



**Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore**  
**Shri Vaishnav School of Management**

**Choice Based Credit System (CBCS) in Light of NEP-2020**  
**BBA+MBA - III SEMESTER (2021-2024)**

**BBAI301 HUMAN RESOURCE MANAGEMENT**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAI301	CC	Human Resource Management	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**Course Objective**

The objective of the course is to guide students about various elements of Human Resource Management and make them understand the importance of employee engagement and career management.

**Examination Scheme**

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

**Course Outcomes**

1. To explain the planning and process of HRM
2. To understand the process Performance Management
3. To enlighten students with importance of Employee Engagement and Career Development

**COURSE CONTENT**

**UNIT I: Introduction to Human Resource Management**

1. Introduction, Meaning and Significance of HRM
2. Personnel Management Verses HRM
3. HRM Process
4. Functions and Role of HR Manager

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**BBA+MBA - III SEMESTER (2021-2024)**

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<b>BBAI301</b>	<b>CC</b>	<b>Human Resource Management</b>	<b>60</b>	<b>20</b>	<b>20</b>	-	-	<b>3</b>	-	-	<b>3</b>

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**UNIT II: Job Analysis, Acquisition and Talent Management Process**

1. Human Resource Planning
2. Job Analysis
3. Recruitment and its Sources
4. Process of Selection
5. Placement and Induction

**UNIT III: Training and Development of Human Resource**

1. Training: Definition, Purpose, Need
2. Methods of Training: On Job Training and Off Job Training

**UNIT IV: Compensation Management and Job Evaluation**

1. Compensation: Definition, Components, Factors Affecting Compensation
2. Job Evaluation

**UNIT V: Performance Management**

1. Performance Appraisal : Definition Need, and Techniques
2. Recent trends in Performance Management

**Suggested Readings**

1. Dessler, G. (2016). *Human Resource Management*. Pearsons Education Delhi, Latest Edition.
2. Aswathappa, K (2017). *Human Resource Management*. McGraw Hill Publishing Company, Singapore, Latest Edition.
3. Armstrong, M. (2008). *Handbook of Human Resource Management Practice*. Kogan Page, London, Latest Edition.
4. Storey, J. (2004). *Managing Human Resources: Preparing for the 21st Century*. Beacon Booms, New Delhi, Latest Edition.

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**Choice Based Credit System (CBCS) in Light of NEP-2020**  
**BBA+MBA - III SEMESTER (2021-2024)**

**BBAI302 FUNDAMENTALS OF MANAGEMENT ACCOUNTING**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAI302	CC	Fundamentals of Management Accounting	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**Course Objective**

The objective of the course is to impart the basic knowledge of financial accounting theory, standards, principles and procedures to accounting problems and its application in business

**Examination Scheme**

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

**Course Outcomes**

1. Understand the basic accounting concepts and their application in business.
2. Apply the dual-entry recording framework to a series of transactions that results in a balance sheet.
3. Gain knowledge on the preparation of financial statements.
4. Develop the skills needed to analyze financial statements effectively, and

**COURSE CONTENT**

**UNIT I: Basics of Management Accounting**

1. Meaning and definition of Management Accounting
2. Nature and Scope of Management Accounting
3. Relationship of Management Accounting with other branches of Accounting

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BBAI302	CC	Fundamentals of Management Accounting	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

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**UNIT II: Budgetary Control**

1. Meaning of Budget
2. Budgetary Control and its use as a management tool
3. Functions of Budgets, Difference between Budgets and Forecasts, Planning Process
4. Fixed and Flexible Budgets

**UNIT III: Standard Costing**

1. Introduction to Standard Costing
2. Cost Standards and their types
3. Establishing Standard Costs

**UNIT IV: Variance Analysis**

1. Sales Variance
2. Labour Variance
3. Overhead Variance

**UNIT V: Marginal Costing as a Tool for Decision Making**

1. Make or Buy Decision
2. Change in product Mix
3. Pricing Decisions
4. Exploring a New Market
5. Shut-down Decisions

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BBAI302	CC	Fundamentals of Management Accounting	60	20	20	-	-	3	-	-	3

