

Bennett University
Centre for Distance and Online Education
(BU-CDOE)

PROGRAMME PROJECT REPORT
(PPR)

BACHELOR OF BUSINESS ADMINISTRATION
(BBA)



Director
Centre for Distance and Online Education (CDOE)
Bennett University, Greater Noida,
GB Nagar, U.P. – 201310

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1. Overview: Bachelor of Business Administration (BBA)

1	Degree Awarding body (HEI)	Bennett University
2	Centre Name	Bennett University – Centre for Distance and Online Education (BU-CDOE)
3	Name of the Programme	Bachelor of Business Administration (BBA)
4	Programme Duration	3 Years
5	Admission Eligibility	XII standard from any recognised Indian Education School Board with minimum 60% marks (Class XII Best of 3 subjects score) and English as compulsory subject / IB (24 points)/ A levels or equivalent from International Board of schooling with ELR
6	Programme Credits	120 Credits
7	Programme Level PG/UG	Undergraduate (UG)
8	Academic Cycle	Cycle 1 –January – June Cycle 2 - July– December
9	Programme Type (ODL/OL)	Online Learning (OL)

The Bachelor of Business Administration (BBA) is a three-year undergraduate program that serves as a foundational platform for students aspiring to build a career in business and management. It offers a comprehensive blend of academic knowledge and practical insights across key areas such as business management, entrepreneurship, commerce, finance, and technology-driven corporate practices. The program equips students with the essential skills and analytical capabilities needed to navigate complex business challenges, make informed decisions, and manage organizations effectively, laying the groundwork for advanced studies or professional leadership roles in the business world.

2. Programme Mission and Objectives:

2.1 Programme Mission:

1. To contribute to national capacity and capability building by creating individuals who are prepared to tackle emerging challenges
2. Cultivate thought leadership, eagerness to learn and adapt
3. Foster innovative and collaborative business growth in an ethical and inclusive manner
4. Create a lasting impact on society with collaboration, lifelong learning, knowledge, skills, and ethical values

2.2 Programme Objectives:

1. To develop technical competence in various functional domains such as Marketing, Finance, HR, Operations, International Business, and Retail

2. To sharpen decision making skills to ensure sustainability in competitive business environment
3. To develop socially responsible corporate citizens
4. To impart entrepreneurial skills to establish and run successful business ventures

3. Relevance of the Programme with HEI's Mission and Goals

Aligned with Bennett University's vision to be a global leader in education, research, and innovation, empowering the higher learning ecosystem, the BBA programme will support the University's goal of nurturing young minds through foundational business education that is accessible, inclusive, and future-focused. Designed for students from diverse geographies and socio-economic backgrounds, the programme will provide a strong grounding in business principles, entrepreneurship, and digital literacy. Through interactive e-learning modules, virtual internships, and skill-based certifications, learners will be equipped to pursue careers in corporate, startup, and social enterprise sectors. The programme will also promote core values embedded in the university's mission viz. critical thinking, ethical decision-making, and global awareness. In line with the University's vision and mission outlined below, the program aims to expand access to quality education, thereby supporting the University's goals of nation-building and fostering global engagement.

3.1 Bennett University's Vision:

To be a global leader in education, research, and innovation, empowering higher learning ecosystem.

3.2 Bennett University's Mission:

- Empower all the members of the Bennett ecosystem and provide thought leadership, focus on Nation building and prepare our graduates to move with the Times.
- Cultivate international partnerships and collaborations with academic institutions, industry, and government organizations and provide a rigorous and innovative education that equips with the knowledge, skills, and ethical values required to excel in their careers.
- Foster a culture of lifelong learning, adaptability, and critical thinking, ensuring graduates are prepared to tackle emerging challenges in all academic fields.
- Drive interdisciplinary research and innovation, pushing the boundaries of human knowledge, addressing pressing global issues and solving real world problems.
- Enhance a collaborative environment that encourages faculty and to engage in research, innovation, and entrepreneurship, creating a lasting impact on the society.
- Promote diversity, equity, and inclusion, ensuring that all individuals, regardless of background, feel welcomed, respected, and empowered.
- Prepare to become global citizens, capable of addressing global challenges and contributing to the well-being of communities worldwide.
- Providing a globally connected career services networking with graduate employers and Alumni.

- Foster a strong sense of ethical responsibility in our graduates, emphasizing the importance of ethical conduct sustainability, and social impact in professional practice.
- Commit to ongoing assessment and improvement of our programmes and invest in modern infrastructure and advanced technology to support teaching, research, and innovation adapting to the evolving needs of industries, and society.

4. Nature of Prospective Target Group of Learners

The BBA programme offered by BU-CDOE is designed to serve a broad spectrum of learners who aspire to pursue quality business and management education through a flexible and technology-enabled platform.

The program is designed for a diverse range of learners, including students who have completed 10+2 or equivalent and wish to establish a strong foundation in business and management, working professionals seeking to enhance their qualifications and career prospects, entrepreneurial aspirants and family business successors aiming to gain structured academic knowledge for business growth and innovation, and learners from semi-urban and rural areas who need affordable, accessible online higher education. It also caters to government personnel preparing for post-service careers, individuals seeking to switch into the business and management field from other disciplines, as well as international and lifelong learners interested in acquiring contemporary business knowledge aligned with global industry practices.

5. Appropriateness of the programme with quality assurance for acquiring specific skills

The BBA program is designed to meet the learning needs of contemporary students through a flexible, technology-enabled education model. Its structure, curriculum, and delivery are optimized for online learning and comply with the UGC (ODL and Online Programmes) Regulations, 2020. The development of essential skills and competencies is primarily facilitated through the Learning Management System (LMS), which offers both synchronous and asynchronous resources such as video lectures, presentations, and self-learning materials prepared by subject matter experts. These resources are crafted to be self-explanatory, self-contained, self-directed, self-motivating, and self-evaluating, ensuring a comprehensive and independent learning experience.

Upon successful completion of the BBA program from BU-CDOE, learners will have developed a solid foundation in business and management principles, along with essential leadership, entrepreneurial, and decision-making skills. They will be equipped to analyze complex business scenarios, apply contemporary management practices, and contribute effectively to organizational growth in both national and global contexts, demonstrating the knowledge, competencies, and confidence required for professional success and lifelong learning.


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5.1 Program Learning Outcomes:

1. Application: Remember functional business knowledge and apply managerial skills in changing business environment
2. Critical Thinking: Demonstrate critical thinking skills to address diverse business challenges and opportunities
3. Communication: Practice effective communication with different stakeholders
4. Lifelong Learning: Demonstrate commitment to continuous learning
5. Ethics: Relate and follow professional and ethical principles

5.2 Program Specific Outcomes:

1. Applying Business Administration knowledge in the following domains: Marketing, Finance, Entrepreneurship, Human Resources, International Finance and Accounting and International Business
2. Engaging in self-development and independent lifelong learning
3. Practicing ethical decision making for sustainable benefit to the Business, Society and Environment

6. Instructional Design:

It involves planning and developing educational programmes and materials that enhance learning experience. It uses research-based methods to understand how people learn, ensuring that the content is clear, engaging, and tailored to meet learners' goals effectively. It involves various processes involved such as analyzing learning needs, design content, developing materials, engaging experience and evaluating effectiveness.

Key activities included in instructional design are:

- 6.1 Curriculum design
- 6.2 Detailed programme syllabi
- 6.3 Duration of the programme
- 6.4 Faculty and support staff requirement
- 6.5 Instructional delivery mechanisms
- 6.6 Identification of media
- 6.7 Student support service system

6.1 Curriculum Design:

The curriculum of the BBA programme offered by BU-CDOE has been carefully designed by eminent experts in management education, incorporating contemporary topics. The curriculum and syllabus are aligned to NEP 2020 ensuring inclusion of ability enhancement courses, skill enhancement courses, value added courses and has been approved by the statutory bodies of the University. This ensures that the programme adheres to the academic standards and maintains equivalence with the rigor and quality of regular on-campus programmes.

The instructional framework adopted by Bennett University integrates multiple academic components such as e-Learning Materials (ELM), formative (continuous) and summative (end-term) assessments, assignments, live synchronous classes, practical exposure through case studies, project work, and experiential learning.

The BBA curriculum has been meticulously designed with inputs from industry leaders, academic experts, and guided by Bloom's Taxonomy, ensuring that the learning outcomes are both comprehensive and outcome based. The programme focuses on fostering analytical thinking enabling learners to analyze, evaluate, and apply management concepts effectively in real-world scenarios. The faculty members of Bennett University bring a blend of academic excellence and professional expertise, adding both depth and practical relevance to the curriculum.

Through the use of the BU-CDOE Learning Management System (LMS), learners are provided with access to high quality learning materials, interactive sessions, and digital tools that enhance engagement and learning outcomes. With a strong emphasis on experiential learning, application-based assignments, and case-driven pedagogy, the BBA programme equips learners with managerial competence, analytical skills, and strategic insight to succeed in today's dynamic and competitive business environment.

6.2 Detailed Programme Syllabi – Bachelor of Business Administration (BBA)

6.2.1 Programme Structure and Credit

Semester	Course Codes	Course Name - BBA Online	Credits
1	OMBBA1001L	Introduction to Organization Behaviour	4
	OMBBA1003L	Principles of Economics - I	4
	OMBBA1005L	Modern Management Practices	4
	OMBBA1007L	Principles of Marketing Management	4
	OMBBA1009L	Quantitative Techniques	4
	Total Credit (Sem-1)		20
2	OMBBA1002L	English Communication	4
	OMBBA1004L	Financial Accounting & Analysis	4
	OMBBA1006L	Principles of Economics - II	4
	OMBBA1008L	Introduction to Human Resource Management	4
	OMBBA1010L	Introduction to Data Science	4
	Total Credit (Sem-2)		20
3	OMBBA2001L	Fundamentals of Financial Management	4
	OMBBA2003L	Strategic Management	4
	OMBBA2005L	Business Law & Corporate Governance	4
	OMBBA2007L	Business Ethics, Sustainability, and the Circular Economy	4
	OMBBA2009L	Operations Management	4
	Total Credit (Sem-3)		20
4	OMBBA2002L	Cost & Management Accounting	4
	OMBBA2004L	Digital & Social Media Marketing	4

	OMBBA2006L	Basics of Research Methodology	4
		Elective-1	4
		Elective-2	4
	Total Credit (Sem-4)		20
5	OMBBA3001L	Design Thinking and Innovation	4
	OMBBA3003L	Environmental Studies	4
	OMBBA3005L	Essentials of IT	4
		Elective- 3	4
		Elective-4	4
	Total Credit (Sem-5)		20
6	OMBBA3004L	Creativity & Storytelling	2
	OMBBA3095J	Project	4
		Elective-5	4
		Elective-6	4
		Elective-7	4
	OMBBA3078L	AI Tools for Managers	1
	OMBBA3080L	Excel for Decision Making	1
	Total Credit (Sem-6)		20
Total BBA programme Credit			120

Specializations and Electives (All Compulsory)				
Specialization	Semester	Course Codes	Course Name	Credits
Marketing	4	OMBBA2040L	Brand Management: Concepts, Strategies, and the Luxury Sector	4
	4	OMBBA2041L	Market Research and Strategic Pricing	4
	5	OMBBA3040L	International Marketing	4
	5	OMBBA3041L	Integrated Marketing Communication	4
	6	OMBBA3042L	Consumer Behavior and Marketing	4
	6	OMBBA3043L	Sales Force Management	4
	6	OMBBA3044L	Retail Management	4
Human Resource Management	4	OMBBA2042L	Industrial Relations and Labour Laws	4
	4	OMBBA2043L	Leadership, Change & Conflict Management	4
	5	OMBBA3045L	Recruitment and Selection	4
	5	OMBBA3046L	Talent Management and Employee Engagement	4
	6	OMBBA3047L	Organizational Development & HR Strategies	4
	6	OMBBA3048L	Organisation Culture	4
	6	OMBBA3049L	Strategic HRM	4

Business Analytics	4	OMBBA2044L	Data Visualisation	4
	4	OMBBA2045L	Machine Learning and AI	4
	5	OMBBA3050L	Web and Social Media Analytics	4
	5	OMBBA3051L	Data Mining for Business Intelligence	4
	6	OMBBA3052L	Programming in Python	4
	6	OMBBA3053L	Predictive Modelling	4
	6	OMBBA3054L	Natural Language Processing	4
Finance	4	OMBBA2046L	Financial Markets & Financial Services	4
	4	OMBBA2047L	Commercial Banking & Fintech	4
	5	OMBBA3055L	Security Analysis & Derivatives	4
	5	OMBBA3056L	Corporate Finance	4
	6	OMBBA3057L	Financial Modeling and Analytics	4
	6	OMBBA3058L	Project Finance	4
	6	OMBBA3059L	Taxation	4
International Business	4	OMBBA2048L	International Business Environment and Emerging Markets	4
	4	OMBBA2049L	EXIM Procedures and Documentation	4
	5	OMBBA3060L	International Finance	4
	5	OMBBA3061L	Cross Cultural Management	4
	6	OMBBA3062L	International Supply Chain Management & Logistics	4
	6	OMBBA3063L	International Marketing & Product Launch	4
	6	OMBBA3064L	India's Foreign Trade	4
Entrepreneurship	4	OMBBA2050L	Global Entrepreneurship and Venture Creation	4
	4	OMBBA2051L	Family Businesses Essentials: Development & Growth	4
	5	OMBBA3065L	Social Entrepreneurship & Corporate Venturing	4
	5	OMBBA3066L	Entrepreneurial Marketing & Finance	4
	6	OMBBA3067L	Entrepreneurial Strategy	4
	6	OMBBA3068L	New Product Development	4
	6	OMBBA3069L	Business Valuation	4

6.2.2 Detailed Programme Syllabi: refer Annexure-I

6.3 Duration of the Programme

As per UGC (ODL and Online Programme) Regulations 2020, the minimum duration for completion and award of programme shall be three years and the maximum duration for completion and award of programme shall be six years.

6.4 Faculty and Support Staff Requirements

BU-CDOE has a dedicated team of qualified academic faculty members and administrative staff in accordance with the norms prescribed by the UGC for Online Programmes. These personnel are assigned exclusively to manage and support the Online (OL) mode, ensuring effective academic delivery, learner support, and administrative coordination. The academic team is responsible for course design, content development, online teaching, evaluation, and learner engagement through the Learning Management System (LMS). The administrative staff is responsible for providing operational and technical assistance, managing student records, coordinating communication, and ensuring smooth execution of all academic processes. Together, this specialized team upholds the quality, efficiency, and compliance standards of the programme offered by BU-CDOE.

6.5 Instruction Delivery Mechanisms

The BBA programme under BU-CDOE is delivered entirely online using the 4-Quadrant Approach, ensuring flexibility, engagement, and academic excellence. Quadrant I (E-Tutorials) provides self-paced, interactive video lectures for conceptual clarity. Quadrant II (E-Content) offers digital study materials, presentations, and case studies to deepen understanding. Quadrant III (Discussion Forums) facilitates collaborative learning, critical thinking, and practical application through peer and faculty interaction. Quadrant IV (Assessment and Evaluation) ensures continuous feedback, quizzes, assignments, and projects aligned with the Programme Outcomes (POs) and Programme Specific Outcomes (PSOs). Together, these quadrants create a holistic, outcome-oriented learning experience, equipping learners with the knowledge, skills, and competencies to excel in dynamic business environments.

6.6 Identification of Media

The BBA programme under BU-CDOE leverages a centralized digital platform that integrates multiple media including audio, video, online, and computer-aided tools for delivering e-tutorials, e-content, webinars, assignments, quizzes, and performance tracking. Through a combination of multimedia content, collaborative learning, and interactive engagement, the system facilitates comprehensive, outcome-oriented skill development for online BBA learners.


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6.7 Student Support Service Systems

The BU-CDOE provides comprehensive student support services through a structured, technology-enabled system, ensuring academic guidance, personal development, and professional growth. Support services include:

- **Academic Counselling & Mentorship:** Personalized guidance for programme selection, curriculum planning, course progress tracking, and project/exam assistance.
- **Onboarding & Orientation:** Platform training, programme overview, and academic expectations to help learners navigate the online environment effectively.
- **Continuous Support & Engagement:** Live sessions, discussion forums, and access to faculty, tutors, and academic advisors throughout the programme.
- **Information & Communication:** Academic calendars, assignment guidelines, assessment formats, and updates accessible through the LMS.
- **Grievance Redressal & Feedback:** Dedicated cell and multiple channels (portal, email, helpline) for grievance submission, timely resolution, and post-resolution feedback to enhance services

7. Procedure for Admissions, curriculum transaction and Evaluation

7.1 Admission Process:

The admissions process at Bennett University – Centre for Distance and Online Education (BU-CDOE) is structured to be thorough and comprehensive, conducted twice a year during July and January, as notified on the UGC DEB website. Prospective learners are encouraged to consult the admission manual for detailed guidance on enrolling in the BBA programme, in compliance with the UGC (ODL and Online Programmes) Regulations, 2020.

7.1.1 Minimum Eligibility:

Domestic	Passed XII standard from any recognised Education Board with minimum 60% marks (Class XII Best of 3 subjects score) and English as compulsory subject OR IB Board with minimum score of 24 credits, 3 Higher level and 3 standard level subjects.
International	Pass with 55% aggregate marks in grade 12th/ A level or equivalent and English language requirement (ELR)

7.1.2 Programme Fees Structure:

The fee structure details for the programme are as specified on the University's official website and are subject to revision from time to time in accordance with the policies and regulations of the University and other applicable regulatory bodies. Fee refund policy will be as per UGC guidelines and refund dates will be published on University's official website.

7.1.3 Scholarship

- For Candidates Eligible for Defence Scholarship (20% Scholarship)
- For Candidates Eligible for Bennett University Alumni Scholarship (10% Scholarship)
- For Candidates with Benchmark Disability (15% Scholarship)

7.2 Curriculum Transaction:

BU-CDOE adopts a blended and learner-centric approach for programme delivery in accordance with the UGC (Open and Distance Learning and Online Programmes) Regulations, 2020. The delivery framework integrates multiple modes of learning, including synchronous and asynchronous components, to ensure accessibility and flexibility.

Instructional delivery is supported through the Learning Management System (LMS), which hosts e-tutorials, e-content, discussion forums, assignments, and assessments. Web-based tools such as video conferencing platforms, interactive discussion boards, and online assessment modules are used to facilitate real-time interaction and continuous learner engagement.

BU-CDOE ensures timely communication, academic counselling, and grievance redressal through online channels, while maintaining academic standards, transparency, and learner support as per UGC-DEB requirements.

7.2.1 Academic Activities Planner: January 2026 and July 2026

#	Activities	January 2026 Intake (Tentative)	July 2026 Intake (Tentative)
1	Commencement of Semester (Commencement of the programme as per the UGC announcement)	1 st week of February	1 st week of August
2	Orientation & Induction Programmes	1 st week - 4 th week of February	1 st week – 4 th week of August
3	Weekly release of Academic Content (Four-Quadrant Approach on LMS)	1 st week of February – 3 rd week of May	1 st week of August – 3 rd week of November
4	Release of Graded Assignments	Assignment I – 2 nd week of March	Assignment I – 2 nd week of September
		Assignment II – 2 nd week of April	Assignment II – 2 nd week of October
5	Live Sessions by Course Coordinators / Corporate Mentors	As per Programme Modules (Weekly LMS Notifications)	As per Programme Modules (Weekly LMS Notifications)

6	Mid-Semester Feedback	2 nd week of April	2 nd week of October
7	Open House	30 th April & 1 st May	30 th October & 31 st October
8	Pre-Exam Preparation (Date sheet, Fee clearance, Slot Finalization, Question Paper submission, Admit Card)	1 st May – 22 nd May	1 st November – 22 nd November
9	End-Semester Online Exams (Proctored)	6 th June – 28 th June	6 th December – 28 th December
10	Declaration of Results	24 th July	24 th January
11	Result Grievances Redressal	27 th July – 30 th July	27 th January – 30 th January
12	Last Date for Payment of Fee (Next Semester)	31 st July	31 st January
13	Re-Registration	2 nd week of July – 1 st week of August	2 nd week of December – 1 st week of January
14	Commencement of Next Semester	As per UGC-DEB Notification for July Session	As per UGC-DEB Notification for January Session

***Dates are subject to change as per the discretion of BU-CDOE.**

7.3 Evaluation Mechanism – Policy, Method & Tools

BU-CDOE follows a transparent, outcome-based evaluation framework in accordance with the UGC (ODL and Online Programme) Regulations, 2020, designed to promote conceptual clarity, critical thinking, and practical application of knowledge.

The evaluation system comprises three core components:

- Formative (Continuous) Assessment (30%), including diverse assignments such as MCQs, case studies, and subjective responses;
- Summative (End Term) Assessment (70%), combining objective and descriptive questions;
- Project (100%) component, applicable to BBA learners in their final semester.

Assessments are conducted using advanced tools and technologies i.e. Learning Management System (LMS) for submissions and results, technology enabled and human proctoring for secure online examinations, and automated dashboards for real-time performance tracking.

The University employs a relative grading system to ensure fair and transparent evaluation. Learners benefit from flexibility and accessibility through the option to select examination days and time slots based on convenience.

A well-defined Re-evaluation and Grievance Redressal mechanism allows students to seek clarification or contest their grades within the notified re-evaluation window.

Successful completion of programme requirements, including passing all assessments and projects, leads to the award of the degree as per university norms.

8. Requirement of the laboratory support and Library Resources

As the BBA programme offered by BU-CDOE is conducted entirely in online mode, there is no requirement for physical laboratory infrastructure. Instead, the programme incorporates case studies and business problem-solving assignments through a robust Learning Management System (LMS), which effectively replicates the experiential learning typically offered in physical labs. This virtual approach ensures that the practical components of management education are adequately addressed in an online environment.

In terms of library resources, BU-CDOE provides access to a digital library that supports the academic and research needs of students. The e-library includes a wide collection of e-books, academic journals, business case studies, research publications, e-databases and other reference materials. This digital resource base ensures anytime-anywhere access, enabling students to engage with essential learning content, track academic progress, participate in discussion forums, and interact with faculty, thereby fulfilling the library resource requirements outlined in the PPR.

9. Cost Estimate of the Programme and the Provisions

The University has made substantial investments in establishing digital infrastructure, implementing a robust Learning Management System (LMS), onboarding qualified faculty, and developing high-quality e-learning materials. A dedicated maintenance budget supports ongoing activities such as programme delivery, learner support services, examination administration, and regular content enhancement. Additionally, a compliance and review mechanism ensures that budget allocations are reviewed annually for continuous quality improvement.

Cost Head	% of Total Tuition Fee
Programme Development, Delivery, Maintenance and Learner Support	65%
Administrative and other overhead expenses	25%
Further development, Miscellaneous and Contingency	10%

10. Quality Assurance Mechanism and Expected Programme Outcomes

BU-CDOE has established a comprehensive Quality Assurance Mechanism that incorporates regular review of programme outcomes to ensure continuous improvement and alignment with professional and industry requirements, particularly in the field of management. The mechanism systematically evaluates and enhances curriculum,

instructional design, and learning resources, guided by clearly defined course benchmarking and programme outcomes.

All programmes are designed and periodically reviewed with inputs, from the Board of Studies, and receive final approval from the Academic Council, ensuring academic rigor and relevance. The Centre for Internal Quality Assurance (CIQA) oversees adherence to UGC (ODL & Online) Regulations, 2020, promotes outcome-based education, and ensures that programmes remain learner-centric and professionally relevant.

Continuous feedback from all stakeholders informs refinements in curriculum, teaching practices, learner engagement, and assessment processes. The CIQA monitors programme effectiveness through audits, performance analytics, and stakeholder inputs, ensuring that academic delivery and instructional design maintain high standards, align with the intended Programme Learning Outcomes including integration of functional knowledge, practical problem-solving, ethical decision-making, strategic thinking, and leadership development and Programme Specific Outcomes, such as mastery of managerial concepts across functional areas, understanding the impact of digitization and innovation, and leveraging opportunities in a dynamic business environment.



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Annexure -I

DETAILED PROGRAMME SYLLABUS

SEMESTER- 1

Programme Name: Bachelor of Business Administration				Semester: 1	
Course Name:		Introduction to Organizational Behaviour		Course Code: OMBBA1001L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description:

Effective management requires an understanding of human behaviour and processes, particularly in the context of an organization. It is necessary for managers to understand why people behave as they do in relation to their jobs, work groups, and the organization. This knowledge of individual's perceptions, attitudes, motivations enable the manager to not only understand themselves better but also to adopt appropriate policies and leadership styles to facilitate beneficial outcomes.

This course provides an understanding of the fundamental concepts and theories related to organizational behavior. It focuses on the individual, group, and organizational levels of behavior in the context of business organizations. The course aims to develop students' awareness of human behavior within organizations and how it impacts organizational effectiveness and productivity.

Course Objectives

1. To provide students with a foundational understanding of organizational behavior theories, models, and concepts, and their relevance in modern organizations.
2. To develop the ability to analyze individual behavior, including personality, perception, attitudes, and learning, and understand their impact on organizational effectiveness.
3. To equip students with the knowledge to evaluate group dynamics, team behavior, and the role of power, politics, and leadership in organizational success.
- 4.To enable students to understand and apply the principles of organizational culture, change, and development in a diverse workplace.
- 5.To prepare students to integrate organizational behavior insights into practical decision-making, enhancing interpersonal and leadership skills in real-world business contexts.

Course Outcomes:

CO1: Analyze organizational behavioral issues using relevant theories, models, and concepts. (Bloom's level: Analyze)

CO2: Evaluate individual behavior and its integration within organizational behavior. (Bloom's level: Evaluate)

CO3: Describe group and team behavior factors influencing organizational behavior. (Bloom's level: Remember)

CO4: Differentiate leadership styles and the impact of power, politics, and organizational culture. (Bloom's level: Understand)

CO5: Explain processes involved in organizational change, including strategies to overcome resistance and manage diversity. (Bloom's level: Apply)

CO6: Create solutions by applying organizational behavior concepts to real-world business scenarios, enhancing decision-making and interpersonal skills. (Bloom's level: Create)

Detailed Syllabus:

Unit	Description
1	Organizational Behaviour – Introduction : Concept and significance of organizational behavior; Elements and levels of OB (individual, group, organizational); Relationship with other fields (psychology, sociology, anthropology); OB models (Autocratic, Custodial, Supportive, Collegial, System); Contemporary challenges in OB
2	Attitudes and Their Impact in the Workplace: Meaning and definition of attitude; Components of attitude (cognitive, affective, behavioral); Formation and changing of attitudes; Impact of attitudes on employee behavior and organizational outcomes.
3	Perception and Its Role in Organizations: Meaning and definition of perception; Perceptual process (selection, organization, interpretation); Factors influencing perception (individual, situational, contextual); Perceptual errors and distortions (halo effect, stereotyping, selective perception, projection).
4	Personality and Individual Differences: Meaning and definition of personality; The Big Five personality model (Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism); Myers-Briggs Type Indicator (MBTI) and its application in the workplace; Additional work-related aspects of personality (locus of control, self-monitoring, emotional stability)
5	Personality: Learning and Behavior Modification: Meaning of learning in an organizational context; Classical and operant conditioning; Social learning theory; Reinforcement and behavior modification techniques in the workplace; Application of learning theories in employee training and development.
6	Introduction to Group Dynamics: Understanding groups and teams; Types of teams (functional, cross-functional, self-managed, virtual); Stages in group development (forming, storming, norming, performing, adjourning); Problems in teamwork and strategies to overcome them.
7	Conflict in Organizations: Definition and meaning of conflict; Sources of conflict (task, relationship, process); Types of conflict (intrapersonal, interpersonal, intergroup, inter-organizational); Conflict resolution strategies and techniques.
8	Power and Politics in Organizations: Meaning of power and its two faces (positive and negative); Difference between power and politics; Sources and types of power (legitimate, reward, coercive, expert, referent); Political behavior in organizations and its impact on decision-making.
9	Leadership in Organizations: Definition and meaning of leadership; Theories of leadership (trait theory, behavioral theory, contingency theory, transformational and transactional leadership); Leadership styles and their impact on organizational effectiveness.
10	Organizational Culture: Concept of organizational culture; Types of organizational culture (clan, adhocracy, market, hierarchy); Role of culture in shaping employee behavior; Managing and changing organizational culture.
11	Organizational Change and Development:

	Definition and meaning of organizational change and development; Need for change; Strategies to overcome resistance to change (Lewin's Change Model, Kotter's 8-Step Model); Process of organizational change and development.
12	Managing Workforce Diversity Understanding workforce diversity; Benefits and challenges of a diverse workforce; Strategies for managing diversity; Creating an inclusive organizational culture; Case studies on successful diversity
Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE	
Reference Books: 1. Aswathappa, K., & Reddy, G. S. (2016). <i>Organisational behaviour</i> (12th ed.). Himalaya Publishing House. Latest edition: Aswathappa, K. (2024). <i>Organisational behaviour</i> (14th ed.). Himalaya Publishing House. ISBN: 9789356931879.	


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Programme Name: Bachelor of Business Administration				Semester: 1	
Course Name:		Principles of Economics- I		Course Code: OMBBA1003L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course will make you understand the essence of microeconomics, that is, how decisions are made at an individual level, be it firm and/or consumer. It addresses the question of why we need to study microeconomics, and more importantly how to understand consumer and firm behaviour under resource constraint. At the end of this course, you should be able to analyse and comment about topical microeconomic issues such as dynamics of demand and supply and price setting, taxes and subsidies, fundamentals of profit maximizing by firms in an industry, and characteristics of different types of markets.					
Course Objectives: 1 To provide students with a foundational understanding of microeconomic concepts and their importance in individual and business decision-making. 2 To develop the ability to analyze market dynamics, including demand, supply, price setting, and the impact of government intervention. 3 To equip students with the knowledge required to assess firm behavior, production costs, and profit-maximizing strategies in different market structures. 4 To enable students to apply economic principles to real-world business challenges, including pricing, cost management, and competitive strategy. 5 To foster critical thinking about the role of economic forces in shaping market outcomes and influencing business decisions.					
Course Outcomes: CO1: Describe the fundamental concepts of microeconomics and resource allocation at the individual level. (Bloom's level: Remember) CO2: Explain the dynamics of price setting in markets and the interaction among consumers, firms, and government interventions. (Bloom's level: Understand) CO3: Demonstrate the use of pricing and profit strategies employed by firms under different market structures. (Bloom's level: Apply) CO4: Differentiate between various market scenarios by analyzing demand, supply, and equilibrium conditions. (Bloom's level: Analyze) CO5: Assess the impact of production costs, market competition, and firm behavior on business decision-making. (Bloom's level: Evaluate) CO6: Formulate economic models and theories to address real-world business scenarios and inform policy-making. (Bloom's level: Create)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Economics and Microeconomics:				

	Why do we need to study microeconomics? Definition and meaning of economics and microeconomics; Scope and importance of microeconomics in decision-making for individuals, businesses, and governments.
2	Understanding Economic Concepts: Key concepts in economics – scarcity, choice, opportunity cost, rational decision-making, marginal analysis; Production possibilities frontier (PPF); Economic systems (capitalism, socialism, mixed economy).
3	Basics of Demand and Supply: Meaning and definition of demand and supply; Law of demand and law of supply; Factors affecting demand and supply; Difference between individual and market demand/supply; Real-world examples.
4	Market Equilibrium: Understanding market equilibrium; Equilibrium price and quantity; Shifts in demand and supply and their impact on market equilibrium; Real-world examples of market adjustments.
5	Elasticity of Demand and Supply: Concept of elasticity – price elasticity, income elasticity, cross elasticity of demand, and elasticity of supply; Calculating and interpreting elasticity coefficients; Factors affecting elasticity
6	Government Intervention and Market Efficiency: Government intervention in markets – price ceilings, price floors, taxes, and subsidies; Impact on market equilibrium; Deadweight loss and economic efficiency.
7	Introduction to Firm Behavior and Market Structures: Understanding the behavior of firms in different market structures; Role of firms in production and cost decisions.
8	Production and Cost Theory (Part 1): Short-run and long-run production functions; Total, average, and marginal product; Law of diminishing marginal returns; Real-world examples of production decisions.
9	Production and Cost Theory (Part 2) Cost concepts – fixed, variable, total, average, and marginal costs; Short-run and long-run cost curves; Economies and diseconomies of scale; Break-even analysis and its importance in pricing decisions.
10	Perfect Competition and Profit Maximization: Characteristics of perfectly competitive markets; Price determination, profit maximization, short-run and long-run equilibrium; Real-world examples.
11	Monopoly and Monopolistic Competition: Characteristics of monopolies, pricing and output decisions, barriers to entry; Monopolistic competition – characteristics, product differentiation, excess capacity.
12	Oligopoly and Market Power: Characteristics of oligopoly markets; Game theory and strategic behavior; Price leadership, collusion, and cartel formation; Real-world examples of oligopolistic industries.
Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE	
Reference Books: Salvatore, D., & Rastogi, S. K. (2016). <i>Managerial economics: Principles and worldwide applications</i> (8th ed.). Oxford University Press. 1. Salvatore, D., & Rastogi, S. K. (2020). <i>Managerial economics: Principles and worldwide applications</i> (9th ed.). Oxford University Press.	

Programme Name: Bachelor of Business Administration			Semester: 1
Course Name:	Modern Management Practices	Course Code: OMBBA1005L	

Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description:

It is a forward-thinking course designed to immerse you in the latest advancements and methodologies in management. As the business world rapidly evolves, understanding and applying contemporary management techniques is crucial for driving organizational success. This course offers a comprehensive examination of modern management theories, practical tools, and strategic approaches essential for effective leadership in today's dynamic environment.

Course Objectives

1. To provide students with a comprehensive understanding of the evolution of management thought from classical to modern approaches.
2. To develop the ability to apply scientific, bureaucratic, and administrative principles to real-world business problems.
3. To equip students with the knowledge of motivation, human relations, and leadership theories for effective people management.
4. To enable students to use strategic management tools like Porter's Five Forces, McKinsey's 7-S, and SWOT analysis for competitive advantage.
5. To prepare students to integrate modern management practices like TQM, Lean, Six Sigma, and BPR into business operations for continuous improvement.

Course Outcomes:

CO1:

Identify key management theories and explain their historical evolution. (Bloom's level: Remember)

CO2:

Compare and analyze different management approaches for their relevance in various organizational contexts. (Bloom's level: Analyze)

CO3:

Synthesize insights from diverse management theories and practices to address complex managerial problems. (Bloom's level: Evaluate)

CO4:

Apply modern management practices to inform and enhance strategic planning processes. (Bloom's level: Apply)

CO5:

Design actionable strategies for adapting management practices to specific organizational challenges and opportunities. (Bloom's level: Create)

CO6:

Explain and communicate insights and recommendations from management practices to various stakeholders for decision-making. (Bloom's level: Understand)

Detailed Syllabus:

Unit	Description
1	Introduction to Classical Theory of Management: Overview of classical management theories; Historical context and evolution of management thought; Relevance of classical theories in modern organizations.
2	Scientific Management Theory- F.W. Taylor : Principles of scientific management – time study, standardization, task specialization, incentive-based compensation; Practical insights – assembly line production, quality control, robotics; Criticisms and contemporary applications
3	Bureaucratic Theory- Max Weber:

	Characteristics of bureaucracy – formal rules, hierarchy, division of labor, meritocracy; Practical applications in government, military, and large corporations; Debate on agility vs. control in bureaucratic structures.
4	Administrative or Classical Management -H. Fayol: Fayol's 14 principles of management – division of work, unity of command, scalar chain, equity, stability; Application in modern management practices; Real-world examples from large hierarchical organizations.
5	Neoclassical Theory – Human Relations Theory: B.E. Mayo and Roethlisberger's Human Relations Theory; The Hawthorne Experiments and their impact on employee motivation; Informal organizations and social aspects of work; Application in employee engagement and team management.
6	Modern Management Theory – Systems and Contingency Approaches: Quantitative Theory – Johan McDonald, George R. Terry, Andrew Szilagyi; Systems Theory – Herbert A. Simon, Chester Barnard, Ludwig Von Bertalanffy; Contingency Theory – John Woodward, J.W. Lorsch, P.R. Lawrence; Practical applications in dynamic and complex business environments.
7	Motivation Theories – Maslow, McGregor: Maslow's Hierarchy of Needs – from physiological to self-actualization; Practical applications in employee motivation and workplace design; Theory X and Theory Y – assumptions about human behavior and their impact on leadership style and organizational culture
8	EI by Daniel Goleman,,Theory Z – William Ouchi: Emotional Intelligence (EI) – Daniel Goleman's five components (self-awareness, self-regulation, motivation, empathy, social skills); Practical applications in leadership, team management, and conflict resolution; Theory Z – William Ouchi's focus on trust, long-term employment, and collective decision-making.
9	Competitive Analysis and Strategic Management: Michael Porter's Five Forces Model – competitive analysis and industry positioning; Practical applications in competitive strategy, market analysis, and strategic planning.
10	Change Management and Core Competencies: John Kotter's Change Management Model – eight steps for successful change; C.K. Prahalad and Gary Hamel's Core Competency framework – building competitive advantage; Real-world examples of companies using these frameworks for transformation.
11	Modern Practices in Management – TQM, Kaizen, BPR, Lean, Six Sigma: Total Quality Management (TQM), Kaizen, Business Process Re-engineering (BPR), Lean Management, Six Sigma – principles, applications, case studies, and real-world examples.
12	Strategic Tools – McKinsey's 7-S Model and SWOT Analysis: McKinsey's 7-S Framework – Structure, Strategy, Systems, Shared Values, Skills, Style, Staff; SWOT Analysis – internal and external strategy scanning; Application in business strategy formulation and organizational diagnosis.

