



PROSPECTUS

Bachelor of Business Administration (Services Management)

**BBA @
Workplace**

Work-based Degree by IGNOU & MKCL

Work-based Degree Program
by IGNOU in collaboration with MKCL



**Indira Gandhi National Open University
(IGNOU)**

School of Management Studies
Block – C Academic Complex
Indira Gandhi National Open University
Maidan Garhi, New Delhi - 110068



**Maharashtra Knowledge Corporation Limited
(MKCL)**

ICC Trade Tower, 'A' Wing, 5th Floor,
Senapati Bapat Road, Shivajinagar, Pune 411 016

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Pre-Admission Activities Schedule*

Sr. No.	Steps	Last Date
1	Admission Notification	December 01, 2020
2	Filling up Online Application for Entrance Exam including payment of entrance exam fees	December 30, 2020
3	Online Entrance Exam	Sunday, January 03, 2021 (8:00 AM to 7:00 PM)
4	Publishing list of shortlisted candidates on website	January 07, 2021
5	Preferences for Workplaces, Interviews by Industry, Selection	Upto January 20, 2021
6	Eligibility verification by the University, Filling up of University Admission Form along with Payment of Fees by selected candidates	Upto January 25, 2021
7	Confirmation of admission by the University	Upto January 30, 2021
8	Commencement of the program / Joining at Workplace provided by Industry Partner	Date of joining as communicated by the industry partner on/before February 01, 2021

*This is a tentative schedule. Refer the website: ignou.mkcl.org for recent schedule

1 IGNOU- The Mega University

The Indira Gandhi National Open University was established by an Act of Parliament in 1985 to achieve the following objectives:

- Democratizing higher education by taking education to the doorsteps of the students,
- Providing access to high quality education to all those who seek it, irrespective of age, region, or formal qualifications,
- Offering need-based academic programmes by giving professional and vocational orientation to the courses
- Promoting and developing distance education in India,
- Setting and maintaining standards in distance education in the country.

With a view to develop interdisciplinary studies, the University operates through Schools of Studies. Each School is headed by a Director who arranges to plan, supervise, develop and organize its academic programmes and courses in co-ordination with the School staff and the different academic, administrative and service wings of the University. The emphasis is on providing a wide choice of courses at different levels through various programmes. Currently IGNOU has following Schools of Studies:

• School of Agriculture	• School of Journalism and New Media Studies
• School of Computer and Information Sciences	• School of Law
• School of Continuing Education	• School of Management Studies
• School of Education	• School of Performing and Visual Arts

● School of Engineering and Technology	● School of Sciences
● School of Extension and Development Studies	● School of Social Sciences
● School of Foreign Languages	● School of Social Work
● School of Gender and Development Studies	● School of Tourism and Hospitality Services Management
● School of Health Sciences	● School of Translation Studies and Training
● School of Humanities	● School of Vocational Education and Training
● School of Interdisciplinary and Transdisciplinary Studies	

The University offers different programmes leading to Certificate, Diploma or Degree, covering conventional as well as innovative programmes. Most of these programmes have been developed after an initial survey of the demand for such studies. These programmes are launched with a view to fulfill the students' needs for:

- certification,
- improvement of skills,
- acquisition of professional qualifications,
- continuing education and professional development at work place,
- self-enrichment, etc.

The University has made a significant mark in the areas of higher education, community education and continual professional development. The University has been networking with reputed public institutions and private enterprises for enhancing the educational opportunities being offered by it.

The University is committed to quality in teaching, research, training and extension activities, and acts as a national resource centre for expertise and infrastructure in the ODL system.

2 The School of Management Studies

The School of Management Studies began its academic operations in 1987 with the launch of Diploma in Management as a pilot program of the University. The School today offers 10 programmes in Management and 13 programs in Commerce. The IGNOU Management Program is one of the leading Management Programs in the world and imparts quality flexible education at the doorstep of the learners at affordable cost.

The School follows a multimedia approach in program delivery. It comprises of self-learning printed course material packages, supporting audio-video programs, face to face interaction with academic counselors at study centres, assignment for assessment and feedback, telecast of video programs on Doordarshan, broadcast of audio / video programs through Gyan Vani (interactive radio counseling) and teleconferencing

through Gyan Darshan and DTH. The School adopts many other learner friendly features available on IGNOU platform.

The school has collaborated with various apex institutions to develop programs catering to the needs of specific target groups.

3 Maharashtra Knowledge Corporation Ltd (MKCL)

MKCL is a public limited company promoted by the department of Higher and Technical Education, Government of Maharashtra, India in 2001 to create new paradigm in education and development through universalization and integration of Information Technology in teaching, learning and educational management processes in particular and socio-economic transformative processes in general.

