concepts And Applications, PHI
2. Kapur K and Singh A.K. Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla, D.K. Printworld (P) Ltd
3. The Cultural Heritage of India. Vol.I. Kolkata: Ramakrishna Mission Publication,
4. Nair, Shantha N. Echoes of Ancient Indian Wisdom, Hindology Books.
5. Majumdar R. C., Raychaudhuri H. C. and Datta, K An Advanced History of India Macmillan & Co., Limited, London,
6. Rao, N. The Four Values in Indian Philosophy and Culture. Mysore: University of Mysore.



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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO 1	PO 2	PO 3	PO 4
CO 1	Explain the philosophical and cultural foundations of the Indian Knowledge System	3	2	2	1
CO 2	Interpret ancient Indian economic and commercial concepts such as Arthashastra and TKDL	3	1	3	2
CO 3	Understand Indian spiritual thought and its relevance to ethics, leadership, and workplace conduct	2	2	3	2
CO 4	Identify key contributions of Indian civilization in science, engineering, and architecture	2	1	2	3
AVG		2.5	1.5	2.5	2.0



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SEMESTER III



BBA 201: Business Environment and Law

L-4, T -0, Credits-4

Course Objective: The objective of the course is to impart understanding of legal environment of business and familiarize with legal agreements to understand the process of establishing legal relationships

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

- CO1.** Understand the concept and importance of the business environment, including economic, socio-cultural, and political factors, and their impact on business.
- CO2.** Analyze government policies, business laws, and their effects on business operations and compliance.
- CO3.** Evaluate core business laws like contracts, companies, and labor laws, and their implications for business.
- CO4.** Develop strategies for addressing emerging laws like consumer protection, digital contracts, and environmental regulations.

Course Content

Unit 1:

Business Environment: Introduction to Business Environment: Concept, Scope, and Importance, Components: Internal and External Environment, Economic Environment: Economic Systems: Capitalism, Socialism, Mixed Economy, Role of Government in Business, Economic Reforms: Liberalization, Privatization, and Globalization (LPG); Socio-Cultural Environment: Impact of Culture on Business, Corporate Social Responsibility (CSR)

(15)

Hours)

Unit 2:

Political and Legal Environment: Political Environment: Political Systems and their Impact on Business, Government Policies and Business Strategies; Legal Environment: Introduction to Business Laws, Importance of Legal Compliance, Impact of Laws on Business Operations

(10 Hours)

Unit 3:

Core Business Laws: The Indian Contract Act, 1872: Essentials of a Valid Contract, Types of Contracts, Breach of Contract and Remedies; The Companies Act, 2013: Types of Companies, Formation, Management, and Winding Up; The Sale of Goods Act, 1930: Essentials of a Contract of Sale, Conditions and Warranties, Transfer of Ownership; Labour Laws: The Industrial Disputes Act, 1947, The Factories Act, 1948, The Minimum Wages Act, 1948

(20 Hours)

Unit 4:

Emerging Business Laws and Consumer Protection: Consumer Protection Act, 2019: Consumer Rights and Responsibilities, Grievance Redressal Mechanisms; Information Technology Act, 2000: Digital Contracts, Cybersecurity and Penalties; Environmental Laws: The Environment Protection Act, 1986, Corporate Responsibility for Environmental Protection

(15 Hours)

Note:

1. Case Studies are to be covered relevant to the concepts to enhance critical thinking and ethical practices.
2. Any important act announced in recent years should also be covered



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Suggested Readings: (latest editions to be referred)

1. Cherunilam, F. Business environment and law. Mumbai: Himalaya Publishing House.
2. Pathak, A. Legal aspects of business, New Delhi: McGraw Hill Education.
3. Kuchhal, M. C. Mercantile law, New Delhi: Vikas Publishing House.
4. Jain, S. P., & Narang, K. L, Industrial and labour laws, New Delhi: Dhanpat Rai & Co.
5. Singh, A, The Consumer Protection Act, 2019: An insight. Lucknow: Eastern Book Company.
6. Divan, S., & Rosencranz, A., Environmental law and policy in India, New Delhi: Oxford University Press.

Mapping the Course Outcomes with Programme Outcomes:

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the concept and importance of the business environment, including economic, socio-cultural, and political factors, and their impact on business.	3	1	2	2	1
CO2	Analyze government policies, business laws, and their effects on business operations and compliance.	2	3	3	2	1
CO3	Evaluate core business laws like contracts, companies, and labor laws, and their implications for business.	2	3	2	2	3
CO4	Develop strategies for addressing emerging laws like consumer protection, digital contracts, and environmental regulations.	1	3	3	3	3
AVG		2	3	2.5	2.25	2



BBA 203: Production and Operations Management

L-4, T-0, Credits -4

Course Objective: This course aims to develop basic understanding of concepts, theories and techniques of production process and operations management.

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

- CO1.** Understand the basic concept and functions of production and operations management.
- CO2.** Understands & appreciate the process of design and development of production systems.
- CO3.** Explore the key factors in deciding plant location, layout and its maintenance.
- CO4.** Articulate inventory management and JIT with quality management systems (TQM).

Course Contents:

Unit I

Introduction: Definition. Objectives, Scope and Functions of Production & Operations Management, Types of Production Systems, Transformation Process Model, Systems Perspectives of Operations Management, and Relationship of Operations Management with Other Functional Areas. **Production Planning and Control:** Objectives, Importance, Levels and Procedures of Production Planning and Control, Role of Production Planning and control in manufacturing Industry; **Design of Production System:** Production Design, Factors Influencing Production Design, Process Planning and Process Design.

(15 Hours)

Unit II

Plant Location and Layout: Defining Plant Location, Factors affecting initial selection of site location, criteria of site selection, Plant Location Methods- Factor Rating, Centre of Gravity Methods, Analytic Delphi Method, Objectives of Plant Layout, Factors affecting Plant Layout, Types of layouts-Process, Product and Fixed position layout, Problems in Facility Layout. **Purchasing and Material Management:** Objectives and Importance of Material Management, Organisation of Material Management, Factors influencing Material Management, Steps in purchasing procedure, and Methods of Purchasing.

(15 Hours)

Unit III

Inventory Management & JIT: Inventory Management and Analysis, Inventory Control, Essentials of a good Inventory Control System, Factors affecting Inventory Control Policy, Models / Methods of Inventory Control- EOQ, Re-order Level, ABC analysis, VED analysis, SDE analysis, HML analysis and FSN analysis. Just in Time Implementation Requirements. **Quality Management Systems and TQM:** TQM, Defining quality assurance and quality control, Phases of Quality Control, Specification of Quality, Quality at Source, Zero Defects, Cost of Quality, Continuous Improvement, Benchmarking, Poka—Yoke, ISO (9000& 14000 Series), and Six Sigma.

(15 Hours)

Unit IV

Plant Maintenance: Importance of Maintenance Management, Types of Maintenance- Breakdown, Preventive, Predictive, Routine and Planned Maintenance. **Emerging Concepts and Issues in Manufacturing Systems:** IT in Modern Production Management, Supply Chain Management, CAD / CAM Systems, ERP in Manufacturing Systems.

(15 Hours)



Suggested Readings: (All latest editions)

1. Kale S. Production and Operation Management, McGraw Hill Education
2. Mahadevan, B. Operation Management: theory' and practice, Pearson Education India.
3. Chary, S. N., Production and Operation Management, McGraw Hill Education.
4. Panneerselvam R., Production and Operation Management, Prentice Hall,
5. Chase R.B., Operations and Supply Chain Management, McGraw Hill Education.
6. Stevenson'W. J., Operations Management, McGraw Hill Education.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the basic concept and functions of production and operations management.	3	1	2	2	1
CO2	Understands & appreciate the process of design and development of production systems.	3	3	2	2	2
CO3	Explore the key factors in deciding plant location, layout and its maintenance.	3	3	2	3	3
CO4	Articulate inventory management and JIT with quality management systems (TQM).	2	3	3	3	3
AVG		2.75	2.5	2.25	2.5	2.25



BBA 205: Business Research Methodology

L-4, T-0, Credits-04

Course Objective: The course aims to develop research aptitude skills among the learners and to enable them to prepare project report.

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

- CO1.** Define and explain the basic concepts and scope of business research.
- CO2.** Apply research methodologies to real-world business problems and analyze their effectiveness.
- CO3.** Design a comprehensive research process to address specific business challenges and evaluate its potential outcomes.
- CO4.** Assess measurement techniques, sampling methods, and hypothesis testing, and prepare a well-structured research report based on findings.

Course Contents

Unit I

Introduction: Meaning of Research; Scope of Business Research; Purpose of Research, Types of Research, Criteria of Good Research, Steps in the Research Process, Unit of Analysis - Individual, Organization, Groups, and Data Series; Concept, Construct, Attributes, Variables, and Hypotheses. **(15 Hours)**

Unit II

Data Collection: Primary and Secondary sources of Data; Qualitative Vs Quantitative data; Methods of data collection. **Research Methods-** Field Study, Laboratory Study, Survey Method, Observational Method, Existing Database Search, Longitudinal Studies, Panel Studies, Univariate & Bivariate Analysis. **(15 Hours)**

Unit III

Measurement: Definition; Designing and writing items; Uni-dimensional and Multidimensional scales; Measurement Scales- Nominal, Ordinal, Interval, Ratio; Ratings and Ranking Scale, Thurston, Likert and Semantic Differential scaling, Paired Comparison, Questionnaire Design, Development and Testing, Reliability and Validity. **Sampling -**Steps, Types, Sample Size Decision; **Hypothesis Formulation and Testing:** Tests concerning means and proportions; T Test, Z Test, ANOVA, Chi-square test, Regression **(15 Hours)**

Unit IV

Research Report: Meaning, types and layout of research report; Steps in report writing ; Literature review and its significance, Referencing Styles, Essentials of good research report, presentation of a report, Ethics in Research, Plagiarism Check. **(15 Hours)**

Suggested Readings: (All latest editions)

1. Dangi, H.K, Dewem, S., Business Research Methods, Vikas Publishing House
2. Cooper, Donald R. and Schindler, Pamela S, Business Research Methods, McGraw Hill Education.
3. Kumar, Ranjit, Research Methodology: A step by step guide for Beginners. Pearson Educaion.
4. Kumar V., Marketing Research: A Global Outlook, Sage Publications.
5. Levin, Richard and Rubin, DS, Statistics for Management, Pearson Education.



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6. Beri, G.C., Marketing Research, McGraw Hill Education.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Define and explain the basic concepts and scope of business research.	3	2	2	1	1
CO2	Apply research methodologies to real-world business problems and analyze their effectiveness.	2	3	3	3	3
CO3	Design a comprehensive research process to address specific business challenges and evaluate its potential outcomes.	2	3	3	3	3
CO4	Assess measurement techniques, sampling methods, and hypothesis testing, and prepare a well-structured research report based on findings.	1	3	3	3	3
AVG		2	2.75	2.75	2.5	2.5

Note:

1. This course has the combination of lecture and practicum credits. Hence, due weightage in the internal marks to be provided for the lab component
2. The practicum will cover various aspects of research, identification and use of various statistical tests using software tools available to a researcher such as Excel / SPSS / R / Python / any other analytical software.
3. Students have to prepare a research report based on data analysis done on primary/secondary data by using different statistical techniques as mentioned in the syllabus. The same would be a part of internal assessment.



BBA 207: Training and Development

L-4, T/P-0, Credits-04

Course Objectives: The course aims at equipping the learners with the concept and practice of Training and Development in the modern organizational setting.

Course Outcomes-Upon completion of this course, the student will be able to

- CO1.** Understand the concepts of training and development.
- CO2.** Analyse the trends in employees and organization development programmes
- CO3.** Examine training needs of an individual/ employee by conducting training need analysis.
- CO4.** Evaluate and demonstrate the cost and benefits of a training and development programme.

Course Contents

Unit-I:

Introduction: Concepts and Rationale of Training and Development; overview of Training and Development systems; ISD Model of T&D, organizing Training Department; Training and Development Policies; linking training and development to company's strategy; Requisites of Effective Training; Role of External agencies in Training and Development.

(15 Hours)

Unit 2:

Training Need Analysis (TNA) : Meaning and purpose of TNA, TNA at different levels, Approaches for Training Needs and Analysis, output of TNA, methods used in TNA, Assessment of Training Needs

(15 Hours)

Unit 3:

Training and Development Methodologies: Overview of Training Methodologies- Process of Learning; Principles of Learning; Individual differences in Learning, Learning Curve, Learning Management System; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in Training; AI in training & development

(15 Hours)

Unit 4:

Designing Training & Development Programme: Organization of Training and Development Programmes, Training Design, Kinds of Training and Development Programmes- Competence Based and Role-Based Training; Orientation and Socialization; Diversity Training, Choice of Training and Development Methods, Preparation of Trainers; Developing Training Materials; E-Learning Environment; Flexible Learning Modules; Self Development; Training Process Outsourcing, Evaluation of Training and Development: Meaning and Problems.

(15 Hours)

Suggested Readings: (All latest editions to be referred)

1. Blanchard, N. P., & Thacker, J. W., *Effective Training: Systems, Strategies and Practices*, New York: Pearson Education.
2. Noe, R. A., & Kodwani, A. D., *Employee Training and Development*, New York: McGraw Hill Education.
3. Lynton, R. P., & Pareek, U., *Training for Development*. New Delhi: Sage India.
4. Phillips, J. J., & Phillips, P. P., *Handbook of Training Evaluation and Measurement Methods*. Houston: Gulf Publishing Co.
5. Prior, J., *Handbook of Training and Development*. Mumbai: Jaico Publishing House.



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6. Sharma, D., & Kaushik, S., Training & Development. New Delhi: JSR Publishing House.

Note: Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Gains Knowledge & understands the concepts of training and development.	3	2	1	2	1
CO2	Analyse the trends in employees and organization development programmes	2	3	3	3	3
CO3	Examine training needs of an individual/employee by conducting training need analysis.	2	3	3	3	3
CO4	Evaluate and demonstrate the cost and benefits of a training and development programme.	1	3	3	3	3
AVG		2	2.75	2.5	2.75	2.5



BBA 209: Consumer Behaviour

L-4, T/P-0, Credits-04

Objective: This course aims at enabling students to understand the various aspects of consumer behaviour, the external and internal factors that influence consumer behavior and to apply this understanding to the development of marketing strategy.

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

- CO1.** Gain an understanding of consumer behavior and its relevance to buyer's decision making.
- CO2.** Examine & interpret the consumer decision-making process and its determinants.
- CO3.** Apply various research tools and techniques to gain insights into consumer behavior.
- CO4.** Demonstrate the ability to develop creative marketing strategies and solutions based on consumer behavior of the relevant target groups.

Course Content:

Unit I

Introduction to Consumer Behavior: Scope and Relevance of Consumer Behaviour Studies; Approaches to studying Consumer Behaviour; Consumer Journey Map: Problem Recognition, Information Search, Alternative Evaluation-Decision Rules-and Purchase, Outlet Selection, Post Purchase Behavior and Customer Satisfaction; Types of Buying Behaviour

(15 Hours)

Unit II

Individual Determinants of Consumer Behavior: Motivation; Attention, Perception and Consumer Imagery; Learning and Memory; Personality and Self Concept; Consumer Attitudes - Formation and Change; Consumer Values and Lifestyles.

(15 Hours)

Unit III

External Determinants of Consumer Behavior: Influence of Culture and Subculture; Social Class; Reference Groups, Word of Mouth; Opinion Leadership; Family Influences; Online Social influences: Social-Media & e-Wom. Peer influence on consumer behavior, Social influencers and their effect on consumers.

(15 Hours)

Unit IV

Emerging Issues in Consumer Behaviour: Diffusion of Innovation: changing nature of consumer behavior in India; Measuring Customer Satisfaction-measurement tools & scales. Consumer Behaviour and Public Policy; Dark Side of Consumer Behaviour , Shaping Consumer Behaviour-offline & online; Application of AI in predicting consumer behaviour.

(15 Hours)

Suggested Readings: (Latest Editions)

1. Schiffman, L.G, Wisenblit, J. Rainesh Kumar S., Consumer Behaviour, Pearson Education, India
2. Hawkins, Mother Baugh, O.L Mookerjee A., Consumer Behaviour- Building Marketing Strategy, Me Graw Hill Education
3. Hawkins, Best and Coney, Consumer Behaviour, Tata McGraw Hill, New Delhi
4. John A Howard, Consumer Behaviour in Marketing Strategy, Prentice Hall New Delhi
5. Schiffman L G and Kanuk L L Consumer Behaviour, Prentice Hall New Delhi
6. Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi



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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Gains knowledge & understands of consumer behavior and its relevance to buyer's decision making.	3	2	2	2	1
CO2	Examine & interpret the consumer decision-making process and its determinants.	2	3	3	3	3
CO3	Apply various research tools and techniques to gain insights into consumer behavior.	1	3	3	3	3
CO4	Demonstrate the ability to develop creative marketing strategies and solutions based on consumer behavior of the relevant target groups.	2	3	3	3	3
AVG		2	2.75	2.75	2.75	2.5



BBA 211: Security Analysis and Portfolio Management

L-4, T/P-0, Credits-04

Objective: This course aims to develop students' understanding of investment concepts, valuation techniques, portfolio construction, and asset pricing models, with an emphasis on decision-making in the context of the Indian financial system.

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

- CO1.** Explain the fundamental concepts of investment, risk-return tradeoff, and the Indian financial system..
- CO2.** Analyze equity and bond valuation techniques using fundamental and technical tools.
- CO3.** Apply portfolio theory to construct efficient investment portfolios based on investor goals
- CO4.** Evaluate financial assets and mutual fund performance using models such as CAPM, APT, and performance ratios

Course Contents:

Unit I:

Investment Basics and Risk–Return Framework: Concept of investment and return, Types of returns: realized vs. expected, Risk in investment: systematic and unsystematic risk, Risk measures: standard deviation, beta, alpha. Bond valuation: present value of bond, concept of YTM, Introduction to fundamental analysis: EIC (Economy-Industry-Company) approach; Economic indicators and their impact on Indian markets; Basic industry and company analysis: SWOT, life cycle

(15 Hours)

Unit II: Equity Valuation and Technical Analysis:

Equity valuation models: Dividend Discount Models. P/E ratio and relative valuation. Technical analysis: Meaning, key assumptions, comparison with fundamental analysis. Basic tools: trends, support/resistance, moving averages. Patterns: head and shoulders, double top/bottom.

(15 Hours)

Unit III: Portfolio Analysis and Asset Allocation: Portfolio risk and return. Diversification and its benefits. Risk-return preferences: investor objectives, time horizon, liquidity. Efficient frontier and optimum portfolio. Asset allocation strategies: life cycle approach, asset allocation pyramid. Portfolio management styles: passive and active.

(15 Hours)

Unit IV: Asset Pricing Models and Mutual Funds: CAPM: Meaning and assumptions, expected return vs. required return, identifying undervalued/overvalued securities using CAPM. Introduction to APT in contrast with CAPM. Mutual Funds: Types by structure and objective. Advantages/disadvantages of investing in mutual funds. Performance evaluation: Sharpe, Treynor, Jensen's Alpha

(15 Hours)

Suggested Readings (Latest Editions):

1. Bodie Z., Investments, Mc GrawHill Education
2. Reilly, F. K. & Brown, K.C. Analysis of Investments and Management of Portfolios, Cengage India Pvt. Ltd.
3. Singh, R., Security Analysis and Portfolio Management, Excel Books.



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4. Fischer, D.E. & Jordan, R.J., Security Analysis & Portfolio Management, Pearson Education.
5. Ranganathan, M., & Madhumathi, R., Investment Analysis and Portfolio Management. Pearson Education.
6. Chandra, P., Investment Analysis and Portfolio Management, McGraw Hill Education.

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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 Explain the fundamental concepts of investment, risk-return tradeoff, and the Indian financial system.	3	2	2	2	2
CO2 Analyze equity and bond valuation techniques using fundamental and technical tools	2	3	3	3	3
CO3 Apply portfolio theory to construct efficient investment portfolios based on investor goals	2	3	2	3	3
CO4 Evaluate financial assets and mutual fund performance using models such as CAPM, APT, and performance ratios	1	3	3	3	3
AVG	2	2.75	2.5	2.75	2.75



BBA 213: Management of International Business

L-4, T/P-0, Credits-04

Course Objectives: The course aims to help students to understand the evolution and significance of international trade in contemporary business environment and examine various economic integration by analyzing the emerging trends in International Business

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

- CO1.** Understand and interpret the fundamental theories of international business and trade
- CO2.** Examine & analyse Foreign Direct Investment and its impact on various world economy
- CO3.** Analyse the significance of economic Integration in International Business
- CO4.** Appraise and develop a comprehensive understanding of global emerging trends and stakeholder engagement

Course Contents:

Unit 1:

Introduction to International Business: Introduction to International Business Stages of Internationalization – EPRG Framework- International Trade Theories: Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses. **(15 Hours)**

Unit 2:

Introduction of Foreign Direct Investment: Introduction Foreign Direct Investment in the World Economy, Trends in FDI, Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI, International Institutions and the Liberalization of FDI, CAGE Model. **(15 Hours)**

Unit 3:

Economic Integration

Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies. **(15 Hours)**

Unit 4:

Emerging Trends in International Business: International Entrepreneurship and Born Global Firms, Ethical Considerations – International CSR Frameworks, ESG investing and reporting standards, corporate responses to climate change and social justice issues Implications of Brexit on international business laws, the rise of digital platforms, and ecommerce. Re-shoring and Nearshoring Trend. **(15 Hours)**

Suggested Readings: (latest editions to be referred)

1. Charles,W.L. International Business: Competing in the Global Marketplace, Mc Graw Hill.
2. Sharan,V. International Business: Concept, Environment and Strategy, Pearson Education
3. Wild,J.J and Wild,K.L. International Business: The Challenges of Globalization, Pearson Education
4. Rakesh, M. J. International Business, New Delhi, Oxford University Press.



5. Aswathappa, A. International Business, Tata McGraw-Hill Education.
6. Daniels John, Radebaugh Lee, Sullivan Daniel, Salwan P., International Business, Pearson Education

Note: Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 Understand and interpret the fundamental theories of international business and trade	3	3	2	2	2
CO2 Examine & analyse Foreign Direct Investment and its impact on various world economy	2	3	3	3	3
CO3 Analyse the significance of economic Integration in International Business	2	3	2	3	3
CO4 Appraise and develop a comprehensive understanding of global emerging trends and stakeholder engagement	2	3	3	3	3
AVG	2.25	3	2.5	2.75	2.75



BBA 215: Foundation of Entrepreneurship and Startups

L-4, T/P-0, Credits-04

Course Objective: This course aims to equip students with the knowledge, skills, and mindset required to identify opportunities, launch, and manage successful entrepreneurial ventures within a dynamic startup ecosystem.

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

CO1: Gain knowledge and understand fundamentals of entrepreneurship.

CO2: Exhibit professional skill & ability to identify business opportunities, conduct market research, and validate its feasibility.

CO3: Equip to apply & create comprehensive business plans and craft business models.

CO4: Gain insights into the various startup ecosystems and evaluate schemes by different institutions.

Course Content

Unit I:

Introduction to Entrepreneurship: Meaning and concept of entrepreneurship, history of entrepreneurship development, role of entrepreneurship in economic development, Myths about entrepreneurs, types of entrepreneurs. **(15 Hours)**

Unit II:

Entrepreneurial Competencies Skills: Entrepreneurial Competencies, Creative and Design Thinking, entrepreneurial decision process, entrepreneurial success stories, Women Entrepreneurship, Rural Entrepreneurship, Green Entrepreneurship: Focus on emerging trends in eco-friendly products and services, sustainability as a competitive advantage. **(15 Hours)**

Unit III:

Crafting business models and business plans: Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analysing business models; Business model canvas, Introduction to lean start-ups, Drafting a Business Plan, Business Pitching. **(15 Hours)**

Unit IV:

Institutions Supporting Small Business Enterprises: Central level institutions. State level institutions. Other agencies. Industry Associations. Class exercise- discussions on current government schemes supporting entrepreneurship and finding out which scheme will most suit the business plan devised by the student. **(15 Hours)**

Suggested Readings: (latest editions to be referred)

1. Kuratko, D, Hornsby J.S., New Venture Management: Entrepreneur's roadmap
2. Hisrich, R.D., Mimalma, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill
3. Ries, Eric. The lean Start-up: How constant innovation creates radically, Penguin UK
4. S. Carter and D. Jones-Evans, Enterprise and small business- Principal Practice and Policy, Pearson Education
5. Prasad, R.C.A, Start-up sutra: what the angels won't tell you about business and life, Hachette India.
6. Charantimath, P., Entrepreneurship Development: Small Business Enterprises. Pearson



Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Gains knowledge and understands fundamentals of entrepreneurship	3	2	2	2	2
CO2	Exhibits professional skill & ability to identify business opportunities, conduct market research, and validate its feasibility	2	3	3	3	3
CO3	Equip to apply & create comprehensive business plans and craft business models	3	3	3	3	3
CO4	Gain insights into the various startup ecosystems and evaluate schemes by different institutions	3	3	3	3	3
AVG		2.75	2.75	2.75	2.75	2.75

Note: Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills.



BBA-217: NSS/NCC/Club Activities (NUES)

Credits-02

NCC/NSS/ Club Activities are offered so as to enable the students to opt for the same for ability enhancement. The student who has successfully completed the said activities shall be awarded two credits after the same is duly approved by the NSS/NCC Cell/Club Faculty Incharge.

The institute is advised to maintain the records of all students in the following format

- II. Date of Activity
- III. Place of Activity
- IV. Working Hours
- V. Details of Activity

Note:

1. For NSS/NCC, institute shall follow the guidelines as prescribed by these bodies.
2. All club activities undertaken by students should be recorded w.e.f. first semester with total hours of engagement of minimum 60 hours.



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SEMESTER IV



BBA-202: Cost & Management Accounting

L-4, T-0, Credits-4

Course Objective: The course aims to equip students with the knowledge and analytical skills required to apply cost and management accounting tools for effective planning, control, and decision-making in business environments.

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

- CO1.** Gain knowledge and understand the components of cost and management accounting
- CO2.** Prepare budgets and apply variance analysis for control and planning
- CO3.** Analyze performance using standard costing, ABC, and Balanced Scorecard
- CO4.** Evaluate decisions using marginal costing and CVP analysis; create basic models in Excel/Sheets.

Course Content

Unit I: Fundamentals of Management Accounting: Meaning, objectives, and scope of management accounting, Distinction between cost accounting, financial accounting, and management accounting, Functions and tools of management accounting, Cost concepts for managerial decision-making, Introduction to cost sheet, Role of a management accountant in modern businesses. **(15 Hours)**

Unit II: Budgeting, Planning, and Control: Objectives and types of budgeting, Preparation of functional budgets, Fixed vs. flexible budgets, Zero-based budgeting, Performance budgeting, Introduction to rolling forecasts and strategic planning tools, Budgetary control and variance analysis (material, labor, overheads, sales), Introduction to responsibility accounting and control ratios. **(15 Hours)**

Unit III: Strategic Cost and Performance Management: Standard costing and its role in control, Balanced Scorecard (BSC), Responsibility accounting and performance reporting, Introduction to Activity-Based Costing (ABC), Cost control vs. cost reduction, Value analysis and value engineering, Decision-support tools in management accounting. **(15 Hours)**

Unit IV: Decision-Making Using Management Accounting Tools: Variable costing and absorption costing: relevance in decision-making, Marginal costing: concept and managerial applications, Cost-Volume-Profit (CVP) analysis and break-even point, Profit/Volume ratio, margin of safety, angle of incidence, Application of marginal costing in: Make or buy decisions; Product mix decisions; Add or drop a product/service; Special pricing orders; Operate or shut down scenarios, Use of Excel/Google Sheets for scenario analysis and decision modelling. **(15 Hours)**

Suggested Readings (latest editions)

1. Arora, M. N. Cost Accounting: Principles & Practice. Vikas publishing house.
2. Lal, J. Cost Accounting. Tata McGraw-Hill Education.
3. Kishore, M. R. Cost & Management Accounting. Taxmann Publication Pvt Ltd.
4. Arora, M. N., Cost Accounting Principles & Practice, Vikas Publishing House.
5. Duray, C., Management and Cost Accounting, 8/e, Cengage Learning India Pvt. Ltd.
6. Khan M.Y. and Jain P.K., Management Accounting-Text, Problems and Cases, Mc GrawHill Education.



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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Gains knowledge and understands the components of cost and management accounting	3	1	2	2	1
CO2	Prepare budgets and apply variance analysis for control and planning	1	3	2	3	2
CO3	Analyze performance using standard costing, ABC, and Balanced Scorecard	2	3	2	3	3
CO4	Evaluate decisions using marginal costing and CVP analysis; create basic models in Excel/Sheets.	2	3	3	3	3
AVG		2	2.5	2.25	2.75	2.25

Note: Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills.



BBA-204: Business Analytics

L-4, T-0, Credits-4

Objectives: The course aims to impart understanding of business analytics which include the use of data, statistical and quantitative analysis, descriptive and predictive models.

Course Outcomes:

- CO1.** Gains knowledge and understands the concept of business analytics, its application in data warehousing with the aid of various techniques
- CO2.** Visualize data using different tools and techniques
- CO3.** Analyze data and interpret the results based on different data modelling & analytical tools.
- CO4.** Evaluate the use of data warehousing and data mining techniques across various industry sectors.

Course Contents

Unit I

Introduction: Concept, Evolution of Business Analytics, Analytics Process, Overview of Data Analysis, Data Scientists Vs Data Engineer Vs Business Data Analyst, Roles and Responsibilities, Business Analytics in Practice, Career in Business Analytics, Types of analytics, Introduction to Business Analytical tools. **(16 Hours)**

Unit II

Data Visualization & Pre-processing- Data Pre-processing, Data Visualization Tools & Techniques – Tables, Cross Tabulations, Charts, Data Modeling-Concept, Role and Techniques **(16 Hours)**

Unit III

Types of Analytics: Descriptive: Central Tendency, Mean, Median, Mode, Standard Deviation, variance, Predictive – Linear Regression, Multivariate regression **(14 Hours)**

Unit IV

Data Warehousing and Data Mining: Concept of Data Warehousing, ETL, Star Schema, Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks. Application and Trends in Data Mining, Data Mining for Retail Industry, Health Industry, Insurance and Telecommunication Sector **(14 Hours)**

Suggested Readings: (All latest editions to be referred)

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Essentials of Business Analytics, Cengage Learning.
2. Albright Winston, , Business Analytics- Data Analysis-Data Analysis and Decision Making, Cengage Learning.
3. Sahil Raj, Business Analytics, Cengage Learning.
4. Prasad. R. N and Acharya S. Fundamentals of Business Analytics, Wiley India.
5. Banerjee T, Business Analytics: Text and Cases, Sage Text Publishing
6. Arben, A. Business Analytics with Management Science Models and Methods, Pearson



Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Gains knowledge and understands the concept of business analytics, its application in data warehousing with the aid of various techniques	3	3	2	3	2
CO2	Visualize data using different tools and techniques	3	3	3	3	3
CO3	Analyze data and interpret the results based on different data modelling & analytical tools	1	3	2	3	3
CO4	Evaluate the use of data warehousing and data mining techniques across various industry sectors.	2	3	2	3	3
AVG		2.25	3	2.25	3	2.75

Notes:

1. Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills.
2. This course has the combination of lecture and practicum credits. Hence, due weightage in the internal marks to be provided for the lab component
3. The practicum will cover Data visualization & analysis techniques using MS Excel/R/Python/ Tableau dashboard / Google dashboard



BBA-206: MOOC

Credits-2

To remove rigid boundaries and facilitate new possibilities for learners in education system, study webs of active learning for young aspiring minds is India's Nation Massive Open Online Course (MOOC) platform. Massive Open Online Courses (MOOCs) are free online courses which are designed to achieve the three cardinal principles of India's education policy: Access, Equity and Quality. MOOCs provide an affordable and flexible way to learn new skills, career development, changing careers, supplemental learning, lifelong learning, corporate eLearning & and deliver quality educational experiences at scale and more.

A student will have the option to earn 2 credits by completing quality –assured MOOC programme of at least 8 weeks offered on the SWAYAM portal or any other online educational platform approved by the UGC / regulatory body from time to time. Completion certificate followed by assignment and exams of opted MOOC should be submitted to respective institute for earning the course credit, i.e. 2.

For August session, tentative list of programmes will be available on the platform from May to August and for January session, tentative list of programmes will be available on the platform from October to January.



BBA-208: Talent Management

L-4, T/P-0, Credit-4

Course Objective: This course aims to equip students with the knowledge and skills necessary to attract, acquire, and retain talent within organizations.