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. David, F. R. (2010).

Strategic management: Concepts and cases (13th ed.). Pearson.

Latest Edition: 4. David, F. R., David, M. E., & David, F. R. (2024).

Strategic management: A competitive advantage approach, concepts and cases (18th ed.). Pearson Education.

Programme Name: Bachelor of Business Administration				Semester: 1	
Course Name:		Principles of Marketing Management		Course Code: OMBBA1007L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: In this comprehensive and practical introduction to marketing management, students learn about marketing principles and how to make effective and efficient marketing decision, which includes understanding customer needs along with assessing the marketing opportunities, product development finding right set of marketing tools needed for developing marketing strategy and implementing those in marketplace. Course topics include market-oriented strategic planning, marketing research and information systems, buyer behaviour, target market selection, competitive positioning, product and service planning and management, pricing, distribution, and integrated communications, including advertising, public relations, Internet marketing, social media, direct marketing, and sales promotions. Through a combination of interactive discussions, cases, practical examples, individual assignments, and a group project, the course applies marketing topics to consumer and business-to-business products, services, and non-profit organizations. Students gain significant experience in communicating and defending their marketing recommendations and building on the ideas of others.					
Course Objectives: 1. To provide students with a comprehensive understanding of marketing concepts, processes, and strategies. 2. To develop the ability to analyze consumer behavior and business buying processes in various market contexts. 3. To equip students with the skills to create value for target customers through effective segmentation, targeting, positioning, and differentiation strategies. 4. To enable students to develop and manage successful product, pricing, distribution, and promotional strategies. 5. To prepare students to assess and respond to competitive market dynamics using advanced marketing tools and frameworks.					
Course Outcomes: CO1: Apply functional business knowledge and managerial skills in a dynamic business environment. (Bloom's level: Apply) CO2: Evaluate diverse business challenges and opportunities using critical thinking skills. (Bloom's level: Evaluate) CO3: Demonstrate effective communication strategies tailored to different stakeholders. (Bloom's level: Understand) CO4: Commit to continuous personal and professional development through lifelong learning. (Bloom's level: Remember) CO5: Follow and adhere to professional and ethical principles in business practice. (Bloom's level: Analyze) CO6: Design strategic marketing decisions by assessing competitive forces for business growth. (Bloom's level: Create)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Marketing Concepts: What is marketing? The marketing process; Customer needs, wants, and demands; Market offerings – products, services, and experiences; Customer value and satisfaction				

2	Developing Marketing Strategies and Plans: Defining a market-oriented mission; Setting company objectives and goals; Designing the business portfolio; Customer-driven marketing strategy; Developing an integrated marketing mix; Marketing analysis, planning, and implementation.
3	Organizing for Marketing Success: Marketing department organization; Marketing control and evaluation; Creating effective marketing plans; Implementing marketing strategies in dynamic environments.
4	Understanding the Marketing Environment: Analyzing the microenvironment (company, suppliers, intermediaries, competitors, publics, customers) and macro-environment (demographic, economic, natural, technological, political, cultural); Impact of environmental changes on marketing strategy
5	Consumer Markets and Consumer Buyer Behavior: Understanding consumer markets; The model of consumer behavior; Characteristics affecting consumer behavior (cultural, social, personal, psychological); Buying decision behavior and the buyer decision process; The buyer decision process for new products
6	Business Markets and Business Buyer Behavior: Market structure and demand; Nature of the buying unit; Types of decision-making processes; Major types of buying situations; Participants in the business buying process; E-procurement, institutional markets, and government markets.
7	Creating Value for Target Customers – Market Segmentation: Segmenting consumer, business, and international markets; Requirements for effective segmentation; Evaluating market segments; Selecting target market segments; Socially responsible target marketing.
8	Positioning and Differentiation Strategies: Differentiation and positioning – positioning maps, choosing a differentiation and positioning strategy, communicating, and delivering the chosen position; Product and service classification; Product line and product mix decisions
9	Product and Brand Management Product, services, and branding strategy; Levels of product and services; Building and managing brands; Product life cycle (PLC) strategies; New product development and managing the new product development process., sales promotion, direct, online social media, and mobile marketing. Ethical branding and sustainable product management.
10	Pricing Strategies and Decisions: Understanding price and pricing strategies; Factors to consider when setting prices; New product pricing strategies; Product mix pricing strategies; Price adjustment strategies; Public policy and pricing considerations. Ethical pricing practices and consumer protection.
11	Distribution and Channel Management: Importance of marketing channels; Channel behavior and organization; Channel design and management decisions; Public policy and distribution decisions; Marketing logistics and supply chain management. Ethical issues in distribution and logistics.
12	Integrated Marketing Communications and Competitor Analysis: Integrated marketing communications (IMC); Developing effective communication strategies; Advertising, public relations, personal selling, sales promotion, direct and online marketing; Competitors' analysis – identifying, assessing, and selecting competitors to attack and avoid; Competitive positions and strategies – market leader, challenger, follower, and nicher strategies. Ethical considerations in promotional strategies and responsible advertising.
Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE	
Reference Books:	

1. Lamb, C. W., Hair, J. F., Sharma, D., & McDaniel, C. (2016). *MKTG: A South Asian perspective* (1st ed.). Cengage Learning India.
2. Kotler, P., & Armstrong, G. (2018). *Principles of marketing* (17th ed.). Pearson Education India.
Latest edition:
Kotler, P., & Armstrong, G. (2020). *Principles of marketing* (18th ed.). Pearson Education.
3. Darymple, D. J., & Parsons, L. J. (2002). *Marketing management: Text and cases* (7th ed.). John Wiley & Sons (Asia) Pte. Ltd.
Latest edition:
Darymple, D. J., & Parsons, L. J. (2018). *Marketing management: Text and cases* (8th ed.). John Wiley & Sons (Asia) Pte. Ltd.
4. Kotler, P., & Keller, K. L. (2006). *Marketing management* (12th ed.). Pearson Education India.
Latest edition:
Kotler, P., & Keller, K. L. (2021). *Marketing management* (16th ed.). Pearson Education.
5. Ettenson, R., Conrado, E., & Knowles, J. (2013). Rethinking the 4Ps. *Harvard Business Review*, 91(3), 94–101.
6. Narayandas, D. (2005). Building loyalty in business markets. *Harvard Business Review*, 83(9), 131–139.
7. D'Aveni, R. A. (1994). Mapping your competitive position. *Harvard Business Review*, 72(4), 151–158.
8. Bonoma, T. V. (1984). Making your marketing strategy work. *Harvard Business Review*, 62(3), 58–65.
9. Yankelovich, D., & Meer, D. (2006). Rediscovering market segmentation. *Harvard Business Review*, 84(2), 122–131.


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Programme Name: Bachelor of Business Administration			Semester: 1
Course Name:	Quantitative Techniques	Course Code: OMBBA1009L	

Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70

Course Description:

Decision making is an inevitable exercise for business leader and executives, with the advent of fourth industrial revolution the role of information hidden in the data cannot be overemphasised. This course aims to familiarise the students with various foundational as well as advanced Quantitative Techniques that can be used to deduce relevant information from the real world problem for effective business decision making.

Course Objectives:

1. To provide students with a comprehensive understanding of Excel as a quantitative analysis tool for business.
2. To develop the ability to model business problems using linear equations, ratios, and proportions.
3. To equip students with the skills to organize, present, and summarize data effectively for decision-making.
4. To enable students to apply statistical methods for data analysis and risk assessment.
5. To prepare students to make informed business decisions using quantitative methods and Excel-based models.

Course Outcomes:

CO1:

Identify and understand the modern decision-making paradigm. (Bloom's level: Remember)

CO2:

Relate real-time instances with quantitative data to recognize decision-making scenarios. (Bloom's level: Understand)

CO3:

Define and detect patterns within real-world business data. (Bloom's level: Apply)

CO4:

Summarize qualitative and quantitative data to derive essential insights. (Bloom's level: Analyze)

CO5:

Evaluate existing and derived meanings to generate advanced decision insights. (Bloom's level: Evaluate)

CO6:

Formulate and clearly explain developed insights to support informed decision-making. (Bloom's level: Create)

Detailed Syllabus:

Unit	Description
1	Introduction to Excel: Understanding the Excel interface, basic functions, and navigation; Quantitative methods overview; Importance of numbers in business decision-making; Key arithmetical procedures in Excel; Working with fractions (common, decimal, mixed) in Excel.
2	Percentage, Ratio and Proportions: Understanding percentages, ratios, and proportions; Practical applications in financial analysis, marketing, and business reporting; Using Excel to calculate percentages and ratios; Financial ratios and their interpretation.
3	Linear models (Part 1) Introduction to linear equations and their applications in business; Solving linear equations in Excel; Break-even analysis using linear models; Practical examples from finance and operations.



4	Linear models (Part 2) Simultaneous equations – solving for multiple variables; Inequalities and their role in business decision-making; Introduction to linear programming – formulating and solving linear programming problems using Excel.
5	Dealing with curves: Understanding non-linear equations; Introduction to the Economic Order Quantity (EOQ) model; Other business applications of non-linear equations; Using Excel to solve and visualize non-linear models.
6	Working with Data (Part 1): Understanding data – types, sources, and arrangement; Collecting and organizing data in Excel; Using Excel tables for efficient data management; Real-world business data example
7	Working with Data (Part 2): Data presentation – displaying qualitative and quantitative data; Creating bivariate quantitative data presentations; Presenting time series data using Excel charts; Best practices for data visualization.
8	Data Summarisation: Measures of location (mean, median, mode); Measures of spread (range, variance, standard deviation); Using Excel for statistical analysis and data summarization; Practical exercises with business data.
9	Set Theory and Logic Building: Introduction to set theory; Real-world applications in business and data analytics; Using Excel functions for set operations and logical analysis; Approaches towards logic building.
10	Summarizing Money Variables: Understanding index numbers and their business applications; Investment appraisal techniques (NPV, IRR); Compound interest calculations; Practical financial modeling in Excel.
11	Assessing Risk: Introduction to probability; Measuring and calculating probability in Excel; Types of probability (theoretical, experimental, subjective); Probability rules and tree diagrams for business decision-making
12	Analysing Decisions: Understanding decision rules and decision trees; Using Excel to create and analyze decision trees; Real-world applications – financial risk assessment, project evaluation, and business strategy.

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Gupta, S. P. (2021).

Statistical Methods (46th ed.). Sultan Chand & Sons. ISBN: 9789351611769

Latest edition:

Gupta, S. P. (2022). *Statistical Methods* (47th ed.). Sultan Chand & Sons. ISBN: 9789351611776

2. Newbold, P., Carlson, W. L., & Thorne, B. (2022).

Statistics for Business and Economics (10th ed.). Pearson Education. ISBN: 9781292436845

Latest edition:

Newbold, P., Carlson, W. L., & Thorne, B. (2024). *Statistics for Business and Economics* (11th ed.). Pearson Education. ISBN: 9781292436906

SEMESTER- 2

Programme Name: Bachelor of Business Administration				Semester: 2	
Course Name: English Communication		Course Code: OMBBA1002L			
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: The course English Communication provides an introduction to business communication integrated with developing proficiency in English language. The course content will focus on explaining management communication concepts, dimensions, models, theories to learners and assist them in improving their listening, speaking, reading and writing skills in English. The aim of this course is to help students make a transition from being students to managers. Therefore, the course will teach them how to present their ideas best through deliberate and judicious use of verbal or nonverbal communication, through competent handling of the spoken and written words in English, in the context of speeches, conversations, presentations, meetings, team interactions and business negotiations by crafting persuasive messages. The learning will take place through a blend of lectures, activities, projects, assignments, case studies, self and group analysis and inputs from the instructor. For improving English language proficiency, students will also complete through asynchronous mode of self-paced learning some task-based exercises at graded levels in a software that are theme-based, simulating real-life situation oriented for language use in professional and social context.					
Course Objectives: 1. To provide students with a comprehensive understanding of business communication principles, styles, and techniques. 2. To develop the ability to identify and overcome communication barriers in professional settings. 3. To equip students with the skills to deliver effective oral and written business presentations. 4. To enable students to participate confidently in team discussions, meetings, and conflict resolution. 5. To prepare students for professional business writing, including emails, cover letters, memos, and notices.					
Course Outcomes: CO1: Describe the principles, theories, and concepts of verbal and non-verbal communication relevant to a business context. (Bloom’s level: Remember) CO2: Explain how to construct business documents—such as emails, memos, cover letters, agendas, and minutes—with clarity and logical structure. (Bloom’s level: Understand) CO3: Apply strategies for delivering persuasive, professional-quality presentations using appropriate verbal, non-verbal, and visual techniques. (Bloom’s level: Apply) CO4: Analyze listening behaviors and their role in fostering collaborative team communication, mitigating conflict, and facilitating feedback. (Bloom’s level: Analyze) CO5: Evaluate various communication styles and their suitability across professional contexts, team dynamics, and interpersonal interactions. (Bloom’s level: Evaluate) CO6: Design strategies to overcome communication barriers in organizational settings, promoting clear, concise, and culturally sensitive communication. (Bloom’s level: Create)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Communication				

	Purpose, process, and importance of business communication; Types of communication (verbal, non-verbal, written, digital); Role of communication in business success.
2	Barriers to Communication: Understanding communication barriers – interpersonal, intrapersonal, and organizational; Overcoming communication barriers; The 7C's of communication (clarity, conciseness, concreteness, correctness, consideration, completeness, courtesy).
3	Communication Styles: Self-assessment of communication styles; Understanding the DISC personality types (Dominance, Influence, Steadiness, Conscientiousness); Practical exercises to identify personal communication styles.
4	Non-Verbal Communication Importance of non-verbal communication in business interactions; Dimensions of non-verbal communication – Kinesics (body language), Proxemics (space), Haptics (touch), Chronemics (time), Paralanguage (tone, pitch), and appearance; Real-world examples of non-verbal cues in business..
5	Making Persuasive Presentations (Part 1): Understanding the purpose, audience, and context of business presentations; Steps in making a presentation – research, planning, structure, and style; Practical exercises in team/group presentation preparation.
6	Making Persuasive Presentations (Part 2): Persuasive public speaking – understanding persuasive appeals (Ethos, Pathos, Logos); Techniques for engaging and convincing the audience; Real-world examples of effective business presentations.
7	Listening Skills (Part 1): The listening process – active listening, reflective listening, empathetic listening; Common barriers to effective listening; Practical strategies to improve listening skills in business contexts.
8	Listening Skills (Part 2): Listening as an important workplace skill; Giving and receiving constructive feedback; Practical exercises for improving workplace listening and feedback skills.
9	Team Communication (Part 1): Stages of team formation (forming, storming, norming, performing, adjourning); Understanding team dynamics and roles; Managing team conflicts in a business setting
10	Team Communication (Part 2): Group discussions and effective meeting management; Strategies for encouraging participation in meetings; Meeting etiquette and creating a positive team environment.
11	Business Writing (Part 1): Importance of business writing – style, tone, and structure; Drafting cover letters, positive and negative messages; Writing emails and professional correspondence.
12	Business Writing (Part 2) and Language Lab: Email writing, email etiquette, preparing meeting agendas and minutes; Memo and notice writing – guidelines, language, and format; Self-paced language lab exercises – listening, speaking, reading, writing, grammar, and vocabulary practice.
Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE	
Reference Books: 1. Chaturvedi, P. D., & Chaturvedi, M. (2017). <i>The art and science of business communication</i> (4th ed.). Pearson India.	

Latest Edition (2024): Chaturvedi, P. D., & Chaturvedi, M. (2024). *Business communication* (4th ed.). Pearson India. ISBN: 9789386873989.

2. Mehra, P. (n.d.).

Business communication for managers. Pearson India. ISBN: 978933257664.

3. Ancona, D., Malone, T. W., et al. (2007, February).

In praise of the incomplete leader. *Harvard Business Review*.

4. Harris, C. A. (2014, May 5).

How to own your power presentation. *Take The Lead Women*. YouTube.

5. Cialdini, R. B. (2001, October).

Harnessing the science of persuasion. *Harvard Business Review*.

6. Cuddy, A. (2012, June).

Your body language shapes who you are. *TED Talk*. TED.com.

7. Pentland, A. (2012).

The new science of building great teams. *Harvard Business Review*.

Programme Name: Bachelor of Business Administration				Semester: 2	
Course Name:		Financial Accounting & Analysis		Course Code: OMBBA1004L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive introduction to the fundamentals of accounting, covering the principles, concepts, and processes essential for recording and reporting financial information. Students will learn to prepare and interpret key financial statements, including balance sheets, profit and loss accounts, and cash flow statements. The course also covers the valuation of assets, liabilities, and shareholders' equity, along with modern accounting technologies like AI, XBRL, and blockchain, ensuring a practical understanding of financial analysis and decision-making in today's business environment.					
Course Objectives: 1. To provide a comprehensive understanding of fundamental accounting principles, concepts, and standards. 2. To develop the ability to record, classify, and summarize financial transactions accurately using double entry bookkeeping and accounting equations. 3. To equip students with the skills to prepare and interpret financial statements, including balance sheets, profit and loss accounts, and cash flow statements. 4. To enable students to analyze financial statements using tools like ratio analysis, for effective financial decision-making. 5. To introduce students to the ethical considerations, technological advancements, and regulatory requirements in modern accounting, including the use of AI, XBRL, and blockchain.					
Course Outcomes: By the end of this course, students will be able to: CO1: Explain the role of accounting in supporting economic and business decision-making. (Bloom's level: Understand) CO2: Record business transactions accurately following accounting principles. (Bloom's level: Apply) CO3: Analyze and interpret information from basic financial statements using financial tools. (Bloom's level: Analyze) CO4: Prepare financial statements such as balance sheets, profit and loss accounts, and cash flow statements in compliance with accounting standards. (Bloom's level: Create) CO5: Evaluate the valuation of assets, liabilities, and shareholders' equity, including depreciation and inventory treatments. (Bloom's level: Evaluate) CO6: Describe ethical considerations, technological advances, and regulatory requirements in modern accounting, including AI, XBRL, and blockchain applications. (Bloom's level: Remember)					
Detailed Syllabus:					
Unit	Description				
1	Fundamentals of Accounting: Development of accounting, Need for accounting, Definition of accounting, Objectives of accounting, Functions of accounting, Bookkeeping vs accounting, Branches of accounting, Users of accounting information, Limitations of accounting.				
2	Accounting Principles and Standards:				

	Accounting principles – concepts and conventions (GAAP, conservatism, matching, accrual, going concern), Meaning and need for convergence of Indian accounting standards with IFRS.
3	Accounting Systems and Double Entry Bookkeeping: Double entry bookkeeping system – advantages, rules of debit and credit, Single entry system – features, advantages, and limitations, Accounting equation – advantages of double entry system, Single entry vs double entry.
4	Recording Financial Transactions: Rules of debit and credit, Classification of accounts, Journal – advantages of journal, Rules of journal, Journal entries, Practical exercises on journal entries.
5	Ledgers and Subsidiary Books: Ledger – definition, ledger posting, and balancing of accounts; Difference between journal and ledger; Subsidiary books – types and importance
6	Trial Balance and Rectification of Errors: Preparation of trial balance – purpose and limitations, Rectification of errors – errors of omission, commission, principle, and compensating errors
7	Valuation of Inventories: Definition of inventories, Matching inventory cost with revenues, Pricing of inventories, Practical exercises on inventory valuation.
8	Valuation of Fixed Assets and Depreciation: Primer to fixed assets, Cost of acquisition, Introduction to depreciation – straight line method, diminishing balance method, Practical exercises on asset valuation and depreciation.
9	Liabilities and Shareholders' Equity: Classification of liabilities, Characteristics of debentures, Introduction to shareholders' equity, Features of corporate form of organization, Types of share capital, Accounting for share capital.
10	Understanding Financial Statements: Meaning and objectives of preparing final accounts, Manufacturing account, Trading account, Profit and loss account, Balance sheet – arrangement of assets and liabilities, Understanding financial statements of a joint stock company as per the Companies Act 2013.
11	Balance Sheet and Cash Flow Statements: Preparation of balance sheet – structure and arrangement of assets and liabilities, Understanding the contents of a corporate annual general report, Preparation of cash flow statements as per the Companies Act 2013.
12	Reading and Interpreting Annual Reports & Technology in Accounting: Management Discussion & Analysis (MD&A), Director's Report, Auditor's Report, Role of AI in auditing, XBRL, Blockchain, Ethical issues, Data visualization in F&A.
Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE	
Reference Books:	
1. Ramachandran, N., & Kakani, R. K. (2017). Financial accounting for management (3rd ed.). McGraw Hill Education. Latest Edition: Ramachandran, N., & Kakani, R. K. (2023). Financial accounting for management (4th ed.). McGraw Hill Education.	


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Programme Name: Bachelor of Business Administration				Semester: 2	
Course Name:		Principles of Economics- II		Course Code: OMBBA1006L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Pre-requisite: Principles of Economics – I					
Course Description: This course provides a comprehensive understanding of macroeconomic principles, focusing on the measurement and analysis of national income, GDP, and key economic indicators. It explores the Keynesian framework for short-run economic analysis, the role of money, inflation, and unemployment, and the impact of fiscal and monetary policies on economic stability. Students will gain the skills to critically assess economic data, develop sustainable strategies, and make informed business decisions in a dynamic global economy.					
Course Objectives: 1. To provide students with a foundational understanding of macroeconomic concepts and their relevance to business decision-making. 2. To enable students to measure, analyze, and interpret national income and key economic aggregates. 3. To develop critical thinking skills for evaluating the impact of fiscal and monetary policies on business and economic stability. 4. To introduce students to the principles of economic growth, inflation, unemployment, and their interrelationships. 5. To prepare students to assess real-world economic challenges and develop sustainable macroeconomic strategies for businesses and governments.					
Course Outcomes: On completion of this course, the students will be able to: CO1: Apply fundamental macroeconomic concepts to analyze real-world business and policy decisions. (Bloom's level: Apply) CO2: Evaluate national income accounting methods and their implications for financial decision-making in business. (Bloom's level: Evaluate) CO3: Measure and interpret key macroeconomic variables (GDP, consumption, investment) to assess economic performance and business opportunities. (Bloom's level: Analyze) CO4: Design ethical and sustainable macroeconomic strategies for businesses, governments, and institutions. (Bloom's level: Create) CO5: Explain the impact of monetary and fiscal policies on business cycles and economic stability. (Bloom's level: Understand) CO6: Recall the effects of inflation, unemployment, and economic growth on business performance and strategy. (Bloom's level: Remember)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Macroeconomics Definition of macroeconomics, scope and importance of macroeconomics, difference between microeconomics and macroeconomics, major macroeconomic issues in an				

	economy, brief history of macroeconomic thought , key challenges in macroeconomic management
2	Macroeconomic Issues in an Economy: Overview of major macroeconomic issues – inflation, unemployment, economic growth, fiscal and monetary stability, business cycles, external imbalances, and economic inequality.
3	National Income Accounting (Part 1): Concepts of GDP and National Income , understanding economic output, components of national income (GNP, NNP, Personal Income, Disposable Income).
4	National Income Accounting (Part 2): Measurement of national income and related aggregates – production method, income method, and expenditure method; practical exercises on national income calculation; limitations of national income as a measure of economic welfare.
5	Real vs. Nominal Income and GDP Deflator: Difference between nominal and real GDP, calculating real income, GDP deflator, limitations of the GDP concept, alternative measures of economic well-being (HDI, GPI).
6	Keynesian Framework of Short-Run Economics (Part 1): Introduction to the Keynesian model, Actual and potential GDP, aggregate demand and aggregate supply, economic growth, short-run and long-run equilibrium.
7	Keynesian Framework of Short-Run Economics (Part 2): Aggregate expenditure, components of aggregate demand (C+I+G+NX), Description of equilibrium GDP, impact of autonomous expenditure changes on GDP, role of government spending and taxation.
8	The Multiplier Effect and Short-Run Economics: Concept of the multiplier, calculating the simple Keynesian multiplier, autonomous expenditure, marginal propensity to consume (MPC), marginal propensity to save (MPS), average propensity to consume (APC), average propensity to save (APS), practical examples of the multiplier effect in real-world economies.
9	Consumption and Investment Functions: Understanding the consumption function, factors affecting consumption, investment function, determinants of investment, autonomous and induced investment, role of expectations in investment decisions
10	Money in a Modern Economy: Concept of money in a modern economy, functions of money, monetary aggregates (M1, M2, M3, M4), money supply, role of central banks in money creation, credit creation, and financial stability.
11	Inflation and Monetary Policy: Concept of inflation, types of inflation (demand-pull, cost-push, hyperinflation), causes and consequences of inflation, tools of monetary policy (open market operations, reserve requirements, interest rates), impact of inflation on purchasing power and savings
12	Unemployment and Macroeconomic Stability: Measurement of unemployment, types of unemployment (frictional, structural, cyclical, seasonal), relationship of unemployment with other macroeconomic indicators, the Phillips curve, macroeconomic stability, and policy challenges.
Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE	
Reference Books: Dornbusch, R., Fischer, S., & Startz, R. (2012). <i>Macroeconomics</i> (10th ed.). Tata McGraw-Hill. Latest edition: Dornbusch, R., Fischer, S., & Startz, R. (2024). <i>Macroeconomics</i> (12th ed.). McGraw Hill Education.	



Programme Name: Bachelor of Business Administration				Semester: 2	
Course Name:		Introduction to Human Resource Management		Course Code: OMBBA1008L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive introduction to the fundamentals of Human Resource Management (HRM), covering the entire employee lifecycle from talent acquisition and workforce planning to performance management and employee relations. It emphasizes the strategic role of HRM in aligning people management with organizational goals, fostering employee well-being, and maintaining a positive work culture. The course also explores modern HR practices, including HR analytics, training and development, compensation management, and employee engagement					
Course Objectives: 1. To provide a comprehensive understanding of the foundational principles, scope, and strategic importance of HRM in modern organizations. 2. To equip students with the skills required for effective talent acquisition, workforce planning, and recruitment strategies. 3. To develop the ability to design and implement effective training, development, and career growth programmes. 4. To enable students to assess and manage employee performance, compensation, and rewards effectively. 5. To introduce students to the fundamentals of employee relations, conflict resolution, and the importance of maintaining a positive organizational culture.					
Course Outcomes: On completion of this course, the students will be able to: CO1: Define the role of Human Resource Management (HRM) in achieving organizational goals and enhancing employee well-being. (Bloom’s level: Remember) CO2: Discuss the significance of HRM practices across the employee lifecycle, and their impact on organizational effectiveness. (Bloom’s level: Understand) CO3: Apply HRM principles and techniques to solve complex personnel issues in organizational settings. (Bloom’s level: Apply) CO4: Analyze recruitment, selection, and workforce planning strategies to determine their effectiveness in meeting organizational talent needs. (Bloom’s level: Analyze) CO5: Evaluate training, development, and performance management systems for their effectiveness in building employee capability. (Bloom’s level: Evaluate) CO6: Design strategies for fostering positive employee and industrial relations, including conflict resolution mechanisms, to strengthen organizational culture. (Bloom’s level: Create)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Human Resource Management: Nature, scope, and importance of HRM, Evolution of HRM, Key functions and responsibilities, Role of HRM in modern organizations, Strategic HRM, Aligning HR strategies with organizational goals, Difference between HRM and HRD.				

2	Strategic HRM and HR Challenges: HRM vs. HRD, Aligning HR with business strategy, Strategic HR planning, Key challenges in modern HRM, impact of technology, globalization, and remote work on HRM.
3	Job Analysis and Design: Processes and methods of job analysis, Job descriptions and job specifications, Competency mapping, Role analysis, Job design and its impact on employee motivation and productivity.
4	Modern Talent Acquisition: Recruitment: Internal vs. external recruitment, modern sourcing strategies, employer branding, recruitment metrics, use of AI and digital tools in recruitment.
5	Selection and Onboarding: Selection process, screening, interviewing techniques, assessment centers, background checks, selection metrics, reducing bias in selection, digital interviewing, employee onboarding strategies.
6	Workforce Planning and Human Resource Forecasting: Methods for analyzing workforce demand and supply, HR forecasting, manpower planning, talent gaps, succession planning, human resource audits, strategic workforce planning.
7	Training and Development: Types of training (on-the-job, off-the-job, e-learning, simulations), Training needs assessment, designing effective training programmes, use of technology in training, evaluating training effectiveness.
8	Career Growth and Succession Planning: Career pathing, skill mapping, career development frameworks, succession planning, mentoring and coaching, leadership development, building a talent pipeline.
9	Performance Management Systems: Performance appraisal methods (360-degree feedback, MBO, BARS), Key performance indicators (KPIs), balanced scorecards, linking performance with organizational goals, continuous performance feedback.
10	Compensation and Reward Management: Compensation management, components of CTC (basic pay, benefits, bonuses, stock options), designing competitive compensation packages, linking pay to performance, pay equity and fairness
11	Employee Relations and Industrial Relations: Understanding industrial relations, fostering positive employee relations, handling grievances, role of trade unions, collective bargaining, conflict resolution, disciplinary actions, managing strikes and lockouts.
12	Employee Engagement and Retention: Importance of employee engagement, strategies for fostering a positive work culture, retention strategies, building employer loyalty, managing employee turnover, use of HR analytics for retention.

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. C. B. Gupta – Human Resource Management

Gupta, C. B. (2007). *Human resource management* (1st ed.). Sultan Chand & Sons.

Latest Edition (2025): Gupta, C. B. (2025). *Human resource management* (20th ed.). Sultan Chand & Sons.

2. DeCenzo & Robbins – Human Resource Management

DeCenzo, D. A., & Robbins, S. P. (1994). *Human resources management*. John Wiley & Sons.

Latest Edition (2024): DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2024). *Fundamentals of human resource management* (15th ed.). Wiley.



Programme Name: Bachelor of Business Administration				Semester: 2	
Course Name:		Introduction to Data Science		Course Code: OMBBA1010L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive introduction to the field of data science, focusing on its application in business decision-making. It covers essential topics such as data collection, data preparation, and statistical analysis, along with the use of data science tools like Python, RStudio, SPSS, and Excel. Students will learn to apply data science methodologies to solve real-world business problems, while also understanding the ethical considerations and privacy concerns associated with data-driven decision-making					
Course Objectives: 1. To provide a foundational understanding of data science and its relevance in today's business environment. 2. To equip students with the skills to use popular data science tools for data collection, preparation, and analysis. 3. To develop the ability to perform statistical analysis, including descriptive statistics, correlation, and regression, for business decision-making. 4. To introduce students to the principles of data ethics, data privacy, and responsible data use in business. 5. To enable students to apply data science methodologies to solve real-world business problems through practical projects.					
Course Outcomes: On completion of this course, the students will be able to: CO1: Explain the fundamentals of data science, its significance in business, and ethical considerations in data-driven decision-making. (Bloom's level: Understand) CO2: Demonstrate proficiency in using data science tools and managing datasets for analysis and preprocessing. (Bloom's level: Apply) CO3: Analyze real-world business problems by applying statistical techniques and data science methodologies. (Bloom's level: Analyze) CO4: Interpret data using descriptive statistics and data visualization techniques to derive insights. (Bloom's level: Evaluate) CO5: Create meaningful datasets by performing data preparation, transformation, and cleaning. (Bloom's level: Create) CO6: Recall foundational concepts of regression analysis for predictive modeling and decision-making. (Bloom's level: Remember)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to data Science Importance of data in today's business environment, key terminologies (Data, Information, Insights), relevance of data science in business analytics, real-world examples of data-driven decision-making, ethical considerations, data privacy, and bias in data science.				
2	Tools and Datasets:				



	Tools for data science (Python, RStudio, Google Analytics, SPSS, Excel), installation and configuration of Python (Anaconda, Google Colab), accessing datasets from open sources (e.g., Kaggle), features of big data, and different types of databases.
3	Data Collection Methods: Introduction to data, data types (structured, unstructured, semi-structured), data collection methods, primary and secondary data sources, data scraping, accessing APIs
4	Data Preparation Techniques: Data pre-processing – data cleaning, data integration, data transformation, data reduction, data discretization, handling missing values, outlier detection.
5	Descriptive Statistics: Variables, frequency distribution, measures of central tendency (mean, median, mode), data distribution analysis, identifying patterns and trends in data.
6	Data Variability and Distribution: Measures of dispersion (range, variance, standard deviation), skewness, kurtosis, data distribution analysis, real-world business applications
7	Correlation Analysis: Understanding correlation, correlation coefficients, interpreting correlation results, practical exercises using business data
8	Linear Regression Analysis: Bivariate linear regression – concept, line of best fit, interpretation of regression coefficients, calculating R-squared, applications in business forecasting.
9	Multivariate Regression Analysis: Introduction to multivariate regression, assumptions, interpretation of coefficients, practical exercises, real-world business examples
10	Non-Linear Regression: Introduction to non-linear regression, differences from linear regression, practical exercises, applications in complex business decision-making.
11	Ethical Issues in Data Science: Ethics, bias, and privacy in data science, data protection regulations, responsible AI, fairness in algorithms, ethical dilemmas in data-driven decision-making.
12	Major Project: Summarization of classroom learning through a project that applies the concepts taught, focusing on solving a real-world business problem using data science methodologies

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Provost, F., & Fawcett, T. (2013). *Data science for business: What you need to know about data mining and data-analytic thinking*. O'Reilly Media.

Latest edition: Provost, F., & Fawcett, T. (2023). *Data science for business: What you need to know about data mining and data-analytic thinking* (2nd ed.). O'Reilly Media.

2. Prevos, P. (2017). *Principles of strategic data science: Creating value from data, big and small*. Apress.


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SEMESTER- 3

Programme Name: Bachelor of Business Administration				Semester: 3	
Course Name: Fundamentals of Financial Management		Course Code: OMBBA2001L			
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course introduces students to the fundamental principles and practices of financial management in business. It covers key financial decisions related to investment, financing, and dividend policies, with an emphasis on maximizing shareholder wealth. Students will gain conceptual clarity and analytical proficiency in evaluating financial performance, understanding the time value of money, capital budgeting techniques, capital structure theories, and sources of finance. Through real-world examples and practical problem-solving, the course also highlights the significance of leverage, cost of capital, and ethical considerations in financial decision-making.					
Course Objectives - To provide a foundational understanding of the goals and scope of financial management. - To equip students with analytical tools for evaluating investment and financing decisions. - To develop competence in applying time value of money concepts and financial ratios. - To build familiarity with various sources of long-term and short-term business finance. - To enable students to understand the strategic implications of capital structure, leverage, and dividend policy decisions.					
Course Outcomes: CO1: Explain the main goal of financial management and key decision-making areas. (Bloom's level: Understand) CO2: Apply analytical techniques in capital budgeting, capital structure, and working capital management. (Bloom's level: Apply) CO3: Identify various sources of long-term and short-term funds available to financial managers. (Bloom's level: Remember) CO4: Evaluate investment and financing decisions using time value of money concepts and financial ratios. (Bloom's level: Evaluate) CO5: Analyze the effects of leverage, cost of capital, and dividend policies on firm value. (Bloom's level: Analyze) CO6: Create solutions by critically analyzing financial problems and making ethical financial decisions. (Bloom's level: Create)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Financial Management Financial decisions of a firm: investment, financing, and dividend decisions; goals of financial management – profit maximization vs. wealth maximization; understanding the agency problem and its implications.				
2	Tools for Financial Decision-Making Overview of financial ratios: liquidity, solvency, activity, profitability; use of ratios in decision-making and performance evaluation.				



