

# **SEMESTER –IV**

## Model curriculum for UG Degree in BBA

**SEMESTER –IV**

<b>CC 401</b>	<b>Entrepreneurship and Startup Ecosystem</b>	<b>1L:1T:0P</b>	<b>2 Credits</b>
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**Course Objective(s):**

- To understand Entrepreneurship and its types
- To understand that not all ideas can be turned into viable business models and guesstimate business potential of an idea
- To understand different type of finances available and financing methods
- To be able to draft business plans on an identified idea
- To understand the nuances of operating a startup – low budget marketing, stabilizing operations, build a team from scratch and scaling the business
- To know what is a Family Business and how is it different from Entrepreneurship

**Course Content:**

**Unit 1: Introduction to Entrepreneurship & Family Business**

- Definition and Concept of entrepreneurship
- Entrepreneur Characteristics
- Classification of Entrepreneurs
- Role of Entrepreneurship in Economic Development –Start-ups
- Knowing the characteristics of Family business with discussion on few Indian cases of Family Business like Murugappa, Dabur, Wadia, Godrej, Kirloskar etc.

**Unit 2: Evaluating Business opportunity**

- Sources of business ideas and opportunity recognition
- Guesstimating the market potential of a business idea
- Feasibility analysis of the idea
- Industry, competition and environment analysis

**Unit 3: Building Blocks of starting ventures**

- Low cost Marketing using digital technologies
- Team building from scratch
- Venture Funding
- Establishing the value-chain and managing operations
- Legal aspects like IPR and compliances

**Unit 4: Start-up Ecosystem**

- Know the components of the start-up ecosystem including Incubators, Accelerators, Venture Capital Funds, Angel Investors etc.
- Know various govt. schemes like Start-up India, Digital India, MSME etc.

### Model curriculum for UG Degree in BBA

- Sources of Venture Funding available in India
- Source of Technology, Intellectual Property management

#### **Text Books (Latest Edition):**

1. *Startup India Learning Program* by Start Up India available at [www.startupindia.gov.in](http://www.startupindia.gov.in)
2. *Entrepreneurship*, Rajeev Roy, Oxford University Press
3. *Entrepreneurship: Successfully Launching New Ventures* by R. Duane Ireland Bruce R. Barringer, Pearson Publishing
4. *Family Business Management* by Rajiv Agarwal, Sage Publishing
5. Anish Tiwari , “Mapping the Startup Ecosystem in India”, *Economic & Political Weekly*
6. Ramachandran, K, *Indian Family Businesses: Their survival beyond three generations*, ISB Working Paper Series

#### **References**

#### **Course Outcome(s):**

At the end of the course, the student would be able to -

- Understand basic building blocks of creating a venture
- Be able to identify a business opportunity and translate it into a viable business model
- Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents
- Know the legacy of family businesses and key differentiations from entrepreneurship

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<b>CC 402</b>	<b>Operations Management</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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**Course Description:**

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

**Course Content:**

**Unit 1: Introduction to Operations Management**

Operations management is the backbone of any organization, involving the planning, organizing, and supervision of processes. This unit covers the significance of operations management in achieving organizational success by enhancing efficiency, ensuring quality, and delivering customer satisfaction. Students will explore different production systems, the alignment of operations with business strategies, and the key functions of operations management, including planning, organizing, staffing, leading, and controlling.

**Unit 2: Process Design and Analysis**

This unit delves into the strategic decisions involved in selecting and designing processes and layouts. Students will learn to analyze processes using tools like flowcharts and process maps and explore various techniques for continuous improvement. The unit also covers capacity planning, providing strategies to balance capacity and demand effectively. Emphasis is placed on understanding process choices, layout decisions, and the importance of space utilization, flexibility, cost, safety, and comfort.

**Unit 3: Quality Management**

Quality management is crucial for delivering products and services that meet customer expectations and adhere to industry standards. This unit explores essential quality concepts, the principles of Total Quality Management (TQM), and the implementation of Six Sigma and Lean Manufacturing. Students will learn various tools and techniques to enhance quality, reduce defects, and improve operational efficiency, leading to higher customer satisfaction and competitive advantage.

