

Chaudhary Charan Singh University, Meerut

National Education Policy-2020

Bachelor in Business Administration

Bachelor in Business Administration (Honours)

Bachelor in Business Administration (Honours with Research)

Course Structure, Credits & Syllabus

(To be effective from the session 2025-2026)



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Model curriculum for UG Degree in BBA
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Program Name: Bachelor in Business Administration, Bachelor in Business Administration (Honours) and Bachelor in Business Administration (Honours with Research) Degree program

Program Level/Duration/Semester: Undergraduate / Three or Four years/6 or 8 Semesters with

multiple entry and exit.

Maximum period to complete the Degree: Seven Years

Options available to students joining Bachelor in Business Administration (BBA) Degree Program:

- a. One year (two semesters) Under Graduate Certificate in Business Administration
- b. Two years (four semesters) Under Graduate Diploma in Business Administration
- c. Three years (six semesters) Bachelor in Business Administration [BBA]
- d. Four years (eight semesters) Bachelor in Business Administration (Honours) [BBA (Honours)] or Bachelor in Business Administration (Honours with Research) [BBA (Honours with Research)]

Minimum Eligibility Criteria for BBA:

Intermediate or senior secondary form any discipline with recognized board.

Minimum eligibility criteria for opting the course in the fourth year:

1. **BBA (Honours with Research):** BBA Degree with 75% marks as per the prescribed regulations

Note: Admission will be done against the one fourth seats through merit by the Institution itself.

2. **BBA (Honours):** BBA Degree as per the prescribed regulations

Note: Admission will be done against the three fourth seats by the Institution itself. In case of the vacancy of seats in BBA (Honours with Research), seats may be converted to BBA (Honours) with the permission of the authorities.

Definition of Credit:

1 Hr. Lecture (L) per week	1 credit
1 Hr. Tutorial (T) per week	1 credit
1 Hr. Practical (P) per week	0.5 credit

Abbreviation and Definition:

L	Lecture
T	Tutorial
P	Practical
MJDSCC	Major Discipline Specific Core Course

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MJDSEC	Major Discipline Specific Elective Course
MNGEC	Minor Generic Elective Course
SEC	Skill Enhancement Course
AEC	Ability Enhancement Course
VAC	Value Addition Course
VIAPCW	Vocational Course / Internship/ Apprenticeship/ Project/ Community Outreach/ Workshop

Mapping of Marks to Grades:

Each course (Theory/ Practical/ Dissertation/ Viva-Voce) is to be assigned 100 marks, irrespective of the number of credits. Mapping of marks to grades may be done as per the following table:

Letter Grade	Description	Interval of Marks	Grade Point
O	Outstanding	91-100	10
A ⁺	Excellent	81-90	9
A	Very good	71-80	8
B ⁺	Good	61-70	7
B	Average	51-60	6
C	Pass	40-50	5
C	Pass	40 (Theory Course/ Course with two components theory and practical/ Practical Course) 50 (SVIAC/ Internship/ Capstone Project/ Research project/ Dissertation Viva voce etc)	5
F	Fail	0-39 (Theory Course/ Course with two components theory and practical/ Practical Course) 0-49 (SVIAC/ Internship/ Capstone Project/ Research project/ Dissertation Viva voce etc.)	0
AB	Absent	Absent	0
Q	Qualified	40-100 (Theory Course/ Course with two components theory and practical/ only Practical	

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		Course)	
		50-100 (SVIAC/ Internship/ Capstone Project/ Research project/ Dissertation Viva voce etc.)	
NQ	Not Qualified	0-39 (Theory Course/ Course with two components theory and practical/ only Practical Course) 0-49 (SVIAC/ Internship/ Capstone Project/ Research project/ Dissertation Viva voce etc.)	
Note: Note: F: Fail due to marks less than 40 in theory course/ course with two components theory and practical/ only practical course (must appear in Back Paper according to the University rules) or less than 50 in the SVIAC/ Internship/ Capstone Project/ Research project/ Dissertation. F^R: Fail due to short Attendance (course/ program must be repeated) AB: Absent but attendance criterion is fulfilled (may appear in the corresponding semester external exams as EX student) In any case no provision of rescheduling or reappearing in any component of internal assessment will be permitted			

Exit criteria after first year (two semesters) of BBA Program with UG Certificate in Business Administration:

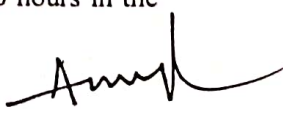
Total 44 credits in two semesters, including mandatory 4 credits through a Skill based subject or Vocational Course / Internship/ Apprenticeship/ Project/ Community Outreach/ Workshop (VIAPCW) program in a relevant field of a minimum duration of 8 weeks/ 120 hours in the summer break after the second semester.

Re-entry criteria in the second year (third Semester) of BBA Program:

Eligibility: Certificate in Business Administration with requisite 44 credits including mandatory 4 credits through a Skill based subject or Vocational Course / Internship/ Apprenticeship/ Project/ Community Outreach/ Workshop (VIAPCW) program in a relevant field of a minimum duration of 8 weeks/ 120 hours.

Exit criteria after second year (four semesters) of BBA Program with UG Diploma in Business Administration:

Total 84 credits in four semesters, including mandatory 4 credits through a Skill based subject or Vocational Course / Internship/ Apprenticeship/ Project/ Community Outreach/ Workshop (VIAPCW) program in a relevant field of a minimum duration of 8 weeks/ 120 hours in the




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summer break after the second/ fourth semester.

Re-entry criteria in the third year (fifth Semester) of BBA Program:

Eligibility: Diploma in Business Administration with requisite 84 credits (including mandatory 4 credits through a Skill based subject or Vocational Course / Internship/ Apprenticeship/ Project/ Community Outreach/ Workshop (VIAPCW) program in a relevant field of a minimum duration of 8 weeks/ 120 hours) in the First/ second year.

Exit criteria after third year (six semesters) of BBA Program with UG Degree in Business Administration (BBA):

Total 124 credits in six semesters, including mandatory 4 credits through a Skill based subject or Vocational Course / Internship/ Apprenticeship/ Project/ Community Outreach/ Workshop (VIAPCW) program in a relevant field of a minimum duration of 8 weeks/ 120 hours in the summer break after the second/ fourth semester.

Re-entry criteria in the fourth year (seventh semester) of BBA (Honours) Program:

Eligibility: UG Degree in Business Administration (BBA) with requisite 124 credits (including mandatory 4 credits through a Skill based subject or Vocational Course / Internship/ Apprenticeship/ Project/ Community Outreach/ Workshop (VIAPCW) program in a relevant field of a minimum duration of 8 weeks/ 120 hours) in the First/ second year.

Re-entry criteria in the Fourth Year (seventh semester) of BBA (Honours with Research) Program:

Eligibility: UG Degree in Business Administration (BBA) with requisite 124 credits (including mandatory 4 credits through a Skill based subject or Vocational Course / Internship/ Apprenticeship/ Project/ Community Outreach/ Workshop (VIAPCW) program in a relevant field) of a minimum duration of 8 weeks/ 120 hours) in the First/ second year.

Note: Admission will be granted based on the other eligibility criteria and process determined by the University for BBA (Honours with Research).

. Examination and Evaluation

13.1. 75% attendance in individual paper/ course is mandatory to appear in the internal/ external examination of the corresponding paper. In extra-ordinary situation the Vice-Chancellor may provide a relaxation within the rules. However, in any case, the relaxation in the attendance criterion will not be the right of a student.

