

University of Engineering & Management, Jaipur



Syllabus Outline for BBA Admission Batch-2026

Subject Code	Subject Name	Credit	Theory/Sessional
BBABB301	Cost & Management Accounting	4	Theory
BBABB302	Legal and Ethical issues in business	4	Theory
BBABB303	Human Resource Management	4	Theory
BBABB304	Management Information Systems	4	Theory
BBABB305	Customer Relationship Management	4	Theory
BBABB381	Indian System of Health and Wellness	2	Sessional
BBABB382	Disaster Management	2	Sessional
BBABB383	Innovation & Entrepreneurship	2	Sessional
BBABB384	Negotiation Skills	1	Sessional
BBABB385	Digital Readiness in Business	2	Sessional
TOTAL CREDITS		29	

List of Online Courses / Learning Pathway: BBA Admission batch 2025/2026		
Students need to complete one course per subject		
Semester 3	BBABB301	1. https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/managerial-and-cost-accounting?source=search , 2. https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/management-accounting-cost-optimization?source=search , 3. https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/project-estimation-cost-management?source=search
	BBABB302	1. https://www.coursera.org/videos/forecasting-budgeting-territories-evaluation/Ue5Yq?query=Legal+%26+Ethical+issues+in+Business&source=search , 2. https://www.coursera.org/videos/business-law-contracts-liability-and-regulation/dxAxs?query=Legal+%26+Ethical+issues+in+Business&source=search , 3. https://www.coursera.org/videos/email-marketing-strategy-segmentation-design/3U81j?query=Legal+%26+Ethical+issues+in+Business&source=search
	BBABB303	1. https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/specializations/human-resource-management?source=search 2. https://www.coursera.org/specializations/generative-ai-for-human-resources 3. https://www.coursera.org/learn/human-resources-management-essentials
	BBABB304	1. https://www.coursera.org/videos/intro-to-management-consulting/PVWhO?query=Management+Information+System&source=search , 2. https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/information-technology-it-fundamentals-for-everyone?source=search , 3. https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/specializations/information-systems?source=search
	BBABB305	1. https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/customer-relationship-management?source=search , 2. https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/microsoft-advanced-customer-relationship-management?source=search , 3. https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/customer-relationship-management-case-study?source=search
	BBABB382	1. https://www.coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/disaster-crisis-emergency-preparedness-communication?source=search , 2. http://coursera.org/programs/iem-faculty-learning-program-rt7r7/learn/disaster-preparedness?source=search , 3. https://www.coursera.org/videos/ai-in-government/c2k22?query=Disaster+Management&source=search
	BBABB385	1. https://www.coursera.org/videos/bcg-uva-darden-digital-transformation/GfQiq?query=Digital+Readiness+in+Business&source=search , 2. https://www.coursera.org/videos/transforming-with-data-analytics-and-organization/MTuNB?query=Digital+Readiness+in+Business&source=search , 3. https://www.coursera.org/videos/bcg-uva-darden-digital-transformation/A2AsB?query=Digital+Readiness+in+Business&source=search



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



Syllabus for BBA Admission Batch 2026

Subject Name: Cost & Management Accounting

Credit: 4

Lecture Hours: 40

Subject Code: BBABB301

Pre-requisite: Basic Knowledge of Cost and Financial Management

[Study Material](#)

[COURSERA](#)

[MIT Opencourseware](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

1. To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material, Labour and Overhead cost.
2. To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information

3. To provide with the basic understanding of budgetary control.
4. To develop the knowledge of the learners to understand and prepare a management report.

COURSE OUTCOMES:

CO 1: Student should be able Interpret the relevant theories of cost accounting and prepare Cost sheet and along with the implication of material and labor costing in the preparation of Cost sheet.

CO 2: Students should able understand the implication of ratio analysis.

CO 3: Students should able to under the concept of Marginal costing and its implication.

CO 4: Students will be able to develop and design effective financial plan and Interpret the financial statements for managerial decision making and preparation of management report.

Module	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1.	Introduction to Cost and management accounting	- Definitions, features, objectives, functions, scope, advantages and limitations. Relationship and differences between Cost accounting, Management accounting and Financial Accounting. - Cost Concepts-Cost classification – Elements of cost. - Preparation of cost sheet. Segregation of Costs as Prime cost, Works Cost, Cost of Goods Sold and Cost of Sales. Meaning of Direct and Indirect Cost	Cost and Management Accounting By M N Arora (Himalaya Publication House) Chapters – 1 and 2	International Academia: https://ocw.mit.edu/ Industry Mapping: <i>Understanding the relevance of cost accounting in the industry and its need. Preparing store ledger accounts, inspection of store ledger accounts, implementation of inventory control system.</i> AICTE curriculum : https://aicte.gov.in/sites/default/files/Model_Curriculum/Final%20BBA%20curricular%20Framework.pdf	10	1. Case Study on basic cost accounting Link: https://www.hbs.edu/faculty/Pages/item.aspx?num=43888

2	Material, Labour and Overheads	- Material cost- direct and indirect material cost, Inventory control techniques-stock levels, EOQ, ABC analysis. Issue of materials to production. - Pricing methods- FIFO, LIFO and Average methods. - Labor cost: Methods of payment of wages including incentive plans -Halsey and Rowan plans - Overheads: features, classification, allocation of overheads, absorption of overhead.	Cost and Management Accounting By M N Arora (Himalaya Publication House) Chapters – 3, 4 and 5	International Academia: https://ocw.mit.edu/ Industry Mapping: <i>identifying where money is being spent and reduces unnecessary expenses, managing the cost elements to increase margins in the business.</i> AICTE curriculum : https://aicte.gov.in/sites/default/files/Model_Curriculum/Final%20BBA%20curricular%20Framework.pdf	10	.Case Study on inventory management
3	Financial Statement Analysis	- Comparative Income Statements and Balance Sheets- Common Size Income Statements and Balance Sheet analysis - Trend Analysis. Ratio Analysis – Introduction, Classification & Interpretation of Ratios- Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios	Cost and Management Accounting By M N Arora (Himalaya Publication House) Chapters – 15	International Academia: https://ocw.mit.edu/ Industry Mapping: <i>Enabling students for better pricing, profitability analysis, and informed strategic decision-making in an industry.</i> AICTE curriculum : https://aicte.gov.in/sites/default/files/Model_Curriculum/Final%20BBA%20curricular%20Framework.pdf	10	Relevant case study on financial analysis of companies

				20Framework.pdf MIT Courseware: https://ocw.mit.edu/courses/15-963-management-accounting-and-control-spring-2007/pages/calendar		
4	Marginal Costing and Budgetary control	• Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between Marginal costing and Absorption costing • Break Even Analysis-Meaning and Importance - Break even chart • P/V ratio - Cost Volume Profit Analysis- Margin of Safety-Angle of Incidence-Problems in Marginal costing. • Meaning and Importance of Budgetary Control, Types of Budgets	Cost and Management Accounting By M N Arora (Himalaya Publication House) Chapters – 10 & 12	International Academia: https://ocw.mit.edu/ Industry Mapping: <i>Enabling students in in better short-term decision-making, such as pricing, product mix, and break-even analysis.</i> AICTE curriculum : https://aicte.gov.in/sites/default/files/Model_Curriculum/Final%20BBA%20curricular%20Framework.pdf	10	Relevant case study

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

TEXTBOOK:

1. Arora, M. N. Cost and Management Accounting, New Delhi: Himalaya Publishing House.
2. Jain, S.P., & Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers.

3. Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services

REFERENCE BOOK:

1. Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.
2. Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi: Tata McGraw Hill Education



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



Syllabus for BBA Admission Batch 2026

Subject Name: Legal and Ethical issues in business **Credit:** 4 **Lecture Hours:** 48

Subject Code: BBABB302

Relevant Links: [Study Material](#) [COURSERA](#) [MIT Opencourseware](#) [NPTEL](#)
[LinkedIn Learning](#)

COURSE OBJECTIVES:

1. The course aims to provide students with the understanding of key legal and ethical issues in the business context of India
2. The course will help students analyse ethical dilemmas in business decisions
3. The course will help the students understand the legal and regulatory aspects of business ethics that concern the financial, competitive and charitable responsibilities of organisations.
4. The course will help the students gain knowledge about the ways in which organizational and individual factors impact business ethic

COURSE OUTCOMES:

- CO 1: Students will be able to apply ethical theories for business decision making.
CO 2: Students will be able to understand legal processes from a business perspective.
CO 3: Students will be able to understand the different laws governing business practices.
CO 4: Students will be able to analyse current legal and ethical trends in business management.

Module number	Topic	Subtopics	Mapping with Industry and International Academia	Lecture Hours	Textbook	Corresponding Lab Assignment
Unit-I	Introduction to Business Law	Business law – definition, scope, importance of understanding the role of law in business; Elements of a contract – offer and acceptance, consideration, contractual capacity; Essentials of a valid contract; Types of contracts; Performance obligations; Types of contract breaches and remedies; Product liability and consumer protection laws; Business torts; Employment law	International Academia https://ocw.mit.edu/courses/11-166-law-social-movements-and-public-policy-comparative-and-international-experience-spring-2012/ Mapping with Industry Understanding of Legal Issues related to business	12	Business Regulatory Framework - P.Saravanel S.Balakumar R.Mukherjee; Himalaya Publishing House Modules I, II	Case study 1.Balfour vs Balfour (1919)
Unit-II	Sales and Leases	Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performance and remedies, Warranties and Product liability; Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course; Liability and discharge	International Academia Law for the Entrepreneur and Manager Sloan School of Management MIT OpenCourseWare Mapping with Industry Concepts of Sales and Leases	12	Business Regulatory Framework, P.Saravanel , S.Balakumar, R.Mukherjee; Himalaya Publishing House Modules III & IV	Assignment based on laws governing Contracts & Negotiable instruments

Unit-III	Introduction to Business Ethics	The definition and importance of business ethics, business ethics in the Indian context; Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporate social responsibility; Environment & business; Issues related to Business Ethics in marketing, finance & human resource functions. Ethical responsibilities of multinational corporations; Ethical dilemmas facing businesses globally including issues related to discrimination, human rights, environmental impact, and intellectual property.	International Academia Ethical Practice: Leading Through Professionalism, Social Responsibility, and System Design Sloan School of Management MIT OpenCourseWare Mapping with Industry Understanding Basic concepts of The India Contract Act 1872	12	Values & Ethics of Profession and Business, S.K.Sarang, Asian Book Publication Limited Chapters – 7, 15 & 16	Case study 1.Ethics, Gifts, and Education: Managing Conflicting Interests 2.Speak Up or Stay Silent: A New Employee Confronts Strange Sales Reports

Unit-IV	The Ethical Decision-making process	Philosophical approaches to ethical decision making; Ethics & Religious approaches; Moral & Legal aspects of ethical decision making; Ethical aspects in Bhagvat Gita; Kautaliya's Arthshastra; Swami Vivekanand on Ethics; Swami Vivekanand's message to the youth of India; Ethical Decision Making in Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Karmyog, Indian philosophy of work ethics; Kautilya's Arthshastra; Introduction to Integral Humanism; Ethical Decision-Making Frameworks to Improve Decision-Making Outcomes; Corporate Governance and its Impact on Ethical Decision-Making; Whistleblowing; Conflict Resolution.	International Academia Ethics Linguistics and Philosophy MIT OpenCourseWare Mapping with Industry Understanding basic concepts of Consumer Protection Act 1986	12	Values & Ethics of Profession and Business, S.K.Sarang, Asian Book Publication Limited Chapters – 7 &14	Case study 1.Apple Suppliers & Labor Practices
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Textbook

- ***Values & Ethics of Profession and Business by S.K.Sarangi; Asian Book Publication Limited***
- ***Avtar Singh's Company Law by S.Raja, Dharmendra Chatur, Saranya Mishra; EBC Publication***
- ***Business Regulatory Framework, P.Saravanel, S.Balakumar, R.Mukherjee; Himalaya Publishing House***

Reference Book

- Contract & Specific Relief by Rajesh Kapoor; EBC Publication
- Contract I by R K Bangia; EBC Publication
- Values and Ethics in Business and Profession, Samita Manna & Suparna Chakborti; PHI Publication



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



Syllabus for BBA Admission Batch 2026

Subject Name: Human Resource Management

Credit: 4

Lecture Hours: 40

Subject Code: BBABB303

[Study Material](#)

[MIT Opencourseware](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

1. To enable the students to understand how HR plays a functional role, needed for organizational effectiveness and management
2. Understand the difference between functional and strategic role of HR
3. Students will analyse the need for HR planning, Innovation, use of technology, and sector specific HR needs
4. Understand the innovation in HRM and best practices

COURSE OUTCOMES:

CO	Details
1	Students will be able to explain how Functional HRM contributes in organizational management.

2	Students will be able to analyse all HR Functions like recruitment selection, performance management, compensation benefit, Training and Development and Career Management/Talent Management.
3	Students will be able to apply their knowledge of HRM in dealing with the different aspects of Human Resources and solving contemporary HRM issues using HR analytics and HR with innovation.
4	Students will be able to analyse and evaluate different practical situations while solving various HR related problems with the help of their knowledge of HRM. They will also be able to create innovative HR solutions and sustainable goals with Diversity, Inclusion and Wellness.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	Module 1 Nature of Human Resource Management	Human Resource Management - Overview, Nature of HRM, Scope of HRM, Objective of HRM, Importance of HRM, Systems approach to HRM, HRM and Competitive Advantage, Strategic HRM, Traditional Vs Strategic HRM, Personnel Function in Changing Scenario, Traditional Vs Emerging HR Practices, HRM Line and Staff	Chapter – 1, 2 Human Resource Management by V.S.P Rao, 2 nd Edition, Excel Books	<i>International Academia:</i> Assignments Strategic HR Management Sloan School of Management MIT OpenCourseWare <i>Industry Mapping:</i> Industry specific	10	1. Case Study on HRM 2. Case Study on the conflict of Line & Staff Management 3. Role Playing on