## **Unit 4: Emerging Trends in Operations Management**

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

### **Textbooks (latest Edition):**

1. Operations Management by William J. Stevenson
2. Operations Management: Processes and Supply Chains by Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman
3. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox
4. Introduction to Operations and Supply Chain Management by Cecil C. Bozarth and Robert B. Handfield

### **Case Topics:**

- Case study on Toyota's Production System: Exploring Lean Manufacturing.
- Analysis of Amazon's supply chain operations for customer satisfaction and efficiency.
- Case on Zara's fast fashion operations strategy and its global supply chain management.

### **Reference Paper**

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

### **References**

### **Course Outcomes:**

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

### Model curriculum for UG Degree in BBA

3. Optimize operational processes through effective process design, layout decisions, and capacity planning.
4. Implement quality management principles to enhance product/service quality and reduce defects.
5. Evaluate emerging trends in operations management, such as sustainable operations and technological advancements.

#### **Pedagogy**

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

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<b>CC 403</b>	<b>Financial Management</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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#### **Course Description:**

Financial Management is offered with intent to equip the students with the basic knowledge of finance theory and its application to develop relevant financial strategies pertinent to profit-seeking organizations. The theme of financial management is structured around three decision making financial areas: Investment- long and short term, Financing and Dividend policy. This imbibes students with analytical and decision-making skills in managing finance through application of theoretical questions and practical problems.

#### **Course Objectives:**

1. To apply the knowledge in taking finance decisions
2. To develop analytical skills to identify financial management problems and solve them.
3. To analyse the relationship among capital structure, cost of capital, dividend decisions, and value of the business.
4. To assess a firm's requirement for long-term assets by applying capital budgeting techniques.

#### **Course Content:**

##### **Unit I: Introduction to Financial Management**

Meaning of finance and financial management, Types of finance, Objective and Scope of financial management– profit maximization and wealth maximization - merits and criticisms- Financial decisions, Internal relation of financial decisions, Factors influencing financial decisions, Functional areas of financial management, Functions of a finance manager, Agency Cost, Definition of ethics and the importance of ethics in

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

### **Unit II: Capital Structure & Capitalization**

Meaning of capitalization – Theories of capitalization – cost theory and earnings theory. Over capitalization and under capitalization (Theory) – causes – effects and remedies, Watered stock, Over trading and under trading. Meaning of capital structure and financial structure, principles of capital structure, Optimum Capital Structure, Determinants of capital structure, capital gearing-Theories of Capital structure, Effect of capital structure on EPS, EBIT-EPS Analysis, Point of indifference-Practical Problems

### **Unit III: Cost of Capital, Leverages and Managing Working Capital**

Meaning of cost of capital, significance of cost of capital, components of cost of capital – Computation of Cost of capital and Weighted Average Cost of Capital, CAPM-Practical Problems. Meaning of Leverage, Types of Leverages – operating, financial and combined leverage, risk and leverage – practical problems.

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

### **Unit IV: Capital Budgeting and Dividend policy**

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

#### **Readings:**

##### **Textbooks (Latest Editions):**

1. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill.
2. Chandra, P. Financial Management. New Delhi, India. Tata McGraw Hill Book Co.
3. Pandey, I.M. Financial Management. New Delhi, India. Vikas Publishing House.
4. Kumar, A. Financial Management, Khanna Publishing House.
5. Gupta, S, K., Sharma, R.K. & Gupta, N . Financial Management. Kalyani Publishers.
6. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill.
7. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning.

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### Course Outcomes:

On having completed this course, student should be able to:

1. Summarize the motives behind financial decision making.
2. Interpret the relevant theories and concepts of various practices of financial management and ethics in Finance.
3. Analyze the relationship among capital structure, cost of capital, dividend decisions, and value of the business.
4. Evaluate projects for profitability

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<b>CC 404</b>	<b>Business Research Methodology</b>	<b>3L:1T:0P</b>	<b>4 Credits</b>
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**Course Description:** Business Research Methodology provides an in-depth understanding of the fundamental concepts and applications of research methods in business. This course covers various research designs, data collection methods, statistical techniques, and the process of writing research reports. Through this curriculum, students will develop the skills required to design sound research, effectively collect and analyze data, and communicate research findings comprehensively.

### Course Objectives:

1. To grasp the fundamentals of research methodology and apply them in various research or project works.
2. To identify and utilize appropriate research methods aligned with research objectives.
3. To master the techniques of data collection, editing, and analysis to prepare for advanced studies and professional requirements.
4. To learn the intricacies of interpreting data and writing comprehensive research reports.