4 The Programme:

Programme Title : Bachelor of Business Administration (Services Management)
Programme Code : BBASM

School of Management Studies, IGNOU offers an innovative, Work-based BBA programme in Services Management in collaboration with Maharashtra Knowledge Corporation Ltd. (MKCL).

This program is being designed and developed for young aspiring professionals who want to pursue a bright career in ever growing Services Industry. The programme attempts to create a degree program for making quality manpower available to the Services Sector of India which is contributing substantially to the GDP. It recognizes and responds to the need of well-equipped human resource, which is critical to the success of India's service sector economy.

This program is in the form of eLearning supported workplace provided by the industry partner wherein the learners get an intensive exposure, experience and practical skills under the guidance of mentor(s). It is an innovative learning through working paradigm with an attempt to seek a blend of the work environment and learning environment.

4.1 Salient features:

- Education, Experience & Earning at the same time.
- Practical experience in a company for 3 years while pursuing studies.
- Monthly stipend as indicated by the company
- 3 Years Degree Programme (2 semesters each year)
- The student will get a BBA degree from IGNOU & work experience certificate from the company on completion of the programme.
- Work-based e-Learning with mentoring by industry professionals
- Learning materials to be provided in a Laptop / Tablet / Smartphone

4.2 Eligibility:

In order to qualify for admission to this programme the applicant should:

1. have passed 10+2 or equivalent qualification from a recognized institution as on 1st Feb., 2021.
2. have attained at least 18 years of age, as on 1st Feb., 2021.
3. have passed the entrance examination conducted for the purpose of admission to this programme
4. be working / willing to work in services industry as a full time Intern / Apprentice / Employee.

4.3 Admission process:

For seeking admission into this programme candidate has to appear in the Entrance Test conducted for this purpose. After qualifying in the Entrance Test the candidate has to appear for the interview for industry internship which will be arranged by MKCL. After getting an internship the candidate has to apply to IGNOU for admission to this programme. Candidates already working with a company can apply for Entrance Test, clear the same and then apply to IGNOU for admission to this programme after seeking the consent from the company. After confirmation of the admission by the University the student will be given an enrolment number and admitted to the programme.

Step by step admission process is made available on the program website.

ignou.mkcl.org or bbaworplace.mkcl.org

4.3.1 Entrance Test:

- Entrance Test shall be conducted in online mode and through secured browser.
- Candidate can appear for the Entrance Test on specific date and time as per mentioned on the program website from any place subject to availability of technical infrastructure required to appear for the online entrance exam.
- Candidate is required to ensure availability of technical infrastructure before appearing for Online Entrance Exam such as Laptop / Desktop as per requisite specifications, internet bandwidth, web camera, etc.
- Candidate is required to appear for Mock Test so as to get acquainted with the user interface and technical environment.
- Candidate can appear for the Mock Test any time from the date of application till a day prior to the main Entrance Examination.
- Candidate can appear for the Entrance Test only once in an admission cycle.
- The Test will have 50 Multiple Choice Questions (MCQs) of 2 marks each and the total Marks will be 100.
- There is no negative marking.
- The duration of the test is 60 Minutes.
- The fee for appearing in the Entrance Test is Rs. 150/-
- Topics for Entrance Test are:

1. Quantitative Aptitude	10 Questions
2. Logical Reasoning	15 Questions
3. English Language Skills	10 Questions
4. Information Technology Skills	15 Questions

- Candidates who clear the Entrance Examination shall be required to fill up Preferences for Workplaces offered by the Industry Partners.
- Candidates shall be called for the Internship interview based on the merit, preferences given by the candidate and shortlisting by the industry partner for the Workplace.
- Industry partners offering Workplace shall conduct selection process as per their norms.

4.4 Duration:

In order to qualify for the award of BBA (SM) degree the candidate shall be required to complete the full programme and pass the examination/s that may be prescribed by the IGNOU for the degree. The minimum duration of the Programme is 3 years and the maximum duration is 6 years.

Further, the student needs to complete all the work based components of the programme (assignments and the internship reports) while s/he remains attached to the LCs for 3 years and can complete rest of the programme including the TEE within the maximum period of 6 years.

4.5 Fee Structure:

The student has to pay Rs. 20,000/- per year during the period of the programme (i.e. 3 years).

In addition, the student also has to pay examination fee as per the University norms (presently Rs.150/- per course) for appearing in the examination conducted by the University.

4.6 Credits System:

The programme will be of 132 credits. The weightage of each credit is 30 hours of study. Detailed credit weightage of each course can be seen from the 'Programme Structure Section'.

4.7 Mode of Delivery:

The Students of this program are required to be working in an organization offering a real-life work-experience to them in various entry-level roles in any of the service sectors during the entire minimum duration of the programme (i.e. 3 years).

