



SNDT Women's University, Mumbai

Bachelor of Business Administration

In Management Studies

(BBA)

As per NEP-2020

Syllabus

(2024-25)

Introduction :

Preamble (Brief Introduction to the programme)		<p>BBA is a course in the management domain that imparts holistic education focused on skill-based practical and theoretical knowledge. The main aim of the course is to equip students with the theory and application of management principles in various manufacturing and service sectors. This course gives the students an insight into the working culture of the corporate sector and environment at the global level.</p> <p>The medium of instruction in the BBA Programme is English language.</p>
Programme Specific Outcomes (PSOs)		After completing this programme, the Learner will
	1.	Develop an understanding of various managerial theories/concepts, principles, and practices.
	2.	Gain knowledge and skills to apply in their respective management profession in the corporate sector
	3.	Develop analytical skills to enhance research
	4.	Enhance leadership ability and teamwork skills that enable them to work effectively in a team
	5.	Acquire confidence, competency, and a risk-taking attitude
	6.	Pursue higher studies in diverse fields of Management such as Business Administration, Human Resource Management, Marketing, and Finance
	7.	Develop Entrepreneurship skills and ethical values for the betterment of society
	8.	Nurture human values in both personal and professional life
Eligibility Criteria for Programme		XII Std. from any stream offered by any recognized University or equivalent standard here is a list of some of the popular BBA entrance exams: CET BBA – CUET UG
Intake (For SNTD WU Departments and Conducted Colleges)		60
Fees		Rs. 1,25,000.00

GENERAL COURSE STRUCTURE & THEME

A. 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
2 Hours Practical (P) per week	1 Credit

B. Course code and definition:

Course code	Definitions
L	Lecture
T	Tutorial
P	Practical
CC	Core Courses
AEC	Ability Enhancement Courses
MDE	Multi-Disciplinary Elective course
VAC	Value Added Courses
SEC	Skill Enhancement courses
VSC	Vocational Skill Courses
DSE	Discipline Specific Elective
OEC	Open Elective Course

Course Name: Bachelor of Business Administration, Bachelor of Business Administration (Honours) and Bachelor of Business Administration (Honours with Research)

Course Level/Duration/System: Undergraduate / Three or Four years/6 or 8 Semesters with multiple entry and exit. The following option will be made available to the students joining Business Administration(BBA) Research Program:

- One year: Under Graduate Certificate in Management Studies
- Two years: Under Graduate Diploma in Management Studies
- Three years: Bachelor of Management Studies (BBA)
- Four years: Bachelor of Business Administration with Honours: BBA (Honours) and Bachelor of Business Administration Honours with Research: BBA (Honours with Research)

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

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

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

Bachelor of Business Administration (BBA) – NEP**Curriculum for UG Degree in BBA****SEMESTER WISE CREDIT DISTRIBUTION OF PROPOSED BBA [BBA (HONOURS) AND BBA (HONOURS WITH RESEARCH)] PROGRAM:**

Semester	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective course	Value added Courses	Skill Enhancement courses	Vocational skill Courses	Discipline Specific Elective	Total
I	12	6	2	2	-		-	22
II	12	4	2	2	2	-	-	22
III	12	-	2	2	4	2	-	22
IV	14	-	-	2	4	2	-	22
V	8	-	-	-	6		8	22
VI	8	-	-	-	6		8	22
BBA (Honours)								
VII	4		4		6		8	22
VIII	2				8		12	22
BBA (Honours with Research)								
VII	10				4		8	22
VIII					22			22

3 Years BBA Program	Total Credits = 132
4 Years BBA (Honours) and BBA (Honours with Research)	Total Credits = 176

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

Bachelor of Business Administration - BBA

SEMESTER - I									
Course Code	Course Type	Course Title	L	T	P	Credit	Int.	Ext.	Total
10121711	CC_101	Principles of Management	3	1	0	4	50	50	100
10121712	CC_102	Organization Behavior	3	1	0	4	50	50	100
10121713	CC_103	Business Statistics	3	1	0	4	50	50	100
10821713	AEC_104	Business Communication Skills	1	1	0	2	50	0	50
10821702	AEC_105	Introduction to ICT	1	1	0	2	50	0	50
11021701	MDE_106	Indian Knowledge System [^]	2	0	0	2	50	0	50
11121701	VAC_107	Personality Development and Basics of Yoga	2	0	0	2	50	0	50
10821703 OR 10821704	AEC_108	Additional Course - Indian or Foreign Language (1-1-0) [optional course]*	1	1	0	2	50	0	50
TOTAL						22	400	150	550

Note: [^]Indian Knowledge System: Indian Culture and Civilization Indian Vision for Human Society Indian Science Indian Town Planning and Architecture Indian Mathematics and Astronomy Indian Aesthetics Indian Health, Wellness

*Indian Languages: Sanskrit/Hindi/All Regional languages Foreign Languages: - Spanish/**German**/French/Korean/Mandarin

SEMESTER - II

SEMESTER - II									
Course Code	Course Type	Course Title	L	T	P	Credit	Int.	Ext.	Total
20211711	CC_201	Basics of Financial Accounting	3	1	0	4	50	50	100
20121712	CC_202	Human Resources Management	3	1	0	4	50	50	100
20121713	CC_203	Marketing Management	3	1	0	4	50	50	100
20721701	SEC_204	Basic of Artificial Intelligence & Tech. Application	2	0	0	2	50	0	50
20421701	MDE_205	Social Media Marketing & Critical Thinking	2	0	0	2	50	0	50
21121701	VAC_206	Indian Constitution	2	0	0	2	50	0	50
20821701	AEC_207	Cyber Security management	1	1	0	2	50	0	50
20821702 20821703	AEC_208	Additional Course – Corporate law (1-1-0)					50	0	50
			1	1	0	2			
TOTAL						22	400	150	550

Bachelor of Business Administration

SEMESTER - III

Course Code	Course Type	Course Title	L	T	P	Credit	Int.	Ext.	Total
30121711	CC_301	Cost and Management Accounting	3	1	0	4	50	50	100
30121712	CC_302	Legal and Ethical issues in business	3	1	0	4	50	50	100
30121713	CC_303	Business Economic	3	1	0	4	50	50	100
30921701	MDE_304	Indian Systems of Health and Wellness	1	1	0	2	50	0	50
30721711	SEC_305	Management Information System (MIS)	2		4	4	50	50	100
31121701	VAC_306	Yoga/Sports/Disaster Management	1	0	1	2	50	0	50
31121702	VAC_307	Presentation Skills	1	0	1	2	50	0	50
TOTAL						22	350	200	550

SEMESTER - IV

Course Code	Course Type	Course Title	L	T	P	Credit	Int.	Ext.	Total
40121701	CC_401	Entrepreneurship and Startup Ecosystem	1	1	0	2	50	0	50
40121712	CC_402	Financial Management	3	1	0	4	50	50	100
40121713	CC_403	Business Research methodology	3	1	0	4	50	50	100
40121714	CC_404	Operations Management	3	1	0	4	50	50	100
41121701	VAC_405	* Business Environment and Public Policy OR *International Business	1		1	2	50	0	50
40721701	SEC_406	Enterprise System and platforms	0	1	2	2	50	0	50
40721702	SEC_407	Design Thinking and Innovation	1	1	0	2	50	0	50
40721703	SEC_408	Leadership Development	1	1	0	2	50	0	50
TOTAL						22	400	150	550

