MODEL CURRICULUM FOR

THREE/FOUR YEAR DEGREE COURSE
BASED ON NEP 2020

BACHELOR IN BUSINESS ADMINISTRATION (BBA)

W.E.F. 2024-25 (ACADEMIC SESSION)

(FIFTH SEMESTER)

Committed to Excellence

D.A.V. SCHOOL OF BUSINESS MANAGEMENT

(UG & PG College in Commerce & Management)

(Accredited by NAAC, Approved by AICTE & Managed by DAV CMC, New Delhi)
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Fifth Semester Structure and Curriculum for UG Course in BBA

SEMESTER- V			
S. No.	**Course Code**	**Course Title**	**Credit**
1	CC501	Strategic Management	**4**
2	CC502	Logistics and Supply Chain Management	**4**
3	**DSEXXX Discipline Specific Electives (HR)**		
	DSE - I	HRD – Systems & Strategies	**4**
	DSE - II	Change Management and Organizational Development	**4**
	DSEXXX Discipline Specific Electives (Marketing)		
	DSE - I	Consumer Behaviour	**4**
	DSE - II	Sales Marketing / Management	**4**
4	SEC501	Internship/Capstone Project	**4**
5	SEC502	Major Project (evaluation in sixth semester)	**0**
6	VAC	Value Added Course	**0**
Total Credit			**20**

CC501	Strategic Management	3L:1T:0P	4 Credits

Course Objective(s):
The objective of this course are:

1. To enhance the ability to do the job of a general manager responsible for strategic performance. Specifically, to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole.

2. Analyse the competitive situation and evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

Course Content:
Unit 1: Introduction to Strategy

The objectives of this topic is to understand concept of "strategy", and discuss the most common elements of strategy; the topic also undertakes the evolution of strategic management thinking over the decades; the topic covers the importance of strategic thinking and gives insight into how the firms build and sustain competitive advantage.
Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management.

Readings:

- Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. [Chapter 1, 2 and 3].
- Frank T Rothaermel (2023). Strategic Management – 5th Edition (Indian), McGraw Hill. [Chapters 1 and 12].
- Hambrick, D. C., & Fredrickson, J. W. (2005). Are you sure you have a strategy?. *Academy of Management Perspectives*, *19*(4), 51-62.
- Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. *Harvard business review*, *84*(12), 78-92.

Unit 2: Strategic Analysis

The objective of the unit are to evaluate the value-capturing ability of incumbents in an industry using the industry analysis tools, to forecast industry profitability from shifts in underlying conditions and forces; to understand the industry for strategy formulation. Environmental appraisal- Scanning the Environment ,Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company's External Environment: Components of External Environment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces, Industry Analysis – Analysis of the competitive environment ; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis, Experience Curve, SWOT analysis, BCG Matrix, GE- Cell Matrix.

Readings:

- Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018).
- Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson.
- Frank T Rothaermel (2023). Strategic Management – 5th Edition (Indian), McGraw Hill.
- Porter, M. E. The five competitive forces that shape strategy. *Harvard business review*, *86*(1), 78.
- Collis, D. J., & Montgomery, C. A. Competing on resources. *Harvard business review*, *86*(7/8), 140.

Unit 3: Strategy Formulation

The objectives of the Unit are to review corporate strategy for a diversified firm and identify the sources of corporate advantage; to understand the mechanism of diversification leading to value creation. It also helps to develop understanding about the different corporate strategies which are crucial for the survival, growth and expansion of the business.

Business Strategy Formulation: Generic strategies; Functional areas and link between business strategy and functional strategy; Corporate Strategy Formulation: Creating value and diversification; Strategic alliances; International expansion strategies; Introduction to strategies of growth, stability and renewal, types of growth strategies concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

Readings:

- Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. [Chapter 6,7,8]
- Frank T Rothaermel (2023). Strategic Management – 5th Edition (Indian), McGraw Hill. [Chapters 6 , 7, 8 and 9]
- Kim, W. C. (2005). Blue ocean strategy: from theory to practice. *California management review*, *47*(3), 105-121.