Course Outcomes: Upon completion of the course the student will be able to:

- CO1.** Understanding Talent Management Fundamentals
- CO2.** Developing Effective Talent acquisition strategies
- CO3.** Implementing Competency-Based Talent Management Practices
- CO4.** Evaluate the dynamics of succession planning, reward and potential management

Course Content

Unit-1

Introduction to Talent Management and Acquisition strategies: Overview of Talent Management and Factors affecting Talent Management context globally; Need and Type of Talent, Four components of Talent Management; Creating a culture for Talent Management. Difference between Recruitment and Talent Acquisition; Contemporary strategies in acquiring talent-Skilling, Upskilling & Reskilling; Competing value Proposition and role of Employer Branding in Talent Acquisition; Onboarding new Hires and socializing challenges.

(15)

Hours)

Unit 2

Talent acquisition and role of Assessment centers: Concept of Assessment centers; Definition and meaning of assessment centers; Use and Benefit of Assessment centers; Outsourcing and use of technology in Assessment centers; Training Assessors, Resources required, Validity and reliability of Assessment centers, Disadvantages of Assessment center; When to use and not to use Assessment centers; Assessing and developing competencies; Competency Mapping, at Individual and task level; Use of Competency Framework for developing Talent.

(15 Hours)

Unit 3

Career Management and Succession Planning: Fundamentals of Career Planning, trends and Best Practices; Models of career Planning; Succession Planning Process and Issues; Challenges pertaining to Succession Planning; Managing Performance and Potential of Key talent, Managing Potential of Key talent.

(15 Hours)

Unit 4

Emerging trends in Talent Acquisition and Management: Mentoring High Potential talent; Process of effective Mentoring; Gender Differences in Mentoring Process; Managing the Reward and Benefits for Talent, building in customized talent reward strategy for retaining talent; Ethics of Managing Talent; Talent and technology trends.

(15

Hours)

Suggested Readings (Latest Edition):

1. Roy, A.B, Roy, S. Competency Based Human Resource Management, Sage.
2. Lance A. Berger, Dorothy R. Berger. Talent management Handbook, Association for talent development by Virginia USA
3. Berger, L.A, Berger, D.R., Talent Management Hand Book, McGraw-Hill
4. Hasan, Singh, Talent management in India: Challenges and Opportunities, Atlantic Publication.



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5. Joshi, G., Vohra, V, Talent Management, Cengage Learning
6. Hurconomics for Talent Management, Pearson Education

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understanding Talent Management Fundamentals	3	1	2	2	2
CO2	Developing Effective Talent acquisition strategies	2	3	3	3	3
CO3	Implementing Competency-Based Talent Management Practices	1	3	3	3	3
CO4	Evaluate the dynamics of succession planning, reward and potential management	3	3	3	3	3
AVG		2.25	2.5	2.75	2.75	2.75

Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills based on current issues.



BBA 210: Sales and Channel Management

L-4, T/P-0, Credits-04

Objective: The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

Course Outcomes: Upon completion of the course the student will be able to:

- CO 1.** Understand the various roles & responsibilities of a manager related to sales management
- CO 2.** Explore the key areas related to the organization, selection, and development of effective sales force
- CO 3.** Examine and analyze the role and functions of distribution channels and intermediaries
- CO 4.** Integrate sales strategies with distribution logistics, and addressing ethical and legal issues

Course Contents:

Unit I

Introduction to Sales Management: Evolution of Sales Management, Scope and importance: Sales Personnel skills, Types of Sales Managers; Personal Selling- Theories, Psychology in Selling, Buying Situations, Sales Process; Sales Forecasting; Sales Territory Design. **(15 Hours)**

Unit II

Sales Force Management: Sales Organization structure; Sales Force Size; Recruitment, Selection of Sales force; Training, motivation and Compensation of Sales Force; Sales Quotas and Contests; Evaluation of Sales performance. **(15 Hours)**

Unit III

Distribution Channels and Institutions: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial products; Retail -Structure, Types and Role, Strategies, Performance Measures, Franchising, Retail Scenario in India; Wholesaling - Features, Classification, Decisions, Trends and Future Scenario. **(15 Hours)**

Unit IV

Distribution Channel Management - Design, Management and Logistics, Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Physical Distribution System - Objectives and Decision Areas; Introduction to Logistics and Supply Chain Management, Green Supply Chain & E-commerce; Integration of Sales and Distribution Strategy. Logistics for sustainability and digital trends Ethical and Legal Issues in Sales and Distribution Management in Indian context. **(15 Hours)**

Suggested Readings:

1. Still. K.R., Cundiff. E.W & Govoni. N.A.P. Sales Management. Pearson Education.
2. Rosenbloom, Bert, Marketing Channels: A Management View, Cengage Learning.
3. Jobber, David and Lancaster, Geoffery, Selling and Sales Management, Pearson Education



4. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erfimeyer, R.C., Sales Management, Pearson Education
5. Panda, T.K. and Sahadev, S, Sales and Distribution Management, Oxford University Press.
6. Havaldar, K K. and Cavale, VM., Sales and Distribution Management: Text and Cases, Tata McGraw Hill.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understanding the various roles & responsibilities of a manager related to sales management	3	2	3	1	1
CO2	Explore the key areas related to the organization, selection, and development of effective sales force	3	3	3	3	3
CO3	Examine and analyze the role and functions of distribution channels and intermediaries	2	3	3	3	3
CO4	Integrate sales strategies with distribution logistics, and addressing ethical and legal issues	2	3	3	3	3
AVG		2.5	2.75	3	2.5	2.5

Note:

1. Case Studies/ Simulations are to be utilized relevant to the concepts to enhance critical thinking and promoting higher order thinking skills based on current issues.
2. Field Visit to showcase warehouses for hands-on learning experiences may be included



BBA 212: Income Tax Law and Practice

L-4, T/P-0, Credits-04

Course Objective: The course aims to provide knowledge of the various provisions of income-tax law in India and enable the students to apply such provisions to compute total income and tax liability of individuals.

Course Outcomes: Upon completion of the course the student will be able to:

CO1. Understand the concepts of taxation and determine the residential status of person.

CO2. Compute income and deductions under different heads.

CO3. Understands & apply the provisions of clubbing of income and set off and carry forward of Losses.

CO4. Determine the Tax Liability & Ability to file income tax return.

Course Contents

Unit 1:

Basic Concepts: Income Tax: Need, features and basis of charges. Income Tax Act 1961 and amendments, Residential status, Scope of Total Income, Heads of Income, Exempted Incomes, Introduction to Income Tax Regime old and new **(15 Hours)**

Unit 2:

Income from Salary and House Property: Meaning of salary, Allowances, Perquisites Deductions and exemptions, Computation of taxable Income from Salary. Income from house property, Determinants of Annual Value, Deductions and exemptions, computation of taxable income House Property. **(15 Hours)**

Unit 3:

Profits and gains from business or profession, capital gains and income from other sources: Meaning of business income, methods of accounting, Deductions, Computation of taxable income from Business and Profession, Meaning of Capital Asset, Basis of Charge, Exemptions related to capital gains; Meaning of Transfer, Computation of taxable capital Gain, Income from Other Sources- Dividend, Interest on securities, winning from lotteries, Crossword puzzles, Horse races, Card games etc. **(15 Hours)**

Unit 4:

Computation of Total income and Tax Liability of individual: Income of other persons included in assesses total income, Aggregation of income and set-off and carry forward of losses; Deductions from gross total income; Rebates and reliefs; Advance Payment of Tax, Tax Deduction at Source, Computation of total income and tax liability of individuals. E-filing Income Tax: Components of ITR-1 and ITR-2 **(15 Hours)**

Note: Latest provisions to be taught. Practical exposure to e-filing of Income Tax Return to be provided.

Suggested Readings: (All latest editions to be referred)

1. Ahuja, G., & Gupta, R., Simplified Approach to Income Tax. New Delhi: Flair Publications Pvt. Ltd.
2. Singhania, V. K., & Singhania, M., Student's Guide to Income Tax including GST Problems & Solutions. New Delhi: Taxmann Publications Pvt. Ltd.
3. Mehrotra, H.C. & Goyal, S.P. Income Tax Including Tax Planning and Management, Sahitya Bhawan Publications.



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4. Pagare, Dinkar. Law and Practice of Income Tax. Sultan Chand and Sons, New Delhi.
5. Lal, B.B. Income Tax Law and Practice. Konark Publications, New Delhi.
6. Income Tax Act, Taxmann Publications.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the concepts of taxation and determine the residential status of person.	3	1	1	2	1
CO2	Compute income and deductions under different heads.	1	2	1	2	2
CO3	Understands & apply the provisions of clubbing of income and set off and carry forward of Losses.	3	3	3	2	2
CO4	Determine the Tax Liability & Ability to file income tax return.	2	2	3	2	2
AVG		2.25	2	2	2	1.75



BBA 214: International Business Environment and Strategy

L-4, T-0, Credit-4

Course Objective(s): The objective of this course is to understand globalization and its impact on business, analyze global economic, political, and cultural factors, and develop strategic responses to opportunities and risks in international markets..

Course Outcome(s):

- CO1.** Understand and describe the main features of the international business environment and its primary institutions.
- CO2.** Analyze the political, social, economic, technological, and other configurations that support cross-border trade.
- CO3.** Examine different modes of international market engagement and their connections to economic, legal, political, and cultural environments for expanding companies.
- CO4.** Evaluate the key decisions that multinational firms make in relation to the choice of markets and entry strategies

Course Content:

Unit 1

Introduction to the Global Business Environment: Definition and Scope of Global Business: Understanding international markets and operations; Historical Evolution of Globalization: Key phases and milestones in global trade; Key Drivers of Globalization: Technology, trade policies, transportation, and communication; Multinational Enterprises (MNEs): Characteristics, strategies, and market entry modes; Impact of MNEs: Economic, cultural, and environmental influences on host and home countries; Global vs. Transnational Business: Differences, strategies, and organizational structures.

(15 Hours)

Unit 2

Environments of Global Business: Overview of the PESTLE Framework: Understanding the components; Political Environment: Government policies, stability, and international relations; Economic Environment: Economic growth, exchange rates, inflation, and market conditions; Social Environment: Cultural trends, demographics, and consumer behaviors; Technological Environment: Technological advancements, innovation, and digital transformation; Ecological Environment: Environmental regulations, sustainability practices, and impact on business; Legal Environment: Regulatory frameworks, compliance, and legal issues in international business; Case Studies: Application of PESTEL analysis in real-world scenarios.

(15 Hours)

Unit 3

International Organizations and Agreements: General Agreement on Trade and Tariffs (GATT) – Concept; World Trade Organization (WTO)- Functions, Principles, Organizational Structure; The WTO Agreements - A Bird's eye view; Salient feature of Uruguay Round Agreement Dispute Settlement Mechanism, Ministerial Conferences. **International Economic Organizations:** Introduction, Objectives, Organizational Structure and Functions; International Monetary Fund (IMF); World Bank Group International Bank for Reconstruction and Development (IBRD) & International Development Association (IDA); Organization for Economic Co-operation and Development (OECD); United Nations Conference on Trade and Development (UNCTAD); International Finance Corporation(IFC); Asian Development Bank (ADB)

(16 Hours)



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Unit 4

Globalism vs Regionalism: Evolution of regional trade agreements (RTAs); United States–Mexico–Canada Agreement (USMCA), European Union (EU), Association of Southeast Asian Nations (ASEAN), Mercosur (Southern Common Market), Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP); Emerging trends and challenges in global trade governance.

(14 Hours)

Suggested Reading (Latest Edition):

1. Daniels, J. D., Radebaugh, L. H., Salwan P. , International Business: Environment and Operations, Pearson Education.
2. Charles, W. L. Hill, International Business: Competing in the Global Marketplace, McGraw Hill Education.
3. Deresky, International Management: Managing Across Borders and Culture, Pearson Education.
4. Paul, J., International Business, Prentice-Hall.
5. K. Aswathappa. International Business, McGraw Hill Education.
6. Hamilton L. Webster P., The International Business Environment, Oxford University Press

Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills based on current issues.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand and describe the main features of the international business environment and its primary institutions	3	2	2	2	1
CO2	Analyze the political, social, economic, technological, and other configurations that support cross-border trade	1	3	3	3	3
CO3	Examine different modes of international market engagement and their connections to economic, legal, political, and cultural environments for expanding companies	3	3	3	3	2
CO4	Evaluate the key decisions that multinational firms make in relation to the choice of markets and entry strategies	1	3	3	3	3
AVG		2	2.75	2.75	2.75	2.25



BBA 216: Opportunity and Feasibility Analysis

L-4, T/P-0, Credits-04

Course Objective: This course aims to develop the ability to identify, evaluate, and analyze viable business opportunities and assess their feasibility in both domestic and international contexts.

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

CO1. Understand Entrepreneurial Opportunities and niches for new ventures.

CO2. Apply creativity and innovation techniques to generate and refine business ideas.

CO3. Analyze the feasibility of business ideas across product, market, organizational, and financial dimensions

CO4. Evaluate domestic and international business opportunities by assessing political, economic, and cultural environments.

Course Contents:

Unit 1

Introduction- The difference between opportunities and ideas, opportunity gap, window of opportunity, ways to identify opportunities- observing trends, solving a problem, finding gaps in marketplace. Personal characteristics that contribute to recognizing opportunities: prior industry experience, cognitive factors, social networks. Case studies. **(15 Hours)**

Unit 2

Creativity and Innovation- sources of new ideas; methods of generating ideas- focus group, brainstorming, brainwriting, problem inventory analysis, creative problem solving, brainstorming, reverse brainstorming, Gordon method, checklist method, free association, forced relationships, collective notebook method, attribute listing. Types of innovation, defining a new innovation, classification of new products, opportunity recognition. Using e-commerce creatively. **(15 Hours)**

Unit 3

Feasibility Analysis- Role of feasibility analysis in developing successful business ideas. Four areas of feasibility analysis- product/ service, industry/ target market, organizational and financial. Online tools for completing a feasibility analysis. Case studies **(15 Hours)**

Unit 4

Identifying and Analysing Domestic and International opportunities- opportunity recognition and opportunity assessment plan, information sources. The nature of international entrepreneurship. International vs domestic business (political, methods of enacting public policy, government stability, economic, taxation and trade, trends, psychographics). Culture, available distribution systems, motivation to go global, strategic effects of going global.

(15 Hours)

Suggested Reading: (Latest Edition)

1. Barringer, B. R., & Ireland, R. D, Entrepreneurship: Successfully launching new ventures (7th ed.). Pearson.
2. Hisrich, R. D., Peters, M. P., Shepherd, D. A., & Sinha, S., Entrepreneurship (11th ed.). McGraw Hill India.
3. Clydesdale, G. Entrepreneurial Opportunity: The Right Place at the Right Time, Routledge



4. Wise. S, Feld. B, Startup Opportunities: Know When to Quit Your Day Job (Techstars), Wiley.
5. Timmons, J.A. and Spinelli, S.: New Venture Creation– Entrepreneurship for the 21st century. McGraw Hill
6. Zimmerer, T.W. and Scarborough, N.M., Essentials of Entrepreneurship and Small Business Management, Pearson
7. Galloway, S., Post Corona: From Crisis to Opportunity, Portfolio
8. Singh, R.P. Entrepreneurial Opportunity Recognition Through Social Networks, Routledge

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand Entrepreneurial Opportunities and niches for new ventures	3	2	3	3	3
CO2	Apply creativity and innovation techniques to generate and refine business ideas	1	3	3	3	3
CO3	Analyze the feasibility of business ideas across product, market, organizational, and financial dimensions.	1	3	3	3	3
CO4	Evaluate domestic and international business opportunities by assessing political, economic, and cultural environments.	1	3	3	3	3
AVG		1.5	2.75	3	3	3

Note:

1. Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills.
2. Guest Lectures by entrepreneurs may be conducted
3. Students are suggested to visit start-up and submit a feasibility analysis report as an assignment



BBA 218: Sustainability Practices

L-2, T-0, Credits-2

Course Objectives: The course aims to equip students with an understanding of Sustainable Development Goals (SDGs) and their application in various management practices, along with addressing contemporary sustainability challenges.

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

- CO1.** Understand the core principles of sustainability and SDGs.
- CO2.** Learn to apply sustainable practices across various functional areas of management.
- CO3.** Analyze the impact of sustainability on globalization.
- CO4.** Develop the ability to identify and address current issues and challenges in sustainability, proposing solutions to integrate sustainability into decision-making processes.

Course Content

Unit I

Overview of Environment & SDGs: Environment & climate change, carbon emission, Introduction to Sustainability and SDGs, Evolution and Importance of SDGs, 17 Sustainable Development Goals, Global Initiatives and Frameworks supporting Sustainability, Role of Governments, Organizations, and Individuals in achieving SDGs, and the link between SDGs and Business Practices. **(7 Hours)**

Unit II

Sustainable Practices in Management: Sustainability in Human Resource Management, Sustainability in Finance, Sustainable Marketing and Consumer Behavior, Sustainability in Operations and Supply Chain Management, and Sustainable Product Development and Innovation. **(7 Hours)**

Unit III

Sustainability and Globalization: Impact of Globalization on Sustainability, Sustainable Global Trade Practices, Cross-Cultural Sustainability, International Regulations for Sustainability, Role of Multinational Corporations in Global Sustainability, Challenges of Global Sustainability, Legal Aspects of Globalization, Deglobalization and its Implications. **(8 Hours)**

Unit IV:

Contemporary Challenges and Innovations in Sustainability: Climate Change and its Impact on Business Practices, Environmental Degradation and Biodiversity Loss, Social Inequalities and its impact on Sustainability, Corporate Governance and Ethical Challenges, Innovations and Technologies for Sustainable Development, Policy and Regulation Challenges, AI and Blockchain Technology for Driving Sustainability and Transparency. **(8 Hours)**

Suggested Readings (Latest Editions):

1. Sachs, J.D., *The Age of Sustainable Development*, Columbia University Press.
2. Elkington, J., *The Triple Bottom Line: Does It All Add Up?*, Routledge.
3. Parris, T., & Kates, R.W., *Characterizing and Measuring Sustainable Development*, Annual Review of Environment and Resources.
4. Hart, S.L., *Capitalism at the Crossroads: Aligning Business, Earth, and Humanity*, Pearson Education.
5. Edwards, A., *Sustainable Business: Concepts, Methodologies, Tools, and Applications*, IGI Global.



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6. Chopra, R., Sustainability in Business: An Indian Perspective, Sage Publications.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the core principles of sustainability and SDGs.	3	1	1	3	2
CO2	Learn to apply sustainable practices across various functional areas of management.	3	2	2	3	3
CO3	Analyze the impact of sustainability on globalization.	1	1	2	3	3
CO4	Develop the ability to identify and address current issues and challenges in sustainability, proposing solutions to integrate sustainability into decision-making processes.	2	2	3	3	3
AVG		2.25	1.5	2	3	2.75

Case Studies are to be covered relevant to the concepts to enhance critical thinking and promoting higher order thinking skills.



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SEMESTER V



BBA 301: Financial Management

L-4, T-0, Credits -4

Course Objectives: The objective of this course is to acquaint the students with the overall framework of financial decision-making in a business unit.

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

- CO1. Explain the fundamental concepts and objectives of financial management and identify the roles and responsibilities of a finance manager.
- CO2. Apply techniques for computing the cost of capital and analyze various capital structure theories to make effective financing decisions
- CO3. Evaluate investment proposals using capital budgeting methods including NPV, IRR, and risk assessment tools.
- CO4. Assess dividend policies and working capital management strategies to improve organizational financial performance.

Course Content

Unit I

Introduction: Nature, Scope, and Objectives of Financial Management-Profit Maximization, Wealth Maximization, Value Maximization-concept & implications, Economic Value Added (EVA), Market Value Added (MVA), Functions and Responsibilities of Finance Manager, Time Value of Money. **(15 Hours)**

Unit II

Cost of Capital and Finance Decision: Sources of Long-Term Financing, Components of Cost of Capital & Calculation, Cost of Equity, Cost of Retained Earnings, Cost of Debt & Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital, Capital Structure-Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). **(15 Hours)**

Unit III

Capital Budgeting: Capital Budgeting Process and Methods, Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return (ARR), Net Present Value (NPV), Internal Rate of Return (IRR) & Modified IRR, Break-Even point, Profitability Index, Capital Budgeting Under Risk & Uncertainty, Certainty Equivalent Approach, Risk-Adjusted Discount Rate Method using statistical & quantitative techniques. **(15 Hours)**

Unit IV:

Dividend Decisions and Working Capital Management: Theories for relevance and irrelevance of Dividend Decision, Walter's Model, Gordon's Model, MM Approach, Types of Dividend, Determinants of Dividend Policy, Concept of Working Capital, Operating & Cash Cycles, Risk-return trade off, Working Capital Estimation, Cash Management, Overview of Receivables Management, Factoring and Inventory Management. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Khan, M.Y, Jai P.K, Financial Management, McGraw Hill Education Company
2. Pandey I.M, Financial Management, Vikas Publishing House
3. Kapil, Sheeba, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, McGraw Hill Education Company
5. Maheshwari, S.N, Financial Management: Principles and Practice, Sultan Chand & Sons



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6. Tulsian, P.C, Financial Management: A self-study textbook, S. Chand



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Mapping the Course Outcomes with Programme Outcomes

CO No.	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5
CO1	Explain the fundamental concepts and objectives of financial management and identify the roles and responsibilities of a finance manager.	3	2	2	2	1
CO2	Apply techniques for computing the cost of capital and analyze various capital structure theories to make effective financing decisions.	3	3	2	3	1
CO3	Evaluate investment proposals using capital budgeting methods including NPV, IRR, and risk assessment tools.	3	3	2	3	1
CO4	Assess dividend policies and working capital management strategies to improve organizational financial performance.	3	3	2	3	2
Average	—	3.0	2.75	2.0	2.75	1.25



BBA 303: Negotiation Skills

L-4, T-0, Credits -4

Course Objectives: This course aims to develop a practical understanding of negotiation principles, communication strategies, conflict resolution techniques, and ethical considerations for effective negotiations in diverse business contexts..

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

- CO1.** Explain negotiation types, processes, and key concepts like BATNA and ZOPA
- CO2.** Apply communication and persuasion techniques in negotiation settings
- CO3.** Analyze conflicts and ethical issues in negotiation contexts
- CO4.** Evaluate real-world cases to improve negotiation outcomes.

Course Content

Unit I

Foundations of Negotiation: Introduction to Negotiation: Definitions and types; Distributive vs. Integrative Bargaining; The Negotiation Process: Planning, discussing, proposing, bargaining, closing; BATNA, WATNA, and ZOPA; Setting goals and preparing negotiation strategies.

(15 Hours)

Unit II

Communication, Psychology & Tactics: Verbal and Non-verbal Communication in Negotiation; Persuasion and Influence Techniques; Psychological Triggers and Biases (e.g., anchoring, framing, reciprocity); Dealing with Difficult People and Hardball Tactics; Emotions, Perception, and Trust Building.

(15 Hours)

Unit III

Conflict Resolution and Ethics: Nature and Sources of Conflict; Conflict Management Styles (Thomas-Kilmann Model); Mediation and Third-party Roles; Ethics in Negotiation: Fairness, deception, integrity; Negotiation Pitfalls and Ethical Dilemmas.

(15 Hours)

Unit IV:

Applied Negotiation Skills: Cross-cultural Negotiations and Global Business Etiquette; Negotiation in Business Functions: Sales, HR, Procurement, Partnerships; Team and Multi-party Negotiations; Advanced Simulations and Role-plays; Capstone Negotiation Project (Group-based).

(15 Hours)

Suggested Readings (Latest Editions):

1. Fisher, R., Ury, W., & Patton, B. *Getting to Yes: Negotiating Agreement Without Giving In.* Penguin Random House India.
2. Lewicki, R. J., Barry, B., & Saunders, D. M. *Negotiation: Readings, Exercises, and Cases.* McGraw Hill Education India.
3. Thompson, L. *The Mind and Heart of the Negotiator.* Pearson Education India.
4. Wheeler, M. *The Art of Negotiation: How to Improvise Agreement in a Chaotic World.* Random House India.
5. Cohen, H. *You Can Negotiate Anything.* Jaico Publishing House.
6. Rayudu, C. S. *Business Communication and Negotiation Skills.* Himalaya Publishing House.



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Mapping the Course Outcomes with Programme Outcomes

CO No.	Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5
CO1	Explain negotiation types, processes, and key concepts like BATNA and ZOPA	3	2	2	2	1
CO2	Apply communication and persuasion techniques in negotiation settings	2	3	3	3	2
CO3	Analyze conflicts and ethical issues in negotiation contexts	2	3	2	3	2
CO4	Evaluate real-world cases to improve negotiation outcomes.	2	3	3	3	2
Average	—	2.25	2.75	2.5	2.75	1.75



BBA 305: Leadership, Power and Politics

L-4, T-0, Credits -4

Course Objectives: This course aims at developing students' understanding of influence and leadership by exploring power dynamics, organizational politics, and strategies to navigate resistance and lead effectively.

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

- CO1.** Explain leadership theories, styles, and their impact on teams and strategy.
- CO2.** Apply leadership skills to develop emerging leaders and adapt strategies for effective team management.
- CO3.** Analyze organizational power dynamics and develop strategies to build influence and drive change.
- CO4.** Assess political dynamics in organizations and apply strategies for effective stakeholder management and career growth.

Course Content

Unit I

Nature of Leadership: Leadership and business of living, Art and Science of Leadership, Leadership as a process and not a position, Approaches to Leadership, Myths about Leadership. Leadership vs. Management: Differences and Similarities. **Developing Leaders:** Leadership Traits, Developing junior leaders, Leader-Communication.

(14 Hours)

Unit II

Strategic Leadership and Culture: Leadership Theories: Trait Theory, Behavioral Theory, Contingency Theory, Transformational and Transactional Leadership. **Leadership Styles:** Autocratic, Democratic, Laissez-Faire, and Situational Leadership. Ethical Decision-Making in Leadership, Impression Management in Leadership. Shaping Culture and Values through Leadership, Leadership Diversity, Leading Teams, Developing Vision and Direction, Leading Learning Organizations, Development Planning and Leading Change. Crisis Leadership: Managing Uncertainty and Business Risks. Women in Leadership: Barriers, Challenges, and Success Strategies. Digital Leadership & Remote Team Leadership.

(16 Hours)

Unit III

Power and Influence: Understanding Power: Definition and sources (Legitimate, Reward, Coercive, Expert, Referent). Power vs. Authority: Key differences and organizational impact, Bases of Power: Personal power vs. Positional power, Influence Strategies: Persuasion, negotiation, and conflict resolution, Psychological Aspects of Power: Ego, perception, and decision-making biases, Managing Power Ethically: Best practices for ethical leadership, Leader's Power Sources: Motives, reputation, personality, relationships, and trust. Institutionalization of Power: Power structures, distribution, and organizational impact. Power Sharing: Empowerment, participation, and delegation. Gender and Power: Influence of gender dynamics in leadership. Pitfalls of Power: Overuse, misuse, and consequences in organizations.

(16

Hours)



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Unit IV:

Organizational Politics: **Organizational Politics:** Meaning, Nature, and Relevance in Business. Positive and Negative Politics, Organizational politics and Silos, Coalition Politics, Career Politics, Network politics, Diagnosis of Organizational politics, Strategies for Political Success: Building Alliances, Networking, and Impression Management, Survival in the political environment. **(14 Hours)**



Suggested Readings (Latest Editions):

1. Balasubramaniam, R., Power Within: The Leadership Legacy of Narendra Modi, Penguin Random House India
2. Pattanaik, D., The Leadership Sutra: An Indian Approach to Power, Aleph Book Company
3. Pillai, R., Corporate Chanakya: Successful Management the Chanakya Way, Jaico Publishing House
4. Bharadwaj, R. S., Navigating the Organisational Politics: Self-Enlightening Journey with an Indian Epic, Independently Published
5. Arora, H. N., & Sinha, R., Alchemy of Change: Managing Transition through Value-Based Leadership, SAGE Publications India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 Explain leadership theories, styles, and their impact on teams and strategy	3	2	3	2	2
CO2 Apply leadership skills to develop emerging leaders and adapt strategies for effective team management	2	3	3	2	2
CO3 Analyze organizational power dynamics and develop strategies to build influence and drive change	2	3	2	3	2
CO4 Assess political dynamics in organizations and apply strategies for effective stakeholder management and career growth	2	3	3	3	3
AVG	2.25	2.75	2.75	2.5	2.25



BBA 307: Services Marketing

L-4, T-0, Credits-4

Course Objectives: This course aims at providing students with a comprehensive understanding of the unique challenges and strategies involved in marketing services, equipping them with practical skills to analyze, design, and manage effective services marketing decisions in dynamic environments.

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

- CO1.** Explain the fundamental concepts and challenges of services marketing and differentiate between goods and services marketing
- CO2.** Apply techniques for managing service quality, service delivery, and pricing strategies in various service contexts
- CO3.** Analyze communication, branding, and physical evidence factors that impact service marketing effectiveness
- CO4.** Evaluate service failures, recovery strategies, and customer relationship management approaches to enhance customer loyalty and service quality

Course Content

Unit I

Understanding Services, Service Consumers and Managing Services Quality: Difference between goods and services marketing; Challenges of Services Marketing; Role of internal and interactive marketing in services; Services Marketing Myopia, Expanded Services Marketing mix; Levels of service expectations; Factors influencing Consumers' perception of service; Different types of Service Quality; Determinants of Service Quality; Gap Model of Service Quality; SERVQUAL instrument to measure service quality; Other instruments. **(15 Hours)**

Unit II

Service as Product, Service Delivery Process and Service Pricing: Distinction between core, facilitating, and support services; Service Life Cycle; Different levels of customer participations in the creation of service and the strategies to enhance the customer participation in service production and delivery; Service blueprinting and its benefits; Customer Service standards; Strategies to manage fluctuations of demand in the creation and delivery of services; Service delivery intermediaries; Setting up Service prices- costs, perceived value and competition; Revenue Management in specific service industries; Pricing concepts- price bundling, captive pricing, two-part pricing, loss-leadership pricing and result-based pricing; Price competition challenges.

(15 Hours)

Unit III

Service Communication, Branding, Physical Evidence in Service: Challenges in designing communication programme for services; Service communication problems; Strategies for matching service promises with delivery; Services advertising; Role of promotion in marketing of services; Servicescape, the roles played by the servicescape, and its effects; Environmental dimensions of servicescape; High-contact and Low-contact ; Approaches for understanding servicescape effects.

(15 Hours)

Unit IV:

Service Failures, Recovery Strategies, Managing People and Customer Relationships: Service failures; strategies and tactics of service recovery in the event of a service failure;



service guarantee; customer feedback system; human resource strategies for customer oriented service delivery; internal marketing in delivering the promise made to customers (through external marketing); interactive marketing (managing the moments of truth); guideline for people in service organizations ; service oriented organizational structure; customer loyalty; customer lifetime value ; customer equity; framework for building customer loyalty. AI in service Marketing; Business Process Outsourcing(BPO), Knowledge Process Outsourcing(KPO); Marketing e-services. (15)

Hours)

Suggested Readings (Latest Editions):

1. Zeithaml, V., Grempler, D., Bitner, M., & Pandit, A., Services Marketing, Tata McGraw-Hill Education
2. Wirtz, J., Lovelock, C. H., & Chatterjee, J., Services Marketing, World Scientific Publishing
3. Bordoloi, S., Fitzsimmons, J., & Fitzsimmons, M., Service Management: Operations, Strategy, Information Technology, McGraw-Hill Education
4. Hoffman, K. D., & Bateson, J. E. G., Services Marketing: Concepts, Strategies & Cases, Cengage Learning India
5. Kumar, V., & Meenakshi, Services Marketing: Indian Context, Oxford University Press
6. Ramaswamy, V. S., & Namakumari, S., Marketing Management: Global Perspective Indian Context, McGraw-Hill Education
7. Chakraborty, S. K., Services Marketing: Text and Cases, Excel Books

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Explain the fundamental concepts and challenges of services marketing and differentiate between goods and services marketing	3	2	2	2	1
CO2	Apply techniques for managing service quality, service delivery, and pricing strategies in various service contexts	2	3	2	3	1
CO3	Analyze communication, branding, and physical evidence factors that impact service marketing effectiveness	2	3	3	3	2
CO4	Evaluate service failures, recovery strategies, and customer relationship management approaches to enhance customer loyalty and service quality	2	3	3	3	2
AVG		2.25	2.75	2.5	2.75	1.5



BBA 309: Rural Marketing

L-4, T-0, Credits -4

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

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

- CO1.** Understand and analyze the unique characteristics of rural markets and consumer behavior to make informed marketing decisions
- CO2.** Evaluate the impact of competition, pricing strategies, and product modifications required for rural marketing
- CO3.** Apply appropriate distribution and communication strategies to effectively engage rural consumers
- CO4.** Assess the key challenges and emerging issues in rural marketing to develop strategic solutions

Course Content

Unit I

Introduction: Rural Marketing: Concept & Scope, Attractiveness & Challenges of Rural Markets, Rural vs. Urban Markets. Rural Marketing Environment Rural Market in India, Size and Scope, Environment and Emerging Profile of Rural Markets in India. Rural Vs Urban Marketing, Factors contributing to Growth of Rural Markets. **Rural Marketing Environment-** Rural Environment, Occupation Pattern, Expenditure Pattern, Rural Demand and Consumption Pattern

(14Hours)

Unit II

Rural Consumer Behavior: Rural Consumers Dimensions - Occupation and Income, Economic circumstances, Lifestyle, Consumer buying behaviour models, Factors affecting Rural Consumer Behaviour, Consumer Buying and Decision Process, Marketing Mix for Rural Marketing, Rural Market-Research approach, Rural Marketing Information System. Rural marketing Regulation and Institutional Support.