In addition to the work experience leading to practical skill mastery, the students are expected to study the theory through eLearning, books, eBooks, web resources, interactions and collaborations through e-Platform with peers and senior domain experts at workplace, reflections with remote mentors and industry practitioners on daily work / actions. Students are expected to acquire tacit knowledge through wholesome work at the work place and explicit knowledge through theoretical studies from eLearning and other sources.

4.8 Learning Resources and Support:

As a part of the Learning Environment, students will be provided with the following resources by MKCL:

- a. Study Material (eBooks, printed books*)
- b. eLearning content comprising of Situation / scenario / case study / theory based content

- c. Student Login for eLearning platform with Learning Management Framework
- d. Evidence based e-Assignment and e-Assessment Framework for continuous comprehensive evaluation
- e. Access to Work-forum
- f. Access to Blogs
- g. Interaction sessions with mentors / domain experts / industry experts in online or face to face mode or any other suitable media for reflections on deriving meaning and value out of actions at workplace and discussions around actions and reflections
- h. Student Laptop or any other suitable device for accessing eLearning content

*If a student requires physical copy of the study material, s/he will be charged additionally for that.

- Workplace of the student will be the Learning Centre (LC) for the learner. Since substantial part of the learning and assessment takes place through online mode, all the students will be provided with a laptop / Tablet / Smart Phone.
- The Learner once registered, cannot change the Workplace in-between the degree program under any circumstances.
- In case University discontinues a Learning Center / Workplace, learners shall be transferred to other Workplace as per the rules stipulated by the University at that time and it will be binding for the learner.
- Medium of Instruction and Examination is English.

4.9 Teaching learning methodology:

4.9.1 Academic model and Learning environment

Academic model offers a unique learning environment to the learners, that comprises of

- A workplace for practical exposure provided by the industry partner
- An eLearning framework for Theory and
- Reflection sessions with working professionals as experts/mentors

4.9.2 Academic Process

- Students are enrolled for the three-year degree program through selection process as explained in section 4.3 and are allotted a Workplace made available by the MKCL for three years. Workplace is allotted as per the selection criteria set by the industry at the time of admission.
- Learners work at the Workplace, i.e. perform the allotted tasks, and interact with teammates, seniors and get involved in their work.
- Before and after the expected working hours at the Workplace, Learners access MKCL's eLearning framework for Theory component of the degree program.
- Learners interact with mentors through online platform.

4.9.3 Life of a Learner

Learners enrolled for this Program experience a life *full of challenges*. These challenges are in form of

- Everyday tasks allotted at the Workplace, and
- Scenario based challenges through eLearning

A typical day in the life of a Learner shall involve combination of following activities in general:

1. Complete routine / allotted tasks at the Workplace
 - i. Complete allotted tasks
 - ii. Interact with teammates
 - iii. Interact with seniors
2. Logon to MKCL's eLearning framework
 - i. Take challenges and attempt to solve them
 - ii. Participate and contribute to Work Forum
 - iii. Interact with peers and mentors
 - iv. Post questions on Work Forum and attempt to answer the questions / challenges posted by peers based on real-life work experience
 - v. Update e-Portfolio based on the real-life work at the workplace

4.10 Programme Structure:

Three types of courses are included in this programme, as the focus of this programme is on the ability enhancement & work based learning as well as to make students employable. The details of different categories of courses are:

Theory courses (18 courses)

Ability Enhancement courses (6 courses)

Work based courses (6 courses)

Semester-wise Programme Structure

Course Code	Semester	Course Name	Credits	Nature of Course
BSM - 001	Semester 1	Fundamentals of Management	4	Theory
BSM - 002	Semester 1	Basics of Marketing	4	Theory
BSM - 003	Semester 1	Written Communication Skills	4	Theory
BSMA - 001	Semester 1	Basic IT Skills	4	Ability Enhancement
BSMW - 001	Semester 1	Internship Report (Workbook)	6	Work based
Total credits			22	

Course Code	Semester	Course Name	Credits	Nature of Course
BSM - 004	Semester 2	Foundations of Services Marketing	4	Theory

BSM - 005	Semester 2	Focus on the Customer	4	Theory
BSM - 006	Semester 2	Understanding Customer Requirements	4	Theory
BSMA - 002	Semester 2	Communication and Soft Skills	4	Ability Enhancement
BSMW - 002	Semester 2	Internship Report (Workbook)	6	Work based
Total credits			22	

Course Code	Semester	Course Name	Credits	Nature of Course
BSM - 007	Semester 3	Understanding Human Behaviour	4	Theory
BSM - 008	Semester 3	Basic Quantitative Techniques	4	Theory
BEVAE-181	Semester 3	Environmental Studies	4	Theory
BSMA - 003	Semester 3	Advanced IT Skills	4	Ability Enhancement
BSMW - 003	Semester 3	Internship Report (Workbook)	6	Work based
Total credits			22	