Unit 4: Strategy Implementation and Control

The objectives of this topic are to understand the importance of internal alignment and learn to leverage temporary opportunities into sustainable advantages; the topic also dwells in Value Innovation, Business Delivery System Innovation and Eco System Innovation for sustainable business performances. Structural Implementation; Functional and Operational Implementation; Behavioural Implementation; Strategy Evaluation and Control; Strategic leadership; Strategic control and corporate governance; Issues in Strategy Implementation; Creating effective organizational designs; Strategy and society; Managing innovation and fostering corporate entrepreneurship; Integration of Functional Plans and Policies- Strategy Evaluation and Control - Operational Control - Overview of Management Control.

Readings:

- Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. [Chapter 9,10,12 and 12]

- Frank T Rothaermel (2023). Strategic Management – 5th Edition (Indian), McGraw Hill. [Chapters 11]

Text Books (Latest Edition):

- Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal . Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson.

- Frank T Rothaermel . Strategic Management – 5th Edition (Indian), McGraw Hill.

Suggested Readings:

1. Arthur A Thompson, Margaret A Peteraf, John E Gamble, AJ Strickland III, Thomas Joseph (2021). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases, 22nd Edition, McGraw Hill.
2. Krishna G. Palepu, Tarun Khanna. (2010). Winning in Emerging Markets: A Roadmap for Strategy and Execution, Harvard Business Press.
3. Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.
4. Pankaj Ghemawat, "Strategy and the Business Landscape" Pearson Education
5. Porter, M. E. (1989). *From competitive advantage to corporate strategy* (pp. 234-255). Macmillan Education UK.

CC 502	Logistics and Supply Chain Management	3L:1T:0P	4 Credits

Course Description: Supply Chain Management is a comprehensive course that equips students with essential skills to manage and optimize supply chains in modern business environments. The course covers logistics, strategic fit, network design, sourcing, pricing, and demand management, emphasizing the impact of digital transformation on supply chain strategies and operations. Through case studies and practical insights, students will learn to design effective supply chain networks, optimize e-commerce operations, and manage global challenges.

Course Objectives:

1. To understand the strategic role of supply chain management in enhancing organizational competitiveness.
2. To explore the design and optimization of supply chain networks, particularly for e-commerce.
3. To examine the impact of sourcing and pricing decisions on supply chain efficiency and effectiveness.
4. To develop skills in coordinating and managing supply and demand in a globalized market environment.

Course Content:

Unit 1: Introduction to Supply Chain Management

This unit explores the role of supply chain management in organizations, achieving strategic fit, and understanding supply chain drivers and metrics. Students will learn about the integral nature of supply chains in aligning business strategies with operational capabilities to enhance performance and competitiveness.

Unit 2: Supply Chain Network Design

Students will learn to design distribution networks with a focus on e-business applications and global supply chain networks. This unit covers the strategies and challenges of creating efficient and responsive supply chain networks that align with business objectives and the dynamic nature of global markets.

Unit 3: Sourcing and Pricing Strategies

This unit addresses sourcing decisions and pricing management within supply chains. Students will explore various sourcing strategies and pricing models that can be employed to optimize revenue management and cost-efficiency in supply chains, with a particular focus on e-commerce dynamics.

Unit 4: Demand and Supply Coordination

Focusing on the synchronization of demand forecasting, aggregate planning, and sales operations planning, this unit teaches students how to coordinate supply chain activities to balance demand and supply efficiently. Key topics include demand forecasting techniques, aggregate planning strategies, and

the importance of coordination across the supply chain.

Textbooks and References(Latest Editions):

1. *Supply Chain Management: Strategy, Planning, and Operation*, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.
2. *Logistics & Supply Chain Management*, 5th ed., by Martin Christopher, Pearson.

Suggested Case Topics:

- Dell's direct model in PC manufacturing: Integration of supply chain and ebusiness.
- Starbucks' sustainable sourcing practices: A supply chain perspective.
- Walmart's supply chain management strategies for global dominance.

Course Outcomes*:*

1. Design and manage effective supply chains that enhance organizational competitiveness.
2. Gain practical insights into strategic sourcing, demand planning, and supply chain coordination.
3. Understand how digital transformation affects supply chain strategies and operations.

Suggested Research Paper Reading:

Eyo-Udo, N. L., Odimarha, A. C., & Kolade, O. O. (2024). Ethical supply chain management: balancing profit, social responsibility, and environmental stewardship. International Journal of Management & Entrepreneurship Research, 6(4), 1069-1077.

