

SCHEME OF EXAMINATION

&

SYLLABI

OF

Four-Year BACHELOR OF BUSINESS
ADMINISTRATION PROGRAM
(Aligned with AICTE NEP-2020 Model Curriculum and Formative
Assessment Guidelines)

WITH EFFECT FROM THE ACADEMIC SESSION

2025-26



MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

BBA / BBA (Honors) / BBA (Honors with Research)

Program Overview

The Bachelor of Business Administration (BBA) is a comprehensive 3-year undergraduate program, extendable to 4 years for Honors/Honors with Research, designed as per NEP-2020 and AICTE Model Curriculum. This program provides flexible entry and exit options, industry-oriented skill development, and multi-disciplinary learning through core courses, electives, skill enhancement modules, value-added courses, and research projects.

BBA Program Objectives and Outcomes

The BBA Program aims to develop competent, ethical, and visionary business leaders who can contribute meaningfully to national progress and excel in the global business environment. The following Program Objectives and Outcomes reflect our commitment to academic excellence, leadership development, and holistic personality growth.

Program Objectives

1. Acquire and demonstrate comprehensive theoretical and practical knowledge of management and business, with the ability to critically analyze Indian and global business environments and apply insights across diverse contexts.
2. Cultivate the mindset to act as responsible managers, entrepreneurs, and leaders, integrating knowledge and skills to contribute meaningfully to national development and to act as responsible global citizens.
3. Demonstrate effective communication skills to present opinions, ideas, and strategies with clarity, logical reasoning, and critical thinking.
4. Develop the ability to understand, articulate, and navigate complex business environments with mindfulness and strategic clarity.
5. Exhibit commitment to roles and responsibilities as active members of multi-cultural teams, effectively managing diversity in cross-cultural settings.
6. Uphold the highest standards of professional and ethical conduct, fostering trust and integrity in all business practices.
7. Evolve into emotionally intelligent leaders and informed decision-makers, capable of inspiring and motivating teams to achieve organizational goals.
8. Strengthen problem-solving capabilities and decision-making acumen to provide innovative and effective business solutions.
9. Build research and analytical skills to explore, understand, and critically evaluate both Indian and global business environments.

Program Outcomes

The program provides multiple entry and exit points in alignment with NEP-2020, enabling students to earn a Certificate, Diploma, Degree, or Honors Degree with Research, progressively enhancing their knowledge and skills.

At the End of First Year: UG Certificate in Business Administration

1. Understand and conceptualize the foundational principles and theories of management.
2. Recognize the importance of effective communication for presenting ideas and opinions in professional settings.
3. Demonstrate the ability to comprehend and describe the business environment and its dynamics.
4. Apply logical thinking and data interpretation skills to identify and analyze basic business problems.

At the End of Second Year: UG Diploma in Business Administration

1. Demonstrate intermediate level understanding of management concepts along with basic managerial and analytical skills.
2. Apply effective communication and logical reasoning in business decision-making and collaborative environments.
3. Exhibit professional conduct and appreciate workplace ethics and responsibilities.
4. Work effectively in team settings, embracing the value of group work and collaborative problem-solving.
5. Develop creativity and innovative thinking to approach business challenges.

At the End of Third Year: Bachelor of Business Administration (BBA)

1. Exhibit comprehensive factual and theoretical knowledge of management and business functions.
2. Critically evaluate and analyze Indian and global business environments across multiple contexts.
3. Recognize and perform roles as managers, entrepreneurs, and leaders in diverse business scenarios.
4. Communicate effectively using critical thinking, logical reasoning, and structured analysis.
5. Demonstrate consistent adherence to professional and ethical standards in managerial practices.

At the End of Fourth Year: BBA (Honors) / BBA (Honors with Research)

1. Integrate advanced theoretical and practical knowledge of management to critically analyze and respond to Indian and global business challenges.
2. Articulate and evaluate business strategies with clarity, mindfulness, and a holistic perspective.
3. Demonstrate leadership, accountability, and effective participation as members of multicultural and diverse teams.
4. Exhibit emotional intelligence, strategic decision-making, and the ability to motivate and influence teams.

5. Apply problem-solving and analytical skills to deliver innovative solutions and support informed managerial decisions.
6. Develop advanced research and inquiry skills to conduct in-depth studies of Indian and global business environments, contributing to new knowledge creation.

Exit Options as per NEP-2020:

1. After 1 Year: UG Certificate in Business Administration
2. After 2 Years: UG Diploma in Business Administration
3. After 3 Years: BBA Degree
4. After 4 Years: BBA (Honors) / BBA (Honors with Research)

Eligibility for 4th Year Admission:

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

- **For BBA (Honors):** Completion of 3-Year BBA Degree
- **BBA (Honors with Research):** Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.

Note: The students who are eligible for BBA (Honors with Research) shall have choice to pursue either BBA (Honors) or BBA (Honors with Research).

Credit System and Course Codes

Definition of Credit:

- 1 Hour Lecture (L) per week = 1 Credit
- 1 Hour Tutorial (T) per week = 1 Credit
- 1 Hour Practical (P) per week = 0.5 Credit
- 2 Hours Practical (P) per week = 1 Credit

Course Code and Components:

- L – Lecture
- T – Tutorial
- P – Practical
- CC – Core Course
- AEC – Ability Enhancement Course
- MDE – Multi-Disciplinary Elective
- VAC – Value Added Course
- SEC – Skill Enhancement Course
- DSE – Discipline Specific Elective (Human Resource Management/ Business Analytics/ Marketing/ Supply Chain Management/ Finance/ International Business)
- OE – Open Elective (SWAYAM / Other Department Courses)

SEMESTER-WISE CREDIT DISTRIBUTION

Semester Wise Credit Distribution of Proposed BBA [BBA (Honors) and BBA (Honors with Research)] Program:

Semester	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective course	Value added Courses	Skill Enhancement courses	Discipline Specific Elective	Total
I	12	4	2	2	-	-	20
II	12	2	2	2	2	-	20
III	12	-	2	2	4	-	20
IV	16	-	-	2	2	-	20
V	8	-	-	-	4	8	20
VI	6	-	-	-	6	8	20
BBA (Honors)							
VII	4		4		4	8	20
VIII					8	12	20
BBA (Honors with Research)							
VII	12					8	20
VIII	20						20

CATEGORY- WISE DISTRIBUTION*

Description	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective Courses	Value added Courses	Skill Enhancement courses	Discipline Specific Elective	Total
BBA	66	6	6	8	18	16	120
BBA (Honors)	70	6	10	8	30	36	160
BBA (Honors with Research)	98	6	6	8	18	24	160
3 Years BBA Program					Total Credits = 120		
4 Years BBA (Honors) and BBA (Honors with Research)					Total Credits = 160		

Note: Students can take extra credit course from their own department or from other department as per the University norms.

Induction Program (Mandatory)

A 3-week Student Induction Program has to be conducted at the start of the first year to familiarize students with the academic environment, develop soft skills, and promote holistic learning.

Components Include:

- Physical Activities & Fitness
- Creative Arts & Literary Activities
- Universal Human Values and Ethics
- Language & Proficiency Modules
- Expert Lectures – at least one per semester
- Industrial Visits – one per semester
- Orientation with Department, Branch, and Innovations

Mandatory Academic Activities

1. Industrial Visits: One per semester
2. Workshops: One-week professional / industry / entrepreneurial workshop after 5th semester
3. Expert Lectures: At least one per semester by industry/domain experts

Summer Internship & Projects

- Evaluation includes Work Done, Project Report, Presentation, and Viva-Voce

Internal Assessment Includes:

- Class Participation and Performance
- Attendance
- Assignments & Quizzes
- Lab Records & Practical Viva-Voce
- Mid-Semester Tests (Best 2 out of 3 considered)

Grading System

Each course (Theory/ Practical) are assigned 100 marks, irrespective of the number of credits.

SCHEME OF EXAMINATION OF
BACHELOR OF BUSINESS ADMINISTRATION PROGRAM
 (Aligned with AICTE NEP-2020 Model Curriculum and Formative Assessment Guidelines)
 With effect from the Academic Session 2025-26