BBA - SEMESTER III

Course Title	Cost and Management Accounting
Course Code	CC_301
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1) Understand Different Types of Cost
	2) Prepare Cost Sheet
	3) Analyze Financial Statements using different tools
	4) Evaluate Financial Performance
Module 1(Credit 1) Introduction to Cost Accounting & Cost Sheet	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand the basic concepts and meaning of cost and cost accounting
	2) Explain the types and classification of cost used in decision making
	3) Prepare a simple cost sheet and interpret its components
	4) Prepare and analyse an estimated cost sheet based on available data
Content Outline	Introduction to Cost and management accounting <ul style="list-style-type: none"> • 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

	<p>incentive plans -Halsey and Rowan plans, Tailors Piece Rate method.</p> <ul style="list-style-type: none"> Overheads: features, classification, methods of allocation and apportionment of overheads, primary and secondary distributions.
Module 2(Credit 1) Budgets and Marginal Costing-Meaning	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand Concepts of PV Ratio, Contribution, Break Even point, Margin of safety Practical Applications of the concepts
Content Outline	<ul style="list-style-type: none"> 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, Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between, Marginal costing and Absorption costing - Break Even Analysis-Meaning
Module 3 (Credit 1) Introduction to Management Accounting & Analysis & Interpretation of Financial Statements -I	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand Difference between Financial Accounting and Management Accounting 2) Understand Preparation of Vertical Profit and Loss Statement and Balance Sheet 3) Apply ratio analysis techniques to assess financial performance. 4) Use comparative and common-size statements for trend analysis and decision-making.
Content Outline	<p>Financial Statement Analysis</p> <ul style="list-style-type: none"> 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.
Module 4(Credit 1) Analysis & Interpretation of Financial Statements -II	
Learning Outcomes	After learning the module, learners will be able to

	1) Understand analysis of financial statements through - Preparation of cash flow statements with adjustments. Comparative Statement, and Common Size Statements. 2) Apply financial statement analysis techniques for decision-making.
Content Outline	Cash flow statement and Management Reporting <ul style="list-style-type: none"> • 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 Tools of analysis of Financial Statements <ul style="list-style-type: none"> • Trend analysis • Comparative Statement • Common Size Statement

External: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Presentation	Analyze financial statements of top listed companies using tools learned.
2	Practical Exercises & Problem-Solving	Hands-on calculations on cost sheets, marginal cost analysis.
3	Case Study Analysis	Engaging in discussions on real-life business cases related to cost and management accounting.
4	Project	Research-based projects on cost control strategies, budgeting, or financial decision-making.

References

1. M. Y. Khan and P. K. Khan (2008), Cost and Management Accountancy, TMH Publication ,4th edition
2. Choudhary and Chopde, (2012), Cost and Management Accountancy, Sheth Publisher, First edition
3. Ainapure (2024) Cost Accounting & Management Accounting, Manan Prakashan, First edition
4. C.A. Minakshi A. Rachchh and Gunwantra A. Rachchh (2024) Cost and Management Accountancy, Pearson Publication, First edition.

5. Ashar Kalpesh (2022), Cost Accounting and Management Essentials You Always Wanted to Know, Vibrant Publisher, 5th Edition

Swayam: - cost accounting

https://onlinecourses.swayam2.ac.in/cec24_cm15/preview.

Course Title	Legal and Ethical issues in business
Course Code	CC_302
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1) Understand legal principles relating to contracts, companies, negotiable instruments etc.
Module 1(Credit 1) Indian Contract Act, 1872.	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand Meaning of Contracts 2) Evaluate Legal Principles relating to contracts and breach of contract etc.
Content Outline	Introduction to Business Law <ul style="list-style-type: none"> • Business law – definition, scope, importance of understanding the role of law in business, • Elements of a contract – offer and acceptance, consideration, contractual capacity. • Essentials of a valid contract; Types of contracts; Performance obligations. • Types of contract breaches and remedies. • Product liability and consumer protection laws; Business torts; Employment law.
Module 2(Credit 1) Company Law – Part I (Companies Act, 2013)	
Learning Outcomes	After learning the module, learners will be able to
	1) The course will help students analyze ethical dilemmas in business decisions
Content Outline	Sales and Leases <ul style="list-style-type: none"> • Formation of Sales Contract: Contracts for Leasing Goods, • Title and Risk of loss, Performance and remedies, Warranties and Product liability. • Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course. • Liability and discharge, Bank customer Relations/Electronic Fund Transfers.

Module 3(Credit 1) Company Law Part II(Companies Act, 2013)	
Learning Outcomes	After learning the module, learners will be able to:
	1) Understand legal principles relating to Companies
	2) Identify the role of directors, its powers and duties
	3) Understand Corporate Governance principles.
Content Outline	<ul style="list-style-type: none"> • Membership-Modes of Acquiring Membership & Cessation of Membership. • Rights of Members- Directors-DIN- Types of Directors. • Powers & Duties of Board • Corporate Governance-Meaning, Case Studies on Good Corporate Governance in India.
Module 4(Credit 1) Negotiable Instruments Act 1881 & Consumer Protection Act 2019..	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand legal principles relating to Bills of exchange, promissory notes, cheque.
	2) Understand legal principles relating to Consumer protection, understanding rights of consumers, consumers forums etc.
Content Outline	<ul style="list-style-type: none"> • <u>Negotiable Instruments Act, 1881.</u> <ul style="list-style-type: none"> ○ Meaning, Definition & Types <ul style="list-style-type: none"> - Bills of Exchange-Essentials/Characteristics - Promissory Note – Essentials/Characteristics ○ Cheque-Essentials/Characteristics - Types of Cheque ○ Crossing of Cheque-Its Types ○ Dishonour of Cheque-Reasons-Procedure for Dishonour of Cheque. • <u>Consumer Protection Act 2019</u> <ul style="list-style-type: none"> ○ Consumer-Meaning ○ Defect/Deficiency- Meaning ○ Rights of Consumers ○ Consumer Forums.

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project	Case-based legal analysis, business law applications.

2	Report	Individual reports on dishonor of cheques, consumer and legal remedies.
3	Case Study Analysis	Engagement in discussions on real-life business law cases.
4	Presentation	Presentations on key legal provisions and their applications.