**Suggested Readings**

1. Jain S.P.& Narang K.L (2013), *Cost and Management Accounting*, Kalyani Publishers, New Delhi, Latest edition
2. Arora M.N. (2009), *Cost and Management Accounting (Theory and Problems)*; Himalaya Publishing House, Latest edition
3. Piallai R.S.N & Bhagvathi (1996), *Management Accounting*, S. Chand & Co. Ltd., Latest edition
4. Saxena V.K. & Vashist C.D.(2014), *Cost and Management Accounting*, Sultan Chand & Sons, Latest edition
5. Arora M. N. , *A Text Book of Cost and Management Accounting* Vikas Publishing House, Latest edition

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**ML307 ENVIRONMENTAL MANAGEMENT AND SUSTAINABILITY**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
ML307	AECC	Environmental Management and Sustainability	60	20	20	0	0	3	0	0	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; AECC- Ability Enhancement Compulsory Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**Course Objective**

1. To create awareness towards various environmental problems.
2. To create awareness among students towards issues of sustainable development.
3. To expose students towards environment friendly practices of organizations.
4. To sensitize students to act responsibly towards environment.

**Examination Scheme**

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

**Course Outcomes**

1. The course will give students an overview of various environmental concerns and practical challenges in environmental management and sustainability.
2. Emphasis is given to make students practice environment friendly behavior in day-to-day activities.

**COURSE CONTENT**

**UNIT I: Introduction to Environment Pollution and Control**

1. Pollution and its types (Air, Water, and Soil): Causes, Effects and Control measures
2. Municipal Solid Waste: Definition, Composition, Effects
3. Electronic Waste: Definition, Composition, Effects
4. Plastic Pollution: Causes, Effects and Control Measures

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ML307	AECC	Environmental Management and Sustainability	60	20	20	0	0	3	0	0	3

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\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**UNIT II: Climate Change and Environmental Challenges**

1. Global Warming and Green House Effect
2. Depletion of the Ozone Layer
3. Acid Rain
4. Nuclear Hazards

**UNIT III: Environmental Management and Sustainable Development**

1. Environmental Management and Sustainable Development: An overview
2. Sustainable Development Goals (17 SDGs)
3. Significance of Sustainable Development
4. Environment Friendly Practices At Workplace and Home (Three Rs' of Waste Management, Water Conservation, Energy Conservation)

**UNIT IV: Environmental Acts**

1. The Water (Prevention and Control of Pollution) Act, 1974: Objectives, Definition of Pollution under this act, Powers and Functions of Boards
2. The Air (Prevention and Control of Pollution) Act, 1981: Objectives, Definition of Pollution under this act, Powers and Functions of Boards
3. The Environment (Protection) Act, 1986: Objectives, Definition of important terms used in this Act, Details about the act.
4. Environmental Impact Assessment: Concept and Benefits

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ML307	AECC	Environmental Management and Sustainability	60	20	20	0	0	3	0	0	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; AECC- Ability Enhancement Compulsory Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**UNIT V: Role of Individuals, Corporate and Society**

1. Environmental Values
2. Positive and Adverse Impact of Technological Developments on Society and Environment
3. Role of an individual/ Corporate/ Society in environmental conservation
4. Case Studies: The Bhopal Gas Tragedy, New Delhi's Air Pollution, Arsenic Pollution in Ground Water (West Bengal), Narmada Valley Project, Cauvery Water Dispute, Fukushima Daiichi Disaster (Japan), Ozone Hole over Antarctica, Ganga Pollution, Deterioration of Taj Mahal, Uttarakhand flash floods

**Suggested Readings:**

1. Rogers, P.P., Jalal, K.F. , Boyd, J.A.(Latest Edition) . **An Introduction to Sustainable Development.** Earthscan
2. Kalam, A.P.J. (Latest Edition) . **Target 3 Billon: Innovative Solutions Towards Sustainable Development.** Penguin Books
3. Kaushik , A. and Kaushik (Latest Edition). **Perspectives in Environmental Studies.** New Delhi: New Age International Publishers.
4. Dhameja, S.K. (Latest Edition). **Environmental Studies.** S.K. Kataria and Sons.New Delhi
5. Bharucha, E. (Latest Edition). **Environmental Studies for Undergraduate Courses.** New Delhi: University Grants Commission.
6. Wright, R. T. (Latest Edition). **Environmental Science: towards a sustainable future .**New Delhi: PHL Learning Private Ltd.
7. Rajagopalan, R. (Latest Edition). **Environmental Studies.** New York: Oxford University Press.