		Aspects.		skills and roles in consultation with Resource Power Consultancy, SB Infowaves, Jayasree Mills, Shyamoli Paribahan Pvt. Ltd.		Discipline
2	Module 2 Human Resource Planning	Concept of Human Resource Planning or HRP, Objectives of HRP, Importance of HRP, Process of HRP, Work Load Analysis, Demand Analysis of Future Requirement of HR, Manpower Inventory Analysis, Staffing Table, Replacement Chart. Job Analysis: Concept, Uses, Job Description, Job Specification, Methods of collecting Job Analysis Data. Concepts of Placement, Induction, Internal Mobility and Separations	Chapter – 4, 5, 8 Human Resource Management by V.S.P Rao, 2 nd Edition, Excel Books	International Academia: (Syllabus Managing Transformations in Work, Organizations, and Society Sloan School of Management MIT OpenCourseWare) Industry Mapping: Optimum allocation of available resources for an organization to meet the organizational needs in consultation with Resource Power Consultancy, SB Infowaves, Jayasree Mills, Shyamoli Paribahan Pvt. Ltd.	15	1. Case Study on HRP 2. Designing Job Analysis Questionnaire 3. Mathematical Problems on HRP

	Talent Acquisition and Human Resource Development	Definition of Recruitment , Sources of Recruitment, Methods of Recruitment Definition of Selection, Process of Selection: Selection Test, Types of Selection Test, Selection Interviews, Types of Interviews, Application Blank Concept of HRD, Training, Need of Training, Training Vs Development, Training Methods. Changing nature of Employee Engagement, Competency Management, Succession and Career Management, Talent Management	Chapter – 6, 7, 9, 11, 13 Human Resource Management by V.S.P Rao, 2nd Edition, Excel Books	International Academia: Readings Getting Things Implemented: Strategy, People, Performance, and Leadership Urban Studies and Planning MIT OpenCourseWare Industry Mapping: In the present day dynamic business environment, identifying the skills to be best suited for the competitive business in Consultation with Resource Power Consultancy, SB Infowaves, Jayasree Mills, Shyamoli Paribahan Pvt. Ltd.		1. Case Study on Training 2. Case Study on Talent Acquisition: Comprehending Employee's Training and Development Need Analysis by Himani Kumar & Dr. Shikha Mishra 3. Designing a Plan for a practical Campus Recruitment Drive
3	Module 3 Performance Appraisal & Compensation Management	Performance Appraisal – Concept, Objectives, Methods, Essential Characteristics of an Effective Appraisal, Potential Appraisal, Appraisal Interview.	Chapter – 14, 15, 16, 17 Human Resource Management by V.S.P Rao, 2nd Edition, Excel Books	International Standards: Readings Getting Things Implemented: Strategy, People, Performance,	10	1. Case Study on Performance Appraisal 2. Designing

	Industrial Relations (IR) overview	Definition and Concept of Compensation, Nature of Compensation, Objective of Compensation, Components of Pay Structure in India, Concept of Wage, Characteristics of Wage Payments, Methods of Wage Payment, Compensation for Special Groups, Job Evaluation. Concepts of Industrial Relations, Grievance, Discipline, Collective Bargaining, Industrial conflict, Workplace laws and regulations.	Chapter – 22, 23, 24, 26 Human Resource Management by V.S.P Rao, 2nd Edition, Excel Books	and Leadership Urban Studies and Planning MIT OpenCourseWare Industry Mapping: Optimum allocation of available resources for an organization to meet intrinsic needs of employees in consultation with Resource Power Consultancy, SB Infowaves, Jayasree Mills, Shyamoli Paribahan Pvt. Ltd.		Performance Appraisal form 3.Situational Study and Role playing on IR
4	Module 4 Technology, HR Analytics and Innovation	Human Resource Information and Analytics; Human Resource Management Innovations; Human Resource Management in Small and Medium Enterprises; Human Resource Management in the Service Sector, Organization Transformation and the Human Resource Leadership; Diversity, Equity and Inclusion; Workplace Wellness, sustainability goals and HRM , Green HRM and	Chapter – 1 Human Resource Analytics (Theory and Applications) by Swati Dhir and Suparna Pal, Latest Edition, Cengage Publication	International Standards: Work, Employment, and Industrial Relations Theory Sloan School of Management MIT OpenCourseWare Industry Mapping: Developing skills related to innovation and technology in consultation with Resource Power	5	1. Microsoft Excel Data Analysis tool 2. Case-study on DEI

		challenges		Consultancy, SB Infowaves, Jayasree Mills, Shyamoli Paribahan Pvt. Ltd.		
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**Submitted by Prof. (Dr.) Saikat Chakrabarti, Prof. Piyali Banerjee, IEM Saltlake campus*

TextBook:

1. Human Resource Management by V.S.P Rao, 2nd Edition, Excel Books
2. Human Resource Analytics (Theory and Applications) by Swati Dhir and Suparna Pal, Latest Edition, Cengage Publication

Reference Book:

1. Human Resource Management by Gary Dessler and Biju Varrkey, Pearson Publication
2. Human Resource Management by Amitabha Sengupta, 2nd Edition, Cengage Publication
3. Personnel Management (Text and Cases) by C. B. Mamoria and V. S. P Rao, 13th Edition, 2021, Himalaya Publishing House
4. K. Aswathappa: Human Resource Management: Text & Cases, 8th Edition , Tata McGraw Hill
5. Raman Preet: Future of Human Resource Management: Case Studies with Strategic Approach, Wiley.
6. DeNisi, A.S. ,Griffin,R.W and Sarkar,Anita Human Resource Management, Cengage Learning
7. Case Studies in Human Resource Management by Sanjeev Bansal, Jaya Yadav and Hargovind Kakkar (For Case-Studies on HR only)

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

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

Lesson Plan

Day	Topic
1	Human Resource Management - Overview, Nature of HRM, Scope of HRM, Objective of HRM, Importance of HRM
2	Systems approach to HRM, HRM and Competitive Advantage, Case study on HRM
3	Strategic HRM, Traditional Vs Strategic HRM, Personnel Function in Changing Scenario
4	Traditional Vs Emerging HR Practices, HRM Line and Staff Aspects.
5	Concept of Human Resource Planning or HRP, Objectives of HRP, Importance of HRP
6	Process of HRP
7	Work Load Analysis, Demand Analysis of Future Requirement of HR, Manpower Inventory Analysis, Staffing Table, Replacement Chart,
8	Case study on HRP
9	Job Analysis: Concept, Uses, Job Description, Job Specification
10	Methods of collecting Job Analysis Data.
11	Concepts of Placement, Induction, Internal Mobility and Separations