References

- 1) "Business Ethics: A Stakeholder and Issues Management Approach" by O.C. Ferrell and John Fraedrich Publisher: Houghton Mifflin , Year: Various editions, latest being 2017 (8th edition)
- 2) "The Power of Ethics: Making Decisions that Make a Difference" by Kenneth Blanchard and Norman Vincent Peale, Publisher: HarperCollins, Year: 2004
- 4) "Business Ethics: Ethical Decision Making and Cases" by O.C. Ferrell, John Fraedrich, and Linda Ferrell Publisher: Cengage Learning, Year: Various editions, latest being 2020 (12th edition)
- 5) "The Smartest Guys in the Room: The Amazing Rise and Scandalous Fall of Enron" by Bethany McLean and Peter Elkind, Publisher: Penguin Books, Year: 2004
- 7) "Fast Company: How the Brilliant but Corrupt CEO Martin Shkreli Made Millions by Profiting from AIDS Patients" is not found however "Bad Blood: Secrets and Lies in a Silicon Valley Startup" by John Carreyrou, Publisher: Alfred A. Knopf, Year: 2018.

Swayam: Ethical issues in Buisness

https://onlinecourses.swayam2.ac.in/cec24_cm15/preview.

Course Title	Business Economics
Course Code	CC_303
Course Credits	4
Course Outcomes	<p>After going through the course, learners will be able to</p> <ol style="list-style-type: none"> 1. Understand the basic concepts such as opportunity cost principle, basic economic relations-functional relations 2. Familiarized with nature of demand call under different markets 3. know the concept of supply, production function and cost of production 4. Study the different market structures
Module 1(Credit 1) Business Economics - basic tools in economic analysis	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	1. Study the basic concepts of business economics
	2. Understand the demand function and its importance
Content Outline	<ul style="list-style-type: none"> • Introduction: Scope and Importance of Business Economics - basic tools in economic analysis - Opportunity Cost principle - The basics of market demand, market supply and equilibrium price. • Demand Analysis: Demand function and determinants of demand – Concept and Importance , types of elasticity of demand – Consumer’s Surplus – Demand Forecasting: meaning and significance
Module 2(Credit 1) Production function	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	1. Study the production function with the help of law of variable proportion and returns to scale.
Content Outline	<ul style="list-style-type: none"> • Production function; Meaning , concept, Short Run and Long Run production function – Law of Variable Proportions – Iso-quants – Returns to Scale – Economies of Scale - Producer’s Equilibrium
Module 3(Credit 1) Cost Concepts and Revenue Concepts	
Learning Outcomes	After learning the module, learners will be able to

<i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	1. Distinguish between different costs concepts such as accounting cost and economic costs, implicit and explicit cost etc.
Content Outline	<ul style="list-style-type: none"> • Cost Concepts: Social and Private costs, Economic and Accounting Costs, Fixed and Variable Costs, Opportunity Cost – Behavior of Cost Curves: Short Run and Long Run • Revenue Concepts - Total Revenue, Average Revenue and Marginal Revenue - Break Even Analysis
Module 4(Credit 1) Market Structure	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	1) Familiarize themselves with different market structures and study how to achieve equilibrium in different market structures.
Content Outline	<ul style="list-style-type: none"> • Market Structure -Features of perfect competition and monopoly - Short run and long run equilibrium of a firm and Industry under perfect competition and monopoly - Features of Monopolistic competition and oligopoly - price discrimination - Dumping

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Assignment -
2. Problem Solving -
3. Presentation -
4. Case Study -
5. Group Discussion -

References:

1. Ahuja. H. L(2011), Theory of Micro Economics Analysis, S. Chand, 14th Edition
2. Chatterjee, Johnson and Mascarenhas (2008) Managerial Economics , Manan Prakashan , Mumbai
3. Mithan. D. M (2008) Advanced Economic Theory, Himalaya Publications.
4. Swaminathan Saraswathy (2014) Introduction to Economics, Vipul Prakashan , Mumbai
5. Swaminathan Saraswathy (2013) Micro Economics , Vipul Prakashan , Mumbai

Swayam

https://onlinecourses.swayam2.ac.in/cec21_mg06/preview

Course Title	Indian Systems of Health and Wellness
Course Code	MDE_304
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1) To understand the importance of a healthy lifestyle 2) Explain the concept and nature of health, wellness and its various implications 3) Demonstrate adequate knowledge of well-being and promotion of healthy behavior.
• Module 1 (Credit 1) Importance of health	
Learning Outcomes	After learning the module, learners will be able to
	1) To familiarize students about physical and mental health
Content Outline	Introduction to Health & Wellness <ul style="list-style-type: none"> • Definition of Health • Importance of health in everyday life • Components of health – physical, social, mental, spiritual and its relevance • Concept of wellness • Mental health and wellness • Determinants of health behaviour • Health beliefs of India • Health systems in India – AYUSH. • Perspective of indigenous people towards health • Happiness and well-being in India
Module 2 (Credit 1) Mind Body and Well-Being	
Learning Outcomes	After learning the module, learners will be able to
	1) To create an awareness of various lifestyle related diseases. 2) To provide understanding of stress management.

Content Outline	<p>Mind Body and Well-Being</p> <ul style="list-style-type: none"> • Mind body connection in health – concept and relation • Implications of mind-body connection • Wellbeing – why it matters? • Digital wellbeing • Malnutrition, under nutrition and over nutrition • Body system and common diseases • Sedentary lifestyle and risk of disease • Modern lifestyle and associated health risks
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Internal: 50 Marks :

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- Assignments: To study Indian system with Health and wellness
- Practical Exercises & Problem-Solving: To understand all asanas and Pranayama.
- Case Study Analysis: Health and wellness of Indian populations.

References:

1. Dr. Ashvini Kumar Dwivedi*: Author of "Human Anatomy" (2023)
2. Aashish Chandorkar* and *Suraj Sudhir*: Authors of "Braving A Viral Storm: India's Covid-19 Vaccine Story" (2023)
3. Sajjan Singh Dev*: Author of "India's Vaccine Growth Story" (2023) ¹

Swayam

Indian system and Health wellness

https://onlinecourses.swayam2.ac.in/cec19_hs03/preview

Course Title	Management Information System (MIS)
Course Code	SEC_305
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1) The course aims to provide students with comprehensive knowledge and practical skills in managing information systems (MIS). 2) Database management, information system applications, and project management using modern tools and methodologies. 3) Students will learn to analyze, design, and implement effective MIS solutions in various business contexts.
Module 1(Credit 1) MIS and Evolution of IT	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand the basic concepts, types, dimensions, and components of MIS, 2) Understand how to evaluate the benefits and evolution of IT infrastructure in the digital firm era.
Content Outline	Fundamentals concepts of MIS <ul style="list-style-type: none"> Basics concepts of MIS/ Types of MIS, Dimension and components of MIS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era
Module 2(Credit 1) DBMS and Data processing	
Learning Outcomes	After learning the module, learners will be able to
	1) Apply database management principles by setting up and managing DBMS packages, creating Entity-Relationship diagrams. 2) Understanding data models, data warehouses, and administration techniques.
Content Outline	Data base management system Objectives of data base approach- Characters of database Management systems. <ul style="list-style-type: none"> Data processing system- Components of DBMS packages - Data base administration- Entity – Relationship (conceptual)

Module 3(Credit 1) MIS applications	
Learning Outcomes	After learning the module, learners will be able to
	1) Analyze various MIS applications, including DSS, GDSS, and knowledge management systems. 2) Develop e-commerce solutions by leveraging enterprise models, business process reengineering. Understand 3) Digital communication strategies.
Content Outline	Information system applications MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E- Commerce, E- communication, Business Process Reengineering.
• Module 4(Credit 1) Project management.	
Learning Outcomes	After learning the module, learners will be able to
	1) Evaluate project management objectives and methodologies, including agile practices such as SCRUM, 2) Understand how to manage projects effectively to control risk factors and understand ethical, social, and political issues in the information era
Content Outline	Managing Projects <ul style="list-style-type: none"> • Objectives of project management. • Fundamentals of project management information systems with agile methodologies. • Introduction of SCRUM, Roles and meetings, User stories, Project risk, Controlling risk factors. • Ethical, social, and political issues in the information era.