3	Time Value of Money – I: Concept and importance; compounding techniques, future value of single sum and annuity, practical applications..
4	Time Value of Money – II: Discounting techniques, present value of lump sum, perpetuity, and annuities; solving practical problems.
5	Introduction to Capital Budgeting: Meaning, importance, and process of capital budgeting; risk and return trade-offs in investment decisions..
6	Capital Budgeting Techniques – I: Net Present Value (NPV) and Internal Rate of Return (IRR): calculation, interpretation, and comparison.
7	Capital Budgeting Techniques – II: Payback period and discounted payback period: advantages, limitations, and decision rules.
8	Sources of Finance: Classification: short-term vs. long-term sources; internal vs. external financing; equity, debt, retained earnings, venture capital, and other funding options.
9	Capital Structure and Cost of Capital – I: Understanding capital structure; calculation of cost of equity (using CAPM and Dividend Discount Model), cost of debt and preference shares.
10	Capital Structure and Cost of Capital – II: Concept of Weighted Average Cost of Capital (WACC); capital structure theories – Net Income, Net Operating Income, Traditional View, and MM Hypothesis with/without taxes.
11	Dividend Policy Decisions: Relevance vs. irrelevance of dividend policy; MM theory, Walter's and Gordon's models; factors affecting dividend policy; stock buyback and retention decisions.
12	Leverage Analysis: Concept of leverage; degree of operating leverage (DOL), degree of financial leverage (DFL), and degree of total leverage (DTL); impact of leverage on firm's risk and return
Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE	
Reference Books:	
1. Khan, M. Y., & Jain, P. K. (2015). <i>Financial management: Text, problems and cases</i> (7th ed.). McGraw Hill Education. ISBN 978-9339213053. Latest edition: Khan, M. Y., & Jain, P. K. (2022). <i>Financial management: Text, problems and cases</i> (8th ed.). McGraw Hill Education.	
2. Ross, S. A., & Westerfield, R. W. (2005). <i>Corporate finance</i> (10th ed.). McGraw Hill Education. ISBN 978-9339203122. Latest edition: Ross, S. A., Westerfield, R. W., & Jaffe, J. (2022). <i>Corporate finance</i> (13th ed.). McGraw Hill Education.	
3. Investopedia. (n.d.). <i>Investopedia</i> . https://www.investopedia.com/	

Programme Name: Bachelor of Business Administration				Semester: 3	
Course Name: Strategic Management		Course Code: OMBBA2003L			
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course introduces students to the foundational concepts of strategic management, focusing on how organizations plan for long-term success in a competitive environment. It familiarizes students with the basic tools used to analyze both the internal and external business environment, understand competitive positioning, and evaluate strategic alternatives. Designed for early exposure to business strategy, the course uses relatable case-lets, examples from Indian and global firms, and group activities to develop a strategic mindset and an understanding of how business goals are aligned with real-world challenges.					
Course Objectives 1. To introduce the purpose and scope of strategic management in business. 2. To help students understand how businesses analyze their environment and industry structure. 3. To familiarize students with internal analysis tools and the concept of competitive advantage. 4. To enable students to comprehend basic strategic choices at business and corporate levels. 5. To build awareness about the importance of ethics, sustainability, and responsibility in strategic decisions.					
Course Outcomes: By the end of the course, students will be able to: CO1: Describe the strategic management process and its role in business planning. (Bloom's level: Remember) CO2: Conduct an external environmental analysis using tools like PESTEL and Porter's Five Forces. (Bloom's level: Apply) CO3: Evaluate organizational strengths and weaknesses using SWOT and internal assessment techniques. (Bloom's level: Evaluate) CO4: Recognize key business-level strategies such as cost leadership and differentiation. (Bloom's level: Understand) CO5: Analyze the role of leadership and organizational structure in strategy execution. (Bloom's level: Analyze) CO6: Discuss ethical considerations and sustainability issues in business strategy. (Bloom's level: Create)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Strategy: What is strategy? Strategic vs. tactical decisions, basic concepts of strategic management, examples from real companies				
2	Strategic Management Process: Steps in the strategic management process – from vision/mission to evaluation. Introduction to strategic thinking..				
3	Strategic Intent and Direction: Vision, mission, goals, and objectives; case-let on strategic intent of Indian companies.				

4	External Environment Analysis: Introduction to macro environment using PESTEL framework. Link with current business news.
5	Industry Analysis: Understanding competition using Porter's Five Forces. Application to industries like telecom, FMCG, etc.
6	Internal Environment Analysis: Introduction to SWOT analysis, resources and capabilities, basics of competitive advantage.
7	Business-Level Strategy: Cost leadership, differentiation, and focus strategies explained with examples like Indigo, FabIndia, and Xiaomi.
8	Corporate-Level Strategy: Basics of diversification, integration, and growth strategies. Simple cases like Tata Group or Reliance.
9	Strategic Tools for Decision Making: Overview of BCG Matrix and GE Matrix. Class activity on portfolio mapping.
10	Strategy Implementation: Basics of aligning structure with strategy, introduction to leadership, culture and communication in execution
11	Strategic Ethics and Sustainability Business ethics, CSR, stakeholder responsibility, and sustainable strategy. Small group case discussion.
12	Wrap-up: Review and Mini Project: Revision of tools, student-led virtual presentations of brand strategy analysis.
Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE	
Reference Books: 1. Morrissey, J., & Armstrong, J. S. (n.d.). Strategic management. 2. Ketchen, D., & Short, J. (n.d.). Mastering strategic management. Saylor Academy. 3. Saylor Academy. (n.d.). Strategic management and business policy.	



Programme Name: Bachelor of Business Administration				Semester: 3	
Course Name:		Business Law & Corporate Governance		Course Code: OMBBA2005L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course introduces students to the foundational legal frameworks governing business organizations along with principles of corporate governance. It covers key aspects of company law, roles and responsibilities of directors, shareholder rights, and corporate financial disclosure requirements. Additionally, the course explores governance codes, ethical principles, and CSR initiatives within both Indian and global contexts. Through a blend of legal grounding and ethical analysis, students will understand how governance structures influence transparency, accountability, and sustainable business practices.					
Course Objectives 1. To understand the key principles of Indian business law and its role in regulating companies. 2. To examine the structure and functions of corporate boards and their regulatory responsibilities. 3. To explore models and codes of corporate governance in India and globally. 4. To develop an understanding of the ethical responsibilities of companies through CSR and business ethics frameworks. 5. To familiarize students with the legal and ethical responsibilities of directors, shareholders, and corporate stakeholders.					
Course Outcomes: CO1: Recognize the role of corporate law and governance mechanisms in the broader economic and business context. (Bloom's level: Remember) CO2: Demonstrate how corporate law and governance mechanisms facilitate economic activity. (Bloom's level: Understand) CO3: Apply legal and governance knowledge to resolve issues related to the organizational form of companies. (Bloom's level: Apply) CO4: Interpret the principles of value-driven business, ethics, service ethos, and the doctrine of trusteeship. (Bloom's level: Analyze) CO5: Differentiate between legal systems and business forms, and identify the constitutional frameworks of various business organizations. (Bloom's level: Evaluate) CO6: Design recommendations based on analysis of corporate governance frameworks and their application in Indian and international business contexts. (Bloom's level: Create)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Business Law: Business, political and legal systems; International trade, international legal regulation and conflict of laws; Alternative dispute resolution mechanisms				
2	Corporate Laws in India:				

	Legal structure of companies under the Companies Act, 2013; types of companies, incorporation, MoA and AoA, legal identity, liabilities..
3	Introduction to Corporate Governance: Definitions, objectives, scope; why governance matters; role in preventing corporate failures.
4	Codes, Theories & Models: Corporate governance codes (SEBI LODR, Kotak Committee), Cadbury Code, OECD Principles; theories (agency, stakeholder, stewardship).
5	Board Structure and Composition: Board roles, executive vs. non-executive directors, appointment and removal, diversity on boards.
6	Independent Directors and Committees: Role of independent directors, audit, nomination and remuneration, CSR committee responsibilities.
7	Shareholders, Stakeholders & Rights: Role and rights of shareholders, stakeholder engagement, whistleblower policies, institutional investors.
8	Corporate Financial Reporting: Importance of disclosures, types of financial reports, board responsibilities, related party disclosures.
9	Corporate Governance in India: SEBI, RBI governance norms; CG in PSUs vs. private firms; case: Satyam scandal & reforms..
10	Global Practices: US and UK: Sarbanes-Oxley Act (USA), UK Corporate Governance Code; comparative perspectives.
11	Business Ethics and Corporate Responsibility: Ethical dilemmas, ESG, CSR regulations under Companies Act, business and sustainability reporting..
12	Reflection & Case Project Final case on a listed company's governance practices (board, reporting, CSR, ethics). Student video/audio reflections + peer responses.

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Corporate Governance: Principles, Mechanism & Practice. (2006). Dreamtech Press.
2. Blowfield, M., & Murray, A. (2008). *Corporate responsibility: A critical introduction*. Oxford University Press.
Latest edition: Blowfield, M., & Murray, A. (2019). *Corporate responsibility* (3rd ed.). Oxford University Press.
3. Corporate Social Responsibility: Concepts and Cases: The Indian Experience. (2005). Excel Books.
4. The Saylor Foundation. (n.d.). *Business law*. <https://www.saylor.org/courses/bus205/>

Programme Name: Bachelor of Business Administration				Semester: 3	
Course Name:		Business Ethics, Sustainability and the Circular Economy		Course Code: OMBBA2007L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides an integrated approach to understanding the ethical, sustainable, and circular aspects of modern business practices. It introduces students to the core principles of business ethics, corporate social responsibility (CSR), sustainability frameworks, and circular economy models. The curriculum explores how ethical decision-making, stakeholder engagement, ESG compliance, and resource optimization intersect to shape responsible business strategies. Through real-world case studies, global policy frameworks, and innovative circular business models, students will develop the competence to evaluate and design ethical and sustainable business practices that meet the challenges of today's rapidly evolving business environment.					
Course Objectives 1. To introduce students to the foundational principles and frameworks of business ethics and corporate responsibility. 2. To explain the evolution of sustainability concepts and the rationale behind the transition from linear to circular economies. 3. To examine how ESG metrics, stakeholder engagement, and regulatory compliance drive ethical and sustainable practices. 4. To equip students with tools and methodologies for analyzing and implementing circular economy strategies in businesses. 5. To develop critical thinking skills for addressing ethical dilemmas and sustainability challenges through systems thinking and innovative problem-solving.					
Course Outcomes: CO1: Explain the principles of the circular economy and their application in business models to minimize waste, optimize resources, and enhance long-term profitability. (Bloom's level: Understand) CO2: Evaluate the role of sustainable practices in corporate strategy, including regulatory compliance, stakeholder engagement, and ESG metrics. (Bloom's level: Evaluate) CO3: Design actionable sustainability initiatives for businesses by integrating circular economy tools. (Bloom's level: Create) CO4: Apply ethical decision-making models to real-world business dilemmas involving diverse stakeholders. (Bloom's level: Apply) CO5: Analyze the role of corporate social responsibility (CSR) in promoting ethical business behavior and contributing to sustainable development. (Bloom's level: Analyze) CO6: Identify and critically examine contemporary issues such as greenwashing, resource exploitation, and ethical supply chains within circular and sustainable business strategies. (Bloom's level: Remember)					
Detailed Syllabus:					
Unit	Description				

1	Foundations of Sustainability Definition and evolution of sustainability, Triple Bottom Line (People, Planet, Profit), Introduction to sustainable development and the SDGs.
2	Linear vs. Circular Economy: Understanding the "Take-Make-Waste" model, comparison with circular economy, core principles: Reduce, Reuse, Recycle, Recover, Regenerate..
3	Introduction to Business Ethics: Definition and scope of business ethics, moral philosophy in business, stakeholder theory, ethical dilemmas in decision-making.
4	Drivers of Circularity & Ethical Responsibilities: Drivers for circularity: resource scarcity, climate change, regulation, consumer awareness; the moral responsibility of businesses.
5	UN SDGs and Corporate Responsibility: Detailed overview of the 17 SDGs, business integration of SDGs, CSR vs. sustainability, responsible business conduct.
6	Circular Business Models & Innovation: Models: Product-as-a-Service, Sharing Economy, De-growth, Remanufacturing; ethical considerations in disruptive innovation..
7	Circular Supply Chains & Digital Enablers: Reverse logistics, closed-loop systems, role of AI, IoT, blockchain in sustainable tracking and transparency.
8	ESG and Ethical Governance: ESG frameworks, Governance as an ethical construct, ESG reporting standards (GRI, SASB, TCFD), greenwashing risks.
9	Policy and Legal Aspects Circular economy policies: EPR, carbon pricing, legal obligations, role of law in enforcing ethical and sustainable practices.
10	Stakeholder Engagement & Ethical Decision-Making: Stakeholder mapping, ethical leadership, transparency, building trust with suppliers, customers, investors.
11	Future Trends and Emerging Models Circular cities, regenerative agriculture, blue economy, ethical foresight in innovation, cradle-to-cradle design..
12	Life-Cycle Thinking and Barriers to Implementation: LCA methodology, cost vs. benefit of ethical circularity, overcoming barriers (behavioral, economic, scalability).

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Braungart, M., & McDonough, W. (2002).

Cradle to cradle: Remaking the way we make things. North Point Press.

Latest edition:

Braungart, M., & McDonough, W. (2022). *Cradle to cradle: Remaking the way we make things* (2nd ed.). North Point Press.

2. Lacy, P., & Rutqvist, J. (2015).

Waste to wealth: The circular economy advantage. Palgrave Macmillan.

3. Crane, A., & Matten, D. (2016).

Business ethics: Managing corporate citizenship and sustainability in the age of globalization (4th ed.). Oxford University Press.



Latest edition:

Crane, A., Matten, D., Glozer, S., & Spence, L. J. (2021). *Business ethics: Managing corporate citizenship and sustainability in the age of globalization* (5th ed.). Oxford University Press.

4. Robertson, M. (2021).

Sustainability principles and practice (3rd ed.). Routledge.

5. Webster, K. (2015).

The circular economy: A wealth of flows (2nd ed.). Ellen MacArthur Foundation Publishing.

6. Singer, P. (2016).

Ethics in the real world: 82 brief essays on things that matter. Princeton University Press.

Latest edition:

Singer, P. (2023). *Ethics in the real world: 90 essays on things that matter* (Fully updated and expanded ed.). Princeton University Press.

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Programme Name: Bachelor of Business Administration				Semester: 3	
Course Name: Operations Management		Course Code: OMBBA2009L			
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course introduces students to the principles and practices of operations management with a focus on service and general business operations. Students will learn how organizations design, plan, control, and improve their operational processes to achieve strategic objectives. Through the study of process design, capacity management, supply chain planning, quality systems, and the role of technology, students will understand how operations contribute to customer value and business competitiveness in both traditional and digitally-enabled environments.					
Course Objectives 1. To introduce students to the fundamental concepts and scope of operations management in service and business environments. 2. To develop an understanding of how operations decisions align with organizational strategy and impact performance. 3. To equip students with the ability to analyze and design processes, layouts, and capacity planning systems. 4. To familiarize students with essential planning and control functions, including inventory, quality, and supply chain management. 5. To expose students to the application of modern technologies such as IoT and automation in enhancing operational efficiency and competitiveness.					
Course Outcomes: CO1: Outline the development of manufacturing and service operations management and the strategic concerns in operations decisions. (Bloom's level: Remember) CO2: Demonstrate the links between operations strategy, corporate strategy, and organizational performance. (Bloom's level: Understand) CO3: Identify principles and philosophies underpinning operations and recognize limitations in their practical implementation. (Bloom's level: Apply) CO4: Analyze the relationship between organizational structures, technology, operational activities, and competitiveness. (Bloom's level: Analyze) CO5: Utilize operations management tools like capacity planning, inventory control, layout design, and quality systems in real-world scenarios. (Bloom's level: Evaluate) CO6: Design approaches using emerging technologies such as IoT, automation, and analytics to improve operational efficiency and customer experience. (Bloom's level: Create)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Operations Management:				

	Role and scope of OM; differences between operations and production; core activities of OM; operations as a strategic function.
2	Operations Performance and Strategy: Performance objectives (quality, speed, dependability, flexibility, cost); trade-offs; aligning operations with business strategy.
3	Process Design: Overview: What is a process? Key process types (project, jobbing, batch, mass, continuous); service vs product processes; real-world examples.
4	Designing Services & Experiences: Designing operational elements in services (queueing, delivery, experience); characteristics of good service design; service blueprinting.
5	Facility Layout and Flow: Types of layouts (fixed, functional, cellular, product, hybrid); selecting and evaluating layouts; importance in service sectors (e.g., hospitals, banks, warehouses).
6	Capacity Management: Understanding capacity; measuring demand and capacity; short-, medium-, and long-term capacity planning approaches; examples from call centers and airlines.
7	Inventory Planning and Control: Types of inventory, reasons for holding inventory; inventory costs; basic EOQ logic; inventory control techniques.
8	Supply Chain Planning: What is a supply chain? Planning and coordination; upstream vs downstream relationships; SC agility and resilience; role of technology.
9	Managing Supplier Relationships: Types of supplier relationships; outsourcing and offshoring; collaborative partnerships vs transactional relationships; risk and trust.
10	Quality Management: Definition of quality in operations; conformance to quality; cost of quality; service quality (SERVQUAL); customer expectations.
11	Total Quality Management (TQM) & Improvement: TQM principles; PDCA cycle; Kaizen; lean thinking; Six Sigma overview; root cause analysis (Ishikawa/Fishbone).
12	New Age Operations Technology: Introduction to CAD, CAM (briefly); focus on IoT, automation, smart operations, AI in OM; digital twins and analytics in operations.

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

- Slack, N., Chambers, S., & Johnston, R. (2007). *Operations management* (5th ed.). Prentice Hall.

Latest edition:

Slack, N., Brandon-Jones, A., & Johnston, R. (2019). *Operations management* (9th ed.). Pearson.

- Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., & Srivastava, S. K. (2015). *Operations management: Processes and supply chains* (9th ed.). Pearson Education.

Latest edition:

Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., & Srivastava, S. K. (2024). *Operations management: Processes and supply chains* (11th ed.). Pearson Education.

- Saylor Academy. (n.d.). *Introduction to operations management*.

<https://learn.saylor.org/course/view.php?id=93>



SEMESTER- 4

Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		Cost & Management Accounting		Course Code: OMBBA2002L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides students with a foundational understanding of cost and management accounting principles and techniques. It covers the classification, recording, and allocation of costs for internal decision-making, budgeting, and performance evaluation. The course is designed to equip learners with the knowledge to analyze financial data, control costs, and make strategic business decisions using management accounting tools. Students will gain both theoretical insights and practical exposure through real-world examples and exercises.					
Course Objectives:					
1. To develop an understanding of the basic principles and techniques of cost accounting and cost control.					
2. To explain how management accounting supports internal decision-making, planning, and control.					
3. To enable students to prepare and interpret cost sheets, budgets, and variance reports.					
4. To familiarize students with performance measurement and financial decision tools used in organizations.					
5. To apply cost and management accounting concepts to improve business efficiency and strategic outcomes.					
Course Outcomes:					
CO1: Describe the basic concepts and importance of Management Accounting. (R)					
CO2: Classify different types of costs and analyse cost behaviour in various scenarios. (U)					
CO3: Evaluate business decisions involving alternative choices using relevant cost information. (E)					
CO4: Interpret contemporary developments and trends in Management Accounting. (An)					
CO5: Prepare standard cost accounting statements and apply costing techniques to solve basic business problems. (A)					
CO6: Develop insights into cost control and decision-making through cost-volume-profit and break-even analysis. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Cost Accounting • Meaning, objectives, and scope of cost accounting • Difference between cost accounting and financial accounting • Importance of cost accounting for business decision-making				
2	Elements and Classification of Costs • Direct and indirect costs • Fixed, variable, semi-variable costs • Functional classification: production, administration, selling & distribution • Preparation of a simple cost sheet				
3	Material Costing and Control • Procurement procedures and inventory control • Economic Order Quantity (EOQ) • Stock levels: minimum, maximum, reorder level • Methods of pricing material issues: FIFO, LIFO, Weighted Average				
4	Labour Costing and Control • Types of labour and labour turnover				

	• Time and piece rate systems • Incentive schemes: Halsey and Rowan plans • Payroll accounting
5	Overhead Allocation and Absorption • Classification of overheads • Basis of overhead apportionment and absorption • Under-absorption and over-absorption of overheads • Machine hour rate
6	Job, Batch, and Process Costing • Features of job and batch costing with illustrations • Process costing: concepts and treatment of normal and abnormal losses • Introduction to contract costing
7	Introduction to Management Accounting • Nature and functions of management accounting • Difference between financial accounting and management accounting • Role of management accountant in decision-making
8	Budgeting and Budgetary Control • Concept and types of budgets • Preparation of functional budgets • Flexible budgets • Advantages and limitations of budgeting
9	Standard Costing and Variance Analysis • Meaning and advantages of standard costing • Types of variances: material, labour, overhead • Calculation and interpretation of variances
10	Marginal Costing and Break-even Analysis • Concept of marginal cost and contribution • Cost-volume-profit (CVP) analysis • Break-even point and margin of safety • Applications in decision-making
11	Responsibility Accounting and Transfer Pricing • Concept of responsibility centres: cost, revenue, profit, investment centres • Transfer pricing methods: cost-based, market-based, negotiated price • Advantages and challenges in implementation
12	Recent Trends in Management Accounting • Activity-Based Costing (ABC) • Balanced Scorecard • Strategic Cost Management • Sustainability and environmental cost accounting

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Kinney, M., Raiborn, C., & Dragoo, S. (2025). Cost accounting (11th ed.). Cambridge Business Publishers.
2. Drury, C. (2018). Management and cost accounting (10th ed.). Cengage Learning.
3. Horngren, C. T., Datar, S. M., & Rajan, M. V. (2015). Cost accounting: A managerial emphasis (15th ed.). Pearson Education.
4. Khan, M. Y., & Jain, P. K. (2018). Management accounting and financial management (7th ed.). McGraw Hill Education.



Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		Digital & Social Media Marketing		Course Code: OMBBA2004L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive understanding of digital and social media marketing tools, techniques, and strategies. Students will explore key concepts such as search engine optimization, consumer segmentation, content creation, social media advertising, analytics, and emerging trends. By integrating theoretical models with practical insights, the course equips learners to create compelling digital campaigns, leverage data-driven insights, and stay ahead in the rapidly evolving digital landscape.					
Course Objectives: 1. To understand the evolution of digital and social media marketing and its growing relevance in the Indian and global context. 2. To analyse consumer behaviour, segmentation strategies, and digital decision-making models. 3. To develop proficiency in SEO, SEM, display advertising, email marketing, and content creation. 4. To design and execute integrated digital and social media campaigns. 5. To evaluate campaign performance using analytics tools and understand the legal, ethical, and future implications of digital marketing.					
Course Outcomes: CO1: Understand the core concepts, scope, and evolution of digital and social media marketing, including their application in physical and virtual business environments. (U) CO2: Identify and explain the functions of various digital platforms and social media tools used in marketing, along with key audience segmentation strategies. (R) CO3: Apply content strategy principles to design engaging and relevant content across multiple formats and platforms for targeted digital campaigns. (A) CO4: Develop and execute integrated digital and social media strategies aligned with business objectives, brand positioning, and customer engagement goals. (C) CO5: Analyse digital marketing performance using key metrics and tools to evaluate campaign effectiveness and optimize return on investment (ROI). (An) CO6: Evaluate ethical and legal challenges in digital and social media marketing practices and recommend compliant strategies for responsible brand communication. (E)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Digital Marketing • Traditional vs. Modern Marketing • Role and Growth of Digital Marketing in India • Challenges in Digital Marketing • Concepts and Practices for Developing a Buyer's Persona				
2	Consumer Segmentation and Behavioural Dimensions • Digital Marketing Mix • Consumer Behavior Models in the Digital Era • Forrester's 5I Model • 6Cs of Customer Motivation • McKinsey's Consumer Decision Journey				
3	Strategic Frameworks for Digital Campaign Planning • RACE Planning Model • The Honeycomb Model • Integration of Models for Campaign Design				

	• Building Consistency across Touchpoints
4	Fundamentals of SEO and SEM • Basics of Search Marketing • Difference Between Organic and Paid Search • Introduction to Google AdWords • Creating SEM Strategies
5	Smart Devices and Email Marketing • Mobile Marketing and Strategy • Basics of Email Marketing • A/B Testing: Process, Tools, and Use Cases • Lead Nurturing and Conversion
6	Display Marketing and Digital Advertising Ecosystem • Designing Digital Advertisements • Display Decisions and Pricing Methods • Understanding Display Network Ecosystem • Evolution of Social Media Channels
7	Social Media Platforms and Business Impact • Overview of Platforms: Facebook, Instagram, LinkedIn, Twitter, TikTok, YouTube • Evolution and Growth of Social Media • Consumer Behaviour on Social Platforms • Brand Building and PR via Social Media
8	Social Media Strategy Development • Aligning Business Goals with Social Strategies • Setting SMART Goals • Audience Insights and Targeting • Budgeting and Planning for Campaigns
9	Content Creation and Management in Digital Environments • Types of Content: Text, Visual, Video, Interactive • Tips for Creating Compelling Content • Content Branding in Social Media • Active Listening in a Digital Context
10	Social Media Advertising and Campaign Optimization • Platform-Specific Advertising Tools • Influencer Marketing and Partnerships • Budgeting, Bidding & A/B Testing • Campaign Optimization Techniques
11	Performance Measurement and Analytics • Key Performance Indicators (KPIs) in Social Media • Metrics: Reach, CTR, Impressions, Conversions • Tools: Google Analytics, Hootsuite, Sprout Social, Buffer • ROI of Digital Strategies
12	Ethics, Law & Emerging Trends in Digital & Social Media • Privacy and Data Protection • Copyright, IP, and Fair Use in Digital Content • AI and Automation in Social Media Marketing • Social Commerce, E-Commerce Integration • Career Paths in Digital and Social Media Marketing

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Heinze, A., Fletcher, G., Cruz, A., & Fenton, A. (2025). Digital and social media marketing: A results-driven approach (3rd ed.). Routledge
2. Gupta, R., & Madan, S. (n.d.). *Digital marketing*. BPB Publications.
3. Krasniak, M., Zimmerman, J., & Ng, D. (2020). *Social media marketing all-in-one for dummies* (5th ed.). For Dummies.


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Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		Basics of Research Methodology		Course Code: OMBBA2006L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides BBA students with foundational knowledge in research methodology, preparing them to identify business problems, collect and analyze data, and derive actionable insights. Students will explore both qualitative and quantitative methods, build data collection tools, apply basic statistical analysis, and learn the ethics of conducting responsible research. The course emphasizes hands-on learning, critical thinking, and real-world application to enable students to design and evaluate small-scale business research projects.					
Course Objectives: 1. To introduce students to the fundamentals and types of business research. 2. To develop skills in formulating research problems and hypotheses. 3. To equip students with practical techniques of data collection and sampling. 4. To familiarize students with elementary data analysis and interpretation techniques. 5. ☐ To promote awareness of ethical issues in business research.					
Course Outcomes: CO1: Define the fundamental concepts and scope of research methodology in the business context. (R) CO2: Classify and explain various research designs and methods suitable for business problems. (U) CO3: Apply appropriate data collection and sampling techniques in research studies. (A) CO4: Analyse quantitative and qualitative data using basic statistical tools. (An) CO5: Evaluate research reports with reference to validity, reliability, and ethical rigor. (E) CO6: Construct a mini research proposal for a selected business problem. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Research and Business Research • Meaning, objectives, and significance of research • Types of research: Basic vs. Applied, Quantitative vs. Qualitative • Role of research in business and management				
2	The Research Process • Steps in the research process • Problem identification and formulation • Developing research questions				
3	Review of Literature • Importance and sources of literature review • Organizing and synthesizing research findings • Avoiding plagiarism and referencing basics				
4	Formulating Hypotheses and Research Objectives • Meaning and characteristics of hypotheses • Types of hypotheses • Variables: Dependent, independent, extraneous • Framing SMART research objectives				
5	Research Design • Definition and need for research design • Types: Exploratory, descriptive, causal, experimental • Choosing the right research design				

6	Sampling Techniques • Census vs. Sample survey • Probability and non-probability sampling • Sample size determination and sampling errors
7	Data Collection Methods – Primary Data • Types of primary data: Surveys, interviews, focus groups, observations • Designing questionnaires and interview schedules • Validity and reliability
8	Data Collection Methods – Secondary Data • Sources of secondary data: Internal and external • Evaluating secondary data for relevance and credibility • Ethics in data usage
9	Measurement Scales and Scaling Techniques • Nominal, ordinal, interval, ratio scales • Attitude measurement: Likert, semantic differential, and Thurstone scales
10	Data Analysis – Basics • Preparing data for analysis: Editing, coding, tabulation • Descriptive statistics: Mean, median, mode, standard deviation • Use of Excel/SPSS basics (illustrative)
11	Interpretation and Report Writing • Guidelines for data interpretation • Elements of a good research report • Formatting, citations, and presentation tips
12	Integrative Perspectives on Business Research • Examining how research methodologies inform strategic business decisions across domains such as marketing, finance, and HR • Contemporary applications of research in industry reports, white papers, and consultancy projects • Emerging trends in business research, including AI-assisted data analysis, big data, and behavioral insights

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Aguinis, H. (2024). Research methodology: Best practices for rigorous, credible, and impactful research. SAGE Publications.
2. Kothari, C. R., & Garg, G. (2019). *Research methodology: Methods and techniques* (4th ed.). New Age International Publishers.
3. Cooper, D. R., & Schindler, P. S. (2017). *Business research methods* (13th ed.). McGraw-Hill Education.
4. Sekaran, U., & Bougie, R. (2019). *Research methods for business: A skill-building approach* (8th ed.). Wiley.


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SEMESTER- 5

Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name:		Design Thinking and Innovation		Course Code: OMBBA3001L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course introduces students to the fundamental principles and structured stages of design thinking, blending analytical problem-solving with creative ideation. It provides a hands-on, structured approach to identify real-world problems, understand user needs, brainstorm viable solutions, test assumptions, and build innovative prototypes. Through ethnographic tools, ideation techniques, and co-creation strategies, students will learn how to approach complex problems innovatively and communicate their ideas effectively across teams and stakeholders.					
Course Objectives: 1. Understand the principles and relevance of design thinking in modern innovation contexts. 2. Explore each phase of the design thinking process, from scoping to co-creation. 3. Learn techniques like ethnography, brainstorming, and assumption testing for innovation. 4. Develop skills to visualize, test, and communicate innovative solutions. 5. Apply design thinking tools to practical problems through experiential learning.					
Course Outcomes: CO1: Understand a new approach—design thinking—that enhances innovation activities in terms of market impact, value creation, and speed. (U) CO2: Recognize design and innovation beyond the design and development of new products to other fundamental sources of value creation. (U) CO3: Develop individual and collaborative capabilities to identify customer needs, create sound concept hypotheses, collect appropriate data, and build a prototype that allows for meaningful feedback in a real-world environment. (A) CO4: Translate broadly defined opportunities into actionable innovation possibilities and recommendations for client organizations. (C) CO5: Generate original and context-sensitive ideas using brainstorming, napkin pitching, and visualization methods to tackle innovation challenges. (C) CO6: Evaluate the effectiveness of innovation solutions through assumption testing, stakeholder feedback, and real-world experimentation. (E)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Design Thinking • What is Design Thinking? • Why Design Thinking matters in today’s problem-solving • Overview of the design process stages • Differentiating between traditional and design thinking approaches				
2	The Logic of Design Thinking • Proposition, Logical Connectives, Truth Tables • Tautology, Contradiction • Validity of Argument; Converse, Inverse, Contrapositive • Role of logical reasoning in framing innovation challenges				
3	Design Brief and Visualization Techniques				

	• Importance of problem scoping • Crafting a good design brief • Visualization tools and empathy maps • Universal and existential quantifiers in framing user problems
4	Mathematical Thinking in Scoping Design • Introduction to higher-order derivatives • Leibnitz's theorem and partial differentiation • Applications in modelling real-world innovation problems
5	Ethnography Fundamentals in Design Thinking • Semi groups, monoids, and group definitions • Subgroups and cyclic groups • Using observation and interaction to understand user context
6	Extracting Insights from Fieldwork • Cosets, Lagrange's Theorem • Homomorphism and Isomorphism in pattern recognition • Practical applications: field interviews, insight synthesis
7	Brainstorming and Establishing Design Criteria • Techniques for divergent thinking • Group ideation: Crazy 8s, SCAMPER • Setting criteria for evaluating solutions • Introduction to Rings, Integral Domains, and Fields
8	Concept Development and Napkin Pitch • Converging on ideas • Structuring concepts with feasibility, viability, desirability • The Napkin Pitch – elements and communication • Using matrices for rational evaluation
9	Assumption Testing • Identifying critical assumptions • Structuring low-cost, quick experiments • Using data to validate assumptions • Rapid prototyping frameworks
10	Creating Visual Prototypes • Tools for creating low-fidelity prototypes • Building mock-ups, storyboards, and wireframes • Peer reviews and feedback methods
11	Co-Creation and Learning Launches • Stakeholder engagement in ideation • Learning launches: concept validation • Leading innovation and team facilitation techniques
12	Reflection and Innovation Leadership • Synthesis of the design journey • Leading innovation inside organizations • Future paths: careers and opportunities in innovation



Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Liedtka, J., & Ogilvie, T. (2023). *The designing for growth field book: A step-by-step project guide* (2nd ed.). Columbia University Press.
2. Kelley, T., & Littman, J. (2004). *The art of innovation: Lessons in creativity from IDEO, America's leading design firm*. Profile Books.
3. Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2013). *Value proposition design: How to create products and services customers want*. Wiley.
4. Liedtka, J., Salzman, R., & Azer, D. (2017). *Design thinking for the greater good: Innovation in the social sector*. Columbia University Press.


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Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name: Environmental Studies				Course Code: OMBBA3003L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course offers a comprehensive introduction to the interrelationships between human activity and the natural environment, focusing on sustainability, ecosystems, biodiversity, natural resource management, pollution, and environmental ethics. Drawing from real-world examples and case studies, students will explore key environmental challenges like climate change, resource scarcity, pollution, and species extinction. The course encourages the development of informed, ethical, and scientifically sound approaches to preserving the planet for future generations.					
Course Objectives: 1. Understand the concepts of environmental sustainability and ecosystem dynamics in relation to climate change. 2. Identify the value of biodiversity and analyse the causes and consequences of its depletion. 3. Examine the usage of natural resources and evaluate the challenges associated with renewable and non-renewable energy. 4. Analyse various forms of environmental pollution and the strategies for control and management. 5. Critically assess environmental ethics, global and Indian environmental policies, and life cycle analysis frameworks.					
Course Outcomes: CO1: Analyse the reasons for the ongoing environmental crises and the subsequent link between the humans and natural systems. (An) CO2: Demonstrate to reflect critically about their roles and responsibilities as citizens, consumers and environmental actors in the increasingly globalised world. (E) CO3: Understand key concepts from economic, political, and social analysis and try to link them with policy formulation and its impact on society at large. (U) CO4: Develop a sense of understanding of the importance of 'interconnectedness' in the world, and the harmonious and sustainable relationship/interaction of humans with more-than-humans. (C) CO5: Apply sustainable practices and frameworks to address environmental challenges at local, national, and global levels. (A) CO6: Recall major global and regional environmental agreements, policies, and initiatives aimed at promoting sustainability. (R)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Environmental Sustainability • Concept of sustainability: ecological, economic, and social dimensions • Interdependence of humans and nature • Introduction to sustainable development goals (SDGs)				
2	Population Growth and Sustainability • Population explosion and environmental stress • Exponential vs. logistic growth curves • Carrying capacity and its implications for sustainability				
3	Ecosystems and Climate Change – An Overview • Introduction to ecosystems and their services • Ecosystem dynamics: succession, resilience, and stability • Introduction to climate systems and global climate change				



4	Tragedy of Commons and Ecosystem Extinction • The concept of the tragedy of the commons • Solutions: policy, regulation, community management • Case studies: fisheries collapse, deforestation
5	Climate Change: Past and Present • Historical climate patterns and paleoclimate indicators • Anthropogenic climate change: CO₂, methane, industrialization • IPCC findings and global climate trends
6	Weather vs. Climate & Climate Processes • Key differences between weather and climate • Earth's climate processes: greenhouse effect, ocean currents, El Niño/La Niña • Implications for agriculture, health, and biodiversity
7	Biodiversity and Its Value • Definition and types of biodiversity: genetic, species, ecosystem • Ecological, economic, and cultural value of biodiversity • Ecosystem services provided by biodiversity
8	Threats and Conservation of Biodiversity • Threats: habitat loss, poaching, invasive species, climate change • Conservation methods: in-situ and ex-situ approaches • Protected areas, biosphere reserves, and wildlife corridors
9	Natural Resources – Usage and Challenges • Classification: renewable vs. non-renewable • Overconsumption and resource depletion • Sustainable practices for resource use
10	Agriculture, Water, and Food Security • Relationship between water usage and agriculture • Challenges: irrigation, salinization, overgrazing • Food security issues and sustainable farming practices
11	Environmental Pollution and Case Studies • Air, water, soil, noise, thermal pollution • Wastewater treatment and solid waste management • E-waste hazards and global/local case studies
12	Environmental Ethics, Policies, and Life Cycle Analysis • Introduction to environmental ethics and moral responsibilities • Global policies and Indian environmental legislation • Life Cycle Analysis (LCA): methodology, ISO 14044, significance • Case studies demonstrating LCA in product and system design

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. BIOZONE. (2025). Environmental science (4th ed.). BIOZONE
2. Sale, K. (2006). *After Eden: The evolution of human domination*. Duke University Press.
3. Willow, A. J. (2018). *Understanding extrACTIVISM: Culture and power in natural resource disputes*. Routledge.
4. Rao, P. K. (2007). *Environmental science: Principles and practices*. Prentice-Hall of India.

Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name:		Essentials of IT		Course Code: OMBBA3005L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course equips students with essential knowledge and practical skills in Information Technology (IT) that are fundamental to business operations, decision-making, and digital transformation. Students will explore core IT concepts including hardware, software, databases, networks, cybersecurity, cloud computing, business applications, and emerging technologies such as AI and blockchain. With hands-on exposure to tools and case-based discussions, learners will understand how IT creates value across business functions and industries.					
Course Objectives: 1. Understand the foundational concepts of Information Technology and its components. 2. Analyse the role of IT in enhancing business operations and decision-making. 3. Gain hands-on exposure to essential IT tools and systems used in business environments. 4. Evaluate cybersecurity and ethical concerns associated with digital business. 5. Explore emerging digital technologies and their strategic business implications					
Course Outcomes: CO1: Describe the fundamental components and functions of Information Technology systems. (R) CO2: Explain how IT tools support decision-making and business operations. (U) CO3: Apply common productivity and data tools to solve basic business problems. (A) CO4: Analyse cybersecurity threats and evaluate ethical practices in IT usage. (An) CO5: Evaluate the role of IT in enhancing business efficiency across departments. (E) CO6: Design basic IT-based business solutions using current digital tools and platforms. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Information Technology in Business • Importance of IT in modern business • Evolution of business technology • Digital transformation and competitive advantage • IT vs. IS vs. MIS				
2	Hardware and Software Essentials • Types of hardware: input, output, processing, storage • System software vs. application software • Open-source vs. proprietary software • Trends: mobile, wearable, and embedded systems				
3	Operating Systems and Productivity Tools • Role of operating systems (Windows, macOS, Linux) • Introduction to productivity tools: MS Word, Excel, PowerPoint, Google Workspace • Business document formatting and data organization • File management and cloud storage				
4	Data and Databases • Understanding data, information, and knowledge • Basics of DBMS (Database Management Systems) • Relational databases and SQL overview • Applications: CRM and ERP databases				
5	Networks and Internet Technologies • Basics of networking: LAN, WAN, Internet, Intranet				

	- Internet protocols and domain name systems - Wi-Fi, broadband, VPNs - Cloud vs. local infrastructure
6	Cybersecurity and Digital Ethics - Cyber threats: phishing, malware, ransomware - Digital identity and password management - Cyber laws, data privacy, and ethical IT use - Case studies on data breaches and ethical dilemmas
7	Cloud Computing and Virtualization - Introduction to cloud computing: IaaS, PaaS, SaaS - Public, private, and hybrid clouds - Benefits and challenges of cloud adoption - Tools: Google Cloud, Microsoft Azure, AWS overview
8	Business Intelligence and Data Analytics - Basics of BI and analytics in decision-making - Descriptive, predictive, and prescriptive analytics - Data visualization tools (Excel, Tableau) - Dashboards and KPI tracking
9	E-Business and Digital Platforms - Types of e-commerce (B2B, B2C, C2C, D2C) - Digital marketing basics: SEO, SEM, email, social media - Payment gateways and digital wallets - Platform business models (Amazon, Uber, etc.)
10	IT in Functional Areas of Business - IT in HR (e.g., HRIS), Marketing (e.g., CRM tools), Finance (e.g., ERP), Operations - Case examples from real companies using IT systems - Role of automation and integration across departments
11	Emerging Technologies in Business - Introduction to Artificial Intelligence and Machine Learning - Blockchain and its business applications - IoT (Internet of Things) and smart devices - Future tech: Metaverse, 5G, and digital twins
12	Digital Disruption and Transformation - How digital transformation reshapes traditional business models - Case lets: Netflix (media), Zomato (food delivery), Paytm (fintech) - Cloud and Edge Computing - Difference between cloud, edge, and hybrid computing - Applications in logistics, manufacturing, and finance

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

- Laudon, K. C., & Laudon, J. P. (2020). *Management Information Systems: Managing the Digital Firm* (16th ed.). Pearson Education.
- Haag, S., & Cummings, M. (2020). *Management Information Systems for the Information Age* (10th ed.). McGraw-Hill Education.
- Reynolds, G. W. (2022). *Information Technology for Managers* (7th ed.). Cengage Learning.

SEMESTER- 6

Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		Creativity & Storytelling		Course Code: OMBBA3004L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
6	-	10	2	30	70
Course Description: This course explores the foundational principles and practices of creativity and storytelling as essential tools for innovation, leadership, branding, and effective communication. Through experiential learning, case studies, and real-world applications, students will develop creative confidence, learn various storytelling frameworks, and practice crafting compelling narratives for diverse audiences. The course encourages students to unlock their creative potential while understanding how stories shape perception, influence decisions, and drive action in business contexts.					
Course Objectives: 1. To understand the theoretical foundations and psychological basis of creativity and storytelling. 2. To develop creative thinking skills and learn techniques for idea generation. 3. To explore the elements of impactful storytelling across business and personal contexts. 4. To learn how to construct stories that inspire, influence, and engage. 5. To apply storytelling as a strategic tool for leadership, branding, and organizational communication.					
Course Outcomes: CO1: Describe the concepts of creativity and storytelling and their relevance in business (R) CO2: Explain the frameworks and psychological principles behind creative thinking (U) CO3: Apply storytelling techniques to develop personal and brand narratives (A) CO4: Analyse the impact of narrative structure on audience engagement and persuasion (An) CO5: Evaluate creative solutions and stories based on strategic goals and audience needs (E) CO6: Construct compelling and original stories for diverse business contexts (C)					
Detailed Syllabus:					
Unit	Description				
1	Foundations of Creativity and Storytelling • Creativity myths and neuroscience behind creativity • Left brain vs. right brain thinking • The role of storytelling in human evolution and communication • Why storytelling works: emotions, memory, and meaning				
2	Creative Thinking Techniques and Idea Generation • Divergent and convergent thinking • Techniques: SCAMPER, Brainwriting, Random Word Association, Mind Mapping • Barriers to creativity and how to overcome them • Case examples: Google’s 20% Rule, IDEO brainstorming culture				
3	Storytelling Frameworks and Narrative Structures • The Hero’s Journey (Joseph Campbell), Pixar’s storytelling formula • Freytag’s Pyramid: exposition, rising action, climax, etc. • The ABT model (And, But, Therefore) • Business case: How Steve Jobs used storytelling in Apple product launches				
4	Storytelling for Branding and Marketing • Brand storytelling principles • Story arcs in advertisements and campaigns • Role of storytelling in customer loyalty and brand perception • Activity: Deconstruct a popular brand story (e.g., Nike, Amul, Fevicol)				

5	Leadership, Pitching, and Personal Storytelling • Crafting your personal leadership story • Storytelling for pitches, presentations, and influence • Building empathy, credibility, and call-to-action • Storytelling in interviews and professional networking
6	Digital Storytelling, Feedback, and Course Integration • Digital storytelling tools: Canva, Adobe Spark, podcasting basics, video storytelling • Visual storytelling: Infographics, storyboarding, short-form video formats • Peer and instructor feedback on short storytelling presentations • Reflecting on creativity and storytelling as life skills

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Rubin, M. (2023). *The creative act: A way of being*. Crown Archetype.
2. Guber, P. (2011). *Tell to Win: Connect, Persuade, and Triumph with the Hidden Power of Story*. Crown Business.
3. Kelley, T., & Kelley, D. (2013). *Creative Confidence: Unleashing the Creative Potential Within Us All*. Crown Publishing.
4. Simmons, A. (2006). *The Story Factor: Inspiration, Influence, and Persuasion through the Art of Storytelling*. Basic Books.


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Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		AI Tools for Managers		Course Code: OMBBA3078L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
4	-	5	1	30	70
Course Description: This course introduces business students to the practical applications of Artificial Intelligence (AI) tools used in contemporary managerial functions. From data-driven decision-making to automation, customer insights, and workflow optimization, managers today must engage with AI not as coders but as informed users and strategic thinkers. The course blends theory and hands-on exposure to tools like ChatGPT, Tableau, Power BI, Google AutoML, and CRM automation platforms, enabling students to appreciate the strategic value of AI in modern business environments.					
Course Objectives: 1. To understand the basic concepts of Artificial Intelligence and its relevance in business decision-making. 2. To explore AI-powered tools that assist in managerial tasks across marketing, HR, finance, and operations. 3. To develop data interpretation skills using visualization and automation tools. 4. To identify ethical and strategic considerations when using AI in business. 5. To equip students with practical skills to evaluate, select, and use AI tools effectively in business scenarios.					
Course Outcomes: CO1: Define the role and significance of AI in business and managerial contexts. (R) CO2: Explain the functionalities of key AI tools and their applications in managerial decision-making. (U) CO3: Apply AI-powered tools like ChatGPT, Tableau, and AutoML for specific business functions. (A) CO4: Analyse AI-generated insights to enhance decision-making across marketing, HR, and finance. (An) CO5: Evaluate the strategic and ethical implications of adopting AI in organizational workflows. (E) CO6: Design a basic AI-assisted decision-support solution for a given managerial scenario. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to AI in Business Contexts • What is AI and why it matters for managers • Managerial vs technical AI roles • Use cases of AI in Marketing, HR, Finance, Operations • ChatGPT & Large Language Models (LLMs) in business writing, analysis & decision support • Ethics in AI: Transparency, Bias, and Accountability • Mini demo: Prompt engineering basics with ChatGPT & Google Gemini				
2	Data Visualization & Insights for Managers • Why visualization matters: From data to story • Introduction to Tableau & Power BI • Creating dashboards: Sales, HR attrition, market segmentation • Interpreting AI-generated visuals				
3	Automation & Efficiency Tools in Management • Introduction to no-code tools: Zapier, Google AutoML, Notion AI • Email sorting, document analysis, and automated workflows				

	• AI in CRM: Salesforce Einstein, HubSpot AI features • Case discussion: How a startup used AI to reduce churn
4	Strategic Integration of AI in Managerial Functions • Integrating AI into Functional Strategies • Understanding how AI tools support strategic decision-making in Marketing, HR, Operations, and Finance. • AI for Predictive and Prescriptive Insights • Differentiating between predictive models (e.g., demand forecasting) and prescriptive tools (e.g., optimization in supply chains). • Tool Demonstration: Google AutoML or Microsoft Azure ML • Showcasing how managers can generate forecasts or trends using no-code AI platforms.
Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE	
Reference Books: 1. Sharda, R., Delen, D., & Turban, E. (2023). Analytics, Data Science, & Artificial Intelligence: Systems for Decision Support (11th ed.). Pearson Education. 2. Marr, B. (2022). Future Skills: The 20 Skills and Competencies Everyone Needs to Succeed in a Digital World. Wiley.	


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Programme Name: Bachelor of Business Administration		Semester: 6
Course Name:	Excel for Decision Making	Course Code: OMBBA3080L

Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
4	-	5	1	30	70

Course Description: This course equips students with essential Excel skills to support data-driven decision-making across key business functions. Through hands-on practice, students will learn how to structure, analyze, and visualize business data using Excel tools such as formulas, functions, pivot tables, and scenario modeling. The course emphasizes real-world problem-solving to help students confidently apply Excel in marketing, finance, operations, and HR contexts.

Course Objectives:

1. Understand the core functionality and interface of Microsoft Excel for business applications.
2. Apply formulas, functions, and data tools to organize and process large datasets.
3. Analyse business scenarios using tools like pivot tables, goal seek, and scenario manager.
4. Interpret and visualize business data using charts and dashboards.
5. Make informed managerial decisions by translating data into actionable insights.

Course Outcomes:

- CO1: Understand the Excel environment and basic data operations used in business contexts. (U)
 CO2: Apply logical, lookup, and text functions to solve common business problems. (Ap)
 CO3: Analyse business data using PivotTables and What-If tools for better decision support. (An)
 CO4: Evaluate the effectiveness of Excel tools for planning, forecasting, and budgeting. (E)
 CO5: Create dashboards and data visuals that communicate managerial insights clearly. (C)
 CO6: Formulate spreadsheet models to support decisions in marketing, finance, HR, and operations. (C)

Detailed Syllabus:

Unit	Description
1	Excel Foundations for Business Analytics • Navigating Excel interface, workbook structure, formatting essentials • Data types, data validation, sorting and filtering • Basic formulas and functions (SUM, AVERAGE, COUNT, IF, AND, OR) • Case Activity: Cleaning and preparing sales data for decision-making
2	Intermediate Functions and Data Analysis Tools (3 hours) • Lookup functions (VLOOKUP, HLOOKUP, XLOOKUP, INDEX & MATCH) • Logical and nested functions • Text and date functions for reporting • Flash Fill, Remove Duplicates, Conditional Formatting • Hands-on: Sales commission calculator and HR attendance analyser
3	Business Modelling with Pivot Tables and What-If Analysis (3 hours) • Creating Pivot Tables and Pivot Charts for summarizing large data • Slicers and Filters in dashboards • What-If Analysis tools: Goal Seek, Scenario Manager, Data Tables • Hands-on: Forecasting monthly revenue & employee salary budgeting
4	Dashboards and Visual Decision Support (3 hours) • Data visualization: Bar, Line, Pie, Combo Charts • Interactive dashboards using form controls • Best practices in business reporting and storytelling with data • Case: Create a marketing campaign dashboard

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Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Winston, W. L. (2024). Microsoft Excel data analysis and business modelling: Office 2021 and Microsoft 365 (7th ed.). Pearson
2. Walkenbach, J. (2015). Excel 2016 Bible. John Wiley & Sons.
3. Winston, W. L. (2019). Microsoft Excel Data Analysis and Business Modelling (6th ed.). Microsoft Press.



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ELECTIVE COURSES
SPECIALIZATION – MARKETING
SEMESTER- 4

Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		Brand Management: Concepts, Strategies, and the Luxury Sector		Course Code: OMBBA2040L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course offers an in-depth exploration of core branding principles with a focused lens on luxury brand management. Students will learn how to build, position, manage, and grow brands in both mass and luxury markets. With insights into consumer psychology, digital transformation, global branding, experiential strategies, and sustainable practices, this course empowers learners to make strategic brand decisions in competitive environments.					
Course Objectives:					
1. To understand the fundamentals of brand management and luxury branding. 2. To analyse consumer behaviour and psychological factors influencing brand perception. 3. To explore strategies for positioning, equity management, and retailing in branding. 4. To develop skills for implementing integrated brand marketing programmes across segments. 5. To examine the role of ethics, sustainability, and digital media in modern brand strategies					
Course Outcomes:					
CO1: Understand the concepts and process of designing, developing, and successfully launching products and luxury brands. (U)					
CO2: Identify and profile luxury target customers and their unique psychological and cultural motivations. (R)					
CO3: Apply tools and techniques to plan, position, and implement brand strategies across luxury and mainstream markets. (A)					
CO4: Analyse the impact of brand positioning, storytelling, and customer-based brand equity on brand performance. (An)					
CO5: Evaluate brand marketing programmes, retail strategies, and omnichannel experiences to ensure brand consistency and resonance. (E)					
CO6: Design sustainable, ethical, and innovation-driven brand solutions for emerging global and digital markets. (C)					
Detailed Syllabus:					
Unit	Description				
1	Foundations of Branding and Luxury: - Defining brand vs product - Elements of branding - History and evolution of luxury - Differences: luxury vs premium vs mass - Brand importance across entities				
2	Brand Segments and Luxury Categories: - Categories of luxury fashion, accessories, watches, perfumes, hospitality, etc.; - Product–Brand matrix. - Branding services, experiences, and places				
3	Understanding Brand and Luxury Consumers: - Consumer behavior and psychology in luxury vs mass - Cultural influences.				

	- Emerging market trends - Customer-based brand equity (CBBE) - Brand personality (Big Five)
4	Strategic Brand Positioning and Identity: - Brand identity and DNA - Positioning strategies: PoD, PoP, laddering - Brand promise and mantra - Perceptual mapping - Brand resonance pyramid
5	Storytelling and Experiential Branding: - Storytelling and brand heritage - Experiential marketing in luxury and mainstream brands - Brand imagery and emotional branding
6	New Product Development and Brand Extensions: - NPD process - Aligning product strategy with brand - Brand architecture, hierarchy, and extensions - Brand consistency and revitalization
7	Luxury and Mainstream Pricing, Channel, and Retail Strategy: - Retail location and flagship stores - Distribution in luxury vs mainstream - Omnichannel strategy - Pricing for prestige vs value - Channel partners and co-branding
8	Brand Marketing Programmes and Media Integration: - Marketing mix alignment - Choosing brand elements - Slogans, jingles, and packaging - Integrated marketing communication - Mass personalization, brand amplifiers
9	Celebrity Endorsements and Influencer Strategies: - Role of celebrity endorsement in luxury - Influencer branding - social media in brand building - Leveraging secondary sources: country of origin, events
10	Measuring Brand Equity and Brand Audit Tools: - Brand audit: brand inventory, exploratory - Brand tracking studies - Y&R Brand Asset Valuator, Interbrand valuation, ZMET, ethnographic methods, conjoint analysis
11	Sustainability and Ethics in Brand Strategy: - Responsible luxury and ethical branding - Sustainability in product sourcing and communication - Consumer perception of responsible brands
12	Future of Branding and Digital Transformation: - Digital branding trends - Branding digital products and NFTs

- AI in brand engagement
- Building global brand equity
- Standardization vs customization

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. **Kapferer, J.-N., & Bastien, V. (2025).** *The luxury strategy: Break the rules of marketing to build luxury brands* (3rd ed.). Kogan Page.
2. **Chevalier, M., & Mazzalovo, G. (2008).** *Luxury brand management: A world of privilege*. John Wiley & Sons.
3. **Dyer, D. (2004).** *Rising tide: Lessons from 165 years of brand building at Procter & Gamble*. Harvard Business Review Press.
4. **Godin, S. (2012).** *All marketers are liars: The power of telling authentic stories in a low-trust world*. Penguin USA.
5. **Liedtka, J., Salzman, R., & Azer, D. (2017).** *Design thinking for the greater good: Innovation in the social sector*. Columbia University Press.


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Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		Market Research and Strategic Pricing		Course Code: OMBBA2041L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive understanding of how organizations use marketing research and pricing strategies to drive data-informed decision-making and market competitiveness. Students will learn to define and investigate research problems, use statistical tools for analysis, and apply insights to strategic pricing. The course blends statistical rigor with market applications, covering everything from sampling and hypothesis testing to cost-based and psychological pricing models.					
Course Objectives: 1. To introduce students to marketing research methods and their application in decision-making. 2. To develop students' ability to collect, analyze, and interpret marketing data using statistical tools. 3. To provide a comprehensive understanding of pricing concepts, strategies, and decision frameworks. 4. To enable learners to evaluate and implement effective pricing techniques based on customer value, competition, and cost. 5. To instill ethical awareness in managing price changes, variance, and competitive scenarios.					
Course Outcomes: CO1: Understand key concepts of marketing research and pricing, including consumer behavior, cost factors, and decision-making in varied competitive environments. (U) CO2: Apply appropriate research designs, qualitative and quantitative techniques, and pricing strategies to specific marketing and business scenarios. (A) CO3: Analyse sampling plans, data collection tools, questionnaire design, and hypothesis testing procedures using statistical methods. (An) CO4: Evaluate and interpret marketing data using t-tests, Z-tests, ANOVA, Chi-Square, and regression analysis to inform pricing decisions. (E) CO5: Design comprehensive market research reports and strategic pricing solutions based on competitor analysis, market segmentation, and lifecycle stages. (C) CO6: Reflect on ethical, strategic, and behavioral implications of pricing tactics such as price wars, discounting, and psychological pricing. (R)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Market Research & Pricing Strategy: • Definition, types, applications of marketing research • Concept and objectives of pricing • Problem identification and hypothesis formulation				
2	Research Designs & Pricing Factors: • Exploratory, descriptive, and causal research • Research process overview • Factors influencing pricing decisions				
3	Qualitative & Quantitative Methods: • Qualitative vs quantitative design • Observational and survey methods • Sampling and non-sampling errors				
4	Sampling & Measurement: • Sampling methods and errors				

	- Measurement scales: nominal, ordinal, interval, ratio - Questionnaire design essentials
5	Introduction to Statistics & Demand Estimation: - - Population vs sample, frequency distributions - Measures of central tendency and dispersion - Determining demand for pricing
6	Hypothesis Testing: One and Two Populations: - - Hypothesis testing procedure - z-test, t-test (single and two means) - Type I & II errors - Estimating competitor prices
7	ANOVA, Correlation & Regression: - - One-way ANOVA and F-test - Chi-Square Test: goodness-of-fit, independence - Correlation and simple regression analysis
8	Setting the Price Strategically: - Estimating costs and customer value - Competitor analysis for pricing - Demand–cost–value–competition link
9	General Pricing Approaches: - Cost-based, value-based - Competition-based pricing - Market skimming and penetration strategies
10	Price Adjustment Strategies: - Segmented pricing - Promotional pricing - Psychological pricing - Discount and allowance pricing
11	Managing Price Variance: - - Product life cycle pricing - Price promotions and discount controls - Price policy development
12	Ethics in Pricing & Strategy Integration: - Ethics: price wars, fixing, loss leader pricing - Designing a research-informed pricing strategy - Final integration of research and pricing analytics

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Izaret, J.-M., & Sinha, A. (2023). Game changer: How strategic pricing shapes businesses, markets, and society. Wiley
2. Cooper, D. R., Schindler, P. S., & Sun, J. (2003). Business Research Methods. 12th edition. McGraw Hill Books.
3. Smith Tim J, Pricing Strategy: Setting Price Levels, Managing Price Discounts and Establishing Price Structures, Southwestern (Cengage Learning), 2015, ISBN: 978-8-131-52838-9.


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SEMESTER- 5

Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name: International Marketing		Course Code: OMBBA3040L			
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course explores the principles, challenges, and strategies of marketing in an international context. It introduces students to the frameworks needed to navigate global markets, including market entry modes, product and pricing strategies, international marketing research, and the adaptation vs. standardization dilemma. Through a combination of foundational theories and modern trends such as GLOCALization, transfer pricing, and grey marketing, the course equips students with the skills to make informed and strategic international marketing decisions.					
Course Objectives: 1. To introduce the concept of international marketing and its distinctions from domestic marketing. 2. To develop an understanding of international marketing research and its methodological challenges. 3. To analyse various international market entry strategies and their influencing factors. 4. To explore product and pricing decisions for international markets with a focus on adaptation vs. standardization. 5. To equip students with the knowledge to navigate modern global marketing complexities including dumping, transfer pricing, and GLOCAL strategies.					
Course Outcomes: CO1: Differentiate between Domestic markets, International Markets and Global Markets with their key characteristics and differentiation. (An) CO2: Display an awareness of the importance of inter-cultural understanding and relationship management in managing international marketing operations. (U) CO3: Apply knowledge of international competitiveness of firms across sectors might benefit from effective management of marketing mix elements. (A) CO4: Understand International Marketing Research Process. (R) CO5: Relate with Global demographic profiles of ever-changing Global markets and formulate requisite pricing strategies to sustain in Globalization. (E) CO6: Design culturally responsive international marketing strategies involving entry, product, and pricing decisions across global contexts. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to International Marketing: • Definition and scope • Differences between international and domestic marketing • Globalization and global market dynamics				
2	Evolution and Opportunities in Global Marketing: • Evolutionary stages of global marketing • Emerging international market trends • Global marketing environment				
3	GLOCALization and PESTL Analysis: • Concept of GLOCAL marketing • PESTL analysis applied to international markets • Case examples from Indian and global brands				
4	International Marketing Research – Basics: • Scope and importance of international marketing research				

	- Research challenges in global markets - Cross-cultural complex
5	Advanced Issues in International Research: - Emic vs Etic dilemma - International marketing research and human judgment - Sampling and data issues across cultures
6	Entering International Markets – Strategy & Concepts: - Concept and Rationale of International Market Entry - Definition and significance - Key drivers and benefits - Associated risks - Entry Planning Framework - Market research and opportunity assessment - Target market selection - Entry mode evaluation - Risk management and implementation roadmap
7	Modes of Entry and Influencing Factors - Licensing, franchising, joint ventures, direct investment - Factors affecting entry mode choice - Entry mix and risk management
8	International Product Strategy I: - - Standardization vs adaptation - Voluntary and involuntary adaptation factors - Product lifecycle in international markets
9	International Product Strategy II: - Product quality, packaging, and labeling standards - Cultural sensitivities - Launching products globally
10	Pricing Decisions in International Markets I: - - Introduction to international pricing - Pricing approaches: cost-based, value-based, competition-based - Factors influencing price in global markets
11	Pricing Decisions in International Markets II: - Terms of delivery (Incoterms) - Dumping, grey marketing, countertrade - Transfer pricing and tax implications
12	Contemporary Issues and Integration: - - Digital globalization and e-commerce in international marketing - Ethical challenges in international pricing - Integrating international product and pricing strategies
Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE	
Reference Books: - Cateora, P. R., Money, B., Gilly, M., & Graham, J. (2024). International marketing (19th ed.). McGraw-Hill Education. - Philip R. Cateora, John L. Graham, International Marketing. New Delhi, TMH, 12ed. 2009. - Onkvisit, Sak and Shaw, J, International Marketing: Analysis and Strategy. New Delhi, Prentice Hall of India, 2010.	

Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name:		Integrated Marketing Communication		Course Code: OMBBA3041L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course offers a comprehensive understanding of Integrated Marketing Communications (IMC), where multiple promotional tools and platforms are strategically coordinated to create consistent brand messaging. It covers the IMC planning process, the roles of various tools such as advertising, digital marketing, public relations, and personal selling, as well as the development, execution, and evaluation of IMC campaigns. Contemporary trends such as influencer marketing, AI-based targeting, omnichannel personalization, and regulatory frameworks are also explored to prepare students for the evolving marketing landscape.					
Course Objectives:					
1. To provide a foundational understanding of the integrated marketing communications framework and its strategic importance.					
2. To explore various IMC tools and media platforms, both traditional and digital, used to communicate value.					
3. To develop skills in planning, budgeting, executing, and evaluating integrated campaigns.					
4. To introduce students to contemporary topics such as personalization, AI, influencer marketing, and UGC.					
5. To understand the ethical, legal, and international implications of IMC in today's globalized and digital world					
Course Outcomes:					
CO1: Explain the concept of IMC and its role in marketing communications. (U)					
CO2: Analyse an organization's marketing and communication needs to develop IMC objectives. (An)					
CO3: Develop creative strategies for IMC campaigns across different media platforms. (A)					
CO4: Create media plans for implementing IMC campaigns. (C)					
CO5: Evaluate the effectiveness of IMC campaigns using appropriate metrics. (E)					
CO6: Recall key ethical and legal principles relevant to IMC campaign development and execution. (R)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to IMC: - Definition and evolution of IMC - Role in the marketing mix - Benefits and challenges of integration				
2	The IMC Strategic Planning Process: - Steps in IMC planning - Brand positioning and message consistency - Developing the creative strategy				
3	Advertising and Sales Promotion: - Types of advertising (print, digital, broadcast) - Objectives of sales promotion - Trade promotions vs consumer promotions				
4	Public Relations and CSR Communication: - Role of PR and publicity - Crisis communication and reputation management - Communicating CSR efforts				
5	Direct Marketing and Personal Selling:				

	• One-to-one communication strategies • Telemarketing, catalogs, DRTV • Consultative and relationship selling
6	Digital and Social Media Marketing: • SEO, SEM, content marketing basics • Social media platforms and strategies • Influencer marketing and paid partnerships
7	New-Age IMC Tools and Trends: • User-generated content (UGC) • AI in IMC: personalization, chatbots, automation • Omnichannel communication and immersive experiences
8	Budgeting and Objective Setting: • DAGMAR approach and SOSTAC model • Setting measurable objectives • Budgeting techniques (top-down, objective-task)
9	Developing Media Strategy: • Media planning and media mix decisions • Media scheduling and reach-frequency trade-offs • Traditional vs digital media strategies
10	Executing Integrated Campaigns: • Creative execution across platforms • Cross-functional coordination • Local vs global adaptation
11	Measuring IMC Effectiveness: • Pre-testing and post-testing tools • Quantitative vs qualitative methods • Metrics: engagement, ROI, recall, conversion
12	Ethics, Legal, and Global IMC: • Ethical considerations in message delivery • Regulatory guidelines (ASCI, FTC, GDPR) • Global standardization vs local adaptation

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Flynn, T. R., Smith, J. R., & Walsh, M. F. (2025). Integrated marketing communication: A consumer-centric approach for the digital era (2nd ed.). Kendall Hunt.
2. Kelley-Hoffman, J., & Gelb, B. D. (2015). *Cases in advertising and marketing management: Real situations for tomorrow's managers* (2nd ed.). Routledge.
3. Percy, L. (2014). *Strategic integrated marketing communications* (2nd ed.). Routledge.


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SEMESTER- 6

Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		Consumer Behavior and Marketing		Course Code: OMBBA3042L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course explores how consumers make buying decisions and how marketers use this understanding to shape their strategies. Students will gain insights into psychological, social, cultural, and behavioral aspects of consumption and how these factors influence segmentation, targeting, branding, and product positioning. The course blends foundational theories with contemporary insights including digital influence, consumer neuroscience, and ethical consumerism, preparing students for data-driven and empathetic marketing practice.					
Course Objectives: 1. To introduce the scope, process, and relevance of consumer behavior in marketing decisions. 2. To understand the stages and psychological underpinnings of the consumer decision-making process. 3. To examine individual-level determinants such as personality, perception, learning, and attitudes. 4. To explore how social groups, culture, and context shape consumer behaviour. 5. To evaluate the impact of new-age trends such as digital influence, ethical buying, and consumer empowerment.					
Course Outcomes: CO1: Demonstrate functional knowledge of consumer behavior theories and their application in marketing mix decisions, appreciating their inter-relatedness across marketing contexts. (U) CO2: Analyse consumer behavior-related issues and develop reflective thinking to address marketing decision-making scenarios. (An) CO3: Apply consumer behavior knowledge in real-life consumption scenarios and strategic marketing decisions. (A) CO4: Evaluate consumer behavior frameworks in diverse market conditions and assess their effectiveness in influencing marketing strategies. (E) CO5: Create innovative marketing solutions using insights from consumer behavior research and analytics. (C) CO6: Recall key concepts and terminologies related to consumer psychology and buying behavior to support marketing fundamentals. (R)					
Detailed Syllabus:					
Unit	Description				
1	Foundations of Consumer Behavior: • Consumer behavior as a process and field of study • Importance of consumer research in marketing decisions • Research paradigms and methods				
2	Consumer Research and Marketing Strategy: • Consumer research process • Behavioral insights and targeting • Segmentation, targeting, and positioning using behavioral data				
3	Understanding Consumer Decision-Making: • Determinants of buyer behavior • The five-stage decision process • post-purchase behavior and satisfaction				
4	Self-Concept and Consumer Identity:				

	• Self-image vs ideal image • Brand image and brand congruence • Aspirational buying and identity signaling
5	Motivation and Goal-Oriented Behavior: • Consumer needs and motivation theories (Maslow, McClelland) • Motivational conflicts and consumer goals. • Application to marketing communications
6	Personality and Consumer Typologies: • Theories of personality in marketing • Consumer personality and brand personality • Personality-based segmentation
7	Perception and Cognitive Processing: • Sensory marketing and perception formation • Schemas, selective attention, and distortion • Positioning and perceptual mapping
8	Learning and Memory in Consumer Behavior: • Classical and operant conditioning • Observational learning • Brand recall, recognition, and memory architecture
9	Attitudes and Persuasion: • Components and functions of attitudes • Theories of attitude formation and change (e.g., ELM) • Marketing techniques to influence consumer attitudes
10	Social and Group Influences: • Reference groups, opinion leaders, peer pressure • Gender roles, social class, and lifestyles • Group identity and symbolic consumption
11	Cultural and Situational Influences: • Cultural norms, values, and traditions • Subcultures and cross-cultural behavior • Situational factors: time, context, environment, and usage
12	Emerging Trends in Consumer Behavior: • Digital decision-making and mobile-first behavior • Ethical and sustainable consumption • Neuromarketing, AI personalization, consumer empowerment

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Mothersbaugh, D. L., & Hawkins, D. I. (2024). Consumer behavior: Building marketing strategy (15th ed.). McGraw Hill Education.
2. Tetteh, V. A. (2016). *Consumer behavior overview*. Research Starters, 1–5.
3. Lhuer, X., Olanrewaju, T., & Yeon, H. (2015, November). *What it takes to deliver breakthrough customer experiences*. McKinsey Quarterly, 1–6.
4. Magids, S., Zorfas, A., & Leemon, D. (2015, November). *The new science of customer emotions*. Harvard Business Review. <https://hbr.org/2015/11/the-new-science-of-customer-emotions>
5. Deloitte University Press. (2015). *The thinker and the shopper: Four ways cognitive technologies can add value to consumer products*. <https://www2.deloitte.com/insights/us/en/focus/cognitive-technologies/consumer-products-cognitive-technologies.html>



Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name: Sales Force Management		Course Code: OMBBA3043L			
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course equips students with conceptual understanding and practical insights into managing the sales force and distribution channels within modern organizations. It emphasizes personal selling, sales planning, sales forecasting, salesforce recruitment and training, territory and quota management, and compensation strategies. Students will also explore contemporary approaches such as sales enablement technologies, CRM integration, omni-channel distribution, and ethical selling practices to prepare for the rapidly evolving landscape of sales and distribution.					
Course Objectives: 1. To introduce the principles and importance of sales force management and the sales process. 2. To develop an understanding of sales planning, forecasting, territory design, and budgeting. 3. To explore the recruitment, training, motivation, and performance management of the sales force. 4. To examine distribution channel strategies, relationship management, and conflict resolution. 5. To integrate contemporary tools and trends such as CRM, sales analytics, and ethical selling practices into traditional sales and distribution strategies					
Course Outcomes: CO1: Understand the concepts of sales management. (U) CO2: Internalize selling skills, negotiation, know how to bargain and win in sales, learn and apply the basic steps in the selling process and sales forecasting. (A) CO3: Understand the nature of sales organization and enumerate stages in designing a sales territory, designing and developing a sales force. (R) CO4: Understand the concepts and importance of distribution channels, designing distribution channels, and conflict management. (U) CO5: Analyse sales training, compensation, and motivation programmes to optimize team performance. (An) CO6: Evaluate the impact of CRM tools, sales analytics, and digital enablement in shaping future-ready sales strategies. (E)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Sales Management: - • Nature and definition of sales management • Scope, and evolution of sales management • Personal selling vs sales management				
2	Types of Selling and the Sales Process: - • Types of selling (B2B, B2C, consultative, solution selling) • Buyer behavior and buying styles • The 8-step selling process				
3	Sales Planning, Forecasting, and Budgeting: • Sales forecasting techniques • Sales budgets and resource allocation • Estimating market demand and goal setting				
4	Sales Organization and Structure: • Designing a sales organization • Roles and responsibilities • Centralized vs decentralized sales structures				

5	Salesforce Recruitment and Territory Design: - Determining salesforce size - Sales territory allocation and design principles - Recruitment and selection criteria
6	Quotas and Salesforce Staffing: - Types and importance of sales quotas - Methods of setting quotas - Salesforce staffing and onboarding
7	Sales Training and Development: - Objectives and components of training - Training methods: in-person, simulation, e-learning - Designing an effective training programme
8	Salesforce Motivation and Compensation: - Motivation theories and incentive plans - Compensation types: fixed, variable, hybrid - Designing a motivational and compensation system
9	Sales Enablement and CRM Integration: - CRM tools (e.g., Salesforce, HubSpot) - Sales dashboards and analytics - Sales enablement platforms and content delivery
10	Distribution Channel Design and Strategy: - Channel types and functions - Designing customer-centric distribution strategies - Retailing and wholesaling integration
11	Managing Channel Relationships and Conflicts: - Capturing customer requirements - Channel flows and positioning - Managing conflict and fostering collaboration
12	Logistics, Inventory, and Omni-Channel Integration: - - Basics of logistics and inventory planning - Omni-channel strategies and last-mile delivery - Ethical selling and sustainability in distribution

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

- Johnston, M. W., Marshall, G. W., & Ogilvie, J. L. (2025). *Sales force management: Leadership, innovation, technology* (14th ed.). Routledge.
- Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2007). *Sales management: Decisions, strategies, and cases* (5th ed.). Pearson Education.
- Panda, T., & Sahdev, S. (n.d.). *Sales and distribution management* (Latest ed.). Oxford University Press.
- Johnston, M. W., & Marshall, G. W. (2013). *Sales force management* (9th ed.). McGraw-Hill Education.
- Tanner, J. F., Honeycutt, E. D., & Erffmeyer, R. C. (2009). *Sales management: Shaping future sales leaders*. Pearson Education


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Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		Retail Management		Course Code: OMBBA3044L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides an in-depth understanding of retail management and its dynamic role in the modern marketplace. It covers foundational principles such as retail formats, strategy, store and merchandise planning, consumer behavior, operations, and retail communication. The course also integrates contemporary practices including omnichannel retailing, sensory marketing, digital transformation, and sustainability in retail. Students will explore both theoretical frameworks and practical tools to manage retail businesses in a rapidly evolving, consumer-centric environment.					
Course Objectives: 1. To introduce the fundamentals of retail management, retail formats, and marketing structures. 2. To develop strategic thinking for retail market planning and location strategy. 3. To explore store management, merchandise planning, and pricing techniques. 4. To examine consumer behavior in retail settings and operational efficiency. 5. To integrate retail branding, communication, and new-age technological innovations into customer experience management					
Course Outcomes: CO1: Apply the principles, practices, and concepts used in retail marketing management. (A) CO2: Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer. (U) CO3: Explain the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry. (R) CO4: Identify the approaches to and guidelines used to analyse and solve retailers' problems and make decisions in retail organizations. (An) CO5: Evaluate the use of technology and omnichannel strategies in enhancing retail customer experience. (E) CO6: Design innovative and sustainable retail solutions based on emerging consumer behaviour trends. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Retail Management: • Definition and evolution of retailing • Functions of retailing • Retail management vs retail marketing				
2	Retail Formats and Classifications: - • Store-based and non-store-based retailing • Retail classifications by ownership, merchandise, service level • D2C and pop-up retail				
3	Retail Strategy and Structure: - • Strategic retail planning process • Retail business models • Retail organization structures				
4	Retail Market Planning and Location Strategy: • Retail situation analysis				

	• Factors affecting location decisions • GIS and AI for retail site selection
5	Experiential and Omnichannel Retailing: • Experiential retail design • Omnichannel vs multichannel retail • Phygital experience and personalization
6	Merchandise Planning and Buying. • Developing and implementing merchandise plans • Buying systems and inventory control • Category management
7	Retail Pricing Strategies: • Retail pricing objectives and approaches • Markdown management • Psychological pricing and competitive price setting
8	Retail Store Operations and Layout: • Store layout and visual merchandising • Footfall conversion and in-store tech (e.g., smart shelves) • Retail staffing and operations
9	Consumer Behavior in Retail: • Retail shopper behavior and decision-making • Identification of needs and personas • Role of emotion, context, and convenience
10	Customer Relationship and Loyalty Management: • CRM in retailing • Loyalty programmes and digital engagement tools • Customer lifecycle and retention metrics
11	Retail Communication and Branding: • Retail branding and store image • Promotional strategy (in-store, digital) • Shopper marketing and influencer retailing
12	Sustainability, Ethics, and Future of Retail: • Green retailing and ethical sourcing • Retail tech: AR, VR, and cashier less stores • Trends: hyperlocal retail, subscription commerce

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Levy, M., Weitz, B. A., & Grewal, D. (2024). Retailing management (11th ed.). McGraw-Hill Education.
2. Gilbert, D. (2011). *Retail marketing management* (2nd ed.). Pearson Education. ISBN: 9788177588255


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ELECTIVE COURSES
SPECIALIZATION – HUMAN RESOURCE MANAGEMENT
SEMESTER- 4

Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		Industrial Relations and Labour Laws		Course Code: OMBBA2042L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides an in-depth understanding of Industrial Relations (IR) and Labour Laws in the Indian context, with a strong grounding in theoretical frameworks and practical implications. Students will explore the evolving landscape of industrial relations, the role of major stakeholders such as trade unions, employers, and the government, and the legislative framework that governs the employer-employee relationship. Special emphasis is given to the newly introduced labor codes and how they reshape contemporary work practices, social security, and dispute resolution mechanisms. The course equips students to navigate and manage industrial issues ethically, legally, and strategically in diverse organizational settings.					
Course Objectives: 1. To familiarize students with the fundamental concepts, theories, and evolution of industrial relations. 2. To examine the roles and responsibilities of key IR stakeholders, including trade unions, employers' associations, and the government. 3. To provide a detailed understanding of important labor legislations such as the Trade Union Act, Industrial Disputes Act, and the Standing Orders Act. 4. To analyse the provisions and implications of the new labor codes with respect to wages, social security, occupational safety, and industrial relations. 5. To develop the ability to manage workplace conflicts, disciplinary procedures, and grievance redressal systems within the legal framework.					
Course Outcomes: CO1: Explain the different concepts of Industrial Relations. (K) CO2: Analyse the methods of resolution of industrial conflicts. (S) CO3: Assess the four new labor codes and their implications. (A) CO4: Evaluate the role of trade unions, employer associations, and government in shaping industrial relations in India. (E) CO5: Interpret key labor legislations such as the Trade Union Act, Industrial Disputes Act, and Standing Orders Act in context. (C) CO6: Formulate effective grievance redressal and disciplinary procedures using real-world industrial scenarios. (S)					
Detailed Syllabus:					
Unit	Description				
1	Foundations of Industrial Relations (IR): - • Meaning and importance of IR • Difference between IR and HR • Perspectives: Unitary, Pluralist, Marxist • Scope and relevance in today's organizations				
2	Evolution and Trends in Indian IR: • Historical development of IR in India • Role of colonial legacy, post-independence IR • Changing profile of IR in liberalized economy • Contemporary IR challenges (e.g., gig work, platform economy)				

3	Stakeholders in Industrial Relations: - Trade Unions: Types, trends, issues - Employers' Associations and Managerial Bodies - Government as regulator and facilitator - Introduction to ILO & its conventions
4	Trade Union Act, 1926 & Trade Unionism in India: - Key provisions of Trade Union Act - Union formation, registration, rights - Union rivalry and political affiliations - Current case laws and judicial interpretations
5	Settlement of Industrial Disputes & Collective Bargaining: - Industrial Disputes Act, 1947: Definitions, authorities, settlement machinery - Collective Bargaining: Concepts, process, types - Conciliation, Arbitration, Adjudication - Case examples from Indian industry
6	Discipline and Grievance Management: - Standing Orders Act, 1946: Certifying standing orders, misconduct - Disciplinary process and domestic enquiry - Grievance causes, redressal procedures and models - Real-world case examples
7	Strikes, Lockouts, Retrenchment, and Closures: - Legal definitions and procedures - Legitimate and illegal strikes - Layoff vs retrenchment, voluntary retirement - Landmark cases (e.g., Maruti Suzuki, Jet Airways, IT Sector retrenchments)
8	The New Labour Code: Code on Wages, 2019: - - Key features of Code on Wages - Coverage: minimum wages, payment timelines, bonus - Simplification and implications for employers - Case example: Gig workers and minimum wage debates
9	Industrial Relations Code, 2020: - - Definitions, recognition of unions - Strikes, lockouts and standing orders under new code - Fixed-term employment and flexibility - Comparison with ID Act, 1947
10	Code on Social Security, 2020: - - Key features: EPF, ESI, Gratuity, Maternity Benefit - Inclusion of gig and platform workers - Employer obligations and coverage - Implementation challenges and critical review
11	Code on Occupational Safety, Health and Working Conditions, 2020: - Key reforms in OSHWC Code - Contract labour, working hours, women in night shifts - Health, safety provisions across sectors - Industry-specific examples (e.g., construction, factories)
12	Contemporary IR Issues & Future Directions: Informalization and gig economy

- IR in start-ups and digital businesses
- IR in hybrid/remote workplaces
- Industry panel or group presentations of case studies

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE**Reference Books:**

1. Srivastava, S. C. (2022). Industrial relations and labour laws (8th ed.). Vikas Publishing House.
2. Ratnam, Venkata., Venkata Ratnam, C. S.. Industrial Relations. India: Oxford University Press, 2006.
3. The Routledge Companion to Employment Relations. United Kingdom: Taylor & Francis, 2018.
4. Srivastava, Suresh C.. Industrial Relations and Labour Laws, 6th Edition. India: Vikas, 2012.