12	Definition of Recruitment , Sources of Recruitment, Methods of Recruitment
13	Definition of Selection, Process of Selection: Selection Test
14	Types of Selection Test, Selection Interviews, Types of Interviews, Application Blank
15	Concept of HRD, Training, Need of Training, Training Vs Development, Training Methods
16	Case study on Training
17	Changing nature of Employee Engagement
18	Competency Management
19	Succession and Career Management, Talent Management
20	Performance Appraisal – Concept, Objectives, Essential Characteristics of an Effective Appraisal, Appraisal Interview
21	Methods of Performance Appraisal
22	Potential Appraisal
23	Definition and Concept of Compensation, Nature of Compensation, Objective of Compensation
24	Components of Pay Structure in India, Concept of Wage, Characteristics of Wage Payments
25	Methods of Wage Payment, Compensation for Special Groups
26	Job Evaluation.
27	Concepts of Industrial Relations
28	Grievance, Discipline
29	Collective Bargaining
30	Industrial conflict
31	Workplace laws and regulations.
32	Human Resource Information and Analytics
33	Human Resource Management Innovations
34	Human Resource Management in Small and Medium Enterprises
35	Human Resource Management in the Service Sector
36	Organization Transformation and the Human Resource Leadership;
37	Diversity, Equity and Inclusion, Case study on DEI
38	Workplace Wellness
39	Sustainability goals and HRM
40	Green HRM and challenges



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Syllabus for BBA Admission Batch 2026

Subject Name: Management Information Systems

Credit: 4

Lecture Hours: 40

Subject Code: BBABB304

Study Material [BBABB383 Study Materials.pdf](#) **MIT Opencourseware** <https://ocw.mit.edu/courses/res-str-002-data-management-spring-2016/>
NPTEL [Management Information System - Course](#)

COURSE OBJECTIVES:

1. Support Decision Making: Provide accurate, timely, and relevant information to managers to help them make informed decisions.
2. Improve Efficiency: Automate routine tasks and processes to save time and reduce errors.
3. Facilitate Planning: Help in strategic, tactical, and operational planning by providing necessary data and analysis.
4. Enhance Communication: Improve communication within the organization by providing a centralized information system.

COURSE OUTCOMES:

CO	Details
1	Understand & Apply MIS Concepts: Students will be able to define, explain, and apply the fundamental concepts, components (people, hardware, software, networks), and technologies of MIS in a business context.

2	Support Decision-Making: Students will learn to use decision support systems (DSS) and other IT applications to analyze data and improve organizational decision-making.
3	Develop and Implement Systems: Students will gain the skills to analyze, design, and implement information systems to improve efficiency and address business problems.
4	Manage Data & Security: Students will be able to use database management systems (DBMS) for data organization and understand the security, ethical, and social issues associated with information systems.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	Overview of Business systems	• Evolution of MIS, Purpose & Background of MIS • Nolan Stage Hypothesis • Transaction Processing system • Management Information system • Decision support system	<i>A treatise of Information Technology Management by Supriya Biswas</i>	International Academia: https://ocw.mit.edu/courses/res-str-002-data-management-spring-2016/ Industry Mapping: Information system for operational and management control, IS Governance, Decision making	8	module 1 case study 1.pdf

2	Database Management System	- Fundamentals of Database management system - Models of database - Database key concepts - Normalization of dbms - SQL	<i>A treatise of Information Technology Management by Supriya Biswas</i>	<i>International Academia:</i> https://ocw.mit.edu/courses/res-str-002-data-management-spring-2016/ <i>Industry Mapping:</i> Database models and normalization	12	module 2 case study 2.pdf
3	System Development Life cycle	- Conceptual Framework of Software development life cycle - Descriptions of different stage of SDLC	<i>A treatise of Information Technology Management by Supriya Biswas</i>	<i>International Standards:</i> https://ocw.mit.edu/courses/res-str-002-data-management-spring-2016/ <i>Industry Mapping:</i> Information management as Control, Various functions of management Use of DBMS, Relational data Model	6	module 3 case study 3.pdf
4	SQL Laboratory Practices	- SQL queries - DFD	<i>A treatise of Information Technology Management by Supriya Biswas</i>	<i>International Standards:</i> https://ocw.mit.edu/courses/res-str-002-data-management-spring-2016/	14	module 4 case study 4.pdf module 4 case study 5.pdf

				Industry Mapping: <i>Fetching data from databases in real corporate world using hands on learning</i>		
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**Submitted by Prof. Sayan Karmakar and Prof. Peu Das, IEM Saltlake campus*

TextBook: *A treatise of Information Technology Management by Supriya Biswas*

Reference Book: Management Information Systems by C.S.V Murthy

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

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

Lesson Plan

Day	Topic
1-7	Evolution of MIS, Purpose & Background of MIS
8	Nolan Stage Hypothesis
9	Transaction Processing system
10	Management Information system
11	Decision support system
12-15	Fundamentals of Database management system
16-20	Models of database
21-25	Database key concepts
26-28	Normalization of dbms
29-35	SQL
36	Conceptual Framework of Software development life cycle
37	Descriptions of different stage of SDLC



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



Syllabus for BBA Admission Batch 2026

Subject Name: Customer Relationship Management **Credit:** 4 **Lecture Hours:** 40 **Subject Code:** BBABB305

Pre-requisite: Basic Knowledge of Marketing Management

Relevant Links:

[Study Material](#)

[Course Era](#)

[NPTEL](#)

[LinkedIn Learning](#)

[Infosys Springboard](#)

COURSE OBJECTIVES:

1. To make the students understand the concept of CRM & e-CRM and its application in industry and corporate sector by disseminate knowledge regarding the organizational need, benefits and process of creating long-term value for individual customers.
2. To enable the students understand the important issues relating to designing and implementation of Customer Relationship Management strategies in the organizations.
3. To disseminate knowledge regarding the concept & importance of customer perceived value and customer satisfaction in CRM & e-CRM and its application in industry and corporate sector.
4. To enable students to study, design and implement customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the organizations in service sectors.

COURSE OUTCOMES:

- CO1:** Students would be proficient and knowledgeable to understand the concept & benefits of CRM in the context of customer long-term value creation in the organization level.
- CO2:** Students would be able to apply how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.

- CO3:** Students would be able to implement various issues related to customer value, benefits & risks and measure the customer experience and customer satisfaction in CRM and eCRM to implement in business sectors.
- CO4:** Students would be able to study, design and implement customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the organizations in service sectors.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Customer Relationship Management Fundamentals	CRM Definition, Need and Importance: Conceptual Framework of Customer Relationship Management ; The Value Pyramid , Customer Interaction Cycle ,Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, Emergence of CRM practice, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, and Success Factors in CRM, CRM myths. Relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Paradigm shift from transactional to relationship approach.	International Academia: https://www.kellogg.northwestern.edu/executive-education/individual-programs/online-programs/clstrat.aspx https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/focus.aspx https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/admark.aspx AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf https://onlinecourses.nptel.ac.in/noc22_mg93/prview	10	Case Study
2	CRM as a Business Strategy	CRM - Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer Centricity in CRM-Concept of	International Academia: https://www.kellogg.northwestern.edu/executive-education/individual-programs/online-programs/clstrat.aspx https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/focus.aspx https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/admark.aspx	10	Case Study

		Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-. Customer life cycle Management.	-education/individual-programs/executive-programs/admark.aspx AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf https://onlinecourses.nptel.ac.in/noc22_mg93/prview		
3	CRM & Customer Perspectives	Customer Value: Understanding value, Sources of customer value, Customization, Perceived Risks, Measuring Customer Value, Why Value, Components of Perceived Benefits & Costs, SNG Model, Customer Value Delivery Cycle, Creating Real Value Customer Experience: Customer experience meaning and concepts, Managing customer experience, Difference between customer experience management and CRM. Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Measuring Customer Satisfaction, Reducing customer churn. AI and E- CRM in Business: A changing Perspective of Features of e-CRM o Advantages of e-CRM, Virtual Customer Representative, Customer Relationship Portals.	International Academia: https://www.kellogg.northwestern.edu/executive-education/individual-programs/online-programs/clstrat.aspx https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/focus.aspx https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/admark.aspx AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf https://onlinecourses.nptel.ac.in/noc22_mg93/prview	10	Case Study on Customer Expectation & Customer Satisfaction Mini project on Customer switching behavior
4	CRM in Services	Customer Relationship Management in service industry in India; Service Recovery Supply-Demand Mismatches and their impact on CRM; The Past, Present and Future of CRM.	International Academia: https://www.kellogg.northwestern.edu/executive-education/individual-programs/online-programs/clstrat.aspx https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/focus.aspx https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/admark.aspx	10	Mini project & presentation on CRM in Services sectors

			-education/individual-programs/executive-programs/admark.aspx AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf https://onlinecourses.nptel.ac.in/noc22_mg93/prview		
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TEXT BOOK:

1. [Alok Kumar Rai, Customer Relationship Management: Concept & Cases \(2nd Edition\). PHI](#)

REFERENCE BOOKS:

1. Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, McGraw Hill
2. Buttle, Francis. (2009). Customer Relationship Management, (2nd Edition). Elsevier Publishing

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

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

Lesson Plan

Day	Topic
1	Introduction to CRM: Definition, Need & Importance
2	Conceptual Framework of CRM & The Value Pyramid
3	Customer Interaction Cycle & Customer Profiling
4	Total Customer Experience & Goals of CRM Strategy
5	Obstacles in CRM, Emergence of CRM Practice & CRM Cycle
6	Stakeholders in CRM, Types of CRM & Success Factors
7	CRM Myths & Relationship Marketing Overview
8	Stages & Issues of Relationship Marketing
9	Purpose of Relationship Marketing & Paradigm Shift
10	Module 1 Revision & Case Study Presentation
11	CRM Issues & Strategies: Winning Markets through CRM
12	CRM as a Business Strategy & CRM Process
13	Effective CRM through Customer Knowledge Management
14	Customer Interaction Management
15	Call Centre Management in CRM
16	Concept of Customer Centricity & Customer Touch Points
17	Customer Service in CRM
18	Measuring Customer Lifetime Value (CLV)
19	Customer Life Cycle Management
20	Module 2 Revision & Case Study Presentation
21	Customer Value: Understanding Value & its Sources
22	Customization, Perceived Risks & Measuring Customer Value
23	Components of Perceived Benefits & Costs; SNG Model

Day	Topic
24	Customer Value Delivery Cycle & Creating Real Value
25	Customer Experience: Meaning, Concepts & Management
26	Difference between Customer Experience Management & CRM
27	Customer Satisfaction: Meaning, Significance & Components
28	Measuring Customer Satisfaction & Reducing Customer Churn
29	AI & e-CRM: Features, Advantages & Virtual Customer Representative
30	Customer Relationship Portals & Module 3 Revision
31	CRM in Service Industry in India: Overview
32	CRM in Banking & Financial Services
33	CRM in Hospitality & Healthcare Sectors
34	CRM in Retail & E-Commerce
35	Service Recovery: Concepts & Strategies
36	Supply-Demand Mismatches & their Impact on CRM
37	Past, Present & Future of CRM: Trends & Innovations
38	Mini Project Presentations on CRM in Service Sectors
39	Comprehensive Revision: All Modules (CO1 & CO2)
40	Comprehensive Revision: All Modules (CO3 & CO4) + Feedback



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Syllabus for BBA Admission Batch 2026

Subject Name: Indian System of Health and Wellness

Credit: 2

Lecture Hrs: 20

Subject Code: BBABB381

[Study Material](#)

[MIT Opencourseware](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

1. To understand the importance of a healthy lifestyle
2. To familiarize students about physical and mental health
3. To create an awareness of various lifestyle related diseases
4. To provide understanding of stress management

COURSE OUTCOMES:

CO	Details
1	Can able to understand the impact of sickness.
2	Can realize the relevance of good health

3	Explain the concept and nature of health, wellness and its various implications
4	Demonstrate adequate knowledge on well-being and promotion of healthy behavior

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	Module 1 Introduction to Health & Wellness	• Definition of Health • Importance of health in everyday life • Components of health – physical, social, mental, spiritual and its relevance • Concept of wellness • Mental health and wellness • Determinants of health behaviour	K. Park. Park's Textbook of Preventive and Social Medicine, Banarasidas Bhanot Publishers	International Academia: Healthy Cities: Assessing Health Impacts of Policies and Plans Urban Studies and Planning MIT OpenCourseWare Industry Mapping: Industry Lecture	5	NA
2	Module 2 Mind Body and Well-Being	• Indian Health Reforms • Mind body connection in health concept and relation • Implications of mind-body connection • Wellbeing – why it matters? • Digital wellbeing	K. Park. Park's Textbook of Preventive and Social Medicine, Banarasidas Bhanot Publishers	International Academia: Disease and Health: Culture, Society, and Ethics Anthropology MIT OpenCourseWare Industry Mapping:	5	NA

				Industry Lecture		
3	Module 3 Deficiency & Diseases	● Malnutrition, under nutrition and over nutrition ● Body system and common diseases ● Sedentary lifestyle and risk of disease ● Modern lifestyle and associated health risks	Linda Branon, John A. Updegraff, Jess Feist. Health Psychology: An Introduction to Behaviour and Health, Cengage	International Standards: Disease and Health: Culture, Society, and Ethics MIT OpenCourseWare Industry Mapping: Industry Lecture	5	NA
4	Module 4 Indian system of well being	● Health beliefs of India ● Health systems in India – AYUSH. ● Perspective of indigenous people towards health ● Happiness and well-being in India	Linda Branon, John A. Updegraff, Jess Feist. Health Psychology: An Introduction to Behaviour and Health, Cengage	International Standards: Industry Mapping: Industry Lecture	5	NA

**Submitted by Prof. (Dr.) Dibyendu Chattaraj, Prof. Piyali Banerjee, IEM Saltlake campus*

TextBook:

1. Linda Branon, John A. Updegraff, Jess Feist. Health Psychology: An Introduction to Behaviour and Health, Cengage
2. Carr, A. Positive Psychology: The science of happiness and human strength. UK: Routledge
3. C. Nyambichu & Jeff Lumiri, , Lifestyle Disease: Lifestyle Disease management

Reference Book:

K. Park. Park's Textbook of Preventive and Social Medicine, Banarasidas Bhanot Publishers

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

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

Lesson Plan

Day	Topic
1	Definition of Health
2	Importance of health in everyday life
3	Components of health – physical, social, mental, spiritual and its relevance
4	Concept of wellness