Internal: 50 Marks:

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- Assignments: To study tool use in MIS: Practical Exercises & Problem-Solving, to use different software like SCRUM, DSD
- Case Study Analysis: Importance of Market Information system in organizational.

Reference.

1. Management Information Systems* by Hossein Bidgoli:11th Edition: Published by Cengage Learning in 2023
2. 10th Edition: Published by Cengage Learning in 2021
3. 9th Edition: Published by Cengage Learning in 2019
4. 6th Edition*: Published by Cengage Learning in 2016

5. Management Information System: Text and Cases by Waman S Jawadekar and Sanjiva Shankar Dubey: 6th Edition: Published in 2020

Swayam: MIS

https://onlinecourses.nptel.ac.in/noc20_mg60/preview

Course Title	Yoga
Course Code	VAC_306
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1) Understand the philosophical foundations of yoga including its origin, history and relevance in modern life.
	2) Explore yoga's applications for mental and physical health.
	3) Develop practical skills in yoga asanas, pranayama, and meditation.
	4) Apply principles of yoga in daily life to enhance self – discipline and well-being.
	5) Promote a healthy and positive life style, contributing personal growth and social harmony.
Module 1 (Credit 1) Basics of Yoga	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand the concepts, principles, and philosophy of yoga.
	2) Connect yoga practices to personal, academic, and professional life.
Content Outline	<ul style="list-style-type: none"> • Introduction to Yoga: History and philosophy of yoga Different types/styles of yoga • Anatomy and Physiology: Basic understanding of the body's systems(respiratory, digestive, immune, nervous, circulatory) as they relate to yoga • Yoga Safety and Ethics: Principles of safe practice Ethical considerations
Module 2 (Credit 1) Yoga for mental and physical health	
Learning Outcomes	After learning the module, learners will be able to
	1) Explore yoga's applications for mental and physical health.
	2) Develop practical skills in yoga asanas, pranayama, and meditation.

Content Outline	<ul style="list-style-type: none"> • Basic Asanas (Postures): Foundational yoga poses Alignment and modifications Suryanamaskar • Pranayama (Breathwork): Basic breathing techniques • Meditation: Introduction to meditation practices Mantras
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Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project	Benefits of Yoga, Importance of Pranayama, Role of yoga in mental health etc.
2	Viva	Oral questioning to check understanding of yogic concepts.
3	Practical	Asanas, Pranayama and Meditation techniques

External: There will be no external assessment for this course

References

1. Ghamande, Narayana (1905), *Yogasopana Purvachatushka*. Mumbai: Janardan Mahadev Gurjar, Niranasagar Press.
2. Iyengar, B.K.S. (1966), *Light on Yoga*. New York: Schocken Books.
3. Mehta, Silva, Mira Mehta, and Shyam Mehta, (1990), *Yoga: The Iyengar Way*. London: Dorling Kindersley.
4. Trivedi, Ira (2015) *The 10-Minute Yoga Solution*. New Delhi: HarperCollins Publishers India.
5. Yogananda, Paramahansa, (1946) *Autobiography of a Yogi*. Los Angeles: Self-Realization Fellowship.

Course Title	Sports
Course Code	VAC_306
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1) Understand fundamental concepts of sports and physical fitness.
	2) Analyze the importance of sports in personal and professional life.
	3) Demonstrate skills in selected sports activities.
	4) Apply the principles of sports management and organization.
	5) Develop teamwork, leadership, and strategic thinking through sports.
Module 1(Credit 1) Fundamentals of Sports and Physical Fitness	
Learning Outcomes	After learning the module, learners will be able to
	1) Define key sports terminologies and concepts.
	2) Differentiate between various types of sports and their significance.
	3) Explain the physiological and psychological benefits of sports.
	4) Identify different rules and regulations of selected sports.
	5) Demonstrate basic techniques and skills in selected sports.
Content Outline	<ul style="list-style-type: none"> • Introduction to Sports and Physical Fitness, Importance of Sports in Daily Life • Classification of Sports (Individual, Team, Adventure, etc.) • Basic Rules and Regulations of Major Sports • Health and Safety Aspects in Sports • Fundamental Skills and Techniques in Sports
Module 2 (Credit 1) Practical Application in Sports & Event Management	
Learning Outcomes	After learning the module, learners will be able to
	1) Perform warm-up, stretching, and conditioning exercises.
	2) Demonstrate basic techniques of selected sports (e.g., football, basketball, badminton, athletics, etc.).
	3) Organize and manage small-scale sports events.
	4) Understand the role of fitness training and injury prevention.
	5) Apply strategies for officiating and coaching in sports.

<ul style="list-style-type: none"> • Content Outline (e.g.,Football, Basketball, Volleyball, Cricket, Athletics, Badminton, etc.) 	<ul style="list-style-type: none"> • Practical Training in Selected Sports • Fitness Drills – Warm-up, Stretching, Strength Training, Cardio Exercises • Event Management – Planning and Conducting a Sports Event • Introduction to Coaching and Officiating – Basic Refereeing Skills • Sports Injuries and Prevention Techniques, Use of Technology in Sports (e.g., Video Analysis, Performance Tracking)
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Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project	Fitness & Conditioning
2	Practical	Demonstration, Sports Event Organization
3	Case Study	Sports Management
4	Presentation	Sports and Physical Fitness

External: There will be no external assessment for this

course References Books:

1. Wesson, J. (Year). *Sports science: Principles and applications*. Publisher.
2. Wilson, R. (2018). *Sports management: Principles and applications*. Routledge; 5th edition
3. Medvedev, L. P. (2018). *Fundamentals of sports training*. FRIENDS PUBLICATIONS INDIA
4. Cox, R. (2011). *Sports psychology: Concepts and applications*, McGraw Hill Higher Education; 7th edition.