A. Structure of UG Program (First three years of BBA Program)

First Year: First Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)																
3 WEEKS COMPULSORY INDUCTION PROGRAM (UHV-I)																						
Core Courses (CC)																						
25IMSI401DS01	Principles and Practices of Management	70	30	-	100	3-1-0																
25IMSI401DS02	Financial Accounting	70	30	-	100	3-1-0																
25IMSI401DS03	Business Statistics and Logic	70	30	-	100	3-1-0																
Multi-Disciplinary Elective Course (MDE)																						
25IMSX01MD01	Indian Vision for Human Society	-	100	-	100	2-0-0																
Ability Enhancement Courses (AEC)																						
25IMSX01AE01	General English	--	100	---	100	1-1-0																
25IMSX01AE02	Business Communication-I	--	100	---	100	1-1-0																
23HNDX01AE01 OR 23SKTX01AE01	(Additional Course:) हिंदी भाषा संवर्धन (सत्र-1) (1-1-0) OR Sanskrit and Modern Indian Languages (1-1-0) OR Any Course of Similar Credits on Any Indian Languages from SWAYAM portal	--	--	--	--	No Credit																
Value Added Course (VAC)																						
25IMSX01VA01	Environmental Science and Sustainability	-	100	-	100	2-0-0																
Total Credits						20																
Note: 1. The duration of all the end-term theory examinations shall be 3 hours. 2. The Criteria for awarding the formative assessment of 30 marks throughout the Program shall be as under: a) Sessional Examination: 20 marks. b) Assignments/ Presentations/ Seminars and Class Participation: 5 marks c) Attendance: 5 marks (Less than 65% - 0 marks; Upto 70% - 2 marks; Upto 75% - 3 marks; Upto 80% - 4 marks; Above 80% - 5 marks) 3. The panel of examiners for end-semester theory examinations shall be prepared and approved by the UG BOS of IMSAR of the internal/external examiners based on their expertise/specialization/area of interest. 4. The formative assessment criteria for Multi-Disciplinary Course in Semester I will be as follows: <table><tr><td>Written Test (2X15)</td><td>30 Marks</td></tr><tr><td>Class Assignment/ Case Study/ Mini Project (2X15)</td><td>30 Marks</td></tr><tr><td>Book Review/ Essay/ Seminar (1X15)</td><td>15 Marks</td></tr><tr><td>Quiz/ Group Discussion/ Debate (2X10)</td><td>20 Marks</td></tr><tr><td>Attendance (Criteria as mentioned above in 2(c))</td><td>05 Marks</td></tr></table> 5. The formative assessment criteria for Ability-Enhancement Course in Semester I will be as follows: <table><tr><td>Written Test (2X15)</td><td>30 Marks</td></tr><tr><td>Peer Discussion/ Debate/ Extempore Speech (2X20)</td><td>40 Marks</td></tr><tr><td>Role Play</td><td>10 Marks</td></tr></table>							Written Test (2X15)	30 Marks	Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks	Book Review/ Essay/ Seminar (1X15)	15 Marks	Quiz/ Group Discussion/ Debate (2X10)	20 Marks	Attendance (Criteria as mentioned above in 2(c))	05 Marks	Written Test (2X15)	30 Marks	Peer Discussion/ Debate/ Extempore Speech (2X20)	40 Marks	Role Play	10 Marks
Written Test (2X15)	30 Marks																					
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks																					
Book Review/ Essay/ Seminar (1X15)	15 Marks																					
Quiz/ Group Discussion/ Debate (2X10)	20 Marks																					
Attendance (Criteria as mentioned above in 2(c))	05 Marks																					
Written Test (2X15)	30 Marks																					
Peer Discussion/ Debate/ Extempore Speech (2X20)	40 Marks																					
Role Play	10 Marks																					

6. The formative assessment criteria for Value Added Course in Semester I will be as follows:	Essay/ Article/ Report Writing	15 Marks
	Attendance (Criteria as mentioned above in 2(c))	05 Marks
	Written Test (2X20)	40 Marks
	Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
	Quiz/ Seminar/ Group Discussion/ Debate (2X12.5)	25 Marks
7. An ' Additional Course ' is a non-credit course that is undertaken for learning purposes only. If successfully completed, the ' Additional Course ' may be recorded.	Attendance (Criteria as mentioned above in 2(c))	05 Marks

First Year: Second Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
25IMSI402DS01	Human Behaviour and Organization	70	30	-	100	3-1-0
25IMSI402DS02	Marketing Management	70	30	-	100	3-1-0
25IMSI402DS03	Business Economics	70	30	-	100	3-1-0
Multi-Disciplinary Elective Course (MDE)						
25IMSX02MD01	Media Literacy and Critical Thinking	-	100	-	100	1-1-0
Ability Enhancement Courses (AEC)						
25IMSX02AE01	Business Communication-II	--	100	-	100	1-1-0
25IMSX02AE03	(Additional Course:) Foreign Language (To be decided by the Institute/College at their level) (1-1-0) OR Any Course of Similar Credits on Any Foreign Languages from SWAYAM portal	--	--	--	--	No Credit
Value Added Course (VAC)						
25IMSX02VA01	Indian Constitution	-	100	-	100	2-0-0
Skill Enhancement Course (SEC)						
25IMSX02SE01	Emerging Technologies and Application	-	100	-	100	1-0-1
Total Credits						20
Note:						
1. The duration of all the end-term theory examinations shall be 3 hours.						
2. The formative assessment criteria for Multi-Disciplinary Course in Semester II will be as follows:						
Written Test (2X15)				30 Marks		
Class Assignment/ Case Study/ Mini Project (2X15)				30 Marks		
Book Review/ Essay/ Seminar (1X15)				15 Marks		
Quiz/ Group Discussion/ Debate (2X10)				20 Marks		
Attendance (Criteria as mentioned above in 2(c))				05 Marks		
3. The formative assessment criteria for Ability -Enhancement Courses in Semester II will be as follows:						
Written Test (2X15)				30 Marks		
Peer Discussion/ Debate/ Extempore Speech (2X20)				40 Marks		
Role Play				10 Marks		
Essay/ Article/ Report Writing				15 Marks		
Attendance (Criteria as mentioned above in 2(c))				05 Marks		
4. The formative assessment criteria for Value Added Course in Semester II will be as follows:						
Written Test (2X20)				40 Marks		

	Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
	Quiz/ Seminar/ Group Discussion/ Debate (2X12.5)	25 Marks
	Attendance (Criteria as mentioned above in 2(c))	05 Marks
5. The formative assessment criteria for Skill Enhancement Course in Semester II will be as follows:		
	Written Test (2X10)	20 Marks
	Lab Work (Practical File)/ Field Work (Report)/ Portfolio	30 Marks
	Case Study/ Mini Project (1X15)	15 Marks
	Assignment/ Seminar/ Presentation (3X10)	30 Marks
	Attendance (Criteria as mentioned above in 2(c))	05 Marks
6. Exit Criteria after First Year of BBA Program		
The students shall have an option to exit after 1st year of Business Administration Program and will be awarded with a UG Certificate in Business Administration. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprenticeship / Social Responsibility & Community Engagement- encompassing community engagement with an NGO after the second semester of minimum 08 weeks of duration as decided by the University.		
The exiting students will clear the subject / submit the Internship Report as per the University schedule.		
7. An ' Additional Course ' is a non-credit course that is undertaken for learning purposes only. If successfully completed, the ' Additional Course ' may be recorded.		
Total Credits (20+20=40+4) for UG Certificate (Business Administration)		44

Re-entry Criteria into Second Year (Third Semester)

The student who takes an exit after one year with an award of certificate may be allowed to re-enter into Third Semester for completion of the BBA Program as per the University schedule after earning requisite credits in the First year.

Second Year: Third Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
26IMSI403DS01	Cost and Management Accounting	70	30	-	100	3-1-0
26IMSI403DS02	Legal and Ethical Issues in Business	70	30	-	100	3-1-0
26IMSI403DS03	Human Resource Management	70	30	-	100	3-1-0
Multi-Disciplinary Elective Course (MDE)						
26IMSX03MD01	Indian Systems of Health and Wellness	--	100	-	100	1-1-0
Value Added Course (VAC)						
26IMSX03VA01	Disaster Management	--	100	-	100	0-0-2
Skill Enhancement Course (SEC)						
26IMSX03SE01	Management Information System	--	100	-	100	2-0-2
Note:						
1. The formative assessment criteria for Multi-Disciplinary Course in Semester III will be as follows:						
Written Test (2X15)				30 Marks		
Class Assignment/ Case Study/ Mini Project (2X15)				30 Marks		
Book Review/ Essay/ Seminar (1X15)				15 Marks		
Quiz/ Group Discussion/ Debate (2X10)				20 Marks		
Attendance (Criteria as mentioned above in 2(c))				05 Marks		
2. The formative assessment criteria for Value Added Course in Semester III will be as follows:						
Regular Assessment through Observation and Class Discussion				40 Marks		
Field Work (Report)/ Mini Project				30 Marks		
Assignment (2X12.5)				25 Marks		
Attendance (Criteria as mentioned above in 2(c))				05 Marks		
3. The formative assessment criteria for Skill-Enhancement Course in Semester III will be as follows:						
Written Test (2X10)				20 Marks		
Lab Work (Practical File)/ Field Work (Report)/ Portfolio				30 Marks		
Case Study/ Mini Project (1X15)				15 Marks		
Assignment/ Seminar/ Presentation (3X10)				30 Marks		
Attendance (Criteria as mentioned above in 2(c))				05 Marks		
Total Credits						20

Second Year: Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
26IMSI404DS01	Entrepreneurship and Startup Ecosystem	70	30	-	100	1-1-0
26IMSI404DS02	Operations Management	70	30	-	100	3-1-0
26IMSI404DS03	Financial Management	70	30	-	100	3-1-0
26IMSI404DS04	Business Research Methodology	70	30	-	100	3-1-0
26IMSI404DS05	International Business	70	30	-	100	2-0-0
Value Added Course (VAC)						
26IMSX04VA01	Business Environment and Public Policy	--	100	-	100	2-0-0
Skill Enhancement Course (SEC)						
26IMSX04SE01	Design Thinking and Innovation	--	100	-	100	1-1-0
Total Credits						20
Note:						
1. At the end of the Fourth Semester every student shall undergo Summer Training/ Internship/ Capstone for Eight Weeks in the industry/ Research or Academic Institute. This component will be evaluated during the fifth semester. The candidates will submit the SIR in the manner specified in the Ordinance.						
2. The formative assessment criteria for Value Added Course in Semester IV will be as follows:						
Written Test (2X20)				40 Marks		
Class Assignment/ Case Study/ Mini Project (2X15)				30 Marks		
Quiz/ Seminar/ Group Discussion/ Debate (2X12.5)				25 Marks		
Attendance (Criteria as mentioned above in 2(c))				05 Marks		
3. The formative assessment criteria for Skill Enhancement Course in Semester IV will be as follows:						
Written Test (2X15)				30 Marks		
MCQs/ Quizzes/ Group Discussion (2X10)				20 Marks		
Case Study/ Mini Project (1X25)				25 Marks		
Seminar/ Presentation (2X10)				20 Marks		
Attendance (Criteria as mentioned above in 2(c))				05 Marks		
4. Exit Criteria after Second Year of BBA Program						
The students shall have an option to exit after 2nd year of Business Administration Program and will be awarded with a UG Diploma in Business Administration. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/ Apprenticeship/ Social Responsibility & Community Engagement-encompassing community engagement with an NGO/ Capstone Project after the fourth semester of minimum 8 weeks of duration as decided by the University (securing 84 credits).						
The exiting students will clear the subject/ submit the Internship Report as per the University schedule.						
Total Credits (20+20+20+20=80+4) for UG Diploma (Business Administration)						84

Re-entry Criteria into Third Year (Fifth Semester)

The student who takes an exit after second year with an award of Diploma may be allowed to re-enter into fifth Semester for completion of the BBA Program as per the University schedule after earning requisite credits in the Second year.