5	Mental health and wellness
6	Determinants of health behaviour
7	Indian Health Reforms
8	Mind body connection in health concept and relation
9	Implications of mind-body connection
10	Wellbeing – why it matters?
11	Digital wellbeing
12	Demo on yoga – ancient form of health and wellness
13	Malnutrition, under nutrition and over nutrition
14	Body system and common diseases
15	Sedentary lifestyle and risk of disease
16	Modern lifestyle and associated health risks
17	Health beliefs of India
18	Health systems in India – AYUSH
19	Perspective of indigenous people towards health
20	Happiness and well-being in India
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Syllabus for BBA Admission Batch 2026

Subject Name: Disaster Management Credit: 2

Lecture Hours: 24

Subject Code: BBABB382

[Study Material](#)

[Stanford Opencourseware](#)

NPTEL

LinkedIn Learning

COURSE OBJECTIVES:

1. To develop a foundational understanding of hazards, disasters, and the role of humanitarian logistics.
2. To examine global and national disaster trends, their impacts, and vulnerability factors.
3. To explore disaster management phases and frameworks.
4. To introduce advanced technologies and international policies

COURSE OUTCOMES:

CO	Details
1	Differentiate between natural and human-made disasters
2	Analyze disaster management phases

3	Evaluate national and international disaster management frameworks
4	Apply technological tools and innovations

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	Module 1	1. Understanding Hazard – Calamity vs human hazard; Meaning of Humanitarian Logistics; Disaster Types & Causes – natural, human made. 2. Global Trends in Disaster – Impacts, Vulnerability	1. Disaster Management by S.C.Sharma 2. Disaster Management: A Disaster Manager's Handbook , Asian Development Bank	<i>International Academia:</i> https://online.stanford.edu/courses/som-xche0026-healthcare-risk-management <i>Industry Mapping:</i> NA	6	Case Study Module 1
2	Module 2	1. Disaster Management Phase – Preparedness, Mitigation, Response, Recovery; Stakeholders & Players. 2. Disaster Risk Reduction – Risk Assessment; Community based disaster risk reduction	1. Disaster Management by S.C.Sharma 2. Disaster Management: A Disaster Manager's Handbook , Asian Development Bank	<i>International Academia:</i> https://online.stanford.edu/courses/som-xche0026-healthcare-risk-management <i>Industry Mapping:</i> NA	6	Case Study Module 2

3	Module 3	1. Natural Disaster Risk Management in India – Organizations; State based and Country based Organizations; India Based Disaster Case Study 2. International Disaster Policies – Plan, Legislation; International Strategy for disaster mitigation, Initiatives	1. Disaster Management by S.C.Sharma 2. Disaster Management: A Disaster Manager's Handbook , Asian Development Bank	International Standards: https://online.stanford.edu/courses/som-xche0026-healthcare-risk-management Industry Mapping: NA	6	Case Study Module 3
4	Module 4	1. Emergency Management – Industrial, Threats, Conflicts; Case Study. 2. Advanced Technology for Natural Disaster Management – Remote sensing & Satellite image; Drones & Robotics; GIS; IOT; Social Media; AI & Machine Learning.	1. Disaster Management by S.C.Sharma 2. Disaster Management: A Disaster Manager's Handbook , Asian Development Bank	International Standards: https://online.stanford.edu/courses/som-xche0026-healthcare-risk-management Industry Mapping: Advanced technology for Disaster preparedness and response.	6	Case Study Module 4

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

CO-3	3	2	3	3	NA	NA	2	NA
CO-4	3	NA	3	3	2	NA	NA	2

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

**Submitted by Sreeparna Guha and Priyanka Singh, IEM Saltlake campus*

TEXTBOOK:

1. Disaster Management – S.C.Sharma, Khanna (3rd edition), Khanna Publishing house
2. [Disaster Management: A Disaster Manager's Handbook, Asian Development Bank](#)

Lesson Plan

Day	Topic
1	Introduction to Disaster Management
2	Hazard vs Disaster vs Calamity
3	Natural vs Human-made Disasters
4	Causes of Disasters
5	Humanitarian Logistics – Meaning & Scope
6	Global Disaster Trends
7	Impact of Disasters
8	Vulnerability and Risk Factors
9	Case Study – Global Disasters
10	Module 1 Revision
11	Introduction to Disaster Management Phases

12	Preparedness Phase
13	Mitigation Strategies
14	Response Mechanism
15	Recovery & Rehabilitation
16	Stakeholders in Disaster Management
17	Role of Government & NGOs
18	Disaster Risk Reduction (DRR)
19	Community-Based DRR
20	Case Study – Module 2
21	Disaster Management in India
22	National Disaster Management Authority (NDMA)
23	State & Local Disaster Bodies
24	Case Study – Indian Disaster
25	International Disaster Management Frameworks
26	Disaster Management Policies & Legislation
27	International Strategies for Disaster Reduction
28	Global Initiatives & Agreements
29	Comparative Analysis (India vs Global)
30	Case Study – Module 3
31	Emergency Management – Industrial & Conflict Disasters
32	Case Study – Emergency Situations
33	Role of Remote Sensing & Satellite Imaging
34	GIS in Disaster Management
35	Drones & Robotics
36	Internet of Things (IoT) Applications
37	Social Media in Disaster Response
38	AI & Machine Learning Applications
39	Integrated Technology Case Study
40	Final Revision & Discussion



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Syllabus for BBA Admission Batch 2026

Subject Name: Innovation & Entrepreneurship **Credit:** 2 **Lecture**
Hours: 20 **Subject Code:** BBABB383

[Study Material](#)

[NPTEL](#)

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COURSE OBJECTIVES:

1. To develop entrepreneurial leadership skills and a proactive mindset, enabling students to link innovation to their career goals and real-world problem-solving.
2. To provide the students a step-by-step practical framework for transforming a raw idea into a feasible venture through structured modules like Problem Identification, Customer Validation, and Prototyping.
3. To equip students with foundational knowledge in marketing strategies, financial management, and sales planning required to launch and sustain a startup.
4. To train students professional pitching to effectively communicate venture value to investors, mentors, and partners.

COURSE OUTCOMES:

CO	Details
1	Students will be able to identify high-impact problems and validate them through customer discovery interviews, persona development, and lean validation techniques.