Course Code	Semester	Course Name	Credits	Nature of Course
BSM – 009	Semester 4	Introduction to Service Operations	4	Theory
BSM - 010	Semester 4	Service Design	4	Theory
BSM - 011	Semester 4	Service Quality and Improvement	4	Theory
BSMA - 004	Semester 4	Accounting as Information System	4	Ability Enhancement
BSMW - 004	Semester 4	Internship Report (Workbook)	6	Work based
Total credits			22	

Course Code	Semester	Course Name	Credits	Nature of Course
BSM – 012	Semester 5	Economy and Services	4	Theory

BSM – 013	Semester 5	Delivering and Performing Service	4	Theory
BSM – 014	Semester 5	Managing Service Operations - I	4	Theory
BSMA – 005	Semester 5	Data Processing and Reporting	4	Ability Enhancement
BSMW - 005	Semester 5	Internship Report (Workbook)	6	Work based
Total credits			22	

Course Code	Semester	Course Name	Credits	Nature of Course
BSM – 015	Semester 6	Managing Service Promises	4	Theory
BSM – 016	Semester 6	Managing Service Operations - II	4	Theory
BSM – 017	Semester 6	Service Entrepreneurship	4	Theory
BSMA – 006	Semester 6	Research Process	4	Ability Enhancement
BSMW - 006	Semester 6	Internship Report (Workbook)	6	Work based
Total credits			22	
Total number of credits in the programme			132	

Course-wise details are given in the subsequent section.

4.11 Evaluation system:

The evaluation methodology will consist of both Continuous Comprehensive Evaluation (CCE) and Term End Examination (TEE). Marking system will be followed in this programme. Weightage of Continuous Comprehensive Evaluation (CCE) and Term End Examination (TEE) for different courses are as follows:

• Theory courses (BSM) & (BEVAE-181)	:	<u>CCE</u>	:	<u>TEE</u>
• Ability Enhancement courses (BSMA)	:	30%	:	70%
• Work-based courses (BSMW)	:	50%	:	50%
Internship Report (work books)	:	-	:	100%

The CCE component includes knowledge assessment, work assessment, and conduct assessment. For this purpose, technology enabled methodology will be used and the evidences are recorded. The continuous comprehensive evaluation methodology involves:

- i. 'Work ratings' by completing assigned work at their stipulated workplace, as per industry norms.
- ii. 'Knowledge ratings' by studying theory by accessing eLearning resources, etc. and solving evidence-based e-Assignments and e-Assessments.
- iii. Various attributes such as Ethical conduct, adherence to values, self-discipline, punctuality, and, cooperative attitude at workplace are considered for the award of 'conduct ratings'.

CCE comprises of Work Ratings (30% weightage), Conduct Ratings (20% weightage) and Knowledge Ratings (50% weightage).

Term End Examination will be held in June and December.

Examination Form should be filled up online only and submitted through IGNOU website www.ignou.ac.in as per the schedule uploaded on university website from time to time.

The acceptance of Exam Form begins from 1st March (for June TEE) and 1st September (for December TEE). For last date of filling Exam Form please visit the university website.

A Student can appear in TEE only after submitting the CCE component.

Examination fee is Rs. 150/- per course.

Term-End Examination will be conducted by the University at its designated examination centers.

Student has to pass in both the CCE and TEE components separately with at least 35% marks.

Depending upon the overall percentage of marks secured by the student the final division of the programme shall be awarded as follows:

1 st Division :	60% and above.
2 nd Division :	50% to 59.99%
Pass :	35% to 49.99%
Fail :	below 35%

5 University Rules

The University reserves the right to change the rules from time to time. Latest rules will be applicable to all the students irrespective of the year of their registration.

5.1 Simultaneous Registration:

Students who are already enrolled in a programme of one year or longer duration can also simultaneously register themselves for any Certificate programme of 6 months duration. However, if there is any clash of dates of counselling or examination schedule between the two programmes taken, University will not be in a position to make adjustment.

Simultaneously, pursuing two academic Programmes either from the same University, or one from the Open University (under ODL mode) and the other from Conventional University (regular or face-to-face mode) is not permitted, as of now, except Certificate Programme.

5.2 Refund of Fee:

Fee once paid will not be refunded under any circumstances. It is also not adjustable against any other programme of this University. However, in cases where University denies admission, the programme fee will be refunded after deduction of processing fee.

5.3 Correction/Change of Name/Surname of Learner:

Spelling mistakes, if any, committed at the time of data entry stage will be rectified by the Student Registration Division (SRD). However, Learners are expected to write their correct name (as indicated in the High School Certificate) in the Admission Form. In case any change in the name (other than the one mentioned in his/her High School Certificate), then it is mandatory for the prospective learners to furnish legal evidence of having changed his/her name/surname while submitting the admission form.