Suggested Pedagogy:

This course employs various pedagogical methods, including interactive lectures, student discussions, presentations, engagement with research articles, case studies, and simulation exercises to provide a rich learning environment that fosters understanding and application of supply chain management principles.

Human Resource Management

DSE-HRM-01	HRD – Systems & Strategies	3L:1T:0P	4 Credits

Course Description:

This course will cover principles and concepts to understand how individuals interact with each other and their environment in organizational contexts. Students will explore topics such as motivation, perception, personality, leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and realworld applications

Course Objectives:

1. To develop basic understanding of the concept of human behavior and organization.
2. To highlight the importance of OB in modern organizations.
3. To understand individual and group behavior in the workplace to improve the effectiveness of an organization.
4. To critically evaluate leadership styles and strategies.

Course Content:

Unit 1: Introduction to Human Behaviour and Organization

Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models

Unit 2: Individual Behavior

Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values; Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Selfefficacy Theory); Swami Vivekanand's principles and approach to citizenship behavior ; Swami Vivekanand's approach to personality developmeny; Pandit Deendayal Upadhyaya approach to Integral humanism.

Unit 3: Goup and Team Behavior

Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group; Teams, Theoretical Frameworks and models of Teams, Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams; Managing Virtual teams; Managing teams in the Gig economy; Managing Diverse Teams; Diversity, Equity & Inclusion; Organisational Justice, types of organizational justice; employee engagement.

Unit 4: Leadership & Power

Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic); Nurturant Task Leader; Servant Leadership, Comparison of Indian leadership styles with other countries. Bases of Power; Elements of organization Culture; Leadership & organizational culture; Cultural differences in Leadership

Text books (Latest Edition):

1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.
2. Luthans F. Organizational Behavior: An Evidence-Based Approach - McGraw Hil Publishers Co. Ltd., New Delhi
3. Rao, VSP-Organization Behavior –Himalaya Publishing House.
4. Aswathappa.K.- Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition.

References:

1. Upadyaya D (2016) Integral humanism: An analysis of some basic elements. Prabhat Prakashan, Delhi
2. Note on Workplace Psychology Theories | Karen MacMillan |Ivey Publishing |W18651-PDF-ENG | https://hbsp.harvard.edu/product/W18651-PDF-ENG

Reflective Exercises and Case Studies

1. Personality assessment through a questionnaire (MBTI/16PF etc.)
2. Feedback: The Broken Loop in Higher Education - and How to Fix It | Mihnea C. Moldoveanu, Maja Djikic | Rotman Management | ROT337- PDF-ENG | https://hbsp.harvard.edu/product/ROT337-PDF ENG
3. Review Literature of the book "Personality Development" by Swami Vivekananda by Exotic India Art.
4. Translating Swami Vivekananda into Management Practice.
5. https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17
6. Brewing Barista Discontent at Starbucks | Anthony Wilson-Prangley, Amy Moore | Harvard Business Review | 7964-HTM-ENG | https://hbsp.harvard.edu/product/7964-HTM-ENG
7. Case Analysis through the perspective of Integral humanism
8. Dine Together: Discriminating Tastes? | Mark Rennella | Harvard Business Review | 7977-HTM-ENG | https://hbsp.harvard.edu/product/7977-HTM-ENG
9. UltraTech Cement: A Transition Towards Behaviour-Based Safety | Servjaeta Verma, Ravi Kant Dubey | Ivey Publishing | W18445-PDF-ENG | https://hbsp.harvard.edu/product/W18445-PDF-ENG
10. Movie Review of the movie "Ruka hua Faisla"/12Angry Men (for group decision-making)
11. Understanding Belbin Individual Team Roles https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-Report- Sample.pdf
12. Reflective exercise on the concept of leadership in Mahabharata versus Ramayana.
13. LiveCase Simulation: Move - Leadership Performance | Noah Askin | LiveCase | Jun 15, 2023 | https://hbsp.harvard.edu/product/LC0019-HTMENG
14. Leadership Simulation: Patient Zero | Christopher Robichaud | Harvard Business Publishing | 7215 HTM-ENG | https://hbsp.harvard.edu/product/7215-HTM-ENG
15. Leadership and Team Simulation: Everest V3| Michael A. Roberto, Amy C. Edmondson | Harvard