2	Students will be able to design a comprehensive Lean Canvas, selecting appropriate revenue models and defining a Unique Selling Proposition (USP) based on competitive analysis.
3	Students will be able to prepare realistic financial projections, calculate break-even points, and develop a talent acquisition plan suited to the venture's growth stage.
4	Students will be able to produce a professional pitch deck and demonstrate its feasibility through a final presentation, incorporating feedback from peer and faculty reviews.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	The Entrepreneurial Mindset & Problem Discovery	1.1 Basics of Innovation Defining Innovation and its role in the startup ecosystem. The link between Entrepreneurial mindset and career possibilities. 1.2 Problem Identification - Macro Industry-Problem perspective. - Developing a "Passion CV." - Scoping problems with high user impact. 1.3 Customer Discovery & Empathy	<i>Global Online NEN Platform (LMS):</i> https://web.nen.wfglobal.org/en/login	<i>International Academia:</i> https://web.nen.wfglobal.org/en/login <i>Industry Mapping: Problem Identification, Customer Persona, Industry Disruption</i>	5	LMS Platform: https://web.nen.wfglobal.org/en/login

		- Customer Segmentation: Who is at the center of the business? - Developing initial Customer Personas.				
2	Solution Validation & Market Mapping	2.1 Customer Needs Validation - Crafting and conducting Customer Interviews. - Analyzing JTBD (Jobs To Be Done). - The Pivot: Refining the problem based on insights. 2.2 Opportunity Mapping - Solution Idea Generation: Brainstorming and narrowing down. - Market Analysis: Estimating TAM (Total Addressable Market). 2.3 Competitive Intelligence - Distinguishing competitor types. - Identifying USP (Unique Selling Proposition) and long-term advantage.	<i>Global Online NEN Platform (LMS):</i> https://web.nen.wfglobal.org/en/login	<i>International Academia:</i> https://web.nen.wfglobal.org/en/login <i>Industry Mapping: Product-Market Fit (PMF), TAM/SAM/SOM, JTBD, Competitive Advantage</i>	5	LMS Platform: https://web.nen.wfglobal.org/en/login
3	Product Development & Business Modelling	3.1 Prototyping & MVP - Difference between Prototype and MVP (Minimum Viable Product). - Low-fidelity prototyping techniques for user	<i>Global Online NEN Platform (LMS):</i> https://web.nen.wfglobal.org/en/login	<i>International Standards:</i> https://web.nen.wfglobal.org/en/login	5	LMS Platform: https://web.nen.wfglobal.org/en/login

		feedback. 3.2 The Lean Business Model • Building and iterating the Lean Canvas. • Revenue Models: Exploring and selecting how the venture makes money. • Pricing Strategies: Impact on competitive advantage. 3.3 Go-to-Market (GTM) Strategy • Integrating Marketing and Sales. • Optimizing the Marketing Mix (Digital vs. Traditional).		Industry Mapping: Minimum Viable Product (MVP), Lean Canvas, GTM (Go-To-Market) Strategy, SaaS/Revenue Streams		
4	Financial Viability & Venture Readiness	4.1 Financial Management • Identifying Startup Costs and calculating Break-Even Points. • Building 1-year financial projections. • Exploring funding options (Bootstrapping, Angel, etc.). 4.2 Team & Talent Requirements • Identifying co-founder attributes and talent needs. • The role of Mentors in the early stage. 4.3 Pitch Readiness & Feasibility • Persuasive Storytelling: Creating a compelling	Global Online NEN Platform (LMS): https://web.nen.wfglobal.org/en/login	International Standards: https://web.nen.wfglobal.org/en/login Industry Mapping: Burn Rate, Break-Even Point (BEP), Bootstrapping, Elevator Pitch	5	LMS Platform: https://web.nen.wfglobal.org/en/login

		narrative. - Ingredients of a Pitch Deck. - Final Venture Feasibility Presentation.				
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**Submitted by Prof. Joysri Datta & Prof. Suchana Roy, IEM Saltlake Campus, Kolkata, India*

Reference Book: Global Online NEN Platform (LMS: <https://web.nen.wfglobal.org/en/login>)

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

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

Lesson Plan:**Module 1: The Entrepreneurial Mindset & Problem Discovery**

Day	Topic
1	The Innovation Spark: Defining Innovation (Product, Process, Position, Paradigm). How startups disrupt established industries.
2	The Entrepreneurial Compass: Developing the "Passion CV." Mapping personal interests to global and Indian startup ecosystem trends.
3	Problem Scouting: Techniques for identifying "Real-World" problems. Learning to distinguish between a minor inconvenience and a "pain point" worth solving.
4	Customer Empathy: Introduction to Customer Segments. Building initial Personas
5	Scoping & Selection: Narrowing down various problems to one specific venture idea. Finalizing the "Problem Statement" for the semester.

Module 2: Solution Validation & Market Mapping

Day	Topic
1	Customer Discovery Theory: Ensuring the solution actually meets customer needs and has market potential.
2	Fieldwork & Insight Analysis: Reviewing customer interview responses. Using the "Jobs To Be Done" (JTBD) framework to uncover hidden needs.
3	The Pivot or Persevere Decision: Analyzing if the initial idea needs to change based on customer feedback. Introduction to solution brainstorming.
4	Competitor Intelligence: Mapping the landscape. Identifying direct and indirect competitors. Defining Competitive Advantage.
5	Market Sizing (TAM/SAM/SOM): Using top-down and bottom-up approaches to calculate how many people will actually buy the solution.

Module 3: Product Development & Business Modelling

Day	Topic
1	Prototyping vs. MVP: Understanding the "Minimum Viable Product."
2	Hands-on Prototyping: Gathering user feedback.
3	The Lean Canvas: Translating the venture idea into a 1-page business model.
4	Revenue & Pricing: Exploring different revenue models (SaaS, Transactional, Freemium etc.). Setting a pricing strategy that balances value and competition.
5	GTM (Go-to-Market) Strategy: Planning the launch. Selecting digital and traditional marketing channels.

Module 4: Financial Viability & Venture Readiness

Day	Topic
1	Startup Economics: Identifying fixed and variable costs. Understanding "Burn Rate" and calculating the Break-Even Point.
2	Financial Forecasting: Building a basic 12-month projection for revenue and expenses. Assessing how much funding is actually needed.
3	Building the Dream Team: Identifying roles as per skillsets for different team members
4	The Art of the Pitch: Creating a compelling narrative. Structuring a professional Pitch Deck.
5	Final Feasibility Pitch: (Presentation Day) Teams deliver their venture idea to a panel



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Syllabus for BBA Admission Batch 2026

Subject Name: Negotiation Skills

Credit: 1

Lecture Hours: 25

Subject Code: BBABB384

Pre-requisite: Basic communication skill

COURSE OBJECTIVES:

1. To understand the negotiation process
2. To sensitize students to the psychology of negotiations
3. Understand the win-win negotiation skills
4. Learn about the biases in psychology which influence Negotiation process

COURSE OUTCOMES:

CO 1: Students will learn day to day negotiations skills across different aspects of professional and personal life.

CO 2: Students will be able to learn constructive way to address disagreements and find common ground, preventing conflicts from escalating.

CO 3: Students will be able to foster trust and goodwill, leading to stronger, more positive relationships with colleagues, clients, and partners.

CO 4: Students will be able to advocate for their needs and interests, increasing the likelihood of achieving favorable outcomes in various situations.