(16 Hours)

Unit III

Rural Marketing Mix: Rural Marketing Mix, Rural Market Segmentation, Positioning Strategies for Rural Market. Strategies for New Product Planning & Development for Rural Markets, Product Mix. Pricing Strategies for Rural Markets-Pricing Policies, Innovation in Pricing of the Products, Four A's of Rural Marketing Mix. Rural Marketing of FMCG's and Consumer durables- issues and challenges, Importance of Branding, Packaging and Labelling, New Product launch techniques for rural markets, Nature of Competition in Rural Markets. Agri-Tech Start-ups; SHG(Self Help Groups) in product promotion

(15 Hours)

Unit IV:

Rural Communication: Challenges in Rural Communication, Advertising and Sales Promotion for Rural Markets, Rural Media, Branding in Rural Markets, Issues in Rural Distribution Channels, Tapping the Rural Markets, Rural Retailing, Haats/Shandies, Vans & Mobile Stores, Innovation in Rural Distribution Systems. **Shaping the Future of Rural Marketing-** Identifying and Handling Constraints in Rural Marketing, Corporate Social



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Responsibility in Rural Markets, Future of Rural Marketing in India- Role of Government, Rural Micro Finance, Digitalizing the Indian rural markets. NGOs and Cooperatives in Rural Brand Building; Social Entrepreneurship & Rural development **(15 Hours)**

Suggested Readings (Latest Editions):

1. Kashyap, P., & Raut, S., *Rural Marketing: Text & Practice*, Dreamtech Press
2. Gopal Swamy, T. P., *Rural Marketing: Environment, Problems and Strategies*, Vikas Publishing House
3. Dogra, B., & Ghuman, K., *Rural Marketing*, Tata McGraw-Hill Education
4. Velayudhan, S. K., *Rural Marketing: Growing the Non-urban Consumer*, Atlantic Publishing Group
5. Mathur, U. C., *Rural Marketing*, Excel Books
6. Krishnamacharyulu, C. G., & Ramakrishnan, L., *Rural Marketing: Text and Cases*, Pearson Education
7. Rahman, H. U., *Rural Marketing in India*, Himalaya Publishing House
8. Singh, S., *Rural Marketing*, Vikas Publishing House
9. Kamat, M., & Krishnamoorthy, R., *Rural Marketing*, Himalaya Publishing House

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand and analyze the unique characteristics of rural markets and consumer behavior	3	3	2	3	2
CO2	Evaluate the impact of competition, pricing strategies, and product modifications required for rural marketing	3	3	2	3	1
CO3	Apply appropriate distribution and communication strategies to effectively engage rural consumers	2	3	3	3	2
CO4	Assess the key challenges and emerging issues in rural marketing to develop strategic solutions	3	3	2	3	1
AVG		2.75	3.0	2.25	3.0	1.5



BBA 311: FinTech

L-4, T-0, Credits-4

Course Objectives: This course aims to provide students with a comprehensive understanding of core FinTech concepts, including digital banking frameworks, blockchain, cryptocurrency, and AI-driven financial services, while equipping them to analyze cybersecurity risks, navigate regulatory challenges, and apply FinTech strategies to real-world financial and business models.

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

- CO1.** Understand core FinTech concepts and digital banking frameworks.
- CO2.** Analyze and evaluate blockchain, cryptocurrency, and AI-driven financial services.
- CO3.** Identify cybersecurity risks and regulatory challenges in FinTech.
- CO4.** Apply FinTech strategies to real-world financial and business models.

Course Content

Unit I :Introduction to FinTech

Overview of FinTech: Definition, Scope, and Importance of FinTech, Evolution and History of FinTech, FinTech Ecosystem: Startups, Regulators, and Market Participants. FinTech Business Models & Market Trends: Traditional Banking vs. FinTech Innovations, Peer-to-Peer (P2P) Lending, Crowdfunding, and Challenger Banks. FinTech Industry Segments: Payments, Lending, InsurTech, WealthTech, RegTech. Key Technologies Powering FinTech: API Economy and Open Banking, Role of Cloud Computing in Financial Services, Internet of Things (IoT) in FinTech. Case Studies on Fintech. **(15 Hours)**

Unit II : Digital Payments & Blockchain

Digital Banking & Payment Systems: Core Banking Systems & Digital Transformation, Mobile Banking, Neo Banks, and Challenger Banks, Digital Wallets: Google Pay, PhonePe, PayPal, Paytm etc. Payment Gateways and FinTech Infrastructure: Working of Payment Gateways, Real-Time Gross Settlement (RTGS), NEFT, and IMPS, Near Field Communication (NFC) and Contactless Payments. Blockchain Technology and Smart Contracts: Blockchain Architecture & Working Mechanism, Decentralized Finance (DeFi) and Tokenization, Use Cases of Smart Contracts in Banking and Insurance. Cryptocurrencies and Risks: Bitcoin, Ethereum, Stablecoins, and Central Bank Digital Currencies (CBDC), Risks and Challenges of Cryptocurrency Adoption, Future of Cryptocurrencies & Global Regulations

(15 Hours)

Unit III : AI, Big Data & FinTech Applications

Artificial Intelligence in FinTech : AI in Risk Management and Fraud Detection, Machine Learning for Credit Scoring and Loan Approvals, AI-powered Chatbots and Virtual Assistants. **Big Data Analytics in Finance:** Predictive Analytics for Investment Decisions, Behavioral Finance & Data-Driven Customer Insights, Role of Cloud Computing in Financial Data Management. **Robo-Advisors and Algorithmic Trading:** Introduction to Robo-Advisory Platforms (Wealthfront, Betterment), Algorithmic Trading and High-Frequency Trading (HFT), Ethical Concerns in AI-driven Financial Decisions. **Emerging Trends:** InsurTech, RegTech & WealthTech: InsurTech: AI and IoT in Insurance, RegTech: Compliance Automation & Fraud Prevention, WealthTech: AI-Driven Investment & Portfolio Management. **(15 Hours)**



Unit IV: Cybersecurity, Regulations & Future of FinTech

Cybersecurity Threats in FinTech: Cyberattacks: Phishing, Ransomware, and Data Breaches, Multi-Factor Authentication (MFA) and Digital Identity Security, Role of Encryption in Financial Data Protection. Regulatory and Compliance Framework: RBI and SEBI Guidelines on FinTech in India, Global FinTech Regulations (GDPR, PSD2, Basel III), Ethical and Legal Concerns in FinTech. Open Banking & API Economy: Open Banking: Benefits and Challenges, Banking-as-a-Service (BaaS) and Embedded Finance, API-driven Financial Innovations. Future of FinTech & Case Studies: Innovations in Quantum Computing & Finance, Sustainable Finance & Green FinTech, Case Study: How FinTech is Reshaping Global Markets. (15)

Hours)

Suggested Readings (Latest Editions):

1. Mastering Bitcoin: Programming the Open Blockchain – Andreas M. Antonopoulos; 2nd Edition; Published by O'Reilly Media
2. Digital Bank: Strategies for Launching or Becoming a Digital Bank – Chris Skinner; 2nd Edition; Published by Marshall Cavendish
3. FinTech Innovation: From Robo-Advisors to Goal-Based Investing and Gamification – Paolo Sironi; 1st Edition; Published by Wiley

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand core FinTech concepts and digital banking frameworks	3	2	2	3	1
CO2	Analyze and evaluate blockchain, cryptocurrency, and AI-driven financial services	3	3	2	3	1
CO3	Identify cybersecurity risks and regulatory challenges in FinTech	2	3	1	3	2
CO4	Apply FinTech strategies to real-world financial and business models	2	3	3	3	1
AVG		2.5	2.75	2.0	3.0	1.25



BBA 313: Goods & Services Tax

L-4, T-0, Credits -4

Course Objectives: The course aims to provide understanding of the latest provisions and implications of GST Law.

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

CO1. Understand the concept of GST.

CO2. Undertake assessment of GST.

CO3. Recognize the steps to file GST returns.

CO4. Understand offences and penalties under GST.

Course Content

Unit I

GST in India: Constitutional provisions of Indirect taxes, Overview of GST and its need in India Basic concepts: Supply, Composite and Mixed Supplies, Services under GST, Levy and charge of GST, Rationale for GST, GST Council, GST Network, Procedure for Registration: Person and Taxable Person, Payment of Tax. Input Tax Credit (basic understanding). Role of CBIC. **(15 Hours)**

Unit II

Assessment of Tax: Tax Invoice: Types and components, Credit and Debit Notes: Purpose and use, Maintenance of Accounts and Records, Input Tax Credit: Eligibility, conditions, and restrictions, Place and Time of Supply rules, Valuation of goods and services under GST, Exemptions under GST, Job Work under GST: Concept and procedures. Reverse Charge Mechanism, Transitional provisions. **(15 Hours)**

Unit III

Returns and Provisions: GST Returns: Types and formats (GSTR-1, GSTR-3B, etc.), Steps to file returns and their due dates, Tax Collection at Source (TCS) and Tax Deduction at Source (TDS) under GST, Demands and recovery process. Inspection, Search, Seizure and Arrest provisions. Advance ruling mechanism under GST, Appeals and revision procedures, Refund procedures and conditions. Audit under GST . E-way billing System **(15 Hours)**

Unit IV:

Other Procedures under GST: Audit, Offences and penalties under GST law, Refunds, Prosecution provisions. Activities or transactions treated as neither supply of goods nor services.

GST Practitioners: Role, registration, and responsibilities. Compliance requirements for GST practitioners. Overview of GST in Special Economic Zones (SEZ). Recent amendments and updates in GST law. Case studies and practical problems related to GST compliance **(15 Hours)**

Suggested Readings (Latest Editions):

1. Haidia, A., GST Made Easy, Taxmann
2. Ahuja, G., & Gupta, R., Direct Taxes Ready Reckoner, Wolters Kluwer India Pvt Ltd
3. Mehrotra, H.C., & Agarwal, V.P., Goods and Services Tax GST, Sahitya Bawan Publications
4. Singhania, V.K., & Singhania, M., Students Guide to Income Tax including GST, Taxmann Publications
5. Prasad, L.V.R., & Kumar, G.J.K., GST – A Brief Introduction, PK Publishers



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6. Singh, A., GST Made Simple, Centex Publications

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 Understand the concept of GST	3	2	1	2	1
CO2 Undertake assessment of GST	3	3	1	3	1
CO3 Recognize the steps to file GST returns	3	3	2	3	2
CO4 Understand offences and penalties under GST	3	2	2	2	3
AVG	3	2.5	1.5	2.5	1.75



BBA 315: Export, Import Policies, Procedures and Documentation
L-4, T-0, Credits -4

Course Objectives: This course aims to provide students an in-depth understanding of the processes involved in exporting goods, including documentation requirements and regulation. Students will learn how to navigate through export procedure, comply with legal requirements, and effectively manage export transactions.

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

- CO1.** Understand the role of exports and imports in economic development and international trade
- CO2.** Analyze export procedures and documentation
- CO3.** Evaluate institutional support for exports and related agencies
- CO4.** Apply export financing techniques and understand INCOTERMS 2020

Course Content

Unit I

Introduction: Role of exports and imports in economic development, Composition of India's foreign trade, Theories of international trade, Features and Rationale of Export Business, Essentials for Starting Export Business. Recent Trends in India's Foreign Trade, Export Potential of Indian Start-ups and MSMEs. Role of Start-up India and Make in India in Promoting Exports **(14 Hours)**

Unit II

Export and Import Procedures: Registration of importers & exporters, Export documentation (principal, auxiliary and regulatory documents) - commercial invoice, consular invoice, customs invoice, packing list, certificate of inspection, certificate of origin, bill of lading, GR form, SDF form, PP form, shipping bill, air bill/air consignment note, general excise clearance, custom clearance, insurance cover, Role of ECGC, Quality control and pre shipment inspection, HS System of classification and coding, Application of Electronic Data Interchange System (EDI) in export documentation. Case Studies on Common Documentation Errors and Compliance Issues

(16 Hours)

Unit III

Institutional Support for Export: Infrastructural facilities- Export Promotion Council (EPC), Export Promotion Zone (EPZ), Special Economic Zone (SEZ), Federation of Indian Export Organisations (FIEO), Agricultural & Processed Food Products Export Development Authority (APEDA), Role of Directorate General of Foreign Trade (DGFT), Categorization of export houses. Incentives under Foreign Trade Policy (FTP) 2023 for Exporters.

(15 Hours)

Unit IV:

Export Financing: Pre and post shipment finance, Role of EXIM bank, Mode of payment in international trade- Cash-in-Advance, Letters of credit (nature and types), Documentary Collections, Open Account, Consignment, Bills of exchange, Export pricing, INCOTERMS 2020. Role of Fintech and Blockchain in International Trade Finance. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Singh, D., & Gautam, A., Export Management, Himalaya Publishing House
2. Nabhi Publications, Export Manual, Nabhi Publications
3. Cateora, P. R., & Hess, J. M., International Marketing Management, Latest Edition



4. Ministry of Commerce, Government of India, Handbook of Export-Import Procedures
5. Sudha, P., & Pradeep, V., A Study on Export Documentation and Clearance Process at Logistics Company, Central Asian Journal of Innovations on Tourism Management and Finance
6. Kahiya, E. T., & Dean, D. L., Export Stages and Export Barriers: Revisiting Traditional Export Development, Thunderbird International Business Review

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the role of exports and imports in economic development and international trade	3	2	1	2	2
CO2	Analyze export procedures and documentation	2	3	1	3	1
CO3	Evaluate institutional support for exports and related agencies	2	2	1	3	2
CO4	Apply export financing techniques and understand INCOTERMS 2020	2	3	1	3	1
AVG		2.25	2.5	1	2.75	1.5



BBA 317: International Business Negotiation

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with the knowledge and practical skills required for successful international business negotiations, focusing on cultural influences, negotiation strategies, ethical considerations, and conflict resolution techniques, supported by hands-on simulations and real-world case studies.

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

- CO1.** Understand the core principles of international business negotiations, including cultural dimensions and negotiation frameworks
- CO2.** Analyze various negotiation strategies and tactics, and assess their effectiveness in different international business contexts.
- CO3.** Identify and address ethical challenges and conflict resolution techniques in cross-border negotiations
- CO4.** Apply negotiation strategies in practical simulations and present a final project demonstrating cross-cultural negotiation skills

Course Content

Unit I: Introduction to International Business Negotiation & Cultural Influences

Overview of International Business & Globalization: Definition of international business, Globalization and its impact on business, Importance of negotiation in international trade. Theories & Frameworks in Negotiation: Types of negotiations: Distributive vs. Integrative, Stages of negotiation process: Preparation, Discussion, Clarification, Bargaining, Closing, and Implementation, Overview of Hofstede's Cultural Dimensions Theory. Cultural Influence on Negotiations: Understanding cultural differences, Cultural intelligence (CQ) and its importance in global negotiations, Case study: International business negotiations across cultures (e.g., U.S., China, Japan). Cross-Cultural Communication: Language and non-verbal communication, Overcoming language barriers, Building trust and rapport across cultures. Geo-Political and Legal Risk Management: Understanding geopolitical influences and international legal systems; identifying and mitigating legal and political risks in cross-border negotiations. Post Negotiation Management: Strategies for managing international business relationships after negotiations; ensuring compliance, contract execution, and performance monitoring.

(17 Hours)

Unit II : Negotiation Strategies & Tactics

Negotiation Styles & Tactics: Competitive vs. Cooperative negotiation styles, Bargaining tactics: Hard vs. Soft negotiation tactics, Power dynamics in negotiation, creating value in negotiations and finding win-win solutions. Negotiation Strategies for International Business: Techniques for handling high-stakes international negotiations (trade deals, mergers, etc.). Case study: Successful international business deals. Technology in International Negotiations: Virtual negotiations and the role of digital platforms, Tools for cross-border communication and collaboration, Case study: Negotiation challenges during the COVID-19 pandemic.

(14 Hours)

Unit III: Ethical Issues, Conflict Resolution & Mediation in International Negotiations

Ethical Challenges in International Business Negotiation: Understanding ethical dilemmas in cross-border negotiations, Corruption, bribery, and managing unethical practices, International legal frameworks and regulations. Conflict Resolution in International Business: Types of conflicts in international business, Negotiation as a tool for conflict resolution,



managing disputes in cross-border business relationships, Techniques for resolving cultural and communication conflicts. Mediation and Arbitration: Role of mediation and arbitration in international business, How to mediate effectively in global business contexts, Case study: Use of arbitration in international trade disputes. (14 Hours)

Unit IV: Practical Negotiation Simulations & Final Project

Negotiation Simulations: Role-playing international negotiation scenarios, Simulated negotiations between parties from different countries, Feedback and debriefing of negotiation performances, Group exercises for analyzing negotiation strategies. **Final Project Preparation:** Researching and preparing for a simulated international negotiation, Group project presentation on a global business negotiation case, Class feedback and discussion of final projects (15 Hours)

Suggested Readings (Latest Editions):

1. Jain, V., International Trade Negotiations: The Negotiation Skills of an International Business Professional, Independently published
2. Jain, S. & Cellich, C., Global Business Negotiation: A Practical Guide, South-Western Education Publishing
3. Ghauri, P. N. & Usunier, G. C., International Business Negotiations, Pergamon
4. Malhotra, D., Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle), Berrett-Koehler Publishers
5. Cellich, C. & Jain, S. C., Creative Solutions to Global Business Negotiations, Business Expert Press
6. Kumar, R., International Business Negotiations: Theory and Practice
7. Rudd, A. & Lawson, R., Communicating in Global Business Negotiations: A Geocentric Approach, Sage
8. Maude, B., International Business Negotiation: Principles and Practice, Bloomsbury Academic
9. Barber, N. & Fletcher-Chen, J., Practical Business Negotiation, Routledge

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the core principles of international business negotiations, including cultural dimensions and negotiation frameworks	3	2	2	2	3
CO2	Analyze various negotiation strategies and tactics, and assess their effectiveness in different international business contexts	2	3	2	3	2
CO3	Identify and address ethical challenges and conflict resolution techniques in cross-border negotiations	2	3	2	2	3
CO4	Apply negotiation strategies in practical simulations and present a final project demonstrating cross-cultural negotiation skills	2	3	3	3	3
AVG		2.25	2.75	2.25	2.5	2.75



BBA 319: Legal & Regulatory Framework of Startup
L-4, T-0, Credits-4

Course Objectives: This course is intended to enable the students acquire a general understanding of some essential laws and develop sufficient understanding so that they appreciate their relevance for business management.

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

- CO1.** Understanding of laws that pertain to business organizations.
- CO2.** Develop an understanding of the structure of Indian Legal System
- CO3.** Describe the ways in which various governmental regulations affect contemporary business practices
- CO4.** Equipped to find probable solution(s) for various legal problems that may arise in the business organization

Course Content

Unit I : Introduction to Law and Legal Systems

Basic concepts of Law, Classification of Laws and Legal Systems, Indian Legal System and Administration of Justice, Constitutional Courts and their jurisdiction, Subordinate Judiciary and their jurisdiction, Tribunals and their jurisdiction, Fundamental Rights and Freedom to do business in India, Business and its regulation.

(14 Hours)

Unit-II : Laws Governing Contracts

Salient provisions of The Indian Contract Act, 1872: Essential elements of a contract, Performance of a contract, Discharge of a contract, Breach of a contract, Remedies for breach under the Indian Contract Act, 1872; Salient provisions of Sale of Goods Act, 1930: Definitions of Sale, Agreement to Sell, Goods, Conditions and Warranties, Transfer of property, Rights if a seller and buyer, Rights of an Unpaid Seller; An Overview of Alternate Dispute Resolution Mechanisms

(15 Hours)

Unit-III : Laws Governing Business Forms

Common Legal Forms of Business Organizations and their comparison, Salient aspects of The Indian Partnership Act, 1932: Formation of Partnership, Relationship between partners, Rights and liabilities of partnership, Dissolution of partnership and partnership business; Concept of Company, Salient aspects of the Companies Act, 2013: Types of Companies, Incorporation of a Company, Significance of Memorandum of Association and Articles of Association, Board of Directors and their appointment, powers, duties and liabilities, Major regulatory compliances under company law and consequences of non-compliance; Micro, Small and Medium Enterprises Act, 2002: Salient features and major policy initiatives under the Act to promote entrepreneurship.

(16 Hours)

Unit-IV : Laws Governing Relations with various Stakeholders

Investment Related Laws: Objectives of Securities and Exchange Board of India Act, 1992, Regulations related to Public Offer of Shares and Debentures, Regulations related to protection of investors; Employment Related Laws: Overview of the Code on Wages, the Code on Social Security, the Code on Industrial Relations and the Code on Occupational Safety, Health and Working Conditions with emphasis on mandatory compliances; Customer and Competition Related Laws: Brief overview on salient features of Consumer Protection Act, 1986 and Competition Act, 2002 and enforcement mechanisms for



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protection of consumer rights and sustaining competitive market conditions.
(15 Hours)



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Suggested Readings (Latest Editions):

1. Raghavan, V. K., Business Law, McGraw-Hill Education
2. Chandha, S. K., Business Law in India, Lexis Nexis
3. Tiwari, R. N., Business Laws, Vikas Publishing House
4. Singh, Avtar, Indian Contract Act, Sale of Goods Act and Partnership Act, Eastern Book Company
5. Chaudhary, R., Business and Corporate Laws, Tata McGraw-Hill
6. Sharma, S. K., Business Law for Managers, Cengage Learning

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understanding of laws that pertain to business organizations	3	2	1	2	1
CO2	Develop an understanding of the structure of Indian Legal System	3	2	1	2	2
CO3	Describe the ways in which various effect governmental regulations affect business	2	3	2	2	2
CO4	Equipped to find probable solution(s) for legal problems in business organizations	2	3	2	3	2
AVG		2.5	2.5	1.5	2.25	1.75



BBA 321: Global Entrepreneurship

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with the knowledge and skills to understand global entrepreneurship, identify opportunities for international expansion, develop business plans for global ventures, and manage challenges in cross-cultural and legal contexts.

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

- CO1.** Understand key concepts and principles of global entrepreneurship and the impact of globalization
- CO2.** Analyze global business environments and identify opportunities for international expansion
- CO3.** Develop and evaluate a business plan for global ventures, focusing on financial and risk strategies
- CO4.** Address challenges in managing global ventures, including cross-cultural and legal considerations

Course Content

Unit I: Introduction to Global Entrepreneurship

Concept of Entrepreneurship: Definition and importance of entrepreneurship in the global context, Types of entrepreneurs: Corporate, small business, social, etc., Key characteristics of a successful entrepreneur. **Globalization and its Impact on Entrepreneurship:** How globalization influences entrepreneurship, Identifying global opportunities and threats, The role of technological advancements in global entrepreneurship. **The Entrepreneurial Mindset:** Innovation, creativity, and risk-taking in global business, Entrepreneurial motivation and challenges in international markets **(14 Hours)**

Unit II : Global Business Environment

Understanding the Global Market: Market entry strategies: Franchising, licensing, joint ventures, and wholly owned subsidiaries, Cross-cultural considerations in global entrepreneurship, Political, economic, and legal environments affecting global business, **Global Competitive Landscape:** Analyzing competitors in different global markets, Global supply chains and their influence on entrepreneurship, SWOT analysis for global business opportunities. **International Business Strategies for Entrepreneurs:** Strategies for international expansion and market penetration, Exporting, importing, and direct investment, Ethical and social responsibility considerations in global business. **(16 Hours)**

Unit III : Financing Global Entrepreneurship

Sources of Finance for Global Ventures: Venture capital, angel investors, crowdfunding, Government grants and subsidies for global business initiatives. International financial institutions and their role in global entrepreneurship. **Risk Management in Global Entrepreneurship:** Identifying and managing financial, political, and market risks. Hedging strategies in global business. **Business Plan for Global Ventures:** Creating a business plan for international expansion, Financial projections and funding options for global startups, Case studies of successful global entrepreneurs and their financing strategies. **(15 Hours)**

Unit IV: Managing Global Ventures

Managing International Teams: Leadership and management styles across cultures, Building and managing a global workforce, Cross-cultural communication and conflict resolution. **Legal Considerations for Global Ventures:** International contracts and trade regulations, Intellectual property rights and patent laws globally, Taxation issues and



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international legal compliance. Sustaining and Scaling Global Ventures: Strategies for growth and scaling in international markets, Sustainability practices in global entrepreneurship, Innovation and adaptation for continued success in global business

(15 Hours)

Suggested Readings (Latest Editions):

1. Saini, S., Global Entrepreneurship: Innovation and Strategy, Vikas Publishing House,
2. Rao, P. S., International Business and Entrepreneurship, Wiley India
3. Hisrich, R. D., International Entrepreneurship: Starting, Developing, and Managing a Global Venture, Sage Publications
4. Morris, M. H., Entrepreneurship in the Global Economy: A Guide to Business Venturing, Pearson Education
5. Sharma, S., Global Business Strategy and Entrepreneurship, Cengage Learning
6. Venkataraman, S., & Sarasvathy, S. D., Entrepreneurship as a Science of the Artificial: Global Perspectives, Cambridge University Press
7. Pradhan, B., & Raghav, A., Global Entrepreneurial Strategies for Indian Startups, Springer India
8. Bhatia, A., International Business and Entrepreneurship: The Indian Context, Oxford University Press

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand key concepts and principles of global entrepreneurship and the impact of globalization	3	2	1	2	2
CO2	Analyze global business environments and identify opportunities for international expansion	2	3	2	3	2
CO3	Develop and evaluate a business plan for global ventures, focusing on financial and risk strategies	2	3	2	3	1
CO4	Address challenges in managing global ventures, including cross-cultural and legal considerations	2	2	3	2	3
AVG		2.25	2.5	2.0	2.5	2.0



BBA 325: Information Systems Management Lab

Credits-2

Course Objective: This course aims to equip students with practical skills in using business information systems tools such as Excel, databases, ERP, CRM, and DSS to support data-driven decision-making and process automation in business environments

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

- CO1. Apply spreadsheet tools (MS Excel) for performing basic financial analysis including ROI, break-even, and profit/loss statements.
- CO2. Analyze and visualize business data using Power BI to create interactive dashboards and data insights.
- CO3. Design and implement relational databases using tools like MS Access or MySQL, including ER diagrams and basic SQL queries.
- CO4. Evaluate the effectiveness of integrated business applications (ERP, CRM, DSS) in supporting various business functions and strategic decision-making.

Following the topics to be covered in laboratory with hands-on training not limited to below mentioned tools only.

S.No	Topic	Tools/Software	Expected Outcome
1.	Financial Analysis Using Excel	MS Excel	Profit/loss, ROI, break-even analysis
2.	Data Visualization & Dashboard Creation	Power BI	Charts, PivotTables, dashboards
3.	Introduction to Databases	MS Access / MySQL	Create, update, delete records
4.	Querying Business Data	MS Access / MySQL	SQL basics: SELECT, WHERE, JOIN, etc.
5.	Create Entity Relationship diagram for different cases in sync. with databases	Draw.io/Createy or any other free tool available	ER Diagram, relationship between entities, types of entities and keys
6.	Introduction to ERP Systems	ERPNext / Tally	Business process flow through ERP
7.	CRM Tools & Applications	Zoho CRM / Salesforce (demo)	Customer lifecycle and engagement
8.	DSS and Business Simulation	Excel-based Models / DSS Software	Scenario analysis and decision making

Note: Any other relevant open-source software may be used for above topics.



BBA 327: Summer Training/ Field-Based Training/ Apprenticeship

Credits-4

The Assessment of Summer Training/Field-Based Training/ Apprenticeship shall be as follows.

Internal Assessment	-	40 Marks
External Assessment (Viva Voce)	-	60 Marks

Guidelines for Assessment

1. Every student has to compulsorily do summer internship/apprenticeship/Field based training in the industry after fourth semester and has to submit the certificate of training/Apprenticeship.
2. Every student has to submit a spiral bind report to showcase the work done and learning during the summer internship/field based/apprenticeship and must appear for End Term Viva.
3. All the records to be maintained by every institute and should be able to produce whenever required by the university.
4. The duration of the training/apprenticeship will be 6-8weeks
5. The institute must appoint an internal faculty mentor for each student in order to monitor/assess the training/apprenticeship and award internal marks
6. The university will conduct an external viva of 60 marks at the end of the fifth semester



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SEMESTER VI



BBA 302: Business Policy and Strategy

L-4, T-0, Credits-4

Course Objectives: The course aims to acquaint the students with the nature, scope and dimensions of Business Policy and Strategy Management Process.

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

CO1. Describe the concept of Business Policy, its evolution and strategic management.

CO2. Perform the SWOT analysis.

CO3. Develop skills to formulate various strategies in different Business portfolio models.

CO4. Discover the issues in Strategy Implementation.

Course Content

Unit I

Introduction: Nature, Scope and Importance of Business Policy, Evolution, Forecasting, Long-Range Planning, Strategic Planning and Strategic Management, Strategic Management process, Formulation phase-vision, mission, objectives, and strategy, Implementation Phase-Strategic activities, evaluation and control. **(14 Hours)**

Unit II

Environmental Analysis: Need, Characteristics and categorization of environmental factors, approaches to the environmental scanning process-structural analysis of competitive environment, ETOP a diagnosis tool. Analysis of Internal Resources: Strengths and weakness, resource audit, strategic advantage analysis, Porter's 5 force model of Competition Analysis; Value-chain approach to internal analysis, methods of analysis and diagnosing corporate capabilities-functional area profile and resource deployment matrix, strategic advantage profile, SWOT analysis, Mckinsey's 7s framework. **(16 Hours)**

Unit III

Formulation of Corporate Strategies: Approaches to strategy formation, major strategy options-stability growth and expansion, concentration, integration, diversification, internationalization, cooperation and digitalization, retrenchment, combination strategies. **(15 Hours)**

Unit IV:

Choice of Business Strategies: BCG model, stop-light strategy model, directional policy matrix (DPM) model, Product/Market Evolution-Matrix and profit impact of market strategy (PIMS) model. Major Issues involved in the implementation of strategy, organizational cultural and behavioural factors, organization structure, role of leadership. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Kazmi, A., Strategic Management and Business Policy, McGraw Hill Education
2. Wheelen, T. L., Hunger, J. D., Strategic Management and Business Policy, Pearson Education
3. David, F. R., David, F. R., Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Pearson Education
4. Hill, C. W. L., Jones, G. R., Strategic Management: An Integrated Approach, Cengage Learning.
5. Nag, A., Strategic Management: Analysis, Implementation and Control, Vikas Publishing House



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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Describe the concept of Business Policy, its evolution and strategic management.	3	2	1	2	1
CO2	Perform the SWOT analysis.	2	3	1	2	1
CO3	Develop skills to formulate various strategies in different Business portfolio models.	2	3	2	3	1
CO4	Discover the issues in Strategy Implementation	2	2	2	3	1
AVG		2.25	2.5	1.5	2.5	1.0



BBA 304: Digital and Social Media Marketing

L-4, T-0, Credits-4

Course Objectives: The course aims to develop a solid understanding of the concepts, strategies, and tools in internet, digital, and social media marketing, enabling students to leverage these platforms to support and enhance organizational marketing initiatives.

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

- CO1.** Understand and explain the key concepts, tools, and strategies of digital and social media marketing, and how they differ from traditional marketing approaches.
- CO2.** Analyze online consumer behavior and apply digital marketing models to create engaging and user-focused digital experiences
- CO3.** Create effective digital content—including blogs, emails, and web copy—optimized for search engines and aligned with content marketing goals.
- CO4.** Plan, implement, and evaluate digital and social media campaigns using web analytics tools and performance metrics to support business objectives

Course Content

Unit I

Introduction to Digital Marketing and Online Buyer Behavior: Digital marketing meaning scope and importance, Internet versus traditional marketing communication, internet microenvironment, Business-to-Consumer (B2C) and Business-to-Business (B2B) Internet marketing, Digital marketing strategy. The Marketing Mix (7 – Ps) in online context, Managing online customer experience, Planning website design, understanding site user requirement, site design and structure, developing and testing content, Integrated Internet Marketing Communications (IIMC), Objectives and Measurement of Interactive marketing communication

(15

Hours)

Unit II

Content Marketing, Blog Creation & Email Marketing: **Content marketing:** strategy, types, and importance. Content writing techniques for websites, emails, and campaigns.