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Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		Leadership, Change & Conflict Management		Course Code: OMBBA2043L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course explores the interrelated domains of leadership, organizational change, and conflict management. It offers students an integrated understanding of how leaders can effectively initiate, manage, and sustain change while navigating interpersonal and organizational conflicts. Grounded in both classical and contemporary theories, the course blends leadership behavior models with practical frameworks for diagnosing resistance, negotiating disputes, and promoting constructive dialogue. Students will develop the skills needed to lead ethically, communicate strategically, and manage conflicts in evolving organizational context					
Course Objectives: 1. To examine various leadership theories and behavioral styles essential for influencing change and driving performance. 2. To analyse organizational change processes, including sources of change, resistance, and strategic responses. 3. To develop skills for managing conflict at individual, group, and organizational levels, using evidence-based frameworks. 4. To understand the role of communication, emotional intelligence, and power dynamics in change and conflict settings. 5. To equip students with practical strategies for negotiation, ethical decision-making, and conflict resolution in the workplace.					
Course Outcomes: CO1: Understand the concept of leadership, its relevance to organizational success, and the complexities that influence leadership behavior. (U) CO2: Explain the need for organizational change and the critical role of dialogue and communication in managing transitions. (R) CO3: Apply appropriate leadership styles and change management principles to support effective organizational transformation. (A) CO4: Analyse different types and sources of conflict within organizational settings, including interpersonal, group, and structural dimensions. (An) CO5: Evaluate and implement conflict resolution strategies, including negotiation, emotional intelligence, and team-based communication approaches. (E) CO6: Demonstrate integrative problem-solving skills by formulating action plans to address leadership challenges, change resistance, and workplace conflicts. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Leadership: • Definition • Roles and functions of leaders • leadership motives • Characteristics of effective leaders				
2	Leadership Theories and Styles: • Leadership as a process, • Effective behaviors of a leader • Role of power & coercion in leadership • Trait theory				



	• Lewin's styles • Ohio State, Michigan, Blake & Mouton
3	Contemporary Perspectives on Leadership: • Resource dependence • Institutional theory • Population ecology • Difference between Management & Leadership
4	Leadership Communication and Dialogue: • Leadership Dialogue & Barriers • Active Listening & Voicing Expectations: • Reflection-in-Action & Abstraction: Schön's reflection-in-/on-action; Kolb's cycle, turning incidents into abstractions (checklists, heuristics)
5	Nature of Change & Environmental Triggers • Nature of change • Environmental triggers • Sources and types of change • Predictable vs unpredictable change
6	Diagnosing Change and Resistance: • Diagnosing readiness for change • Impact of change • Resistance to change • Contingency perspectives on change
7	Structure, Culture, and Change: • Organizational structure: models, influence on change • Organizational culture: dimensions, sources • Politics, power and conflict in change
8	Leadership in Times of Change: • Leading through uncertainty • Cultural factors in leadership • Power and conflict during transitions
9	Understanding Conflict in Organizations: • Nature, myths, • positive & negative aspects, • Types of conflict, • 3Rs of conflict • conflict-competent leadership
10	Conflict at Different Levels & Resolution Strategies: • Intra/interpersonal, • Group, organizational & industrial conflict • Conflict strategies: TA, Johari Window, EI, anger management, workplace issues (bullying, harassment)
11	Managing Conflict in Teams & Communication Styles: • Teams in conflict • Groupthink & group shift, • Constructive communication • Conflict management styles
12	Negotiation & Third-Party Conflict Resolution:

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- Negotiation process
- Bargaining strategies
- Third party negotiation,
- Hostile contexts, ethics in negotiation

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Raines, S. S. (2024). Conflict management and leadership for managers: Knowledge, skills, and processes to harness the power of rapid change (3rd ed.). Bloomsbury USA.
2. Entekin, Lanny., Scott-Ladd, Brenda D.. Human Resource Management and Change: A Practising Manager's Guide. United Kingdom: Taylor & Francis, 2013.
3. Yukl, Gary A., Uppal, Nishant. Leadership in Organizations. India: Pearson India Education Services Pvt. Limited, 2018.
4. Hughes, Mark. Managing Change: A Critical Perspective. United Kingdom: Kogan Page, 2010.
5. Runde, Craig E., and Tim A. Flanagan. *Building conflict competent teams*. Vol. 116. John. Wiley & Sons, 2008.


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SEMESTER- 5

Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name:		Recruitment and Selection		Course Code: OMBBA3045L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course offers a comprehensive exploration of the recruitment and selection process, from strategic staffing alignment to onboarding. It emphasizes real-world practices such as job analysis, sourcing strategies, assessment methods, and recruiter effectiveness. Students will learn how to create sourcing plans, screen candidates, conduct modern interviews, and make informed hiring decisions. The course also examines emerging issues in employer branding, succession planning, and the role of digital tools and AI in recruitment. Designed for future HR professionals, this course equips students with both conceptual grounding and applied skills to attract and retain talent in dynamic organizational settings.					
Course Objectives: 1. To understand the concept of recruitment and its strategic significance in staffing organizations. 2. To develop skills in conducting job analysis, job descriptions, specifications, and evaluations. 3. To evaluate sourcing strategies and implement effective recruitment and selection methods. 4. To assess candidates using contemporary assessment tools, interviews, and testing techniques. 5. To address contemporary recruitment issues including employer branding, succession planning, and recruitment technology.					
Course Outcomes: CO1: Develop a thorough understanding of the staffing process. (U) CO2: Evaluate between short-term and long-term goals of staffing with illustrations. (E) CO3: Analyse strong business acumen model with the use of different staffing strategies. (An) CO4: Forecast the need of human capital and develop a deep understanding of manpower planning and recruitment process. (R) CO5: Apply appropriate sourcing and selection tools, including digital and AI-based methods, in designing a recruitment plan. (A) CO6: Create an integrated talent acquisition strategy that aligns employer branding, onboarding, and succession planning. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Recruitment and Strategic Staffing: • Concept of talent • Components of strategic staffing • Staffing goals • Talent philosophy				
2	Organizational Life Cycle & Its Effect on Staffing: • Life cycle phases (startup to maturity), • How staffing strategies evolve • Impact of Organizational Life Cycle on Recruitment Sources • Changing Role of HR Across the Life Cycle				
3	Job Analysis and Role Design: • Job analysis purpose • Methods (interviews, observation, questionnaires), • Steps of Job design • Steps of Role design				


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4	Job Description, Specification, and Evaluation: • Writing job descriptions • Writing job specifications, • Competency frameworks, • Job evaluation methods
5	Human Resource Planning and Forecasting: • Introduction to Human Resource Planning (HRP) • Workforce Forecasting (Quantitative: trend analysis, ratio analysis, regression models, productivity norms. Qualitative: Delphi technique, scenario planning, managerial judgment) • Analysis of Current Workforce • Internal (Sources: promotions, transfers, job rotation, employee development programmes.) vs External Supply of Talent (Sources: campus hiring, job portals, recruitment agencies, industry networks, freelancers) • Gap Analysis in HR Planning • Succession Planning and Succession Gaps
6	Sourcing Strategies and Channels: • Introduction to Sourcing in Talent Acquisition • Sources of Recruitment (Internal Sources & External Sources) • Developing a Sourcing Plan • Evaluating Sourcing Effectiveness
7	The Selection Process: • Overview of the Selection Process • Stages of the Selection Process ○ Screening, ○ Shortlisting, ○ Interviewing, ○ Final Selection, ○ Induction & Orientation
8	Role of Recruiters & Digital Platforms: • What makes a recruiter effective, • Recruiter training, • Use of LinkedIn, GitHub, etc
9	Candidate Assessment and Job Fit: • Person-job matching, • Assessment techniques • Tests ○ Cognitive ability tests. ○ Personality inventories. ○ Skills and aptitude tests. • Interviews (Behavioral, competency-based, technical.) • Simulations (Assessment centers, role plays, job trials, in-basket exercises)
10	Interviews and Job Offers: • Types of Interviews ○ Structured vs. unstructured. ○ Panel and sequential interviews. ○ Virtual interviews. ○ Stress and case interviews (when to use). • Designing Job Offers (Elements: compensation, benefits, role expectations, career growth opportunities.) • Onboarding Practices

11	Employer Branding and Recruitment Technology: • Employer Image and Branding Strategies • AI in Sourcing and Screening • Recruitment Analytics (Key metrics: source effectiveness, cost-per-hire, quality-of-hire.)
12	Succession Planning and Career Development • Succession Frameworks (9-box grid for potential vs. performance.) • Integrating Career Planning • Development plans: job rotation, mentoring, leadership programmes. • Career pathing tools and internal mobility programmes.
Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE	
Reference Books: 1. Picardi, C. A. (2019). Recruitment and selection: Strategies for workforce planning & assessment (South Asia ed.). SAGE Publications 2. Wintrip, S. High Velocity Hiring: How to Hire Top Talent in an Instant, 1st edition, McGraw-Hill Education. 2017	


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Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name:		Talent Management and Employee Engagement		Course Code: OMBBA3046L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides an in-depth understanding of the evolving landscape of talent management and employee engagement in modern organizations. It equips students with tools and strategies for effective talent acquisition, job design, onboarding, and motivation, while also addressing best practices in retention, recognition, and global talent deployment. Special attention is given to emerging trends, such as remote recruitment, employer branding, knowledge management, and the application of AI and analytics in talent processes. Through real-world examples, the course helps students align strategic HR objectives with sustainable organizational growth and employee satisfaction.					
Course Objectives: 1. To understand the fundamental principles of talent acquisition and management in contemporary organizations. 2. To apply tools like competency mapping, job design, fit analysis, and onboarding to build effective talent strategies. 3. To evaluate emerging trends such as employer branding, remote hiring, modern mentoring, and global talent strategies. 4. To analyze factors influencing employee engagement and motivation and their link to organizational performance. 5. To design data-informed solutions for employee recognition, positive work culture, and strategic retention.					
Course Outcomes: CO1: Explain the different concepts and key success factors for effective talent acquisition and management. (U) CO2: Identify critical issues and frame strategies and scenarios required to develop talent management skills. (A) CO3: Apply the principles and best practices of employee engagement in organizational settings. (Ap) CO4: Evaluate the effectiveness of onboarding, mentoring, and recognition programmes in enhancing employee retention and satisfaction. (E) CO5: Analyse the role of employer branding, EVP, and remote recruitment in attracting and retaining talent. (A) CO6: Integrate digital tools, AI, and knowledge management practices into strategic talent and engagement initiatives. (C)					
Detailed Syllabus:					
Unit	Description				
1	Foundations of Talent Management: • Definition, scope; TA vs TM distinctions • Strategic alignment with business goals • Employee types (core, critical, flexible, gig) • KASH model (Knowledge–Attitude–Skills–Habits) and talent mindset				
2	Pillars and Process of Talent Acquisition: • Schneider’s ASA/Pillars (Attraction–Selection–Attrition; service climate) • TA steps: manpower plan → sourcing → assessment → offer → onboarding • Role clarity & stakeholder alignment (HR, hiring manager, CoE) • TA trends: employer brand, talent communities, data-driven hiring				
3	Manager’s Role & Bias Removal:				

	• 4B method (Bias, Beliefs, Behaviors, Business impact) • Building talent pools/pipelines; silver-medalist engagement • Unconscious bias types (affinity, halo/horn, conformity) & nudges • Feedback loops: structured scorecards, candidate communication
4	Job Analysis, Job Design & Acquisition Workflow: • Job analysis tools (interviews, PAQ, task/KSA statements) • Job design levers: Hackman–Oldham, enrichment, autonomy • KSAPCs & competency mapping (core, functional, leadership) • TA workflow & RACI; SLAs with hiring teams
5	Assessment Centres and Interviewing for Fit: • Assessment centre methods: in-basket, role plays, case simulation • Evaluating P–J and P–O fit; value congruence • Competency-based and situational interviewing • Onboarding strategies: preboarding, buddy systems, 30–60–90 plans
6	Talent Acquisition Best Practices and Emerging Trends • Global vs national practices; compliance & local labour norms • Recruitment marketing: EVP-led campaigns, nurture sequences • AI-enabled sourcing (parsing, matching, chatbots) with bias controls • Metrics: time-to-fill, quality-of-hire, source effectiveness
7	Linking Engagement to Motivation and Success: • Drivers: meaningful work, recognition, growth, manager quality • Links to motivation (SDT, Expectancy theory) and OKRs • Engagement → outcomes (retention, productivity, CX) • Pulse surveys and action planning cadence
8	Employer Branding and Employee Value Proposition (EVP): • Crafting EVP (rewards, opportunity, purpose, culture) • Channels: career site, social, employee stories, Glassdoor/ambassador programmes • Handling misalignment: reality checks, experience fixes • Brand governance: guidelines, measurement, refresh cycles
9	Remote Recruitment and Knowledge Management: • Virtual hiring playbook: assessments, interviews, candidate care • Remote onboarding rituals; digital culture cues • Knowledge management: wikis, SOPs, communities of practice • Retention of tacit knowledge: mentoring, shadowing, retros
10	Modern Mentoring and Global Talent Management: • Mentoring models: traditional, reverse, group, peer • Cross-functional talent moves; internal marketplaces • Global mobility: selection, readiness, compliance, re-entry • Inclusion in global teams: time zones, norms, collaboration tech
11	Recognition, Rewards, and Work Environment: • Total rewards overview (pay, benefits, careers, wellbeing) • Recognition systems: real-time, peer, milestone; fairness cues • Positive climate: psychological safety, voice, involvement • Rewards–recognition–retention linkage; tracking impact
12	Emerging Trends & Strategic HR Leadership: • Motivation innovations: skills-first careers, flexible work, micro-learning • Sustainable leadership: ethics, wellbeing, ESG lens on talent

- Adapting to workforce expectations: Gen Z, gig, multi-career paths
- HR as strategic partner: analytics, storytelling, change leadership

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE**Reference Books:**

1. Mull, J. (2023). Employalty: How to ignite commitment and keep top talent in the new age of work. Page Two Strategies, Inc.
2. Morgan, Jacob. The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces They Want, the Tools They Need, and a Culture They Can Celebrate. Germany: Wiley, 2017.
3. Bernstein, Laura E.. Peer Today, Boss Tomorrow: Navigating Your Changing Role. United States: Walk the Talk Company, 2005.



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SEMESTER- 6

Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		Organizational Development & HR Strategies		Course Code: OMBBA3047L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides students with a comprehensive understanding of Organizational Development (OD) and HR Strategies, focusing on managing change, enhancing organizational effectiveness, and aligning human capital with strategic goals. It explores foundational theories, diagnostic tools, change interventions, leadership influence, and ethical considerations. The course also connects OD insights with strategic HR frameworks such as workforce planning, talent strategy, succession planning, and HR analytics to build sustainable competitive advantage through people.					
Course Objectives: Explain the key concepts, models, and historical development of Organizational Development. Analyse organizational challenges using OD diagnostic tools and apply suitable interventions. Evaluate the role of leadership and culture in enabling or resisting organizational change. Apply ethical and evaluative frameworks to assess the effectiveness of OD initiatives. Design HR strategies including talent planning, succession, and analytics that align with OD goals and business strategy.					
Course Outcomes: CO1: Understand the need of change process and role of communication in effective change. (U) CO2: Apply the principles and techniques of change management in modern organization. (A) CO3: Apply insights gained in modifying practices related to leadership and change management to be suitable for organizational context. (A) CO4: Analyse organizational culture and diagnose barriers using established OD models and data-driven tools. (An) CO5: Evaluate the success and ethical implications of OD interventions across organizational settings. (E) CO6: Create integrated HR strategies involving talent development, workforce planning, and analytics aligned with OD initiatives. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Organizational Development (OD): - History and evolution of OD - Definition, scope, and significance of OD in modern organizations - Planned vs. emergent change - Key concepts: OD iceberg, systems thinking				
2	Change Management Theories: - Lewin's Three-Step Change Model - Burke–Litwin Model (overview) - Force Field Analysis - Understanding resistance to change				
3	Action Research in OD: - Concept and stages of Action Research - Role of OD practitioners - Collaborative data gathering and diagnosis - Feedback and continuous learning				


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4	Organizational Diagnosis: - Purpose of diagnosis in OD - Tools: Weisbord's Six Box, McKinsey 7S - Data collection methods: surveys, interviews, observations - Triangulation and interpretation
5	OD Interventions – Part I: - Types of OD interventions (human process, techno-structural, HRM) - Team-building techniques - Tuckman's Team Development Model - Schein's Process Consultation
6	OD Interventions – Part II: - Building coalitions for change - Leadership support and stakeholder engagement - Implementation challenges and communication plans
7	Leadership for OD: - Leadership competencies for OD - Heifetz's Adaptive Leadership - Transformational vs transactional leadership - Role of OD practitioner as leader
8	Organizational Culture and OD: - Schein's Three Levels of Culture - Diagnosing and shifting culture - Cultural integration during M&A
9	Evaluation of OD Interventions: - - Why evaluate OD? - Metrics: outcome-based and process-based - Kirkpatrick's Model - Feedback loops and continuous improvement
10	Ethics in OD Practice: - Ethical principles and dilemmas - OD Network code of ethics - Confidentiality, power dynamics, informed consent - Practitioner role boundaries
11	Strategic HRM and Alignment: - What is Strategic HRM? - Aligning HR with business and OD goals - Workforce planning and capability building - Centralized vs decentralized HR models
12	Talent Strategy and HR Analytics: - Succession planning and talent pipelines - Talent mapping (Nine-box grid) - Basics of HR analytics - Using data to support OD decisions
Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE	
Reference Books: Anderson, D. L. (2023). Organization development: The process of leading organizational change (6th ed.). SAGE Publications.	

2. Entrekin, Lanny., Scott-Ladd, Brenda D.. Human Resource Management and Change: A Practising Manager's Guide. United Kingdom: Taylor & Francis, 2013.
3. Yukl, Gary A., Uppal, Nishant. Leadership in Organizations. India: Pearson India Education Services Pvt. Limited, 2018.
4. Peter G. Northhouse, Leadership Theory and Practice, Sage Publications, 2011. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2011
5. Mark Hughes, Managing Change, Universities Press, 2011



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Programme Name: Bachelor of Business Administration				Semester : 6	
Course Name:		Organization Culture		Course Code: OMBBA3048L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: Organizational culture is a foundational element influencing how people think, feel, and act within organizations. This course explores the visible and invisible dimensions of culture, how it is formed, transmitted, measured, and transformed. Students will learn to diagnose culture using proven models, understand its interplay with leadership, structure, and behavior, and develop strategies for cultural alignment and change. The course emphasizes global and Indian perspectives, preparing students for culturally intelligent decision-making in business.					
Course Objectives: 1. To introduce the foundations, dimensions, and types of organizational culture. 2. To explore how culture shapes leadership, communication, and workplace behavior. 3. To familiarize students with models and tools used to diagnose and assess culture. 4. To examine the role of organizational culture in supporting or resisting change. 5. To develop students' ability to design strategies for shaping or realigning culture.					
Course Outcomes: CO1: Recall the key terms, visible elements, and foundational dimensions of organizational culture. (R) CO2: Explain how organizational culture influences leadership styles, communication, and decision-making. (U) CO3: Apply cultural models and diagnostic tools to interpret workplace behaviors in business scenarios. (A) CO4: Analyse the alignment between organizational culture, structure, and strategy. (An) CO5: Evaluate the role of culture in enabling or resisting change, including in mergers and acquisitions. (E) CO6: Design context-sensitive strategies to assess, preserve, or change organizational culture. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Organizational Culture: • Meaning, purpose, and importance of culture in business • Culture vs climate • Levels: artefacts, values, assumption				
2	Theoretical Foundations: • Schein's 3-level Model • Deal & Kennedy's Cultural Typology • Hofstede's Dimensions of National Culture				
3	Types and Classifications of Culture: • Cameron & Quinn's Competing Values Framework (Clan, Adhocracy, Market, Hierarchy) • Strong vs weak cultures • Subcultures				
4	Origins and Transmission of Culture: • Role of founders and early decisions • Symbols, language, rituals, stories • Socialization and onboarding processes				
5	Culture and Organizational Structure: • How structure influences and is influenced by culture • Centralized vs decentralized cultures				


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	• Functional vs flat cultures
6	Culture and Leadership: • Role of leaders as culture carriers • Ethical leadership and cultural tone • Leading by example and storytelling
7	Culture and Behavior at Work- • Influence on motivation, ethics, communication • Culture and power dynamics • Employee engagement and trust
8	Diagnosing Organizational Culture: • OCAI (Organizational Culture Assessment Instrument) • Denison Culture Model • Qualitative methods: interviews, observations
9	Culture and Strategy Alignment: - • Strategic fit vs cultural fit • Inert vs adaptive cultures • Innovation culture and performance outcomes
10	Cultural Change and Transformation: • When and why culture needs to change • Lewin's and Kotter's models applied to cultural change • Resistance to cultural change
11	Cross-Cultural and Global Perspectives: • High-context vs low-context cultures (Hall) • Managing multicultural teams • Culture in Indian vs global MNCs
12	Sustaining and Reinforcing Culture: • Institutionalizing culture through systems, rewards, and HR practices • Aligning culture with performance management • Role of rituals and renewal mechanisms
Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE	
Reference Books: 1. Schein, E. H., & Schein, P. (2024). Humble leadership: The power of relationships, openness, and trust. Berrett-Koehler Publishers. 2. Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework (3rd ed.). Jossey-Bass. 3. Schein, E. H., & Schein, P. A. (2017). Organizational culture and leadership (5th ed.). Wiley. 4. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). Cultures and organizations: Software of the mind (3rd ed.). McGraw-Hill.	


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Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name: Strategic HRM		Course Code: OMBBA3049L			
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course equips students with a strategic perspective on Human Resource Management, focusing on how HR decisions align with long-term organizational goals. Building upon foundational HR knowledge, this course introduces frameworks and tools for workforce strategy, HR-business integration, international HRM, HR analytics, and change management. Students will learn how HR becomes a driver of competitive advantage and sustainable growth in modern organizations.					
Course Objectives: 1. To explore the strategic role of HR in driving business outcomes. 2. To introduce tools for aligning HR practices with organizational vision, mission, and strategy. 3. To analyse HR challenges in dynamic, global, and digitally driven environments. 4. To develop critical thinking about workforce transformation, agility, and sustainability. 5. To enable students to use data and analytics for HR planning and strategic decision-making.					
Course Outcomes: CO1: Define the scope and importance of strategic HRM in the context of business competitiveness and sustainability. (R) CO2: Explain how HR strategies align with business models, corporate strategy, and external environments. (U) CO3: Apply strategic frameworks to workforce planning, talent management, and HR forecasting challenges. (A) CO4: Analyse the impact of globalization, digitization, and organizational change on strategic HR decisions. (An) CO5: Evaluate alternative HR strategies for improving organizational agility, diversity, and performance. (E) CO6: Design integrated and forward-looking HR strategies using analytics and scenario planning. (C)					
Detailed Syllabus:					
Unit	Description				
1	Strategic HRM: Concept and Evolution: • Difference between HRM and Strategic HRM • Evolution of SHRM • Role in achieving competitive advantage				
2	HR Strategy and Business Alignment: • Vision, mission, and strategic intent • Linking HR strategy to business goal • HR Scorecard				
3	Strategic Workforce Planning: - • Long-term talent needs • Environmental scanning (PESTEL) • Scenario-based forecasting				
4	Strategic Talent Management: - • High-potential talent identification • Employer branding at a strategic level • Succession planning for leadership continuity				
5	HR Metrics and HR Scorecard:				

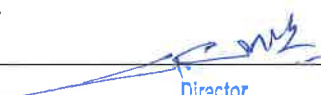

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	• Strategic KPIs for HR • The Balanced Scorecard for HR • Dashboards and HR benchmarking
6	HR Analytics and Evidence-Based HRM: • Foundations of HR Analytics & EBHRM • Descriptive, predictive, and prescriptive HR analytics • Using data for strategic decisions • Data Governance, Ethics & Compliance
7	Change Management and Strategic HRM: • HR's role in leading transformation • Lewin and Kotter in strategic change • Culture-shaping during transformation
8	Strategic Performance and Capability Building: • Linking performance management with strategy • Strategic L&D frameworks • Organizational capability models
9	Strategic Compensation and Total Rewards: • Pay-for-performance and strategic incentives • Designing reward systems for strategic goals • Non-monetary rewards
10	Diversity, Equity & Inclusion (DEI) as Strategy: • DEI as a strategic enabler • Embedding inclusion in culture, policy, and leadership • Global perspectives
11	Global and International HRM Strategy: - • IHRM vs domestic HRM • Expatriate strategy, global mobility, localization • Managing cross-border teams
12	Future of Strategic HRM: • Sustainability and ESG integration into HR • AI and automation in workforce strategy • Future-ready HR: agility, resilience, gig economy
Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE	
Reference Books: • Schuler, R. S., Jackson, S. E., & Tarique, I. (2022). Strategic human resource management (6th ed.). Wiley. • Dessler, G. (2023). Human resource management (16th ed.). Pearson. • Armstrong, M. (2020). Armstrong's handbook of strategic human resource management (7th ed.). Kogan Page.	


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ELECTIVE COURSES
SPECIALIZATION – BUSINESS ANALYTICS
SEMESTER- 4

Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name: Data Visualisation		Course Code: OMBBA2044L			
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course introduces students to the principles, tools, and techniques of data visualisation as a powerful means of exploring and communicating insights. By blending theory with hands-on practice using industry-standard tools like Tableau and Power BI, learners will develop the ability to create impactful visual representations, craft compelling data narratives, and apply visualisation to support business analysis and decision-making. The course emphasizes clarity, interactivity, and strategic thinking in visual storytelling.					
Course Objectives:					
1. To understand the foundational principles and significance of data visualisation in business. 2. To gain hands-on experience in creating professional visualisations using tools like Tableau and Power BI. 3. To develop skills in designing dashboards and interactive visual elements that enhance data interpretation. 4. To communicate data insights effectively through storytelling and structured presentation. 5. To apply data visualisation in analyzing patterns and supporting strategic business decisions.					
Course Outcomes:					
CO1: To develop students' proficiency in using data visualization tools to represent quantitative and qualitative information. (A)					
CO2: To enable students to critically evaluate and interpret visualizations to extract meaningful insights. (E)					
CO3: To provide students with practical experience in designing and creating effective data visualizations for business scenarios. (C)					
CO4: To introduce students to the fundamental principles of visual perception and their impact on data comprehension. (U)					
CO5: To equip students with the ability to select appropriate visualization types based on the nature and complexity of data. (An)					
CO6: To help students recall key concepts, tools, and storytelling techniques used in effective data communication. (R)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Data Visualisation - Importance of visualisation in business decision-making. - Key principles: clarity, accuracy, engagement. - Types of data: quantitative, categorical, temporal. - Role of visuals in analytics workflows.				
2	Principles of Effective Visualisation: - Best practices for clarity and comprehension. - Choosing the right chart type for the data and audience. - Avoiding visual clutter and misrepresentation. - Basics of colour theory for emphasis and accessibility. - Ethical considerations in data visual				
3	Visualising Quantitative and Categorical Data:				


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	• Histograms for frequency distribution. • Bar charts for comparison. • Box plots for spread and outliers. • Pie and donut charts for proportions. • Dot plots for discrete comparisons. • Comparative interpretation across multiple visuals.
4	Visualising Temporal Data: • Line charts for trends. • Time series decomposition and trend analysis. • Visualising seasonal and cyclical patterns. • Highlighting time-based variations effectively.
5	Overview of Industry Tools: • Introduction to Tableau and Power BI. • Understanding tool interfaces and navigation. • Connecting to data sources. • Basic chart creation and formatting.
6	Formatting for Clarity and Impact: • Using tooltips, labels, and annotations effectively. • Branding visuals to align with corporate identity. • Applying visual emphasis techniques. • Accessibility considerations in design.
7	Creating Interactive Visualisations: • Filters, drill-downs, and slicers for dynamic exploration. • Linking visuals for cross-filtering. • Designing user-driven visual experiences. • Interactive storytelling with dashboards
8	Designing Dashboards: • Components of an effective dashboard. • Layout grids and design balance. • Multi-visual integration for cohesive insights. • Storytelling through dashboards with flow and focus.
9	Data Storytelling • Framing insights into compelling narratives. • Structure of a strong data story: context → insight → action. • Adapting stories to audience needs and decision context. • Blending narrative text with visuals for impact.
10	Visualising Complex & Large Data Sets: • Techniques for simplifying complex visuals. • Aggregation, sampling, and data grouping. • Avoiding clutter in high-dimensional datasets. • Strategies for focusing audience attention.
11	Advanced Techniques: Multidimensional & Unstructured Data: • Treemaps and heatmaps for hierarchical and density data. • Scatter plot matrices for multivariate relationships. • Word clouds and text visualisation for unstructured data. • Advanced chart types for niche analytical needs.
12	Data Visualisation for Decision-Making: • Applying visuals to detect trends and opportunities. • Linking visual analysis to strategic planning.

- Communicating value and recommendations visually.

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Healy, K. (2024). *Data visualization: A practical introduction*. Princeton University Press.
2. Knafllic, C. N. (2015). *Storytelling with data: A data visualization guide for business professionals*. John Wiley & Sons.



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Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name: Machine Learning and AI		Course Code: OMBBA2045L			
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course introduces students to the foundational concepts, methods, and real-world applications of Machine Learning (ML) and Artificial Intelligence (AI) in business contexts. Emphasis is placed on understanding core algorithms, preparing and pre-processing data, developing supervised and unsupervised models, and evaluating model performance. Through hands-on practice and use cases, students will learn how ML and AI can be used for predictive analytics, customer segmentation, recommender systems, and fraud detection, equipping them to apply these techniques to solve modern business problems effectively.					
Course Objectives:					
- To provide students with a conceptual and historical understanding of machine learning and artificial intelligence. - To equip students with the skills to clean, preprocess, and prepare real-world datasets for ML/AI applications. - To enable students to apply supervised and unsupervised machine learning algorithms to solve business challenges. - To develop the ability to evaluate, validate, and fine-tune ML models using appropriate metrics and techniques. - To foster an understanding of practical business applications of ML and AI, including customer analytics, fraud detection, and personalized recommendations.					
Course Outcomes:					
CO1: To provide students with a comprehensive understanding of machine learning and artificial intelligence concepts and techniques. (U)					
CO2: To develop students' ability to apply machine learning and AI algorithms to analyze and interpret business data. (A)					
CO3: To enable students to evaluate and select appropriate machine learning models for specific business problems. (E)					
CO4: To enhance students' skills in implementing machine learning and AI solutions using programming languages and tools. (C)					
CO5: To equip students with the ability to assess model performance using appropriate validation techniques and performance metrics. (An)					
CO6: To foster awareness of ethical considerations and data governance in the deployment of AI and machine learning systems in business environments. (R)					
Detailed Syllabus:					
Unit	Description				
1	Understanding ML and AI: - Definitions and scope, - Historical evolution of ML and AI - Key differences and synergies - Relevance in today's business context				
2	Applications of ML and AI in Business: - Real-world applications across industries - How businesses use ML for forecasting, - How businesses use ML for forecasting automation, - How businesses use ML for forecasting personalization and insights				
3	Key Concepts and Algorithms in ML:				

	- Fundamental Concepts in Machine Learning - Overview of Common Machine Learning Algorithms - Supervised Learning Algorithms - Unsupervised Learning Algorithms - Ensemble Methods (Bagging, Boosting (AdaBoost, Gradient Boosting, XGBoost)
4	Data Cleaning Techniques: - Importance of data quality - Handling missing values, duplicates, and outliers. - Real-world business dataset examples
5	Feature Selection and Transformation: - Feature engineering, - Variable encoding, - Normalization, and standardization. - Introduction to dimensionality reduction
6	Linear Models for Prediction and Classification: - Implementing linear regression and logistic regression - Interpreting coefficients - Business cases like sales forecasting and classification
7	Decision Trees, Random Forests, and SVM: - Non-linear modeling approaches - Tree-based algorithms - Support vector machines - Tuning for performance
8	Clustering Techniques in Business: - Understanding unsupervised learning - Clustering Methods for Business Applications - Introduction to Clustering in Data Analysis - k-Means Clustering - Concept and Working Mechanism - Steps for Implementing k-Means - Use Cases: Market Segmentation, Customer Profiling - Hierarchical Clustering - Concept and Types (Agglomerative, Divisive) - Steps for Implementing Hierarchical Clustering - Use Cases: Trend Detection, Product Grouping
9	Association Rules and Dimensionality Reduction: - Apriori algorithm and market basket analysis; - PCA and t-SNE for simplifying and visualizing complex data - Introduction to Dimensionality Reduction - Principal Component Analysis (PCA) - Concept and Working Mechanism - Interpreting Principal Components - Applications in Data Compression and Pattern Recognition - t-Distributed Stochastic Neighbor Embedding (t-SNE) - Concept and Working Mechanism - Visualization of High-Dimensional Data - Applications in Customer Segmentation and Anomaly Detection
10	Evaluation Metrics for ML Models: Accuracy

	• Precision • Recall, • F1 score, • AUC-ROC, • MAE (Mean Absolute Error) • RMSE (Root Mean Squared Error) • Choosing the right metric for the right task
11	Cross-Validation and Model Tuning • Concepts of overfitting/underfitting revisited. • k-fold CV, • Grid search and random search for hyperparameter tuning
12	Business Applications and Project Showcase: • Applying ML to real business problems like ○ churn prediction, ○ fraud detection, ○ recommender systems
Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE	
Reference Books: 1. Raschka, S. (2024). <i>Machine Learning Q and A: 30 Essential Questions and Answers on Machine Learning and AI</i>. No Starch Press. 2. Michalski, R. S., Carbonell, J. G., & Mitchell, T. M. (Eds.). (2013). <i>Machine learning: An artificial intelligence approach</i>. Springer Science & Business Media.	