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**BBAI304 PRINCIPLES OF MARKETING**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAI304	CC	Principles of Marketing	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**Course Objective**

Marketing is the process for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large. Marketing contributes to the fundamental objectives of Businesses namely survival, profits and growth. This course will empower students with the Marketing skills.

**Examination Scheme**

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

**Course Outcomes**

1. The overall objective of the course is to provide an understanding of the Fundamental concepts of marketing in the modern marketing practices
2. Develop an insight on the marketing implications that enable students evolve, explore, develop and implement marketing plans.

**COURSE CONTENT**

**UNIT I: Marketing**

1. Meaning – concept, functions, 7P's of Marketing
2. marketing Planning & implementation
3. Marketing Programmes
4. Marketing environment – Micro and Macro.
5. Introduction to Industrial Marketing

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BBAI304	CC	Principles of Marketing	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**UNIT II: Product**

1. Meaning
2. Product planning policies
3. Positioning
4. New product development

**UNIT III: Pricing**

1. Pricing objectives
2. Setting and modifying the price
3. Initiating price changes
4. Responding to price changes

**UNIT IV: Promotion**

1. Promotion Mix
2. Advertisement - Message - copy writing - Media strategy
3. Sales promotion
4. Personal selling
5. Publicity

**UNIT V: Physical Distribution**

1. Distribution Mix
2. Managing channel intermediaries
3. Transport and warehousing

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BBAI304	CC	Principles of Marketing	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**Suggested Readings:**

1. Kotler Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar (2008), *Marketing Management: A South Asian Perspective*, Pearson Prentice Hall, Latest edition
2. Saxena Rajan, (2002) *Marketing Management*, Tata McGraw-Hill Publishing, Latest edition
3. Ramaswamy & Nmakumary (2009), *Marketing Management-Global Perspective- Indian Context*-Mac Millon India Ltd, Latest edition

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**BBAI305 CREATIVITY AND INNOVATION**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME									
			THEORY			PRACTICAL			L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
BBAI305	CC	Creativity and Innovation	60	20	20	-	-	3	-	-	3	

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**Course Objective**

The objective of this course is to provide a wealth of creative and innovative ideas and resources for management students, business owners and managers essential to keep business running smoothly and further take it to the next level.

**Examination Scheme**

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

**Course Outcomes**

1. To learn a range of creative thinking tool and how to practically apply these to the innovation and entrepreneurial process.
2. To develop an appreciation of the personal and organizational factors that influence organizational creativity and innovation, and how to influence them.
3. To acquire innovation team leadership and facilitation skills that will prepare them to lead teams to achieve breakthrough creativity and problem solving.

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BBAI305	CC	Creativity and Innovation	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**COURSE CONTENT**

**UNIT I: Creativity and Innovation**

1. Introduction to Creativity and Innovation
2. Need for Creativity & Innovation.
3. Organization and Personal Factors Affecting Creativity.

**UNIT II: Creativity and Analytical skill**

1. Nature and Scope
2. Difference between Creativity and Analytical skill
3. Creativity and Problem Solving

**UNIT III: Techniques for Creative Intelligence**

1. Different Techniques for Creative Intelligence
2. Organisational Climate and Creativity
3. Emotional Intelligence and Creativity

**UNIT V: Innovation Management**

1. Definition, Characteristics, Reasons
2. Innovation Types
3. Process of Innovation
4. Innovation Models

**UNIT V: Recent Trends**

1. Challenges and Opportunity in Creativity and Innovation
2. Barriers in Innovation
3. Ethics and Creativity & Innovation.

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**Choice Based Credit System (CBCS) in Light of NEP-2020**  
**BBA+MBA - III SEMESTER (2021-2024)**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAI305	CC	Creativity and Innovation	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**Suggested Readings:**

1. Amabile, T. (2006) ‘How to kill creativity’, in Henry, J. Creative Management and Development, 3rd Edition, London, Sage.
2. Kuratko, D., and Goldsby, F. (2012) *Innovation Acceleration: Transforming Organizational Thinking*. New Jersey; Prentice Hall.
3. Mauzy, J., Harriman, R. (2003). *Creativity, Inc.: Building an Inventive Organization*. Massachusetts; Harvard Business School Press.
4. Buzan T. (2005). *The Ultimate Book Of Mind Maps*, Thorsons, Latest edition

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