For Change of Name/Surname, after confirmation of admission, the learners are required to submit the following documents to Registrar SRD, IGNOU

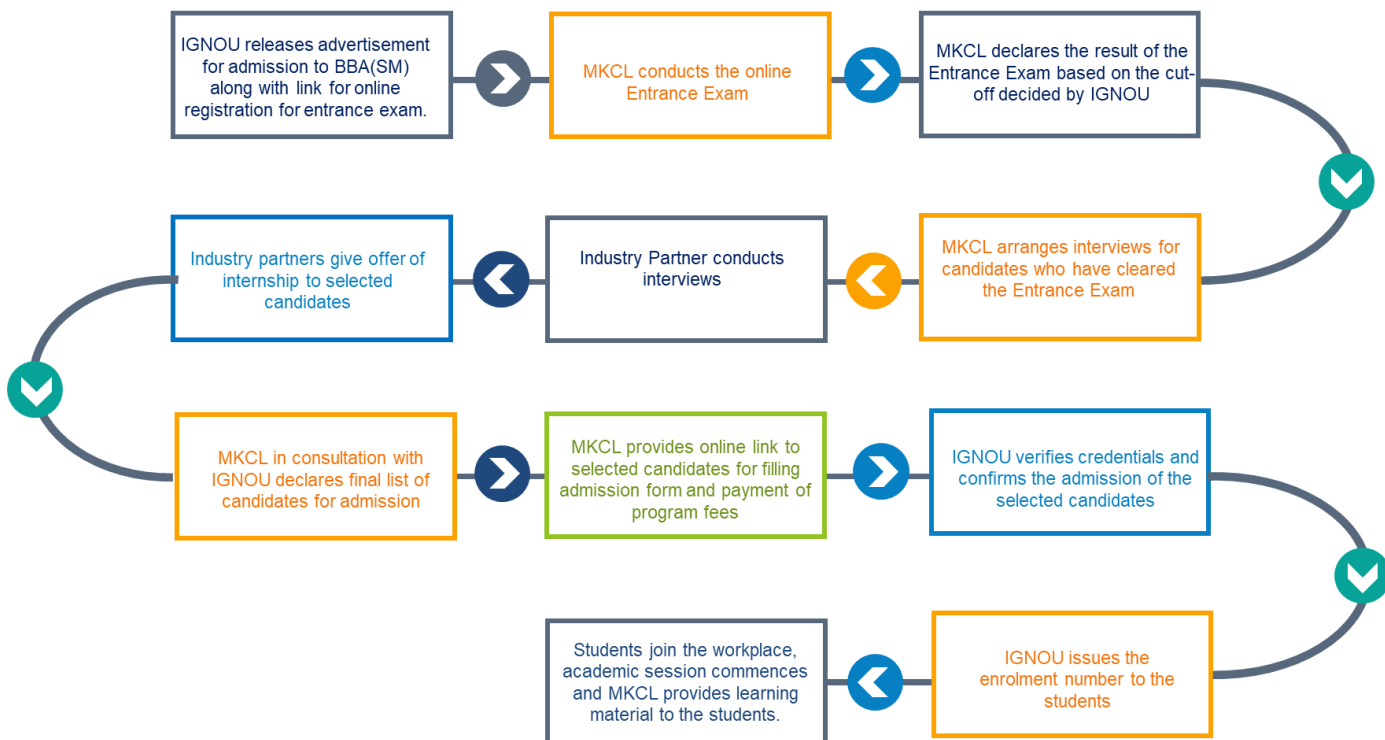
- i. Original copy of Notification in a daily newspaper notifying the change of name;
- ii. Affidavit, in original, on non-judicial Stamp Paper of the appropriate value sworn in before 1st Class Magistrate specifying the change in the name;
- iii. Marriage Card/Marriage Certificate in case of women candidates for change in surname;
- iv. Gazette Notification, in original, reflecting the change of name/surname;
- v. Demand Draft of Rs. 400/- drawn in favor of IGNOU payable at New Delhi.

Request for correction and/or change of Name/Surname will be entertained only before completion of the programme.

5.4 Recognition:

IGNOU Degrees/Diplomas/Certificates are recognized by all member Universities of the Association of Indian Universities (AIU) and are at par with Degrees/Diplomas/Certificates of all Indian Universities/Institutions.