13.2. Attendance criterion will not be concerned with the allotment of marks.

13.3. In case of short attendance in an individual paper/ semester, the student must take readmission in the corresponding semester.

13.4. Absentee in any of the component of the internal examination will be allotted with zero marks in that component.

13.5. In case of absent or fail in one or more components belonging to the internal assessment of a code, there will be no provision of back papers for internals. Whatever marks (zero or more) obtained by the student will be the final internal marks.

13.6. Absentee/ fail in the internal examinations will be allowed for the corresponding External examinations. But short attendance students will not be allowed for the same.

13.7 If a student with minimum 75% attendance remains absent/ fails in the external examination(s), he may

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appear as Ex/ in Back paper(s) in the corresponding Code in the corresponding semester in the subsequent sessions under the prescribed rules of the University.

13.8 In case of Ex or back, marks (zero or more) originally obtained in the internal examinations will be final marks to be considered. There will be no provision of X or back in internal examinations.

13.9 Each course/ paper whether major, minor, SAC, AEC or VAC will be a 100 marks credit course irrespective of the credits assigned to it.

13.10 In each major, minor, Skill Enhancement theory Course (except for the summer Internships/ Trainings etc., falling under SEC), and AEC there will be a continuous Internal Assessment of 25% marks and external assessment of 75% marks.

13.11 The internal assessment of major, minor, SEC and AEC theory papers will be based on the student's performance in three components: one semester test (subjective for major and minor/ subjective or objective/ MCQ type for the courses falling under SEC and AEC as per the nature of the course) (60% of the max internal marks i.e. Max 15 marks), one quiz (20% of the max internal marks i.e. Max 5 marks), one assignment/ or presentations/ or equivalent component (20% of the max internal marks i.e. Max 5 marks).

13.12 In external assessment of individual theory paper of major, minor, SEC, and AEC needs to secure minimum 30% marks, i.e. minimum 23 marks from maximum 75 marks.

13.13 In aggregate in individual paper (comprising of only theory or theory plus practical) of major, minor, SEC or AEC, 36% marks in theory paper and 36% individually in theory and practical in case of two components i.e. minimum 36 marks out of 100 marks are required to pass in the particular course/ paper.

13.14. The Value-Added Course (VAC) will be a qualifying credit course of 100 marks.

13.15. For VAC courses offered from the Swayam Portal, the internal exam will be conducted by the portal itself and the external exam consisting of 70 MCQ type questions will be conducted by the University. Marks obtained through the SWAYAM Portal and given by the University will be added. In case of the VAC course exclusively offered by the University, only external exam consisting of 100 objective/ MCQ type questions will be conducted by the University. Passing percentage of the VAC course will be 30% in external and 36% in aggregate in case of SWAYAM portal, and 36% in case of the course offered by the university itself.

13.16. The assessment of completely practical course/ practical part of a course (in any category) will be based on the following components:

- Work done – 25% marks
- Presentation – 25% marks
- Lab record – 25% marks
- Viva voce – 25% marks

The evaluation will be conducted jointly by a Board of Examiners consisting of one internal and one external examiner, appointed by the Hon'ble Vice-Chancellor or a nominee designated by the Vice-Chancellor.

13.17. A minimum of 40% marks are required to pass the practical course.

13.18. Summer Internship/ project/ dissertations or equivalent will be evaluated on the bases of the work done (Max 25 marks), quality of report (Max 25 marks), performance in viva-voce (Max 25 marks), and ppt presentation (Max 25 marks). The same will combinedly be evaluated by a Board of Examiners (one internal and one external) appointed by the Hon'ble Vice-Chancellor or by the

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person nominated by the Vice Chancellor, Minimum 40 marks are required to pass in the concerned code.

13.19 Projects/ Dissertations are to be done in the guidance of any full-time teacher. Student must submit the report of Project/ Dissertation for evaluation.

13.20. For papers with both theory and practical components, the total 100 marks will be divided into theory and practical as per given in the table. Accordingly internal assessment of theory part will be divided into three components: semester test (of 60% of the max internal marks), one quiz (of 20% of the max internal marks), one assignment/ or presentations/ or equivalent component (of 20% of the max internal marks).

13.21. Passing and Back Paper Criteria:

13.21.1. Students must secure at least 30% marks in external theory paper/ theory part of a paper, 36% marks in practical/ practical components of a paper and 36% in aggregate to pass the course other than the paper based on Summer Internship/ project/ dissertations or equivalent.

13.21.2. If a student fails in the practical/ practical part of a paper, he will be considered failed in the respective paper/code. However, if he fails only the theory part of a paper, he can reappear for the theory exam, while the marks obtained in the practical exam will be carried forward.

13.21.3. An aggregate of 40% marks is required to pass a semester.

13.21.4. For SEC/ VAC courses taken through SWAYAM or similar portals, the evaluation will follow the policy of the online course provider. The external exam may be conducted by the University, the online course provider, or an authorized agency.

13.21.5. The Value-Added Course (VAC) will be a qualifying credit course of 100 marks. Passing percentage of the VAC course will be 40% in aggregate.

13.21.6. Candidate may be awarded 80 or more marks in Research Project/ Dissertation only in the condition when research paper based on the Project/ Dissertation would be published/accepted for publication in a UGC care list (if exists)/Scopus/Web of science indexed journal or two research papers have been presented in national/ international seminar or workshop.

13.21.7. No grace marks would be allowed in any category of exam (external and internal)

13.21.8. To clear the superscribed program and to exit the said program minimum 5 CGPA is compulsory to attain after completion of first, second, third and fourth year individually.

13.21.9. Candidate will be allowed only in taking of external exam when they wish to upscale degree or marks. In such cases already secured marks of CCE(Continuous cumulative evaluation) will be considered as such.

13.21.10. Facility to appear as Ex-student or in back paper will be governed by the university exams rules: odd semester exams while conduction of odd semester exam and even semester exams while conduction of even semester exams.

13.21.11. A student who fails in maximum 50% theory/ practical can be allowed to appear in the back paper exams of those courses, but he cannot be allowed to appear in back papers of any two semesters together.

13.21.12. In case of failure in more than 50% of the theory/ practical, the student will be failed in the complete semester.

13.21.13. In case of being fail in a semester by any reason, a student would not be allowed to appear as X or in

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back papers of that semester together with papers of any other semester.

13.21.14 A student will be allowed as X student or in back paper as per the current syllabus of the concerned course/ paper of a program.

13.21.15 A student can appear in external examination of the course/paper opted by him within the defined limit (exhaustion of defined duration) multiple time.

14.A student will not be allowed to change a course of any category once it has been opted.

15. A student who exits with Certificate in Computer Applications will always carry additional 4 credits, earned through a Summer Internship after second semester, mandatory for exit with Certificate in Business Administration.

16. Promotion to the next semester:

16.1 Whatever be the result of the current odd semester, a student can always be promoted to the next semester provided his current semester attendance is completed.

16.2 In the first semester, it is compulsory to fill the exam form which will be forwarded by the course Coordinator/ HoD in case of the attainment of 75% attendance. In case of failure to fulfill the mandatory attendance, admission of the candidate will be assumed as cancelled. (Decision of Academic council dated 29/5/2024 vide no.-3).