Blog creation: choosing topics, structuring blog posts, SEO-friendly writing. **Visual content:** images, infographics, and videos. **E-mail marketing:** opt-in, permission-based campaigns. Online PR and digital storytelling. Interactive advertising and online partnerships, Website optimization techniques.

(15 Hours)

Unit III

Search, Mobile & Analytics: Search Engine Marketing (SEM) and Search Engine Optimization (SEO). Keyword research and optimization strategies. Mobile marketing: in-app advertising, SMS campaigns, responsive content. Campaign planning and execution. Web analytics: tools (e.g., Google Analytics), metrics, and data interpretation. Legal and ethical issues in digital marketing

(15 hours)

Unit IV

Social Media Marketing(SMM): Introduction to SMM: role and benefits in marketing. Key platforms: Facebook, Instagram, Twitter, LinkedIn, YouTube, X(formerly Twitter). Creating platform-specific content: posts, stories, videos, reels. Influencer marketing and social listening. Social media campaign design and management. Community engagement and brand building. Social media analytics and reporting tools. Trends and innovations in social media marketing.

(15 Hours)



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Suggested Readings (Latest Editions):

1. Chaffey, D., Ellis-Chadwick, F., Digital Marketing: Strategy, Implementation and Practice, Pearson Education, 8th Edition, 2022.
2. Tuten, T. L., Solomon, M. R., Social Media Marketing, SAGE Publications, 3rd Edition, 2017.
3. Roberts, M. L., Zahay, D., Internet Marketing, Cengage Learning, 4th Edition, 2012.
4. Strauss, J., Frost, R. D., E-marketing, Routledge, 7th Edition, 2016.
5. Barker, M., Barker, D. I., Bormann, N. F., Neher, K. E., Zahay, D., Social Media Marketing: A Strategic Approach, Cengage Learning, 3rd Edition, 2022.
6. Kumar, P., How to Write a Book in 8 Days, Books That Inspire, 1st Edition, 2016.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand and explain the key concepts, tools, and strategies of digital and social media marketing, and how they differ from traditional marketing approaches	3	2	1	2	1
CO2	Analyze online consumer behavior and apply digital marketing models to create engaging and user-focused digital experiences	2	3	2	3	2
CO3	Create effective digital content—including blogs, emails, and web copy—optimized for search engines and aligned with content marketing goals	2	2	3	2	1
CO4	Plan, implement, and evaluate digital and social media campaigns using web analytics tools and performance metrics to support business objectives	2	3	3	3	2
AVG		2.25	2.5	2.25	2.5	1.5



BBA 306: Organization Effectiveness and Change
L-4, T-0, Credits-4

Course Objectives: This course explores key organizational processes and dynamics to help students understand workplace behavior and contribute to organizational effectiveness and change.

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

- CO1.** Understand key concepts and models of organizational change and development.
- CO2.** Analyze the influence of culture, climate, power, and politics in organizations
- CO3.** Apply strategies for managing conflict, intergroup behavior, and negotiation.
- CO4.** Evaluate practices for fostering creativity, innovation, and inclusion in diverse workplaces.

Course Content

Unit I

Foundations of Organizational Change and Development: Introduction to organizational change and development; Forces of change; Resistance to change; Management of change; Models of organizational change (Lewin's Change Model, Kotter's 8-Step Model, ADKAR Model); and Learning organizations. **(15 Hours)**

Unit II

Organizational Culture, Climate, and Power Dynamics: Organizational culture – definition, evolution, determinants, and dimensions; Organizational climate – meaning and factors; Power in organizations – bases of power and influence; Political behavior – sources and tactics; and the impact of power and politics on organizational functioning. **(15 Hours)**

Unit III

Conflict, Intergroup Behavior, and Negotiation: Sources and types of conflict in organizations; Reactions to conflict; Conflict management styles and strategies; Intergroup behavior – competition and collaboration; Approaches to negotiation – distributive and integrative; and Stages and strategies of negotiation **(15 Hours)**

Unit IV

Creativity, Innovation, Gender, and Cross-Cultural Management: Individual and organizational creativity; Creative blocks and strategies to overcome them; Organizational innovation – processes and enablers; Gender issues in management – stereotypes, challenges, and inclusion strategies; Women in leadership roles; and Introduction to cross-cultural management. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Bhattacharyya, D., *Organizational Change and Development*, Oxford University Press
2. Mukherjee, K., *Organizational Change and Development*, Pearson Education
3. Singh, K., *Organizational Change and Development*, Excel Books
4. Cummings, T. G., Worley, C. G., *Organization Development and Change*, Cengage Learning
5. Burke, W. W., *Organization Change: Theory and Practice*, SAGE Publications
6. Anderson, D. L., *Organization Development: The Process of Leading Organizational Change*, SAGE Publications



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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand key concepts and models of organizational change and development	3	2	1	2	1
CO2	Analyze the influence of culture, climate, power, and politics in organizations	2	3	2	2	3
CO3	Apply strategies for managing conflict, intergroup behavior, and negotiation	1	3	3	2	2
CO4	Evaluate practices for fostering creativity, innovation, and inclusion	2	2	2	3	3
AVG		2.0	2.5	2.0	2.25	2.25



BBA 308: Strategic HRM

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with the knowledge and skills to align human resource strategies with business objectives, manage workforce challenges, and address emerging trends in Strategic HRM

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

- CO1.** Analyze the nature, scope, and functions of Strategic Human Resource Management and its role in aligning HR strategies with organizational goals.
- CO2.** Demonstrate an understanding of workforce planning, talent acquisition, and retention strategies, and evaluate methods for forecasting manpower demand and supply.
- CO3.** Evaluate contemporary HR issues such as global HRM, work-life balance, and Green HRM, and develop strategies to address these challenges within a business context.
- CO4.** Apply HRM competencies and performance measurement tools like the Balanced Scorecard (BSC) in designing HR strategies that enhance organizational effectiveness and employee performance.

Course Content

Unit I : Introduction to Strategic Human Resource Management (SHRM):

Definition and Evolution of HRM, Nature and Scope of Strategic HRM, SHRM Models (Best Fit, Best Practice, Configurational Models), HRM Roles and Responsibilities in Strategic Management, Business and Organizational Restructuring: Implications for HR, The Changing Role of HR Managers in Strategy Formulation and Execution, Aligning HR Strategy with Business Strategy, Competitive Challenges and SHRM: Workforce ; Diversity, Equity, Inclusion, Belonging (DEIB) and workforce agility. Managing Protean Careers, Psychological Contracts, Employee Engagement and Developmental Leadership, Moonlighting and its Implications for Organizations

(15 Hours)

Unit II : Strategic Workforce Planning and HR Integration

Linking Strategic Planning with HR Planning: Concept of Strategic HR Planning, Forecasting Manpower Demand and Supply: Techniques and Methods, Workforce Analytics for SHRM Decision-Making, Managing Turnover, Absenteeism, and Talent Gaps. Job Analysis, Job Design & Job Re-design: Job Enlargement and Job Enrichment, Integrating Corporate Strategy and HRM, HRM and Organizational Culture Management. Managing HR during Mergers & Acquisitions: Challenges and Strategies for Aligning Workforce in M&As, Post-merger Integration of HRM Strategies

(15 Hours)

Unit III : Talent Acquisition, Development, and HR Competencies

Expanding the Talent Pool Strategically: Strategic Recruitment and Selection Practices, Linking Career Development Initiatives with Organizational Strategy, HR Competencies: Roles of HR Generalists and HR Specialists in Strategy Implementation, Strategic Training & Development: Linking Learning with Organizational Goals. Performance Measurement Systems: Balanced Scorecard (BSC) and its Application to HRM, Step-by-Step Implementation of BSC for HR, Aligning Employee Performance with Strategic Objectives.

(15 Hours)

Unit IV: Contemporary Issues and Innovations in SHRM

Strategic HRM in a Global and Evolving Environment: International Human Resource Management (IHRM): Global Workforce Management, SHRM in the Digital Age: Leveraging Technology in HR, Human Resource Information Systems (HRIS) and e-HRM,



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Wellness Programs and Work-Life Balance as Strategic HR Practices, Green HRM: Aligning Sustainability with HR Strategies. Emerging Work Patterns: Flexible Working (Shift Systems, Flexi-time, Remote Work, Casual Employment), Competency Mapping and Empowering Managers, Developing Positive Political Skills in HRM.

(15 Hours)

Suggested Readings (Latest Editions):

1. Kochhar, R., Human Resource Management: A Global Perspective, Pearson Education
2. Datt, R. & Sundaram, K.P.M., Indian Economy, S. Chand & Company Ltd.
3. Bhatia, S., Strategic Human Resource Management, Excel Books
4. Mathis, R.L., & Jackson, J.H., Human Resource Management, Cengage Learning
5. Tiwari, R.K., Human Resource Management: Text & Cases, Vikas Publishing House
6. Pattanayak, B., Human Resource Management, Prentice Hall India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Analyze the nature, scope, and functions of SHRM and its role in aligning HR strategies with organizational goals	3	2	2	3	2
CO2	Demonstrate understanding of workforce planning, talent acquisition, and evaluate forecasting methods	3	3	2	2	2
CO3	Evaluate contemporary HR issues such as global HRM, work-life balance, Green HRM, and strategize solutions in a business context	2	2	2	3	3
CO4	Apply HRM competencies and performance measurement tools like BSC to enhance organizational effectiveness and employee performance	3	3	3	3	2
AVG		2.75	2.5	2.25	2.75	2.25



BBA 310: Advertising and Brand Management

L-4, T-0, Credits-4

Course Objectives: This course aims to provide an understanding of the basic principles of advertising management and to develop an understanding of the brand concept.

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

- CO1.** Define key concepts of Integrated Marketing Communication (IMC) and Advertising Management, including objectives and strategy
- CO2.** Apply media planning strategies and evaluate advertising effectiveness
- CO3.** Analyze brand concepts, equity, and loyalty using relevant models
- CO4.** Develop and evaluate brand positioning and extension strategies

Course Content

Unit I

Concept of IMC: Definition of Advertising- Nature & Scope of Advertising Management; Setting Advertising Objectives, DAGMAR & Other Models, Advertising Planning & Strategy Making, Creative Strategy Development & Implementation. Advertising Budget. (Indian Prospects) **(14 Hours)**

Unit II

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness- Pretesting & Post testing; Social, Ethical and Legal Aspect of Advertising. **(14 Hours)**

Unit III

Brand-Concept: Naming and Importance of Brands; Types of brands, Strategic Brand Management Process; Brand Identity perspectives, Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Aaker Model of Brand Equity, Customer based brand equity, Keller model of Brand Equity .Brand Loyalty, Measures of Loyalty; Brand Personality: Definition, Measures and, Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and experiential brands.

(16 Hours)

Unit IV:

Brand Positioning: Concepts and Definitions, 3 Cs of positioning, Brand positioning and differentiation strategies, Repositioning, Celebrity Endorsements, Brand Extension; Branding strategies; Brand Hierarchy-Kapfrer Model;Line Extension; Brand Extension, Multiple Brands; New Brands; Extension; range and umbrella branding, Brand reinforcement, brand revitalization of Advertisement, managing global brands, Branding in different sectors, Case studies. **(16 Hours)**

Suggested Readings (Latest Editions):

1. Batra, R., Myer, G.J., & Aaker, D.A., Advertising Management, Pearson Education
2. Keller, K.L., Strategic Brand Management, Pearson Education
3. O'Guinn, T., & Allen, C., Advertising Management with Integrated Brand Promotion, Cengage Learning India Pvt. Ltd.
4. Shah, K., & D'Souza, A., Advertising and Promotions: An IMC Perspective, McGraw Hill Education



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5. Aaker, D., Managing Brand Equity, Prentice Hall of India
6. Shimp, T.A., Advertising Promotion and Other Aspects of Integrated Marketing Communications, Cengage India Pvt. Ltd.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Define key concepts of IMC and Advertising Management, including objectives and strategy	3	2	2	2	1
CO2	Apply media planning strategies and evaluate advertising effectiveness	2	3	2	2	1
CO3	Analyze brand concepts, equity, and loyalty using relevant models	2	3	2	3	1
CO4	Develop and evaluate brand positioning and extension strategies	2	3	3	3	1
AVG		2.25	2.75	2.25	2.5	1.0



BBA 312: Principles of Event Management

L-4, T-0, Credits -4

Course Objectives: This course aims to equip students with essential knowledge and practical skills for planning, organizing, and executing diverse events. It focuses on event logistics, budgeting, legal compliance, coordination, and the strategic role of public relations and media in event success.

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

- CO1.** Define key concepts and roles in event management.
- CO2.** Apply event management principles to plan and execute events.
- CO3.** Create event plans and evaluate their effectiveness.
- CO4.** Analyze and evaluate public relations and corporate event strategies.

Course Content

Unit I

Introduction to Event Management: Meaning and Definition of Event, Need for Event Management: Understanding the significance of events in various industries, Principles, Scope of Event Management: Types of events (corporate, social, cultural, etc.), Decision Makers in Event Management: Role of Event Managers and Technical Staff. Event Manager's Responsibilities: Organizing, budgeting, and leading the team, Establishing Policies and Procedures: Creating a framework for event success, Record Keeping Systems in Event Management: Importance of documentation and technology in event tracking. Recent trends in the event industry. **(15 Hours)**

Unit II

Event Management Procedures: Principles for Holding an Event: Key principles for planning and organizing successful events, Event Permissions and Licenses: Government policies, local authorities, phonographic performance licenses, Utility Management: Coordinating with fire brigades, ambulance, catering services, electricity, and water supply. Taxes and Legal Compliance: Understanding the taxes applicable during events (GST, etc.). Event Logistics and Coordination: Ensuring smooth operations on the event day. Use of event management tools. **(15 Hours)**

Unit III

Conduct of an Event: Event Planning Schedule: Creating timelines, setting milestones, and allocating tasks, Organizing Event Details: Arranging tables, venues, transportation, etc., Assigning Responsibilities: Role allocation for team members and stakeholders, Communication and Budgeting: Managing communication between teams, budgeting for all aspects of the event, Event Checklists: Preparing pre-event and post-event checklists to ensure no task is overlooked, Computer-Aided Event Management: Tools and software used in planning and executing events. Roles and Responsibilities of Event Managers: Specific responsibilities for different types of events (corporate, social, etc.). **(15 Hours)**

Unit IV

Public Relations and Corporate Events: Introduction to Public Relations: Concept, nature, and importance of PR in events. Types of Media in Event Management: Print, broadcast, online media, and social media. Media Management and Strategy: Planning media outreach and handling media relations. Public Relations Writing: Press releases, media kits, and other PR-related writing tasks. Corporate Event Planning: Job responsibilities of corporate event organizers. Arrangements and Budgeting: Planning for corporate events, managing guest



lists, and budgeting. Safety Measures for Corporate Events: Ensuring the safety of guests and participants. Need for Entertainment in Corporate Events: Planning entertainment that aligns with event objectives. Reporting and Evaluation: Post-event reporting and evaluation of event success. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Sharma, R., Event Management: A Professional and Developmental Approach, Cengage Learning India
2. Jain, A.K., Event Management in India: Principles and Practices, Prentice Hall India
3. Bhatia, A., Event Management: An Integrated Approach, S. Chand & Company
4. Madhukar, M., Public Relations and Event Management, Himalaya Publishing House
5. Goldblatt, J., Special Events: A New Generation and the Next Frontier, Wiley
6. Raj, P., Event Planning and Management, McGraw-Hill Education.
7. Pittman, D., & Hecht, J., The Art of Event Planning: Pro Tips from an Industry Insider, Wiley

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Define key concepts and roles in event management	3	2	2	1	1
CO2	Apply event management principles to plan and execute events	2	3	3	2	2
CO3	Create event plans and evaluate their effectiveness	2	3	3	3	2
CO4	Analyze and evaluate public relations and corporate event strategies	2	3	2	3	2
AVG		2.25	2.75	2.5	2.25	1.75



BBA 314: Financial Markets and Institutions

L-4, T-0, Credits-4

Course Objectives: The course aims to familiarize the learners with an overview of Financial Markets & Institutions in India.

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

CO1. Analyze the functioning of Financial Markets & Institutions in India.

CO2. Examine the functioning of money market and capital market.

CO3. Assess the impact of initiatives on financial inclusion.

CO4. Understand the role and functions of financial institutions.

Course Content

Unit I

Introduction to Financial System: Components of financial system, Financial system and economic development, Financial intermediaries, Overview of Indian Financial System, Financial Sector Reforms. **(14 Hours)**

Unit II

Money Market: Money market concept, role, functions and importance, money market instruments, reserve bank of india (RBI) structure and role, money market operations, monetary policy committee (MPC) structure and role, policy rates, impact of monetary policy on inflation and liquidity.

(14 Hours)

Unit III

Capital Market: Capital market concept, role, functions and importance, components of capital market, cash markets-equity and debt, depository, primary and secondary markets, derivatives and commodity markets, role of stock exchanges in India, Securities and exchange board of India (SEBI)-role in capital market development and Investor protection and awareness. Introduction to cryptocurrencies. **(16 Hours)**

Hours)

Unit IV:

Banking and Other Financial Institutions: Commercial banks-classification, payment banks, small banks, co-operative banks, recent initiatives like MUDRA financing scheme, financial inclusion, Non-performing assets (NPA)-meaning, causes and impact of NPAs on banking sector, Insolvency and bankruptcy code 2016, Role and Importance of non-banking financial companies (NBFCs), development financial institutions (DFIs), Housing finance institutions, National Housing Bank, HUDCO, Microfinance and Rural Credit, NABARD, Post Office Banks. **(16 Hours)**

Hours)

Suggested Readings (Latest Editions):

1. Gordon, E. & Natarajan, K, Financial Markets and Services, Himalaya Publishing House.
2. Kumar, V., Gupta, K., & Kaur, M., Financial Markets, Institutions and Financial Services, Taxmann's Publications.
3. Khan M. Y., & Jain, P.K., Financial Services, McGraw Hill Publishing Company.
4. Khan M. Y., Indian Financial System-Theory and Practice, Vikas Publishing House.
5. Pathak, Bharati, Indian Financial System, Pearson Education.
6. Annual Reports: Reserve Bank of India, Ministry of Finance, Government of India.



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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Analyze the functioning of Financial Markets & Institutions in India.	3	3	2	2	1
CO2	Examine the functioning of money market and capital market.	3	3	2	2	1
CO3	Assess the impact of initiatives on financial inclusion.	2	3	2	3	3
CO4	Understand the role and functions of financial institutions.	3	2	1	2	2
AVG		2.75	2.75	1.75	2.25	1.75



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BBA 316: Corporate Accounting

L-4, T-0, Credits-4

Course Objectives: The course aims to help Students to acquire conceptual knowledge of corporate accounting system and to learn the techniques of preparing the financial statements of companies.

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

- CO1.** Account for equity and debt capital of a company.
- CO2.** Prepare financial statements (Profit & Loss Account, Balance Sheet, etc.) using software.
- CO3.** Analyze revisions in the balance sheet after Internal Reconstruction of company.



CO4. Develop proficiency in the process of e-filing of annual reports of companies.

Course Content

Unit I

Accounting for Share Capital & Debentures: Accounting for Equity and Debt Capital – call money, premium, discount, forfeiture, surrender, redemption, advance and arrears. Issue and Pro-rata allotment of shares; concept & process of book building; Issue of rights and bonus shares; ESOPs and Buy Back of shares; Issue and Redemption of preference shares and Debentures. (In reference to Relevant Accounting Standards (AS and Ind AS) and Guidance Notes as applicable.) Accounting treatment for alteration of share capital and reduction of the share capital; Preparation of balance sheet after Internal Reconstruction. Profit or loss Prior to Incorporation: Meaning of profit or loss prior to incorporation; accounting treatment of profit or loss prior to incorporation. valuation of Goodwill and Share.

(14 Hours)

Unit II

Preparation of Financial Statements of Companies including one Person Company: Preparation of financial statements of corporate entities including one Person Company (excluding calculation of managerial remuneration) as per Division I and II of Schedule III of the Companies Act 2013; Preparation of Statement of Profit and Loss, Balance Sheet and Cash flow Statement of corporate entities manually and using appropriate software. (In reference to Relevant Accounting Standards, AS and Ind AS, as applicable.) Accounts of Holding Companies/Parent Companies .Preparation of consolidated balance sheet with one subsidiary company. Relevant provisions of Accounting Standard 21 (ICAI)

(16 Hours)

Unit III

Amalgamation of Companies: Concepts Amalgamation and Business Combination of companies; Consideration / purchase price for amalgamation/ business combination; accounting entries for amalgamation/business combination; preparation of amalgamated balance sheet (excluding inter-company holdings) applying AS 14/Ind AS103. **(14 Hours)**

Unit IV:

Corporate Financial Reporting: Meaning, need and objectives; Constituents of Annual Report and how it is different from financial statements; Contents of annual report; mandatory and voluntary disclosures through annual report. Contents of the Report of the Board of Directors; E-filing of annual reports of companies and XBRL Filing with specific practical exercises. **(16 Hours)**

Note: Any revision of relevant Accounting Standards/Indian Accounting Standards, which are covered above would become applicable.



Suggested Readings (Latest Editions):

1. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. Corporate Accounting. New Delhi: Vikas Publishing House.
2. Jain, S. P., & Narang, K. L. Corporate Accounting. New Delhi: Kalyani Publishers
3. Tulsian, P. C., & Tulsian, B. Corporate Accounting. S. New Delhi: Chand Publishing.
4. Monga, J. R. Fundamentals of Corporate Accounting. New Delhi: Mayur Paperbacks.
5. Shukla, M. C., Grewal, T. S., & Gupta, S. C. Advanced Accounts. Vol.-II. New Delhi: S. Chand Publishing.
6. Sehgal, A. Fundamentals of Corporate Accounting. New Delhi: Taxmann Publication

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Account for equity and debt capital of a company	3	3	1	2	1
CO2	Prepare financial statements (P&L Account, Balance Sheet, etc.) using software	3	3	1	3	1
CO3	Analyze revisions in the balance sheet after Internal Reconstruction of company	3	3	2	2	1
CO4	Develop proficiency in the process of e-filing of annual reports of companies	2	3	1	3	1
AVG		2.75	3.00	1.25	2.50	1.00

Note: Latest editions of the books must be used

Recommended Projects: Students may be encouraged to attempt the following for enhanced learning:

- i. Evaluate the details and disclosures made in the prospectus issued by reputed Companies
- ii. Examine the annual reports of an organization to check the compliance with the applicable accounting standards (AS and Ind AS).
- iii. Prepare financial statements using a set of transactions through a software.
- iv. Analyze the mandatory and voluntary disclosures made in the annual reports of reputed Companies.



BBA 318: Global Competitiveness

L-4, T-0, Credits-4

Course Objectives: This course introduces students to the fundamentals of global competitiveness and strategies to succeed in international markets. It also covers the key forms and success factors of strategic alliances as essential tools for business growth

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

- CO1.** Understand the concept of strategic alliances and acquaint themselves with the worldwide trends in this area.
- CO2.** Explain the factors responsible for the rise of strategic alliances.
- CO3.** Develop an awareness of costs and benefits of alliance arrangements.
- CO4.** Explain the process of planning successful alliances and responsibility of the alliance partners

Course Content

Unit I

Global Competitiveness: Definition and Importance, Key Drivers of Competitiveness in the Global Economy, Framework for Assessing Competitiveness: Comparative and Competitive Advantage, Porter's Diamond Model, World Economic Forum (WEF) Competitiveness Index, IMD World Competitiveness Yearbook. Various Approaches: National vs. Firm-Level Competitiveness, International Competitiveness Studies, Benchmarking and Best Practices

(14 Hours)

Unit II

Developing Competitiveness: Government Policy and Competitiveness: Role of Regulatory Environment and Reforms, Economic Liberalization and Ease of Doing Business. Quality and Productivity: Total Quality Management (TQM), Lean and Six Sigma Approaches, Benchmarking and Continuous Improvement, Role of Quality and Productivity in achieving World Class Competitiveness; Science, Technology and Innovation Policy: National Innovation Systems, R&D and Intellectual Property Rights (IPR). Human Capital and Competitiveness: Education, Skills, and Workforce Competency, Talent Retention and Global Talent Index. Role of Information Systems in Building Competitiveness: ICT Infrastructure and Digital Competitiveness, Role of AI, Big Data, and Industry 4.0. Industrial Clusters and Business Development; Cluster Development and Competitiveness, Public-Private Partnerships in Business Development. Strategic Management of Technology and Innovations: Innovation Strategy, Technology Lifecycle Management

(16 Hours)

Unit III

Global Competitiveness of Indian Industry : Current Status of Indian Industry on Global Competitiveness: Sectoral Analysis (IT, Pharma, Manufacturing, etc.), India's Ranking in Global Indices. Challenges and Causes of Uncompetitiveness: Infrastructure Deficiencies, Policy Bottlenecks, Skill Gaps and Innovation Deficit. Strategic Options for Enhancing Competitiveness: Global Value Chains (GVCs), Export Promotion and Market Diversification, FDI and Technology Transfer. Case Studies of Globally Competitive Indian Companies: Infosys, Tata Group, Mahindra, Reliance, etc.

(15 Hours)



Unit IV:

Strategic Alliances: Strategic Alliances: Concept and Types: Joint Ventures, Licensing, Franchising, Consortia. Value Creation through Strategic Alliances: Synergy and Resource Sharing, Market Access and Technology Transfer. Management of Alliances: Selection of Partners, Governance Structures and Conflict Resolution, Performance Measurement. Strategic Alliances in the Indian Context: Successful Alliances in Indian Industries, Role in Enhancing Global Reach and Competitiveness. Global Comparative Competitive study across the nations.

(15 Hours)

Suggested Readings (Latest Editions):

1. Momaya, K., International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation
2. Ajitabh, Global Competitiveness, Excel Books
3. Marcela, V. W., International Competitiveness and Technological Change, Oxford Press
4. Hamel, G., & Prahalad, C. K., Competing for the Future, Harvard Business Press
5. IMD, World Competitiveness Year Book, IMD
6. World Economic Forum, Global Competitiveness Report, World Economic Forum

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the concept of strategic alliances and acquaint themselves with the worldwide trends in this area.	3	2	2	2	1
CO2	Explain the factors responsible for the rise of strategic alliances	3	3	2	2	1
CO3	Develop an awareness of costs and benefits of alliance arrangements	2	3	2	3	1
CO4	Explain the process of planning successful alliances and responsibility of the alliance partners	3	3	3	3	1
AVG		2.75	2.75	2.25	2.5	1



BBA 320: WTO and Intellectual Property Rights

L-4, T-0, Credits-4

Course Objectives: The course is intended to sensitize the students about the importance of WTO and intellectual property in the global economy.

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

- CO1.** Understand the working and significance of world trade organization in liberalized era.
- CO2.** Be familiar with the concept of intellectual property rights and their application.
- CO3.** Appreciate the impact of WTO on Indian Economy.
- CO4.** Understand Trade Related Aspects Of Intellectual Property Rights (TRIPS) & Trade-Related Investment Measures (TRIMs) in context of international business

Course Content

Unit I

GATT and Evolution of World Trade Organization (WTO): Role of WTO in International Trade, Main Features of WTO, Agreements as a part of WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, Social Clause, Labour Standards; Implementation and Implication. Introduction to the Global Business Environment.

(15 Hours)

Unit II

General Introduction in the Intellectual Property Law: The Notion of Intellectual Property, Historical Background, The Main Fields of Intellectual Property, Industrial Property Law: Inventions, Industrial Creations Characterized by Relative Novelty (innovations), Know-How, Industrial Designs and Models, Utility Models, Layout-designs of Semiconductor Integrated Circuits (semiconductor chips), Plant Varieties, Trademarks, Geographical Indications, Trade-names, Emblems, Other Distinctive Signs; Scientific Discoveries and Neighboring Rights.

(14 Hours)

Unit III

IPR and Economic Development: Copyright Law ("Rights of Authors"), Correlation of Intellectual Property Law with Unfair Competition, Common Features of the Intellectual Property Rights, Legal Nature of the Intellectual Property Rights, Position of the Intellectual Property Law in the Legal System. International Organizations and Agreements.

(14 Hours)

Unit IV:

International Protection of Intellectual Property: World Intellectual Property Organization, TRIPS, Paris Convention for Protection of Industrial Property, Patent Cooperation Treaty, The Hague Agreement on Deposit of Industrial Designs, International Convention for Protection of New Varieties of Plants, Budapest Treaty on International Recognition of Deposit of Microorganisms, Madrid Agreement on International Registration of Trademarks and Protocol Relating to Madrid Agreement, Trademark Law Treaty, Berne Convention for Protection of Literary and Artistic Works, Rome International Convention for Protection of Performers, Producers of Phonograms and Broadcasting Organizations, The Geneva Convention for Protection of Producers of Phonograms

(16 Hours)

Suggested Readings (Latest Editions):

1. Lal, B., The WTO and the Multilateral Trading System: Past, Present and Future, Third World Network and Zen Books



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2. Bainbridge, D., Intellectual Property, Pearson Education
3. Maskus, K. E., Intellectual Property Right in the Global Economy, Institute for International Economies, Washington
4. Ganguli, P., IPR - Unleashing the Knowledge Economy, McGraw Hill Education
5. Ramappa, T., Intellectual Property Rights Under WTO: Task Before India, Wheeler Publishing
6. Jain, N. K., WTO: Concepts, Challenges and Global Development, Cambridge University Press

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the working and significance of WTO in liberalized era	3	2	2	2	1
CO2	Be familiar with the concept of intellectual property rights and their application	3	3	2	2	1
CO3	Appreciate the impact of WTO on Indian Economy	3	2	2	3	1
CO4	Understand TRIPS & TRIMS in context of international business	3	3	2	3	1
AVG		3.0	2.5	2.0	2.5	1.0



BBA 322: Sustainable Entrepreneurship

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with the knowledge and skills to develop and manage sustainable entrepreneurial ventures by integrating economic, environmental, and social dimensions into business models and strategies.

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

- CO1.** Understand the foundational concepts of sustainability and entrepreneurship and explain their interrelationship.
- CO2.** Apply tools such as the Sustainable Business Model Canvas and Life Cycle Assessment to design sustainable business strategies.
- CO3.** Analyze the challenges and opportunities faced by sustainable startups using real-world case studies.
- CO4.** Create a viable and innovative sustainable business proposal addressing environmental or social issues.

Course Content

Unit I : Foundations of Sustainable Entrepreneurship

Introduction to Entrepreneurship and Sustainability: Definition and characteristics of entrepreneurship, Evolution of entrepreneurship in the context of sustainability, Understanding sustainability: Environmental, Social, and Economic dimensions, Intersection of entrepreneurship and sustainability. The Triple Bottom Line Approach: People, Planet, and Profit: Integrating 3Ps in business practices, Case examples of TBL application in SMEs and startups. Sustainable Development Goals (SDGs): Overview of the 17 SDGs, Linking SDGs to entrepreneurial opportunities, Role of entrepreneurs in achieving SDGs at local and global levels. Characteristics of Sustainable Entrepreneurs: Values, mindset, and behaviors of eco-conscious entrepreneurs, Leadership styles suited to sustainable businesses, Ethical considerations in entrepreneurship. Challenges and Opportunities in Sustainable Entrepreneurship: Market gaps and new opportunities for innovation, Regulatory, financial, and operational barriers, Trends driving sustainability (climate change, resource scarcity, social inequality)

(15 Hours)

Unit II : Business Models and Design for Sustainability

Sustainable Business Model Innovation: Differences between conventional and sustainable business models, Introduction to the Sustainable Business Model Canvas, Case studies of innovative sustainable ventures. Circular Economy Principles: Linear vs. circular business models, Design strategies: Cradle-to-cradle, zero waste, product-as-a-service, Reverse logistics and closed-loop systems. Green Product and Service Design: Sustainable product development lifecycle, Use of sustainable materials and eco-design, Case examples from fashion, food, packaging, and electronics industries. Green Marketing and Ethical Branding: Principles of green marketing, Avoiding greenwashing: Authenticity and transparency, Creating purpose-driven brands. Measuring Sustainability: Basics of Life Cycle Assessment (LCA), Key Performance Indicators (KPIs) for sustainability, Environmental and social impact assessments.