Third Year: Fifth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
27IMSI405DS01	Strategic Management	70	30	-	100	3-1-0
27IMSI405DS02	Logistics and Supply Chain Management	70	30	-	100	3-1-0
Discipline Specific Electives (DSE)						
	Specialization-I (Course 1)	70	30	-	100	3-1-0
	Specialization-II (Course 1)	70	30	-	100	3-1-0
	Additional DSE (3-1-0) (Audit Course)*	---	---	---	---	No Credit
Internship						
27IMSI405IN01	Summer Internship Report/ Capstone Project	--	--	100	100	4
Note:						
1. *An Audit Course is a non-credit course that is undertaken for learning purposes only. If successfully completed, the audit course may be recorded. Additional DSE is an Audit Course (Non-Credit but compulsory) to be opted by the student from the list of specializations offered other than the two specializations chosen by her/ him.						
2. Four credits of internship earned by a student during summer internship after the 2nd semester or 4th semester will be counted in the 5th semester of a student who pursues a 3-year UG Program without taking exit option.						
3. The criteria for Internship Evaluation will be as follows: After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period as per MDUR Internship Regulations 2025. The report shall be signed by the Internship Supervisor from respective UTD/ Centre/ College and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoDs/ Directors/ Principals. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of non-availability of respective mentor, the available relevant mentor as decided by the concerned HoD/ Director/ Principal may be utilized for the purpose of evaluation. Suggested distribution of marks will be as below: Assessment by Mentor- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks) Internship Report - 40 Marks Viva-Voce - 30 Marks						
4. The student shall start working on the Major Project in this semester as per the University guidelines. It will be evaluated in sixth semester as a compulsory paper						
5. Students are required to choose any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of TWENTY students are required to offer any specialization area from any two groups. The specialization area opted for in the 5 th Semester would remain the same in all further semesters.						
GROUP A		GROUP B		GROUP C		
Human Resource Management		Marketing		Finance		
Business Analytics		Supply Chain Management		International Business		
Total Credits						20

Third Year: Sixth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
27IMSI406DS01	Project Management	70	30	-	100	3-1-0
27IMSI406DS02	Business Taxation	70	30	-	100	2-0-0
Discipline Specific Electives (DSE)						
	Specialization-I (Course 2)	70	30	-	100	3-1-0
	Specialization-II (Course 2)	70	30	-	100	3-1-0
	Additional DSE (3-1-0) (Audit Course)*	---	---	---	---	No Credit
Skill Enhancement Course (SEC)						
27IMSX06SE01	Corporate Governance	---	100	-	100	2-0-0
Project Report						
27IMSI406PD01	Major Project Report	--	--	100	100	4
Total Credits						20
Note:						
1. *An Audit Course is a non-credit course that is undertaken for learning purposes only. If successfully completed, the audit course may be recorded. Additional DSE is an Audit Course (Non-Credit but compulsory) to be opted by the student from the list of specializations offered other than the two specializations chosen by her/ him.						
2. Students exiting the Program shall be awarded a 3-year Bachelor of Business Administration upon securing 120 credits.						
3. At the end of the Sixth Semester, Students opting for 4 th year of BBA (Honors) shall undergo Summer Internship-II for Eight Weeks in the industry/ Research or Academic Institute. This component will be evaluated during the Seventh semester. The candidates will submit the SIR in the manner specified in the Ordinance.						
3. The formative assessment criteria for Skill-Enhancement Course in Semester VI will be as follows:						
Written Test (2X15)				30 Marks		
MCQs/ Quizzes/ Group Discussion (2X10)				20 Marks		
Case Study/ Mini Project (1X25)				25 Marks		
Seminar/ Presentation (2X10)				20 Marks		
Attendance (Criteria as mentioned above in 2(c))				05 Marks		
4. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits (20+20+20+20+20+20) for 3-Year UG Degree in Business Administration						120

Exit Criteria after Third Year of BBA Program

The students shall have an option to exit after 3rd year of Business Administration Program and will be awarded with a Bachelor's in Business Administration.

Re-entry Criteria into Fourth Year (Seventh Semester)

The student who takes an exit after third year with an award of BBA may be allowed to re-enter into Seventh Semester for completion of the BBA (Honors) or BBA (Honors with Research) Program as per the University schedule after earning requisite credits in the Third year.

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

- **BBA (Honors with Research):** Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.
- **For BBA (Honors):** BBA Degree

B. Structure of UG Program (Last one year of BBA Program)

Fourth Year: Seventh Semester (Four Year BBA Honors)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
28IMSI407DS01	Entrepreneurial Leadership	70	30	-	100	2-2-0
Discipline Specific Electives (DSE)						
	Specialization-I (Course 3)	70	30	-	100	3-1-0
	Specialization-II (Course 3)	70	30	-	100	3-1-0
Open Elective (OE)						
28IMSX07OE01	AI for Business	70	30	-	100	3-1-0
Internship						
28IMSI407IN01	Internship Report-II	-	--	100	100	4
Total Credits						20

Note:

1. The formative assessment criteria for **Open Elective Course** in Semester VII will be as follows:

Written Test (2X15)	30 Marks
MCQs/ Quizzes/ Group Discussion (2X10)	20 Marks
Case Study/ Mini Project (1X25)	25 Marks
Seminar/ Presentation (2X10)	20 Marks
Attendance (Criteria as mentioned above in 2(c))	05 Marks

2. The criteria for Internship Evaluation will be as follows:

After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period as per MDUR Internship Regulations 2025. The report shall be signed by the Internship Supervisor from respective UTD/ Centre/ College and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoDs/ Directors/ Principals. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of non-availability of respective mentor, the available relevant mentor as decided by the concerned HoD/ Director/ Principal may be utilized for the purpose of evaluation.

Suggested distribution of marks will be as below:

Assessment by Mentor- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks)

Internship Report - 40 Marks

Viva-Voce - 30 Marks

3. In the Seventh Semester, every student has to submit a synopsis for a dissertation to the Institute/ College prepared in consultation with his/ her Research Supervisor and appear before a Research Advisory Committee (RAC) constituted by the Director/Principal of the concerned Department/College. This component will be evaluated during the eighth semester.

Fourth Year: Eighth Semester (Four Year BBA Honors)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline Specific Electives (DSE)						
	Specialization-I (Course 4)	70	30	-	100	3-1-0
	Specialization-II (Course 4)	70	30	-	100	3-1-0
	Specialization- I (Course 5) OR Specialization- II (Course 5)	70	30	-	100	3-1-0
Research Project/ Dissertation						
28IMSI408PD01	Dissertation Work	-	--	200	200	8
Total Credits						20
Note: 1. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by UG BOS of IMSAR.						
Total Credits (20+20+20+20+20+20+20+20) for Four Year BBA Honors						160

Fourth Year: Seventh Semester (Four Year BBA Honors with Research)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Core Courses (CC)						
28IMSI407DSR01	Advanced Data Analysis Tools	70	30	-	100	2-0-2
28IMSI407DSR02	Advanced Research Methodology	70	30	-	100	2-0-2
Discipline Specific Electives (DSE)						
	Specialization-I (Course 3)	70	30	-	100	3-1-0
	Specialization-II (Course 3)	70	30	-	100	3-1-0
Internship						
28IMSI407IN01	Internship Report	-	--	100	100	4
Total Credits						20
Note: 1. The criteria for Internship Evaluation will be as follows: After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period as per MDUR Internship Regulations 2025. The report shall be signed by the Internship Supervisor from respective UTD/ Centre/ College and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoDs/ Directors/ Principals. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of non-availability of respective mentor, the available relevant mentor as decided by the concerned HoD/ Director/ Principal may be utilized for the purpose of evaluation. Suggested distribution of marks will be as below: Assessment by Mentor- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks) Internship Report - 40 Marks Viva-Voce - 30 Marks 2. In the Seventh Semester, every student has to submit a synopsis for a dissertation to the Institute/ College prepared in consultation with his/ her Research Supervisor and appear before a Research Advisory Committee (RAC) constituted by the Director/Principal of the concerned Department/College. This component will be evaluated during the eighth semester.						