Course Title	Disaster Management
Course Code	VAC_306
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1) Classify and analyze different types of disasters and their impact on society and the environment.
	2) Understand risk assessment methods and vulnerability factors affecting disaster-prone areas.
	3) Develop disaster preparedness strategies, including early warning systems and emergency response plans.
Module 1 (Credit 1) Introduction to Disaster Management	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand the meaning, definition, and classification of disasters.
	2) Differentiate between natural and man-made disasters.
	3) Analyze the causes, effects, and real-world case studies of major disasters.
Content Outline	<p>Definition, Meaning, and Concept of Disasters</p> <ul style="list-style-type: none"> • Classification: Natural vs. Man-Made Disasters <p>Types of Disasters & Their Impact</p> <ul style="list-style-type: none"> • Natural Disasters: Floods, Cyclones, Earthquakes, Landslides • Man-Made Disasters: Fire, Industrial Pollution, Nuclear Disaster, Biological Disasters • Accidents: Air, Sea, Rail & Road • Structural Failures: Building & Bridge Collapses • War & Terrorism <p>Causes and Effects of Various Disasters</p> <p>Case Studies of Major Disasters in India and the World</p> <p>Phases of Disaster Management (Mitigation, Preparedness, Response, and Recovery)</p>
Module 2 (Credit 1) Risk and Vulnerability Analysis & Disaster Preparedness	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand the concepts of risk and vulnerability in disaster management.

	2) Analyze disaster-prone regions, vulnerability factors, and risk assessment.
	3) Understand disaster preparedness strategies and emergency response planning.
Content Outline	1) Understanding Risk & Vulnerability <ul style="list-style-type: none"> • Risk: Concept, Types, and Analysis • Vulnerability: Social, Economic, and Environmental Factors 2) Risk Reduction Strategies <ul style="list-style-type: none"> • Importance of Disaster Risk Reduction (DRR) • Strategic Planning for Vulnerability Reduction • Community Participation in Risk Mitigation 3) Concept & Nature of Disaster Preparedness <ul style="list-style-type: none"> • Disaster Preparedness Planning & Implementation • Components of a Disaster Preparedness Plan 4) Prediction, Early Warnings & Safety Measures <ul style="list-style-type: none"> • Monitoring & Forecasting Disasters • Emergency Response Mechanisms

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Quiz/MCQs	Disaster management concepts
2	Presentation	Disaster Preparedness Strategies
3	Research	Role of Technology in Disaster Management
4	Report	Local Hazard
5	Case Study	Major Disaster

External: There will be no external assessment for this course

References

1. Alexander, D. (2018). *Natural disasters* (2nd ed.). Routledge.
2. Coppola, D. P. (2021). *Introduction to international disaster management* (4th ed.). Butterworth-Heinemann.
3. National Disaster Management Authority (NDMA). (2023). *Guidelines on disaster preparedness & mitigation*. Government of India.
4. Sinha, P. C. (2022). *Disaster management process, law & strategy*. Anmol Publications.
5. Wisner, B., Gaillard, J. C., & Kelman, I. (2022). *Handbook of hazards and disaster risk reduction*. Routledge.
6. United Nations Office for Disaster Risk Reduction (UNDRR). (2023). *Global assessment report on disaster risk reduction*. UNDRR.

Course Title	Presentation Skills
Course Code	VAC_306
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ol style="list-style-type: none"> 1) Understand the principles of effective presentation design and delivery. 2) Plan and organize content for professional and academic presentations. 3) Use visual aids and technology to enhance presentations. 4) Develop confidence and overcome stage fright. 5) Adapt presentations to different audiences and environments.
Module 1(Credit 1) - Fundamentals of Presentation Skills	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1) Identify the components of a compelling presentation. 2) Structure and organize a presentation effectively.
Content Outline	<ul style="list-style-type: none"> • Basics of Presentation Skills • Understanding Audience and Purpose • Structuring Presentations: Introduction, Body, Conclusion • Verbal and Non-verbal Communication Techniques • Overcoming Nervousness and Building Confidence
Module 2(Credit 1) - Presentation Techniques	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1) Use technology and visuals effectively to support presentations. 2) Handle audience interaction and respond to questions.
Content Outline	<ul style="list-style-type: none"> • Designing Visual Aids: Power Point, Canva, and Infographics • Public Speaking Skills and Managing Stage Presence • Using Technology for Virtual Presentations • Handling Q&A Sessions and Audience Engagement • Techniques for Evaluating and Improving Presentation Skills

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Individual Presentation: Deliver a 5-minute presentation on a chosen topic using visual aids.
2. Group Presentation: Collaborate to present a detailed proposal or project.
3. Peer Feedback Exercise: Evaluate a peer's presentation and provide constructive feedback.

External: There will be no external assessment for this course

References

1. King Patrick (2024), *How to Speak Effectively: A Guide to Engaging Conversations, Presentations, and Making an Impact on People* Paperback, Penguin
2. Garr Reynolds (2011), *Presentation Zen: Simple Ideas on Presentation Design and Delivery*, New Riders; 2nd edition
3. Dale Carnegie (2020) *The Art of Public Speaking*, Prabhat Prakashan Pvt. Ltd.; First Edition
4. Nancy Duarte (2010), *Resonate: Present Visual Stories that Transform Audiences*, Wiley; 1st edition

SEMESTER – IV

SEMESTER - IV									
Sr. No.	Course Code	Course Title	L	T	P	Credit	Int.	Ext.	Total
1	CC_401	Entrepreneurship and Startup Ecosystem	1	1	0	2	50	0	50
2	CC_402	Financial Management	3	1	0	4	50	50	100
3	CC_403	Business Research methodology	3	1	0	4	50	50	100
4	CC_404	Operations Management	3	1	0	4	50	50	100
5	VAC_405	* Business Environment and Public Policy OR *International Business	1		1	2	50	0	50
6	SEC_406	Women Empowerment	0	1	2	2	50	0	50
7	SEC_407	Design Thinking and Innovation	1	1	0	2	50	0	50
8	SEC_408	Leadership Development	1	1	0	2	50	0	50
TOTAL						22	400	150	550

Course Title	Entrepreneurship and Startup Ecosystem
Course Code	VAC_401
Course Credits	4
Course Outcomes	<p>After going through the course, learners will be able to</p> <ol style="list-style-type: none"> 1) Understand basic building blocks of creating a venture 2) Be able to identify a business opportunity and translate it into a viable business model 3) Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents 4) Know the legacy of family business and key differentiations from entrepreneurship.
Module 1 (Credit 1) Entrepreneurship and its types	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1) Understand Entrepreneurship and its types 2) Understand that not all ideas can be turned into viable business models and guestimate business potential of an idea 3) Know different type of finances available and financing methods 4) Able to draft business plans on an identified idea.
Content Outline	<p>Introduction to Entrepreneurship & Family Business</p> <ul style="list-style-type: none"> • Definition and Concept of entrepreneurship • Entrepreneur Characteristics • Classification of Entrepreneurs • Role of Entrepreneurship in Economic Development –Start-ups • Knowing the characteristics of Family business with discussion on few Indian cases of Family Business like Murugappa, Dabur, Wadia, Godrej, Kirloskar etc. • Evaluating Business opportunity • Sources of business ideas and opportunity recognition • Guesstimating the market potential of a business idea • Feasibility analysis of the idea • Industry, competition and environment analysis

Module 2 (Credit 1) Business plans	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1) Know and able to draft business plans on an identified idea 2) Understand the nuances of operating a startup low budget marketing, stabilizing operations, build a team from scratch and scaling the business 3) Understand the nuances of operating a startup low budget marketing, stabilizing operations, build a team from scratch and scaling the business 4) Know what is a Family Business and how is it different from Entrepreneurship
Content Outline	<p>Building Blocks of starting ventures</p> <ul style="list-style-type: none"> • Low-cost Marketing using digital technologies Team building from scratch • Venture Funding • Establishing the value-chain and managing operations • Legal aspects like IPR and compliances <p>Start-up Ecosystem</p> <ul style="list-style-type: none"> • Know the components of the start-up ecosystem including Incubators, Accelerators, Venture Capital Funds, Angel Investors etc. • Know various govt. schemes like Start-up India, Digital India, MSME etc.