17. Calculation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

17.1 SGPA, CGPA and consecutive percentage may be calculated as per the following formulae:

Table VI

Sl.No.	Formula	Definition
1	$SGPA (S_j) = \frac{\sum (C_i \times G_i)}{\sum C_i}$	• S_j stands for the SGPA of the jth semester. • C_i stands for number of the credits of the ith course in the jth semester. • G_i stands for grade points of the ith course in jth semester.
2	$CGPA = \frac{\sum (C_j \times S_j)}{\sum C_j}$	• S_j stands for the SGPA of the jth semester • C_j stands for the total number of credits of all courses in the jth semester.
3	$Consecutive \% = CGPA \times 9.5$	

17.2 While calculating SGPA and CGPA, credits of VAC category courses will not be included.

18. Allotment of Division:

TABLE VII

Sl No.	CGPA	Division

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1	6.50 or > 6.50	First Division
2	5.00 or > 5.00 but < 6.50	Second Division
3	4.00 or > 4.00 but < 5.00	Third Division

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19. Category of Courses:

Four-Year Under Graduate (Honours/ Honours with Research) Degree program will comprise following category of courses:

19.1. Major Discipline Specific Core Course (MJDSCC): MJDSCC are the core credit courses of the specific discipline spreading across the semesters giving adequate knowledge of the Major Discipline.

19.2. Major Discipline Specific Elective Course (MJDSEC): MJDSEC are the discipline-specific open elective courses offered from a pool of courses by the department itself.

19.3 Minor Generic Elective Course (MNGEC): MNGEC courses will provide multi-disciplinary or interdisciplinary knowledge to students.

19.4 Skill Enhancement Course (SEC): These courses are aimed at imparting practical skills, hands-on training, soft skills, etc., to enhance the employability of students. Except for the summer Internship mandatory for Certificate in Computer Applications, all other Internships/ Projects/ Dissertations defined in the scheme will fall under SEC.

19.5. Ability Enhancement Course (AEC): AEC courses will aim to create awareness about Indian Knowledge System.

19.6. Value Addition Course (VAC): These courses will be based on ethics, culture, Indian Knowledge systems, constitutional values, etc. to understand India, sports education, Yoga education, Health and Fitness education, environmental education, digital and technological solutions, and similar courses.

19.7. Skill-Based Course/ Work-Based Vocational Course/ Internship/Apprenticeship/ Community Outreach (SVIAC), Capstone project and Research Project/ Dissertation:

19.7.1 Skill-Based Course (S): A specialized course aimed at enhancing technical and practical expertise in computer applications.

19.7.2 Work-Based Vocational Course (V): A vocational course during the summer vacations, focused on building practical, industry-relevant skills.

19.7.3 Internship/Apprenticeship (I/A): A professional internship or apprenticeship offering hands-on experience in a relevant field.

19.7.4 Community Outreach/ Capstone Project (C): Involvement with an NGO or community-based organization, contributing to social initiatives and applying computer application knowledge to solve real-world challenges. **Capstone Project:** A capstone project after fourth semester and sixth semester to integrating the skills and knowledge gained so far through the program. It can be an independent or group project.

19.7.5 Research Project / Dissertation: To be done by those who get admission in Four Year Under Graduate (Honours with Research).

Semesterwise Structure and Curriculum for UG Course in BBA

SEMESTER-I						
S.No.	Course Code	Course Title	L	T	P	Credit
3 WEEKS COMPULSORY INDUCTION PROGRAM (UHV-I)						
1	MJDS CC	Principles and Practices of Management	3	1	0	4

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2	AEC	Business Communication-I	1	1	0	2
3	MJDSCC	Financial accounting	3	1	0	4
4	MJDSCC	Business Statistics and Logic	3	1	0	4
5	AEC	General English	1	1	0	2
6	MNGEC	Indian Knowledge System^	2	0	0	2
7	VAC	Environmental Science and sustainability	2	0	0	2
TOTAL						20

SEMESTER II

S.No.	Course Code	Course Title	L	T	P	Credit
1	MJDSCC	Human Behaviour and Organization	3	1	0	4
2	MJDSCC	Marketing Management	3	1	0	4
3	MJDSCC	Business Economics	3	1	0	4
4	SEC	Emerging Technologies and application	1	0	2	2
5	MNGEC	Media Literacy and Critical Thinking	1	1	0	2
6	VAC	Indian Constitution	2	0	0	2
7	AEC	Business Communication-II	1	1	0	2
TOTAL						20

SEMESTER III

S. No.	Course Code	Course Title	L	T	P	Credit
1	MJDSCC	Management Accounting	3	1	0	4
2	MJDSCC	Legal and Ethical issues in business	3	1	0	4
3	MJDSCC	Human Resource Management	3	1	0	4
4	MNGEC	Indian Systems of Health and Well-ness	1	1	0	2
5	SEC	Management Information System (MIS)	2	0	4	4
6	VAC	Yoga/Sports/NCC/NSS/Disaster Management	0	0	4	2
TOTAL						20

SEMESTER IV

S. No.	Course Code	Course Title	L	T	P	Credit
1	MJDSCC	Entrepreneurship and Startup Ecosystem	3	1	0	4
2	MJDSCC	Operations Management	3	1	0	4
3	MJDSCC	Financial Management	3	1	0	4
4	MJDSCC	Business Research methodology	3	1	0	4

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5	VAC	Business environment and public policy or International Business or Geo Politics and impact on business or Public Health and management	2	0	0	2
6	SEC	Enterprise System and platforms	0	1	2	2
TOTAL						20

SEMESTER V

S. No.	Course Code	Course Title	L	T	P	Credit
1	MJDSCC	Strategic Management	3	1	0	4
2	MJDSCC	Logistics and Supply Chain Management	3	1	0	4
3	MJDSEC	Discipline Specific Electives-I	3	1	0	4
4	MJDDSEC	Discipline Specific Electives-II	3	1	0	4
5	SEC	Internship/capstone Project	-	-	-	4
6	SEC	Major Project [evaluation in sixth semester]	-	-	-	0
7	MJDDSE*	Discipline Specific Elective (Audit Course)	3	1	0	0
TOTAL						20

Note: Discipline Elective in Finance/Marketing/HR/Business Analytics/Family Business/Entrepreneurship/ Sports Management/Tourism and Travel Management

L-T-P for Discipline Electives depends on the subject that the University offers

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SEMESTER VI

S. No.	Course Code	Course Title	L	T	P	Credit
1	MJDSCC	Project Management	3	1	0	4
2	MJDSCC	Business Taxation	2	0	0	2
3	MJDSEC	Discipline Specific Electives-III	3	1	0	4
4	MJDDSEC	Discipline Specific Electives-IV	3	1	0	4
5	SEC	Corporate Governance	2	0	0	2
6	SEC	Major Project [Initiated in 5 th Semester]	-	-	-	4
7	MJDSE*	Discipline Specific Elective (Audit Course)	3	1	0	0
TOTAL						20

Note: 1) Discipline Elective in Finance/Marketing/HR/Business Analytics/Family Business/Entrepreneurship/Sports Management/Tourism and Travel Management

2) L-T-P for Discipline Electives depends on the subject that the University offers

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*Additional DSE as an Audit Course (Non Credit but compulsory) can be opted by the student

SEMESTER VII - (BBA (Honours))

S. No.	Course Code	Course Title	L	T	P	Credit
1	OE	AI for Business; Diversity, Equity and Inclusion; Digital Ethnography or Online Course	3	1	0	4
2	MJDSCC	Entrepreneurial Leadership	2	2	0	4
3	MJDSEC	Discipline Specific Electives-V	3	1	0	4
4	MJDSEC	Discipline Specific Electives-VI	3	1	0	4
5	SEC	Dissertation work [evaluation in Eight semester]	-	-	-	-
6	SEC	Summer Internship-II	-	-	-	4
TOTAL						20