Business Publishing | 8867-HTM-ENG | https://hbsp.harvard.edu/product/8867-HTM-ENG
16. Report submission on leadership lessons from Ancient Indian Scriptures like Ramayana, Mahabharata, Bhagvad Gita & Kautaliya's Arthshastra.
17. HBR, 2022: How Great Leaders Communicate. https://hbr.org/2022/11/howgreat- leaders communicate
18. Leading strategic and organizational change at Tata Steel: the role of culturehttps://www.cambridge.org/core/books/abs/leading-strategicchange/ leading-strategic-and-organizational-change-at-tata-steel-the-role-ofculture/ AEBA5AF709A
19. Ratan Tata: Ethical Leadership | Ashok K. Dua, Sumita Rai | Ivey Publishing |W17258-PDF-ENG | https://hbsp.harvard.edu/product/W17258-PDF-ENG

Course Outcomes:

1. Understand individual and group behavior in organizational settings.
2. Apply theoretical knowledge of human behavior in human life setting in management.
3. Evaluate the lacunae in the system to be able to improve the organization health and other OB outcomes.
4. Create a more productive system and high-performance work culture operating on the principles of OB.

DSE-HRM-02	Change Management and Organizational Development	3L:1T:0P	4 Credits

Course description: This course describes the contemporary issues in change and the process of change. Strategic change interventions are described followed by differentiation between change and Organizational development. Nature of planned change and models of change and OD are well defined in the course. Process of OD nad Human and Techno structural interventions are well covered in the course.

Course Objective(s):

1. Understand change management and need for the change in organizational settings.
2. To sensitize students to Organizational Development and Change interventions
3. Enable understanding and application od OD interventions.
4. To understand the nature of Planned change.

Course Content:

Unit 1: Why Change, contemporary issues in change; The Substance and Process of Change
What Changes? Purpose and Vision; Change Communication Strategies; Resistance to Change.

Unit 2: Strategic Change Interventions.
Transformational Change, Continuous Change; Trans organizational Change; Organization Development for Economic, Ecological, and Social Outcomes; Future Directions in Organization Development

Unit3: Introduction to Organizational Development and Change
Introduction to OD, Difference between OD and Change; The Nature of Planned Change, Models of OD; Roots and History of Doing OD; When should organizations use OD?

Unit 4: The Process of Organization Development
Entering and Contracting; Diagnosing; Collecting Data, Analysing, and Feeding Back Diagnostic Information; Designing Interventions; Managing Change Evaluating and Reinforcing Organization Development Interventions. Interpersonal and Group Process Approaches; Organization Process Approaches; Employee Involvement; structural design, Downsizing, Reengineering, Parallel structures, TQM, High involvement organization, Work Design.

Text Books (Latest Edition):

1. Palmer, I., Dunford, R., & Buchanan .A.,. 2009 ,(2nd Ed.) Managing organizational
2. change: A multiple perspectives approach. Boston: McGraw-Hill Irwin
3. 2.Organization Development and Change with MindTap, 11e
4. Author(s): Thomas G. Cummings | Christopher G. Worley, Cengage Learning
5. Organization Development, Principles, Processes, Performance
6. Author : Gary N. McLean, 2018, Pearson

Practical Exercises

1. Kotter, J. P., & Rathgeber, H. (2013). Our iceberg is melting: changing and succeeding under any conditions. New York, St. Martin's Press
2. Chip Heath, How to Change Things When Change Is Hard (Hardcover), 2010, First Edition, Crown Business

Course Outcome(s):

At the end of this course students will be able to :

1. Analyse the difference between Organizational Development and Change
2. Apply different Models of Organizational Development to organizations a real case example
3. Describe Process interventions and techno structural interventions.
4. Evaluate the process of resistance to change and how to manage such resistance to change

Marketing

DSE-MR-01	Consumer Behaviour	3L:1T:0P	4 Credits

Course Objective(s):
A comprehensive study of consumer behavioral concepts and models designed to help understand, evaluate, and predict consumer behavior. The course also deepens a student's knowledge to understand the complexities of consumer decision-making and accordingly translate them into effective marketing strategies in the Indian Context.