### Course Contents:

#### Unit 1: Introduction to Research

This unit explores the definition, history, evolution, and types of scientific inquiry and research. It addresses the ethical considerations in research, the process of research, and the characteristics and components of good research work.

## **Unit 2: Formulating the Research Problem**

Students will learn how to identify and formulate research problems, conduct literature reviews, and develop research questions and objectives. This unit also covers the process of creating effective research designs.

## **Unit 3: Measurement and Data Collection**

This unit focuses on measurement and scaling, discussing different types of data, sources of measurement error, and scale construction techniques. It also covers various data collection methods, including questionnaires, interviews, and observations.

## **Unit 4: Data Analysis and Interpretation**

Topics include sampling methods, data preparation (editing and coding), and hypothesis testing using parametric and non-parametric tests. This unit also discusses the tools and techniques for data visualization like charts, tables, and box plots.

### **Suggested Case Topics:**

- Using Market Research to Assess Willingness to Pay for Pricing Decisions by: Kamel Jedidi, Robert J. Morais (2023) - <https://hbsp.harvard.edu/product/CU378-PDF-ENG>

### **Textbooks and (Latest Edition):**

1. *Malhotra, N. K., Nunan, D., & Birks, D. F. , Marketing research. Pearson UK.*
2. *Research Methodology* by Ranjit Kumar.
3. *Research Methods for Business* by Uma Sekaran.
4. *Methodology of Research* by C.R. Kothari.

### **Suggested Pedagogy:**

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

### **References**

### **Course Outcomes:**

1. Prepare a detailed research plan covering all essential aspects of a research project.

### Model curriculum for UG Degree in BBA

2. Construct and administer effective research instruments like questionnaires.
3. Execute data collection strategically to gather relevant information.
4. Apply advanced statistical techniques for data interpretation.
5. Draft comprehensive research reports tailored to specific audience needs.

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<b>VAC 401</b>	<b>Business Environment and Public Policy</b>	<b>2L:1T:0P</b>	<b>2 Credits</b>
	<b>Or</b>		
	<b>Enterprise System and Platforms</b>		
	<b>Or</b>		
	<b>Geo Politics and impact on Business</b>	<b>0L:1T:2P</b>	
	<b>Or</b>		
	<b>Public Health and Management</b>	<b>2L:1T:0P</b>	
		<b>2L:1T:0P</b>	

### Business Environment and Public Policy

#### **Course Objective(s):**

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

#### **Course Content:**

##### **Unit 1:**

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

## Model curriculum for UG Degree in BBA

### **Unit 2:**

Global Framework: EPRG Framework, Liberalization, Privatization & Globalization concept & its impact on Indian Economy. Significance of FDI & FII, IMF & WTO, Regional Economic Integrations in the development of the Nations.

### **Unit 3:**

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

### **Unit 4:**

Problems and Challenges of Growth of Economy: Unemployment, Poverty, Regional Imbalance. Social Injustice, Inflation, Parallel economy, Lack of technical knowledge and information. Remedies to solve these problems, Challenges & Opportunities of Indian Business Environment.

### **Unit 5:**

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

### **Text Books / References:**

1. K. Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
2. Francis Cherunilam: Business Environment, Himalaya Publishing House.
3. A. C. Fernando: Business Environment, Pearson.
2. Dr. S Sankaran: Business Environment, Margham Publications.
3. Dr V Murali Krishna: Business Environment, Spectrum Publications.
4. Namitha Gopal: Business Environment, McGraw Hill.

### **Course Outcome(s):**

At the end of the course student will be able to:

1. Understand relationship between environment and business, different concepts & its implementation.
2. Integration of business environment principles and strategies into domestic and international business.
3. In-depth knowledge of public policies and reforms since independence.
4. Apply the knowledge to analyse the current situations and take prudent decisions.

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## **Enterprise System and Platforms**

### **Course Objective:**

The course aims to provide students with comprehensive knowledge and practical skills in the field of Enterprise Resource Planning (ERP). Students will learn to design, implement, and manage ERP systems, as well as understand advanced ERP features and future trends, using various free or student-accessible tools.