L-T-P w.r.t Open Elective and Discipline Specific Elective depends on the Courses offered by the University

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SEMESTER VIII-(BBA(Honours))

S. No.	Course Code	Course Title	L	T	P	Credit
1	MJDSEC	Discipline Specific Electives-VII	3	1	0	4
2	MJDSEC	Discipline Specific Electives-VIII	3	1	0	4
3	MJDSEC	Discipline Specific Electives-IX	3	1	0	4
4	SEC	Dissertation work [Started in Seventh semester]	-	-	-	8
TOTAL						20

SEMESTER VII-(BBA-(Honours with Research))

S. No.	Course Code	Course Title	L	T	P	Credit
1	MJDSCC	Advanced Data Analysis Tools	2	0	4	4
2	MJDSCC	Advanced Research Methodology	2	0	4	4
3	SEC	Research Internship Report and Viva –Voce	-	-	-	4
4	MJDSEC	Discipline Specific Electives-X	3	1	0	4
5	MJDSEC	Discipline Specific Electives-XI	3	1	0	4
TOTAL						20

SEMESTER VIII-(BBA-(Honours with Research))

S. No.	Course Code	Course Title	L	T	P	Credit
1	SEC	Dissertation (For Research Track)*	-	-	-	20
TOTAL						20

*The Dissertation work will start from the beginning of fourth year of BBA (Honours with Research) Program.

Students of Fourth Year shall be assessed for Project Work and Research Internship Report and Viva –Voce and Dissertation (For Research Track).

Semester Wise Credit Distribution:

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Model curriculum for UG Degree in BBA

Sem.	Major Discipline Specific Core Course (MJDS CC)	Major Discipline Specific Elective Course (MJDSE C)	Minor Generic Elective Course (MNGEC)	Skill Enhancement Course (SEC)	Ability Enhancement Course (AEC)	Value Addition Course (VAC)	Dissertation/project	Total Credits
I	12	-	2	-	4	2		20
II	12	-	2	2	2	2		20
III	12	-	2	4	-	2		20
IV	16	-	-	2	-	2		20
V	8	8	-	4	-	-		20
VI	6	8	-	6	-	-		20
VII (BBA Honours)	4	8	4	4	-	-		20
VIII (BBA Honours)	-	12	-	8	-	-		20
VII (BBA Honours with Research)	8	8	-	4	-	-		20
VIII (BBA Honours with Research)		-	-	20	-	-		20

The Dissertation work will start from the beginning of fourth year of BBA (Honours with Research) Program.

Students of Fourth Year shall be assessed for Project Work and Research Internship Re- port and Viva –Voce and Dissertation (For Research Track).

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Model curriculum for UG Degree in BBA

Category-wise Credit Distributio

Certificate/ Diploma/ Degree	Major Discipline Specific Core Course (MJDSCC)	Major Discipline Specific Elective Course (MJDSEC)	Minor Generic Elective Course (MNGEC)	Skill Enhancemen t Course (SEC)	Ability Enhancemen t Course (AEC)	Value Addition Course (VAC)	Total Credits
Certificate in Business Administrati on	24	-	4	2	6	4	40+ 4 cred its thro ugh VIA PC W
Diploma in Business Administrati on	52	-	6	8	6	8	80 + 4 cre dit s thr ou gh VI AP C W
BBA Degree	64	16	6	20	6	8	120 + 4 credit s throu gh VIAP CW
BBA (Honours) Degree	68	36	10	32	6	8	160+ 4 credit s throu gh VIAP CW
BBA (Honours with Research) Degree	96	24	6	20	6	8	160+ 4 credit s throu gh VIAP CW

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SEMESTER-I

Principle sand Practices of Management

CC101	Principles and Practices of Management	4L:0T:0P	4Credits
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CourseDescription:

This course introduces the student to the key aspects of management -planning, organizing, leading, and controlling by integrating both classical and contemporary management practices. Through case studies, interactive sessions, and practical exercises, students will learn to apply these principles to real-world scenarios that will prepare them for leadership roles in diverse organizational settings. The goal isto equip students with the tools and insights necessary to manage effectively and drive organizational success.

CourseObjectives:

1. Tounderstandthebasicconcepts,principles,andtheoriesofmanagement.
2. Toexaminetheessentialfunctionsofmanagers.
3. Toanalyzetheimpactofglobalization,diversity,andethicsonmanagement.
4. Todevelopskillsinstrategicplanning,decision-making,andleadership.

CourseContent:

Unit1:Introductionto 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

Unit2:Planning,OrganizingandStaffing

Nature, Importance and Purpose of planning in management; Types of plans:Strategic,tactical,operational;Planningprocessandtechniques;Decision-making-Importance and steps, decision making models and tools; Organizational structureanddesign;typesoforganizationalstructures:Functional,divisional,matrix;Authority, responsibility, and delegation, Centralization Vs Decentralizationofauthorityandresponsibility-SpanofControl;Coordination and integration, MBO and MBE; Nature and Importance of staffing – Process of selection and recruitment

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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.

Text Books (Latest Editions):

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.

References:

1. Indian Business Rising: The Contemporary Indian Way of Conducting Business-And How It Can Help You Improve Your Business | Harvard Business Review Press | 5813BC-PDF-ENG | <https://hbsp.harvard.edu/product/5813BC-PDF-ENG>

Reflective Exercises and Cases:

1. *Entrepreneurial Leadership in Forming High Tech Enclaves: Lessons from the Government of Andhra* | F. Warren McFarlan, Espen Andersen, Ramiro

2. *ATH Technologies by Robert Simons and Jennifer Packard*
<https://www.hbs.edu/faculty/Pages/item.aspx?num=52711>
3. Article review and discussion:
 Application of Ancient Indian Philosophy in Modern Management
 (http://www.irdindia.in/journal/ijrdmr/pdf/vol5_iss4/8.pdf)
4. *Review of Lincoln Electric Co. by Norman Berg.*
5. *Review of Hawthorne case.*
6. *Leadership Lessons from India | Peter Cappelli, Harbir Singh, Jitendra V. Singh, Michael Useem | Harvard Business Review | R1003G-PDF-ENG |*
<https://hbsp.harvard.edu/product/R1003G-PDF-ENG?>
7. *Traditional Way of Learning Ayurveda and Practising It: A Dialogue with Vaidya Bhaskarbai Hardikar | Mukund Dixit, Sanjay Verma | IIM Ahmedabad |*
A00135-PDF-ENG |
<https://hbsp.harvard.edu/product/A00135-PDF-ENG?>
8. *Forest Essentials: Demystifying India's Luxury Ayurveda Brand | Veena Vohra, Seema Khanvilkar | Ivey Publishing | W28410-PDF-ENG*
<https://hbsp.harvard.edu/product/W28410-PDF-ENG?>
9. *Atijeevan Foundation: Transforming Scars into Strength | Shubham Sharma, Satyendra C Pandey | Ivey Publishing | W36939-PDF-ENG |*
<https://hbsp.harvard.edu/product/W36939-PDF-ENG?>
10. *How Do Great Leaders Overcome Adversity? By Mayo (2024)*
<https://hbswk.hbs.edu/item/cold-call-how-do-great-leaders-overcome-adversity>
11. *Leadership principles from Hindu scriptures*
 (<https://blog.hua.edu/blog/leadership-principles-from-hindu-scriptures>)
12. *5 Principles of Purposeful Leadership | Hubert Joly | Harvard Business Review | H06YSB-PDF-ENG |*
<https://hbsp.harvard.edu/product/H06YSB-PDF-ENG?>
13. *Bharti Airtel (A) | C.K. Prahalad, M.S. Krishnan, Sheel Mohnot | WDI Publishing |*
W88C34-PDF-ENG
<https://hbsp.harvard.edu/product/W88C34-PDF-ENG?>
http://www.ibscdc.org/Case_Studies/Leadership/Leadership%20Organizational_Change_and_CEOs/LDS0028.htm

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

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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.