Internal: 50 Marks

- Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)
- Assignments: To understand Entrepreneurship management
- Practical Exercises & Problem-Solving: Start up in Indian Market
- Case Study Analysis: Sustainable Entrepreneurship in Indian Market.

Reference

1. Entrepreneurship: Theory, Process, Practice by Donald F. Kuratko (Cengage Learning, 2019)
2. Entrepreneurship and Small Business Management by Poornima M. Charantimath (Pearson Education, 2018)

3. Management of Technology and Innovation by Charles W.L. Hill and Melissa A. Schilling (McGraw-Hill Education, 2018)
4. Entrepreneurship by Robert D. Hisrich, Michael P. Peters, and Dean A. Shepherd (McGraw-Hill Education, 2020)
5. Small Business Management: Launching and Growing Entrepreneurial Ventures by Justin G. Longenecker, Carlos W. Moore, and J. William Petty (Cengage Learning, 2019)

Swayam

Entrepreneurship and Ecosystem : https://onlinecourses.nptel.ac.in/noc20_mg35/preview

Course Title	Financial Management
Course Code	VAC_402
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1) Understand the fundamental principles and scope of financial management.
	2) Analyze different sources of finance and their impact on financial decision-making.
	3) Evaluate the cost of capital and its importance in corporate finance.
	4) Apply capital budgeting techniques for investment decision-making.
	5) Understand the significance of working capital management and its applications.
	6) Develop ethical financial decision-making skills.
Module 1(Credit 1) Introduction to Financial Management & Sources of Finance	
Learning Outcomes	After learning the module, learners will be able to
	1) Define financial management and its scope. 2) Differentiate between profit maximization and wealth maximization. 3) Identify and classify financial functions. 4) Analyze various sources of finance and their advantages & disadvantages.
Content Outline	<ul style="list-style-type: none"> • Introduction to Financial Management Meaning, Scope & Objectives Classification of Finance Functions Financial Goals: Profit Maximization vs. Wealth Maximization • Sources of Finance Equity Shares Preference Shares

	<p>Debentures & Bonds</p> <p>Retained Earnings</p> <p>Venture Capital and Private Equity</p>
Module 2(Credit 1) Cost of Capital & Financial Decision-Making	
Learning Outcomes	After learning the module, learners will be able to
	<ol style="list-style-type: none"> 1) Define and explain the concept of cost of capital. 2) Differentiate between different types of capital costs. 3) Calculate cost of capital for different sources of finance. 4) Evaluate the impact of cost of capital on business decisions.
Content Outline	<ul style="list-style-type: none"> • Cost of Capital <p>Meaning & Concept</p> <p>Importance of Cost of Capital</p> <p>Components of Cost of Capital</p> <p>Simple Problems on Cost of Capital</p> <p>Weighted Average Cost of Capital (WACC)</p> • Capital Structure and Financing Decisions <p>Meaning and Importance of Capital Structure</p> <p>Theories of Capital Structure (Overview)</p> <p>Leverage and its Impact on Decision-Making</p>
Module 3(Credit 1) Capital Budgeting & Investment Decisions	
Learning Outcomes	After learning the module, learners will be able to
	<ol style="list-style-type: none"> 1) Understand the concept of capital budgeting and its importance. 2) Differentiate between various capital budgeting methods. 3) Apply capital budgeting techniques for investment decision-making. 4) Analyze investment risks and returns.

Content Outline	<ul style="list-style-type: none"> • Introduction & Importance • Methods of Capital Budgeting Payback Method (theory & sums) Accounting Rate of Return (ARR) (theory) Net Present Value (NPV) (theory) Internal Rate of Return (IRR) (theory) Profitability Index (PI) (theory) • Risk Analysis in Capital Budgeting (theory)
Module 4(Credit 1) Working Capital Management & Ethical Practices in Finance	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1) Define working capital and its importance. 2) Identify factors influencing working capital management. 3) Analyze working capital requirements using the operating cycle approach. 4) Apply ethical decision-making principles in financial 5) management.
Content Outline	<ul style="list-style-type: none"> • Working Capital Management Introduction & Importance Factors Affecting Working Capital Operating Cycle & Cash Flow Analysis Simple Problems on Working Capital Requirement • Ethical Practices in Financial Management Corporate Governance and Financial Ethics Fraud Prevention and Financial Transparency Ethical Issues in Financial Decision-Making

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project	Capital Budgeting & Investment Decisions
2	Presentation	Financial Decisions and Risk, Capital Structure of Indian Companies etc.

3	Project / Financial Report	Company balance sheet/profit & loss analysis, Budgeting for a startup/business idea, Ratio analysis (liquidity, solvency, profitability) etc
4	Quiz	Working Capital Management, Dividend Decisions, Ratio Analysis etc
5	Practical	Numerical Problem Solving

External: 50 Marks

References

1. Chandra, P. (2019). *Financial management: Theory and practice* (10th ed.). McGraw Hill India.
2. Ross, S. A., Westerfield, R. W., & Jaffe, J. (2018). *Corporate finance* (12th ed.). McGraw Hill.
3. Brigham, E. F., & Houston, J. F. (2019). *Fundamentals of financial management* (15th ed.). Cengage Learning.
4. Rustagi, R. P. (2019). *Financial management: Theory and practice* (13th ed.). Taxmann Publications.