### **Course Content:**

#### **Unit 1: Introduction to Enterprise Resource Systems**

Overview of Enterprise Resource Planning (ERP), Definition and Evolution of ERP, Key Drivers for ERP Implementation, ERP Components and Architecture, Core Modules (Finance, HR, Supply Chain, etc.), Common Challenges and Solutions

#### **Unit 2: ERP System Design and Architecture**

ERP System Design, System Development Life Cycle (SDLC) for ERPs, Customization vs. Standardization, ERP Architecture, Three-Tier Architecture, Integration of ERP with Other Systems, ERP Vendors and Solutions, Overview of Major ERP Vendors (SAP, Oracle, Microsoft, etc.), Comparison of ERP Solutions

#### **Unit 3: ERP Implementation and Management**

Implementation Strategies, Planning and Preparation, Data Migration and Integration, Project Management for ERP Implementation, Project Planning and Execution, Risk Management and Mitigation, Post-Implementation Activities, Training and Support, Continuous Improvement and Maintenance

#### **Unit 4: Advanced Topics and Future Trends in ERP**

Advanced ERP Features, Business Intelligence and Analytics, Cloud-Based ERP Solutions, Emerging Trends in ERP, Internet of Things (IoT) and ERP Integration, Artificial Intelligence and Machine Learning in ERPs, Impact of ERP on Business Strategy, Strategic Decision Making with ERP, ERP and Digital Transformation

### **Practical Work List (Suggestive)**

- Create a comprehensive report and presentation on the evolution, key drivers, core modules, technical architecture, and business benefits of ERP systems using any software or platform. Explore an ERP system to understand core modules such as Finance, HR, and Supply Chain. Detail the benefits and challenges of using ERP systems in a demonstration report.
- Design the architecture of an ERP system, illustrating the Three-Tier Architecture and integration with other systems, using any software or platform. Compare features, benefits, and costs of major ERP vendors. Prepare a comparison report and present findings.

### Model curriculum for UG Degree in BBA

- Develop a detailed project plan for ERP implementation, including phases like planning, data migration, risk management, and post-implementation activities using any software or platform. Manage a mock ERP implementation project, including planning, execution, risk management, and progress tracking.
- Explore cloud-based ERP solutions to understand their features and benefits. Create a report on the implementation and management of cloud ERP systems.

#### **Textbooks (Latest Edition):**

- "Enterprise Resource Planning" by Alexis Leon
- "Modern ERP: Select, Implement, and Use Today's Advanced Business Systems" by Marianne Bradford
- "ERP Demystified" by Alexis Leon
- "Enterprise Resource Planning Systems: Systems, Life Cycle, Electronic Commerce, and Risk" by Daniel E. O'Leary
- "Fundamentals of Enterprise Resource Planning", Author: Ellen Monk, Bret Wagner

#### **Reference**

#### **Readings**

1. Yu Chung Wang, W., Pauleen, D., & Taskin, N. (2022). Enterprise systems, emerging technologies, and the data-driven knowledge organisation. *Knowledge Management Research & Practice*, 20(1), 1–13. <https://doi.org/10.1080/14778238.2022.2039571>
2. Arshad, N. I., Bosua, R., Milton, S., Mahmood, A. K., Zainal Abidin, A. I., Mohd Ariffin, M., & Mohd Aszemi, N. (2021). A sustainable enterprise content management technologies use framework supporting agile business processes. *Knowledge Management Research and Practice*, 1–18. <https://doi.org/https://doi.org/10.1080/14778238.2021.1973352>
3. Alhanof Almutairi, M. Asif Naeem, Gerald Weber, Understanding enterprise systems adaptability: An exploratory survey, *Procedia Computer Science*, Volume 197, 2022, Pages 743-750, <https://doi.org/10.1016/j.procs.2021.12.196>.
4. Buonanno G., P. Faverio, F. Pigni, A. Ravarini, D. Sciuto, M. Tagliavini, "Factors affecting ERP system adoption: A comparative analysis between SMEs and large companies.", *Journal of Enterprise Information Management*, 18 (2005), pp. 384-426
5. Ignatiadis, I., Nandhakumar, J. The impact of enterprise systems on organizational resilience. *J Inf Technol* 22, 36–43 (2007). <https://doi.org/10.1057/palgrave.jit.2000087>