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SEMESTER- 5

Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name:		Web and Social Media Analytics		Course Code: OMBBA3050L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive exploration of web and social media analytics, equipping students with the knowledge and tools to collect, analyze, and interpret data from digital platforms. It delves into social network theory, sentiment analysis, web traffic analysis, and real-world applications, enabling students to make data-driven decisions. By integrating natural language processing (NLP), SEO, and ethical considerations, the course prepares learners for advanced roles in digital marketing, consumer analytics, and online strategy.					
Course Objectives: 1. To explain the fundamentals and business relevance of social media and web analytics. 2. To apply appropriate techniques to extract, clean, and analyze social media and web data. 3. To understand and utilize social network theory, sentiment analysis, and visualization techniques. 4. To explore tools and methodologies such as NLP, web scraping, and Google Analytics in evaluating digital behavior. 5. To assess ethical considerations and real-world application of analytics through project-based learning.					
Course Outcomes: CO1: Gain an understanding of techniques and tools used in Social Media Analytics. (U) CO2: Explore various applications of Social Media Analytics in business contexts. (A) CO3: Learn to analyze social media data for making data-driven business decisions. (An) CO4: Examine ethical considerations and challenges in social media data analysis and usage. (E) CO5: Develop skills to extract and preprocess unstructured social media data using appropriate web scraping and NLP methods. (C) CO6: Recall and differentiate key metrics and terms in web and social media analytics (e.g., SEO, clickstream, engagement rates). (R)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Social Media Analytics: • Overview of social media platforms and analytics landscape • Relevance for small and large organizations • Business applications of SMA				
2	Social Networks Perspective: • Understanding nodes, • Ties, • Influencers. • Basics of social network and web data structures				
3	Graphs, Matrices, and Visualization: • Introduction to graph theory • Adjacency matrices • Network graphs • Key visualization • Principles for social media data				


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4	Data Cleaning & Feature Extraction: • Pre-processing social media data • Removing noise • Extracting features for analysis
5	Sentiment Analysis & Text Mining: • Basics of text mining • Natural language-based sentiment extraction • Sentiment over time visualization
6	Social Network Analysis (SNA): • Centrality measures (degree, closeness, betweenness) • Community detection • Influence maximization
7	Applying SNA to social media: • Use cases • Influencer identification • Viral content detection • Network behavior analytics
8	Introduction to NLP & Web Scraping: • NLP tasks • Tokenization • Stemming • POS tagging • Web scraping tools • Ethical practices
9	Web Analytics Fundamentals: • Clickstream data • A/B testing • online survey • Using Google Analytics for behavior tracking and goal conversions
10	Social Media Policies and SEO: • SEO basics • User-generated content • User engagement • Privacy policies • Ethical concerns in SMA
11	User Behavior & CX on Digital Platforms: • Usability of websites, apps, social media • Tracking customer sentiment • Reputation management • Web marketing metrics
12	Integrating Concepts • Framing a business problem for SMA application • Selecting appropriate analytical tools and techniques • Designing an end-to-end analysis workflow • Presenting findings with data visualization • Translating insights into strategic recommendations


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Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Kumar, V., & Qiu, J. (2023). Social media analytics and practical applications: From metrics to insight. Routledge
2. Gonçalves, A. (2017). *Social media analytics strategy: Using data to optimize business performance*. Apress.


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Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name:		Data Mining for Business Intelligence		Course Code: OMBBA3051L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course equips learners with the foundational and advanced concepts of data mining and business intelligence (BI), enabling them to extract meaningful patterns, trends, and insights from vast datasets. Emphasizing both theoretical grounding and practical applications, the course covers data warehousing, OLAP, data preprocessing, and mining techniques along with real-world BI applications in finance, telecom, marketing, and risk analytics. Students will also explore emerging trends such as self-service BI, cloud analytics, and AI-augmented decision-making, ensuring industry relevance and future-readiness.					
Course Objectives: 1. To introduce the fundamental principles and architecture of Business Intelligence and data warehousing. 2. To develop the skills required for preparing and preprocessing large datasets for analysis. 3. To explore data mining techniques and their applications in business problem-solving. 4. To examine the implementation of BI strategies across different industries for performance enhancement. 5. To integrate ethical and contemporary practices in the use of BI technologies and tools.					
Course Outcomes: CO1: Gain an understanding of data mining techniques and business intelligence tools used for data analysis. (U) CO2: Explore various applications of data mining and business intelligence for generating business insights. (An) CO3: Learn to extract, process, and analyze data to support data-driven business decision-making. (A) CO4: Examine ethical considerations and challenges in data mining and business intelligence related to data analysis and usage. (E) CO5: Develop predictive models and interpret results using data mining algorithms and BI platforms. (C) CO6: Recall key concepts, terminologies, and architecture of data warehousing and OLAP essential for foundational BI understanding. (R)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Business Intelligence • Overview and scope of BI in modern organizations. • Decision-making cycle: intelligence → design → choice → implementation. • Data → information → knowledge transformation. • Basic BI architecture and components.				
2	Ethical Considerations in BI: • Responsible and ethical data usage. • Privacy laws and regulations (GDPR, Indian PDP Bill). • Algorithmic fairness and transparency. • Identifying and mitigating bias in BI tools. • Corporate governance in BI projects				
3	Introduction to Data Warehousing: • Definition and purpose of a data warehouse. • 3-tier architecture: bottom, middle, and top tiers.				


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	• Data warehouse vs. data marts (scope, cost, use cases). • Role of metadata in BI environments
4	Data Warehouse Modeling: • Data cubes and multidimensional data representation. • Schema designs: star schema, snowflake schema, fact constellation. • OLAP vs. OLTP: purposes, structures, and performance differences
5	OLAP Concepts and Server Architectures: • OLAP operations: slice, dice, drill-down, drill-up, pivot. • Types of OLAP: ROLAP, MOLAP, HOLAP — strengths and limitations. • Choosing the right OLAP architecture for business needs.
6	Introduction to Data Mining & KDD • Definition of data mining and its role in BI. • Knowledge Discovery in Databases (KDD) process steps. • Comparison: classification, clustering, prediction. • Core business applications of data mining.
7	Data Cleaning and Integration: • Identifying and handling missing data. • Outlier detection and smoothing techniques. • Normalization and data transformation. • Data integration from multiple heterogeneous sources.
8	Advanced Data Preprocessing: • Aggregation and data summarization techniques. • Dimensionality reduction methods (PCA, feature selection). • Data compression approaches. • Discretization and hierarchy formation for analysis.
9	BI Applications in Finance & Risk: • Fraud detection models and techniques. • Credit scoring and loan default prediction. • Risk analytics and portfolio management. • Anti-money laundering systems in financial institutions.
10	BI Applications in Telecom & Retail: • Churn prediction and customer retention models. • Customer segmentation for personalized offers. • Market basket analysis for product bundling. • Upselling and cross-selling strategies.
11	Performance Management and BI Dashboards: • Balanced Scorecards and KPI tracking. • Designing actionable performance metrics. • Real-time dashboards with BI tools (Tableau, Power BI). • □ Data visualization best practices for executives.
12	Emerging Trends: AI in BI & Cloud Analytics: • Self-service BI for non-technical users. • Cloud BI platforms and scalability benefits. • AI-assisted decision-making and natural language queries. • Real-time data mining capabilities. • Predictive vs. prescriptive analytics in BI strategy.

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Hota, J. (2025). *Data mining and business intelligence: Data-driven strategy for business transformation*. BPB Publications
2. Han, J., & Kamber, M. (2011). *Data mining: Concepts and techniques* (3rd ed.). Morgan Kaufmann.
3. Kantardzic, M. (2011). *Data mining: Concepts, models, methods, and algorithms* (2nd ed.). Wiley.
4. Ponniah, P. (2010). *Data warehousing fundamentals for IT professionals*. Wiley.


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SEMESTER- 6

Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		Programmemeing in Python		Course Code: OMBBA3052L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Pre-requisite: Quantitative Methods					
Course Description: This course provides students with foundational programmemeing skills using Python, emphasizing its real-world applicability in business and data analysis. Starting with basic syntax and progressing through control structures, file handling, and data manipulation, students will develop the ability to build functional Python programmes and apply them to solve structured problems. The course integrates modern tools such as Jupyter Notebooks and relevant business use cases to enhance learning and skill application.					
Course Objectives: 1. To build foundational programmemeing skills using Python syntax, data types, and structures. 2. To develop proficiency in implementing control structures, loops, and user-defined functions. 3. To enable students to perform basic file handling and manage different data formats. 4. To introduce libraries like NumPy and Pandas for effective data manipulation and analysis. 5. To empower students to apply Python in solving practical business-related data problems.					
Course Outcomes: CO1: Be equipped with fundamentals of Python programmemeing. (U) CO2: Explore Python's applications in data analysis in business scenario. (A) CO3: Foster a problem-solving mindset through hands-on coding exercises. (An) CO4: Understand and write basic Python scripts. (R) CO5: Evaluate the efficiency and accuracy of Python scripts in solving business problems. (E) CO6: Design Python programmes to automate simple data analysis tasks. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Python and Setting Up the Environment • Introduction to Python • Installing Python, Anaconda, and Jupyter Notebooks • Syntax, variables, and data types				
2	Operators and Expressions • Arithmetic • logical, • Comparison operators • Expression evaluation				
3	Working with Strings • String manipulation • Formatting • Indexing • Business use cases (e.g., customer feedback)				
4	Data Structures: Lists, Tuples, and Dictionaries • Lists – Ordered, mutable collections; good for dynamic data. • Tuples – Ordered, immutable; suited for fixed datasets. • Dictionaries – Key–value pairs; ideal for quick lookups. • Creation & Modification – Define, update, and manage elements. • Inventory tracking with product IDs as keys and stock details as values.				

5	Decision-Making Structures - if / elif / else – Conditional statements to control programme flow. - Nested Conditions – Conditions within conditions for complex logic. - Business Application – Implementing rules like discount eligibility, credit approvals, or fraud detection.
6	Loops and Iteration - for / while loops – Repeat actions until a condition is met. - range() – Generate sequences for controlled iteration. - Nested Loops – Multi-level iteration for complex tasks. - Business Application – Processing sales data, generating invoices, or scheduling tasks.
7	Functions and Modular Programmemeing - Defining & Calling – Create reusable code blocks for specific tasks. - Scope – Local vs. global variable access. - Return Values – Output data from functions for further use. - Business Application – Modularizing payroll calculations, report generation, or customer queries.
8	File Handling - Reading/Writing – Work with .txt and .csv files. - File Operations – Open, read, write, append, and close files. - Business Application – Managing sales records, updating customer databases, and generating reports
9	Error and Exception Handling - try-except – Detect and manage runtime errors without stopping execution. - Common Errors – Invalid input, missing files, division by zero. - Enhancements – else for error-free code, finally for cleanup. - Business Use – Validate user data, handle missing reports, keep automation running.
10	Introduction to NumPy - Arrays – Fast, memory-efficient data storage and manipulation. - Broadcasting – Apply operations across arrays of different shapes. - Mathematical Operations – Vectorized calculations, aggregations, and transformations. - Business Applications – Financial modeling, sales forecasting, and trend analysis.
11	Data Analysis with Pandas - DataFrames – Tabular data structure for flexible manipulation. - Importing Data – Load from CSV, Excel, or databases. - Cleaning – Handle missing values, remove duplicates, format data. - Analysis – Filter, group, and summarize business datasets for insights.
12	Python for Business Problem Solving - Understanding how Python integrates with business analytics workflows. - Exploring the role of Python in data extraction, transformation, and visualization. - Best practices for translating business questions into analytical models. - Common pitfalls and optimization strategies in business-focused Python solutions.
Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE	
Reference Books: - Ceder, N. (2025). <i>The Quick Python Book</i> (4th ed.). Manning Publications. - Gowrishankar, S., & Veena, A. (2018). <i>Introduction to Python programmemeing</i>. CRC Press.	

Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		Predictive Modelling		Course Code: OMBBA3053L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course introduces learners to the foundational concepts and advanced applications of predictive modeling in business. It covers data preparation, regression techniques, and time-series forecasting while integrating real-world use cases such as churn prediction, sales forecasting, and risk modeling. Through hands-on experience and modern techniques, including feature engineering and model evaluation, students will develop the ability to design, interpret, and apply predictive models to solve contemporary business challenges.					
Course Objectives: 1. To understand the role and scope of predictive modelling within the data analytics landscape. 2. To equip students with skills in data preparation and feature engineering techniques. 3. To introduce core predictive modelling methods including regression and time-series analysis. 4. To enable students to evaluate model performance using relevant metrics. 5. To apply predictive modelling techniques to real-world business problems across industries.					
Course Outcomes: CO1: To develop an understanding of predictive analytics and its applications in business decision-making. (U) CO2: To build skills in data preprocessing, feature engineering, and exploratory analysis for improving predictive models. (A) CO3: To explore various predictive modelling techniques, including regression, classification, and time-series forecasting. (R) CO4: To enable students to interpret model outputs and make data-driven business recommendations. (An) CO5: To evaluate the suitability and performance of predictive models in various business scenarios. (E) CO6: To design and implement end-to-end predictive analytics solutions for real-world business problems. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Predictive Modelling: • Definition • Significance in business • Types of predictive models (regression, classification, time-series); • Difference between descriptive, predictive, and prescriptive analytics.				
2	Applications of Predictive Modelling: • Real-life business applications: ○ Demand forecasting, ○ Fraud detection, ○ Credit scoring, ○ Customer churn prediction.				
3	Data Collection and Cleaning: • Sourcing structured/unstructured data, • Handling missing values, • Dealing with outliers, • Data integrity issues.				


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4	Exploratory Data Analysis (EDA): • Summary statistics • Visualizations • Distribution patterns • Correlations • Initial data insights.
5	Feature Engineering and Selection: • Creating new variables • Encoding categorical data • Scaling/normalization. • PCA basics • Dealing with multicollinearity
6	Simple and Multiple Linear Regression: • Model building • Interpreting coefficient • Assumptions of linear regression • Residual analysis.
7	Logistic Regression: • Classification problems, • Odds ratios • ROC curves • AUC • Confusion matrix and practical implementation.
8	Model Evaluation Metrics: • Regression metrics (R^2, RMSE, MAE) • Classification metrics (Accuracy, Precision, Recall, F1 Score); • Business context alignment.
9	Introduction to Time-Series Forecasting: • Components of time series (trend, seasonality, noise), • Stationarity • Autocorrelation plots.
10	Forecasting Techniques: • Moving averages, • Exponential smoothing • Holt-Winters. • Introduction to ARIMA models
11	Case Studies: Business Applications: • Customer churn modeling (telco) • Sales forecasting (retail) • Credit risk modeling (finance) • Campaign response prediction (marketing).
12	Predictive Modeling in the Real World: Ethical • AI and model bias • Model deployment and monitoring • AutoML • Introduction to MLOps concepts.


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Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Paczkowski, W. R. (2024). *Predictive and simulation analytics: Deeper insights for business decision-making*. Springer. <https://doi.org/10.1007/978-3-031-31887-0>
2. Strickland, J. (2014). *Predictive modeling and analytics*. Lulu.com.
3. Biecek, P., & Burzykowski, T. (2021). *Explanatory model analysis: Explore, explain, and examine predictive models*. Chapman and Hall/CRC.


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Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		Natural Language Processing		Course Code: OMBBA3054L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides an in-depth exploration of Natural Language Processing (NLP), focusing on its theoretical foundations, evolution, practical applications, and the ethical implications of its use in today's AI-driven world. Students will gain hands-on experience in understanding and applying NLP techniques using modern machine learning tools and large language models, making sense of unstructured text, and developing systems capable of extracting, analyzing, and generating human language. It also provides a contextual understanding of the socioeconomic, legal, and ethical impact of NLP technology on global systems.					
Course Objectives: 1. To provide a foundational understanding of NLP concepts, key terminologies, and their relevance in modern business. 2. To explore the technical underpinnings of NLP, including machine understanding and generation of language. 3. To track the evolution of NLP from rule-based systems to modern deep learning models. 4. To equip students with skills to annotate, extract, and parse linguistic structures from unstructured text. 5. To critically assess the ethical, social, and economic implications of deploying NLP at scale.					
Course Outcomes: CO1: Understand the basics of natural language processing and its applications in the industry. (U) CO2: Understand different aspects of natural language processing and technologies used. (R) CO3: Understand how advances in natural language processing will affect the future of humans. (A) CO4: Analyze structured and unstructured language data using appropriate techniques. (An) CO5: Evaluate various modeling approaches for language interpretation and generation. (E) CO6: Create responsible and ethical language-based solutions aligned with contemporary business and social needs. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to NLP: • Importance of NLP in modern business. • Key terminologies. • Real-life business use cases (chatbots, voice assistants, sentiment analysis)				
2	NLP and AI: The Big Picture: • Relationship of NLP with AI. • Growth of NLP applications. • Use in customer support, healthcare, legal tech.				
3	Fundamentals of NLP: • Machine understanding of language; T • Tokenization, • Stemming, • Lemmatization • Regular expressions				
4	NLP vs Computational Linguistics:				


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	• Introduction to Language Technologies • Natural Language Processing (NLP) • Computational Linguistics • Intersections Between NLP and Computational Linguistics ◦ Shared Tools, Models, and Linguistic Resources ◦ Mutual Contributions to Language Understanding and Generation • Real-World Application Comparisons ◦ NLP Applications: Voice Assistants, Spam Detection, Customer Support Automation ◦ Computational Linguistics Applications: Linguistic Research Tools, Speech Recognition Models, Cognitive Language Studies
5	Language Models and Transformers: • Deep dive into ◦ Transformers, ◦ LLMs, ◦ Masked Language Models • Introduction to BERT, GPT, and their use cases.
6	Rule-Based to Statistical Models: Historical evolution of NLP techniques: • Rules, • Heuristics. • Pattern matching, • Formal grammars.
7	Statistical and Discriminative Models: • Generative probabilistic models ◦ Naïve Bayes, ◦ HMMs • Discriminative models like SVM and logistic regression.
8	Modern Generative Models: • Large-Scale Generative Models – AI systems trained on massive datasets to create text, images, audio, or code (e.g., GPT, DALL·E, Stable Diffusion). • Foundation Models • Fine-Tuning –supervised fine-tuning, instruction tuning, or RLHF. • Key Applications – Automated content creation, code generation, drug discovery, translation, and conversational AI.
9	Linguistic Annotation: • Sequence labeling for POS • Named Entity Recognition (NER); • Context-Free Grammars • Constituency parsing.
10	Dependency Parsing and Information Extraction: • Concepts of dependency parsing. • Entity linking, • Coreference resolution. • Relations and event extraction
11	Ethics and Impact of NLP: • Passive and active responsibility in AI. • Legal and ethical implications of NLP tools. • Privacy and bias in NLP.
12	NLP's Economic & Geopolitical Role:

- Impact of NLP on workforce productivity,
- Digital divide, inequality.
- Country-level strategies in NLP development.

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Zhang, H., & Shang, J. (2025). Natural Language Processing and Applications. Springer Singapore. <https://doi.org/10.1007/978-981-97-9739-4>
2. Goldberg, Y. (2017). *Neural network methods for natural language processing*. Morgan & Claypool Publishers. <https://doi.org/10.2200/S00762ED1V01Y201703HLT037>


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ELECTIVE COURSES
SPECIALIZATION – FINANCE
SEMESTER- 4

Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		Financial Markets & Financial Services		Course Code: OMBBA2046L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive overview of the Indian financial system, covering the structure, functioning, and regulation of financial markets and services. It explores various components such as money, capital, debt, derivatives, and equity markets, as well as the role of financial institutions including banks, NBFCs, and mutual funds. With a focus on practical applications, this course also discusses retail banking, investor protection mechanisms, and evolving practices in financial intermediation, aligning with current industry trends and digital transformations.					
Course Objectives:					
1. Understand the structure and functions of the Indian financial system and its role in economic development. 2. Analyse the workings of various financial markets and instruments including money, debt, capital, and derivative markets. 3. Examine the role of financial institutions and services including banks, NBFCs, and mutual funds in market intermediation. 4. Understand retail banking operations, customer service protocols, loan products, and digital banking channels. 5. Evaluate the regulatory framework governing financial markets and services, including investor protection and grievance redressal mechanisms.					
Course Outcomes:					
CO1: Evaluate critically a range of theories relevant to financial institutions and markets and apply these theories in the analysis of issues related to these institution and market area. (E)					
CO2: Explain and discuss the empirical foundations upon which practices in financial institutions and markets are based and the factors that influence decision-making within these contexts. (U)					
CO3: Analyse a range of topical issues drawn from financial institutions and markets contexts from a variety of empirical and theoretical perspectives, identifying the key issues emerging and applying theory. (An)					
CO4: Evaluate critically the role played by the finance and banking profession in maintaining high quality decisions and ethical behaviour in financial institution and market contexts. (E)					
CO5: Develop a comprehensive understanding of the basic concepts, products, and services in banking and financial services. (R)					
CO6: Identify, compare, and describe various debit products, loan products, and ancillary services offered by banks, enabling students to make informed financial decisions. (A)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to the Indian Financial System • Components of the financial system: markets, institutions, instruments • Financial intermediation and flow of funds matrix • Role of financial systems in economic development • Overview of Indian financial system				
2	Regulatory Bodies in Indian Financial Markets				


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	• Role and scope of regulators: RBI, SEBI, PFRDA • Banking Regulation Act 1949, SEBI Act, PFRDA guidelines • Overview of RegTech and role of technology in compliance • Concept of digital identity and data protection (without insurance)
3	Overview of Banking and BFSI Structure • Evolution of banking in India: Pre-1947 to present • Classification of banks: commercial, cooperative, central, investment • NBFCs and their scope in BFSI • Role of banks and NBFCs in credit delivery and economic growth
4	Financial Markets - Money, Debt, and Forex • Overview of money market: instruments and organization • Indian money market and role of RBI • Debt and fixed income securities market • Forex market: currency trading and trends
5	Financial Markets - Capital, Equity & Commodities • Capital market functions and structure • Equity markets: primary vs. secondary, public offerings, private placements • Role of stock exchanges: NSE, BSE • Commodities market: structure and participants
6	Indian Securities Market and Depository System • Equity, debt, and money market interactions • Dematerialization and re-materialization • NSDL and CDSL: depository participants and regulations • The Depository Act, 1996: key provisions
7	Mutual Funds and Asset Management Companies • Introduction to mutual funds and AMCs • Types of mutual fund schemes • Legal structure and regulation of mutual funds • Risk-return trade-off in mutual fund investments
8	Financial Institutions and Their Role • Commercial banks and their lending functions • Role of Development Financial Institutions (DFIs) • Microfinance institutions and regional rural banks • Financial inclusion and institutional development
9	Financial Services and Intermediaries • Overview of merchant banking, brokers, and sub-brokers • Fund-based vs. fee-based services • Venture capital and factoring services • Credit rating, financial counselling, and corporate advisory services
10	Derivatives Market and Instruments • Types of financial derivatives: forwards, futures, options, swaps • Functions and participants in derivative markets • Use of derivatives for hedging and speculation • Regulatory framework for derivatives trading
11	Retail Banking and Customer Services • Deposit products: savings, current, fixed deposits • KYC and account opening processes

	• Loan products: personal, housing, business loans • Channels of banking services: mobile, internet, ATMs
12	Investor Protection and Grievance Redressal • Importance of investor protection • Role of SEBI, company law board, courts, and media • Investor grievance mechanisms • Recent trends in digital grievance redressal
Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE	
Reference Books: 1. Saunders, A., Cornett, M. M., & McGraw-Hill Education. (2024). Financial markets and institutions: 2024 release (8th ed.). McGraw-Hill Education 2. Rejda, G. E., & McNamara, M. (2017). <i>Principles of risk management and insurance</i> (13th ed.). Pearson. 3. Khan, M. Y. (1997). <i>Financial services</i>. Tata McGraw-Hill.	


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Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		Commercial Banking & Fintech		Course Code: OMBBA2047L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course offers a comprehensive understanding of commercial banking operations, customer management, financial regulations, and financial statement analysis in the Indian context. It also explores how Fintech is revolutionizing financial services through innovations in payments, lending, wealth management, insurance, and compliance. The course blends foundational banking knowledge with new-age technological disruptions such as blockchain, robo-advisors, digital currencies, and RegTech, providing students with a robust understanding of both traditional and modern financial systems.					
Course Objectives: 1. Understand the structure and evolution of the Indian financial system and the role of commercial banks and regulators. 2. Gain knowledge of banking operations, customer types, KYC norms, money laundering provisions, and liabilities products. 3. Comprehend how banks assess credit risk, evaluate financial statements, and maintain capital adequacy. 4. Explore how FinTech innovations are transforming payments, lending, insurance, and wealth management industries. 5. Examine global FinTech ecosystems and regulatory frameworks, including RegTech, data privacy, and cybersecurity in financial services.					
Course Outcomes: CO1: Understand the evolution of the Indian financial system and FinTech innovations, along with the regulatory frameworks and key institutions such as RBI and SEBI. (U) CO2: Explain customer types, KYC norms, anti-money laundering provisions, and liability products in both retail and wholesale banking. (R) CO3: Apply banking principles to assess financial statements, NPAs, capital adequacy ratios, and creditworthiness using tools like CIBIL and CCR. (A) CO4: Analyse how technologies like UPI, blockchain, CBDCs, and mobile platforms transform financial services, including payments, lending, insurance, and wealth management. (An) CO5: Evaluate regulatory exposure norms, RegTech applications, and digital compliance strategies like GDPR, KYD, and smart fraud detection mechanisms. (E) CO6: Create a data-integrity and record-keeping framework aligned with HR development and skill upgradation practices in commercial banks. (C)					
Detailed Syllabus:					
Unit	Description				
1	Indian Financial System and Evolution of Banking • History of Indian banking (Pre-1947, 1947–1969, 1969–1990, Post-1990) • Role of banking in the Indian economy • Structure of Indian financial system • Regulatory bodies: MoF, RBI, SEBI, IRDA, DRT, IBBI				
2	Types and Functions of Banks • Universal banks, RRBs, Small Finance Banks, Local Area Banks, NBFCs • Special purpose banks: NHB, SIDBI, NABARD, EXIM Bank • Core functions: Deposits, lending, ancillary services				



	Banking terminologies and product categories
3	Banking Legal Framework and Compliance - Banking Regulation Act, 1949; RBI Act, 1935 - NI Act, 1881; Bankers' Book of Evidence Act, 1891 - Limitation Act, 1963; Restrictions on advances - Role of compliance in commercial banking
4	Types of Customers, KYC, and AML - Types of customers and operational mandates - Nominee rules for deposits and lockers - KYC documentation requirements by customer category - AML & PMLA 2002: Methods, authorities, and punishment
5	Retail & Wholesale Banking Products and Credit Principles - Principles of lending – 5 Cs - RBI & Basel definitions of retail credit - Retail products: Loans, deposits, services - Wholesale banking: Key offerings and large client servicing
6	FinTech Evolution and Applications in Banking - FinTech 1.0 to 3.5: Infrastructure to startups - Global FinTech hubs and Indian market readiness - FinTech's role in enhancing access, inclusion, and efficiency
7	FinTech in Payments and Lending - Digital wallets, UPI, Paytm, RTGS, NEFT, IMPS - P2P lending, online microfinance, crowdfunding - ICOs and TechFins: Amazon Pay, Google Pay
8	FinTech in Wealth Management and Insurance - Robo-advisors, fractional investing, socially responsible investing - P2P insurance, on-demand coverage, quote-to-sell models - Digital claims management and customer servicing tools
9	Regulatory Guidelines and Priority Sector Lending - RBI exposure norms and credit exposure components - Capital fund definitions, exemptions - Priority Sector Lending: RBI guidelines and penalties - Income recognition norms and asset classification
10	Financial Statement Evaluation of Banks - Key indicators: NIM, Yield on Advances, NPAs, PCR - ROA, ROE, CRAR: Analysis and interpretation - Risk-weighted asset measurement
11	Credit Analysis and Execution - Working capital assessment: Turnover method - CIBIL, CCR, and borrower scoring - Term sheets, promissory notes, agreements - Loan disbursement process and documentation
12	HRM, Data Integrity, and Global FinTech Regulations - HR ladder, skill development in banking - Record keeping: Types, duration, legal norms - Data integrity: Types, threats, and best practices - Global FinTech regulations: GDPR, PDP Bill, RBI/SEBI sandbox

- RegTech, KYD (Know Your Data), fraud detection systems

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE
Reference Books:

1. Paolo Sironi (2025). Banks and Fintech on Platform Economies: Contextual and Conscious Banking. Palgrave Macmillan.
2. Gupta, R. K., & Gupta, H. (n.d.). *Credit approval officer*. Bhopal, India: AISECT Publications. ISBN: 9789394994416.
3. Arner, D. W., Barberis, J. N., & Buckley, R. P. (2015). The evolution of FinTech: A new post-crisis paradigm (University of New South Wales Law Research Series No. 2015/047). University of Hong Kong Faculty of Law Research Paper No. 2015/047. <https://doi.org/10.2139/ssrn.2676553>


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SEMESTER- 5

Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name:		Security Analysis & Derivatives		Course Code: OMBBA3055L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides an in-depth exploration of financial securities, their valuation and the risk-return framework, followed by a comprehensive understanding of derivative instruments such as forwards, futures, and options. Students will engage with equity and fixed income security analysis using both fundamental and technical approaches and understand how derivatives are applied in hedging, trading, and speculation. Real-world market mechanisms, trading strategies, and valuation models are covered with a strong emphasis on analytical and practical decision-making skills for the modern financial market.					
Course Objectives:					
1. To introduce students to the structure and functioning of securities markets, including capital and money markets, trading mechanisms, and key financial instruments traded both in India and globally. 2. To develop a conceptual understanding of risk and return and equip students with the ability to analyze financial securities using both fundamental and technical approaches. 3. To provide a strong foundation in valuation techniques, including discounted cash flow methods, relative valuation metrics, and bond valuation strategies. 4. To familiarize students with derivative instruments such as forwards, futures, and options, including their pricing models, payoffs, and hedging strategies. 5. To enhance analytical thinking through real-world applications, enabling students to design trading and hedging strategies using derivatives for managing financial risks effectively					
Course Outcomes:					
CO1: Explain the basic concepts of investments including financial markets, instruments, risk, return, and portfolio theories. (U)					
CO2: Apply investment theories to real-life financial scenarios for informed decision-making. (A)					
CO3: Evaluate investment strategies and decisions across asset classes and market conditions. (E)					
CO4: Design tailored investment frameworks based on client profiles and financial goals. (C)					
CO5: Demonstrate an understanding of derivative markets, their instruments (Forwards, Futures, Swaps, Options), practices, and participants. (U)					
CO6: Analyse option pricing, market strategies, and trading mechanisms in derivative markets. (An)					
Detailed Syllabus:					
Unit	Description				
1	Overview of Securities and Capital Markets • Capital Market vs. Money Market • Primary and Secondary Markets • Stock Exchanges in India • Stock Indices (NIFTY, BSE, global indices) • Trading, Settlement, and Regulatory Framework				
2	Risk and Return • Concept of Return: Historical and Expected • Risk: Systematic vs. Unsystematic • Risk Measures: Variance, Standard Deviation, Beta • Basis Risk, Random Walk Theory • Efficient Market Hypothesis (Forms, Significance				


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3	Introduction to Fundamental Analysis - Economic, Industry, and Company Analysis Framework (EIC) - Sources of Financial Information (Reports, Databases) - Qualitative vs. Quantitative Factors
4	Equity Valuation Techniques - Book Value, Liquidation Value, Replacement Cost - Discounted Cash Flow Models: Dividend Discount Model, Free Cash Flow Model - Case Studies: Equity Valuation of Indian Companies
5	Relative Valuation and Multiples - Price-Earnings (P/E), Price-Book (P/B), Price-Sales (P/S) Ratios - Interpreting Multiples Across Industries - Comparative Analysis of Valuation Multiples
6	Technical Analysis and Fixed Income Securities - Tenets of Technical Analysis, Tools and Indicators - Charts, Trends, Volume, Moving Averages - Bond Terminologies: YTM, Current Yield, Coupon Rate - Bond Valuation Models
7	Introduction to Derivatives and Indian Market Evolution - Types: Forwards, Futures, Options - Key Characteristics and Functions - Derivatives Market Structure in India - Premature Delivery, Extension, Cancellation in Forwards
8	Forwards and Futures Contracts - Trading Mechanisms, Margining, Mark-to-Market - Forward vs. Futures - Settlement, Contract Specifications - Pay-off Diagrams and Trading Examples
9	Futures Pricing and Hedging Applications - Pricing of Forward and Futures Contracts - Expectations Theory, Cost of Carry Model - Long Hedge, Short Hedge, Cross-Hedge - Optimal Hedge Ratio and Number of Contracts
10	Introduction to Options and Terminology - Types: Call, Put, ITM, ATM, OTM - OTC vs. Exchange Traded Options - Option Quotation, Contract Specification - Payoff Diagrams
11	Option Pricing and Valuation - Determinants of Option Pricing - Put-Call Parity - Call and Put Pricing Principles - Risk-neutral valuation overview (conceptual) - Examples of Option Valuation
12	Strategies Using Options and Review - Spreads: Bull, Bear, Butterfly - Combinations: Straddle, Strangle - Principal Protected Notes


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- Application of Options in Speculation and Hedging

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Hull, J. C. (2023). Options, Futures, and Other Derivatives (12th ed.). Pearson.
2. Kevin, S. (n.d.). *Security analysis and portfolio management* (New ed.). Prentice Hall of India.
3. Verma, J. R. (n.d.). *Derivatives and risk management*. Tata McGraw-Hill.
4. Redhead, K. (1997). *Financial derivatives: An introduction to futures, forwards, options and swaps* (1st ed.). Prentice Hall of India.