(15 Hours)

Unit III : Strategic Management and Financing for Sustainable Ventures

Strategic Planning for Sustainability: Vision and mission alignment with sustainability, SWOT and PESTEL analysis with sustainability lens, Stakeholder mapping and materiality assessment. Financing Sustainable Startups: Introduction to impact investing and venture philanthropy, Green finance instruments: Green bonds, ESG funds, CSR grants, Crowdfunding platforms and community-based financing. Government and Institutional



Support: Overview of government schemes and subsidies (national and international), Role of public policy in encouraging sustainable enterprises, Certification and standards (e.g., B-Corp, ISO 14001, Fair Trade). Managing Risk and Compliance: Types of risks in sustainable business: Regulatory, environmental, financial, Risk mitigation strategies, Legal compliance and environmental regulations. Scaling and Sustaining Sustainable Businesses: Growth strategies for social enterprises and green startups, Partnerships and collaboration for scale, Balancing mission and profitability. (15)

Hours)

Unit IV: Tools, Technologies, and the Future of Sustainable Entrepreneurship

Tools and Frameworks for Impact Assessment: B Impact Assessment tool, ESG (Environmental, Social, Governance) metrics, Social Return on Investment (SROI). Emerging Technologies in Sustainability: Role of AI, IoT, and Blockchain in sustainable solutions, Smart agriculture, green buildings, and renewable energy, Sustainable supply chain management tools. Global and Regional Trends in Sustainable Entrepreneurship: Rise of conscious consumerism, Climate-tech, clean-tech, and social innovation trends, Global accelerators and incubators promoting sustainability. Role of Ecosystem Players: NGOs, academic institutions, media, and communities, creating ecosystems of change: cross-sector collaboration, Building and sustaining innovation hubs. Capstone Project / Startup Pitch: Ideation and validation of a sustainable business idea, preparing a business model canvas and sustainability plan, Presenting/pitching to mock investors or panels.

(15 Hours)

Suggested Readings (Latest Editions):

1. Anand, A., Tripathi, A., Sharma, K., Chauhan, A., & Agarwal, R., Sustainability, Entrepreneurship Equity and Digital Strategies, Bloomsbury Publishing India Pvt. Ltd.
2. Swami, R., Ranjan, P., & Rex, S., Sustainable Entrepreneurship Startup in India Case Bank, Nex Gen Publication
3. Sinha, J., & Bhammer, S., India's Green Startups: Entrepreneurs that are Driving Growth, Juggernaut
4. Haque, S., Srividya, N., & Sen, A., Sustainable Excellence: A Contemporary Business Perspective, Excel India Publishers
5. Dey, A.K., Sustainable Entrepreneurship: Innovation and Transformation, Bloomsbury Publishing India Pvt. Ltd.
6. Singh, A., & Reji, E.M., Social Entrepreneurship and Sustainable Development (Towards Sustainable Futures), Routledge

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the foundational concepts of sustainability and entrepreneurship and explain their interrelationship	3	2	2	3	3
CO2	Apply tools such as the Sustainable Business Model Canvas and Life Cycle Assessment to design sustainable business strategies	2	3	2	3	3
CO3	Analyze the challenges and opportunities faced by sustainable startups using real-world case studies	3	3	2	3	3
CO4	Create a viable and innovative sustainable business proposal addressing environmental or social issues	3	3	3	3	3
AVG		2.75	2.75	2.25	3.00	3.00



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BBA 324: Entrepreneurial Finance

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with the knowledge and skills to make informed financial decisions throughout the entrepreneurial venture life cycle, from idea generation to growth financing, by integrating principles of financial planning, valuation, risk assessment, and capital sourcing.

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

- CO1.** Understand and explain the role of finance in entrepreneurship and the financial needs at different stages of the venture life cycle
- CO2.** Apply financial tools such as cash flow statements, break-even analysis, and ratio analysis to evaluate a venture's performance
- CO3.** Analyze the cost of various sources of capital, assess risk-return trade-offs, and determine the venture's weighted average cost of capital (WACC)
- CO4.** Evaluate and compare venture valuation methods and financing options to develop suitable funding strategies for business growth

Course Content

Unit I

Introduction to Entrepreneurial Finance & Venture Life Cycle: Principles of Entrepreneurial Finance, Role and Importance of Finance in Entrepreneurship, The Successful Venture Life Cycle: Stages and Funding Needs, Life Cycle Approach to Teaching Entrepreneurial Finance, Developing Business Ideas & Business Models, Screening Venture Opportunities: Pricing & Profitability Considerations, Financial Feasibility & Harvest Considerations, Financial Planning: Financial Plans and Projections, Short-term Cash Planning Tools.

(15 Hours)

Unit II

Organizing, Operating, and Funding the Venture: Financing Stages: Seed, Startup, and First-Round Financing, Financial Bootstrapping Techniques, Business Angel & Early Investment Sources, Preparing and Using Financial Statements: Balance Sheet, Income Statement, Cash Flow Statement, Internal Operating Schedules, Break-even Analysis, Evaluating Financial Performance: Ratio Analysis.

(15 Hours)

Unit III

Financial Planning, Capital Costs, and Risk: Financial Planning Throughout the Venture Life Cycle, Projected Monthly Financial Statements, Types and Costs of Financial Capital: Implicit vs. Explicit Capital Costs, Financial Markets Overview, Determining the Cost of: Debt Capital, Equity Capital, Investment Risk and Return, Weighted Average Cost of Capital (WACC).

(15 Hours)

Unit IV

Venture Valuation & Financing for Growth: Valuing Early-Stage Ventures: Basic Mechanics of Valuation, Projected Financials for DCF Valuation, Accounting vs. Equity Cash Flow, Valuation Methods: Venture Capital Valuation Method, Earnings Multiplier, Discounted Dividends, Professional Venture Capital: Investment Cycle, Fund Structure, Due Diligence, Alternative Financing Options: Venture Leasing, Factoring, Receivables



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Lending, Mortgage Lending, Role of Government: State & Central Programs, Consultants, Intermediaries, and Foreign Investors. **(15 Hours)**



Suggested Readings (Latest Editions):

1. Leach, J. C., Melicher, R. W., *Entrepreneurial Finance*, Cengage Learning
2. Rogers, S., *Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur*, 4th ed., McGraw-Hill Education
3. Cumming, D. J., *The Oxford Handbook of Entrepreneurial Finance*, Oxford University Press
4. Alhabeeb, M. J., *Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business*, Wiley
5. Adelman, P. J., Marks, A. M., *Entrepreneurial Finance*, 6th ed., Pearson Education

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand and explain the role of finance in entrepreneurship and the financial needs at different stages of the venture life cycle	3	2	1	2	1
CO2	Apply financial tools such as cash flow statements, break-even analysis, and ratio analysis to evaluate a venture's performance	2	3	1	3	1
CO3	Analyze the cost of various sources of capital, assess risk-return trade-offs, and determine the venture's WACC	2	3	1	3	1
CO4	Evaluate and compare venture valuation methods and financing options to develop suitable funding strategies for business growth	2	3	2	3	1
AVG		2.3	2.75	1.25	2.75	1



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SEMESTER VII



BBA 401: Project Management

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with comprehensive knowledge and practical skills in project planning, analysis, financing, implementation, and evaluation to effectively manage projects across various sectors..

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

- CO1.** Understand and explain the fundamentals of project management, project life cycle, and idea screening techniques
- CO2.** Apply tools for technical and market analysis and demonstrate proficiency in network techniques like PERT and CPM
- CO3.** Analyze various sources of project financing and assess appropriate capital structures for different types of projects
- CO4.** Evaluate project performance through post-project evaluation techniques and explore emerging trends such as the role of IT in project management

Course Content

Unit I: Introduction to Project Management

Introduction to Projects and Project Management: Definition and characteristics of a project, Importance and objectives of project management, Benefits of effective project management in modern businesses. Tools and Techniques for Project Management: Overview of planning, scheduling, monitoring, and control tools, Use of software and manual methods, Project Organization and Team Structure: Project team composition, Roles and responsibilities of the project manager, Project stakeholder management, Determinants of Project Success: Critical success factors, Role of leadership, communication, and coordination. Project Life Cycle: Phases: Initiation, Planning, Execution, Monitoring & Control, Closure. Classification of projects (industrial, infrastructure, R&D, etc.). Project Idea Generation and Screening: Techniques for idea generation, Monitoring the business environment for opportunities, Preliminary screening criteria and process. **(16 Hours)**

Unit II

Technical Analysis: Factors considered in technical analysis, factors affecting selection of locations, Need for considering alternatives, technology selection, sources of technology, appropriate technology. Market analysis: Conduct of market survey, characterization of market, market planning, Network Techniques: Network analysis, Programme evaluation and review technique (PERT), Critical path method (CPM), identifying critical path, probability, of completing the project within given time. **(16 Hours)**

Unit III

Financing of Projects: Capital structure, sources of long-term finance, characteristics of debt, types of debt, debt financing, equity financing, preferential shares, equity shares, retained earnings, short-term sources for working capital, newer sources of finance, venture capital. **(14 Hours)**

Unit IV:

Project Evaluation and Control: Project monitoring and controlling, project evaluation, post project evaluation (Post Audit), abandonment analysis, social cost-benefit analysis, Emerging concepts and Issues in project management: role of information technology in project management. **(14 Hours)**



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Suggested Readings (Latest Editions):

1. Chandra, P., Projects: Planning, Analysis, Financing, Implementation and Review, McGraw Hill Education
2. Panneerselvam, R., Senthilkumar, R., Project Management, PHI Learning Pvt. Ltd.
3. Gray, C. F., Project Management, McGraw Hill Education
4. Pinto, J. K., Project Management: Achieving Competitive Advantage, Pearson Education
5. Desai, V., Project Management, Himalaya Publishing House
6. Gido, J., Clements, J. P., Project Management, Cengage Learning Pvt. Ltd.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand and explain the fundamentals of project management, project life cycle, and idea screening techniques	3	2	1	2	1
CO2	Apply tools for technical and market analysis and demonstrate proficiency in network techniques like PERT and CPM	2	3	1	3	1
CO3	Analyze various sources of project financing and assess appropriate capital structures for different types of projects	2	3	1	2	1
CO4	Evaluate project performance through post-project evaluation techniques and explore emerging trends such as the role of IT in project management	2	3	1	3	2
AVG		2.25	2.75	1.0	2.5	1.25



BBA 403: Fundamentals of Actuarial Sciences

L-4, T-0, Credits-4

Course Objectives: This course aims to provide a foundational understanding of actuarial science, covering its role in financial services, core mathematical and statistical tools, key concepts like insurance and annuities, and the regulatory and ethical responsibilities of actuaries

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

- CO1.** Understand the scope and applications of actuarial science in risk management and insurance
- CO2.** Apply probability and statistical concepts to evaluate risk and uncertain financial outcomes.
- CO3.** Compute actuarial values for life insurance, annuities, and pensions using life tables
- CO4.** Analyze actuarial models and regulatory frameworks relevant to the profession

Course Content

Unit I

Overview of Actuarial Science and Risk: Introduction to actuarial science: definition, history, and applications; Role of actuaries in insurance, pensions, and finance. Risk, uncertainty, and classification of risk; Time value of money: simple and compound interest, present and future value. Introduction to life tables and mortality rates. Overview of the actuarial profession and global institutes (IAI, IFoA, SOA). **(15 Hours)**

Unit II

Probability and Statistics for Actuarial Applications: Basic probability concepts: sample space, events, conditional probability; Random variables and probability distributions; Discrete: Binomial, Poisson; Continuous: Normal, Exponential; Expected value, variance, and standard deviation; Applications of probability in insurance and risk modeling. **(15 Hours)**

Unit III

Life Insurance and Annuity Mathematics: Life table functions and survival models, Life insurance contracts: term insurance, whole life insurance, Net single premium and net annual premium; Annuities: types (immediate, due, temporary, deferred), present and future values; Premium computation techniques; Reserves and policy values. **(15 Hours)**

Unit IV: Actuarial Models, Pensions & Regulation: Introduction to actuarial models: deterministic vs. stochastic. Basics of pension mathematics: defined benefit vs. defined contribution; Funding methods for pensions and retirement benefits; Indian regulatory framework: IRDAI guidelines, solvency, capital adequacy; Ethics and professionalism in actuarial practice. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Kaushal, R., Actuarial Statistics, University Science Press (Laxmi Publications)
2. Gupta, S. C., Fundamentals of Statistics, Himalaya Publishing House
3. Sathe, P. S., Introduction to Actuarial Science, University of Pune Press, Latest Edition.
4. Bowers, N. L., Gerber, H. U., Hickman, J. C., Jones, D. A., & Nesbitt, C. J., Actuarial Mathematics, Wiley India
5. Dickson, D. C. M., Hardy, M., & Waters, H. R., Actuarial Mathematics for Life Contingent Risks, Cambridge University Press India.
6. Sharma, H. S., Mathematics of Finance and Insurance, Discovery Publishing House



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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the scope and applications of actuarial science in risk management and insurance	3	3	1	2	1
CO2	Apply probability and statistical concepts to evaluate risk and uncertain financial outcomes	3	3	1	3	1
CO3	Compute actuarial values for life insurance, annuities, and pensions using life tables	3	3	1	3	1
CO4	Analyze actuarial models and regulatory frameworks relevant to the profession	3	3	1	3	1
AVG		3	3	1	2.75	1



BBA 405: Compensation Management

L-4, T-0, Credits-4

Course Objectives: This course introduces key concepts in compensation and reward management, including job evaluation, pay structures, benefits, and incentives. It helps students understand how to develop fair and effective pay systems that support business goals.

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

- CO1.** Understand and explain the principles of compensation structure, including components, objectives, and influencing
- CO2.** Apply job evaluation methods and relevant compensation theories to design competitive and equitable pay structures
- CO3.** Analyze legal and ethical frameworks related to wage codes and executive compensation to ensure regulatory compliance
- CO4.** Evaluate and develop compensation strategies using data analysis, grievance redressal mechanisms, and pay fairness practices.

Course Content

Unit I

Dynamics of Compensation Structure: Concept of Compensation structure, Objectives and benefits, Factors affecting compensation decisions, Components of compensation package, Scope and importance of compensation structure, Basic issues that help in designing the organizational strategy for compensation structure. **(15 Hours)**

Unit II

Current Trends in Designing the Compensation Structure: Introduction to job evaluation, Methods of job evaluation, Internal and external alignment in compensation structure, Market competitiveness, Application of expectancy and equity theories towards compensation structure, Cost to the company concept (CTC), Fringe Benefits: Various kinds of Fringe Benefits, ESOP, Executive remuneration, Compensation Committee and corporate governance. **(15 Hours)**

Unit III

Regulatory Framework for Compensation Structure: The Code on Wages, 2019: Key provisions and scope, Coverage of employee. Regulation of minimum wages: Fixation and revision, Role of appropriate government. payment of wages: Authorized deductions, Timely disbursement, payment of bonus: Eligibility and calculation, Set-off and set-on provisions. Compliance and Penalties: Employer responsibilities, Legal implications. Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – Legal Constraints on Pay Systems. **(15 Hours)**

Unit IV:

Grievances Redressal Relating to Conflicts Between Employers and Employees: Relating to Compensation Structure. The Employees Compensation (Amendment) Act, 2017- Issues relating to wage determination, pay grades, wage surveys: Methods and tools, Using data for decision-making. comparable worth: Gender pay gap, Legal and ethical considerations. competency-based pay, method of calculating wages: Time-based and piece-rate systems, Variable pay. **(15 Hours)**



Suggested Readings (Latest Editions):

1. Cascio, W. F., *Managing Human Resources: Productivity, Quality of Work Life, Profits*, McGraw-Hill Education
2. Duff, M. C., *Workers' Compensation Law: A Context and Practice Casebook*, Carolina Academic Press
3. Henderson, R. I., *Compensation Management in a Knowledge-based World*, Pearson Education
4. Milkovich, G. T., Newman, J. M., Venkata Ratnam, C. S., *Compensation*, McGraw-Hill/Irwin.
5. Sharma, J. P., *An Easy Approach to Company and Compensation Laws*, Ane Books Pvt. Ltd.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand and explain the principles of compensation structure, including components, objectives, and influencing factors	3	2	2	1	2
CO2	Apply job evaluation methods and relevant compensation theories to design competitive and equitable pay structures	2	3	2	2	2
CO3	Analyze legal and ethical frameworks related to wage codes and executive compensation to ensure regulatory compliance	2	3	2	1	3
CO4	Evaluate and develop compensation strategies using data analysis, grievance redressal mechanisms, and pay fairness practices	2	3	3	3	2
AVG		2.25	2.75	2.25	1.75	2.25



BBA 407: Counseling Skills for Managers

L-4, T-0, Credits-4

Course Objectives: This course aims to equip managers with counseling and negotiation skills to enhance leadership, resolve conflicts, and improve team dynamics through effective communication and emotional intelligence.

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

- CO1.** Understand and explain the fundamentals of counseling, its relevance to management, and different counseling approaches used in organizational contexts
- CO2.** Apply counseling skills and psychological techniques such as CBT, motivational interviewing, and person-centered approaches to address employee issues and foster workplace well-being
- CO3.** Analyze behavior change challenges, role conflicts, and interpersonal issues in organizations and propose appropriate counseling interventions to resolve them.
- CO4.** Evaluate negotiation scenarios and develop effective strategies that integrate ethical considerations, trust-building, and cross-cultural dynamics to achieve desired outcomes.

Course Content

Unit I

Introduction to Counseling and its Organizational Application: Counseling: Introduction, Definition of counseling and its relevance to management, The role of counseling in leadership and employee relations, Approaches to Counseling, Directive vs. Non-directive counseling, Integrative and developmental approaches, Person-centered counseling techniques, Goals and Process of Counseling, Understanding the objectives of counseling, The counseling process: phases and stages, Counseling Procedures and Skills, Key counseling skills, Problem identification and solution-finding, Techniques for creating a supportive and non-judgmental environment, Organizational Application of Counseling Skills, Using counseling skills to improve employee well-being and productivity, Enhancing communication and emotional intelligence within teams, Conflict management and resolution using counseling techniques.

(15 Hours)

Unit II

Behavior Change, Techniques, and Application in Organizational Context: Changing Behaviors through Counseling, Psychological theories on behavior change, Counseling strategies for facilitating positive behavior modification, Overcoming resistance to change in employees, Specific Techniques of Counseling, Cognitive Behavioral Therapy (CBT) techniques, Solution-focused counseling, Motivational interviewing, Role-playing and behavior rehearsal, Role Conflicts of Managers and Counseling, Identifying role conflicts and their impact on managers and employees, Counseling techniques for addressing role conflict in leadership, Balancing managerial responsibilities with emotional and interpersonal demands, Application of Counseling in Specific Organizational Situations, Dealing with Problem Subordinates, Performance Management, Alcoholism and Other Substance Abuse, Ethics in Counseling.

(15 Hours)

Unit III

Negotiation Skills for Managers: Negotiation: Introduction, Nature and Need for Negotiation, The Negotiation Process, Stages of negotiation, Types and Styles of



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Negotiation, Strategies and Tactics in Negotiation, Key negotiation strategies, Tactics for gaining leverage, Managing power dynamics during negotiations, Barriers in Effective Negotiation, Communication Style in Negotiation, Breaking Deadlocks in Negotiation.

(15 Hours)

Unit IV

Advanced Negotiation Concepts: Role of Trust in Negotiations, The impact of trust on outcomes and relationships, Overcoming trust deficits in complex negotiations, Negotiation and Information Technology (IT), Managing cross-cultural and international negotiations in a digital environment, Ethics in Negotiation, Balancing competitive advantage with ethical behavior, Case studies of unethical negotiation practices, Cultural Differences in Negotiation Styles, Strategies for negotiating across cultures and regions, Gender in Negotiations, Gender-based challenges and opportunities in negotiations, Context of Mediation, Mediator techniques, Negotiation as Persuasion, Persuasion techniques in negotiations.

(15 Hours)

Suggested Readings (Latest Editions):

1. Singh, K., Counselling Skills for Managers, PHI Learning
2. Carroll, M., Workplace Counseling, Sage Publications
3. Kottler, J. A., & Shepard, D. S., Introduction to Counseling: Voices from the Field, Cengage Learning
4. Moursund, J., The Process of Counseling and Therapy, Prentice Hall
5. Patterson, L. E., & Welfel, E. R., The Counseling Process: A Multitheoretical Integrative Approach, Brooks/Cole
6. Kolb, D., & Williams, J., The Shadow Negotiation, Simon & Schuster
7. Korobkin, R., Negotiation Theory and Strategy, Aspen Publishers

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand and Explain the fundamentals of counseling, its relevance to management, and different counseling approaches used in organizational contexts	3	2	2	2	2
CO2	Apply counseling skills and psychological techniques such as CBT, motivational interviewing, and person-centered approaches to address employee issues and foster workplace well-being	2	3	3	2	2
CO3	Analyze behavior change challenges, role conflicts, and interpersonal issues in organizations and propose appropriate counseling interventions to resolve them	2	3	3	3	2
CO4	Evaluate negotiation scenarios and develop effective strategies that integrate ethical considerations, trust-building, and cross-cultural dynamics to achieve desired outcomes	2	3	3	2	3
AVG		2.25	2.75	2.75	2.25	2.25



BBA 409: Human Resource Metrics and Analytics

L-4, T-0, Credits-4

Course Objectives: This course aims at equipping students with foundational knowledge of HR metrics and analytics by focusing on measuring HR processes, compiling data, and applying statistical tools for effective decision-making

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

- CO1.** Understand key HR metrics and their relevance to organizational performance
- CO2.** Apply tools to collect and analyze HR data across functional areas
- CO3.** Analyze HR data using statistical techniques to support decision-making
- CO4.** Design HR dashboards and analytics strategies for organizational impact

Course Content

Unit I

HR Metrics: Measuring HR Functions and Processes: Introduction to HR Metrics, Approaches to HR Metrics, Objectives of HR Metrics, Tools for Compiling HR Data and Metrics, HR Functional and Process-related Metrics, Workforce Planning Metrics, HR Deployment Metrics, Recruitment Metrics, Selection Metrics, Performance Metrics, Training and Learning Metrics, Compensation and Benefits Metrics, Employee Relations Metrics, Qualitative and Quantitative HR Outcome Metrics, Social, Demographic, and Occupational Metrics, Methods of Data Capture and Benchmarking, Aligning HR Metrics with Organizational Performance **(15 Hours)**

Unit II

Introduction to Analytics in HR: Meaning and Scope of Analytics in HR, Evolution of HR Analytics, Typical Sources of Data, Overview of Data Formats, Data Types, Data Storage and Management, Understanding Data Visualization, Quantitative and Qualitative Data Analysis Techniques in HR Analytics, Predictive Analytics in HR, Integration with Strategic Decisions **(15 Hours)**

Unit III

Advanced HR Analytics: Impact and Decision Making: Effectiveness and Efficiency: Outcome and Impact Analysis, ROI on HR Initiatives, HR Dashboards and Reporting Tools, HR Analytics and HR Decisions, Data-Driven HR Decisions, Data Integrity and Security Issues in HR Analytics, Ethical Considerations in HR Analytics **(15 Hours)**

Unit IV

Practical Application of HR Analytics: Hands-On Experience with HR Metrics and Analytics Tools, Data Collection and Analysis, Creating and Interpreting HR Dashboards, Developing HR Analytics Strategy, Aligning Analytics with Organizational Goals, Building a Data-Driven HR Culture, HR Analytics Implementation. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Edwards, M. R., & Edwards, K., Predictive HR Analytics: Mastering the HR Metric, Kogan Page
2. Isson, J. P., & Harriott, J. S., People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop and Retain Talent, Wiley
3. Marr, B., Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page
4. Soundararajan, R., & Singh, K., Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage



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5. Rao, T. V., HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage
6. Gupta, A., & Mishra, S., Human Resource Analytics: Understanding the Significance of HR Metrics and Data in the Modern Workforce, Pearson India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 Understand key HR metrics and their relevance to organizational performance	3	2	2	3	1
CO2 Apply tools to collect and analyze HR data across functional areas	2	3	2	3	1
CO3 Analyze HR data using statistical techniques to support decision-making	2	3	3	3	1
CO4 Design HR dashboards and analytics strategies for organizational impact	2	3	3	3	2
AVG	2.25	2.75	2.5	3.0	1.25



BBA 411: Marketing Analytics

L-4, T-0, Credits-4

Course Objectives: This course aims at providing foundational knowledge of marketing research methods and their application in areas such as consumer behavior, advertising, and product development

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

- CO1.** Understand the marketing research process and differentiate among research designs and scaling techniques
- CO2.** Apply appropriate methods for data collection, sampling, and questionnaire design in marketing research
- CO3.** Analyze and interpret marketing data using hypothesis testing and statistical tools
- CO4.** Evaluate marketing research applications and ethical considerations in areas such as consumer behavior, advertising, and product development

Course Content

Unit I

Introduction: Nature and scope of Marketing Research, Marketing Research Process, Formulation of research problem; Research Design: Exploratory, Descriptive and Conclusive research, Scaling techniques: Comparative and Non-Comparative Scaling Techniques, Reliability and Validity of Scales **(15 Hours)**

Unit II

Data Collection Methods: primary and Secondary Data, Sources of Secondary Data, Conducting review of literature; Qualitative Research Tools: Depth Interviews, focus groups and projective techniques, Observation method, Survey and Questionnaire Design: Form and layout, Pilot testing, Sample Design and Field Work: Probability and Non-Probability Sampling Techniques, Sample Size determination, Data coding and data preparation, tabulation, Graphical presentation, sampling and non-sampling errors **(15 Hours)**

Unit III

Hypothesis Testing and Marketing Analytics: Concepts, Parameter and Non-parametric Testing, Use of statistical Software; Univariate and Multivariate data analyses techniques. Predictive Analytics for Sales Forecasting; Social Media and Sentiment Analysis. **(18 Hours)**

Unit IV

Marketing Research Applications and Ethical Considerations: Consumer research, attitude measurement and scaling techniques; Product research; Advertising research; Ethical issues in Marketing Research. **(12 Hours)**

Suggested Readings (Latest Editions):

1. Malhotra, N.K., & Dash, S., Marketing Research: An Applied Orientation, Pearson Education
2. Burns, A.C., Veeck, A.F., & Bush, R.F., Marketing Research, Pearson Education
3. Churchill, G., Iacobucci, D., & Israel, D., Marketing Research: A South Asian Perspective, Cengage Learning
4. Zikmund, W.G., & Babin, B.J., Exploring Marketing Research, Cengage Learning
5. Aaker, D.A., Kumar, V., Leone, R.P., & Day, G.S., Marketing Research, Wiley India
6. Bradley, N., Marketing Research: Tools and Techniques, Oxford University Press



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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the marketing research process and differentiate among research designs and scaling techniques	3	2	2	2	1
CO2	Apply appropriate methods for data collection, sampling, and questionnaire design in marketing research	2	3	2	3	1
CO3	Analyze and interpret marketing data using hypothesis testing and statistical tools	2	3	3	3	1
CO4	Evaluate marketing research applications and ethical considerations in areas such as consumer behavior, advertising, and product development	2	2	3	3	2
AVG		2.25	2.5	2.5	2.75	1.25

Note: Practicals to be included based on tools like Python/ Power Bi/ Tableau/ Excel Dashboards wherever applicable



BBA 413: Customer Relationship Management

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with a comprehensive understanding of customer relationship management principles, enabling them to analyze, design, and implement customer-centric strategies using data-driven tools and technology to enhance customer satisfaction and organizational performance.

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

- CO1.** Define and explain the key concepts, models, and processes involved in customer relationship management.
- CO2.** Apply relationship marketing and customer segmentation strategies to develop effective CRM plans.
- CO3.** Analyze customer data and evaluate CRM techniques such as loyalty programs, retention strategies, and customer lifetime value.
- CO4.** Design and propose CRM solutions using technological tools to address real-world customer relationship challenges.

Course Content

Unit I: Introduction to CRM and Strategic Foundations

Concept, Definition, and Importance of CRM, Key Elements and Benefits of CRM, Phases in the CRM Process, Models of CRM: IDIC, QCi, CRM Value Chain, Payne's Five-Process Model. e-CRM: Meaning, Scope, and Application. Understanding Customer Relationships: Types, Dynamics, and Expectations. Relationship Management Theories: Social Exchange, Commitment-Trust Theory. Developing CRM Strategy, Relationship-Oriented Organizations and Culture, CRM Architecture and Strategic Fit with Business Goals **(15 Hours)**

Unit II : Marketing and Customer-Centric Aspects of CRM

Customer Data and Customer Knowledge, Market Segmentation for CRM, Communication Channels for CRM: Email, Phone, Social Media, Web, In-Person, Influencing Consumer Behavior through CRM. Personalization and Customization Strategies. Developing Customer Propositions and Value Offerings, Pricing Strategies Based on Customer Insights, Organizational Relationship Policies and Practices, Contact Moments and Customer Touchpoints, Enhancing Customer Experience through Relationship Marketing **(15 Hours)**

Unit III : Analytical CRM and Customer Insights

Analytical CRM: Meaning and Importance, Customer Data Management, Data Mining for CRM, Process, Value, and Applications. Customer Segmentation and Profiling Using Data, Designing and Managing Loyalty Programs. Measuring CRM Effectiveness and ROI, Retention Strategies and Churn Analysis, Cross-Selling and Up-Selling Techniques. Customer Lifetime Value (CLV): Calculation Methods and Business Implications. Predictive Analytics in CRM **(15 Hours)**

Unit IV: Operational CRM and Implementation

Operational CRM Overview and Tools, CRM Channels: Call Centers, Direct Mail, In-store Services. Role of Internet and Technology in CRM: Digital CRM, Social CRM, and Mobile CRM. Overview of CRM Systems (e.g., Salesforce, Zoho, HubSpot), Data Warehousing and Data Marts in CRM, CRM Implementation Roadmap: Planning, Customization, User Training, and Adoption. Project Management in CRM Deployment, Challenges in CRM Implementation, Legal and Ethical Aspects: Data Privacy and Security. Emerging Trends: AI in CRM, Chatbots, Voice of the Customer (VoC). **(15 Hours)**



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Suggested Readings (Latest Editions):

1. Peelen, E., Customer Relationship Management, Pearson Education
2. Buttle, F., & Maklan, S., Customer Relationship Management: Concepts and Technologies, Routledge
3. Chandra, P., Customer Relationship Management, Dreamtech Press
4. Kumar, V., Customer Relationship Management: A Strategic Approach, Cambridge University Press
5. Shainesh, G., & Sheth, J. N., Customer Relationship Management: Emerging Concepts, Tools, and Applications, McGraw Hill Education
6. Peppers, D., & Rogers, M., Managing Customer Relationships: A Strategic Framework, Wiley
7. Dyche, J., The CRM Handbook: A Business Guide to Customer Relationship Management, Addison-Wesley

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Define and explain the key concepts, models, and processes involved in customer relationship management.	3	2	1	2	1
CO2	Apply relationship marketing and customer segmentation strategies to develop effective CRM plans	2	3	2	3	2
CO3	Analyze customer data and evaluate CRM techniques such as loyalty programs, retention strategies, and customer lifetime value	2	3	2	3	1
CO4	Design and propose CRM solutions using technological tools to address real-world customer relationship challenges	1	2	3	3	2
AVG		2.0	2.5	2.0	2.75	1.5



BBA 415: Industrial Marketing

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with a clear understanding of industrial marketing, emphasizing market dynamics, customer behavior, strategy, pricing, distribution, and sales management.

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

- CO1.** Understand the core concepts and strategies in industrial marketing, including types of industrial products, customers, and market structures.
- CO2.** Analyze and evaluate industrial buying behavior, buyer-seller relationships, and the impact of these factors on marketing strategies.
- CO3.** Apply strategic planning techniques in product development and pricing, and develop effective marketing strategies for industrial products.
- CO4.** Create and implement a sales management plan, incorporating industrial marketing logistics and distribution channels to maximize efficiency and customer satisfaction.

Course Content

Unit I : Introduction to Industrial Marketing

Basic of Industrial Marketing: Understanding the concept and importance of industrial marketing, Attributes of marketing strategy, Types of industrial products and customers, Industrial process exchange, Industrial customer segmentation (OEMs, government customers, institutions, etc.). Understanding Industrial Markets: Differences between industrial and consumer markets, Market structure and customer behavior, Industrial marketing landscape and trends in India, Industrial development and strategy elements

(15 Hours)

Unit II : Industrial Buying Behavior and Buyer-Seller Relationships

Industrial Buying Behavior: Organizational buying and its features, Types of buying situations: Straight Rebuy, Modified Rebuy, New Task, System Buy. The Buying Center Concept and decision-making process, Models of buyer behavior (Sheth Model, Webster and Wind Model), Vendor analysis and performance ratings. Buyer and Seller Relationships: Conceptual model of buyer-seller relationships, Interaction of sales representatives and buyer perceptions, Types of relationships: Transactional, Value-Added, Collaborative, Technological contributions, dependence, and sales potential.