Fourth Year: Eighth Semester (Four Year BBA Honors with Research)

Course Code	Title of the Course (s)	Formative Assessment	Summative Assessment	Practical/ Viva-Voce	Total Marks	Credits (L-T-P)
Research Project/ Dissertation						
28IMSI408PD01	Dissertation	-	--	500	500	20
Total Credits						20
Note: 1. The topic of the Dissertation to be submitted for evaluation in the eighth Semester shall be submitted by the student along with a brief synopsis after finalization in the 7 th Semester in consultation with his/ her Research Supervisor and appear before a Research Advisory Committee (RAC) constituted by the Director/Principal of the concerned Department/College. 2. The assessment of the Dissertation shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by UG BOS of IMSAR. 3. Students undertaking the research dissertation may have their research findings patentable, presented at conferences or seminars, or published in peer-reviewed journals.						
Total Credits (20+20+20+20+20+20+20) for Four Year BBA Honors with Research						160

List of Course Offered for Various Specializations under Discipline Specific Electives

Human Resource Management			
Course Code	Semester	Course	Title of the Course (s)
27IMSI405DE01	5	1	Training & Development
27IMSI406DE01	6	2	Performance & Compensation Management
28IMSI407DE01	7	3	Change Management and Organizational Development
28IMSI408DE01	8	4	HRD– Systems & Strategies
28IMSI408DE02	8	5	Talent Acquisition and Management

Business Analytics			
Course Code	Semester	Course	Title of the Course (s)
27IMSI405DE02	5	1	Social Media & Web Analytics
27IMSI406DE02	6	2	Data Analytics using R/Python
28IMSI407DE02	7	3	Finance Analytics
28IMSI408DE03	8	4	Marketing Analytics
28IMSI408DE04	8	5	HR Analytics

Marketing			
Course Code	Semester	Course	Title of the Course (s)
27IMSI405DE03	5	1	Consumer Behaviour
27IMSI406DE03	6	2	Sales Marketing
28IMSI407DE03	7	3	Retail Marketing
28IMSI408DE05	8	4	Integrated Marketing Communication
28IMSI408DE06	8	5	Digital Marketing

Supply Chain Management			
Course Code	Semester	Course	Title of the Course (s)
27IMSI405DE04	5	1	Inventory Management
27IMSI406DE04	6	2	Logistics & Distribution Management
28IMSI407DE04	7	3	Management Decision Models
28IMSI408DE07	8	4	Quality Management and Business Process Improvement
28IMSI408DE08	8	5	International Supply Chain

Finance			
Course Code	Semester	Course	Title of the Course (s)
27IMSI405DE05	5	1	Financial Planning
27IMSI406DE05	6	2	Financial Markets Products and Services
28IMSI407DE05	7	3	Financial Derivatives
28IMSI408DE09	8	4	Investment Analysis & Portfolio Management
28IMSI408DE10	8	5	Direct Tax

International Business			
Course Code	Semester	Course	Title of the Course (s)
27IMSI405DE06	5	1	Global Business Environment
27IMSI406DE06	6	2	Transnational & Cross Cultural Marketing
28IMSI407DE06	7	3	EXIM Policy and Documentation
28IMSI408DE11	8	4	International Ventures, Mergers & Acquisitions
28IMSI408DE12	8	5	International Trade Policy & Strategy

Instructions for the conduct of Internship Evaluation and Viva-Voce of the Four-Year Bachelor of Business Administration Program

The criteria for Internship Evaluation will be as follows:

After completion of internship, students are required to prepare a comprehensive report highlighting their learning and takeaways during the internship period as per the Maharshi Dayanand University, Internship Regulations 2025. The report shall be signed by the Internship Supervisor from respective UTD/ Centre/ College and Mentor from internship providing organizations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoDs/ Directors/ Principals. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of non-availability of respective mentor, the available relevant mentor as decided by the concerned HoD/ Director/ Principal may be utilized for the purpose of evaluation.

Suggested distribution of marks will be as below:

Assessment by Mentor- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks)

Internship Report - 40 Marks

Viva-Voce - 30 Marks

In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by UG BOS of IMSAR.

The concerned Principal/Director of the College/Institute shall request the examiner(s) at his level and make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Principal/Director shall ensure to upload the marks awarded by the examiner(s) on the University website and submit the hard copy of the award list along with the attendance of the candidates and eligibility proof of examiner duly signed by both the examiner(s) and Principal/Director to the office of the Controller of Examinations within 15 days of the conduct of examinations.

The concerned Principal/Director is also required to make payment of TA/DA, and examination remuneration to the examiner on the spot as per the University norms, and the University will reimburse the same after submitting the bills to the Controller of Examinations duly verified by the concerned Principal/Director of the College/Institute. The Colleges/Institutes are also advised to invite the examiners from nearby stations only. In case the examiner(s) is/are invited beyond 100 km distance (one way), the permission of the Controller of Examination, Maharshi Dayanand University, may be sought.

SYLLABI

OF

**Four-Year BACHELOR OF BUSINESS
ADMINISTRATION PROGRAM**
(Aligned with AICTE NEP-2020 Model Curriculum and
Formative Assessment Guidelines)

WITH EFFECT FROM THE ACADEMIC SESSION

2025-26



**MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)**

SYLLABI OF
BACHELOR OF BUSINESS ADMINISTRATION PROGRAMME
(Aligned with AICTE NEP-2020 Model Curriculum and Formative Assessment Guidelines)
WITH EFFECT FROM THE ACADEMIC SESSION 2025-26

First Year: First Semester

PRINCIPLES AND PRACTICES OF MANAGEMENT

Course Code: 25IMSI401DS01

L-T-P

3-1-0

Summative Assessment: 70

Formative Assessment: 30

Time: 3 Hours

Course Objectives:

1. To understand the basic concepts, principles, and theories of management.
2. To examine the essential functions of managers.
3. To analyze the impact of globalization, diversity, and ethics on management.
4. To develop skills in strategic planning, decision-making, and leadership.

Course Outcomes:

1. Demonstrate how management principles are used to solve practical business problems
2. Compare and contrast different management theories and their effectiveness in various organizational contexts
3. Design a management strategy for a hypothetical or real organization using a mix of management theories and practices
4. Propose innovative management solutions to enhance efficiency and effectiveness in given business scenarios.

UNIT-I: Introduction to Management

Definition, nature, and significance of management, principles of management, management and administration, levels of management, role of managers and managerial skills; Evolution of management thought: Classical, Behavioral, Quantitative, Systems, Contingency and Modern approaches; Management as a science and an art; Functions of management: Planning, organizing, leading, and controlling

Unit 2: Planning, Organizing and Staffing

Nature, Importance and Purpose of planning in management; Types of plans: Strategic, tactical, operational ; Planning process and techniques ; Decision- making- Importance and steps, decision making models and tools; Organizational structure and design; types of organizational structures: Functional, divisional, matrix; Authority, responsibility, and delegation, Centralization Vs Decentralization of authority and responsibility – Span of Control; Coordination and integration, MBO and MBE; Nature and Importance of staffing – Process of selection and recruitment

Unit 3: Leading, Directing and Controlling

Meaning and nature of directing, Leadership theories (trait, behavioral, contingency, participative, charismatic, transformational, level-5 leader), Motivation theories and practices (Maslow, Herzberg two factor, McGregor's theory x & theory y), Hawthorne effect, Communication (meaning and importance) in management, Team building and group dynamics; Controlling-meaning and steps in controlling, control process and systems, essentials of sound control system, methods of establishing control, types of control; Performance measurement and management.

Unit 4: Strategic Management, Ethics and Social Responsibility

Overview of strategic management, SWOT analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), Sustainable management practices.

Suggested Readings:

1. Rao, V. S. P. Management Principles and Applications. Taxmann Publications.
2. Bright, D. et al. Principles of Management. OpenStax Textbooks, Houston
3. Kapoor, Premvir, Principles of Management, Khanna Book Publishing.
4. Jones, G. R., and George, J. M. Essentials of contemporary management. New York, NY: McGraw-Hill Education.
5. Robbins, S. P. & Coulter, M. A. Management. Pearson.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

FINANCIAL ACCOUNTING
Course Code: 25IMSI401DS02

L-T-P
3-1-0

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

Course Objectives:

1. To provide an understanding of application of various principles and practice of Accounting.
2. To demonstrate the knowledge on the process of accounting cycle and basic steps involved in Accounting.
3. To apply the knowledge of systematic maintenance of books of accounts to real life business.
4. To estimate Annual Financial statements of Sole proprietorship and Company form of business.

Course Outcomes:

On having completed this course student should be able to:

1. Identify the application of various principles and practice of Accounting in preparation of accounting statements.
2. Demonstrate the knowledge on the process of accounting cycle.
3. Apply the knowledge of systematic maintenance of books of accounts to real life business.
4. Estimate Annual Financial statements of Sole proprietorship and Company form of business.

Unit- I: Introduction to Accounting, Accounting system and process

Meaning, Need for accounting and accounting information system, Stakeholder using accounting information, Qualitative aspects of financial accounting, Accounting standards in India and International (outline), Branches of Accounting, Types of Business Organisations, Accounting taxonomy, Accounting concepts and conventions, Accounting concept of income and expenditure, Classification of capital and revenue- expenditure and income, accounting equation of assets equals capital and liabilities, accounting process, contingent assets and liabilities, Fictitious assets.

Unit – II: Recording transactions and Trial balance

Transactions -nature, Entry in Journal, Purchases, sales, Returns, Receivables, and payables, Inventory, Depreciation and amortizations, reserves, Intangible assets accounting, GST transactions, Entry in Ledger, Accounting accuracy through Trial balance, correction of errors.

Unit – III: Final Accounts

Preparation of Trading and Profit and Loss account, cash books, and Balance Sheet of sole trading concerns, importance of disclosures in final accounts

Unit - IV: Company Final Accounts

Introduction to company– kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act-2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical). Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.

Suggested Readings:

1. Jain S.P., & Narang K L. Basic Financial Accounting I, New Dehli, Kalyani publishers.
2. Kimmel, Financial accounting, Wiley Publications
3. Gupta, A. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.
4. S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi.
5. Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL learning.
6. Accounting for sustainability: www.ifac.org
7. Peter Bartelmus, E K Seifert, Green Accounting, London, Routledge Publications
8. IFRS sustainability standards: www.ifrs.org.