### Case Studies

1. Radically Simple IT, David M. Upton and Bradley R. Staats, <https://hbr.org/2008/03/radically-simple-it>
2. Putting the Enterprise into the Enterprise System, Thomas H. Davenport, <https://hbr.org/1998/07/putting-the-enterprise-into-the-enterprise-system>
3. Delhivery: Leveraging the Platform, R. Srinivasan, Sreecharan Rachakonda, Raj Kovid KR, <https://hbsp.harvard.edu/product/IMB789-PDF-ENG?Ntt=Delhivery%3A%20Leveraging%20the%20Platform>

### Course Outcomes:

1. Students will **understand** the key concepts, components, and evolution of ERP systems, including the drivers for ERP implementation and the challenges and solutions associated with ERP systems.
2. Students will **apply** knowledge of ERP system design and architecture by using tools to create system diagrams, compare ERP solutions, and evaluate the integration of ERP with other systems.
3. Students will **analyze and evaluate** ERP implementation strategies, project management techniques, and risk management approaches, including the planning, execution, and post-implementation phases of ERP projects.
4. Students will **create** business intelligence reports and dashboards and assess the impact of advanced ERP features such as cloud-based solutions, IoT integration, and AI/ML on business strategy and digital transformation.

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## **Geopolitics and impact on Business**

### **Course Objectives:**

The course aims to help students to Understand the role and significance of geopolitics and global dimensions of international business and examine the changing nature of global geopolitics and its potential effects of global and persistent geopolitical conflicts on political economy

### **Course Content:**

#### **Unit 1: Introduction to Geopolitics**

Definition, Nature and Scope of Geopolitics, Theories of Geopolitics- Mackinder's Heartland Theory, Sea Power (Alfred Thayer Mahan), Rimland Theory (Nicholas J Spykman), Robert D Kaplan.

Contemporary Issues in Geopolitics- Global Environmental Issues, Geopolitics of Energy and Natural Resources, Geoeconomics, Geopolitics of Technology, Globalization and geopolitics, Border Disputes, Popular Culture and Geopolitics, Geopolitics and Risk Analysis. Rise of Protectionism, and Geopolitical Tensions

#### **Unit 2: Globalization and International Political Economy in geopolitical scenario**

Post-War International Economic Order- IMF, World Bank, WTO; New International Economic Order- BRICS, North-South, South-South Cooperation; Globalization, National Differences in Political Economy.

#### **Unit 3: Global Trade and Monetary Systems**

Foreign Direct Investment, Foreign Exchange Market, Global Capital Market, International Monetary System, Supply Chain Disruptions and Management. Case studies on the Suez Canal, COVID Pandemic, US-China trade war, Russia- Ukraine, Israel-Palestine and China-Taiwan conflict.

#### **Unit 4: Emerging Trends and Issues in Geopolitics and Business**

Ethics and Culture in International Business, Differences and Challenges in International Business trade wars, unfair trade practices by developed and developing economies, anti-dumping, Tariff wars, MNCs and their lobbying and influence in domestic politics, Cyber Warfare and Cyber Attacks and anti-piracy law, Global and Sustainable Trade Practices and its impact on national economies, Issues in Brexit, World Recession, Inflationary Trends

### **Text Books (Latest Edition):**

1. Kline, J. Ethics for International Business: Decision-making in a global political economy. London: Routledge.
2. Dodds, Klaus, Geopolitics in a Changing World, Prentice Hall: Essex, England.

## Model curriculum for UG Degree in BBA

3. Mearsheimer, J. J. The tragedy of great power politics. W. W. Norton & Company.
4. Kaplan, R. D. The revenge of geography: What the map tells us about coming conflicts and the battle against fate. Random House.
5. Black, J. ,Geopolitics and the Quest for Dominance. Bloomington: Indiana University Press.
6. Ikenberry, G. J. The Illusion of Geopolitics. Foreign Affairs, 93(3), 80.
7. Cavusgil, S.T., Knight, G., & Riesenberger, J.R., International Business: The New Realities, Prentice Hall.