AEC101	Business Communication-I	1L:1T:0P	2 Credits
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Course Description:

This course focuses on bringing in perspective the importance of Business Communication for organizations and individual employees in the context of multicultural workforce in a digital world. The course will focus on instilling effective communication skills in students for organizational setup. The course will be taught using texts, cases and classroom exercises for improving both written and oral communication in students.

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.

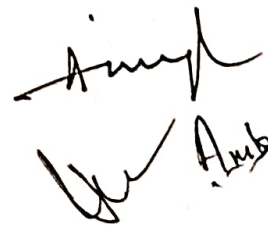
Course Content:

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.



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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.

Text Books (Latest Editions):

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.

References:

1. Rao, M. T. (2023) Minor Hints: Lectures Delivered to H. H. the Maharaja Gaekwar, Sayaji Rao III. Gyan Publishing
2. Getting Ready for the Real World: HBR, 2020: The Science of Strong Business Writing.
<https://hbr.org/2021/07/the-science-of-strong-business-writing>

Reflective Exercises and Cases:

1. Review of Bharat Muni's Natya Shastra (Rasa, Sahridayata & Sadharanikaran)
2. Preparing curriculum vitae/resume and cover letter
3. Reading of annual reports
4. The Future of Internal Communication | Rita Linjuan Men, Shannon A. Bowen
| Business Expert Press | BEP336-PDF-ENG
<https://hbsp.harvard.edu/product/BEP336-PDF-ENG>

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5. Change Management and Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press | [BEP334-PDF-ENG]
<https://hbsp.harvard.edu/product/BEP334-PDF-ENG>
6. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tsedal Neeley, Tom Ryder | Harvard Business School | [416046-PDF-ENG]
<https://hbsp.harvard.edu/product/416046-PDF-ENG>
7. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff
<https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity>
8. Students are expected to display proficiency in writing the following Business Communication (and be evaluated for internal assessment): Persuasive Letters, Promotion letters and cover Letters; Prepare Elevator Pitch

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.

CC102	Financial Accounting	4L:0T:0P	4Credits
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Course Description:

This course intends to introduce basic accounting principles and practices. The students will have knowledge about the fundamental accounting processes such as journalizing, ledger posting, preparation of trial balance and final accounts in sole trading and company form of business. It also deals with providing an overview of accounting standards on sustainability accounting as value creation for business.

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.

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Course Content:

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

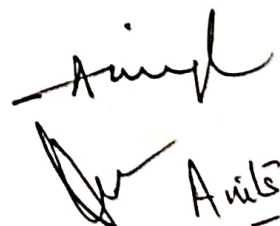
Unit-IV: Company Final Accounts

Introduction to company-kinds, share capital, issue of shares, schedule 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.

Text Books (Latest Editions):

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

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Model curriculum for UG Degree in BBA

Suggested Cases

1. Smokey Valley Café
2. Irrigation Equipment's Limited
3. Monarch Trading Company

Course Outcomes:

On having completed this course students 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 account to real life business.
4. Estimate Annual Financial statements of Sole proprietorship and Company form of business.

CC103	Business Statistics and Logic	3L:1T:0P	4Credits
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Course Description:

Quantitative Aptitude tests have been one of the key components in all competitive exams across the globe in recent years. All tests include such aptitude problems to assess a candidate's arithmetic precision, conceptual numerical ability, analytical ability and rational thinking applicability. Hence this course on Business Statistics and Logic has been introduced as part of BBA programs.

Business Statistics helps us to make business decisions under uncertainties. Such decisions must be objective and unbiased and based on quantitative data. This necessitates an analysis of data using appropriate statistical tools and hence understanding of these techniques and models. With the business entities keen on making data-driven decisions it is essential for individuals working in this uncertain environment to possess such skills to make better decisions backed by data.

Course Objectives:

1. To establish importance of logical reasoning in human inquiry.
2. To demonstrate data handling skills and summarized 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 data and conduct statistical treatment.

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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.

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Readings:

Textbooks (Latest Editions):

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

Reference Research Paper:

- Fildes, R., & Goodwin, P. (2007). Against your better judgment? How organizations can improve their use of management judgment in forecasting. *Interfaces*, 37(6), 570-576.
- Stanovich, K. E., & West, R. F. (2000). Individual differences in reasoning: Implications for the rationality debate? *Behavioral and Brain Sciences*, 23(5), 645-665.

Course Learning Outcomes:

On having completed this course students 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.

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AEC102	General English-I	1L:1T:0P	2Credits
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Course Objective:

1. To provide learning environment to practice listening, speaking, reading and writing skills.
2. To assist the student 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 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

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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

Text/Reference Books (Latest Editions):

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. On Writing Well. William Zinsser. Harper Resource Book.
6. Study Writing. Liz Hamp-Lyons and Ben Heasley. Cambridge University Press.
7. Communication Skills. Sanjay Kumar and Pushp Lata. Oxford University Press.
8. Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press.

Alternative NPTEL/SWAYAM Course:

S.No.	NPTEL/SWAYAM Course Name	Instructor	Host Institute
1	English language for competitive exams	Prof. Ayshaiqbal	IITMADRAS
2	Technical English for engineers	Prof. Ayshaiqbal	IITM

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

MDE101	Indian Knowledge System	2L:0T:0P	2Credits
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Module: Indian Culture and Civilization Course outcomes :

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CO1: To introduce fundamentals of Ancient Indian Educations to understand the pattern and purpose of studying vedas, vedangas, upangas, upveda, purana & Itihasa

CO2: To help students to trace, identify and develop the ancient knowledge systems.

CO3: 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

CO4: To build in the learners a deep-rooted pride in Indian knowledge, committed to universal human right, well-being and sustainable development.

Unit 1

Topics Introduction to IKS

ures 6 Caturdaśa Vidyāsthānam, 64 Kalas, Shilpa Śāstra, Four Vedas, Vedāṅga, Indian Philosophical Systems, Vedic Schools of Philosophy (Sāmkhya and Yoga, Nyaya and Vaiśeṣika, Pūrva-Mīmāṃsā and Vedānta), Non-Vedic schools of Philosophical Systems (Cārvāka, Buddhist, Jain), Puranas (Maha-puranas, Upa-Puranas and Sthala-Puranas), Itihasa (Ramayana, Mahabharata), Niti Sastras, Subhasitas

Unit 2

Foundation Concept for Science & Technology

Linguistics & Phonetics in Sanskrit (panini's), Computational concepts in Astadhyayi Importance of Verbs, Role of Sanskrit in Natural Language Processing, Number System and Units of Measurement, concept of zero and its importance, Large numbers & their representation, Place Value of Numerals, 6Decimal System, Measurements for time, distance and weight, Unique approaches to represent numbers (Bhūta Samkhya System, Kaṭapayādi System), Pingala and the Binary system, Knowledge Pyramid, Prameya - A Vaiśeṣikan approach to physical reality, constituents of the physical reality, Pramāṇa, Samsaya.