Instructions for External Examiner: The question paper shall be divided into two sections. Section ‘A’ shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BUSINESS STATISTICS AND LOGIC

Course Code: 25IMSI401DS03

L-T-P

3-1-0

Summative Assessment: 70

Formative Assessment: 30

Time: 3 Hours

Course Objectives:

1. To establish importance of logical reasoning in human inquiry.
2. To demonstrate data handling skills and summarize data with clarity.
3. To extend an understanding of application of relevant concepts of Statistics to a given business scenario.
4. To understand business problems and make decisions using appropriate statistical models and explain trends.
5. To demonstrate the knowledge on the process of organizing a data and conduct statistical treatment.

Course Outcomes: On having completed this course student should be able to:

1. Demonstrate data handling skills with clarity and logical reasoning.
2. Outline the relevant concepts of Statistics to a given context/ business scenario
3. Organize business data and conduct statistical treatment.
4. Evaluate and interpret data using appropriate statistical techniques.
5. Explain data trends using appropriate statistical models.

Pedagogy: *This course could be dealt using multiple pedagogies like interactive lecture, students' discussions, case studies and experiential learning.*

Unit – I: Measures of Central Tendency, Dispersion, Measures of Skewness and Kurtosis

Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation. Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance.

Unit – II: Correlation and Regression

Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable error. Regression - meaning and utility of regression analysis, comparison between correlation and regression, regression lines – x on y , y on x , regression equations and regression coefficients. meaning

Unit – III: Probability and Probability distributions

Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value.

Unit-IV: Introduction to Logic

Number series, coding decoding and odd man out series, direction sense test, seating arrangements – linear and circular, blood relations, arithmetic and geometric progressions, Inductive and deductive reasoning.

Practical Component: *Understanding basic concepts of statistics is possible by incorporating data sets from real life situations. In every unit one hour could be set aside to handle realistic data such as number of steps taken on a day, daily expenditures of students, air quality index in various months in various cities, stock prices etc. using EXCEL and make their interpretations. Students may make short presentations of their analysis to add to the learning experience.*

Suggested Readings:

1. Levin R. I.& Rubin D. S. Statistics for Management. Delhi: Pearson.
2. Pillai & Bagavathi. Statistics, Theory and Practice, S Chand Publishing
3. SP Gupta. Statistical Methods, Sultan Chand and Sons
4. SC Gupta. Fundamentals of Statistics, Himalaya Publishing House
5. Sharma, Gupta, The Practice of Business Statistics, Khanna Publishing House.
6. Sharma J.K. Business Statistics, Vikas Publishing House

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks. **Examiner must include adequate number of practical questions in question paper.**

INDIAN VISION FOR HUMAN SOCIETY

Course Code: 25IMSX01MD01

L-T-P

Formative Assessment: 100

2-0-0

Note: The formative assessment criteria for this Multi-Disciplinary Course will be as follows:

Written Test (2X15)	30 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Book Review/ Essay/ Seminar (1X15)	15 Marks
Quiz/ Group Discussion/ Debate (2X10)	20 Marks
Attendance (As given in Scheme)	05 Marks

Course Objectives

1. To help the learner to understand the concept of “vasudhaiva kutumbkam” and its realization process as an base for the development of vision for a humane society.
2. To help to identify the universality in humans and its coexistence in existence.
3. To introduce the sense of responsibility, duties and participation of individual for establishment of fearless society.
4. To help to understand the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the holistic development of physical, mental and spiritual wellbeing of one and all, at the level of individual, society, nation and ultimately the whole world.

Unit 1: The World View & Vision of Human Society

The concept of non-duality of Prakriti (Jad) and Purush (Chetana), human as coexistence of Jad & Chetan, Pancha-mahabhutas, the root of sorrow and suffering, freedom from sorrow, salvation, eternal peace truth (vyaharika satya), ultimate truth. The acceptance of various systems of philosophy for realization of truth and complementariness in society in ancient Indian system.

Unit 2: Aspiration and Purpose of Individual and Human Society

Aims of Human life; at individual level and societal level. At societal level; Four purusarthas Dharma, Artha, Kama, Moksha. Individual level; Abhyudaya (progress), Nihshreyasa (perfection) Pravrtti, Nivrtti. Dharma; Dharma sutras (Gautama, apastamba, baudhayana, vasistha). Dharma-Shastra; (manusmriti, naradamrti, visnumrti, yajnavalkya smriti) sociology, different stages of life like studenthood, householdership, retirement and renunciation, rites and duties, judicial matters, and personal laws (Aachara, Vyavahara, Prayaschitta). Artha; Kautliya Arthashastra, Kamandakiya Nitisara, Brihaspati Sutra, Sukra Niti, Moksha: Human liberation (Ignorance to Knowledge)

Unit3: Program for Ensuring Human Purpose: at Individual and Societal Level- I

Fundamental concept of Nitishastra: Satyanishtha Aur Abhiruchi (Ethics, Integrity & aptitude). The true nature of self; Shiksha Valli, Bhrgu Valli (concept of Atman-Brahman (self, soul). The true constitution of Human: Ananda Valli (Annamaya Kosha, Pranamaya Kosha, Manomaya Kosha, Vijnanamaya Kosha, Anandamaya Kosha). The four states of consciousness (Waking state, Dreaming state, Deep Sleep State, Turiya the fourth state), Consciousness (seven limbs and nineteen mouths), Prajna, Awareness. The Life Force Prana (Praana-Apaana-Vyaana-Udaana- Samaana)

Unit 4: Program for Ensuring Human Purpose: at Individual and Societal Level- II

Differentiating Vidya and Avidya, human bondages, Higher and Lower Knowledge (Para Vidhya & Apra Vidhya). Concept of Sattva, Rajas, Tamas and need of balancing the same, Patanjali yog sutra; Yama, Niyama, Asanas, pranayams, pratyahara, dharna, dhyana, Samadhi, Sixteen category of padartha, pramans (pratyaksh, anumana, upamana, shabda). Saadhana chatushtayam (viveka, vairagya, mumukshatavam, shadsampathi (sama, dama, uparama, titiksha, shraddha, samadhana), Understanding Nitya karma, Naimittika Karma, Kamya karma, prayaschitta karma, Nishidha Karma. Meditation and Progressive meditation (Narada's education), Ativadin to self-knowledge, Jyan yog, Karma yog, sanyas yog in aspect to harmonious practice in society

Unit 5: Practices for Ensuring Human Purpose- III

Practice in philosophy, architecture, grammar, mathematics, astronomy, metrics, sociology, economy and polity, ethics, geography, logic, military science, weaponry, agriculture, mining, trade and commerce, metallurgy, shipbuilding, medicine, poetics, biology and veterinary science.

Suggested Readings:

1. Maharaj Swami Chidatmanjee, Ancient Indian Society, Anmol Publication Pvt Ltd, India
2. S. C. Manerjee, Society in Ancient India: Evolution Since the Vedic Times Based on Sanskrit, Pali, Prakrit and Other Classical Sources: No. 1 (Reconstructing Indian History and Culture), DK printing, India
3. Rao, N. 1970. The Four Values in Indian Philosophy and Culture. Mysore: University of Mysore.
4. Kapur K and Singh A K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of Sankaracharya, Central Chinmay Mission Trust, Bombay, 1995.
5. Reshmi Ramdhoni, Ancient Indian Culture and Civilisation, Star Publication, 2018
6. SK Das, The Education System of Ancient Hindus, Gyan Publication House, India

GENERAL ENGLISH
Course Code: 25IMSX01AE01

L-T-P

Formative Assessment: 100

1-1-0

Note: The formative assessment criteria for this Ability Enhancement Course will be as follows:

Written Test (2X15)	30 Marks
Peer Discussion/ Debate/ Extempore Speech (2X20)	40 Marks
Role Play	10 Marks
Essay/ Article/ Report Writing	15 Marks
Attendance (As given in Scheme)	05 Marks

Course Objective:

1. To provide learning environment to practice listening, speaking, reading and writing skills.
2. To assist the students to carry on the tasks and activities through guided instructions and materials.
3. To effectively integrate English language learning with employability skills and training.
4. To provide hands-on experience through case-studies, mini-projects, group and individual presentations.

Course Outcomes:

The student will acquire basic proficiency in English including reading and listening comprehension, writing and speaking skills Course Content:

Unit- I: Vocabulary Building

The concept of Word Formation, Root words from foreign languages and their use in English, Acquaintance with prefixes and suffixes from foreign languages in English to form derivatives, Synonyms, antonyms, and standard abbreviations.

Unit-II: Basic Writing Skills

Sentence Structures, Use of phrases and clauses in sentences, Importance of proper punctuation, Creating coherence, Organizing principles of paragraphs in documents, Techniques for writing precisely

Unit- III: Identifying Common Errors in Writing

Subject-verb agreement, Noun-pronoun agreement, Misplaced modifiers, Articles, Prepositions, Redundancies

Unit- IV: Nature and Style of sensible Writing

Describing, Defining, Classifying, providing examples or evidence, writing introduction and conclusion, Module V: Writing Practices, Comprehension, Précis Writing, Essay Writing

Unit-V: Oral Communication (This Module involves interactive practice sessions in Language Lab)

Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations

Unit- VI: Oral Communication (This Module involves interactive practice sessions in Language Lab)

Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations

Suggested Readings:

1. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.,
2. Effective Communication Skills. Kul Bhushan Kumar, Khanna Book Publishing,
3. Practical English Usage. Michael Swan. OUP.
4. Remedial English Grammar. F.T. Wood. Macmillan.
5. Communication Skills. Sanjay Kumar and PushpLata. Oxford University Press.
6. Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press.