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1.	Negotiation Booster Primer, covering BATNA, ZOPA	- Ego-tiation is the New Negotiation - Prime Yourself for Success; Opening Offer: The Anchoring Effect - On Alternatives: We Won the Lottery! - Manage Perception to Win Negotiation - The Three-Dimensional (3D) Perception Model ;Impression Management	Negotiation Booster The Ultimate Self-Empowerment Guide to High Guide to High-Impact Negotiations	Industry Mapping: <i>Perception Management, Impression Management. Perceptipn model</i>	5	

2	Negotiation Booster Primer, Part 2	• The Attribution Trap; On Profiling: Do Not Use a Gun for a Mosquito; Choose the Right Strategy How to Impact Behavior: The Feel–Think–Act Trio; • On Listening: The Ego Whisperer; Two-Dimensional Listening; On Creating a Bond: Tell Me a Story; • Beyond Mars and Venus: Gender and Negotiations; Chapter 15 The Impact of • Culture on Negotiation; Virtual Negotiation; Negotiation is a Mirror ; Negotiation Booster	Negotiation Booster The Ultimate Self-Empowerment Guide to High-Impact Negotiations	Industry Mapping: <i>Attribution Trap, Do Not Use a Gun for a Mosquito, The Feel–Think–Act Trio, Gender and Negotiations, Negotiation Booster</i>	5	
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3	Psychology and Neuroscience of Negotiations	- When Rationality fails: Biases of the mind; When rationality fails Biases of the Heart; - Negotiating rationality in an Irrational World. ***Neuroscience of Negotiations.	Negotiation Booster The Ultimate Self-Empowerment Guide to High Guide to High-Impact Negotiations	Industry Mapping: <i>Biases of the mind, Biases of the Heart, Negotiating rationality in an Irrational World</i>	5	
4	Negotiating in the real world	- Blind spots and Negotiations; Confronting Lies and Deception; Recognizing and - Resolving ethical dilemmas; Negotiating from a position of weakness; When - Negotiations get ugly; When not to negotiate	Negotiation Booster The Ultimate Self-Empowerment Guide to High Guide to High-Impact Negotiations	Industry Mapping: <i>Blind spots and Negotiations, When not to negotiate, Resolving ethical dilemmas</i>	5	

TEXTBOOK:

1. Negotiation Booster The Ultimate Self-Empowerment Guide to High Guide to High-Impact Negotiations, Prof. Dr. Kasia Jagodzinski, 2021,

Business expert Press

2. Malhotra, D., & Bazerman, M. H. (2008). Negotiation genius: New York, N.Y
3. Psychology Today, 30th Jan 2024, Christopher Willard Psy.D. The Neuroscience of Negotiation An introduction to leveraging neuroscience to communicate more effectively

REFERENCE BOOK:

1. The Elements of Choice by Eric Johnson. Riverhead Books,2021 Chapters 1-4
2. Thinking Fast and Slow by Daniel Kahneman ,Penguin Books, 1995, Chapter 3 "Frames and Reality"
3. Predictably Irrational, Revised and Expanded Edition: The Hidden Forces That Shape Our Decisions .by Dan Ariely Chapters 3-6



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



Syllabus for BBA Admission Batch 2026

Subject Name: Digital Readiness in Business

Credit: 2

Lecture Hours: 20

Subject Code: BBABB385

[Study Material](#)

[MIT Opencourseware](#)

[NPTEL](#)

[LinkedIn Learning](#)

COURSE OBJECTIVES:

1. To understand the role of digital transformation in modern business environments.
2. To develop the ability to interpret and use data for managerial decision-making.
3. To analyze digital marketing strategies and customer engagement models.
4. To explore financial technologies (Fintech) and their impact on business and finance.

COURSE OUTCOMES:

CO	Details
1	Understand digital business models and transformation processes
2	Interpret business data and support decision-making

3	Design digital marketing strategies and customer engagement plans
4	Analyze fintech systems and digital financial ecosystems

Module number	Topic	Sub-topics	Text Book as per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab/Case Study Assignment
1	Module 1	Digital Business Foundations - Digital transformation and its impact - Traditional vs digital business models - Platform-based business models - Overview of cloud computing, AI, and automation - Role of digitalization across business functions	<i>A modern Playbook of Digital Transformation. Amitabh Mishra, Ashish Ranjan. Atlantic Publishers.</i>	<i>International Academia:</i> https://ocw.mit.edu/courses/15-571-generating-business-value-from-information-technology-spring-2009/ <i>Industry Mapping:</i> Amazon, Uber, Netflix digital models	5	Case Study: https://www.acte.in/case-studies-on-digital-marketing#CaseStudy4

2	Module 2	Data-Driven Decision Making in Business • Role and types of data in business • Business analytics concepts • KPIs and performance measurement • Dashboards and reporting concepts • Data interpretation for decision-making • Overview of digital tools (conceptual understanding only)	Digital Marketing. Seema Gupta. Tata McGraw Hill.	International Academia: https://ocw.mit.edu/courses/15-s08-fintech-shaping-the-financial-world-spring-2020/ Industry Mapping: Data-driven decision-making in Google, Flipkart	5	Case Study: https://www.analyst-journey.com/post/data-driven-decision-making-case-studies-insights-from-real-world-examples
3	Module 3	Digital Marketing & Customer Strategy • Digital marketing fundamentals • Social media strategy and branding • Basics of SEO and online advertising • Customer journey and digital touch points • CRM and personalization	Digital Marketing. Seema Gupta. Tata McGraw Hill.	International Standards: https://ocw.mit.edu/courses/15-835-entrepreneurial-marketing-spring-2002/pages/syllabus/ Industry Mapping: Zomato, Swiggy marketing strategies.	5	https://hbr.org/2004/1/1/crm-done-right

4	Module 4	Fintech & Digital Finance • Introduction to Fintech • Digital payment systems (UPI, wallets, banking apps) • Online banking and neo-banks • Blockchain and cryptocurrency basics • Digital lending and crowdfunding • Cybersecurity in financial transactions • Data privacy and regulatory issues	<i>Introduction to Fintech. Chandra hauns Chavan and Atul Patankar. Pearson Publications.</i>	International Standards: https://ocw.mit.edu/courses/15-483-consumer-finance-markets-product-design-and-fintech-spring-2018/download/ Industry Mapping: Paytm, Razorpay, digital banking systems.	5	Case Study: https://documents1.worldbank.org/curated/en/099420002142211027/pdf/P16768404eeaca0550a94c071433b7d8fea.pdf
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*Submitted by *Prof (Dr.) Suchismita Paul and Prof. Kamalika Dasgupta*, IEM Salt lake campus

TextBook:

Reference Book:

Digital Transformation: A Playbook for Boards and C-Suite. Dr. Amit Nagpal and Uphar Srivastava.

Fintech for Dummies, Steven O’ Hanlon and Susanne Chrishti.

Leading Digital – George Westerman and Didier Bonnet.

This is Marketing – Seth Godin.

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

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

Lesson Plan

Day	Topic
1	Digital transformation concept and Traditional vs digital models
2	Platform Business Models (Aggregator vs marketplace)
3	Global digital transformation (shift in business model vs subscription economy)
4	Disruptive innovation in industry
5	CASE Discussion
6	Importance of data in decision making

7	E-Commerce
8	KPIs and business metrics
9	Data interpretation for decision-making
10	CASE Discussion
11	Digital marketing basics
12	Social media strategy and branding
13	Basics of SEO and online advertising
14	CRM and personalization
15	Case Discussion
16	Introduction to Fintech
17	Digital payment systems (UPI, wallets, banking apps); Data privacy and risks
18	Blockchain and cryptocurrency basics
19	Digital lending and crowdfunding
20	Case Discussion