Swayam :

Financial Management : https://onlinecourses.swayam2.ac.in/cec20_mg05/preview

Course Title	Business Research Methodology
Course Code	VAC_403
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1) Understand the fundamental concepts and significance of business research.
	2) Formulate a research problem and develop hypotheses.
	3) Identify appropriate research designs and data collection methods.
	4) Analyze and interpret qualitative and quantitative data.
	5) Apply statistical tools and techniques for data analysis.
	6) Prepare a structured research report with ethical considerations.
Module 1(Credit 1) Introduction to Business Research	
Learning Outcomes	After learning the module, learners will be able to
	1) Define business research and its importance. 2) Differentiate between various types of research. 3) Identify research problems and formulate objectives. 4) Develop a research hypothesis and understand its significance.
Content Outline	Introduction to Business Research <ul style="list-style-type: none"> • Meaning, Nature, and Scope • Objectives and Importance of Research • Types of Research: Exploratory, Descriptive, and Causal Research Research Problem & Hypothesis Formulation <ul style="list-style-type: none"> • Identifying a Research Problem • Characteristics of a Good Research Problem • Formulating Hypotheses and Research Questions
Module 2(Credit 1) Research Design & Data Collection Methods	
Learning Outcomes	After learning the module, learners will be able to

	<ol style="list-style-type: none"> 1) Explain the different types of research designs. 2) Identify appropriate sampling techniques for business research. 3) Differentiate between primary and secondary data sources. 4) Apply data collection methods for different research needs.
Content Outline	<p>Research Design</p> <ul style="list-style-type: none"> • Definition & Importance • Types of Research Designs (Experimental, Longitudinal, Cross-Sectional, etc.) <p>Sampling Techniques</p> <ul style="list-style-type: none"> • Probability vs. Non-Probability Sampling • Sample Size Determination <p>Data Collection Methods</p> <ul style="list-style-type: none"> • Primary Data Collection: Surveys, Interviews, Focus Groups, Observations • Secondary Data Sources: Internal & External Sources
Module 3(Credit 1) Data Processing & Analysis	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1) Understand the process of data preparation and cleaning. 2) Apply basic and advanced statistical tools in research. 3) Interpret and analyze research data effectively. 4) Use software tools for data analysis (Excel, SPSS, etc.).
Content Outline	<p>Data Processing</p> <ul style="list-style-type: none"> • Data Editing, Coding, and Classification • Handling Missing Data and Outliers <p>Data Analysis Techniques</p> <ul style="list-style-type: none"> • Descriptive Statistics: Measures of Central Tendency & Dispersion • Inferential Statistics: Hypothesis Testing, Correlation & Regression Analysis • Factor Analysis, ANOVA, and Chi-Square Test (Introduction) <p>Use of Software in Research</p> <ul style="list-style-type: none"> • Introduction to Excel & SPSS for Data Analysis
Module 4(Credit 1) Research Report Writing & Ethical Considerations	
Learning Outcomes	<p>After learning the module, learners will be able to</p>

	<ol style="list-style-type: none"> 1) Structure a research report effectively. 2) Follow referencing and citation styles. 3) Understand ethical concerns in research. 4) Present research findings in a clear and professional manner.
Content Outline	<p>Report Writing</p> <ul style="list-style-type: none"> • Components of a Research Report • Formatting, Referencing (APA, MLA, Harvard) • Plagiarism and Research Ethics <p>Presentation of Research Findings</p> <ul style="list-style-type: none"> • Preparing Research Papers and Articles • Effective Use of Graphs, Charts, and Tables <p>Ethical Considerations in Research</p> <ul style="list-style-type: none"> • Confidentiality, Data Integrity, and Ethical Approval • Role of Institutional Review Boards (IRBs)

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Case Study Analysis	Analyze a real-life business research case and provide insights using research methodologies.
2	Research Review Report	A critical review of an existing research paper or business study related to finance, marketing, HR, or operations.
3	Presentation on Research Topic	Present a chosen research topic, covering problem identification, methodology, and expected outcomes.
4	Research Proposal Assignment	Drafting a structured research proposal with objectives, methodology, and expected findings.
5	Data Collection & Analysis Report	Practical exercise where students collect primary/secondary data and analyze it using statistical tools (Excel/SPSS).
6	Final Research Report Submission	A structured research report including problem statement, literature review, methodology, data analysis, and conclusions.

7	Viva/Oral Examination	Evaluation based on understanding of concepts, application in real-world scenarios, and research project discussion.
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External: 50 Marks References Books:

1. Cooper, D. R., & Schindler, P. S. (2019). *Business research methods* (12th ed.). McGraw-Hill, Education.
2. Kothari, C. R. (2019). *Research methodology: Methods and techniques* (7th ed.). New Age International.
3. Malhotra, N. K. (2019). *Marketing research: An applied orientation* (7th ed.). Pearson.
4. Fisher, R. A. (1970). *Statistical methods for research workers* (14th ed.). Oliver & Boyd.

Swayam

Business Research Methodology: https://onlinecourses.swayam2.ac.in/cec20_mg14/preview

Course Title	Operations Management
Course Code	VAC_404
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1) Understand the fundamental concepts, principles, and functions of operations management in manufacturing and service industries.
	2) Evaluate and apply key operations management tools and techniques for effective decision-making in production, quality control, and supply chain management.
	3) Design and optimize operational strategies to enhance efficiency, productivity, and sustainability in business processes.
Module 1(Credit 1) Introduction to Operations Management	
Learning Outcomes	After learning the module, learners will be able to
	<ol style="list-style-type: none"> 1) Define the scope, functions, and objectives of operations management. 2) Differentiate between manufacturing and service operations. 3) Explain the role of operations managers in organizational success. 4) Understand the strategic importance of operations management in achieving competitive advantage.
Content Outline	<ul style="list-style-type: none"> • Introduction to Operations Management • Key Functions of Operations Management • Differences between Manufacturing and Service Operations • Operations Strategy and its Alignment with Business Strategy • Case Studies on Operational Excellence
Module 2(Credit 1) Operations Planning and Process Management	
Learning Outcomes	After learning the module, learners will be able to
	<ol style="list-style-type: none"> 1) Explain the different types of production systems and process designs. 2) Apply various forecasting techniques for demand estimation. 3) Analyze capacity planning and facility layout decisions. 4) Understand lean manufacturing and Just-in-Time

	(JIT) concepts.
Content Outline	<ul style="list-style-type: none"> • Types of Production Systems: Job, Batch, Mass, and Continuous Production • Process Design and Selection • Demand Forecasting Techniques (Qualitative and Quantitative) • Capacity Planning and Facility Layout Strategies • Lean Manufacturing and JIT
Module 3(Credit 1) Supply Chain and Inventory Management	
Learning Outcomes	After learning the module, learners will be able to
	<ol style="list-style-type: none"> 1) Explain the components and functions of supply chain management (SCM). 2) Apply different inventory control techniques.
Content Outline	<ul style="list-style-type: none"> • Basics of Supply Chain Management (SCM) • Procurement and Vendor Management • Inventory Control Techniques: EOQ, ABC Analysis, JIT • Warehousing and Distribution Management
Module 4(Credit 1) Project and Maintenance Management	
Learning Outcomes	After learning the module, learners will be able to
	<ol style="list-style-type: none"> 1) Apply project management tools such as Gantt Charts, PERT, and CPM. 2) Differentiate between preventive and breakdown maintenance strategies. 3) Understand the role of technology and Industry 4.0 in operations management. 4) Analyze the impact of sustainability and ethical practices in operations.
Content Outline	<ul style="list-style-type: none"> • Basics of Project Management in Operations • Gantt Charts, PERT & CPM Techniques • Maintenance Management: Preventive vs. Breakdown Maintenance • Role of Technology in Operations: Industry 4.0, AI, and Automation, Green Operations and Sustainable Practices, Ethical Issues in Operations Management

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project	Inventory control in a retail chain, Lean management in manufacturing etc
2	Presentation	Six Sigma, Supply Chain Management, Facility Layout, Total Quality Management (TQM) etc.
3	Project report	Industry-oriented study or field visit report,
4	Case Study	Quality management practices in a local business including analysis, findings, and practical recommendations.