Unit 3

Indian Mathematics & Astronomy in IKS

Indian Mathematics, Great Mathematicians and their contributions, Arithmetic Operations, Geometry (Sulba Sutras, Aryabhatiya-bhasya), value of π , Trigonometry, Algebra, Chandah Sastra of Pingala, Indian Astronomy, celestial coordinate system, Elements of the Indian Calendar Aryabhatiya and the Siddhantic Tradition Pancanga - The Indian Calendar System Astronomical Instruments (Yantras) Jantar Mantar or Raja Jai Singh Sawal.

Unit 4

Indian Science & Technology in IKS

Indian S & T Heritage, sixty-four art forms and occupational skills (64 Kalas) Metals and Metalworking technology (Copper, Gold, Zinc, Mercury, Lead and Silver), Iron & Steel, Dyes and Painting Technology), Town & Planning Architecture in India, Temple Architecture, Vastu Sastra

Unit 5

Humanities & Social Scdences in IKS Health,

Wellness & Psychology, Ayurveda Sleep and Food, Role of water in wellbeing Yoga way of life Indian approach to Psychology, the Triguna System Body-Mind-Intellect-Consciousness Complex. Governance, Public Administration & Management reference to ramayana, Artha Sastra, Kauṭilyan State

References

1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru. 6 6 6

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2. Kapur K and Singh A. K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of Shankaracharya, Central Chinmay Mission Trust, Bombay, 1995.
3. Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008. 4. SK Das, The Education System of Ancient hindus, Gyan Publication House, India
4. SK Das, The Education System of Ancient hindus, Gyan Publication House, India
5. BL Gupta, Value and Distribution System in India, Gyan Publication House, India Blu Page | 19
6. Reshmi ramdhoni, Ancient Indian Culture and Civilisation, Star Publication, 2018
7. Supriya Lakshmi Mishra, Culture and History of Ancient India (With Special Reference of Sudras), 2020.
8. Gambirananda, Swami, Tr. Upanishads with the Commentary of Sankarachrya. Kolkata: Advaita Ashram publication Department, 2002.
9. Ranganathananda, Swami. The Massage of the Upanishads. Bombay: Bharathya Vidya Bhaven, 1985.
10. Om Prakash, Religion and Society in Ancient India, Bhariya Vidhya Prakashan, 1985
11. J Auboyer, Daily Life in Ancient India from Approximately 200 BC to AD 700, Munshi Ram Manoharla Publication, 1994.
12. DK Chakkrabarty, Makkhan Lal, History of Ancient India (Set of 5 Volumes), Aryan Book Internaticr publication, 2014
13. Dr. Girish Nath Jha, Dr. Umesh Kumar Singh and Diwakar Mishra, Science and Technology in Ancien Indian Texts, DK Print World limited,
14. Swami BB Vishnu, Vedic Science and History - Ancient Indian's Contribution to the Modern World, gos publication, 2015
15. Chatterjee, S.C. The Nyaya Theory of Knowledge. Calcutta: University of Calcutta Press, 1950.
16. Dasgupta, Surendra. A History of Indian Philosophy. Motilal Banarsidass Publishing House, 1991. Vols. III IV.
17. Mercier, Jean L. From the Upanishads to Aurobindo. Bangalore: Asian Trading Corporation, 2001.
18. M. Hiriyanna. Essentials of Indian Philosophy. London: Diane Publications, 1985.
19. Hume, Robert Ernest, Tr. The Thirteen Principal Upanishads. Virginia: Oxford.
20. Radhakrishnan, S. Principal Upanishads. New York: Harper Collins, 1963.
21. Satprakashananda. The Methods of Knowledge according to Advaita Vedanta. Calcutta: Advaita Ashram 2005.
22. Potter, K.H. Encyclopaedia of Indian Philosophies, Vol. III. Delhi: Motilal Banarsidass Publishing House 2015.

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Model curriculum for UG Degree in BBA

VAC101	Environmental Science and Sustainability	2L:0T:0P	2Credits
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Course description:

This course aims to familiarize students with fundamental environmental concepts and their relevance to business operations, preparing them to address forthcoming sustainability challenges. It is designed to equip students with the knowledge and skills needed to make decisions that account for environmental consequences, fostering environmentally sensitive and responsible future managers. The course content is divided into four comprehensive units. Unit 1 introduces basic environmental principles, the man-environment relationship, and sustainability issues. Unit 2 focuses on ecosystems, biodiversity, and sustainable practices. Unit 3 addresses environmental pollution, waste management, and sustainable development strategies. Finally, Unit 4 explores social issues, environmental legislation, and practical applications through hands-on fieldwork. Through this holistic approach, students will gain a deep understanding of environmental processes, the importance of sustainable practices, and their role in promoting sustainability within business contexts.

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 Content:

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.

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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.

Readings:

Text Books (Latest Editions):

- Poonia, M.P. *Environmental Studies*, Khanna Book Publishing Co.
- Bharucha, E. *Textbook of Environmental Studies*, Orient Blackswan Private Ltd.
- Dave, D., & Katewa, S.S. *Textbook of Environmental Studies*. Cengage Learning India Pvt Ltd.
- Rajagopalan, R. *Environmental studies: from crisis to cure*, Oxford University Press.

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- Miller, G. T. & Spoolman, S. *Living in the Environment*. Cengage.
- Basu, M., & Xavier Savarimuthu, S. J. *Fundamentals of environmental studies*. Cambridge University Press.
- Roy, M. G. *Sustainable Development: Environment, Energy and Water Resources*. Ane Books.
- Pritwani, K. *Sustainability of business in the context of environmental management*. CRC Press.
- Wright, R. T. & Boorse, D. F. *Environmental Science: Toward a Sustainable Future* (13th ed.). Pearson.

References Web

links:

- <https://www.ourplanet.com>
- <https://www.undp.org/content/undp/en/home/sustainable-development-goals.html>
- www.myfootprint.org
- <https://www.globalchange.umich.edu/globalchange1/current/lectures/kling/ecosystem/ecosystem.html>

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.

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CC201	Human Behaviour and Organization	4L:0T:0P	4Credits
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Course Description:

This course will cover principles and concepts to understand how individuals interact with each other and their environment in organizational contexts.

Students will explore topics such as motivation, perception, personality, leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and real-world applications

Course Objectives:

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

Course Content:

Unit 1: Introduction to Human 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).

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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.

Readings:

Text Books (Latest Editions):

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

Reflective Exercises and supplementary readings:

Unit 1

1. Personality assessment through a questionnaire (MBTI/16PF etc.)
2. Personality assessment through Indian scriptures.
3. Review Literature of the book "Personality Development" by Swami Vivekananda by Exotic India Art.
4. Translating Swami Vivekananda into Management Practice
5. https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17

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Unit 2

1. Assess the ways of self-directed Learning.

Unit 3

1. Watch the movie "Rukhna Faisla" / 12 Angry Men on group decision-making.
2. Reflective essay on group behaviour on "Draupadi Cheer Haran"
3. Identify a firm and analyze how business decisions are made in a particular situation as Individuals versus a team. Also, state which form is better and why.

4. Understanding Belbin Individual Team Roles

<https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-Report-Sample.pdf>.