### Articles

1. Navigating Troubled Waters: Impact to Global Trade of Disruption of Shipping Routes in the Red Sea, Black Sea and Panama Canal. (2024). In UNCTAD Policy Brief. <https://doi.org/10.18356/27082822-114a>.
2. O'Sullivan, M., Overland, I., & Sandalow, D. (2017). The Geopolitics of Renewable Energy. Social Science Research Network. <https://doi.org/10.2139/ssrn.2998305>.
3. Doz, Y., & Prahalad, C. K. (1980). How MNCs Cope with Host Government Intervention. Harvard Business Review.
4. Schwarzenberg, A. B. (2018b). U.S. Trade Debates: Select Disputes and Actions. [https://digital.library.unt.edu/ark:/67531/metadc1311958/m2/1/high\\_res\\_d/I10958\\_2018Aug28.pdf](https://digital.library.unt.edu/ark:/67531/metadc1311958/m2/1/high_res_d/I10958_2018Aug28.pdf)
5. Abbott, Kenneth and Snidal, Duncan, (1998), 'Why States Act Through Formal International Organizations', Journal of Conflict Resolution.

### References

#### Case Study

1. Universal Pictures: Film Cut Dilemma Amid Geopolitical Conflict by Harvinder Singh; Rakesh Gupta, Harvard Business Publishing
2. Ukraine: On the Border of Europe and Eurasia by Rawi Abdelal; Rafael Di Tella; Sogomon Tarontsi, Harvard Business Publishing

**Course Outcomes:**

1. Demonstrate a comprehensive understanding of global events and their implications on geopolitics
2. Identify the role and impact of geopolitics on the International political economic variables in international business
3. Analyse and evaluate the application of knowledge of Global trade and monetary systems to develop competitive strategies in regional, and global markets
4. Assess and predict how emerging trends in geopolitics impact strategic decisions of international business

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**Public Health and Management**

**Course Objective(s):**

- Create a basic understanding of fundamentals of public health.
- Know the health system of India along with public health planning and implication of policy making.
- Provide an overall exposure to contemporary issues of Indian Public Health and know the recent policy initiatives to address those challenges.

**Course Content:**

**Unit 1: Public Health - Key concepts, approaches, frameworks & measures**

- Concept of Public Health and its role in society
- Evolution of Public Health
- Global Health Framework - Understanding health and disease
- Health equity and social determinants of Health

**Unit 2: Health systems in India**

- History of public health in India
- Organization of health systems in India
- Health system in India : Key Issues

### Model curriculum for UG Degree in BBA

- Major Contemporary Health Schemes and Programmes as case studies - National Health Mission, Integrated Child Development Services (ICDS), Janani Suraksha Yojana, Ayushman Bharat Scheme, POSHAN Abhiyan etc.

#### **Unit 3: Concepts and practices of management & health planning**

- Basic concepts of planning – macro to micro
- Tool for planning
- Health management in a district

#### **Unit 4: Monitoring & Evaluation**

- Introduction to Monitoring & Evaluation
- Health system frameworks
- Application of health system frameworks

#### **Text Books / References:**

- Goldstein RL, Goldstein K, Dwelle TL *Introduction to Public Health: Promises and Practices*, Springer Publishing Company
- Sen A , “Health in Development”, *Bulletin of the World Health Organization*, Vol. 77(8)
- Balarajan Y, Selvaraj S, Subramanian SV, “Health care and equity in India”, *The Lancet*, Vol. 377(9764)
- R N Batta , “Public health management in India: Concerns and options” *Journal of Public Administration and Policy Research*, Vol. 7(3)
- National Health Policy 2017, Ministry of Health and Family Welfare, Govt. of India

#### **Course Outcome(s):**

After completing this course, students would be able to:

- Understand the fundamental concepts, approaches, frameworks and key measures related to population health
- Comprehend patterns of key population health indicators and respective policy efforts made by the Indian Government
- Understand the process of developing evidence-based public health planning and nuances of policymaking

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## Model curriculum for UG Degree in BBA

<b>CC 405</b>	<b>International Business</b>	<b>OL:1T:2P</b>	<b>2 Credits</b>
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### **Course Objectives:**

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

### **Course Contents :**

#### **Unit 1: Introduction to International Business**

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

#### **Unit 2: Introduction of Foreign Direct Investment**

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

#### **Unit 3: Economic Integration**

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

#### **Unit 4: Emerging Trends in International Business**

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

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

### **Text Books (Latest Edition):**

1. International Business: Competing in the Global Marketplace" by Charles W. L. Hill.
2. International Business: Concept, Environment and Strategy, 3e by Vyuptakesh Sharan Pearson Education
3. International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild.