5.5 Flow of Application, Selection and Admission:



6 Details of course-wise outlines

SEMESTER – I

Tentative Course Outlines

BSM - 001: FUNDAMENTALS OF MANAGEMENT

- Block-1 Introduction to Management**
 Unit 1: Management: Science or Art
 Unit 2: Management and Administration
 Unit 3: Levels of Management
- Block-2 Functions of Management Process**
 Unit 4: Management Process
 Unit 5: Planning and Organizing
 Unit 6: Leading and Controlling
- Block-3 Management by Objectives**
 Unit 7: Strategies and Tactics
 Unit 8: Policies and Planning
 Unit 9: Forecasting and Decision Making
- Block-4 Cases**

BSM - 002: BASICS OF MARKETING

Block-1 Fundamentals of Marketing

- Unit 1: Introduction to Marketing
- Unit 2: Segmenting, Targeting and Positioning
- Unit 3: Consumer Behaviour
- Unit 4: Marketing Mix

Block-2 Marketing Communication

- Unit 5: Types of Marketing Communication
- Unit 6: Advertising, Sales Promotion and Public Relation
- Unit 7: Integrated Marketing Communication

Block-3 Marketing Management Today

- Unit 8: The Great Indian Market
- Unit 9: Issues and Challenges in Marketing in India
- Unit 10: Marketing as a Process

Block-4 Cases

BSM - 003: WRITTEN COMMUNICATION SKILLS

Block-1 Basics of Written Communication

- Unit 1: Importance of Communication
- Unit 2: Process of Communication
- Unit 3: Barriers of Written Communication

Block-2 Business Correspondence

- Unit 4: Letter Writing and Social Correspondence
- Unit 5: Quotations, Orders and Tenders
- Unit 6: Memos, Notices, Agendas, and Minutes of Meeting

Block-3 Report Writing

- Unit 7: Types of Reports
- Unit 8: Process of Writing Reports
- Unit 9: Checklists for reports

Block-4 Cases

BSMA-001: BASIC IT SKILLS

Block-1

- Unit 1: Operating System
- Unit 2: Internet
- Unit 3: Applications

Block-2

- Unit 4: Word Processing
- Unit 5: Presentation Graphics
- Unit 6: Applications

Block-3

- Unit 7: Spreadsheets
- Unit 8: Personal Information Manager
- Unit 9: Applications

Block-4 Cases

BSMW-001: INTERNSHIP REPORT (WORKBOOK)

SEMESTER – II

BSM - 004: FOUNDATIONS OF SERVICES MARKETING

Block-1 Introduction to Services Marketing

Unit 1: Service and Technology

Unit 2: Services - Characteristics and Marketing Mix

Unit 3: Services and Services Marketing

Block-2 The GAPS model of service quality

Unit 4: Listening and Service Design Gaps

Unit 5: The service performance gap

Unit 6: The communication gap

Block-3 The financial and economic impact of service

Unit 7: Service and profitability

Unit 8: Customer perceptions of service quality

Unit 9: Key drivers of service quality

Block-4 Cases

BSM - 005: FOCUS ON THE CUSTOMER

Block-1 Customer expectations of service

Unit 1: Service Expectations

Unit 2: Factors influencing customer expectations of service

Unit 3: Issues involving customers' service expectations

Block -2 Customer perceptions of service

Unit 4: Customer satisfaction

Unit 5: Service quality

Unit 6: E-service quality and customer effort

Block-3 Service encounters

Unit 7: Customer perceptions of service encounters

Unit 8: The importance of encounters

Unit 9: Types of service encounters

Block-4 Cases

BSM - 006: UNDERSTANDING CUSTOMER REQUIREMENTS

Block-1 Listening to customers through research

Unit 1: Using customer research to understand expectations

Unit 2: Elements of effective service marketing research

Unit 3: Analyzing customer research findings

Block-2 Building customer relationships

Unit 4: Relationship marketing

- Unit 5: Relationship value of customers
- Unit 6: Relationship development strategies and challenges

Block-3 Service recovery

- Unit 7: The impact of service failure and recovery
- Unit 8: Service recovery strategies
- Unit 9: Service guarantees

Block-4 Cases

BSMA-002: COMMUNICATION AND SOFT SKILLS

Block-1 Communication Skills

- Unit 1: Effective Communication
- Unit 2: Listening Skills
- Unit 3: Non-Verbal Communication
- Unit 4: Interpersonal Communication
- Unit 5: Presentations
- Unit 6: Interviews
- Unit 7: Technology Mediated Communication
- Unit 8: Communication within a Group
- Unit 9: Email Communication
- Unit 10: Written Communication Formats
- Unit 11: Social Skills
- Unit 12: Public Speaking Skills
- Unit 13: Customer Relationship Management
- Unit 14: Visual Communication
- Unit 15: Mass Communication