Unit 4

1. Reflective exercise on the concept of leadership in Mahabharata versus Ramayana.
2. HBR, 2022: *How Great Leaders Communicate*.
3. (<https://hbr.org/2022/11/how-great-leaders-communicate>)
https://www.researchgate.net/publication/340607402_LEADERSHIP_AND_INNOVATION_AT_APPLE_INC

Unit 5

1. Practice stress management techniques
2. *Leading strategic and organizational change at Tata Steel: the role of culture* <https://www.cambridge.org/core/books/abs/leading-strategic-change/leading-strategic-and-organizational-change-at-tata-steel-the-role-of-culture/AEBA5AF709A6E343>

Learning 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.

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CC202	Marketing Management	4L:0T:0P	4Credits
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Course Description:

Marketing management course is designed to help undergraduate students gain a broad, foundational understanding of the basic components of modern marketing. This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course is intended to bring in key principles and activities crucial for the role that marketing has in an organization.

Course Objective(s):

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 Content:

Unit1:

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)

Unit2:

Segmentation, Targeting and Positioning: Concept; Level 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

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Unit3:

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.

Unit4:

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).

Readings:

Text Books (Latest Editions):

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* (17th edition). Pearson Education.
5. Ramaswamy, V.S. & Namakumari, S. *Marketing Management: Indian Context Global Perspective* (6th edition). Sage Publications India Pvt. Ltd.
6. Sheth, J.N., & Sisodia, R.S. (Eds). *Does Marketing Need Reform?: Fresh Perspectives on the Future*. Routledge.
7. Percy, L. *Strategic Integrated Marketing Communications*. Routledge.
8. Chaffey, D., & Ellis-Chadwick, F. *Digital Marketing* (7th edition). Pearson Higher Education.

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9. Biswas A.K. *Strategic Market Management: Managing Markets for profit and growth* Notion Press.
10. Schmitt, B. *Experiential marketing*. Bilbao: Deusto.
11. Kumar, N. *Marketing as Strategy: Understanding the CEO's Agenda for driving Growth and Innovation*. Harvard Business Review Press.
12. Treacy, M., and Wiersema, F. *The discipline of market leaders: Choose your customers, narrow your focus, and dominate your market*. Basic Books.
13. Treacy, M. *Double-digit Growth: How Great Companies Achieve It--No Matter what?* Penguin.
14. Capon, N. *The marketing mavens*. Crown Business.
15. Levitt T. *Marketing Myopia*.
16. Hamel & Prahalad *Competing for the Future*
17. Peter Doyle : *Value-Based Marketing*
18. Forsyth, Gupta, Haldar: *A Segmentation You Can Act on*.
19. Daniel Yankelovich and David Meer (HBS): *Rediscovering Market Segmentation*
20. C.K. Prahalad: *The Fortune at the Bottom of the Pyramid*
21. Al Ries & Jack Trout: *Positioning: The battle for your mind*

Course Outcome(s):

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.

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Business Economics

CC203	Business Economics	4L:0T:0P	4Credits
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Course Objective:

Business economics uses economic concepts and principles by emphasizing on demand and supply analysis, production & cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy that might affect business performance.

- It equips students with fundamental concepts of microeconomics.
- Business economics delves into the complexities of market structures, helping students navigate challenges such as competition, regulatory environments, and technological disruptions.
- It fosters critical thinking by analyzing real-world case studies, enabling students to propose innovative solutions to business problems.
- 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 Content:

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, Return to Scale, Producers' Equilibrium.
- Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves.

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- 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.

Readings:

Text Books (Latest Editions):

1. Varian, H.R: Micro Economics A modern Approach
2. Mc Connell & Brue: Micro Economics Principal, problems & policies. McGraw Hills Professional Publication.
3. Ahuja, H.L. Advanced Economic theory
4. Jain K.P. Advanced Economic theory
5. Jhingan M.L. Modern Micro Economics
6. J. Shapiro: Macro Economic Theory and Policy
7. W.H. Bransin: Macro-Economic Analysis
8. M.L. Jhingan: Macro-Economic Theory and Policy
9. M.C. Vaishya: Macro-Economic Theory
10. Sunil Bhaduri: Macro Economic Analysis
11. H.L. Ahuja: Micro Economic Theory; Modern Publisher, Gulab Bhawan, 6, Bahadurshah Zafar Marg, New Delhi.
12. Samuelson & William D. Nordhaus: Economics; McGraw Hills.
13. A.N. Agarwal: Indian Economy.
14. M. Maria John Kennedy: Advanced Micro Economic Theory; Himalaya Publishing House, Delhi.
15. I.C. Dhingra & V.K. Garg: Economic Development & Planning in India.
16. D.M. Mithani: Macro Economics; Himalaya Publishing House.
17. Macroeconomics" by N. Gregory Mankiw

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18. Macroeconomics: Principles, Applications, and Tools" by Arthur O'Sullivan, Steven Shiffrin, and Stephen Perez
19. Macroeconomics" by Olivier Blanchard

References

Pedagogy and Teachings Method (Teachers should use the following strategies to achieve various outcomes of the course):

- Different methods of teaching and media to be used to attain classroom attention.
- Massive open online courses (MOOCs) may be used to teach various topics/sub topics.
- 15-20% of the topics which are relatively simpler or of descriptive in nature should be given to the students for self-learning and assess the development of competency through classroom presentations.
- Micro-projects may be given to group of students for hand-on experiences.
- Encouraging students to visit to sites such as local or seasonal markets and research establishment around the institution.

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

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SEC201	Emerging Technologies and Applications	1L:0T:2P	2 Credits
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Course Objective:

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

Contents:

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: Blockchain 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.

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- Hands on sessions on block chain technologies, focusing on the basics development and deployment of decentralized applications.

Readings:

Text Books (Latest Editions):

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. Blockchain & Cryptocurrencies 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.

Readings:

- Abdi, S., Kitsara, I., Hawley, M. S., & de Witte, L. P. (2021). Emerging technologies and their potential for generating new assistive technologies. *Assistive Technology*, 33(sup1), 17–26. <https://doi.org/10.1080/10400435.2021.1945704>
- Seokbeom Kwon, Xiaoyu Liu, Alan L. Porter, Jan Youtie, Research addressing emerging technological ideas has greater scientific impact, *Research Policy*, Volume 48, Issue 9, 2019, 103834, <https://doi.org/10.1016/j.respol.2019.103834>.
- Philip, J. (2022), "A perspective on embracing emerging technologies research for organizational behavior", *Organization Management Journal*, Vol. 19 No. 3, pp. 88-98. <https://doi.org/10.1108/OMJ-10-2020-1063>

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Case Studies

1. Software and/or Data: Dilemmas in an AI Research Lab of an Indian IT Organization, Rajalaxmi Kamath; Vinay V Reddy, <https://hbsp.harvard.edu/product/IMB889-PDF-ENG?Ntt=emerging%20technologies>
2. Volkswagen Group: Driving Big Business With Big Data, Ning Su; Naqaash Pirani, <https://hbsp.harvard.edu/product/W14007-PDF-ENG?Ntt=emerging%20technologies>

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.

MDE201	Media Literacy and Critical Thinking	1L:1T:0P	2 Credits
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This course equips students with essential media literacy and critical thinking skills to analyze and navigate various media forms. It covers the dynamics of media production and ownership in India, ethical and regulatory considerations, and enhances digital literacy for responsible online engagement. Through comprehensive study and practical exercises, students will learn to critically engage with media content, uncover biases, and make informed decisions in media consumption and production.