BUSINESS COMMUNICATION-I
Course Code: 25IMSX01AE02

L-T-P

Formative Assessment: 100

1-1-0

Note: The formative assessment criteria for this Ability Enhancement Course will be as follows:

Written Test (2X15)	30 Marks
Peer Discussion/ Debate/ Extempore Speech (2X20)	40 Marks
Role Play	10 Marks
Essay/ Article/ Report Writing	15 Marks
Attendance (As given in Scheme)	05 Marks

Course Objectives:

1. To understand the concept, process, and importance of Business Communication.
2. To help students in understanding the basic principles and techniques of business communication.
3. To train students to acquire and master written communication for the corporate world.
4. To sensitize students to understand Business Communication in Global and Cross-Cultural context.

Course Outcomes:

1. Apply the skills of effective letter writing and be able to create various kinds of Business letters.
2. Understand various barriers to communication and apply pre-emptive measures, including feedback, to minimize the same.
3. Students shall be able to effectively analyze and evaluate various kinds of business correspondence and e-correspondence.
4. Able to present in front of audience with confidence and expertise.

Unit 1: Introduction to Communication in Organizations

Introduction to Business Environment and Communication, Models of communication, Basics of Communication (types, channels and barriers), 7Cs of communication, Formal and informal communication, Listening Skills, communication on social media platforms.

Unit 2: Written Communication

Planning and executing different types of messages, emails, formal letters (Planning & Layout of Business Letter) and informal messages on e-platforms, negative messages: indirect & direct negative messages; Persuasive messages, request letters to various stakeholders, Sales Letters, Complaint & Follow up Letters, Promotion Letters, Job application Letters, cover letters, resume, Resignation Letters.

Unit 3 - Interpersonal Communication

Team communication, managing communication during online meeting, communication with virtual team, communication in gig economy; Presentation skills (Verbal and non-verbal); Powerpoint presentation skills; Infographics, introduction to contemporary alternatives (such as- Prezi, Visme, Microsoft Sway, Zoho)

Unit 4 - Digital Communication

Social media and individual, social media & organizations, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, Digital collaboration, digital citizenship –digital etiquettes & responsibilities; introduction to personal and organizational websites.

Suggested Readings:

1. AICTE's Prescribed – Communication Skills in English, Khanna Book Publishing.
2. Lesikar, R.V. & M.E. Flatley, "Business Communication: Connecting in a Digital World", McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P., Effective Business Communication. McGraw Hill.
4. Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication
5. Boove, C.L., Thill, J. V. & Raina, R. L, Business Communication Today, Pearson.

(Additional Course)

हिंदी भाषा संवर्धन (सत्र-1)

Course Code: 23HNDX01AE01

OR

SANSKRIT AND MODERN INDIAN LANGUAGES

Course Code: 23SKTX01AE01

L-T-P

1-1-0

Formative Assessment: Nil

These Courses are offered by University at Central Level.

Students may opt for one course from above from the pool of Ability Enhancement Courses designed at the central level by the University.

ENVIRONMENTAL SCIENCE AND SUSTAINABILITY

Course Code: 25IMSX01VA01

L-T-P

Formative Assessment: 100

2-0-0

Note: The formative assessment criteria for this Value Added Course will be as follows:

Written Test (2X20)	40 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Quiz/ Seminar/ Group Discussion/ Debate (2X12.5)	25 Marks
Attendance (As given in Scheme)	05 Marks

Course Objective(s):

1. This course aims to familiarize students with basic environmental concepts, their relevance to business operations, and forthcoming sustainability challenges.
2. This course will equip students to make decisions that consider environmental consequences.
3. This course will enable future business graduates to become environmentally sensitive and responsible managers.

Course Outcome(s):

1. Explore the basic environmental concepts and issues relevant to the business and management field.
2. Recognize the interdependence between environmental processes and socio- economic dynamics.
3. Determine the role of business decisions, policies, and actions in minimizing environmental degradation.
4. Identify possible solutions to curb environmental problems caused by managerial actions.
5. Develop skills to address immediate environmental concerns through changes in business operations, policies, and decisions.

Unit 1: Understanding Environment, Natural Resources, and Sustainability

Fundamental environmental concepts and their relevance to business operations; Components and segments of the environment, the man-environment relationship, and historical environmental movements. Concept of sustainability; Classification of natural resources, issues related to their overutilization, and strategies for their conservation. Sustainable practices in managing resources, including deforestation, water conservation, energy security, and food security issues. The conservation and equitable use of resources, considering both intergenerational and intergenerational equity, and the importance of public awareness and education.

Unit 2: Ecosystems, Biodiversity, and Sustainable Practices

Various natural ecosystems, learning about their structure, functions, and ecological characteristics. The importance of biodiversity, the threats it faces, and the methods used for its conservation. Ecosystem resilience, homeostasis, and carrying capacity, emphasizing the need for sustainable ecosystem management. Strategies for in situ and ex situ conservation, nature reserves, and the significance of India as a mega diverse nation.

Unit 3: Environmental Pollution, Waste Management, and Sustainable Development

Various types of environmental pollution, including air, water, noise, soil, and marine pollution, and their impacts on businesses and communities. Causes of pollution, such as global climate change, ozone layer depletion, the greenhouse effect, and acid rain, with a particular focus on pollution episodes in India. Importance of adopting cleaner technologies; Solid waste management; Natural and man-made disasters, their management, and the role of businesses in mitigating disaster impacts.

Unit 4: Social Issues, Legislation, and Practical Applications

Dynamic interactions between society and the environment, with a focus on sustainable development and environmental ethics. Role of businesses in achieving sustainable development goals and promoting responsible consumption. Overview of key environmental legislation and the judiciary's role in environmental protection, including the Water (Prevention and Control of Pollution) Act of 1974, the Environment (Protection) Act of 1986, and the Air (Prevention and Control of Pollution) Act of 1981. Environmental justice, environmental refugees, and the resettlement and rehabilitation of affected populations; Ecological economics, human population growth, and demographic changes in India.

Suggested Readings:

1. Poonia, M.P. Environmental Studies , Khanna Book Publishing Co.
2. Bharucha, E. Textbook of Environmental Studies, Orient Blackswan Private Ltd.
3. Dave, D., & Katewa, S. S. Text Book of Environmental Studies. Cengage Learning India Pvt Ltd.
4. Rajagopalan, R. Environmental studies: from Crisis to Cure, Oxford University Press.
5. Basu, M., & Xavier Savarimuthu, S. J. Fundamentals of Environmental Studies. Cambridge University Press.

First Year: Second Semester**HUMAN BEHAVIOUR AND ORGANIZATION****Course Code: 25IMSI402DS01**

L-T-P

3-1-0

Summative Assessment: 70

Formative Assessment: 30

Time: 3 Hours

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 Outcomes: After completing this Course Students will be able to:

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

Unit 1: Introduction to Human Behavior 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, Self-efficacy Theory).

Unit 3: Group & Team Behaviour

Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group, and teams; Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams.

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); Comparison of Indian leadership styles with other countries. Bases of Power.

Organizational Culture: Concept of culture; Impact (functions and liability); Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural management, Stress, and its Management.

Suggested Readings:

1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred - Organizational Behavior: An Evidence-Based Approach - McGraw Hil Publishers Co. Ltd., New Delhi.
3. Prasad, L.M-Organizational Theory Behavior-Sultan Chand & Sons, New Delhi.
4. Rao, VS P-Organization Behavior –Himalaya Publishing House.
5. Aswathappa. K.-Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

MARKETING MANAGEMENT

Course Code: 25IMSI402DS02

L-T-P

3-1-0

Summative Assessment: 70

Formative Assessment: 30

Time: 3 Hours

Course Objectives:

1. Develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business.
2. Develop skills to analyze and synthesize information and derive insights related to marketing management, from several perspectives
3. It also explores best practices in managing marketing activities within an organization and how to measure the impact on demand and attempt to forecast and influence its future levels, magnitude and timing.

Course Outcomes: After completing this Course Students will be able to:

1. Understand fundamental marketing concepts, theories and principles; the role of marketing in the organization context.
2. Recognize various elements marketing mix for effective functioning of an organization.
3. Critically analyze an organization's marketing strategies.
4. Learn appropriate tools and techniques of marketing with focus on Indian experiences, approaches and cases.
5. Evaluate marketing implementation strategies and formulate and assess strategic, operational and tactical marketing decisions.

Unit 1

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, selling concept, Marketing concept, Holistic marketing concept; Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context); Market and competition analysis, Market Analysis and Creating and Delivering Customer Value. types of marketing (B2C, B2G, B2B, C2C)

Unit 2

Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behavior, The Rise of Consumer Democracy, Stimulus Response Model of Consumer Behavior, Buyer's Cultural, Social, Personal, and Psychological Characteristics particularly in Indian context, Consumer Buying Decision Process, Business Customer's Buying Decision Process, and Traditional vs. Experiential Marketing's View of Customer

Unit 3

Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling. Portfolio approach – Boston Consulting Group (BCG) matrix. Introduction to Brand Management and Innovation and New Product Development.

Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), and Adapting Price.

Promotion Decisions: Factors determining promotion mix, Promotional Tools – Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management.

Unit 4

Marketing of Services: Unique Characteristics of Services, Marketing Strategies for Service Firms- 7Ps. Contemporary issues in Marketing, E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).