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Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name:		Corporate Finance		Course Code: OMBBA3056L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Pre-requisite: Financial Accounting; Financial Management					
Course Description: This course introduces students to the core principles of corporate finance with a focus on decision-making in investment, financing, working capital, and dividend policies. Emphasis is placed on the analytical tools used for financial statement interpretation, time value of money, risk-return trade-offs, cost of capital, capital budgeting, and leverage decisions. The course integrates contemporary issues such as ESG metrics, fintech, and behavioral finance into traditional frameworks, equipping students with a practical and updated understanding of financial management in dynamic business environments.					
Course Objectives:					
1. Understand and apply foundational concepts in corporate financial management.					
2. Analyse financial statements and assess the financial health of organizations.					
3. Evaluate investment decisions using advanced capital budgeting techniques.					
4. Assess financing choices using leverage, cost of capital, and capital structure theories.					
5. Manage working capital and evaluate dividend decisions in line with corporate strategy					
Course Outcomes:					
CO1: Understand the major tasks of corporate finance along with the role of financial markets and time value for money and how they should be incorporated in corporate financing decisions. (U)					
CO2: Understand and calculate CAPM and interpret the drivers for return-risk; to be able to apply the up-to-date knowledge acquired to solve capital budgeting problems in other real case situations. (A)					
CO3: Paraphrase dividend distribution policies and capital structure decisions. (R)					
CO4: Analyse the financial implications of different investment and financing decisions using techniques like scenario planning, sensitivity analysis, and leverage evaluation. (An)					
CO5: Evaluate the efficiency of working capital management and optimal capital structures in line with corporate financial goals. (E)					
CO6: Create integrated financial plans that align corporate goals with long-term value creation through investment, financing, and dividend decisions. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Corporate Finance - Goals of financial management: wealth maximization vs. profit maximization - Financial decisions: Investment, financing, dividend, and working capital - Role of a financial manager in today's business context - ESG and sustainability in corporate finance				
2	Analyzing Financial Statements - Balance sheet, income statement, cash flow statement - Ratio analysis for decision making - DuPont analysis - Red flags in financial statement				
3	Time Value of Money (TVM) - Present and future value - Annuities and perpetuities - Applications of TVM in valuation and investment				

	• Use of Excel/financial calculators for TVM
4	Estimating Hurdle Rates • Concept of hurdle rate • Risk-free rate, equity risk premium, beta estimation • Company and project-specific hurdle rates • Adjusting hurdle rates for ESG risk
5	Investment Decision – Cash Flows • Estimating cash inflows and outflows • Incremental cash flows, sunk cost, opportunity cost • Replacement vs expansion decisions • Case: Evaluating a startup project
6	Investment Decision Rules • Payback, ARR, NPV, IRR, PI • Choosing between mutually exclusive projects • Capital rationing • Behavioural traps in capital budgeting
7	Operating and Financial Leverage • Measuring operating and financial leverage • Implications on risk and return • Combined leverage • Break-even analysis
8	Cost of Capital and Capital Structure • Weighted Average Cost of Capital (WACC) • Optimal capital structure theories (MM, Trade-Off, Pecking Order) • Free Cash Flow to Firm vs. Free Cash Flow to Equity • Fintech-enabled capital structure innovations
9	Choosing the Right Financing Mix • Equity vs. debt vs. hybrid instruments • Short-term vs. long-term financing • IPOs, private equity, venture capital • Behavioural aspects of financing decisions
10	Working Capital Management • Operating cycle and cash conversion cycle • Working capital components: inventory, receivables, payables • Cash and liquidity management • Fintech tools for real-time WC analytics
11	Dividend Decision • Dividend relevance theories (Walter, Gordon, MM) • Stock splits, bonus shares, share repurchase • Alternatives to cash dividends • Case study: Dividend policy of an Indian blue-chip company
12	Integrated Financial Decision Making • Bringing it all together: Investment + Financing + Dividend decisions • Corporate valuation: basics of DCF and relative valuation • Real options in capital budgeting

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Chew, D. H., Jr. (2025). The making of modern corporate finance: A history of the ideas and how they help build the wealth of nations. Columbia University Press
2. Khan, M. Y., & Jain, P. K. (2015). *Financial management: Text, problems and cases* (7th ed.). McGraw Hill Education.
3. Ross, S. A., & Westerfield, R. W. (2005). *Corporate finance* (7th ed.). McGraw Hill Education.


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SEMESTER- 6

Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		Financial Modeling and Analytics		Course Code: OMBBA3057L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course equips students with the knowledge and practical skills required to build, evaluate, and present robust financial models using Excel and contemporary tools. Covering the fundamentals of financial management, model-building techniques, simulation methods, and analytical tools, students will learn to convert raw data into actionable insights for strategic business decisions. Emphasis is placed on hands-on learning through real-world case studies and dynamic modelling practices.					
Course Objectives: 1. Understand the foundational principles of financial modelling and financial management. 2. Develop skills in Excel for building and interpreting integrated financial models. 3. Apply simulation techniques and scenario analysis for risk evaluation and decision-making. 4. Analyse and present financial data using industry-relevant visualization and dashboarding techniques. 5. Build and communicate decision-support models that align with organizational goals.					
Course Outcomes: CO1: Understand the tools and methodology required to build efficient financial models. (U) CO2: Conceptualize and incorporate the assumptions that are required to create financial models.(A) CO3: Conduct simulations to drive efficient solutions to financial problems. (An) CO4: Evaluate the output of financial models to make informed and data-driven business decisions. (E) CO5: Design and present dynamic dashboards and financial visualizations tailored to stakeholder needs. (C) CO6: Critically examine real-world business cases to identify how modelling assumptions impact financial forecasts. (R)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Financial Modelling and Excel Environment • Definition and purpose of financial modelling • Applications across business functions: budgeting, forecasting, valuation • Overview of Excel interface, navigation, and shortcuts • Logical, statistical, and financial functions • Formatting and structuring model worksheets				
2	Basic Excel Tools for Financial Analysis • Conditional formatting, data validation • Lookup functions: VLOOKUP, HLOOKUP, INDEX, MATCH • Pivot Tables for quick data summaries • Introduction to Excel Tables and named ranges • Error-tracking and audit tools (Trace precedents/dependents, Evaluate formula)				
3	Financial Management Concepts for Modelling • Time value of money (NPV, IRR, PV, FV) • Discounting and compounding • Cost of capital, weighted average cost of capital (WACC)				

	- Working capital, CAPEX, and depreciation - Linking concepts to model structures
4	Charting of Output and Dashboard Basics - Chart types: column, line, area, combo charts - Dynamic charts using named ranges and data tables - Creating KPI dashboards using form controls - Brief intro to Power BI for presenting financial outputs
5	Assumption Sheet and Input Structures - Designing input sections and driver assumptions - Industry-based assumptions: revenue drivers, cost structures - Importance of transparency and model flexibility - Data gathering and real-world sources
6	Building Integrated Financial Models – Part I - Modelling revenue and cost projections - Linking assumptions to income statement - Forecasting fixed vs. variable costs - Handling seasonality and market cycles
7	Building Integrated Financial Models – Part II - Modelling balance sheet and cash flow statement - Retained earnings and dividends - Debt schedule modelling: interest, repayments, and covenants - Final checks for 3-statement model integration
8	Estimation Methods and Ratio Analysis - Forecasting techniques: historical trend, regression-based - Common ratios: profitability, liquidity, efficiency, solvency - Financial health check via ratios - Linking outputs to financial summary dashboards
9	Operationalizing Variables for Dynamic Modelling - Scenario analysis and use of data tables - Sensitivity analysis: changing key assumptions - Switches and toggles for business cases (e.g., price increase, new market entry) - VBA basics for advanced automation (optional, illustrative)
10	Simulation Techniques in Excel - Introduction to Monte Carlo simulation - Using RAND and RANDBETWEEN functions - Creating simulation environments for risk modelling - Visualizing simulation outputs: histograms, distribution charts
11	Analysing Results and Drawing Insights - Model output interpretation - Real-time stress testing - Identifying model weaknesses and logical errors - Preparing an executive summary from output
12	Building Model - Building an executive-ready model - Financial storytelling using dashboards - Best practices in model versioning, documentation, and audit

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Benninga, S. (2025). Financial modeling (5th ed.). MIT Press.
2. Sengupta, K. (2010). *Building financial models with Microsoft Excel: A guide for business professionals* (2nd ed.). Wiley India Pvt. Limited.


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Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		Project Finance		Course Code: OMBBA3058L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive understanding of project finance, a key tool used in funding large-scale investments in infrastructure, energy, and other capital-intensive sectors. Students will explore the principles, techniques, and structures of project finance including project appraisal, risk analysis, financial modeling, funding strategies, and deal structuring. The course also incorporates contemporary themes like green finance, ESG criteria, and PPP models to ensure relevance in today's dynamic financial environment.					
Course Objectives:					
1. Explain the fundamentals and characteristics of project finance, including how it differs from corporate finance. 2. Evaluate the feasibility and risks associated with capital investment projects using key appraisal techniques. 3. Construct financial models for project evaluation including projections, funding structure, and valuation. 4. Assess various funding options and instruments used in structuring project finance deals. 5. Analyse the strategic and financial implications of modern project finance practices including ESG factors and PPP frameworks.					
Course Outcomes:					
CO1: Understand the fundamentals of project finance and its significance in large-scale projects.(U)					
CO2: Evaluate project feasibility and perform financial modelling for project appraisal.(E)					
CO3: Analyse project risks and determine suitable funding sources for successful project financing.(An)					
CO4: Apply project finance concepts to structure financing deals using appropriate instruments.(A)					
CO5: Create integrated financial models for infrastructure or industrial projects using cash flow forecasts and sensitivity scenarios.(C)					
CO6: Remember and summarize key regulatory frameworks and legal aspects impacting project finance globally and in India.(R)					
Detailed Syllabus:					
Unit	Description				
1	Fundamentals of Project Finance: • Definition and scope of project finance • Key characteristics: limited recourse, off-balance-sheet financing • Lifecycle of a project-financed deal • Role of stakeholders				
2	Project Finance vs. Corporate Finance • Key differences in structure, risk allocation, and accountability • Role of project sponsors vs. corporate promoters • Capital allocation models and control rights				
3	Types of Project Sponsors and Their Roles • Strategic investors vs. financial investors • Role of government and multilateral agencies • Case illustrations from energy and infrastructure sectors				

4	Project Feasibility and Risk Identification - Assessing technical, financial, legal, and environmental feasibility - Identification of key risk factors: construction, operational, market, political - Risk mitigation frameworks
5	Project Appraisal Techniques - Payback period, Net Present Value (NPV), Internal Rate of Return (IRR) - Cost-benefit analysis and real option valuation - Sensitivity and scenario analysis
6	Scenario Planning and Risk Modeling - Application of Monte Carlo simulations and scenario matrices - Stress testing financial assumptions - Use of software tools (Excel, @RISK, Crystal Ball)
7	Introduction to Financial Modeling for Projects - Basics of cash flow modeling: revenue, capex, opex - Time value of money and DCF-based evaluation - Best practices for building project finance models
8	Financing Structures and Sources of Funds - Debt vs. equity financing - Sources of long-term capital: banks, DFIs, private equity, sovereign funds - Capital stack and financial covenants
9	Project Valuation and Financial Analysis - Free Cash Flow to Firm (FCFF) and Free Cash Flow to Equity (FCFE) - Terminal value and discounting approaches - Return metrics and their interpretation for investors
10	Structuring and Negotiating Project Finance Deals - Key terms in project finance agreements (term sheets, covenants) - Role of Special Purpose Vehicles (SPVs) - Structuring loan agreements and performance guarantees
11	Emerging Trends in Project Finance - ESG considerations in project funding - Green bonds, sustainability-linked loans - Digital infrastructure projects and fintech's role in project finance
12	Public-Private Partnerships and Case Studies - PPP models: BOT, BOOT, DBFO, Hybrid Annuity Model - Case studies in transport, urban development, and renewable energy - Simulate a real project finance proposal

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

- Gatti, S. (2023). Project finance in theory and practice: Designing, structuring, and financing private and public projects (4th ed.). Academic Press.
- Finnerty, J. D. (2013). *Project financing: Asset-based financial engineering* (3rd ed.). Wiley.

Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		Taxation		Course Code: OMBBA3059L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive overview of India's taxation framework, focusing on the Income Tax Act of 1961, Goods and Services Tax (GST), and Corporate Tax Planning. Through practical insights and real-world application, students will learn to compute tax liabilities, file returns, and understand the broader implications of tax policy. The course bridges conceptual clarity with compliance skills and contemporary issues in tax administration such as e-filing, TDS, GST returns, and ethical tax planning.					
Course Objectives:					
1. To provide an understanding of fundamental concepts under the Income Tax Act of 1961 and GST framework.					
2. To enable students to compute taxable income under various heads and determine tax liabilities for individuals and businesses.					
3. To examine deductions, exemptions, and tax rebates in tax planning.					
4. To develop practical knowledge of TDS, Advance Tax, and e-filing procedures.					
5. To explore corporate tax planning, tax evasion, and ethical considerations in taxation					
Course Outcomes:					
CO1: Explain the key concepts of the Income Tax Act, 1961, including assessment year, previous year, residential status, types of income, and exempted income. (R)					
CO2: Compute income under various heads—salaries, house property, business or profession, capital gains, and other sources—applying relevant deductions and exemptions. (U)					
CO3: Calculate total income and tax liability of individuals, including deductions, rebates, reliefs, and tax compliance processes like TDS, advance tax, and e-filing. (A)					
CO4: Describe the structure of Goods and Services Tax (GST), compute GST liability, and understand return filing, corporate tax planning, and the distinction between tax planning, avoidance, and evasion. (E)					
CO5: Differentiate between legitimate tax planning strategies and unethical practices of tax evasion and avoidance in corporate and individual contexts. (An)					
CO6: Formulate basic tax planning approaches to optimize tax liability while adhering to statutory guidelines and ethical considerations. (C)					
Detailed Syllabus:					
Unit	Description				
1	Understanding Indian Taxation Framework • Overview of Indian tax system (Direct and Indirect Taxes) • Importance of taxation in public finance • Introduction to the Income Tax Act, 1961 • Basic Concepts: Assessment Year, Previous Year, Person, Assessee, Income • Introduction to PAN, Tax Identification, and legal entities				
2	Exempted and Agricultural Income • Classification of income: Exempt vs. Taxable • Agricultural Income – Definition and treatment under the IT Act • Maximum Marginal Rate and its significance • Real-life examples of tax-exempt entities				
3	Residential Status and Tax Incidence				



	- Rules for determining residential status - Tax incidence based on residency - Case-based discussion on residential status - Implications for global income
4	Income from Salary & House Property - Structure of salary and taxable components - Allowances, Perquisites, Retirement benefits - Income from House Property: Annual Value, Deductions, Computation - Practical computations and employer tax responsibilities
5	Income from Business, Profession, and Capital Gains - Definitions and scope - Capital vs. Revenue receipts - Treatment of short-term and long-term capital gains - Practical computation of business income - Introduction to ITR-3 and ITR-4
6	Income from Other Sources & Clubbing - Types of income classified under 'Other Sources' - Interest, Winnings, Gifts, Dividends, etc. - Clubbing provisions under sections 60 to 64 - Real-life scenarios and tax planning tips
7	Aggregation, Set Off & Carry Forward of Losses - Concept of aggregation of income - Inter and intra-head adjustments - Carry forward of losses and limitations - Computation-focused session with problem-solving
8	Deductions, Rebates & Reliefs - Section 80C to 80U overview - Section 87A rebate and Section 89 relief - Tax liability computation - Introduction to New vs. Old Tax Regime - Hands-on worksheet for deduction planning
9	TDS, Advance Tax, and E-Filing - Concept of TDS and TCS - Advance Tax: Applicability and calculation - Practical walk-through of e-filing (Form 16, 26AS, ITR forms) - Demo using Income Tax Portal (new interface)
10	Goods and Services Tax (GST) – Fundamentals - GST Framework: CGST, SGST, IGST - Registration requirements - Time and Value of Supply - Input Tax Credit mechanism
11	GST Compliance and Return Filing - Types of GST Returns: GSTR-1, GSTR-3B, GSTR-9 - GST Invoicing and Payment of Tax - GST Audit and recent compliance changes - Contemporary topic: E-invoicing and QRMP Scheme
12	Corporate Taxation and Ethical Tax Practices - Tax Planning vs Tax Evasion vs Tax Avoidance - Scope of Corporate Tax Planning in India - Contemporary case studies on ethical dilemmas in tax planning

- Recent amendments in corporate tax rates and incentives

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Cruz, A., Deschamps, M., Niswander, F., Prendergast, D., & Schisler, D. (2025). Fundamentals of taxation (17th ed.). McGraw Hill Education.
2. Pagare, D. (n.d.). *Income tax law and practice*. New Delhi: Sultan Chand & Sons.
3. Chandra, M., & Shukla, D. C. (n.d.). *Income tax law and practice*. New Delhi: Pragati Publications.
4. Mehrotra, H. C., & Goyal, S. P. (n.d.). *Income tax law & accounts*. Agra: Sahitya Bhawan Publications.


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ELECTIVE COURSES
SPECIALIZATION – INTERNATIONAL BUSINESS
SEMESTER- 4

Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		International Business Environment and Emerging Markets		Course Code: OMBBA2048L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides students with a comprehensive understanding of the global business landscape, with a special emphasis on the dynamics of emerging markets. Through an in-depth exploration of globalization, trade theories, international institutions, and market entry strategies, students will gain insights into the economic, cultural, legal, and political forces shaping international business today. The course also addresses unique challenges and opportunities within emerging markets, focusing on infrastructural development, institutional gaps, and innovative strategies adopted by global businesses.					
Course Objectives: 1. To explain the role of international institutions and globalization in shaping global trade. 2. To analyse the legal, economic, political, and cultural frameworks impacting international business. 3. To evaluate trade theories, FDI mechanisms, and trade barriers in the global marketplace. 4. To identify institutional gaps and infrastructural challenges in emerging markets. 5. To explore entry strategies, consumption patterns, and trends shaping emerging economies.					
Course Outcomes: CO1: Describe the current global trade scenario and explain how globalization and its components influence international business. (R) CO2: Illustrate the role of international institutions and Foreign Direct Investment (FDI) in shaping global trade dynamics, especially within emerging markets. (U) CO3: Categorize and evaluate various trade barriers and discuss their impact on global and regional economic integration. (A) CO4: Analyse the institutional frameworks and infrastructure challenges of emerging markets, including cultural, political, and legal environments. (An) CO5: Formulate appropriate strategies for business entry, negotiation, and sourcing in emerging economies. (E) CO6: Construct practical and sustainable international business models by applying theories and case insights to real-world scenarios, particularly in emerging markets. (C)					
Detailed Syllabus:					
Unit	Description				
1	Globalization and International Institutions • Indices of globalization • WEF and indicators of globalization • Role of international organizations: IMF, IBRD, UNCTAD, WTO • Introduction to emerging markets and distinction from developed/developing nations				


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2	Frameworks of International Business Environment • Free Trade vs Protectionism • Economic, Political, Legal and Cultural environments • Foundations of Culture & Cultural Dynamics in Management Style • Ethical Issues in International Business
3	Balance of Payments and Exchange Rate Systems • Balance of Trade vs Balance of Payments • Current and Capital account components • Exchange rate systems and convertibility of rupee • Factors affecting international business
4	Classical and Modern Theories of Trade • Absolute Advantage & Comparative Advantage • Mercantilism and New Trade Theory • Role of FDI in International Trade • Norms, Justifications, and Modes of FDI
5	Barriers to International Trade • Types of trade barriers: tariff, non-tariff • Gainers and losers from protectionism • Contemporary protectionism and conservatism • Countervailing duties and trade remedies
6	Institutions and Infrastructure in Emerging Markets • Market infrastructure and institutional voids • Differences in economic environments • Frameworks for developing institutions • Infrastructure gaps and income distribution
7	Role and Impact of Trade Blocs • Definition and types of trade blocs • Bilateral vs. Multilateral agreements • Major blocs: NAFTA, SAFTA, EU, COMESA • Regional integration and emerging market participation
8	Multinational Market Regions and Emerging Market Groups • Concept of multinational market regions • Role of regional market groups • BRICS Economies: overview and significance • Latin American & CIS economies: Mexico, Chile, Peru, Russia
9	Opportunities and Trends in Emerging Markets • Rise of middle-income populations and urbanization • Rural market development and digital inclusion • Growth of services and telecommunications • Inequality and adaptive business models
10	Product Development and Market Operations • Developing products and services for global clients • Export pricing strategies and international logistics • Negotiation techniques in global markets • Cultural adaptation for product design
11	Strategies for Market Entry in Emerging Economies • Trade-based strategies: exporting, global sourcing

	- Contract-based strategies: franchising, licensing, tech transfers - Management contracts and joint ventures - Negotiation and conflict management in emerging contexts
12	The Future of Emerging Markets - Future trends for BRICS and beyond - Africa and Eastern Europe: new growth hubs - Digital trade, innovation, and financial inclusion - Role of emerging markets in the global business landscape
Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE	
Reference Books: - Parboteeah, K. P., Cullen, J. B., & Kim, S. (2024). <i>International business: Perspectives from developed and emerging markets</i> (3rd ed.). Routledge. - Gupta, S. C. (n.d.). <i>International business management</i>. Ane Publications. - Sundaram, A. K., & Black, J. S. (n.d.). <i>The international business environment: Text and cases</i>. PHI Learning Pvt. Ltd. - Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2019). <i>International business: Environments and operations</i> (16th ed.). Pearson.	


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Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		EXIM Procedures and Documentation		Course Code: OMBBA2049L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive overview of the procedures, documentation, logistics, payment instruments, and incentives related to export-import (EXIM) trade in India. Emphasis is placed on practical aspects such as documentation requirements, legal formalities, logistics operations, government schemes, and international trade policy. It is designed to equip students with essential knowledge and operational understanding to handle EXIM transactions confidently within the global business environment.					
Course Objectives: 1. Understand the fundamentals and regulatory framework governing export-import operations in India. 2. Identify and prepare key documentation required for international trade. 3. Evaluate various payment methods, pricing mechanisms, and financial instruments used in EXIM operations. 4. Examine logistics processes, containerization, and the role of SEZs and trade bodies in facilitating exports. 5. Analyse export incentive schemes and the role of financial institutions in supporting EXIM activities.					
Course Outcomes: CO1: Explain the role of export-import documentation in facilitating global trade and supporting international compliance requirements. (U) CO2: Describe the functions of export promotion councils and detail the procedural steps involved in initiating and executing export operations. (R) CO3: Illustrate the operational roles of logistics partners, inspection agencies, and promotion councils in the export-import ecosystem. (A) CO4: Analyse the importance and functioning of Insurance services, ECGC, foreign embassies, and chambers of commerce in supporting international trade from India. (An) CO5: Demonstrate the end-to-end procedures in export-import clearance including documentation, compliance, and coordination across stakeholders. (E) CO6: Design a compliant and efficient export-import documentation workflow using real-world templates and case examples. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Export-Import (EXIM) Operations • Definition and significance of export-import • Role of EXIM in economic development • Key players and stakeholders in international trade				
2	Basics of International Trade and EXIM Policy Framework • India's EXIM policy: Brief introduction • Overview of WTO, Ministry of Commerce, DGFT, and Board of Trade • Tariff and Non-Tariff Barriers • India's top exports and imports				
3	Basics of International Trade and EXIM Policy Framework • India's EXIM policy: Brief introduction • Overview of WTO, Ministry of Commerce, DGFT, and Board of Trade • Tariff and Non-Tariff Barriers				



	India's top exports and imports
4	Overview of Export Documentation and Legal Aspects - Introduction to standard export documentation flow - Legal framework governing EXIM contracts - Important clauses in an export contract: Arbitration, Force Majeure, Governing Law, Inspection - Risks in international contracts: Non-performance, currency fluctuation, credit risk - Role of DGFT and international treaties in documentation standards
5	Core Commercial Documents in EXIM - Proforma Invoice: Format, legal status, and use for initial agreement - Packing List: Information required, its use in customs and logistics - Commercial Invoice: Key elements, differences from Proforma, tax implications - Certificate of Origin: Types (preferential vs. non-preferential), issuing authorities - Shipping Bill and Mate's Receipt: Customs clearance process, port handling - Case discussion on how errors in these documents impact trade delays
6	Financial and Shipping Documents - Declaration Forms: GR/SDF/EDF forms under FEMA regulations - Bill of Exchange: Sight vs. Usance bills, importance in payment terms - Bill of Lading: Functions, types (Straight, Order, Bearer), legal implications - Airway Bill: Format, purpose in air cargo, comparison with Bill of Lading - Insurance Certificate: Types of marine insurance policies, clauses included - Consular Invoice: When required, who issues it, country-specific compliance - Real-world documentation bundle: Mapping how a typical export order's documents are prepared
7	Instruments of Payments in International Trade Open Account: Risk and benefits for importer/exporter Advance Payment: Risk mitigation for seller Letter of Credit (LC): - Types: Irrevocable, Confirmed, Revolving, Transferable - Parties involved: Applicant, Beneficiary, Issuing Bank, Advising Bank - Steps in LC process with timeline of document presentation - Documentary Collections: D/P and D/A mechanisms - Common frauds in LC and preventive control measures
8	Export and Import Financing Pre-Shipment Finance: - Packing credit: Process, documentation, appraisal criteria - Advances against incentives receivable Post-Shipment Finance: - Export bill discounting, advances against duty drawback - Role of EXIM Bank and ECGC in financing - RBI guidelines on interest rates, tenure, and repayment - Case let: Working capital financing cycle for an export house
9	Incoterms and Pricing Instruments Detailed breakdown of 11 Incoterms (2020 revision) - EXW, FCA, FAS, FOB, CFR, CIF, CPT, CIP, DAP, DPU, DDP - Allocation of cost, risk, and responsibility under each term - Selecting the right Incoterm: Negotiation considerations Pricing Instruments: - Determining export price: Cost-based vs. Market-based

	Components of price: Production cost, logistics, tariffs, commissions
10	Logistics and Transportation in EXIM - Modes of transportation: Sea, Air, Road, Rail – pros, cons, and cost-effectiveness - Multimodal transport: Definition, regulatory framework in India - Shipping line selection criteria and container booking - Freight forwarders vs. customs house agents (CHA) - Overview of Indian shipping industry structure and shipping terms (Liner, Tramp, Charter)
11	Containerization, Dry Ports, and SEZs Containerization: - TEU/FEU units, container types, stuffing & sealing process - Leasing practices: Long-term vs. short-term lease Dry Ports (ICDs): Role in inland freight movement, customs facilities Special Economic Zones (SEZs): - Policy framework, benefits for exporters, tax exemptions - SEZ vs. EOUs Role of Export Houses/Trading Houses: - Star export house certification - Services offered to MSME exporters
12	Export Incentive Schemes and Role of Banks Export Incentive Schemes: - Duty Exemption Schemes: Advance Authorization - Duty Remission Schemes: Duty Drawback, ROSCTL Duty Entitlement Passbook Scheme (DEPB): Historical and transitional relevance - EPCG Scheme: Eligibility, obligations, compliance Role of Banks in EXIM: - AD Banks, RBI's guidelines for forex transactions - FEMA compliance and reporting - Forex risk management: Forward contracts and hedging instruments
Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE	
Reference Books: - Bade, D. L., & Johnson, T. E. (2015). Export/Import procedures and documentation (5th ed.). AMACOM - Joshi, R. M. (2008). <i>International marketing</i> (9th ed.). Oxford University Press. - Jain, K. S. (2008). <i>Export import procedures and documentation</i> (6th ed.). Himalaya Publishing House.	


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SEMESTER- 5

Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name: International Finance				Course Code: OMBBA3060L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course offers an in-depth understanding of international financial management for multinational corporations. It explores the global financial environment, exchange rate behavior and risk, asset-liability management, and tools to navigate foreign investment and trade. The course combines theory, real-world cases, and practical numerical applications to prepare students for effective decision-making in an increasingly globalized financial ecosystem.					
Course Objectives: 1. Understand the structure and evolution of the international financial environment and its relevance to multinational financial management. 2. Analyse the behavior of exchange rates and the impact of macroeconomic variables such as inflation and interest rates. 3. Evaluate and manage various forms of exchange rate risk faced by multinational corporations. 4. Assess and design strategies for long-term international capital investment, financing, and corporate governance. 5. Examine short-term financial and treasury management techniques for global trade operations and liquidity.					
Course Outcomes: CO1: Establish an understanding of foreign exchange market and exchange rates. (R) CO2: Know how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms. (U) CO3: Understand the issues pertaining to multinational financing and investment decisions. (A) CO4: Demonstrate critical and analytical skills wherein they should be able to make sense out of a mass of information to address relevant issues pertaining to international finance theory. (An) CO5: Evaluate the impact of macroeconomic factors like inflation, interest rates, and political risks on international financial operations. (E) CO6: Create strategies for effective capital budgeting, cash management, and long-term financing in a global business context. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Multinational Financial Management • Nature and scope of International Finance • Goals of MNCs and stakeholder perspectives • Key differences between domestic and international financial management • Overview of opportunities and challenges in multinational operations				
2	Corporate Governance and International Monetary System • Comparative study of corporate governance across countries • Institutional frameworks: Anglo-American vs. Continental models • Evolution of the International Monetary System (Gold Standard, Bretton Woods, Floating System)				
3	International Financial Markets and Flow of Funds • Structure of international financial markets: Eurocurrency, Eurobond, and Offshore banking • Balance of Payments (BoP) and capital vs. current account • Trends in global capital movement and investment flows				

4	Exchange Rate Determination and Currency Derivatives - Factors influencing exchange rate movements: Demand & Supply, Interest Rates, Inflation - Theories: PPP, IRP, Fisher Effect - Introduction to Currency Derivatives: Forwards, Futures, Options, Swaps
5	Government Influence on Exchange Rates - Currency intervention: Direct and Indirect methods - Fixed vs. Floating exchange rate systems - Capital controls and their impact on currency values
6	Arbitrage, Interest Parity, and Fisher Effects - Concepts of locational, triangular, and covered interest arbitrage - Interest Rate Parity (IRP) theory - Fisher Effect and International Fisher Effect (IFE) - Problem-solving and numerical illustrations
7	Inflation, Interest Rates, and Exchange Rate Relationships - Understanding macroeconomic linkages across countries - Empirical evidence of relationships - Practical application in currency forecasting and hedging
8	Exchange Rate Risk and Exposure Measurement - Types of exposure: Transaction, Translation, Economic - Techniques for measuring exposure - Case study: Real-world exposure and its impact on firms
9	Exchange Rate Risk Management Strategies - Forecasting exchange rates: Technical vs. Fundamental methods - Tools for hedging: Forward contracts, Options, Money Market Hedging - Managing exposure using internal and external techniques
10	Long-Term International Financial Decisions - Direct Foreign Investment (DFI): Motives and evaluation - Country Risk Analysis: Political and Economic Risks - Multinational Capital Budgeting: Adjusting for risk, taxes, and remittances
11	Capital Structure and Long-Term Financing for MNCs - Factors influencing capital structure decisions internationally - Cost of Capital in a global context - Instruments of long-term financing: Eurobonds, Global Depository Receipts (GDRs), Syndicated loans
12	Short-Term Asset & Liability Management - Financing International Trade: Trade credit, export finance, forfaiting - International Cash Management: Centralized vs. Decentralized treasury - Short-Term Financing options: Commercial paper, factoring, working capital loans - Wrap-up and integrative case discussion

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Scott, H. S., & Gelpert, A. (2023). International finance, transactions, policy, and regulation (24th ed.). West Academic Publishing.
2. Kulkarni, K. R. (n.d.). *International finance: Contemporary issues* (4th ed.). Routledge.
3. Madura, J. (2006). *International corporate finance* (8th ed.). Thomson South-Western.
4. Copeland, L. (2007). *Exchange rates and international finance* (4th ed.). Pearson Education.

Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name:		Cross Cultural Management		Course Code: OMBBA3061L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course explores the dynamic relationship between culture and management in global business contexts. It examines cultural frameworks, communication styles, leadership approaches, organizational behavior, and diversity through an intercultural lens. By analyzing real-world scenarios and engaging in hands-on activities, students will develop cultural intelligence, enhance global communication skills, and gain tools to effectively manage cross-cultural teams and organizations in today's interconnected business environment.					
Course Objectives:					
1. Understand the determinants and dimensions of national and organizational culture and their impact on management practices. 2. Compare and analyze cross-cultural differences and their influence on leadership, strategy, and organizational structures. 3. Examine the challenges and strategies involved in managing cultural diversity and change within global organizations. 4. Develop communication strategies that address intercultural barriers and enhance collaboration across borders. 5. Apply cultural frameworks and tools to resolve conflicts, build global teams, and foster intercultural relationships.					
Course Outcomes:					
CO1: Develop greater awareness of the changing global environment and understanding of the implications for international business and management. (U)					
CO2: Provide conceptual frameworks for systematically understanding the cross-cultural contexts of international business, and theoretical concepts relating to culture, cultural synergies, and differences. (R)					
CO3: Enable students to develop the knowledge, skills and capabilities required to work and manage across cultures. (A)					
CO4: Enhance students' understanding of workforce diversity and develop competence in intercultural communication and cross-cultural interactions. (An)					
CO5: Evaluate organizational strategies for leveraging cultural diversity to foster inclusion, innovation, and global collaboration. (E)					
CO6: Design effective communication and management plans for diverse cultural teams in international business scenarios. (C)					
Detailed Syllabus:					
Unit	Description				
1	Understanding Culture in a Global Business Context • Meaning and significance of culture in management. • Key determinants of national and organizational culture (history, religion, language, social structure, etc.). • Cultural conditioning and business mindsets. • Introduction to cultural frameworks (e.g., Hofstede, Trompenaars, Globe).				
2	Dimensions of Culture in Business • Deep dive into cultural dimensions: power distance, individualism vs collectivism, uncertainty avoidance, masculinity vs femininity. • Comparisons across national cultures using Hofstede's model. • Application in real-world management contexts (decision-making, authority structures)				

3	India vs. Foreign Business Culture - Contrasts between Indian and Western (US/Europe) work cultures. - Business etiquette, hierarchy, punctuality, and communication. - Cultural stereotypes vs. real differences – implications for managers working across borders.
4	Cultural Dilemmas and Styles of Management - Types of cultural dilemmas in decision-making and leadership. - Culture's influence on managerial roles and leadership styles. - Reconciling cultural dilemmas using Trompenaars' model.
5	Organizational Structures and Cultural Influence - How culture impacts corporate structure and bureaucracy. - Decentralized vs centralized decision-making cultures. - Adapting organizational forms in multinational operations.
6	Culture, Leadership, and Strategic Thinking - Influence of culture on leadership behaviors and expectations. - Comparative global leadership styles. - Cultural constraints and enablers of strategic planning and implementation
7	Cultural Change and Transformation in Organizations - How organizations manage cultural change in MNC settings. - Resistance to cultural change and ways to manage it. - Role of leaders in facilitating cultural adaptation and transformation.
8	Culture and Global Marketing - Influence of culture on consumer behavior and brand perception. - Adapting marketing messages to cultural preferences. - Global vs local branding strategies.
9	Understanding Cultural Diversity in Organizations - Workplace diversity and inclusion in global firms. - Managing age, gender, ethnic, and cultural diversity. - Building culturally inclusive teams.
10	Communicating Across Cultures - Verbal and non-verbal communication differences. - High-context vs low-context communication. - Improving intercultural communication competence
11	Negotiation and Conflict in Cross-Cultural Settings - Styles of negotiation across cultures. - Barriers to effective cross-cultural negotiation. - Strategies for resolving intercultural conflicts.
12	Working with International Teams and Building Relationships - Best practices for managing global and virtual teams. - Building trust and collaboration in multicultural settings. - Developing intercultural relationships for long-term business success.

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Mahadevan, J. (2023). *Cross-cultural management: A contemporary approach*. SAGE Publications.
2. Madhavan, S. (2011). *Cross-cultural management: Concepts and cases*. Oxford University Press.
3. Ashta, A., Stokes, P. J., Smith, S. M., & Hughes, P. (2021). Japanese CEOs cross-cultural management of customer value orientation in India. *Management Decision*, 59(2), 251–270.
<https://doi.org/10.1108/MD-02-2020-0172>

SEMESTER- 6

Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		International Supply Chain Management & Logistics		Course Code: OMBBA3062L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive understanding of the international supply chain and logistics management landscape. It delves into global trade flows, multimodal transportation systems, port operations, Carnet regulations, and logistics outsourcing. Students will learn to navigate the complexities of international logistics operations while addressing the strategic, legal, and infrastructural factors that influence global supply chains. The course integrates traditional concepts with current trends such as digital ports, global trade compliance, and sustainability in logistics.					
Course Objectives: 1. Understand the key components and roles of global supply chains in international trade. 2. Analyse the factors and challenges driving international logistics and supply chain operations. 3. Examine multimodal transportation systems and their evolution, features, and mode selection criteria. 4. Evaluate the roles and selection criteria of third-party and fourth-party logistics providers in global contexts. 5. Explore port ownership, administration structures, and the impact of technology and governance on port efficiency.					
Course Outcomes: CO1: Explain the strategic role of Logistics and Supply Chain Management in cost reduction and enhancing customer service at the global level. (U) CO2: Integrate traditional physical distribution activities with modern information technologies to build sustainable global competitive advantage. (A) CO3: Analyse the key challenges and driving factors in global logistics and supply chain management. (An) CO4: Evaluate the structure and functioning of multimodal transportation systems in international logistics. (E) CO5: Assess the significance and operations of port management in the international supply chain context. (C) CO6: Compare domestic and international logistics operations, highlighting differences in regulatory, infrastructural, and operational frameworks. (R)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to International Supply Chains • Role and importance of supply chains in global business • The concept of supply pipelines in international trade • Overview of globalization and its impact on supply chain flows				
2	Managing Global Supply Pipelines • Logistics pipeline management and coordination • Case examples of global trade flows • Trends in digital supply chain management				
3	Global Logistics Operators • Who are global logistics operators? • Capabilities and structure of global logistics service providers • Comparison: National (Domestic) vs. International logistics operations				
4	International Transport and Trade Environment				

	• Modes of international transport (Sea, Air, Rail, Road) • Overview of Incoterms (new addition) • Trade agreements and their impact on international transport
5	Factors Driving Global Supply Chain Management • Technological advancements • Market globalization and consumer expectations • Sustainability and green logistics
6	Development of Logistics and Supporting Infrastructure • Historical and current development of logistics • Role of infrastructure in supply chain success • Introduction to supply chain visibility and tracking tools
7	Understanding Carnets in International Logistics • Concept of Carnet: ATA & TIR • Types of Carnet and their use cases • Rules, laws, and international agreements associated with Carnet systems
8	Multi-modalism and Its Evolution • Definition and importance of multi-modalism • Evolution of trade routes and their strategic value • The concept of intermodal systems and modal interfaces
9	Factors Affecting Mode and Route Choice • Operational, cost, and legal factors • Criteria used by shippers for modal selection • Trade-off between speed, cost, and reliability
10	Selecting International Logistics Operators • Overview of Third Party Logistics (3PL) and Fourth Party Logistics (4PL) • Logistics outsourcing: benefits and risks • Key criteria and process for selecting logistics partners
11	Port Ownership and Governance • Types of port ownership: public, private, landlord, and mixed models • Port administration structures and governing boards • Port development trends: Rise and fall of port usage
12	Indian Ports and Technology in Port Management • Port ownership in the Indian context • Role of port authorities and regulatory bodies • Adoption of IT in ports: digital ports, smart port initiatives (new) • Future challenges and opportunities in global port logistics

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Wiley. (2025). Global logistics and supply chain management (5th ed.). Wiley.
<https://www.wiley.com/en-us/Global%2BLogistics%2Band%2BSupply%2BChain%2BManagement%2C%2B5th%2BEdition-p-9781394262502>.
2. Lehmacher, W. (2017). *The global supply chain*. Springer.
3. Skjøtt-Larsen, T. (2007). *Managing the global supply chain*. Copenhagen Business School Press.

Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		International Marketing & Product Launch		Course Code: OMBBA3063L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course equips students with a deep understanding of how companies make strategic decisions to enter international markets and successfully launch products globally. Covering international strategy, market selection, product adaptation, competitive dynamics, and international operations, the course blends classical models with contemporary practices such as digital platforms, global branding, pricing strategies, and the role of international joint ventures.					
Course Objectives:					
1. Understand the strategic rationale behind internationalization and the types of global expansion strategies. 2. Evaluate political, economic, legal, and cultural environments affecting international market entry. 3. Design effective product and pricing strategies for successful product launches in global markets. 4. Analyse international competitive strategies using global strategic models. 5. Understand operational, financial, and HR challenges in managing international ventures.					
Course Outcomes:					
CO1: Describe home country and host country aspects involved in conducting international business. (R)					
CO2: Identify and evaluate potential international markets for product entry. (U)					
CO3: Analyse product selection and brand strategy for international market launches. (An)					
CO4: Assess approaches to build and manage competitiveness at the international level. (E)					
CO5: Examine the complexities and operational challenges faced in international business. (A)					
CO6: Formulate integrated strategies for international market entry, competition, and operations. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to International Strategy • Concept of internationalization • Drivers for going global • Home vs Host country strategy implications • Local responsiveness and global integration				
2	Modes of International Business Expansion • Trading and Participating Modes • Strategic Alliances • Joint Ventures, Mergers, and Acquisitions • Types and Strategies of Multinational Enterprises (MNEs)				
3	Understanding the International Strategic Environment • Political, Economic, Cultural, Technological, Financial dimensions • Role of Legal Framework and Institutional Quality • Risks and Rewards in Emerging Markets				
4	Market Entry Strategies and Determinants • Overview of Entry Modes: Exporting, Franchising, Licensing, Greenfield & Brownfield investments • Determinants of Entry Mode Selection • Diamond Model of National Competitiveness (Porter)				

5	Strategic Considerations for International Expansion - Core competencies and experience curve effects - Industry-based, Resource-based, and Institution-based views - Managing host government relations and FDI restrictions
6	Market Identification and Selection - Criteria for selecting potential international markets - Country Attractiveness Matrix - Cultural Adaptation and Demand Estimation Tools
7	International Product Strategy and Selection - Product selection for international markets - Hi-Tech vs Hi-Touch positioning - International Product Life Cycle (IPLC) - New Product Development process for global launches
8	Branding and Promotion in Global Markets - Levels and Alternatives in International Branding - Promotion Mix: Personal Selling, Sales Promotion, Direct Marketing, Sponsorship - Role of Digital Media and Global Influencers in International Campaigns
9	International Pricing Strategies - Factors influencing global pricing decisions - Alternatives: Cost-plus, Market-based, Skimming, Penetration - International Pricing Decision Model - Dumping as a Competitive Strategy
10	International Competitive Strategy - Competitive Strategy Models: Porter's Generic Strategies, Leontiadis' Model, Prahalad & Doz Model - Global Value Chain Management - Diversification vs Concentration Strategies - Country Attractiveness vs Company Strength Matrix
11	Managing Global Operations - International Distribution Strategy - Strategic Focus: Global vs Local Operations - Managing Cross-border Supply Chains and Logistics - Digital tools for Global Coordination
12	Organizational Integration and Cross-Functional Management - Integration of Strategy with Organization Structure, Finance, and HR - International HRM: Staffing, Development, and Cross-cultural Challenges - Strategic Motives behind International M&As - Conflict Resolution in International Joint Ventures

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Cateora, P. R., Money, B., Gilly, M., & Graham, J. (2024). International marketing (19th ed.). McGraw-Hill Education.
2. Peng, M. W. (2003). *International strategic management*. New Delhi: Cengage Learning.
3. Mellahi, K., Frynas, J. G., & Finlay, P. (2006). *Global strategic management*. New Delhi: Oxford University Press.



Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		India's Foreign Trade		Course Code: OMBBA3064L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive understanding of India's foreign trade policy, trade composition, direction, and institutional framework. It focuses on analyzing the evolution of trade strategies, policy instruments, export-import procedures, trade agreements, and the global positioning of India in the international trade system. The course also evaluates the challenges and opportunities that shape India's trade performance in the face of emerging geopolitical and economic dynamics.					
Course Objectives: 1. To introduce students to the historical development and current structure of India's foreign trade. 2. To explain the institutional and policy frameworks governing India's export-import landscape. 3. To analyse India's trade composition and direction with various regions and partners. 4. To evaluate India's bilateral, regional, and multilateral trade agreements and their economic implications. 5. To develop an applied understanding of trade facilitation, logistics, and future prospects of India's trade.					
Course Outcomes: CO1: Describe the structure, trends, and historical evolution of India's foreign trade. (R) CO2: Understand the role and functions of institutions involved in India's export-import management. (U) CO3: Analyse the composition and direction of India's trade with major partners and regions. (An) CO4: Evaluate the implications of various trade policies and agreements India has signed. (E) CO5: Apply knowledge of trade procedures and logistics to assess challenges in export-import operations. (A) CO6: Create policy-oriented solutions for enhancing India's global trade competitiveness. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to India's Foreign Trade • Definition and scope of foreign trade • Historical background and evolution of India's trade policy (Pre-1991 and Post-liberalization) • Objectives of India's foreign trade policy				
2	Structure and Composition of India's Trade • Export and import structure • Commodity-wise and sector-wise analysis • Shift from primary to manufactured exports				
3	Direction of India's Foreign Trade • Region-wise and country-wise trade analysis • India's major trading partners (USA, China, UAE, EU, ASEAN) • Trends in South-South and intra-BRICS trade				
4	Foreign Trade Policy (FTP) of India • Objectives and features of FTP 2015–2020 and FTP 2023 • MEIS, SEIS, RoDTEP, EPCG • Special Economic Zones and EOUs				
5	Export-Import Procedures and Documentation				

	• Registration process (IEC code, RCMC) • Documentation: Shipping Bill, Bill of Lading, Letter of Credit • Customs clearance and DGFT procedures
6	Institutional Framework Supporting Trade • Role of DGFT, EXIM Bank, ECGC, SEZ Authorities • Export Promotion Councils and Commodity Boards • Role of Indian Missions and Trade Commissioners
7	Trade Logistics and Infrastructure • Ports, dry ports, and trade corridors • Inland Container Depots (ICDs) and warehousing • Trade facilitation measures and digital trade platforms
8	Bilateral and Multilateral Trade Agreements • India's engagement with WTO, FTAs, PTAs, and CEPA • Agreements with ASEAN, Japan, UAE, Australia • Impact of RCEP and India's stand
9	India's Trade with Emerging Economies • Focus on Africa, Latin America, and CIS nations • Role of EXIM credit lines and development diplomacy • Case studies of successful trade linkages
10	Challenges in India's Foreign Trade • Trade deficit and over-dependence on specific sectors • Non-Tariff Barriers and quality standards • Geopolitical risks, WTO disputes, and protectionism
11	Sustainability and Foreign Trade • ESG regulations and carbon border taxes • Exporting sustainable products: organic, green, renewable • Aligning FTP with SDGs
12	Future Outlook and Trade Strategy for India • Vision for a \$1 trillion export economy • Role of digital trade, e-commerce, and services exports • Strategic roadmap and recommendations

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Agarwal, R. (2023). India's foreign trade: A retrospective and prospective analysis. Uppal Publishing House.
2. Joshi, R. M. (2021). *International Business*. Oxford University Press.
3. Cherunilam, F. (2020). *International Trade and Export Management* (18th ed.). Himalaya Publishing House.
4. Kumar, N., & Dahiya, S. (2017). *India's Export Trends and Prospects for Self-Sustained Growth*. Sage Publications India


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ELECTIVE COURSES
SPECIALIZATION – ENTREPRENEURSHIP
SEMESTER- 4

Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		Global Entrepreneurship and Venture Creation		Course Code: OMBBA2050L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive understanding of entrepreneurship in a global context, integrating foundational principles of entrepreneurial thinking with the complexities of international venture creation. Students will explore how to identify opportunities, assess global market conditions, devise entry strategies, secure funding, and navigate international legal and ethical challenges. With a strong focus on experiential learning, market validation, and investor readiness, the course prepares future entrepreneurs to build scalable ventures with global relevance and sustainability.					
Course Objectives:					
1. To explore the core principles of entrepreneurship with a focus on global entrepreneurial traits, motivations, and risk-taking. 2. To equip students with tools and strategies for opportunity identification, product-market fit, and entry into international markets. 3. To develop an understanding of international legal, political, and ethical considerations relevant to venture creation. 4. To provide practical knowledge of financing strategies, resource mobilization, and startup ecosystems across borders. 5. To enhance skills in business modeling, customer validation, investor pitching, and iterative product development.					
Course Outcomes:					
CO1: Describe the process of launching a venture and explain the key stages of startup growth. (U)					
CO2: Analyse the importance of global entrepreneurship in the 21st century and compare entrepreneurial practices across developed, emerging, and transitioning economies. (An)					
CO3: Apply tools and strategies to identify international opportunities and navigate the challenges of global market entry. (A)					
CO4: Examine the legal and ethical issues in global venture creation and assess their implications in multinational contexts. (E)					
CO5: Develop effective teamwork, pitching, and negotiation strategies tailored to diverse cultural and stakeholder contexts. (C)					
CO6: Demonstrate awareness of the cultural, economic, and regulatory complexities involved in managing entrepreneurial ventures across borders. (R)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Global Entrepreneurship • Defining entrepreneurship vs. global entrepreneurship • Perspectives and evolution of entrepreneurship • Relationship between small business and entrepreneurship • Challenges faced by global entrepreneurs • Types of global entrepreneurs and motivations to go global				

2	Entrepreneurial Traits and Strategies for Going Global • Traits of successful international entrepreneurs • Risk-taking, uncertainty perception, and bias • "Coachability" and advice-taking • Global opportunity recognition and communication styles • Designing individual/opportunity nexus
3	Introduction to Venture Creation and Idea Generation • What is venture creation? • Entrepreneurial mindset and innovation • Identifying market gaps and ideation • Creativity techniques for opportunity recognition • Feasibility assessment
4	Market Entry Strategies and Product Identification • Identifying product, manufacturer, and business orientation • Market entry modes: trading, franchising, JVs, acquisitions, alliances • Foreign market selection model • Target market analysis and evaluation • Competitive positioning and global indicators
5	Understanding Global Markets • Economic, political, technological, cultural, legal factors • Host and home country strategic implications • Experience effects and core competencies • Trade sanctions and FDI restrictions • Market data: primary vs. secondary
6	Market Research and Business Model Development • Research methodologies and market segmentation • Trend analysis and competitive benchmarking • Sustainable business model creation • Business model canvas and value proposition design • Iterative modelling with feedback
7	Global Legal Concerns in Entrepreneurship • Political activity and risks in international business • Legal frameworks and regulatory compliance • Contracts and licensing globally • Intellectual property: patents, copyrights, trade secrets • Organizational legal forms for international ventures
8	Social, Ethical, and Legal Aspects of Venture Creation • Ethical decision-making in entrepreneurship • Legal structures for startups • Role of ventures in community and social impact • Social entrepreneurship: creating shared value • Ethics in the AI era: data, automation, responsibility
9	Entrepreneurial Resources and Global Financing • Bootstrapping strategies and frugal innovation • Start-up accelerators, angel investors, venture capital • Equity crowdfunding, hedge funds • Government support, fintech-enabled debt options • Microcredit and inclusive financing


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10	Customer Validation and International Selling - Validating customer needs and refining offerings - Techniques for selling across cultures and borders - Understanding buyer behaviour and international sales channels - Strategies for entering and sustaining presence in global markets
11	Pitching and Investor Presentations - Crafting a compelling business pitch - Presenting to global investors and stakeholders - Handling Q&A and objections - Building investor confidence - Peer review of pitches and feedback mechanisms
12	Reflection on Success and Failure of Entrepreneurs - Lessons from successful entrepreneurs - Lessons from Failed entrepreneurs - Reflection on global entrepreneurship journey - Integrating strategy, operations, and vision
Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE	
Reference Books: - Zucchella, A., Hagen, B., & Serapio, M. G. (2023). <i>International entrepreneurship</i>. Edward Elgar Publishing. - Little, S. E., Go, F., & Poon, T. S. (2017). <i>Global innovation and entrepreneurship</i>. Palgrave Macmillan. https://doi.org/10.1007/978-3-319-43859-7 - Hessels, J. (2008). <i>International entrepreneurship: Value creation across national borders</i> (No. EPS-2008-144-ORG). Erasmus Research Institute of Management (ERIM). https://repub.eur.nl/pub/13338	


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Programme Name: Bachelor of Business Administration				Semester: 4	
Course Name:		Family Businesses Essentials: Development & Growth		Course Code: OMBBA2051L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive exploration of family-owned enterprises, their unique structures, and the challenges they face in growth, governance, and succession. It delves into the evolution of family businesses in India and across the world, covering their socio-economic significance, generational transitions, governance structures, and conflict resolution. Students will gain the tools needed to analyse family business dynamics and apply strategic approaches for sustainability, professionalization, and global expansion. Real-world cases and contemporary practices are integrated to equip students with actionable insights for navigating complex family-business relationships.					
Course Objectives: 1. To explore the defining characteristics and significance of family businesses in economic development. 2. To understand generational issues, governance structures, and business-family role overlaps. 3. To examine strategic and leadership challenges in succession planning and resource management. 4. To analyse the influence of cultural, emotional, and interpersonal dynamics on business decisions. 5. To enable students to evaluate and design governance, ownership, and growth strategies for sustainable family businesses.					
Course Outcomes: CO1: Explain family businesses and their role in global economies. (U) CO2: Describe the dynamic issues and problems facing family businesses. (U) CO3: Apply business skills to address key issues or problems facing a family business. (A) CO4: Analyse succession and governance challenges in multigenerational family firms. (An) CO5: Evaluate leadership, ownership, and control strategies for scaling family enterprises. (E) CO6: Create structured approaches for conflict resolution, innovation, and digital transformation in family businesses. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Family Businesses • Definition and significance of family businesses globally and in India • Economic contribution and cultural roots • Why family businesses are different and essential • Examples of Indian and international family enterprises				
2	Roles, Responsibilities, and Complexity in Family Businesses • Understanding the overlapping systems: family, ownership, and business • Key roles (owners, managers, family members) and responsibilities • Growing complexity with business scale and generations • Professionalization and hiring non-family professionals				
3	Strategic Vision & Building Teamwork • Family's relationship with the business: stewardship vs. ownership • Developing shared strategic vision and family mission statement				

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	• Importance of trust and transparency • Role of family meetings and councils
4	Developmental Stages of Indian Family Businesses • Lifecycle of a family business: founder-led, sibling partnership, cousin consortium • Cultural nuances and traditions in Indian families • Challenges at each stage of evolution • Models for transition and continuity
5	Types of Family Businesses • Classification based on ownership, control, and leadership • Small & medium family businesses vs. large business houses • Legacy vs. first-gen entrepreneurial families • Case lets on different types (e.g., Murugappa, TVS, Dabur)
6	Theoretical Frameworks & Key Characteristics of Family Enterprises • Key features of family enterprises: long-term focus, trust, informality • Theoretical models: 3-Circle Model, SEW (Socio-Emotional Wealth), Agency Theory, Stewardship Theory • Ownership and emotional attachment dynamics
7	Next Generation in Family Businesses • Preparing and mentoring the next-gen • Education, exposure, and early involvement • Grooming women in family leadership • Bridging generational value gaps
8	Ownership, Control, and Conflict Management • Distribution of ownership and power • Types of conflicts: strategic, emotional, succession-related • Communication strategies, mediators, and family constitutions • Tools for managing conflict and preserving relationships
9	Resource Management for Entrepreneurial Performance • Financial and non-financial capital in family enterprises • Innovation, risk-taking, and reinvestment culture • Sustainability and ESG in family businesses • Role of board advisory and external experts
10	Governance and Multigenerational Continuity • Structures for governance: family assemblies, boards, protocols • Family charters and constitutions • Preserving family values and vision • Institutionalizing family legacy
11	Succession Planning & Entrepreneurial Leadership • Succession challenges: emotional, operational, legal • Choosing and preparing successors • Entrepreneurial leadership and strategic renewal • Succession planning as a continuous process
12	Scaling, Diversifying, and Going Global • Business expansion: vertical/horizontal growth • Internationalization strategies and digital transformation • M&As and joint ventures for scaling • Brand legacy and the global Indian family firm

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. De Massis, A., & Rondi, E. (2024). The family business book: A roadmap for entrepreneurial families to prosper across generations (1st ed.). Pearson.
2. McCann, G. (2007). *When your parents sign the paychecks: Finding career success inside or outside the family business*. JIST Works.


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SEMESTER- 5

Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name:		Social Entrepreneurship & Corporate Venturing		Course Code: OMBBA3065L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course offers a deep dive into the evolving landscape of social entrepreneurship and corporate venturing, equipping students to drive social change and innovation through entrepreneurial ventures. Students will explore foundational concepts, challenges, and innovations in the social enterprise space, alongside practical insights into the full cycle of corporate venturing—from design to exit. The course aims to build both the ethical grounding and strategic thinking needed for high-impact initiatives that bridge purpose and profit in today's dynamic global environment.					
Course Objectives: 1. To develop an in-depth understanding of the nature, purpose, and scope of social entrepreneurship. 2. To examine the structural and operational challenges faced by social enterprises. 3. To understand how innovation and stakeholder interaction influence the growth of social ventures. 4. To explore the concept and process of corporate venturing and its role in driving organizational innovation. 5. To cultivate the ability to identify, evaluate, and optimize opportunities in social and corporate entrepreneurial contexts					
Course Outcomes: CO1: Understand the various concepts related to Social Entrepreneurship and differentiate between various entrepreneurship concepts. (U) CO2: Evaluate the challenges in social entrepreneurship and the role it plays in innovation with interaction with other stakeholders. (E) CO3: Describe Corporate Venturing and explain the complete cycle of corporate venturing. (U) CO4: Analyse the role of SHGs, rural entrepreneurs, and women entrepreneurs in fostering grassroots innovation. (An) CO5: Apply knowledge of government, educational, and community enablers that support social entrepreneurship. (A) CO6: Create integrated strategic plans combining social innovation and corporate venturing for sustainable impact. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Social Entrepreneurship • Fundamentals and definitions • Differences between social and business entrepreneurship • Social entrepreneurship vs. government and activism • Relationship with democracy				
2	Women, Rural, and SHG Entrepreneurship • Introduction to Women Entrepreneurship • Self-Help Groups (SHGs) and their role in empowerment • Rural entrepreneurship in India and emerging economies • Case studies from India and global south				
3	Challenges in Social Entrepreneurship • Financial constraints: Bootstrapping and access to impact capital • Talent attraction and retention				

	• Trade-off between scale and impact • Institutional barriers to systemic change
4	Innovation and Social Change • Social entrepreneurship as a mindset shift • Case studies of innovation-led impact ventures • The role of mindset, behaviour change, and systems thinking
5	The Role of Schools, Universities, and Governments • Incubators and accelerators for social startups • Social innovation labs in academic settings • How governments can facilitate or hinder social entrepreneurs
6	Preparing Individuals for Social Entrepreneurship • Traits and skills needed • Cultivating empathy, resilience, and problem-solving • Role of social media and digital platforms in social entrepreneurship • Self-assessment and entrepreneurial orientation tools
7	Introduction to Corporate Venturing • What is corporate venturing? • Differences from traditional investing • Financial vs. strategic returns • Strategic rationale and goals
8	Innovation and Strategy in Corporate Venturing • Role of innovation in corporate growth • Corporate-startup collaboration models • Strategic alignment between venture and parent company
9	Corporate Venturing Cycle – Design Phase • Designing venture arms and innovation labs • Structure and governance models • Portfolio strategy and decision-making frameworks
10	Corporate Venturing Cycle – Investing Phase • Startup screening and engagement • Conducting due diligence • Business valuation models for early-stage ventures • Deal structuring and key clauses in term sheets
11	Corporate Venturing Cycle – Harvesting Phase • Integration and value realization • Choosing the right harvesting path: IPO, M&A, internalization • Portfolio optimization strategies • Exit strategies and their implications
12	Bridging Social Entrepreneurship and Corporate Venturing • Shared value approach and hybrid models • Emerging trends: ESG investing, impact VC, B Corps • Corporate partnerships with social enterprises • Building a personal action plan for value-driven entrepreneurship

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

Grichnik, D., Hess, M., Reuther, J., Stoeckel, A., & Hilb, M. (2024). *The corporate venturing handbook: A step-by-step guide to the value creation process*. Kogan Page.

Programme Name: Bachelor of Business Administration				Semester: 5	
Course Name:		Entrepreneurial Marketing & Finance		Course Code: OMBBA3066L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides an integrated understanding of how marketing and finance are adapted and innovatively applied within entrepreneurial ventures. It explores foundational principles, strategic approaches, and modern digital tools for marketing, alongside essential financial practices for new and growing businesses. Students will learn to develop customer value propositions, evaluate financial performance, design MVPs, and formulate robust business and financial plans—including valuation, funding strategies, and exit planning. The course offers a dynamic blend of theory, tools, and hands-on approaches for aspiring entrepreneurs.					
Course Objectives:					
1. To differentiate the marketing and financial needs of startups versus corporates.					
2. To introduce strategic and digital marketing tools tailored for entrepreneurial contexts.					
3. To explain sources of entrepreneurial finance and performance evaluation methods.					
4. To equip students with skills for preparing business plans and startup valuations.					
5. To develop critical thinking for creating exit and turnaround strategies in startups					
Course Outcomes:					
CO1: Describe the uniqueness of entrepreneurial marketing. (U)					
CO2: Formulate entrepreneurial marketing strategies. (C)					
CO3: Explain the uniqueness of entrepreneurial finance. (R)					
CO4: Design entrepreneurial finance strategies. (A)					
CO5: Evaluate digital and social media tools, CAC, CLTV, and MVPs to enhance venture performance. (E)					
CO6: Analyse & Develop a comprehensive financial plan including valuation, funding, and exit strategies for start-ups. (An)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Entrepreneurial Marketing - Principles of Entrepreneurial Marketing and Selling - Characteristics of marketing in startups vs large firms - Identifying entrepreneurial opportunities through customer engagement				
2	Entrepreneurial Marketing vs Corporate Marketing - Key distinctions in strategy, resources, and agility - Case study comparisons of corporate vs entrepreneurial marketing - Adaptive marketing in resource-constrained environments				
3	Customer Value Proposition and MVPs - Defining and crafting compelling value propositions - Building and testing Minimum Viable Products (MVPs) - Early market trials and consumer feedback loops				
4	Customer Metrics: CAC & CLTV - Understanding Customer Acquisition Cost (CAC) - Calculating Customer Lifetime Value (CLTV) - Using metrics for marketing and financial decision-making				
5	Entrepreneurial Marketing Strategies Unique guerrilla and viral marketing techniques				

	• Use of storytelling and grassroots outreach in startups • Community marketing and brand-building from scratch
6	ATL and BTL Advertising for Startups • Above-the-line (ATL) vs Below-the-line (BTL) advertising • Practical advertising channels for entrepreneurial businesses • Low-budget campaign planning
7	Digital and Social Media Marketing • Digital transformation of entrepreneurial marketing • Strategies for leveraging social media (FB, Insta, X, LinkedIn, YouTube) • Influencer marketing and SEO for startups
8	Principles of Entrepreneurial Finance • Financial decision-making in new ventures • Bootstrap financing and lean finance approaches • Key principles and tools for financial control
9	Sources and Types of Funding • Angel investors, VCs, crowdfunding, accelerators, bootstrapping • Government schemes and grants (e.g., Startup India) • Structuring deals and early-stage funding dynamics
10	Evaluating Financial Performance • Key financial statements: Balance sheet, Income statement, Cash flows • Startup-specific financial KPIs • Unit economics, burn rate, and runway calculation
11	Business & Financial Plan Development • Creating an integrated business and financial plan • Forecasting revenue, cost structures, and breakeven analysis • Crafting financial narratives for pitching
12	Valuation, Exit & Turnaround Strategies • Startup valuation techniques: DCF, VC Method, Scorecard • Exit strategies: IPO, Acquisition, MBO • Turnaround frameworks for failing ventures

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Kotler, P., Costa, H., & Touray, M. (2024). *Entrepreneurial marketing: Beyond professionalism to purpose-driven innovation*. Wiley
2. Hulme, S. (2024). *Entrepreneurial finance* (2nd ed.). Bloomsbury.
3. Gupta, S. (2018). *Driving digital strategy: A guide to reimagining your business*. Harvard Business Review Press.
4. Piskorski, M. J. (2016). *A social strategy: How we profit from social media*. Princeton University Press.
5. Scarborough, N. M., & Cornwall, J. R. (2018). *Entrepreneurship and effective small business management* (12th ed.). Pearson.


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SEMESTER- 6

Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		Entrepreneurial Strategy		Course Code: OMBBA3067L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course explores strategic thinking and action in entrepreneurial settings, focusing on both startups and entrepreneurial initiatives within large organizations. It builds a foundation by integrating traditional schools of strategy, especially Mintzberg's Ten Schools, with entrepreneurial theory and practice. Students will explore opportunity assessment, industry emergence, competitive advantage, networks, alliances, and growth strategies that support sustained venture success.					
Course Objectives: 1. To introduce students to the classical and contemporary schools of strategic thought, especially as applied to entrepreneurship. 2. To equip students with the ability to integrate strategic management and entrepreneurship in new venture contexts. 3. To provide a robust understanding of industry-level dynamics and their role in shaping entrepreneurial strategy. 4. To explore how networks, alliances, and resource mobilization impact venture creation and scale. 5. To enable students to conceptualize strategies for growth and sustainability in both new ventures and established firms engaging in entrepreneurial initiatives.					
Course Outcomes: CO1: Understand the concept of strategy and its dimensions in the entrepreneurial context like opportunity assessment. (U) CO2: Discuss the strategic implications of how resources, competition, and network play a role in venture growth. (A) CO3: Develop strategic models for various start-ups in different industries. (C) CO4: Analyze the influence of industry emergence and entrepreneurial traits on firm growth. (An) CO5: Evaluate the application of Mintzberg's schools of thought to entrepreneurial decision-making. (E) CO6: Recall the fundamentals of entrepreneurial and strategic frameworks used in new venture creation. (R)					
Detailed Syllabus:					
Unit	Description				
1	Foundations of Strategy in Entrepreneurship • Meaning and scope of strategy • Need for strategy in entrepreneurial ventures • Entrepreneurship vs. traditional management strategy				
2	Mintzberg's Design, Planning, and Positioning Schools • The Design School: strategy formation as a process of conception • The Planning School: formal processes and plans • The Positioning School: competitive positioning (Porter's 5 Forces)				
3	Entrepreneurial, Cognitive, and Learning Schools • The Entrepreneurial School: vision-led leadership • The Cognitive School: mental maps, Johari Window • The Learning School: emergent strategies in dynamic environments				
4	Power, Cultural, Environmental & Configuration Schools				

	• The Power School: politics and conflict in strategy formation • The Cultural School: organizational culture in shaping strategy • The Environmental School: adapting to external factors • The Configuration School: transformations and strategic fit
5	Entrepreneurship and Strategic Management Interface • Differences and overlap between strategic and entrepreneurial thinking • Strategic fit in large vs. small firms • Capabilities and resource-based view in strategy
6	Interpreting Entrepreneurial Strategy • Coordination of internal activities • Resource supervision and opportunity mobilization • Strategy as a dynamic and iterative process
7	Framework for Entrepreneurial Strategy – Part I • Industry emergence and disruption • Comparative performance among firms • Entrepreneurial advantage during early industry formation
8	Framework for Entrepreneurial Strategy – Part II • Role of technology, consumer shifts, and reputation • Building strategic moats in nascent industries • Understanding first-mover vs. fast-follower advantages
9	Networks and Alliances in Strategy • The entrepreneur's personal network as a strategic resource • Strategic alliances: advantages and pitfalls • Role of co-creation and ecosystem thinking
10	Intrapreneurship and Firm Growth • Entrepreneurship within large organizations • Balancing exploitation vs. exploration • Structural and strategic challenges in internal ventures
11	Contemporary Perspectives in Entrepreneurial Strategy • Digital disruption and platform-based strategy • Sustainable entrepreneurship strategies • Strategic agility in volatile environments
12	Strategic Thinking to Future Ventures • Reflection on key strategic frameworks • Evolution of entrepreneurial strategy • Development of individual entrepreneurial strategy blueprints • Strategic thinking to future ventures and intrapreneurial roles

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Eisenhardt, K. M., Hitt, M. A., Barney, J. B., Amit, R., Miles, G., & Cooper, A. (2025). *Entrepreneurship as Strategy*. SAGE Publications.
2. Ireland, R. D., Camp, S. M., & Sexton, D. L. (2002). *Strategic entrepreneurship*. In M. A. Hitt (Ed.), *Strategic entrepreneurship: Creating a new mindset* (pp. 1–16). Oxford, UK: Blackwell.

Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name: New Product Development				Course Code: OMBBA3068L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides a comprehensive understanding of the processes, strategies, and tools essential for successfully developing new products in dynamic markets. It examines the entire product development lifecycle—from idea generation to market launch—emphasizing customer-centric innovation, cross-functional collaboration, design thinking, and agile prototyping. Students will gain practical and strategic insights into navigating challenges, evaluating feasibility, and aligning product strategies with business goals. The course uses a blend of theory, case studies, and experiential learning.					
Course Objectives: 1. Understand the strategic significance and stages of new product development in competitive markets. 2. Apply techniques for opportunity identification, idea generation, and concept testing. 3. Integrate customer insights, market research, and technological trends into the development process. 4. Analyze product design, prototyping, and testing methodologies. 5. Develop a go-to-market strategy that aligns with business objectives and market readiness.					
Course Outcomes: CO1: Describe the end-to-end new product development process and its importance in strategic innovation. (R) CO2: Interpret market research and customer insights to identify viable product opportunities. (U) CO3: Apply design thinking and creative problem-solving tools to develop product concepts. (A) CO4: Analyse the technical, financial, and operational feasibility of new product ideas. (An) CO5: Evaluate the effectiveness of prototype testing and product iteration strategies. (E) CO6: Create a comprehensive product launch and marketing strategy aligned with organizational goals. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to New Product Development • Importance of NPD in modern business • Types of innovations (incremental vs radical) • Strategic context: Why firms invest in NPD • Role of NPD in competitive advantage				
2	Opportunity Identification & Market Gap Analysis • Environmental scanning • Market trend spotting • Opportunity evaluation frameworks (Ansoff, BCG, Blue Ocean)				
3	Customer Needs and Insight Generation • VOC (Voice of Customer), ethnographic research • Jobs-To-Be-Done (JTBD) theory • Personas, empathy maps, and customer journey				
4	Idea Generation and Creativity Techniques • Brainstorming, SCAMPER, TRIZ				

	• Innovation funnels and idea screening • Group ideation and prioritization tools
5	Concept Development and Testing • Concept creation and writing • Concept testing methods • Minimum viable product (MVP) and product-market fit
6	Design Thinking in NPD • Design thinking process (Empathize–Define–Ideate–Prototype–Test) • Human-centered design principles • Real-world case examples
7	Technical Feasibility and Business Analysis • Cost estimation and value engineering • Break-even analysis and ROI • IP considerations, regulatory and compliance issues
8	Prototyping and Product Design • Types of prototypes (paper, digital, physical) • Design for Manufacturability (DFM) • Iterative testing cycles and user feedback
9	Agile and Lean Approaches in NPD • Agile product development frameworks (Scrum, Kanban) • Lean startup methodology • Pivot or persevere decisions
10	Go-to-Market Strategy and Product Launch Planning • Segmentation, targeting, and positioning (STP) • Channel and pricing strategies • Coordinating marketing, sales, and operations
11	Post-Launch Evaluation and Product Lifecycle Management • Market feedback and performance metrics • Managing product life cycle: growth, maturity, decline • Continuous improvement and scaling strategies
12	Future Trends and Strategic Challenges in NPD • Emerging technologies shaping new product development (e.g., AI, IoT, sustainability) • Challenges in scaling NPD across global markets • Ethical considerations in NPD (user privacy, sustainability, inclusivity) • Strategic foresight: preparing for disruptions and innovation cycles • Integrating continuous innovation as a culture within organizations

Prescribed Textbooks: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Trott, P. (2024). Innovation management and new product development (8th ed.). Pearson.
2. Ulrich, K. T., & Eppinger, S. D. (2019). *Product design and development* (7th ed.). McGraw-Hill Education.
3. Cooper, R. G. (2017). *Winning at new products: Creating value through innovation* (4th ed.). Basic Books.
4. Cagan, M., & Jones, C. (2018). *INSPIRED: How to create tech products customers love*. Wiley.

Programme Name: Bachelor of Business Administration				Semester: 6	
Course Name:		Business Valuation		Course Code: OMBBA3069L	
Teaching Scheme				Evaluation Scheme	
Lecture Hrs	Practical Hrs	e-Tutorial Hrs	Credit	Formative Assessment (30%)	Summative Assessment (70%)
12	-	20	4	30	70
Course Description: This course provides students with a foundational understanding of how businesses are valued, equipping them with the tools and techniques used in industry. It blends theoretical concepts with real-world applications to help students estimate the worth of firms for various strategic purposes like investment, mergers, acquisitions, and startup evaluations. The course introduces valuation models, financial analysis, risk assessment, and market factors influencing business value					
Course Objectives: 1. To understand the fundamentals and need for business valuation in various strategic contexts. 2. To introduce and apply standard valuation techniques such as DCF, comparable company analysis, and precedent transactions. 3. To explain the role of financial statements and forecasting in business valuation. 4. To evaluate the impact of risk, cost of capital, and market dynamics on valuation. 5. To analyze valuation challenges in startups and small businesses.					
Course Outcomes: CO1: Define key concepts and terminologies in business valuation. (R) CO2: Understand the purpose and context for valuing businesses across different industries. (U) CO3: Apply basic financial statement analysis for valuation purposes. (A) CO4: Analyse businesses using fundamental valuation methods such as DCF and multiples. (An) CO5: Evaluate the impact of cost of capital, growth, and risk on firm valuation. (E) CO6: Create a basic valuation report integrating data and assumptions for a given company. (C)					
Detailed Syllabus:					
Unit	Description				
1	Introduction to Business Valuation • Why businesses are valued: investments, M&A, fund-raising, succession • Users of valuation: investors, acquirers, analysts • Intrinsic vs. relative valuation				
2	Understanding Financial Statements for Valuation • Income statement, balance sheet, and cash flow statement basics • Quality of earnings, red flags, and adjustments • Link between statements and value drivers				
3	Cash Flow Estimation • Understanding free cash flows (FCF to firm and equity) • Adjustments for non-operating items • Forecasting future cash flows for valuation				
4	Time Value of Money and Discounting • Present value and discounting concepts • Use of discounting in valuation • Choosing a projection period and terminal value				
5	Cost of Capital • Understanding risk and return				

	• Components of cost of equity and cost of debt • Calculating WACC (Weighted Average Cost of Capital)
6	Discounted Cash Flow (DCF) Method • Steps in DCF: projections, discounting, terminal value • Case-based DCF walkthrough • Advantages and limitations of DCF
7	Relative Valuation using Multiples • Valuation multiples: P/E, EV/EBITDA, P/Sales, etc. • Selecting peer companies • Pros and cons of multiples
8	Precedent Transaction Analysis • Analysing historical M&A deals • Adjusting for premiums and market conditions • Application in private company valuation
9	Valuation of Startups and Early-Stage Ventures • Challenges: uncertainty, lack of data • Common methods: Scorecard, Venture Capital Method, Berkus model • Valuing intellectual property and technology
10	Valuation in Special Situations • Distressed businesses, turnarounds • Asset-based valuation • Intangible assets and brand valuation
11	Sensitivity Analysis and Valuation Assumptions • Sensitivity and scenario analysis • Key assumptions that influence valuation • Communicating valuation uncertainty
12	Contemporary Trends and Ethical Issues in Valuation • Emerging trends in valuation: ESG (Environmental, Social, Governance) integration, valuation of digital businesses, AI-driven valuation models • Ethical considerations in valuation: Window dressing, biased projections, role of independent valuation • Real-world examples of valuation controversies and their outcomes • How technology is shaping valuation practices — blockchain for ownership records, fintech valuation tools

Prescribed Text Books: ELM/SLM as prescribed by BU-CDOE

Reference Books:

1. Fritz, D.L., & Dickie, M.R. (Eds.). (2025). *Financial valuation: Applications and models* (5th ed.). Wiley.
2. Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset* (3rd ed.). Wiley.
3. Hitchner, J. R. (2017). *Financial Valuation: Applications and Models* (4th ed.). Wiley.
4. □ Koller, T., Goedhart, M., & Wessels, D. (2020). *Valuation: Measuring and Managing the Value of Companies* (7th ed.). McKinsey & Company, Inc. & Wiley.