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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 Content:

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 representation 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.

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Text Books (Latest Editions):

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.

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.

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VAC201	Indian Constitution	2L:0T:0P	2Credits
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Course Description:

This course offers a unique perspective on the Constitution of India, focusing on its economic dimensions and impact on business. It delves into the historical and ideological underpinnings of the Constitution as an economic document, tracing its evolution from post-colonial economic governance to contemporary debates. Students explore constitutional battles over land reforms, economic liberalization, and fiscal federalism, gaining insights into competing economic ideologies and interests. Through case studies and legal analysis, they examine fundamental rights related to business, fiscal federalism, and constitutional issues shaping India's economic landscape.

By the end of the course, students will develop a nuanced understanding of the Constitution's role in shaping economic policies and its implications for business practices, equipping them with valuable insights for careers in business management and policy advocacy.

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 Content:

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

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Unit 2: Fundamental Rights and Business in India

Article 19(1)(g), grant 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

Articles 301 to 307 of the Constitution pertain 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

Readings:

References:

- 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)
- Chintaman Rao 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

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- State of Bombay v. R.M.D. Chamarbaugwala, (1957) S.C.R. 874,
- G.K. Krishnan v. State of Tamil Nadu, 1975 SCC (1) 375
- Automobile Transport (Rajasthan) Ltd. v. State of Rajasthan, AIR 1962 SC 1406

Course Outcome(s):

1. Students of the BBA programme 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.

AEC201	Business Communication-II	1L:1T:0P	2Credits
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Course Description:

This course focuses on bringing in perspective the importance of Business Communication for organizations and individual employees in the context of multicultural workforce in a digital world. The course will focus on instilling effective written and oral communication skills in students. The course will be taught using texts, cases and classroom exercises for improving both written and oral communication in students.

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 interorganizational communication
4. To train students for communicating effectively for the purpose of gaining employment.

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Course Content:

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 teamwork

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.

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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.

Readings:

Text Books (Latest Edition):

1. AICTE's Prescribed Textbook: 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.

References:

1. Culture as Communication (2001) by Stever Robbins
<https://hbsp.harvard.edu/product/C0108A-HCB-ENG>
2. The Future of Internal Communication | Rita Linjuan Men, Shannon A. Bowen
| Business Expert Press | BEP336-PDF-ENG | <https://hbsp.harvard.edu/product/BEP336-PDF-ENG>

Suggested Exercise and cases:

1. Negotiation exercise as vendor/seller
2. Analyzing verbal and non-verbal aspects of speeches of great leaders and orators.
3. Delivering Effective Presentations using presentation tools/software and use of infographics.
4. Cases on business communication
5. Summarizing Annual Report of a Company.
6. Preparing elevator pitch
7. Preparing curriculum vitae/resume/letter
8. Communicating Effectively in Group Discussion and personal interviews
9. How to Communicate Organizational Change (2020) by Angela Fisher Ricks
a. <https://online.hbs.edu/blog/post/how-to-communicate-organizational-change>
10. Change Management and Internal Communication | Rita Linjuan Men, Shannon A. Bowen
| Business Expert Press | BEP334-PDF-ENG | <https://hbsp.harvard.edu/product/BEP334-PDF-ENG>

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11. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages|Tsedal Neeley, Tom Ryder|Harvard Business School|416046-PDF-ENG|
<https://hbsp.harvard.edu/product/416046-PDF-ENG?>
12. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff
a. <https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity>
13. Group Communication and Decision-Making Simulation: Wildfire Mitigation|Matthew Koschmann|FO0001-HTM-ENG|<https://hbsp.harvard.edu/product/FO0001-HTM-ENG>
14. Three Rules for Communicating During a Crisis|Nancy Koehn|5238AV-AVO-ENG|
<https://hbsp.harvard.edu/product/5238AV-AVO-ENG>
[https://hbsp.harvard.edu/product/5238AV-AVO-ENG?it=BUSINESS COMMUNICATION](https://hbsp.harvard.edu/product/5238AV-AVO-ENG?it=BUSINESS%20COMMUNICATION)

CourseOutcomes:

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.

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SEMESTER-III

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SEMESTER-III

CC301	Cost and Management Accounting	4L:0T:0P	4 Credits
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Course Description:

This course covers the fundamental concepts and various aspects in Cost as well as Management accounting. This course discusses how to prepare a cost sheet, costing for materials, labour cost and overheads. This course also talks about financial statement analysis using various tools like comparative and common size Income Statements and Balance Sheet, Trend Analysis, Ratio Analysis, Cash Flow Statement, Budgets and Budgetary Control. It also throws some light on Management Reporting in general. And thus this course as a part of the Business administration programme provides fundamental knowledge and basic understanding on various methods, tools and techniques of cost and management accounting helpful for financial decision making required for a budding professional in the domain of accounting and finance.

Course Objectives:

1. To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material, Labour and Overhead cost.
2. To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information
3. To provide with the basic understanding of budgetary control
4. To develop the knowledge of the learners to understand and prepare a management report.

Course Content:

Unit-I: Introduction to Cost and management accounting

Definitions, features, objectives, functions, scope, advantages and limitations. Relationship and differences between Cost accounting, Management accounting and Financial Accounting. Cost Concepts-Cost classification-Elements of cost-Preparation of cost sheet and quotation. Material cost- direct and indirect material cost, Inventory control techniques-stock levels, EOQ, ABC analysis. Issue of materials to production-pricing methods-FIFO, LIFO and Average methods. Labor cost: direct and indirect labour cost-methods of payment of wages including incentive plans -Halsey and Rowan plans, Tailors Piece Rate method. Overheads: features, classification, methods of allocation and apportionment of overheads, primary and secondary distributions.

Unit II: Marginal Costing and Budgetary control

Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between Marginal costing and Absorption costing-Break Even Analysis-Meaning and

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Importance - Break even chart- P/V ratio - Cost Volume Profit Analysis- Margin of Safety- Angle of Incidence- Problems in Marginal costing. Budgets - Meaning and importance - Budgetary Control-Meaning and Importance-Types of Budgets, practical problems - Flexible Budget and cash Budget,

Unit-III: Financial Statement Analysis

Comparative Income Statements and Balance Sheets- Common Size Income Statements and Balance Sheet analysis- Trend Analysis. Ratio Analysis – Introduction, Classification & Interpretation of Ratios- Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios.

Unit-IV: Cash flow statement and Management Reporting

Introduction- Concept of Cash- Sources of cash flow Cash from operation- cash from Financing and cash from investment- Inflow and outflow of cash- Preparation of cash flow statements with adjustments.

Management Reporting – Meaning and Definitions of reports- Objectives and Purpose- Reports to top level management- Reports to lower level management- Sample Reports

Readings:

Text Books (Latest Edition):

- Arora, M.N. Cost and Management Accounting, New Delhi: Himalaya Publishing House.
- Jain, S.P., & Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers.
- Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services.
- Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.
- Arora, M.N. Management Accounting, New Delhi: Himalaya Publishing House
- Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi: Tata McGraw Hill Education

Course Outcomes:

On having completed this course students should be able to:

1. Interpret the relevant theories of cost and management accounting and prepare Cost sheet and quotations.
2. Ascertain Material and Labor cost, allocation and apportionment of overheads.
3. Interpret the financial statements for managerial decision making and preparation of management reports

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