Suggested Readings:

1. Kotler P., Keller K., et al. Marketing Management (16th edition). Pearson Education Pvt. Ltd.
2. Aaker, D. A. and Moorman Christine., Strategic Market Management: Global Perspectives. John Wiley & Sons.
3. Shainesh G. Kotler Philip, Keller Kevin, Alexander Chernev, Jagdish N. Sheth | Marketing Management. Pearson Higher Education
4. Kotler, P., Armstrong, G., and Agnihotri, P. Y. Principles of Marketing (17 th edition). Pearson Education.
5. Ramaswamy, V.S. & Namakumari, S. Marketing Management: Indian Context Global Perspective (6 th edition). Sage Publications India Pvt. Ltd.
6. Chaffey, D., & Ellis-Chadwick, F. Digital Marketing (7 th edition). Pearson Higher Education.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BUSINESS ECONOMICS
Course Code: 25IMSI402DS03

L-T-P
3-1-0

Summative Assessment: 70
Formative Assessment: 30
Time: 3 Hours

Course Objectives:

1. It equips students with fundamental concepts of microeconomics.
2. Business economics delves into the complexities of market structures, helping students navigate challenges such as competition, regulatory environments, and technological disruptions.
3. It fosters critical thinking by analyzing real-world case studies, enabling students to propose innovative solutions to business problems.
4. A grasp of business economics is essential for aspiring entrepreneurs, managers, and analysts seeking to thrive in today's dynamic and interconnected business landscape.

Course Outcomes: At the end of the course students will be able to:

1. Understand basic concepts of microeconomics and solve the problem of reallocation and distribution of the scarce resources.
2. To analyze the form and nature of the market and their pricing strategies.
3. Understand the calculation of national income and true measure for increasing economic welfare.
4. Understand various challenges associated with the Indian economy and help to balance the economy

Unit-1: Fundamentals and Basic elements of Microeconomics

The Economic Problem: Scarcity and Choice, Nature and Scope-Positive and Normative Economics.

Scope of Study and Central Problems of Micro and Macroeconomics

Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand.

Supply Schedule: individual and market supply, determinants of supply, law of supply, Elasticity of supply. Determination of demand and supply, effect of a shift in demand and supply.

Unit-2: Producer and Consumer Behavior

Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium.

Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves.

Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi- Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.

Unit-3: Analysis of Market

Concept of Market and Main Forms of Market.

Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, and oligopoly.

Unit-4: National Income and Various Indian Economy Challenges

Circular Flow of Income. Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income.

A Brief Introduction of Indian Economy - Pre-and Post-Independence.

Current Challenges Facing by Indian Economy- Human Capital Formation, Poverty, Dynamic Business Environment, Trade with Various Nations, Sustainable Economic Development.

Suggested Readings:

1. Mc Connell & Brue: Micro Economics Principal, problems & policies. McGraw Hills Professional Publication.
2. Ahuja, H.L. Advanced Economic theory
3. Jain K.P. Advanced Economic theory
5. J. Shapiro: Macro Economic Theory and Policy
4. Sunil Bhaduri: Macro Economic Analysis
5. H.L. Ahuja: Micro Economic Theory; Modern Publisher, New Delhi.
6. Samuelson & William D. Nordhaus: Economics; McGraw Hills.
7. A.N. Agarwal: Indian Economy.
8. D.M. Mithani: Macro Economics; Himalaya Publishing House.
9. Macroeconomics: Principles, Applications, and Tools" by Arthur O'Sullivan, Steven Shiffrin, and Stephen Perez

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

MEDIA LITERACY AND CRITICAL THINKING

Course Code: 25IMSX02MD01

L-T-P

Formative Assessment: 100

1-1-0

Note: The formative assessment criteria for this Multi-Disciplinary Course will be as follows:

Written Test (2X15)	30 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Book Review/ Essay/ Seminar (1X15)	15 Marks
Quiz/ Group Discussion/ Debate (2X10)	20 Marks
Attendance (As given in Scheme)	05 Marks

Course Objective(s):

1. Develop critical thinking skills to analyse various media forms effectively and identify underlying biases.
2. Foster media literacy principles for navigating digital media landscapes and evaluating credibility.
3. Explore media production dynamics and ownership structures in the Indian context.
4. Address ethical and regulatory considerations in media practices.
5. Enhance digital media literacy for responsible online engagement and combating misinformation.

Course Outcome(s):

1. Demonstrate proficiency in analysing media texts and identifying implicit messages and ideologies.
2. Apply media literacy principles to make informed decisions about media consumption and production.
3. Understand the complexities of media production, distribution, and audience behavior.
4. Adhere to ethical standards in media content creation and consumption.
5. Promote responsible digital citizenship by navigating online information critically and combating misinformation.

Unit 1: Foundations of Media Literacy and Critical Thinking

Core principles of media literacy and critical thinking; Definition and significance of media literacy, its historical evolution within the Indian context; Understanding media as a powerful communication tool and its role in shaping societal perceptions and behaviors.

Unit 2: Deconstructing Media Texts

Forms of media texts, including print, broadcast, digital, and social media; Textual analysis and the deconstruction of visual media using semiotics; The impact of media representations on individual perceptions and societal attitudes, from relevant case studies in the Indian context.

Unit 3: Media Consumption and Production Dynamics

Dynamics of media production, distribution, and consumption in India: Influence of ownership and control structures on media content; Techniques for critically evaluating media content and analysing audience consumption patterns

Unit 4: Ethics, Regulation, and Digital Media Literacy

Ethical and regulatory considerations inherent in media practices and the evolving landscape of digital media literacy. Ethical principles in media, the regulatory framework governing media content, and the role of self-regulatory bodies in upholding ethical standards; Digital media's impact on contemporary media literacy practices, strategies for navigating online information, and promoting digital citizenship.

Suggested Readings:

1. Potter, W. J. Media Literacy (8th ed.). SAGE Publications.
2. Hobbs, R. Media Literacy in the Digital Age. Routledge.
3. Halpern, D. F. Thought & Knowledge: An Introduction to Critical Thinking (5th ed.). Psychology Press.
4. Kahneman, D. Thinking, Fast and Slow. Farrar, Straus and Giroux.
5. Baran, S. J., & Davis, D. K. Mass Communication Theory: Foundations, Ferment, and Future (8th ed.). Cengage Learning.
6. Kahne, J., & Bowyer, B. Media Literacy Education in Action: Theoretical and Pedagogical Perspectives. Routledge.
7. Barbour, K., & Marshall, J. The Media Literacy Handbook. ASCD.
8. Bhaskar, N. K. Media laws and ethics in India. Lexis Nexis.
9. West, R., & Turner, L. H. Understanding Intercultural Communication: Negotiating a Grammar of Culture (2nd ed.). Routledge.
10. Aufderheide, P., & Jaszi, P. Reclaiming Fair Use: How to Put Balance Back in Copyright (2nd ed.). University of Chicago Press.
11. Hammond, J. S., Keeney, R. L., & Raiffa, H. Smart choices: A Practical Guide to Making Better Decisions. Harvard Business Review Press.
12. Covey, S. R. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change (30th anniversary ed.) Simon & Schuster.

BUSINESS COMMUNICATION-II
Course Code: 25IMSX02AE01

L-T-P

Formative Assessment: 100

1-1-0

Note: The formative assessment criteria for this Ability Enhancement Course will be as follows:

Written Test (2X15)	30 Marks
Peer Discussion/ Debate/ Extempore Speech (2X20)	40 Marks
Role Play	10 Marks
Essay/ Article/ Report Writing	15 Marks
Attendance (As given in Scheme)	05 Marks

Course Objectives:

1. To understand the concept, process, and importance of business communication with a strategic imperative.
2. To help students in understanding the basic principles and techniques of various workplace communication including digital communication skills
3. To train students to acquire and master intra and inter-organizational communication
4. To train students for communicating effectively for the purpose of gaining employment.

Course Outcomes:

1. Apply the skills for writing various workplace written communications.
2. Effectively analyze and evaluate Business Reports.
3. Demonstrate competence in delivering impressive power- point presentations.
4. Create objective and succinct Resumes and be prepared to perform optimally in Job Interviews.

Unit 1: Written Communication: Intra Organizational/ Departmental/ Workplace Communication

Need and Types, Basics of Writing Office Circulars, Agenda, Notice, Office Memoranda, Office Orders, News Letters; Positive and Negative Messages, Use of Technology for Communication, Effective IT communication tools- Electronic mail: advantages, safety and smartness in writing email, E-mail etiquettes; Use of online social media for communication and Public Relations; Ethical dilemmas in use of social media for communication. Report Writing: Types of Business Reports, responding to request for proposals (RFP), response to RFP, Formal Report- Components and Purpose, Organizing Information- Outlining & Numbering Sections, Section Headings, Sub-Headings, & Presentation; Reporting in Digital Age, Writing Reports on Field Work/Visits to Industries, Business Proposals; Summarizing Annual Reports of Companies- Purpose, Structure and Principles; Drafting Minutes of a Meeting; Corporate Communication- channels of corporate communication, target segments of corporate communication, types of corporate communication; Managing Crisis- Communication; Managing communication during change; Culture as communication

Unit 2: Oral Communication, Professionalism and Team Work

Meaning, Nature, and Scope of Effective Oral Communication; Techniques of Effective Speech, Media for Oral Communication- Face-to-Face Conversation, Teleconferences, Press Conference, Telephonic Conversations, Radio Presentation, Public address and Podcast. Constructing Oral Report; Group Discussion, Teams communication; Communication during online meeting; Online and offline professional etiquettes; Conducting appraisals, conducting interviews.

Unit 3: Negotiation Skills and Cross-Cultural Communication

Negotiation communication with vendors, suppliers, employees and other stakeholders; BATNA & communication during negotiations; Body language and negotiation; Impact of globalization on organizational communication; Cross-Cultural frameworks (ex. Geert Hofstede); Culture & appropriate communication; Etic and Emic approaches to Culture; Communication to a diverse workforce; Overcoming barriers and biases in Cross-Cultural Communication; Building Inter-Cultural Workplace Skills; Cross-cultural etiquettes across clusters/ countries.