4. Rakesh, M. J. International Business, New Delhi, Oxford University Press.
5. Aswathappa, A. . International Business, 2e. Tata McGraw-Hill Education.

## References

### Research articles

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

### Case Study

1. The Battle in Seattle and the Anti-Globalization Movement Pg 82 *International Business, Managing Globalization*, John S. Hill
2. Making the Apple iPhone *International Business, Eleventh Edition* (McGraw Hill 2019), by Charles W.L. Hill, G. tomas M. Hult, Rohit Mehtani
3. Case Study: Pharmeasy Expansion Dilemma amidst Regulatory Uncertainties Ivey Publishing 2020
4. Case Study: Unilever's Lifebuoy in India: Implementing the sustainable plan Harvard Business School Case study 2017

### Course Outcomes:

1. Demonstrate and interpret the fundamental theories of international business and trade.
2. Develop an understanding of the concept of Foreign Direct Investment and its impact on various world economy

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3. Analyse the significance of economic Integration in International Business
4. Appraise and develop a comprehensive understanding of global emerging trends and stakeholder engagement

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<b>SEC 402</b>	<b>Design Thinking and Innovation</b>	<b>1L:1T:0P</b>	<b>2 Credits</b>
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#### **Course Objectives:**

Operating under turbulent and uncertain business environment, 'innovation' has become the key driver of organizational success for all companies. Managers are expected to be leading this change by navigating companies into rapid evolution of new products/services and business models.

The primary focus of DTI is to help learners develop creative thinking skills and apply design based approaches/tools for identifying and implementing innovation opportunities into implementable projects. Following a learning-by-doing approach, the objectives of the course are –

1. Introduce students to design-based thinking approach to solve problems
2. Observe and assimilate unstructured information to well framed solvable problems
3. Introduce student to templates of ideation
4. Understand the importance of prototyping in the innovation journey
5. Implementing innovation projects

#### **Course Content:**

##### **Unit 1: Basics of Design Thinking**

1. Understand the concept of innovation and its significance in business
2. Understanding creative thinking process and problem solving approaches
3. Know Design Thinking approach and its objective
4. Design Thinking and customer centricity – real world examples of customer challenges, use of Design Thinking to Enhance Customer Experience, Parameters of Product experience, Alignment of Customer Expectations with Product.
5. Discussion of a few global success stories like AirBnB, Apple, IDEO, Netflix etc.
6. Explain the four stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement

**Unit 2: Learning to Empathize and Define the Problem**

1. Know the importance of empathy in innovation process – how can students develop empathy using design tools
2. Observing and assimilating information
3. Individual differences & Uniqueness Group Discussion and Activities to encourage the understanding, acceptance and appreciation of individual differences.
4. What are wicked problems
5. Identifying wicked problems around us and the potential impact of their solutions

**Unit 3 : Ideate, Prototype and Implement**

1. Know the various templates of ideation like brainstorming, systems thinking
2. Concept of brainstorming – how to reach consensus on wicked problems
3. Mapping customer experience for ideation
4. Know the methods of prototyping, purpose of rapid prototyping.
5. Implementation

**Unit 4 : Feedback, Re-Design & Re-Create**

1. Feedback loop, focus on User Experience, address ergonomic challenges, user focused design
2. Final concept testing,
3. Final Presentation – Solving Problems through innovative design concepts & creative solution

**Text Books (Latest Edition):**

1. E Balaguruswamy , Developing Thinking Skills (The way to Success), Khanna Book Publishing Company
2. Tim Brown,“Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation”, *Harvard Business Review*
3. 8 steps to Innovation by R T Krishnan & V Dabholkar, Collins Publishing

**Reference Book**

1. Design Thinking by Nigel Cross, Bloomsbury

## Model curriculum for UG Degree in BBA

### **Course Outcome(s):**

By the end of the course, students will be able to –

- Propose real-time innovative product designs and Choose appropriate frameworks, strategies, techniques during prototype development.
- Know wicked problems and how to frame them in a consensus manner that is agreeable to all stakeholders using appropriate frameworks, strategies, techniques during prototype development.
- Analyze emotional experience and Inspect emotional expressions to better understand users while designing innovative products

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