(15 Hours)

Unit III : Strategy Planning, Product Development, and Pricing in Industrial Marketing

Strategy Planning in Industrial Markets: Market segmentation and targeting strategies, Positioning and differentiation in industrial marketing. Developing a positioning strategy, Decision Support System (DSS) for strategic planning. Product Development Strategy: New product development and stages, Industrial product life cycle: Introduction, Growth, Maturity, and Decline. Product evaluation and perceptual mapping. Pricing in Industrial Marketing: Factors affecting pricing decisions in industrial marketing, Pricing policies: Skimming, Penetration, Product Differentiation, Pricing strategies at different product life cycle stages. Government regulations and competitive analysis

(15 Hours)

Unit IV: Distribution Channels, Logistics, and Sales Management in Industrial Marketing

Industrial Distribution Channels: Marketing channels and physical distribution, Channel design process: Direct and indirect channels, Types of industrial middlemen and



intermediaries, Managing channel conflicts and ensuring efficient distribution. Industrial Marketing Logistics: Logistics system and physical distribution models (JIT system, Total Cost Approach), Customer service levels and impact of marketing logistics on intermediaries. Sales Force Management and Sales Promotions: Functions and responsibilities of sales force management, Key account management, selection, training, and compensation, Sales promotions techniques in industrial marketing: Trade Shows, Catalogs, Direct Mail, etc., Personal selling and advertising in industrial settings

(15 Hours)

Suggested Readings (Latest Editions):

1. Agarwal, S., & Jain, N., Industrial Marketing, Pearson India
2. Czinkota, M.R., & Ronkainen, I.A., International Industrial Marketing, Wiley India
3. Kotler, P., & Keller, K.L., Marketing Management: A South Asian Perspective, Pearson India
4. Rao, A.P., Industrial Marketing Management, Wiley India
5. Kumar, V., & Rahman, Z., Marketing Management in the Indian Context, Pearson India
6. Bennett, R., & Shaw, D., Industrial Marketing Strategy, Sage Publications India.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the core concepts and strategies in industrial marketing, including types of industrial products, customers, and market structures	3	2	1	2	1
CO2	Analyze and evaluate industrial buying behavior, buyer-seller relationships, and the impact of these factors on marketing strategies	2	3	2	3	2
CO3	Apply strategic planning techniques in product development and pricing, and develop effective marketing strategies for industrial products	2	3	2	3	1
CO4	Create and implement a sales management plan, incorporating industrial marketing logistics and distribution channels to maximize efficiency and customer satisfaction	1	2	3	3	2
AVG		2.0	2.5	2.0	2.75	1.5



BBA 417: Banking Principles and Practices

L-4, T-0, Credits-4

Course Objectives: This course equips students with a comprehensive understanding of banking principles, including the Indian financial system, banking operations, technology, ethics, and marketing, preparing them for success in the evolving banking industry

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

- CO1.** Identify and describe the key components, institutions, and regulatory frameworks of the Indian financial system
- CO2.** Analyze banking products, services, and technologies to enhance operations and customer experience using banking principles and risk management strategies
- CO3.** Evaluate the effectiveness of security measures, regulations, and technological advancements, and create innovative solutions to improve banking operations
- CO4.** Critically assess ethical challenges in banking and design marketing strategies and CRM approaches that adhere to ethical standards and enhance customer trust

Course Content

Unit I : Indian Financial System & Banking Regulation

Overview of the Indian Financial System, Role and functions of RBI, Commercial Banks, NBFCs, Cooperative Banks, PDs, FIs. Tools of Monetary Control; CRR, SLR. Equity & Debt Markets, SEBI, IRDA. Banking Regulation: Objectives and Functions of RBI, Tools of Monetary Control. Retail Banking, Wholesale Banking, and International Banking. Role of Money Markets, Debt Markets & Forex Market. SEBI's Role in Capital Markets. Risk Management & Basel Accords. CIBIL, Fair Practices Code for Debt Collection, BCSBI. Recent Developments in the Indian Financial System **(15 Hours)**

Unit II: Functions of Banks and Banking Operations

Banker-Customer Relationship, Different Deposit Products & Services; KYC/AML/CFT norms. Payment Systems; Cheques & Negotiable Instruments, Consumer Protection Laws (COPRA, Banking Ombudsman), Opening Accounts, Ancillary Services, and Cash Management. Principles of Lending, Working Capital Assessment & Credit Monitoring. Priority Sector Advances and Agricultural Finance, MSMEs & Government-Sponsored Schemes. Non-Performing Assets (NPAs), Documentation & Securities. Financial Inclusion, Financial Literacy, and ICT in Banking **(15 Hours)**

Unit III : Banking Technology

Essentials of Bank Computerization, Payment Systems & Electronic Banking (ATMs, Electronic Fund Transfers, etc.), Data Communication Networks, SWIFT, and EFT Systems. Role of Technology Upgradation in Banks. Security Considerations, IT Act, Computer Audit. Preventive Vigilance in Electronic Banking (Phishing, Cybersecurity).Role of Digital Banking and Technology in Customer Experience **(15 Hours)**

Unit IV: Marketing of Banking Services & Ethics in Banking

Marketing of Banking Services: Concepts, Management, Marketing Mix. Consumer Behavior and CRM in Banks. Pricing Strategies in Banking Services, Distribution Channels: Net Banking, Mobile Banking, and Direct Selling Agents (DSA). Marketing Information Systems, Ethics in Banking: Business Ethics, Banking Ethics, and Ethical Foundations. Work Ethics, Conflict of Interest, Sexual Harassment, Whistleblowing. **(15 Hours)**



Suggested Readings (Latest Editions):

1. Khan, M.Y., Indian Financial System, Tata McGraw-Hill Education
2. Desai, Vasant, The Indian Financial System and Development, Himalaya Publishing House
3. Varshney, P.N., Banking Law and Practice, Sultan Chand & Sons
4. Khubchandani, B.S., Principles and Practices of Banking, Macmillan India Ltd.
5. Srivastava, R.M., Banking in India: Policies, Practices, and the Challenges, Ramesh Book Depot
6. Shukla, R.M., Modern Banking in India: Theory and Practice, S. Chand Publishing

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes	PO1	PO2	PO3	PO4	PO5
CO1 Identify and describe the key components, institutions, and regulatory frameworks of the Indian financial system	3	2	1	2	2
CO2 Analyze banking products, services, and technologies to enhance operations and customer experience using banking principles and risk management strategies	2	3	2	3	1
CO3 Evaluate the effectiveness of security measures, regulations, and technological advancements, and create innovative solutions to improve banking operations	2	3	2	3	2
CO4 Critically assess ethical challenges in banking and design marketing strategies and CRM approaches that adhere to ethical standards and enhance customer trust	1	2	3	2	3
AVG	2.0	2.5	2.0	2.5	2.0



BBA 419: Behavioural Finance

L-4, T-0, Credits-4

Course Objectives: This course aims at providing students with an understanding of behavioral finance, focusing on the psychological factors influencing investor behavior and market inefficiencies.

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

- CO1.** Understand key concepts in behavioral finance and their impact on financial markets.
- CO2.** Analyze psychological biases affecting investor behavior and market dynamics.
- CO3.** Evaluate challenges to market efficiency using behavioral finance theories.
- CO4.** Apply behavioral insights to real-world investment strategies and market anomalies.

Course Content

Unit I: Introduction to Behavioral Finance and Market Rationality

Overview of Behavioral Finance, Introduction to Behavioral Finance and its evolution, Differences between traditional finance theories and behavioral finance. Rationality vs. Psychology in Finance, the role of cognitive biases and emotions in decision making, how psychology affects financial decision making, Agency Theory, Conflicts of interest in financial markets. Corporate governance and decision-making, Prospect Theory, Concepts: loss aversion, framing, reference points. Implications of Prospect Theory in investment decisions. Traders' Brain, Psychological processes behind market behavior. Decision-making under uncertainty and stress, Overreaction and Optimism, Investor sentiment and its impact on market bubbles and corrections. Role of optimism in financial markets, Case Studies: Real-world examples of irrational behavior in markets (e.g., market bubbles, overreaction).

(14

Hours)

Unit II: Challenges to Market Efficiency and Risk

Challenges to Market Efficiency, Overview of Efficient Market Hypothesis (EMH), Behavioral critiques of market efficiency. Momentum vs. Reversal, Market anomalies: momentum and mean reversion. How these anomalies challenge traditional finance theories, Noise Trader Risk. Impact of irrational traders (noise traders) on market prices. Noise trader risk in financial markets, Attitude to Risk, Understanding risk preferences and biases (e.g., risk aversion, overconfidence), How investors' attitude to risk influences market behavior. Expected Utility Theory, the role of expected utility theory in financial decision-making, its limitations in explaining investor behavior. Mental Accounting, Concept of mental accounting and its effects on investment decisions, Implications for portfolio management, Investor Sentiment and Market Trends, how sentiment influences market movements, Case studies on how sentiment-driven trends impact financial markets.

(15 Hours)

Unit III: Heuristics, Biases, and Investor Behavior Heuristics and Decision Making: Understanding heuristics in investor decision-making: availability, representativeness, and anchoring. Biases in Financial Decision Making: Overconfidence, confirmation bias, and hindsight bias in investment decisions. Overconfidence and Over-optimism: Behavioral explanations for excessive risk-taking due to overconfidence. Emotion and Reasoning in Investment Decisions: The role of emotions like fear and greed in financial decision making, Emotional influence on market volatility. Excessive Risk-Taking: Behavioral reasons for excessive risk-taking in financial markets, The role of framing effects and overconfidence. Behavioral Explanation for Anomalies. Overview of market anomalies: the January effect, value vs. growth investing. How these anomalies challenge efficient market theories. Excessive Volatility: Understanding excessive volatility and its behavioral causes. Case



studies of market swings. Loss Aversion and Gamblers' Fallacy, Impact of loss aversion on investor decisions. Gamblers' fallacy and its implications on market behavior. Case Studies: Real-life examples of biases and heuristics affecting market outcomes (e.g., 2008 financial crisis, dot-com bubble)

(16 Hours)

Unit IV: Investor Behavior, Conformity, and Behavioral Insights into Market Anomalies

Investor Behavior and Decision Making: role of individual psychology in investment decisions, how cognitive biases influence behavior and market outcomes. Conformity vs. Contrarian Investing: Herding behavior in financial markets and its impact on market prices, Contrarian investment strategies and their behavioral foundations. Group Psychology on Boards: Decision-making in groups (e.g., corporate boards) and its effect on market behavior, Impact of groupthink and consensus on financial decisions. Personality and Biases: How individual personality traits affect financial decisions, Understanding risk tolerance and decision-making styles. Conformity and Herd Behavior in Markets: Dynamics of herd behavior and its role in market bubbles and crashes, Psychological drivers of herd behavior. Contrarian Strategies: Understanding contrarian investment strategies and their roots in behavioral finance, Personality Types and Investment Decisions: Influence of different personality types on investment choices, Behavioral impact of personality traits like aggression or conservatism. Groupthink and Market Impact: Groupthink's role in collective investment decisions, Behavioral implications for market stability and bubbles. Investor Psychology and Financial Products: Psychological influences on the use of financial products such as derivatives, ETFs, and mutual funds. Case Studies: investor behavior during market crises and booms:

(16 Hours)

Suggested Readings (Latest Editions):

1. Ackert, L., Understanding Behavioral Finance, Cengage Learning Pvt. Ltd., 2nd Edition, 2020.
2. Forbes, W., Behavioral Finance, Wiley Books
3. Shefrin, H., Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, Harvard Business School Press
4. Shleifer, A., Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press
5. Singhal, V., Beyond the Random Walk: A Guide to Stock Market Anomalies and Low-Risk Investing, Oxford University Press
6. Thaler, R. H., Advances in Behavioral Finance, Russell Sage Foundation
7. Bhattacharya, B., & S. B. Das, Behavioral Finance: An Indian Perspective, Sage Publications,
8. Pattanaik, S., Behavioral Finance: An Indian Outlook, Prentice Hall

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand key concepts in behavioral finance and their impact on financial markets	3	2	1	2	1
CO2	Analyze psychological biases affecting investor behavior and market dynamics	2	3	2	3	1
CO3	Evaluate challenges to market efficiency using behavioral finance theories	2	3	1	3	2
CO4	Apply behavioral insights to real-world investment strategies and market	2	3	2	3	2



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	anomalies					
AVG		2.25	2.75	1.5	2.75	1.5



BBA 421: Corporate Taxation

L-4, T-0, Credits-4

Course Objectives: This course aims to provide students with a conceptual and practical understanding of Indian corporate tax laws, tax planning strategies, and international taxation. It equips learners to apply tax principles in financial decision-making and assess tax implications on corporate operations

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

- CO1.** Explain key provisions of Indian corporate tax laws and compute taxable income and tax liability for companies
- CO2.** Apply tax planning concepts in managerial decisions such as capital structure, dividend policy, and business setup.
- CO3.** Analyze the impact of tax incentives and benefits on strategic corporate decisions
- CO4.** Evaluate international taxation principles, DTAA provisions, and implications for cross-border transactions.

Course Content

Unit I

Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status, scope of total income on the basis of residential status Computation of income under different heads Salaries Profits and gains of business or profession Capital gains Total income and tax computation - and set-off and carry forward of losses Deductions from gross total income. **(15 Hours)**

Unit II

Preparation of return of income manually as well as through software Advance payment of tax, Tax deduction at source, e-TDS return/return of TDS and assessment. **Corporate Tax Planning:** Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management. Computation of taxable income and tax liability of companies: Concept and application of Minimum Alternate Tax; Carry forward and set-off of losses in the case of certain companies; Tax on distributed profits of domestic companies and on income distributed to unitholders. **(15 Hours)**

Unit III

Implications of Tax benefits and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business. Tax planning with reference to financial management decisions; Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace Tax planning with reference to employees' remuneration; Tax planning with reference to the distribution of assets at the time of liquidation. Tax Planning in respect of amalgamation or demerger of companies; Slump sale; conversion of a firm into a company **(15 Hours)**

Unit IV

International Taxation; Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Mauritius, Singapore, etc. The problems of international double taxation – The assignment rules: source versus residence – methods to alleviate international tax duplication: Tax credit relief; Double tax



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treties: OECD Models; International tax avoidance and evasion; transfer pricing; Tax havens – Anti-avoidance measures.

(15)

Hours)

Suggested Readings (Latest Editions):

1. Ahuja, G., & Gupta, R., Simplified Approach to Corporate Tax Planning and Management, Bharat Law House
2. Mehrotra, H. C., & Goyal, S. P., Direct Taxes including Planning & Management, Sahitya Bhawan
3. Kanga, P., & Vyas, D., The Law and Practice of Income Tax, LexisNexis
4. Musgrave, R. A., & Musgrave, P. B., Public Finance in Theory and Practice, McGraw Hill
5. Pagare, D., Direct Tax Planning and Management, Sultan Chand & Sons
6. Singhania, V. K., Direct Taxes: Law and Practice, Taxmann
7. Singhania, V. K., & Singhania, M., Direct Taxes Planning and Management, Taxmann Publications

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Explain key provisions of Indian corporate tax laws and compute taxable income and tax liability for companies	3	3	2	2	1
CO2	Apply tax planning concepts in managerial decisions such as capital structure, dividend policy, and business setup	3	3	2	3	1
CO3	Analyze the impact of tax incentives and benefits on strategic corporate decisions	3	2	2	3	2
CO4	Evaluate international taxation principles, DTAA provisions, and implications for cross-border transactions	3	2	3	3	2
AVG		3.0	2.5	2.25	2.75	1.5



BBA 423: International Human Resource & Cross-Cultural Management
L-4, T-0, Credits -4

Course Objectives: This course aims to develop a comprehensive understanding of International Human Resource Management and Cross-Cultural Management by equipping students with the skills to navigate global HR practices, including recruitment, performance management, labor relations, and HR information systems, in diverse cultural settings

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

- CO1.** Understand the basics of International Human Resource Management (IHRM) and recognizing the organizational context and barriers impacting global HRM effectiveness.
- CO2.** Acquire knowledge in international recruitment, covering sources, functions, and contemporary trends, such as Robotic Process Automation.
- CO3.** Develop a comprehensive understanding of international performance management and Gain insights into international labor relations, including key players, approaches, and the impact of global bodies.
- CO4.** Comprehend the concept, structure, and mechanisms of Human Resource Information Systems (HRIS) and their role in planning and control.

Course Content

Unit I

Introduction to IHRM: Definition - Reasons for Emergence of IHRM - Approaches to IHRM Determinants of IHRM - Difference Between IHRM And Domestic HRM - Organizational Context of IHRM - Barriers to Effective Global HRM - Cross Cultural Context and International Assignees –HR 5.0 Model. International Recruitment: Sources - Functions – Head Hunters- Cross-National Advertising - E-Recruitment – Robotic Process Automation in Recruitment - Recent Trends in International Staffing - Selection Criteria.

(15 Hours)

Unit II

Training and Development: Training Strategies with International Assignments - Types of Expatriate Training - Sensitivity Training - Repatriate Training - Emerging Trends in Training for Competitive Advantage. International Performance Management: Performance Management Systems in Multinational Enterprises (MNEs) - International Performance Appraisal- Augmented Reality to Improve Employee Performance - Issues and Challenges in International Performance Management.

(15 Hours)

Unit III

International Compensation - Key Components of International Compensation - Variables Influencing International Compensation - Emerging Issues in Compensation Management.

International Labour Relations: Key Players – Types – Approaches – Global Bodies that Affect IIR - Trading Blocks and Codes of Conduct for HRM Practices - Managing HR in Off Shoring Countries - Culture and Employee Management Issues - IHRM Future Trends and Challenges.

(15 Hours)

Unit IV

HRIS Applications: Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Data Management for HRIS - Design of HRIS - HRIS: An Investment - Information System's support for Planning & Control - Security of Data and Operations of HRIS Modules.

(15 Hours)



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Suggested Readings (Latest Editions):

1. Briscoe, D. R., International Human Resource Management, Routledge, 2022.
2. Lucio, M. M., International Human Resource Management: The Transformation of Work in a Global Context, Sage Publications Ltd, 2022.
3. Aswathappa, K., & Dash, S., International HRM, Pearson Publications, 2020.
4. Reiche, B. S., International Human Resource Management, Tata McGraw Hill, 2019.
5. Punnett, J. B., International Perspective on Organization Behaviour and HRM, Routledge Publications, 2019.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the fundamentals of IHRM, including organizational context and barriers to global HRM.	3	2	2	2	2
CO2	Apply international recruitment strategies and assess modern trends such as RPA	3	3	2	3	1
CO3	Analyze international performance management systems and labor relations influenced by global bodies	3	3	3	3	2
CO4	Evaluate the structure and functions of HRIS in global HR planning and control	3	3	2	3	2
AVG		3	2.75	2.25	2.75	1.75



BBA 425: International Marketing

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with knowledge and analytical skills to understand and navigate the complexities of international marketing. It focuses on environmental factors, cultural diversity, global strategies, and marketing mix decisions to effectively operate in international markets.

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

- CO1.** Demonstrate understanding of key concepts, terminology, and foundational principles of international marketing and globalization
- CO2.** Analyze cross-cultural and market differences to identify global marketing opportunities
- CO3.** Evaluate entry strategies and operational choices in global markets using strategic frameworks.
- CO4.** Apply international marketing concepts to develop global product, pricing, promotion, and distribution strategies.

Course Content

Unit I

Introduction to globalization and marketing across borders; global trade and marketing; Drivers of globalization; Multinational corporations; Dynamic environment of international trade; Trade theories. Global market environment; political environment, political systems, dumping; legal environment; tariff barriers, multiplicity of legal environments; political risk; culture dynamics and influence on marketing mix; and consumer behavior and social dimensions **(15 Hours)**

Unit II

Assessing global market opportunities; global marketing research; Quantitative and qualitative research; Problems in gathering data; Data reliability; Marketing information system; Foreign market entry strategies; Market regions. **(15 Hours)**

Unit III

Product strategy: levels, lifecycle management, brand strategy, international branding strategy, brand levels and alternatives, new product development for global markets; Product and culture; International pricing: pricing strategies, psychological pricing, pricing models, non-price factors, strategy for price leadership. **(15 Hours)**

Unit IV:

Distribution in global marketing: distribution pattern, alternative middlemen choices, factors affecting choice of channels; Export logistics; Global promotion: designing and selecting sales force, global advertising, creative challenges, advertising appeals, message strategy and advertising effectiveness.

(15 Hours)

Suggested Readings (Latest Editions):

1. Cateora, P. R., & Graham, J. L., International Marketing, McGraw Hill/Irwin
2. Czinkota, M. R., & Ronkainen, I. A., International Marketing, South-Western Cengage Learning
3. Hollis, N., The Global Brands, Palgrave Macmillan
4. Johansson, J. K., Global Marketing, McGraw Hill
5. Keegan, W. J., & Green, M. C., Global Marketing, Prentice Hall



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6. Onkvisit, S., & Shaw, J. J., International Marketing: Strategy and Theory, Routledge
7. Rajagopal, International Marketing, Vikas Publishing

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Demonstrate understanding of key concepts, terminology, and foundational principles of international marketing and globalization	3	2	2	2	1
CO2	Analyze cross-cultural and market differences to identify global marketing opportunities	3	3	3	3	2
CO3	Evaluate entry strategies and operational choices in global markets using strategic frameworks	3	3	3	3	2
CO4	Apply international marketing concepts to develop global product, pricing, promotion, and distribution strategies	3	3	3	3	2
AVG		3	2.75	2.75	2.75	1.75



BBA 427: International Supply Chain Management

L-4, T-0, Credits-4

Course Objectives: This course introduces key concepts and challenges in international supply chain management, focusing on global logistics, sourcing, risk management, and sustainability

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

- CO1.** Understand the fundamental concepts, components, and challenges of international supply chain management and the impact of globalization
- CO2.** Analyze global logistics, transportation, and warehouse management for effective international supply chain operations
- CO3.** Evaluate international procurement and sourcing strategies, including risk assessment and supplier relationship management
- CO4.** Apply risk management and sustainability principles to build resilient and responsible global supply chains

Course Content

Unit I

Introduction to International Supply Chain Management: Definition, scope, and components of SCM, Evolution of Supply Chain Management, Key drivers of global supply chains, Global supply chain vs. domestic supply chain, Basics of international trade, Impact of globalization on supply chains, International trade agreements (WTO, GATT, etc.), Economic, political, and cultural factors influencing global supply chains, Cross-border Supply Chain Strategies, Centralized vs. decentralized supply chains, Outsourcing and off-shoring, International logistics and distribution channels, Challenges in International Supply Chains, Legal and regulatory challenges, Risk management in global supply chains, Currency fluctuations and their impact on costs, Environmental and ethical considerations in global supply chains. **(15 Hours)**

Unit II

Global Logistics and Transportation Management: Role of logistics in the global supply chain, Key components of global logistics, Logistic networks and distribution strategies, Modes of Transportation, Intermodal transportation and its benefits, Selection of transportation modes for international supply chains, Role of warehouses in international supply chains, Types of warehouses, Location strategies for international warehouses, Inventory management techniques for global supply chains, Global Transportation Challenges, Customs regulations and clearance procedures, International packaging and labeling requirements, Freight forwarding and shipping documentation, Freight cost calculation. **(15 Hours)**

Unit III

International Procurement and Sourcing: Global Sourcing Strategies, Sourcing decision models, Benefits and risks of global sourcing, Vendor selection and management in international procurement, Cost analysis and negotiation strategies for international sourcing, Managing Global Suppliers and Partnerships, Supplier relationship management (SRM), Contract management and legal considerations, Building strategic alliances with global suppliers, Supplier performance evaluation, International Procurement Risks and Mitigation, Risk assessment in global procurement, Political, economic, and cultural risks in international sourcing, Legal and regulatory risks, Ethical issues and sustainability in global sourcing, Technology and E-sourcing, Role of information technology in procurement, E-procurement systems and their impact on global sourcing, The role of blockchain and AI in enhancing procurement processes. **(15 Hours)**



Unit IV

Risk Management and Sustainability in Global Supply Chains: Risk Management in International Supply Chains, Types of risks in global supply chains, Identifying and assessing risks in international supply chains, Risk mitigation strategies, Crisis management and disaster recovery planning, Supply Chain Resilience, Building resilient supply chains in a global environment, Role of flexibility, agility, and responsiveness in global supply chains, Case studies of supply chain disruptions, Sustainability in Global Supply Chains, Environmental and social sustainability in global sourcing, Green logistics and sustainable transportation, Corporate Social Responsibility (CSR) in global supply chains, Measuring sustainability performance in international supply chains, Future Trends in International Supply Chains, Impact of technology and innovation on global supply chains, The future of supply chain collaboration and automation, Emerging global supply chain models.

(15 Hours)

Suggested Readings (Latest Editions):

1. Chopra, S., & Meindl, P. Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
2. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. Purchasing and Supply Chain Management, Cengage Learning
3. Ballou, R. H. Business Logistics Management, Pearson Education
4. Bowersox, D. J., Closs, D. J., & Cooper, M. B. Supply Chain Logistics Management, McGraw-Hill Education
5. Christopher, M. Logistics & Supply Chain Management, Pearson Education
6. Stadtler, H., Kilger, C., & Meyr, H. Supply Chain Management and Advanced Planning, Springer
7. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies, McGraw-Hill

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the fundamental concepts, components, and challenges of international supply chain management and the impact of globalization	3	2	1	2	2
CO2	Analyze global logistics, transportation, and warehouse management for effective international supply chain operations	3	3	2	3	2
CO3	Evaluate international procurement and sourcing strategies, including risk assessment and supplier relationship management	3	3	2	3	2
CO4	Apply risk management and sustainability principles to build resilient and responsible global supply chains	2	3	2	3	3
AVG		2.75	2.75	1.75	2.75	2.25



BBA 429: Entrepreneurial Marketing

L-4, T-0, Credits-4

Course Objectives: This course introduces students to key marketing concepts and strategies essential for startups and entrepreneurial ventures, focusing on product, promotion, channels, and digital marketing in dynamic business environments.

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

- CO1.** Understand the nature and scope of entrepreneurial marketing and analyze the marketing environment to identify opportunities
- CO2.** Explain product lifecycle concepts, branding, and pricing strategies suitable for start-ups
- CO3.** Illustrate the use of promotion mix elements and channel management in entrepreneurial contexts
- CO4.** Apply marketing strategies for services and emerging digital platforms relevant to B2B, B2C, and B2G sectors

Course Content

Unit I

Introduction (Nature & Scope of Marketing): Evolution; core marketing concepts; company orientation-production concept, product concept, selling concept, marketing concept, Holistic marketing concept; portfolio approach-BCG matrix; Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); environmental scanning to discover marketing opportunities, Segmentation Targeting and Positioning: Levels of market segmentation, basis for segmenting consumer markets, difference between segmentation, targeting and positioning, customer value proposition.

(15 Hours)

Unit II

Product Decisions: Concept of PLC, Introduction to International PLC, PLC marketing strategies, product classification, product line decision, product mix decision, new product development, branding decisions, packaging & labelling. **Pricing Decisions:** Determinants of price, pricing methods (non-mathematical treatment). Adapting Price (Geographical pricing, promotional pricing and differential pricing), pricing strategies for start-ups. **(15 Hours)**

Unit III

Promotion Mix: Factors determining promotion mix, promotional tools – basics of advertisement, sales promotion, public relations & publicity and personal selling, integrated marketing communication for new ventures (IMC). **Place (Marketing channels):** Channel functions, channel levels, types of intermediaries (types of retailers, types of wholesalers).

(15 Hours)

Unit IV

Marketing of Services: An introduction to services, Role of Service Sector in the economy, Unique characteristics of the Service Industry, Marketing strategies for service firms – 7Ps. Marketing for B2B, B2G (tendering, DGCMA guidelines, costing and pricing, procurement rules) and B2C business opportunities: description, specific needs, challenges and opportunities. Social media for Start-ups, digital marketing for new ventures, introduction to Return on Marketing Investment (ROMI) / Marketing Matrix. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M., Marketing Management, Pearson
2. Sarin, S., Strategic Brand Management for B2B Markets, Sage



3. Kotler, P., & Armstrong, G., Principles of Marketing, Pearson
4. Amico, Z. D., Marketing, Cengage
5. Boone, L. E., & Kurtz, D. L., Principles of Marketing, Thomson South-Western
6. Hoffman, K. D., & Bateson, J. E. G., Marketing of Services, Cengage

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the nature and scope of entrepreneurial marketing and analyze the marketing environment to identify opportunities.	3	2	2	2	1
CO2	Explain product lifecycle concepts, branding, and pricing strategies suitable for start-ups	3	3	2	3	1
CO3	Illustrate the use of promotion mix elements and channel management in entrepreneurial contexts.	2	2	3	3	1
CO4	Apply marketing strategies for services and emerging digital platforms relevant to B2B, B2C, and B2G sectors	2	3	3	3	2
AVG		2.5	2.5	2.5	2.75	1.25



BBA 431: Financial Services & Institutional Support for Startups
L-4, T-0, Credits-4

Course Objectives: This course aims to introduce students to key financial services and institutional support mechanisms for startups, focusing on funding sources, investor networks, and government schemes in India.

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

- CO1.** Understand the types of financial services and capital requirements for startup
- CO2.** Analyze venture capital and angel investment processes and challenges
- CO3.** Evaluate government schemes and institutional support mechanisms for startups in India
- CO4.** Apply financial management and strategic decision-making tools relevant to startups

Course Content

Unit I

Introduction to Financial Services for Startups: Overview of Financial Services, Definition and scope of financial services, Types of financial services available to startups, Role of financial intermediaries in startup financing, Financial Needs of Startups, Capital requirements at different stages of a startup, Working capital management, Fixed vs. variable capital needs for new businesses, Sources of Finance for Startups, Equity financing vs. debt financing, Bank loans and lines of credit, Non-traditional financing options (crowd-funding, peer-to-peer lending), Role of Financial Institutions in Supporting Startups, Role of commercial banks, NBFCs, and microfinance institutions, Government-backed financial institutions and schemes.

(15 Hours)

Unit II

Venture Capital & Angel Investment for Startups: Understanding Venture Capital (VC), Definition and importance of venture capital, Stages of venture capital funding: Seed, early, growth, and expansion stages, Process of venture capital funding, Key players in the Indian venture capital ecosystem, Role of Angel Investors, Definition and characteristics of angel investors, Angel investing vs. venture capital, How angel investors evaluate startups, Prominent angel investor networks in India, Venture Capital Firms and Angel Networks in India, Overview of leading VC firms and Angel networks in India, Case studies of successful startups funded by VC/angel investors, Investment strategies and exit options for investors, Challenges in Securing Venture Capital & Angel Investment, Common reasons startups fail to attract investment, Red flags for investors, The role of business plans and pitch decks in securing funding.

(15 Hours)

Unit III

Government Schemes & Institutional Support for Startups: Government Policies and Initiatives for Startups, Startup India Scheme: Objectives, benefits, and eligibility criteria, Pradhan Mantri Mudra Yojana (PMMY) and its relevance for startups, Atal Innovation Mission (AIM) and support for innovative startups, Government Financial Support Programs, Credit Guarantee Fund Scheme for Startups (CGSS), SIDBI's role in supporting MSMEs and startups, Technology Development Board (TDB) and funding for tech-based startups, Incubators, Accelerators, and Co-working Spaces, Role of startup incubators and accelerators in India, Government and private sector initiatives to support innovation, Key incubators and accelerators in India (e.g., T-Hub, IIM Ahmedabad, etc.), Regulatory Framework for Startups, Legal and tax considerations for startups, Intellectual property rights for startups (IPR), The ease of doing business in India for new enterprises

(15 Hours)



Unit IV

Financial Management & Strategy for Startups: Financial Planning for Startups, Importance of financial planning in the startup journey, Cash flow management and budgeting for startups, Financial forecasting techniques, Capital Structure Decisions for Startups, Choosing the right capital structure: Debt vs. Equity, The role of retained earnings and reinvestment of profits, Cost of capital and its impact on startup financing, Valuation of Startups, Methods of startup valuation: Discounted cash flow (DCF), market comparables, etc., The importance of valuation for raising funds and exit strategies, Factors influencing startup valuation in India, Exit Strategies for Startups, Exit options: IPO, mergers, and acquisitions, The role of venture capitalists and angel investors in exit planning, Case studies on successful startup exits in India

(15 Hours)

Suggested Readings (Latest Editions):

1. Gurusamy, S., Financial Services and Markets, McGraw Hill Education India
2. Jain, P. K., & Narang, S., Financial Markets & Services, Tata McGraw Hill
3. Ghosh, A., Venture Capital and Private Equity: A Casebook, Pearson India
4. Sharma, S. R., Venture Capital: Concepts, Methods, and Strategies, Wiley India
5. Gupta, S. K., & Jain, P. K., Financial Management for New Age Entrepreneurs, S. Chand & Co.
6. Raghavendra, P. N., Government Schemes and Policies for Startups, McGraw-Hill Education India
7. Subramanian, K. S., Financial Management for Startups, McGraw-Hill Education India
8. Rustagi, R. P., Financial Management: Principles and Practice, Taxmann Publications

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the types of financial services and capital requirements for startup	3	2	2	3	1
CO2	Analyze venture capital and angel investment processes and challenges	3	3	2	3	1
CO3	Evaluate government schemes and institutional support mechanisms for startups in India	3	2	3	3	2
CO4	Apply financial management and strategic decision-making tools relevant to startups	3	3	3	3	1
AVG		3	2.5	2.5	3	1.25



BBA 433: Research and Development of Business Plans

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with practical and analytical skills required to research, develop, and present comprehensive business plans. It focuses on integrating market analysis, strategic planning, financial forecasting, and effective communication to transform entrepreneurial ideas into viable business models.