Unit 4: Contemporary Communication

Digital communication- individual communicating via social media, organizations communicating via social media, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, digital collaboration, digital citizenship –digital etiquettes & responsibilities; Introduction to personal and organizational websites; communication through podcasts.

Job Searching in Digital Age; Creating Resume (CV, cover letter), Creating Customized Cover Messages for Job Applications, Purposes and Types of Employment Interviews, Performing Optimally in a Job Interview- Do's and Don'ts Before, During and After the Interview.

Suggested Readings:

1. Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.
2. Lesikar, R.V. & M.E. Flatley, "Business Communication: Connecting in a Digital World", McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P. Effective Business Communication. McGraw Hill.
4. Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication
5. Boove, C.L. et al., Business Communication Today, Pearson.

(Additional Course)
Foreign Language
Course Code: 25IMSX02AE03

L-T-P
1-1-0

Formative Assessment: Nil

The Syllabus will be decided by the concerned institute/college at their level.

INDIAN CONSTITUTION
Course Code: 25IMSX02VA01

L-T-P

Formative Assessment: 100

2-0-0

Note: The formative assessment criteria for this Value Added Course will be as follows:

Written Test (2X20)	40 Marks
Class Assignment/ Case Study/ Mini Project (2X15)	30 Marks
Quiz/ Seminar/ Group Discussion/ Debate (2X12.5)	25 Marks
Attendance (As given in Scheme)	05 Marks

Course Objective(s):

1. Develop an understanding of the Indian Constitution beyond legal and political lenses, emphasizing its significance for business students.
2. Recognize the importance of comprehending constitutional basics and their impact on trade, economy, and business practices.
3. Analyze the inclusion of economic justice in the preamble and its implications for post-colonial economic policies.
4. Explore the legal history of competing claims between economic development and principles of equity and justice in India.
5. Examine the transition from state-led industrialization to liberalization, highlighting the constitutional underpinnings of these economic shifts.
6. Investigate the constitutional provisions relevant to business, such as the fundamental right to practice any profession, occupation, trade, or business as enshrined in Article 19.

Course Outcome(s):

1. Students get equipped with a knowledge of the Indian Constitution, particularly from the perspective of economic governance and business
2. They begin to develop a nuanced analytical framework about ongoing constitutional debates and battles which affect the domain of business
3. Developing a sense of how questions of economic growth have to be balanced with other constitutional commitments, including social and economic justice.

Unit 1: An Economic History of the Constitution of India

Historical understanding of the constitution as an economic document. Understanding the Preamble, Starting from the land reform cases in the 1950s to the validity of the bitcoin ban imposed by the RBI, this module signpost all of the important economic moments in the constitutional history of post-colonial India; Constitutional design, Legal Regulation and economic justice

Unit 2: Fundamental Rights and Business in India

Article 19(1)(g), grants every citizen the right, to practise any profession, or to carry on any profession, occupation, trade, or business. Like other fundamental rights, this right is subject to reasonable restrictions imposed by the state. This particular provision of the Constitution has been one of the most severely litigated freedoms. Fundamental Duties.

Unit 3: Fiscal Federalism

Article articles 301 to 307 of the Constitution pertains to Trade, Commerce and Intercourse within the Territory of India; Challenges associated with fiscal federalism in India including the vertical fiscal imbalance; Article 280 of the Constitution.

Unit 4: Constitutional Battles that Shaped the Economy

This module will be taught through key case studies that demonstrate the complex and fascinating overlap between the constitution and business and shall use Saurabh Kirpal's book Fifteen Judgments: Cases that Shaped India's Financial Landscape as our guide through this landscape. The case studies include the banning of diesel engine cars, Telecom regulation and ownership of broadcast media, Demonetisation, Aadhaar, the lifting of restrictions on dealing in cryptocurrencies

Suggested Readings:

- The Oxford Handbook of the Indian Constitution, Oxford university press.

Cases

- Rustom Cavasjee Cooper v. Union of India, (1970) 1 SCC 248
- State of Rajasthan v. Mohan Lal Vyas, AIR 1971 SC 2068 (confirmation of a private monopoly, not a violation of fundamental right)
- Mithilesh Garg v. Union of India, (1992) 1 SCC 168 : AIR 1992 SC 221 (Right to carry on business, not breached when it is liberalised)
- Chintamanrao v. The State of Madhya Pradesh, AIR 1951 SC 118 (scope of reasonable restrictions in relation to trade and occupation)
- Cooverjee B. Bharucha v. Excise Commissioner, Ajmer, AIR 1954 SC 220 (the reasonableness of the restriction imposed may depend upon the nature of the business and prevailing conditions including public health and morality)

- T. B. Ibrahim v. Regional Transport Authority. Tanjore, AIR 1953 SC 79
- Harman Singh v. RTA, Calcutta, AIR 1954 SC 190
- Dwarka Prasad Laxmi Narain v. State of U.P., AIR 1954 SC 224
- State of Bombay v. R.M.D. Chamarbaugwala, AIR 1957 SC 699
- Parbhani Transport Coop. Society Ltd. v. Regional Transport Authority, Aurangabad, AIR 1960 SC 801
- State of Bombay v. R. M. D. Chamarbaugwala, (1957) S.C.R. 874,
- G.K.Krishnan vs State of Tamil Nadu, 1975 SCC (1) 375
- Automobile Transport (Rajasthan) Ltd. Vs State of Rajasthan, AIR 1962 SC 1406

EMERGING TECHNOLOGIES AND APPLICATION

Course Code: 25IMSX02SE01

L-T-P

Formative Assessment: 100

1-0-1

Note: The formative assessment criteria for this Skill Enhancement Course will be as follows:

Written Test (2X10)	20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	30 Marks
Case Study/ Mini Project (1X15)	15 Marks
Assignment/ Seminar/ Presentation (3X10)	30 Marks
Attendance (As given in Scheme)	05 Marks

Course Objectives:

1. To provide a comprehensive understanding of emerging technologies such as Blockchain, IoT, cloud computing, robotics, AR/VR, etc.
2. To explore the applications, implications, and strategic advantages of emerging technologies in business for competitive advantage.

Course Outcomes:

1. Students will understand foundational knowledge of emerging technologies such as Blockchain, IoT, cloud computing, AR/VR, etc., comprehending their principles, components, and functionalities.
2. Students will analyze the practical applications of these technologies in various business contexts, evaluating how they can optimize operations, enhance decision-making, and drive innovation.
3. Students will evaluate the strategic implications of adopting emerging technologies, including potential challenges, risks, and opportunities, to formulate informed strategies for competitive advantage.
4. Students will develop skills to plan and manage the integration of emerging technologies into business processes, ensuring alignment with organizational goals and effective change management.

Unit-1: Cloud Computing

Cloud service models (IaaS, PaaS, SaaS) – Deployment models (public, private, hybrid) – Cloud-based -enterprise solutions – Cost-benefit analysis and scalability – Security and Governance – Data security and compliance in the cloud – Cloud governance frameworks

Unit-2: Internet of Things (IoT) & Industry 4.0

Sensor technologies and connectivity - IoT Applications in Smart cities and infrastructure – Industrial IoT and manufacturing – IoT data processing and storage – Real-time analytics and decision-making – Concept of Industry 4.0 – Automation and smart manufacturing – Cyber-physical systems and digital twins – Robotics and advanced manufacturing technologies – Impact on Business Models – Transformation of production and supply chains – Business process optimization

Unit-3: Block Chain Technology

Fundamentals of Block chain – Decentralization and distributed ledger – Cryptography and consensus mechanisms – Smart contracts – Financial services and digital identity – Challenges and Opportunities – Security and privacy issues – Regulatory and compliance considerations

Unit-4: Augmented Reality (AR) and Virtual Reality (VR)

Introduction to AR/VR – Key concepts and differences between AR and VR – Historical development and current state - AR/VR applications in marketing and customer experience – Training and development through immersive technologies – Challenges and Opportunities – Technological limitations and advancements – Integration with existing business processes.

Practical (Suggestive List):

- Hands on sessions on utilizing popular cloud platforms for development and deployment, offering hands-on experience with free tiers and trial accounts.
- Hands on sessions on block chain technologies, focusing on the basics development and deployment of decentralized applications.

Suggested Readings:

1. Emerging Technologies by Errol S. van Engelen
2. Internet of Things by Jeeva Jose, Khanna Book Publishing.
3. Digital Transformation: A Strategic Approach to Leveraging Emerging Technologies, Anup Maheshwari
4. Virtual & Augmented Reality by Rajiv Chopra, Khanna Book Publishing.
5. Emerging Technologies for Effective Management by Rahul Dubey, Cengage Publications.
6. IoT Fundamentals: Networking Technologies, Protocols, and Use Cases for the Internet of Things by David Hanes, Jerome Henry, Rob Barton, Gonzalo Salgueiro and Patrick Grossetete.
7. Blockchain for Business by Jai Singh Arun, Jerry Cuomo and Nitin Gaur.
8. Block Chain & Crypto Currencies by Anshul Kausik, Khanna Book Publishing.
9. Industry 4.0 Technologies for Business Excellence: Frameworks, Practices, and Applications by Edited By Shivani Bali, Sugandha Aggarwal, Sunil Sharma.
10. Blockchain, Artificial Intelligence, and the Internet of Things: Possibilities and Opportunities" by Pethuru Raj, Ashutosh Kumar Dubey, Abhishek Kumar, Pramod Singh Rathore.