Block -2

Soft Skills

- Unit 16: Psychology of success
- Unit 17: Being Sensitive
- Unit 18: Self-Awareness and Self-Acceptance
- Unit 19: Self-Management
- Unit 20: Time Management
- Unit 21: Smart Goal Setting
- Unit 22: Decision Making
- Unit 23: Being Flexible
- Unit 24: Interpersonal Relationships
- Unit 25: Collaboration and Cooperation
- Unit 26: Positive Health
- Unit 27: Ethics and Values
- Unit 28: Problem Solving
- Unit 29: Emotional Intelligence Quotient

BSMW-002: INTERNSHIP REPORT (WORKBOOK)

SEMESTER – III

BSM - 007: UNDERSTANDING HUMAN BEHAVIOUR

Block-1 Human Behavior and Processes

- Unit 1: Behavior, Personality and Values
- Unit 2: Workplace Emotions, Attitudes and Stress
- Unit 3: Foundations of Employee Motivation

Block-2 Team Processes

- Unit 4: Communicating in Teams and Organizations
- Unit 5: Leadership in Organizational Settings
- Unit 6: Conflict and Negotiation in the Workplace

Block-3 Organizational Processes

- Unit 7: Organizational Structures
- Unit 8: Organizational Culture
- Unit 9: Organizational Change

Block-4 Cases

BSM - 008: BASIC QUANTITATIVE TECHNIQUES

Block-1 Introduction to Business Statistics

- Unit 1: Meaning, Scope and Importance
- Unit 2: Type of data and data sources
- Unit 3: Frequency distribution, charts and graphs

Block-2 Basic Statistics

- Unit 4: Measures of Central tendency
- Unit 5: Measures of dispersion, skewness, standard deviation
- Unit 6: Probability
- Unit 7: Normal distribution and sampling distribution

Block-3 Basic Business Mathematics

- Unit 8: Mathematics for Business – I
(Interest, Depreciation, NPV, etc.)
- Unit 9: Mathematics for Business – II

Block-4 Cases

BEVAE-181: ENVIRONMENTAL STUDIES

BSMA-003: ADVANCED IT SKILLS

Block-1

- Unit 1: Advanced Excel
- Unit 2: Apply Custom Formats and Layouts
- Unit 3: Create advanced formulas
- Unit 4: Use Scenarios
- Unit 5: Pivot tables & charts
- Unit 6: Manage and Share Workbooks

Block-2

- Unit 7: Productivity tools

- Unit 8: Google Suite for collaboration
- Unit 9: Task planning and prioritization tools

BSMW-003: INTERNSHIP REPORT (WORKBOOK)

Semester – IV

BSM – 009: INTRODUCTION TO SERVICE OPERATIONS

Block-1 Introduction

- Unit 1: Concept, roles and responsibilities of Operations Manager
- Unit 2: History and recent trends

Block-2 Capacity and Facility Planning

- Unit 3: Capacity Management
- Unit 4: Facility Location and Layout
- Unit 5: Materials Management

Block-3 Quality Management

- Unit 6: Quality and Productivity
- Unit 7: Just in Time (JIT)
- Unit 8: Total Quality Management

Block-4 Cases

BSM - 010: SERVICE DESIGN

Block-1 Service Innovation and Design

- Unit 1: Considerations and types of service innovation
- Unit 2: Stages in service innovation and development
- Unit 3: Service blueprinting

Block-2 Customer-Defined Service Standards

- Unit 4: Factors necessary for appropriate service standards
- Unit 5: Types of customer-defined service standards
- Unit 6: Development of customer-defined service standards

Block-3 Physical Evidence and the Servicescape

- Unit 7: Physical evidence and servicescapes
- Unit 8: Framework for understanding servicescape effects and behavior
- Unit 9: Guidelines for physical evidence strategy

Block-4 Cases

BSM - 011: SERVICE QUALITY AND IMPROVEMENT

Block-1 Service Quality

- Unit 1: Defining and Measuring Service Quality
- Unit 2: Quality Service by Design
- Unit 3: Achieving Service Quality

Block-2 Process Improvement

Unit 4: Quality and Productivity Improvement Process and Tools

Unit 5: Benchmarking and Improvement Programs

Unit 6: Six Sigma and Lean Service

Block-3 Service Facility Location

Unit 7: Strategic Location Considerations

Unit 8: GIS and Facility Location Modeling Considerations

Unit 9: Facility Location Techniques

Block-4 Cases**BSMA -004: ACCOUNTING AS INFORMATION SYSTEM****Block-1 Accounting: An Introduction**

Unit 1: Accounting: Meaning, Objectives, Advantages and Limitations

Unit 2: Distinction between book keeping and accounting

Block-2 Accounting Information System

Unit 3: Source Documents: Invoices, Credit Notes, Vouchers

Unit 4: Maintaining Company Data

Unit 5: Inventory, Payroll, and TDS

Unit 6: Accounting Reports

Block-3 Generating Reports with Tally

Unit 7: Tally and Accounting Reports

Unit 8: Introduction to GST in Tally

Unit 9: GST Reports using Tally

Block-4 Cases**BSMW-004: INTERNSHIP REPORT (WORKBOOK)****SEMESTER – V****BSM – 012: ECONOMY AND SERVICES****Block-1 The Service Economy**