Course Content:

Unit 1: Understanding Consumer Behavior
Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Value and the Consumer Behavior Framework; Online Consumer Behavior. Organizational Buying Behavior; Consumerism.

Unit 2: External Influences on Consumer Behavior
Lifestyles and Psychographics on Buying Behavior; Social Class and Group Influence on Consumer Behavior – Reference Group and Family Influence on Buying Behavior; Influence of Culture on Consumer Behavior

Unit 3: Internal Influences on Consumer Behavior
Consumer Perception; Consumer Learning, Memory and Involvement; Dynamics of Consumer Motivation; Consumer Personality; Consumer Attitudes and Attitude Change.

Unit 4: Consumer Decision Making
Concept of Consumer Decision; Situational Influence on Consumer's Decision; Consumer Decision Making Process – Need Recognition and Search, Alternative Evaluation and Choice, Post-purchase Behavior; Different Models of Consumer Decision Making.

Text Books / References: (Latest Edition)

1. Schiffman, L. G.; Kanuk L. L.and Kumar,S. R. Consumer Behavior. Pearson Education Inc.
2. Loudon, D. L. and Bitta, J. Albert Della. Consumer Behavior; Concepts and Applications. Tata McGraw Hill Publishing Company Limited
3. Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. Consumer Behavior (CB): A South Asian Perspective. Cengage Learning India Pvt. Limited
4. Hawkins, D. I.; Best, R. J. and Coney, K. A. Consumer Behavior: Building Marketing Strategy. Tata McGraw-Hill Publishing Company Limited.
5. Evans, M.; Jamal, A. and Foxall, G. Consumer Behavior, John Wiley & Sons LTD.
6. Solomon, M. R. Consumer Behavior Buying, Having and Being. PHI Learning Private Limited
7. Nair, S. R. Consumer Behavior Consumer Behavior & Marketing Research. Himalaya Pub. House.

Course Outcome(s):

1. Develop a better understanding of concepts and models of consumer behavior.
2. It can provide insights for the consumer purchase decision process.
3. Able to develop appropriate marketing strategies for different segments of consumers.

DSE-MR-02	SALES Marketing / Management	3L:1T:0P	4 Credits

Course Objective(s):

To impart knowledge and skills to develop an understanding of concepts, which will help in designing sound programs for organizing and managing the sales force. The course will use the Indian environment as the backdrop though it will also draw from international experiences whenever needed.

Course Content:

Unit 1: Introduction to Sales Management

Meaning, nature, and importance of sales management in modern businesses; roles and responsibilities of sales manager, personal selling and salesmanship, selling process.

Unit 2: Organization of Sales Force

Recruiting sales personnel - planning; sources, selecting sales personnel, executing and evaluating sales training programs, sales information system & planning: sales skills

Unit 3: Directing Sales Force Operations

Motivating sales personnel, designing and administering compensation plans for the sales force – financial and non-financial compensation methods, sales meetings and sales contests, sales quotas, and sales territories.

Unit 4: Evaluating and Controlling Sales Force

The sales budget; analysis of sales volume & profitability; and evaluating salesperson's performance; selling agents for internet trading.

Text Books / References:

1. Jobber, D., Lancaster, G. Selling and Sales Management. Pearson Education.
2. Johnston, M. W., Marshal, G. W. Sales Force Management. New Delhi: Tata McGraw-Hill Education.
3. Spiro, R., Rich, G., &Stanton, W. Management of a Sales Force. New Delhi: Tata McGraw-Hill Education.
4. Panda T, Sachdev S. Sales and Distribution Management. Oxford University Press
5. Havaldar, Krishna K. Sales and Distribution Management. Tata McGraw Hill
6. Gupta S. L. Sales & Distribution Management: Text & Cases in Indian Perspectives. Excel Books
7. Still, Kundiff, Govoni. Sales and Distribution Management. PHI

Course Outcome(s):

1. Understanding the various roles & responsibilities of a manager related to sales management, personal selling, and salesmanship.
2. Understanding the key areas related to the organization, selection, and development of effective sales force.
3. Understanding practical issues related to sales force through various cases.