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

- CO1.** Explain the structure, purpose, and components of a business plan and the role of market research in its development.
- CO2.** Analyze business ideas and strategies using tools like SWOT, PESTEL, and the Business Model Canvas
- CO3.** Apply financial planning and performance metrics to evaluate the feasibility and sustainability of business ventures
- CO4.** Develop and present a professional business plan with effective pitching techniques and strategic storytelling.

Course Content

Unit I

Introduction to Business Planning: Understanding Business Plans, Definition and importance of a business plan, Types of business plans: startup, internal, strategic, and feasibility plans, The role of business plans in securing funding and guiding business operations, Key elements of a business plan, Research in Business Planning, The role of research in developing a business plan, Primary vs. secondary research methods, Data collection techniques: surveys, interviews, focus groups, and secondary data sources, Analysis of industry reports, market trends, and competitor analysis, Market Research for Business Plans, Identifying target markets and customer segmentation, Understanding market needs and customer behavior, SWOT analysis for market research, PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis for external factors, Case Studies.

(15 Hours)

Unit II

Developing the Business Idea and Strategy: Identifying and Developing Business Ideas, Sources of business ideas: innovation, market gaps, and personal experiences, Assessing the feasibility and viability of business ideas, Transforming a business idea into a sustainable business concept, Business Strategy Formulation, Crafting a mission and vision statement, Setting short-term and long-term business goals, Developing a competitive strategy: Cost leadership, differentiation, and focus strategies, Market entry strategies and positioning, Business Model Development, Understanding different types of business models: B2B, B2C, C2C, etc., Components of a business model: value proposition, revenue streams, key activities, and partnerships, Using the Business Model Canvas for visualizing business components, Case studies of successful business models in the Indian context, Legal and Ethical Considerations in Business Planning, Business registration and legal structure: sole proprietorship, partnership, LLC, etc., Intellectual property protection (patents, trademarks, copyrights), Ethical considerations in business operations.

(15 Hours)

Unit III

Financial Planning and Analysis for Business Plans: Financial Components of a Business Plan, Importance of financial planning for startups, Key financial statements: Profit & Loss



statement, Balance Sheet, Cash Flow statement, Break-even analysis and understanding profit margins, Projected financials: forecasting revenue, expenses, and profits, Estimating Startup Costs and Capital Requirements, Estimating fixed and variable costs for new ventures, Determining initial investment and funding sources, Identifying and calculating the capital needed for operations, marketing, and expansion, Sources of funding: self-financing, loans, equity investors, and venture capital, Financial Ratios and Performance Metrics, Key financial ratios for evaluating business performance: ROI, ROE, Debt-to-equity, Gross margin, Evaluating financial health: liquidity, profitability, and efficiency, Setting up financial goals and milestones for business growth, Risk Analysis in Business Planning, Identifying financial risks: market risks, operational risks, and financial risks, Mitigation strategies for financial risks.

(15 Hours)

Unit IV

Finalizing the Business Plan and Presentation: Writing the Business Plan, Structuring the business plan: executive summary, company description, market analysis, marketing & sales strategies, financial plan, Writing a compelling executive summary, Detailing the operational plan, organizational structure, and management team, Crafting clear and realistic goals for business growth, Presentation and Pitching the Business Plan, Developing a pitch deck: what to include and how to present effectively, Tips for pitching to investors, banks, and stakeholders, Storytelling in business plans: how to capture attention and build interest, Handling questions and objections during the pitch, Review and Refining the Business Plan, Reviewing and revising drafts of the business plan, Feedback from peers, mentors, and industry experts, Finalizing the business plan for submission or investor meetings, Case Studies and Final Project, Analysis of business plans of successful Indian startups (e.g., Flipkart, Zomato, OYO), Developing and presenting a mock business plan as part of a group project, Peer review and constructive feedback on business plans

(15 Hours)

Suggested Readings (Latest Editions):

1. Kuchhal, S. C., Business Environment, Vikas Publishing House,
2. Reddy, V. S. S., Research Methodology in Business, Himalaya Publishing House
3. Srinivasan, R. & Natarajan, R., Business Strategies for Entrepreneurs, Prentice Hall India
4. Raghavan, S. V. S., Entrepreneurship and Business Development, Oxford University Press
5. Tulsian, P. C., Financial Management, S. Chand & Co.
6. Khan, M. Y. & Jain, P. K., Financial Management, Tata McGraw-Hill
7. Shetty, P. C., Writing Business Plans: A Practical Guide, Vikas Publishing House, 2020 (4th ed.).
8. Desai, V. B., Project Planning and Business Management, Wiley India, 2021 (2nd ed.).

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Explain the structure, purpose, and components of a business plan and the role of market research in its development	3	2	2	3	2
CO2	Analyze business ideas and strategies using tools like SWOT, PESTEL, and the Business Model Canvas.	3	3	2	3	2
CO3	Apply financial planning and performance metrics to evaluate the feasibility and sustainability of business ventures	3	3	1	3	3
CO4	Develop and present a professional	3	2	3	3	2



	business plan with effective pitching techniques and strategic storytelling					
	AVG	3.0	2.5	2.0	3.0	2.25

SEMESTER VIII



BBA 402: Research Ethics and Writing

L-4, T-0, Credits-4

Course Objectives: This course aims to develop students' understanding of research ethics, plagiarism prevention, and academic writing skills required for ethical and effective scholarly communication

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

- CO1.** Understand the nature, types, and ethical aspects of research, including national regulatory guidelines.
- CO2.** Identify various forms of plagiarism and apply tools and practices to ensure research integrity
- CO3.** Develop structured academic and business writing skills for diverse professional contexts
- CO4.** Apply proper citation styles and ethical publication practices in academic writing

Course Content

Unit I

Introduction to Research and Ethics: Nature and Purpose of Research, Types of Research: Basic, Applied, Qualitative, Quantitative, Research Process and Problem Identification, Importance of Ethics in Research, Scientific Misconduct: Fabrication, Falsification, Plagiarism, Ethical Guidelines by UGC, ICMR, and Other Regulatory Bodies. **(15 Hours)**

Unit II

Research Integrity and Plagiarism: Concept of Research Integrity and Academic Honesty, Forms of Plagiarism: Self-Plagiarism, Mosaic Plagiarism, Unintentional Plagiarism, Tools for Plagiarism Detection (Turnitin, Urkund, Grammarly), Copyrights and Intellectual Property Rights, Ethics in Data Collection and Participant Consent, Case Studies of Ethical Breaches in Research. **(15 Hours)**

Unit III

Academic and Business Writing Skills: Academic Writing: Structure, Tone, Style, Research Proposals, Reports, Thesis & Dissertation Writing, Business Writing: Emails, Memos, Reports, Minutes, Notices, Writing Abstracts, Executive Summaries, Literature Reviews, Formatting and Proofreading Techniques, Common Grammatical and Structural Errors. **(15 Hours)**

Unit IV

Citation, Referencing and Publication Ethics: Importance of Referencing and Citation, Citation Styles: APA, MLA, Chicago (with examples), Referencing Software Tools: Zotero, Mendeley, EndNote, Ethical Publication Practices: Peer Review, Authorship, Conflict of Interest, Predatory Journals and Fake Conferences, Indexing and Impact Factors (Scopus, Web of Science, UGC CARE) **(15 Hours)**

Suggested Readings (Latest Editions):

1. K.P. Karunakaran, Research Methodology and Research Ethics, Himalaya Publishing House
2. C.R. Kothari and Gaurav Garg, Research Methodology: Methods and Techniques, New Age International
3. Ranjit Kumar, Research Methodology: A Step-by-Step Guide for Beginners, Sage Publications India



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4. S.M. Shah and Hansa Shah, Scientific Writing and Ethics, University Granth Nirman Board, Gujarat
5. Uma Sekaran and Roger Bougie, Research Methods for Business: A Skill-Building Approach, Wiley India
6. Arun K. Jain, Business Communication: Developing Leaders for a Networked World, McGraw Hill Education India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the nature, types, and ethical aspects of research, including national regulatory guidelines	3	2	1	2	3
CO2	Identify various forms of plagiarism and apply tools and practices to ensure research integrity	3	3	2	3	3
CO3	Develop structured academic and business writing skills for diverse professional contexts	2	3	3	3	2
CO4	Apply proper citation styles and ethical publication practices in academic writing	3	2	3	3	3
AVG		2.75	2.5	2.25	2.75	2.75



BBA 404: AI and ML in Business

L-4, T-0, Credits-4

Course Objectives: This course aims to introduce students to the fundamentals of AI and ML and enable them to apply these technologies across business functions like marketing, finance, and human resources for data-driven decision-making

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

- CO1.** Understand the basic concepts, evolution, and tools of Artificial Intelligence and Machine Learning in business contexts
- CO2.** Analyze how AI is used in marketing to enhance customer engagement and optimize advertising strategies
- CO3.** Evaluate AI applications in finance, including risk assessment, fraud detection, and automated advisory services
- CO4.** Apply AI-driven solutions in Human Resource Management for talent acquisition, performance evaluation, and workforce analytics

Course Content

Unit I

Fundamentals of AI and ML: Introduction to Artificial Intelligence and Machine Learning, Key Concepts: Algorithms, Supervised vs Unsupervised Learning, Neural Networks, AI vs Human Intelligence, History and Evolution of AI in Business, Overview of AI Tools and Platforms (ChatGPT, TensorFlow, IBM Watson, etc.), Scope and Limitations of AI/ML in Business Contexts. **(15 Hours)**

Unit II

Applications of AI in Marketing: Predictive Analysis, Customer Segmentation, Recommendation Systems, Chatbots and Conversational AI, Ad Targeting and Programmatic Advertising, Sentiment analysis and Social Listening, Content creation and personalization. **(15 Hours)**

Unit III

Applications of AI in Finance: Fraud detection and prevention, Algorithmic and high frequency trading, credit scoring and risk assessment, robo advisory and wealth management, Customer service and virtual assistants, Financial forecasting and budgeting, Compliance and regulatory technology, Personal finance management, **(15 Hours)**

Unit IV

Applications of AI in Human Resource Management: Resume screening and shortlisting, candidate assessment and interviewing, Employee sentiment analysis, chatbots for HR services, Performance management, Learning and development personalization, Attrition prediction, Diversity and inclusion analytics. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Dinesh Kumar U., Business Analytics: The Science of Data-Driven Decision Making, Wiley India
2. B.K. Tripathy and J. Anuradha, Artificial Intelligence and Machine Learning, Cengage India
3. Amit Johri, Artificial Intelligence and Machine Learning in Business, University Science Press (Laxmi Publications)
4. G. Gupta and P. Choudhary, AI for Managers, BPB Publications
5. Dr. M. Balasubramanian, Introduction to AI and ML for Business Applications, Thakur Publications, 2023.



6. T. Vijayakumar, Machine Learning with Business Applications, Dreamtech Press.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the basic concepts, evolution, and tools of Artificial Intelligence and Machine Learning in business contexts	3	2	2	3	2
CO2	Analyze how AI is used in marketing to enhance customer engagement and optimize advertising strategies	3	3	2	3	2
CO3	Evaluate AI applications in finance, including risk assessment, fraud detection, and automated advisory services	3	3	2	3	2
CO4	Apply AI-driven solutions in Human Resource Management for talent acquisition, performance evaluation, and workforce analytics	3	3	3	3	2
AVG		3.0	2.75	2.25	3.0	2.0



BBA 406: Cross Cultural and Global Management

L-4, T-0, Credits-4

Course Objectives: The objective of the course is to equip students with the conceptual tools to understand how social and cultural factors influence individual behavior, organizational systems, and management practices in multinational and global organizations.

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

- CO1.** Understand key cultural theories and frameworks to evaluate how culture influences individual and organizational behavior in global contexts
- CO2.** Analyze human resource strategies for managing expatriates, cross-cultural teams, and global leadership in multinational organizations
- CO3.** Compare regional and cultural clusters to assess management practices and business behaviors across countries.
- CO4.** Apply cross-cultural management principles to address challenges in global leadership, remote teams, crisis management, and global supply chains

Course Content

Unit I

Understanding Culture, Society, and Managerial Behavior: Defining Culture, Society, and Nationality, National identity and its implications for management practices, Cultural dimensions, Influence of Social and Cultural Concepts on Behavior, Impact of culture on managerial leadership styles, Organizational processes influenced by cultural values, The importance of cultural intelligence (CQ), Theoretical Frameworks for Cross-Cultural Analysis, Kluckhohn and Strodtbeck's Values Orientation Theory, Murdock's Cultural Universals, Edward T. Hall's High vs. Low Context Communication, Geert Hofstede's Cultural Dimensions Theory, Fons Trompenaars' Cultural Dimensions, Richard Lewis' Cultural Types, Cross-Cultural Research, Overview of Hermes and GLOBE studies, Ethics in International Business, Corporate social responsibility in global organizations.

(15 Hours)

Unit II

Human Resource Management in Global Organizations: Recruiting and Managing Expatriates, Selection criteria for expatriates, Cultural adaptation and the importance of pre-departure training, Entry and Re-entry Challenges for Expatriates, Reverse culture shock and re-entry adjustment, Strategies for successful repatriation, Performance Assessment in Global Companies, Cross-cultural performance appraisal systems, Learning and Development for Global Teams, Designing training programs for diverse cultural backgrounds, Global leadership development initiatives, Cross-cultural communication and teamwork training, Expatriate Compensation, Cost-of-living adjustments and taxation issues, Compensation strategies for retention and motivation, Communication and Negotiation in Cross-Cultural Contexts, Overcoming communication barriers in multinational teams, Work-Related Regulatory and Legal Issues for Expatriates, Labor laws in different countries, Visa and work permit requirements, Health and safety considerations for expatriates.

(15 Hours)

Unit III

Regional and Country Cluster Analysis: Introduction to Regional and Country Clusters, Geopolitical and economic factors influencing regional business dynamics, Case studies on regional management styles and practices, Cultural Cluster Theory, Application of Hofstede's Dimensions and Trompenaars' Cultural Clusters, Cluster analysis of countries with similar cultural traits, North American Business Culture, European Business Culture, Asia-Pacific



Business Culture, Latin American and African Business Cultures, analysis of multinational companies operating in diverse regions, Successes and failures in cross-cultural management.

(15 Hours)

Unit IV

Managing Global Workforce: Global Leadership, leadership styles in different cultures, Developing global leadership competencies, Managing Virtual and Remote Global Teams, Technology and communication tools for global collaboration, Managing time zones, cultural differences, and remote working dynamics, Innovation and Change Management in Global Contexts, Change management strategies in multinational organizations, Adapting to global market shifts and technological changes, Crisis Management and Decision Making in Global Organizations, Decision-making models in cross-cultural contexts, Global Supply Chain and Outsourcing, Cultural considerations in global supply chain management, Strategies for managing global supply chain risks, Ethical and Legal Considerations in Global Business, Future Trends in Cross-Cultural Management.

(15 Hours)

Suggested Readings (Latest Editions):

1. Madhavan, S., Cross Cultural Management: Concepts and Cases (2nd ed.), Oxford University Press
2. Hofstede, G., Hofstede, G. J., & Minkov, M., Cultures and Organizations: Software of the Mind (3rd ed.), McGraw Hill
3. Vance, C. M., & Paik, Y., Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, Routledge
4. Dowling, P. J., & Festing, M., International Human Resource Management, Cengage
5. Adler, N. J., & Gunderson, A., International Dimensions of Organizational Behaviour, Cengage
6. Rao, T. V., Cross-Cultural Management: A Guide to Leadership in a Diverse World, Sage Publications India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand key cultural theories and frameworks to evaluate how culture influences individual and organizational behavior in global contexts	3	2	2	3	3
CO2	Analyze human resource strategies for managing expatriates, cross-cultural teams, and global leadership in multinational organizations	3	3	3	3	2
CO3	Compare regional and cultural clusters to assess management practices and business behaviors across countries	3	3	2	3	3
CO4	Apply cross-cultural management principles to address challenges in global leadership, remote teams, crisis management, and global supply chains	3	3	3	3	3
AVG		3.0	2.75	2.5	3.0	2.75



BBA 408: Management of Industrial Relations

L-4, T-0, Credits-4

Course Objectives: This course aims to enable students understand the socio-political dynamics and legal frameworks of industrial relations in India, and to equip them with practical skills to manage industrial disputes, promote labour-management cooperation, and apply modern HRM strategies in a globalizing economy

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

- CO1.** Understand the evolution, significance, and contemporary challenges of industrial relations in the Indian socio-political context
- CO2.** Evaluate the frameworks and practices of collective bargaining and tripartism in labour-management relations
- CO3.** Apply legal provisions related to employment contracts, wage systems, and social security to real-world industrial scenarios
- CO4.** Formulate strategies for effective dispute resolution, employee participation, and the integration of HRM in managing industrial relations

Course Content

Unit I

Introduction to Industrial Relations and Trade Unions: Definition and importance of industrial relations, Historical development of industrial relations in India, Theories and Models of Industrial Relations, Approaches to industrial relations, Economic, Political, and Social Environment of IR, Contemporary Issues in Industrial Relations, Challenges in the current labour market, Impact of globalization, automation, and digitalization on IR, Trade Unions: Definition, Objectives, and Legal Framework. **(15 Hours)**

Unit II

Collective Bargaining and Labour-Management Relations: Concept, nature, and scope of collective bargaining, Legal framework for collective bargaining in India, Levels of bargaining, Collective agreements and their implementation, Negotiating Techniques and Skills, Types of negotiations, Key skills for successful bargaining, Labour-Management Relations, Paradigm shift in industrial relations policies, Tripartism, Social Dialogue, and Government Role in IR, types of tripartism, Social dialogue and reform processes in India, Bipartism's link with tripartism and its significance in policy-making. **(15 Hours)**

Unit III

Employment Contracts, Wage Systems, and Social Security: Contract of Employment and Employment Laws, Industrial Employment Standing Orders Act, 1946, Shops and Establishments Act, 1953, Inter-State Migrant Workmen Act, 1979, Contract Labour Act, 1970, and Contract Labour Code, Voluntary Retirement Scheme (VRS) and its legal implications, Wage Systems and Reward Policies, Wage theories, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, Contemporary issues in the wage system in India, Social Security and Working Conditions, The Factories Act, Workers' Compensation Act, and Employees' State Insurance Act, Social security provisions for workers, Reforms in social security during structural adjustment periods, ILO conventions on social security.

(15 Hours)

Unit IV



Dispute Resolution, Employee Participation, and Future of IR: Dispute Resolution and Industrial Harmony, Types of industrial conflicts, The Industrial Dispute Act, 1947, Role of labour boards, courts, and tribunals, Unfair labour practices and legal remedies, National Commission on Labour's recommendations, Strategies for maintaining industrial harmony, Employee Participation and Labour-Management Cooperation, Direct vs. indirect participation models, Labour participation schemes, Labour-management cooperation: Case studies of successful models, Grievance and Discipline Handling, Nature and causes of employee grievances, Grievance redressal mechanisms and procedures, Types of punishments and their legal considerations, HRM and Industrial Relations in India, The evolving role of HRM in industrial relations in India, HRM strategies for enhancing industrial relations and employee welfare, Role of ILO in global labour standards, India's relationship with the ILO and its compliance with international conventions, Lessons from foreign unions and OECD guidelines, the road ahead for industrial relations in India.

(15 Hours)

Suggested Readings (Latest Editions):

1. Mamoria, C. B., Mamoria, S., & Gankar, S. V., Dynamics of Industrial Relations, Himalaya Publishing House
2. Monappa, A., Nambudiri, R., & Selvaraj, P., Industrial Relations and Labour Laws, McGraw Hill Education
3. Venkata Ratnam, C. S., & Dhal, M., Industrial Relations (2nd ed.), Oxford University Press
4. Sen, R., Industrial Relations in India: Text and Cases (2nd ed.), Laxmi Publications
5. Sen, R., Industrial Relations in India: Shifting Paradigms, Macmillan India
6. Uzzaman, A., & Sherwani, M., Industrial Relations in India, Anmol Publications

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Analyze the evolution, significance, and contemporary challenges of industrial relations in the Indian socio-political context	3	2	—	—	2
CO2	Evaluate the frameworks and practices of collective bargaining and tripartism in labour-management relations	3	3	2	—	2
CO3	Apply legal provisions related to employment contracts, wage systems, and social security to real-world industrial scenarios	3	3	—	2	2
CO4	Formulate strategies for effective dispute resolution, employee participation, and the integration of HRM in managing industrial relations	3	3	2	2	3
AVG		3.0	2.75	2.0	2.0	2.25



BBA 410: Human Resource Development – Strategies and Systems
L-4, T-0, Credits-4

Course Objectives: The course aims to equip students with comprehensive knowledge of Human Resource Development (HRD) systems and strategies, enabling them to design, implement, and evaluate HRD practices that enhance organizational performance and employee development.

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

- CO1.** Explain the fundamental concepts, roles, and systems of HRD and their integration with HRM
- CO2.** Design, implement, and evaluate HRD programs and interventions including audits and climate assessments
- CO3.** Apply strategic approaches to HRD such as leadership development, motivation, and industrial relations
- CO4.** Develop career management systems and integrate technological tools into HRD practices for improved performance

Course Content

Unit I

Human Resource Development (HRD): Concept; Relationship between human resource management and human resource development; Roles and competencies of HRD professionals; HRD Matrix; HRD as a Total System; HRD areas of Training, Education and Development. **(15 Hours)**

Unit II

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs; HRD interventions: Integrated Human Resource Development Systems, Staffing for HRD; HRD Audit; HRD and diversity management; HRD Climate.

(15 Hours)

Unit III

Approaches to HRD: Leadership development; Action learning; Assessment Centers; Motivation approaches for HRD; Industrial relations and HRD: role of Trade unions.

(15 Hours)

Unit IV

Career management and development: Coaching and mentoring; Employee coaching, mentoring and counselling; Competency mapping; High Performance Work Systems; Balanced Score Card; Integrating HRD with technology. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Pareek, U., & Rao, T. V. Designing and Managing Human Resource Systems, Oxford IBH Publishing
2. Rao, T. V., & Nair, M. R. R. Excellence Through Human Resource Management, Tata McGraw-Hill
3. Nadler, L. Corporate Human Resource Development: A Management Tool, Van Nostrand Reinhold/ASTD
4. Werner, J. M., & DeSimone, R. L. Human Resource Development, Cengage Learning



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5. Swanson, R. A., & Holton, E. F. Foundations of Human Resource Development, Berrett-Koehler Publishers
6. Gravina, T., Gaire, B., & Dooley, L. M. Fundamentals of Human Resource Development, Sage Publications

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Explain the fundamental concepts, roles, and systems of HRD and their integration with HRM	3	2	1	2	2
CO2	Design, implement, and evaluate HRD programs and interventions including audits and climate assessments	3	3	2	3	2
CO3	Apply strategic approaches to HRD such as leadership development, motivation, and industrial relations.	2	3	3	2	2
CO4	Develop career management systems and integrate technological tools into HRD practices for improved performance	2	2	2	3	3
AVG		2.5	2.5	2.0	2.5	2.25



BBA 412: Research Project/Dissertation

Credits-12

The Assessment of Research Project/Dissertation shall be as follows.

Internal Assessment	-	100 Marks
External Assessment (Viva Voce)	-	100 Marks

Guidelines for Internal Assessment(50 marks for publication+ 50 marks for quality of research)

1. Every student must submit a hard-bound report (Dark green with golden embossing) to showcase the work done and learning during the research work, and must appear for the End Term Viva.
2. The formatting and structural guidelines for the report should be designed and implemented by each institution, in alignment with university standards.
3. All records of phase-wise evaluations must be maintained by the respective institutions and should be readily available for inspection by the university whenever required.
4. Each student is required to undertake a research coursework on a relevant and contemporary topic within the domain of business and management.
5. The research must be based on at least 70% primary data (or datasets downloaded from credible sources like government websites, Kaggle, etc.) and up to 30% secondary data (including existing research papers, whitepapers, websites, etc.).
6. Students must submit the final research report with an appended plagiarism report showing no more than 10% similarity index.
7. At least one research paper should be published in conference proceedings of eminent institutions or journals of repute. Accepted papers in UGC-CARE/Scopus indexed journals or conferences of prestigious institutions may also be considered.
8. The institute must appoint an internal faculty guide for each student to monitor the progress of the research work and to award internal assessment marks accordingly.

Note:

- i. The university will conduct external viva of 100 marks at the end of the semester

Refer to Research Project / Dissertation Manual attached as Annexure-1



BBA 414: Content Marketing

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with the knowledge and skills to design, implement, and evaluate strategic content marketing initiatives that drive customer engagement, brand loyalty, and business growth

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

- CO1.** Understand the evolution, purpose, and models of content marketing in comparison with traditional marketing approaches
- CO2.** Develop strategic content plans using audience personas, engagement cycles, and performance metrics
- CO3.** Design and manage content development workflows, distribution strategies, and multi-format content aligned with business goals
- CO4.** Evaluate the performance of content marketing campaigns and address ethical, legal, and inclusive considerations in digital content.

Unit I

Foundations of Content Marketing: Introduction to Content Marketing, Historical context and evolution, Content marketing vs. traditional advertising, The Behavioral Framework in Content Marketing, The buyer's journey and how content influences decisions, Content Marketing as a Business Model, Revenue models, Case studies of successful content-driven businesses, Content Maturity Model, Assessing content maturity and setting improvement goals.

(15 Hours)

Unit II

Strategy and Audience Engagement: Defining Your Content Niche and Strategy, Aligning niche with business goals, Competitive landscape and differentiation, Six Principles of Content Marketing, Treating Content as a Strategic Asset, Content lifecycle, Measuring content ROI, Building Audience Personas, Persona templates and segmentation, Using personas to guide content creation, Defining the Engagement Cycle, Awareness, interest, consideration, and loyalty, Mapping content to different stages, Developing On-Brand Content and Brand Ambassadors.

(15 Hours)

Unit III

Content Development and Distribution: Auditing and Analyzing Current Content Assets, Content inventory and audit tools, Identifying content gaps and opportunities, Repurposing existing content, Creating Audience-Centric Content, Content formats, Editorial Planning and Workflow Management, Content governance and version control, Content Distribution Strategies, Owned, earned, and paid media, Social media, email marketing, and SEO integration.

(15 Hours)

Unit IV

Performance, Ethics, and Real-World Applications: Marketing Your Content and Measuring Impact, The Content Marketing Pyramid, Metrics for content success, Overview of analytics tools, Ethical Issues in Digital Content, Privacy, consent, and user data in content targeting, Addressing fake news and clickbait, Diversity and Inclusion in Content Marketing.

(15 Hours)

Suggested Readings (Latest Editions):

1. Jain, S., 101 Content Marketing: Tips on Social Media, Notion Press
2. Chopra, A., Fast, Cheap & Viral: The Content Marketing Guide, Notion Press



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3. Bhandari, A., & Bhandari, T., *Pragmarketism: Pragmatic Marketing Insights for Winning Indian Consumers*, SAGE Publications
4. Joshi, S., *Social Media Marketing Made Simple: A Step-by-Step Guide*, Notion Press
5. Kishore, A., *The Ultimate Guide to Digital Marketing in India*, Notion Press

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the evolution, purpose, and models of content marketing in comparison with traditional marketing approaches	3	2	2	1	1
CO2	Develop strategic content plans using audience personas, engagement cycles, and performance metrics	2	3	3	2	2
CO3	Design and manage content development workflows, distribution strategies, and multi-format content aligned with business goals	2	3	3	3	2
CO4	Evaluate the performance of content marketing campaigns and address ethical, legal, and inclusive considerations in digital content.	2	3	3	2	3
AVG		2.3	2.8	2.8	2.0	2.0



BBA 416: Retail & Mall Management

L-4, T-0, Credits-4

Course Objectives: The course aims to provide students with an in-depth understanding of the principles, strategies, and operational aspects of retail and mall management with a focus on emerging trends, technology, and customer-centric approaches in the evolving retail landscape.

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

- CO1.** Explain the evolution, types, and functions of retail organizations along with the Indian and global retail landscape
- CO2.** Develop and evaluate effective retail marketing strategies including merchandising, pricing, and brand-building techniques.
- CO3.** Manage store operations, layout planning, customer relationship management, and human resources in a retail environment
- CO4.** Assess the impact and application of electronic retailing, including technology, database management, and CRM tools in modern retail.

Course Content

Unit I

Retail Theory & Practices: Retail: Nature, Scope, History, Retail Institutions, Types, Retail Management Process, Indian Retailing Scenario, Retail Managers – Roles, Skills and Scope, Evolution of Management Theory, Organizational Environment in Retail Sector, Ethical Issues in Retailing Job Opportunities in Retail Industry Personality Traits of Retailers, Retail Entrepreneur, Employment Opportunities, Internationalization and Globalization of Retailing.

(15 Hours)

Unit II

Retail Marketing Strategy: Introduction, Building Retail Brand, Sales Enhancement Strategies, Business Intelligence, Customer Service, Social Media Marketing, Pricing Strategy, Point of purchase communication, Role of Packaging, Pricing Strategy, Merchandise Management, Private Labels, Retail Promotion, Building Store Loyalty.

(15 Hours)

Unit III

Retail Organization & Functional Management: Introduction, Classification of Retail Organization, Franchising, Human Resource Management in Retail, Building and Sustaining Relationship in Retailing, Customer relationship Management, Store Planning: Location, Layout, Store Operations: POS (Point of Sale) /Cash Process, Customer Service and Accommodation, Retail Floor and Shelf Management, Retail Accounting and Cash Management, Setting up Stores before Opening, Working with Floor Plans and Store Requirements.

(15 Hours)

Unit IV

Electronic Retailing: Introduction, Types of Technology in Retailing, Role of IT in Business; Influencing Parameters for use of IT in Retailing; Efficiency in Operations, Effective Management of Online catalogues; Direct Retailing Methods, Database Management; Data warehousing; Critical Analysis of ERetailing Strategies; Customer Relationship Management.

(15 Hours)

Suggested Readings (Latest Editions):

1. Sinha, P. K., & Uniyal, D. P., *Managing Retailing*, Oxford University Press
2. Agarwal, D. P., Bansal, S. P., Yadav, R., & Kumar, A., *Retail Management*, Pragati Prakashan



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3. Berman, B., & Evans, J. R., *Retail Management: A Strategic Approach* (9th ed.), Pearson Education
4. Pradhan, S., *Retailing Management: Text and Cases* (6th ed.), Tata McGraw Hill
5. Vedamani, G. G., *Retail Beyond Detail: The Great Indian Retailing Business*, Sage Publications
6. Sharma, S., Bhat, A., & Isher, A. K., *Food Retail Outlets Management in India: Consumers Perspective*, Serial Publications

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Explain the evolution, types, and functions of retail organizations along with the Indian and global retail landscape	3	2	2	2	3
CO2	Develop and evaluate effective retail marketing strategies including merchandising, pricing, and brand-building techniques	3	3	3	3	2
CO3	Manage store operations, layout planning, customer relationship management, and human resources in a retail environment	3	3	3	2	3
CO4	Assess the impact and application of electronic retailing, including technology, database management, and CRM tools in modern retail.	2	3	3	3	2
AVG		2.75	2.75	2.75	2.5	2.5



BBA 418: Digital Branding Engagement

L-4, T-0, Credits-4

Course Objectives: This course aims to provide students with the knowledge and tools to create, manage, and evaluate digital branding strategies that foster engagement, promote brand equity, and adapt to technological innovations and ethical considerations

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

- CO1.** Understand the foundations of digital branding, its components, and the transformation of brand experience in the digital era
- CO2.** Develop and communicate a coherent digital brand identity across content formats and digital platforms
- CO3.** Design and implement platform-specific engagement strategies using tools, interactive content, and paid media campaigns
- CO4.** Evaluate the performance of digital branding strategies using metrics, while addressing ethical, reputational, and future-oriented branding challenges

Course Content

Unit I

Fundamentals of Digital Branding: Introduction to Branding and Digital Branding, Traditional vs. digital branding, Role of branding in consumer behavior, Evolution of Brands in the Digital World, Digital disruption and consumer power shift, Components of Digital Branding, Brand identity, voice, and tone, Online brand assets, Brand Experience in the Digital Age, Touchpoints in the digital customer journey, Personalization and dynamic content.

(15 Hours)

Unit II

Creating and Communicating Digital Brand Identity: Building a Digital Brand Identity, Developing brand mission, vision, and values, Defining brand voice for digital platforms, Content as the Heart of Branding, Visual and video branding elements, Brand Communication in Digital Platforms, Writing for the web and social media, Email marketing and blogs, Memes, reels, and other trend-based formats, Influencer and Community-Led Branding, User-generated content (UGC), Building and nurturing online communities.