Unit 1: Role of Services in an Economy

Unit 2: Nature of Service Sector

Unit 3: Characteristics of Service Operations

Block-2 Sector Study 1 - Traditional and Established Sectors

Unit 4: Roles in Service Sector

Unit 5: Functions in the Service Sector

Unit 6: Processes in Service Sector

Block-3 Sector Study 2 - New and Upcoming Sectors

Unit 7: Roles in Service Sector

Unit 8: Functions in the Service Sector

Unit 9: Processes in Service Sector

Block-4 Cases

BSM – 013: Delivering and Performing Service

Block-1 Employee's role in service

Unit 1: Service culture

Unit 2: Role of employees and boundary-spanning roles

Unit 3: Strategies for delivering service quality through people

Block-2 Customers' role in service

Unit 4: Importance of customers in service co-creation

Unit 5: Customers' roles and self-service technologies

Unit 6: Strategies for enhancing customer participation

Block-3 Managing demand and capacity

Unit 7: Lack of inventory capability

Unit 8: Strategies for matching capacity with demand

Unit 9: Waiting line strategies

Block-4 Cases

BSM – 014: MANAGING SERVICE OPERATIONS - I

Block-1 Service Supply Relationships

Unit 1: Supply Chain Management & Service Relationships

Unit 2: Social Media in Services and Professional Service Firms

Unit 3: Outsourcing Services

Block-2 Globalization in Services

Unit 4: Domestic Growth and Expansion Strategies

Unit 5: Globalization of Services

Unit 6: Global Service Strategies

Block-3 Managing Capacity

Unit 7: Strategies for Managing Capacity

Unit 8: Yield Management

Block-4 Cases

BSMA-005: DATA PROCESSING AND REPORTING

Block-1

Unit 1: Create Advanced Charts

Unit 2: Create Dashboards using Excel

Block-2

Unit 3: Google Data studio

Unit 4: Using Google Data Studio for Data Analytics

BSMW-005: INTERNSHIP REPORT (WORKBOOK)

Semester – VI

BSM – 015: MANAGING SERVICE PROMISES

Block-1 Integrated marketing communications

Unit 1: Coordination in marketing communication and challenges

Unit 2: Addressing service intangibility

Unit 3: Managing service promises

Block-2 Pricing of Services

Unit 4: Customer knowledge of service prices

Unit 5: Cost and competition-Based pricing

Unit 6: Demand-Based pricing

Block-3 Pricing and Value

Unit 7: Pricing for customer-perceived value

Unit 8: Pricing for all-value and quality-Based customer perception

Unit 9: Pricing for value equal to customer spend

Block-4 Cases

BSM – 016: MANAGING SERVICE OPERATIONS - II

Block-1 Managing Waiting Lines

Unit 1: The Economics of Waiting and Managing Customer Waiting

Unit 2: Calling Population and Arrival Process

Unit 3: Queuing Configuration, Discipline, and Service Processes

Block-2 Capacity Planning and Basic Queuing Models

Unit 4: Capacity Planning & Basics of Analytical Queuing Models

Unit 5: Types of Analytical Queuing Models

Unit 6: Capacity Planning Criteria

Block-3 Computer Simulation

Unit 7: Systems Simulation

Unit 8: Generating Random Variables and Discrete-Event Simulation

Unit 9: Service Model Simulation Software

Block-4 Cases

BSM – 017: SERVICE ENTREPRENEURSHIP

Block-1 Service Sector Entrepreneurship Opportunities

Unit 1: Service Sector: Opportunities and Challenges

Unit 2: Sensing Business Opportunity and Identifying Solution

Unit 3: Entrepreneurship Development

Block-2 Business Plan and Sources of Capital

- Unit 4: From Opportunity to Business Plan
- Unit 5: From Business Plan to Funding
- Unit 6: Government Programmes for Entrepreneurship

Block-3 Growing a service company

- Unit 7: Strategies for growth
- Unit 8: Growth from external sources
- Unit 9: Developing a company vision

Block-4 Cases

BSMA-006: RESEARCH PROCESS

Block-1

- Unit1: Introduction to Research
- Unit2: Types of Research (Primary and Secondary Research)
- Unit3: Data Collection

Block-2

- Unit 4: Surveys
- Unit 5: Sampling
- Unit 6: Focus Groups

Block-3

- Unit 7: Questionnaire design and administration
- Unit 8: Research Report Writing
- Unit 9: Ethics in Research

BSMW-006: INTERNSHIP REPORT (WORKBOOK)