(15 Hours)

Unit III

Engagement Strategies and Tools: Role of social platforms in branding, Platform-specific strategies, Hashtag campaigns and viral content, Interactive and Immersive Branding, Gamification and brand engagement, Augmented reality (AR) and virtual reality (VR) experiences, Live streaming and webinars for engagement, Paid Media and Digital Campaigns, Basics of paid search, display, and social ads, Retargeting and remarketing, Digital Branding Tools and Tech Stack, Tools for social media management, CRM platforms, AI tools for content creation and brand engagement

(15 Hours)

Unit IV

Analytics, Ethics, and Future Trends: Branding Metrics and Analytics, Key performance indicators (KPIs) for branding, Brand sentiment analysis, Tools for tracking engagement and ROI, Online Reputation and Crisis Management, Ethics and Diversity in Digital Branding, Ethical challenges in digital marketing and branding, Data privacy and consumer rights, The Future of Digital Branding, Branding in the age of AI and automation, Sustainable and



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purpose-driven branding.
Hours)

(15



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Suggested Readings (Latest Editions):

1. Kumar, D., Rehman, V., & Rahman, Z., Integrated Marketing Communication in the Digital Age, Wiley India
2. Sawhney, S., Branding in the Digital Age, Srishti Publishers
3. Ahuja, V., Digital Marketing, Oxford University Press
4. Seth, N., Mastering The Data Paradox, Penguin Random House India
5. Kumar, S. T. N., & Kumar, K., Digital Marketing: From Fundamentals to Future, Cengage India

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the foundations of digital branding, its components, and the transformation of brand experience in the digital era	3	3	2	2	3
CO2	Develop and communicate a coherent digital brand identity across content formats and digital platforms	2	3	3	2	2
CO3	Design and implement platform-specific engagement strategies using tools, interactive content, and paid media campaigns	2	3	3	3	2
CO4	Evaluate the performance of digital branding strategies using metrics, while addressing ethical, reputational, and future-oriented branding challenges	3	3	2	3	3
AVG		2.5	3.0	2.5	2.5	2.5



BBA 420: Financial Risk Management

L-4, T-0, Credits-4

Course Objectives: This course aims to develop students' understanding of financial risk types and equip them with the tools, frameworks, and practices necessary to identify, assess, and manage various financial risks in institutional settings.

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

- CO1.** Identify and explain various types of financial risks and their implications for modern organizations
- CO2.** Apply quantitative models to measure and manage market risks using tools such as VaR, RiskMetrics, and stress testing.
- CO3.** Analyze and manage credit risks through risk modeling, credit derivatives, and credit rating methodologies
- CO4.** Evaluate enterprise-wide risk management frameworks and regulatory requirements for integrated risk control.

Course Content

Unit I

Introduction to Financial Risk: Value Creation and Risk Management. Types of risks faced by modern organisations. Nature, sources and measures of financial risks. Management of Market Risks, Concept of Market Risk. Sources of market risks. Measures of market risk. Value at Risk. RiskMetrics Approach. Historic Simulations. Monte Carlo Simulations. Portfolio Risk Measure. Portfolio Risk Budgeting. Stress Testing and Back Testing. Capital Charges. **(15 Hours)**

Unit II

Management of Credit Risks: Concept of Credit Risk. Individual Loan Risks. Measurement of Credit Risk. Default Risk Models. Loan Portfolio and Concentration Risk. Credit Ratings. Credit Derivatives. Capital Charges. **(15 Hours)**

Unit III

Management of Other Institutional Risks: Other types of financial risks faced by the institutions. Measures and handling of OffBalance-sheet risks, foreign exchange risks, sovereign risk, liquidity risk, technology and other operational risks. Risk hedging and management. Capital charges. **(15 Hours)**

Unit IV

Enterprise Risk Management: Concept of Enterprise Risk Management (ERM). Principal terms in Enterprise Risk Management. Integrated Approach to Risk Management. Framework for risk management and control. Risk frameworks under regulatory environments. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Bhalla, V. K. Investment Management. Delhi: S. Chand.
2. Christoffersen, P. F., Elements of Financial Risk Management. London: Academic Press.
3. Crouhy, M., Galai, D., & Mark, R., The Essentials of Risk Management. USA: McGraw-Hill Education.
4. Hull, J. C., Risk Management and Financial Institutions. New Jersey: John Wiley & Sons.
5. Jorion, P., Financial Risk Manager Handbook. New Jersey: John Wiley & Sons.



6. Professional Risk Managers' International Association. (2015). PRM Handbook Volume III: Book 1-3. USA: PRMIA Publications.
7. Resti, A. & Sironi, A., Risk Management and Shareholders' Value in Banking. England: John Wiley & Sons.
8. Saunders, A., & Cornett, M. M., Financial Institutions Management. New York: McGraw-Hill Education.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Identify and explain various types of financial risks and their implications for modern organizations	3	2	1	2	1
CO2	Apply quantitative models to measure and manage market risks using tools such as VaR, RiskMetrics, and stress testing.	2	3	2	3	1
CO3	Analyze and manage credit risks through risk modeling, credit derivatives, and credit rating methodologies	2	3	1	3	1
CO4	Evaluate enterprise-wide risk management frameworks and regulatory requirements for integrated risk control.	2	2	2	3	2
AVG		2.25	2.5	1.5	2.75	1.25



BBA 422: Mergers and Corporate Restructuring

L-4, T-0, Credits-4

Course Objectives: This course aims to provide an in-depth understanding of financial, accounting, regulatory, and valuation aspects of corporate restructuring, and to analyze its impact on financial markets, shareholder value, and business strategy

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

- CO1.** Explain the scope, modes, and regulatory dimensions of corporate restructuring in Indian and global contexts
- CO2.** Analyze accounting methods and financial implications of mergers, acquisitions, and demergers
- CO3.** Evaluate the legal and financial considerations of takeovers and financial restructuring
- CO4.** Apply valuation approaches for different types of firms including start-ups, and assess value creation strategies

Course Content

Unit I

Meaning of corporate restructuring- Needs, scope, modes of restructuring, Indian and global scenario, Strategies Mergers acquisitions-Takeovers, Disinvestments, Strategic alliances, Demerger and hive offs, Slump sale, Asset sale, Reserve demerger, Concepts, modes, regulatory, tax, accounting aspects. **(15 Hours)**

Unit II

Merger and Amalgamation- Meaning, AS 14, pooling of interest method, purchase method, treatment of goodwill and capital reserve, Purchase consideration, inter companies holdings accounting and tax aspects, legal aspects, stamp duty, financial aspects, swap ratio, impact on EPS, MPS and P/E ratio, gains and synergy of merger, Cost of merger. Books of selling and purchasing companies, Realization Account. **(15 Hours)**

Unit III

Takeovers- Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, takeover of sick units. Financial restructuring-Reorganization of share capital, Internal Reconstruction, - accounting, financial and tax aspects.

(15 Hours)

Unit IV

Approaches to Valuation- Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI and other tools. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Arzac, E. R., Valuation for Mergers, Buyouts and Restructuring, John Wiley & Sons
2. Brealey, R., Myers, S., & Allen, F., Principles of Corporate Finance, McGraw Hill
3. Damodaran, A., The Dark Side of Valuation: Valuing Young, Distressed, and Complex Businesses, Financial Times Press
4. Chandra, P., Corporate Restructuring, Tata McGraw Hill



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5. Institute of Cost Accountants of India (ICWAI), Financial Analysis & Business Valuation, ICWAI Publications
6. Gulati, S. S., Corporate Restructuring: Principles, Strategies and Practices, Excel Books



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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Explain the scope, modes, and regulatory dimensions of corporate restructuring in Indian and global contexts	3	2	1	2	1
CO2	Analyze accounting methods and financial implications of mergers, acquisitions, and demergers.	3	3	2	3	1
CO3	Evaluate the legal and financial considerations of takeovers and financial restructuring	2	3	2	2	1
CO4	Apply valuation approaches for different types of firms including start-ups, and assess value creation strategies	3	3	2	3	2
AVG		2.75	2.75	1.75	2.5	1.25



BBA 424: Financial Analytics

L-4, T-0, Credits-4

Course Objectives: This course is intended to equip students with foundational knowledge and practical skills in financial analytics, focusing on financial statement analysis, credit risk modeling, time series forecasting, portfolio optimization, and trading strategies using modern analytical tools.

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

- CO1.** Analyze various applications of financial analytics in corporate finance, credit risk assessment, time series forecasting, portfolio management, and trading strategies
- CO2.** Acquire, clean, and preprocess financial data from diverse sources for accurate analytics and modeling.
- CO3.** Build and validate credit risk and financial risk models using statistical and machine learning techniques.
- CO4.** Design and implement portfolio optimization and quantitative trading strategies leveraging analytical and AI tools

Course Content

Unit I

Financial Statement Analytics: Projecting financial statements based on growth assumptions for all components, Modelling Cash flow, performing sensitivity analysis, break even modelling, testing for bankruptcy risks. **(14 Hours)**

Unit II

Credit Risk Analytics: Utilizing loan performance data from a financial institution to build a credit default risk model using Logistic regression; Extending the Altman Z score to Indian corporates; Using AI/ML tools such as ANN to build a credit risk model. **(16 Hours)**

Unit III

Financial Time Series Analytics: Data importing and cleaning, plotting multiple series, examining nature of data, forecasting using MA, EWMA, ARMA, ARCH and GARCH. **(15 Hours)**

Unit IV:

Portfolio and Trading Analytics: Portfolio optimisation using Markowitz's mean variance optimization model, estimating Sharpe Ratio, Treynor Ratio, Jensen's Alpha; Trading based on Quantitative indicator-based trading models – MA, RSI, ROC, MACD; Simulating and optimising trading strategies; Using AI/ML tools such as ANN for predicting stock prices. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Bennett, M. J., & Hugen, D. L., *Financial Analytics with R*, Cambridge University Press
2. Ang, C. S., *Analysing Financial Data and Implementing Financial Models using R*, Springer
3. Weiming, J. M., *Mastering Python for Finance*, Packt Publishing
4. Yan, Y., *Python for Finance*, Packt Publishing
5. Srivastava, R. P., & Shankar, R., *Financial Analytics: A Practitioner's Guide*, Sage Publications India
6. Shastri, K., *Applied Financial Analytics and Modelling*, Tata McGraw-Hill Education,



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Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Analyze various applications of financial analytics in corporate finance, credit risk assessment, time series forecasting, portfolio management, and trading strategies.	3	3	2	3	1
CO2	Acquire, clean, and preprocess financial data from diverse sources for accurate analytics and modeling	2	3	3	3	1
CO3	Build and validate credit risk and financial risk models using statistical and machine learning techniques	2	3	3	4	1
CO4	Design and implement portfolio optimization and quantitative trading strategies leveraging analytical and AI tools	2	3	3	4	1
AVG		2.25	3	2.75	3.5	1



BBA 426: International Business Ethics

L-4, T-0, Credits-4

Course Objectives: This course aims to develop students' understanding of ethical principles, frameworks, and leadership in international business, enabling them to navigate complex global ethical challenges with a culturally sensitive and sustainable approach

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

- CO1.** Understand foundational ethical theories, frameworks, and global codes of ethics relevant to international business
- CO2.** Analyze the role of human values and ethical leadership with insights from Indian and global philosophies in cross-border management
- CO3.** Evaluate ethical issues and dilemmas in various international business functions and organizational responses
- CO4.** Examine the role of institutional bodies, consumerism, and sustainability in promoting business ethics and corporate responsibility worldwide

Course Content

Unit I

Foundations of Business Ethics in a Global Context: Introduction to Business Ethics, Definition, scope, and relevance in international business environments, Historical development of business ethics, Ethical Theories and Frameworks, Normative vs. descriptive ethics, Ethical Decision-Making Approaches, Prescriptive and process-based approaches, Cross-cultural variations in ethical decision-making, Global Codes of Ethics, OECD Guidelines, UN Global Compact, ISO 26000, Ethos of Vedanta and Eastern Philosophies in Global Business, Relevance in multinational corporations. **(15 Hours)**

Unit II

Human Values and Ethical Leadership in International Business: Definition and importance in business ethics, Types and Formation of Values, Value formation through socialization, education, and leadership, Concept of knowledge vs. wisdom, Wisdom-based leadership and ethical decision-making, Indian Philosophical Insights, Karma and its forms, Applications in cross-border management and ethical leadership. **(15 Hours)**

Unit III

Ethics in Global Business Functions: Moral Issues in International Functional Areas, Global protections and cultural barriers, Ethical dilemmas and organizational response, Advertising Ethics and Global Responsibility, Trade Secrets and Corporate Disclosures, Ethical handling of proprietary information, International standards for disclosures and accountability. **(15 Hours)**

Unit IV

Institutional Roles, Consumerism, and Sustainability: Role of Regulatory and Institutional Bodies, International ethical standards and monitoring agencies, Corporate governance and compliance structures, Measuring and Ensuring Corporate Ethics, Ethical audits, stakeholder feedback, and reporting systems, Consumerism and Business Ethics, Fair trade, informed consent, and consumer protection laws, Environmental Ethics and Sustainable Business, Global environmental challenges and corporate responsibility. **(15 Hours)**



Suggested Readings (Latest Editions):

1. Joy, S., Anand, P., & Rajeev, P. N., Business Ethics: An Indian Perspective, Pearson Education.
2. Muraleedharan, K. P., & Satheesh, E. K., Fernando's Business Ethics and Corporate Governance, Pearson India.
3. Singh, A., Business Ethics and Indian Value System, Himalaya Publishing House.
4. Aswathappa, K., Rani, J. U., & Gundavajhala, S., Business Ethics, Himalaya Publishing House.
5. Pandikattu, K., Business Ethics: Textbook of Concepts and Cases, IBP Books.

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand foundational ethical theories, frameworks, and global codes of ethics relevant to international business	3	1	3	2	1
CO2	Analyze the role of human values and ethical leadership with insights from Indian and global philosophies in cross-border management	3	3	3	1	2
CO3	Evaluate ethical issues and dilemmas in various international business functions and organizational responses	3	2	3	2	1
CO4	Examine the role of institutional bodies, consumerism, and sustainability in promoting business ethics and corporate responsibility worldwide.	1	1	3	3	3
AVG		2.5	1.75	3.0	2.0	1.75



BBA 428: Global Outsourcing – Issues & Perspectives

L-4, T-0, Credits-4

Course Objectives: This course aims to provide students with a comprehensive understanding of global outsourcing, including its evolution, benefits, challenges, destination analysis, and future trends, enabling them to critically evaluate outsourcing decisions in a global business environment.

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

- CO1.** Explain the fundamentals, types, and drivers of global outsourcing and distinguish between outsourcing and offshoring.
- CO2.** Analyze the benefits, challenges, and ethical issues involved in global outsourcing
- CO3.** Evaluate key global outsourcing destinations considering economic, political, and regulatory factors.
- CO4.** Assess future trends, technological impacts, and corporate responsibility aspects in global outsourcing.

Course Content

Unit I

Introduction to Global Outsourcing: Introduction to Outsourcing, Definition of outsourcing and its historical evolution, Types of outsourcing, the impact of globalization on business practices, Drivers of Global Outsourcing, Cost reduction, access to expertise, focus on core business areas, Availability of skilled labor and political climate in outsourcing destinations, Outsourcing vs. Offshoring, Onshore, nearshore, and offshore outsourcing models.

(15 Hours)

Unit II

Benefits and Challenges of Global Outsourcing: Benefits of Global Outsourcing, Access to specialized skills and global talent, Improved focus on core competencies, Challenges in Global Outsourcing, Communication barriers, time zone differences, and cultural challenges, Legal, regulatory, and intellectual property risks, Ethical and Social Issues in Outsourcing.

(15 Hours)

Unit III

Global Outsourcing Destinations: Emerging Outsourcing Destinations, Comparative analysis of outsourcing costs, workforce skills, and infrastructure, Economic Factors in Outsourcing Location Decisions, Labor costs, economic stability, and currency fluctuations, Taxation policies, trade agreements, and foreign direct investment (FDI), Political and Regulatory Environment, Political stability, legal frameworks, and intellectual property protection, Government incentives for outsourcing and foreign businesses, Country-Specific Case Studies, India's BPO sector, China's role in manufacturing outsourcing, Eastern Europe's emerging outsourcing market.

(15 Hours)

Unit IV

Future of Global Outsourcing: Future Trends in Global Outsourcing, Automation and Artificial Intelligence (AI) in outsourcing, The rise of robotic process automation (RPA) and smart outsourcing, Impact of 5G, cloud computing, and big data on outsourcing, Changing Business Models in Outsourcing, Impact of Geopolitical Changes, trade wars, protectionism, and their effects on outsourcing practices, The Role of Corporate Social Responsibility (CSR) and Sustainability.

(15 Hours)



Suggested Readings (Latest Editions):

1. Vashistha, A., & Vashistha, A., The Offshore Nation: Strategies for Success in Global Outsourcing and Offshoring, McGraw-Hill Education
2. Sharma, D. C., The Outsourcer: The Story of India's IT Revolution, MIT Press
3. Contractor, F. J., Kumar, V., Kundu, S. K., & Pedersen, T., Global Outsourcing and Offshoring: An Integrated Approach to Theory and Corporate Strategy, Cambridge University Press
4. Tripathi, R., Outsourcing and Offshoring in the 21st Century: A Socio-Economic Perspective, Sage Publications
5. Sundararajan, A., The Sharing Economy: The End of Employment and the Rise of Crowd-Based Capitalism, MIT Press
6. Nayyar, D., Resurgent Asia: Diversity in Development, Oxford University Press

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Explain the fundamentals, types, and drivers of global outsourcing and distinguish between outsourcing and offshoring.	3	1	2	2	1
CO2	Analyze the benefits, challenges, and ethical issues involved in global outsourcing	3	2	3	1	2
CO3	Evaluate key global outsourcing destinations considering economic, political, and regulatory factors.	3	3	2	2	1
CO4	Assess future trends, technological impacts, and corporate responsibility aspects in global outsourcing.	1	1	3	3	3
AVG		2.5	1.75	2.5	2.0	1.75



BBA 430: International Business Venturing Abroad

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with a comprehensive understanding of international business fundamentals, globalization strategies, operational complexities, and ethical responsibilities in cross-border business ventures, while enabling them to critically analyze emerging trends and digital transformations in global business.

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

- CO1.** Understand the fundamentals, growth and development of International Business.
- CO2.** Discuss the impact of globalization on businesses, reasons for Existence of MNE s and the strategies employed.
- CO3.** Describe the complexities of operating in a global business environment, design efficient and effective operational strategies.
- CO4.** Analyze ethical and social responsibilities of global business and to collaborate effectively in e- business diverse teams.

Course Content

Unit I

International Business-Meaning-Concept- Evolution of International Business - Nature of International Business – Reasons – Types - Need &Importance of International Business – International stages and orientations-Drivers and restrainers of Globalization–International Business decisions- Approaches to International Business. **(15 Hours)**

Unit II

Globalization - Meaning- Definition and Features, factors influencing globalization, Essential conditions for Globalization - Globalization Strategies - Advantages and Disadvantages - global business expansion strategy for emerging market companies- Globalization and India Economic indicators and their impact on Globalization.

(15 Hours)

Unit III

Multi National Enterprise- Concept- Various types - Impact of MNEs on host economies, various techniques to measure MNEs internationalization, assess emerging MNEs from rapidly developing economies- International economic institutions under the UN System, World Bank Group, IMF, OECD, IFC, BIS, UNCTAD. Corporate and Social responsibility and ethical issues for MNEs. **International Operations Management**- Nature and scope - Make or Buy –Global Sourcing Partnering/Relationship Marketing - Global Networking of Operations- Location Strategy- Social Responsibilities of Business- Responsibilities to different sections- Issues and Challenges.

(15 Hours)

Unit IV

Emerging Trends in Global Business: Technology and digital transformation- sustainable business practices- Geopolitical, ethical and environmental factors impacting Global Business. Global e-business- Conceptual framework of e-business, examine e-business technology and environment -various e-business models and strategic options, Global e-marketing and eservices, Impact of e-business on different industries: e-tourism, e-learning and e-government.

(15 Hours)

Suggested Readings (Latest Editions):

1. Charles W L Hill & G Tomas M Hult International Business Tata McGraw Hill 2
2. Rakesh Mohan Joshi International Business Oxford University Press



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3. SumatiVarma International Business Pearson
4. Charles Hill International Business: Text & Cases Tata McGraw Hill
5. Daniel and Radebaugh and Steven L Mcshare International Business Pearson Education

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the fundamentals, growth and development of International Business.	3	2	1	2	1
CO2	Discuss the impact of globalization on businesses, reasons for Existence of MNE s and the strategies employed.	3	3	2	2	2
CO3	Describe the complexities of operating in a global business environment, design efficient and effective operational strategies.	2	3	2	3	1
CO4	Analyze ethical and social responsibilities of global business and to collaborate effectively in e- business diverse teams	1	2	3	2	3
AVG		2.25	2.5	2.0	2.25	1.75



BBA 432: Family Business Management

L-4, T-0, Credits-4

Course Objectives: This course aims to equip students with a comprehensive understanding of the unique dynamics, strategic challenges, and long-term growth opportunities in family-owned businesses, with an emphasis on governance, succession planning, leadership development, and sustaining competitive advantage across generations.

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

- CO1.** Understand theories, models, and generational dynamics that shape family businesses.
- CO2.** Analyze governance structures and ownership challenges affecting family firm sustainability..
- CO3.** Evaluate strategies for developing next-generation leaders and managing succession.
- CO4.** Assess transgenerational entrepreneurship and future readiness of family businesses in evolving institutional contexts.

Course Content

Unit I

Introduction to Family Business: Family Business as a unique synthesis- Succession and Continuity: The three generation rule - Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-U Model.

(15 Hours)

Unit II

Ownership Challenges and Family Governance: Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms. **(15 Hours)**

Unit III

Successor Development: Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalitiesmanaging interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power. **(15 Hours)**

Unit IV

Strategic Planning and Transgenerational Entrepreneurship: Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage – The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship. The Future of Family Business: New Leaders of the Evolution - Three states of evolution - Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

(15 Hours)



Suggested Readings (Latest Editions):

1. Poza, E. J., & Daugherty, M. S. Family Business (4th ed.). Cengage Learning India
2. Hoy, F., & Sharma, P. Entrepreneurial Family Firms. Prentice Hall
3. Sridharan, S. Family and Dhanda: A to Z of Succession Planning for Founders and Successors. Rupa Publications
4. Leach, P., & Dixit, T. Indian Family Business Mantras. Rupa Publications
5. Ward, J. L. Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability, and Family Leadership. Palgrave Macmillan
6. Nordqvist, M., & Zellweger, T. Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms Across Generations. Edward Elgar Publishing

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand theories, models, and generational dynamics that shape family businesses	3	2	1	2	2
CO2	Analyze governance structures and ownership challenges affecting family firm sustainability	2	3	1	2	2
CO3	Evaluate strategies for developing next-generation leaders and managing succession	2	2	3	2	2
CO4	Assess transgenerational entrepreneurship and future readiness of family businesses in evolving institutional contexts	2	2	2	3	3
AVG		2.25	2.25	1.75	2.25	2.25



BBA 434: Business Valuation for Startups

L-4, T-0, Credits-4

Course Objectives: This course aims to develop practical understanding of startup valuation methods, financial modeling, and strategic implications to support informed investment and exit decisions.

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

- CO1.** Understand the unique characteristics of startups and their implications for business valuation
- CO2.** Apply various valuation methods including market-based, income-based, and asset-based approaches for startups
- CO3.** Build financial models and projections, and conduct sensitivity analysis relevant to startup scenarios
- CO4.** Analyze legal, ethical, and strategic considerations in startup valuation, including implications for funding and exit strategies

Course Content

Unit 1

Introduction to Business Valuation and Startups: Overview of Business Valuation, Purpose of valuation: Mergers, acquisitions, investment, etc., differentiating between established businesses and startups. Role of intangible assets (brand, intellectual property) in startup valuation, Challenges in Valuing Startups, Uncertainty, risk, and limited financial history, Market competition, scalability, and growth potential, Startup Ecosystem, Stages of a startup, Venture capital, angel investment, and crowdfunding. **(15 Hours)**

Unit 2

Valuation Methods for Startups: Market-Based Valuation, Comparable company analysis (comps), Precedent transactions analysis, Income-Based Valuation, Discounted Cash Flow (DCF) method, Adjustments for startup-specific factors (growth rate, risk premium), Asset-Based Valuation, Book value and liquidation value, Relevance for startups with tangible assets, Venture Capital Valuation Method, The First Chicago Method, The Risk-Adjusted Return Method. **(15 Hours)**

Unit 3

Financial Modelling and Projections for Startups: Understanding Financial Statements for Startups, Profit & Loss Statement, Balance Sheet, and Cash Flow Statement, Key financial metrics (burn rate, runway, gross margin, etc.), Building Financial Projections for Startups, Revenue forecasting: sales, pricing, and market size assumptions, Expense forecasting: fixed vs. variable costs, capital expenditures, Creating pro-forma financial statements, Discounted Cash Flow (DCF) in Startup Context, Adjusting projections for startup-specific risk factors, Estimating terminal value and discount rates, Scenario Analysis and Sensitivity Testing, Sensitivity analysis on key financial assumptions (growth rate, discount rate). **(15 Hours)**

Unit 4

Legal, Ethical, and Strategic Considerations in Startup Valuation: Legal Considerations in Startup Valuation, Intellectual Property rights and valuation, Regulatory and compliance issues for startups, Ethical Issues in Business Valuation, Valuation manipulation and conflicts of interest, Transparency, fairness, and stakeholder trust, Strategic Implications of Valuation, Impact of valuation on fundraising, acquisitions, and mergers, Negotiation strategies for



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founders and investors, Exit Strategies and Valuation, IPO, acquisition, and secondary sales, Timing the exit and maximizing value for stakeholders. **(15 Hours)**

Suggested Readings (Latest Editions):

1. Sridharan, S., Family and Dhanda: A to Z of Succession Planning for Founders and Successors, Rupa Publications
2. Meeran, N., Kumar, M. S. A., Meeran, F., & Skaria, G., Beyond Three Generations: The Definitive Guide to Building Enduring Indian Family Businesses, HarperCollins
3. Sharma, A., How to Thrive in a Family Business: Business Lessons from my Baidyanath Journey, Penguin India
4. Jayshankar, K., Succeeding in Business: Nurturing Value in Family Business, Notion Press
5. Madnani, P., From Idea to Market: A Complete Guide to Startup Validation, Notion Press

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Understand the unique characteristics of startups and their implications for business valuation	3	2	1	2	2
CO2	Apply various valuation methods including market-based, income-based, and asset-based approaches for startups	2	3	2	3	1
CO3	Build financial models and projections, and conduct sensitivity analysis relevant to startup scenarios	2	3	2	3	1
CO4	Analyze legal, ethical, and strategic considerations in startup valuation, including implications for funding and exit strategies	2	2	3	2	3
AVG		2.25	2.5	2.0	2.5	1.75



BBA 436: Government & Institutional Support System for MSMEs
L-4, T-0, Credits-4

Course Objectives: This course aims to make students understand the setting up and management of MSMEs and initiatives of Government and other institutions support for growth and development of MSMEs.

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

- CO1.** Describe the nature, scope, and challenges of Micro, Small, and Medium Enterprises (MSMEs) in the Indian economy
- CO2.** Identify and analyze the institutional, financial, and developmental support mechanisms available for MSMEs
- CO3.** Evaluate strategies for managing MSMEs, including handling of NPAs, and revival of sick units
- CO4.** Assess the effectiveness of government policies, schemes, and incentives in promoting entrepreneurship and MSME development

Course Content

Unit I

Introduction for Small and Medium Entrepreneurship (SME): Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs. **Setting of SMEs:** Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship. **(15 Hours)**

Unit II

Institutions supporting MSMEs: –Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship BBA (Entrepreneurship) w.e.f. A.Y. 2020-2021,(Batch 2020-2023) Page 2 development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus. **(15 Hours)**

Unit III

Management of MSME: Management of Product Line; Communication with clients – Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance **(15 Hours)**

Unit IV

Role of Government in promoting Entrepreneurship: MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)- objectives. Government Schemes from MSMESubsidies Support on ISO Certification & skills upgradation- Special Benefits of imports and exports-state government support on Industrial Infrastructure-GST and its exemptions. **(15 Hours)**

Suggested Readings (Latest Editions):



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1. Desai, V. Small Scale Industries and Entrepreneurship. Himalaya Publishing House
2. Charantimath, P. M. Entrepreneurship Development and Small Business Enterprises. 3rd ed., Pearson Education
3. Burns, P. Entrepreneurship and Small Business. 5th ed., Bloomsbury Publishing
4. Chaudhury, S. K. Micro, Small and Medium Enterprises in India. Avon Publications
5. Aneet, & Aggarwal, M. (Eds.) Small and Medium Enterprises in Transitional Economies: Challenges and Opportunities. Deep & Deep Publications

Mapping the Course Outcomes with Programme Outcomes

Program level Outcomes		PO1	PO2	PO3	PO4	PO5
CO1	Describe the nature, scope, and challenges of Micro, Small, and Medium Enterprises (MSMEs) in the Indian economy	3	2	1	2	2
CO2	Identify and analyze the institutional, financial, and developmental support mechanisms available for MSMEs	2	3	2	2	2
CO3	Evaluate strategies for managing MSMEs, including handling of NPAs, and revival of sick units	2	3	2	3	2
CO4	Assess the effectiveness of government policies, schemes, and incentives in promoting entrepreneurship and MSME development	2	2	2	2	3
AVG		2.25	2.5	1.75	2.25	2.25



Annexure-1

Research Project / Dissertation Manual for BBA Students

1. Introduction

The Research Project / Dissertation is a mandatory component of the Bachelor of Business Administration (BBA) program for students pursuing BBA(Fourth year) with Research . It is designed to encourage independent inquiry and the application of business theories to real-life situations through rigorous research under faculty supervision.

2. Objectives

- Apply classroom knowledge to practical business challenges.
- Develop analytical, critical thinking, and problem-solving skills.
- Cultivate academic writing and professional communication skills.
- Gain hands-on experience in business research and data interpretation.

3. Eligibility

Fourth Year BBA with Research students are required to undertake and successfully complete a research project/dissertation.

4. Selection of Topic

- The research topic must be aligned with business and management domains such as marketing, finance, human resources, operations, strategy, entrepreneurship, or international business.
- It can be based on primary data collection, case study analysis, or secondary data.
- The topic must be approved by the Faculty Guide and the Departmental Research Committee (DRC) of every affiliated college/ University.

5. Types of Institutions/Organizations for Research

Students may undertake research in collaboration with or based on data from the following types of institutions:

- Private Sector Companies – Startups, SMEs, MNCs
- Public Sector Enterprises – Banks, government corporations, utilities
- NGOs/Non-Profit Organizations – Working in education, health, development, etc.
- Educational Institutions – Schools, training centers, edtech firms
- Financial Institutions – Banks, NBFCs, insurance companies, fintechs
- Retail Chains & E-commerce – For customer behavior or supply chain research
- Healthcare Organizations – Hospitals, wellness centers (for HR, ops, or service quality studies)
- Tourism and Hospitality Sector – Hotels, travel agencies, tourism boards
- Consulting Firms or Research Agencies – For market research and strategy-related topics
- Government Departments – If permitted, for policy-related or development research

Note: Prior written permission from the organization (if required) and ethical clearance (if human subjects are involved) must be obtained.

6. Faculty Guide Allocation



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Each student will be assigned a Faculty Guide for academic supervision. A faculty member may guide a limited number of students, as per departmental norms.

7. Research Proposal

Students must submit a detailed research proposal including:

- Title
- Background & Rationale
- Statement of the Problem
- Objectives
- Hypotheses (if applicable)
- Research Methodology
- Data Sources
- Tools of Analysis
- Expected Outcomes
- Timeline
- References

Note: Approval from the Faculty Guide and DRC is mandatory.

8. Project Report Structure

- Title Page
- Certificate (Institution + Faculty Guide)
- Acknowledgment
- Table of Contents
- Executive Summary
- Chapter 1: Introduction
- Chapter 2: Literature Review
- Chapter 3: Research Methodology
- Chapter 4: Data Analysis and Interpretation
- Chapter 5: Findings, Conclusions & Recommendations
- References
- Appendices
- Plagiarism Report

9. Formatting Guidelines

- Font: Times New Roman, Size 12
- Spacing: 1.5 line spacing
- Margins: 1 inch all sides
- Length: 40–60 pages (excluding annexures)
- Binding: Hard-bound(Dark green with golden embossing)
- Plagiarism: Should not exceed 10%

10. Submission & Evaluation

Evaluation (breakdown of 100 marks):

- Research Proposal: 5 marks



- Methodology & Data Collection: 8 marks
- Analysis & Interpretation: 12 marks
- Conclusions & Practical Implications: 5 marks
- Viva Voce: 10 marks
- Report Writing & Presentation: 10 marks
- Paper Publication/Acceptance: 50 marks

11. Viva Voce

Students must present their research before an evaluation panel. The presentation should summarize the study and highlight major findings and recommendations.

12. Ethical Considerations

- Maintain data confidentiality and participant anonymity.
- Acknowledge all sources and avoid plagiarism.
- Adhere to institutional ethical guidelines.