References

1. Heizer, J., Render, B., & Munson, C. (2020). *Operations management: Sustainability and supply chain management* (13th ed.). Pearson.
2. Stevenson, W. J. (2021). *Operations management* (14th ed.). McGraw-Hill Education.
3. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2019). *Operations management: Processes and supply chains* (12th ed.). Pearson.
4. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2019). *Operations and supply chain management* (15th ed.). McGraw-Hill Education.

Swayam :

Operation Management : https://onlinecourses.swayam2.ac.in/imb19_mq17/preview

Course Title	Business Environment and Public Policy
Course Code	VAC_405
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	<ol style="list-style-type: none"> 1) Know the various aspects of economic, social, political and cultural environment of India. 2) Understand the environmental factors influencing Indian business organizations. 3) Knowledge of public policies will give students a grasp of the regulatory framework and government initiatives shaping the business landscape in India.
Module 1 (Credit 1)	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1) Understand relationship between environment and business, different concepts & its implementation. 2) Get knowledge about how to integration of business environment principles and strategies into domestic and international business.
Content Outline	<ul style="list-style-type: none"> • Theoretical Framework of Business Environment. • Concept, Significance and Nature of Business Environment. Micro and Macro Dimensions of Business Environment, Changing Dimensions of Business Environment. • Problems and Challenges of Indian Business Environment • Global Framework: EPRG Framework, Liberalization, Privatization & Globalization concept & its impact on Indian Economy. • Significance of FDI & FII, IMF & WTO, Regional Economic Integrations in the development of the Nations.
Module 2 (Credit 1)	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1) Understand relationship between environment and business, different concepts & its implementation. 2) Understand the integration of business environment principles and strategies into domestic and international business.

Content Outline	<ul style="list-style-type: none"> • Public Policies: Background, Meaning and Importance of Public Policy. Significance of Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA & FEMA. Structural Adjustment Programs and Banking Sector Reforms in India. • Problems and Challenges of Growth of Economy: Unemployment, Poverty, Regional Imbalance. Social Injustice, Inflation, Parallel economy, Lack of technical knowledge and information. Remedies to solve these problems, Challenges & Opportunities of Indian Business Environment. • Emerging Trends in Business: Concepts, Advantages and Limitations- Franchising, Aggregators, Business Process Outsourcing (BPO) & Knowledge Process Outsourcing (KPO); E-Commerce, Digital Economy. Technological Growth and MNC's.
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Internal: 50 Marks

- 1) Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)
- 2) Assignments: To understand Business Environment and policy
- 3) Practical Exercises & Problem-Solving: Public policies and regulations
- 4) Case Study Analysis: Business Environment Analysis and public policy making.

References:

1. Business Environment and Public Policy by Pradip K. Dutta (Vikas Publishing House, 2020)
2. Business Environment: Text and Cases by Justin Paul (McGraw-Hill Education, 2018)
3. Business and Society: Stakeholders, Ethics, Public Policy by Anne T. Lawrence and James Weber (McGraw-Hill Education, 2020)
4. Business, Government, and Society: A Managerial Perspective, Text and Cases by George A. Steiner and John F. Steiner (McGraw-Hill Education, 2019)
5. Public Policy: Formulation, Implementation, and Evaluation by RK Sapru (PHI Learning, 2017)

Swayam

Business Environment and public policy :

https://onlinecourses.swayam2.ac.in/imb22_mg02/preview

Course Title	International Business
Course Code	VAC_405
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1) Understand the fundamentals of international business and global trade.
	2) Analyze the impact of globalization on business operations.
	3) Evaluate international trade policies, agreements, and market entry strategies.
	4) Identify cultural, economic, and political challenges in global markets.
	5) Develop strategies for managing international business operations effectively.
Module 1 (Credit 1) Fundamentals of International Business	
Learning Outcomes	After learning the module, learners will be able to
	1) Define international business and explain its importance.
	2) Understand globalization and its impact on businesses.
	3) Understand international trade policies and agreements
Content Outline	<ul style="list-style-type: none"> • Introduction: Definition, nature, and scope of international business Differences between domestic and international business, Factors driving globalization • International Trade Policies and Agreements: Tariffs, quotas, subsidies, and trade barriers, World Trade Organization (WTO) and trade liberalization, Regional Trade Agreements (NAFTA, EU, ASEAN, SAARC, RCEP) • Foreign Exchange: Foreign exchange markets and exchange rate mechanisms • Balance of payments and its components
Module 2 (Credit 1) Market Entry and Global Business Strategies	
Learning Outcomes	After learning the module, learners will be able to
	1) Evaluate different market entry strategies for global expansion.
	2) Understand the cultural, political, and economic factors affecting international business.
	3) Analyze risk management strategies in international operations.

Content Outline	<ul style="list-style-type: none"> • Market Entry Strategies: Exporting, licensing, franchising, joint ventures, and FDI, Entry barriers and risk assessment. • Managing International Business Operations: Cultural and ethical considerations in global business, Political and economic risks in international markets, Global supply chain and logistics management. • International Marketing and Branding: Standardization vs. adaptation in global marketing, international product development, pricing, and promotion strategies • Digital marketing and e-commerce in international markets
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Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project	International Business and Global business strategies
2	Case Study Analysis	Study an MNC and its international expansion strategy.
3	Research	Research current trends in global business, such as sustainability, digital transformation, or geopolitical risks.
4	Report	Trade policies of two different countries.
5	Practical / Business Plan	Study an MNC and its international expansion strategy.

External: There will be no external assessment for

this course

- References**
1. Charles W. Hill (2020), *International Business: Competing in the Global Marketplace*, McGraw-Hill College; 13th edition.
 2. John D. Daniels & Lee H. Radebaugh (2017), *International Business: Environments and Operations*, Pearson; 16th edition.
 3. Pankaj Ghemawat (2007), *Redefining Global Strategy: Crossing Borders in a world where differences still matters*, Harvard Business Review Press; First Edition
 4. Mike Peng (2015) *Global Business*, CENGAGE Learning Custom Publishing; 4th edition
- Ricky W. Griffin & Michael W. Pustay (2019) *International Business: A Managerial Perspective*, Pearson; 9th ed

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International Business : https://onlinecourses.nptel.ac.in/noc20_mg54/preview

Course Title	Women Empowerment
Course Code	VAC_406
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ol style="list-style-type: none"> 1) Comprehend the meaning and various dimensions of women empowerment 2) Evaluate policies, legal frameworks, and initiatives for women's empowerment. 3) Understand the role played by women in economic development 4) Develop strategies and initiatives to promote gender equality and women's participation in leadership and entrepreneurship. 5) Apply digital tools for marketing and business growth.
Module 1 (Credit 1) Foundations of Women Empowerment	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1) Learn the concept and importance of women empowerment 2) Analyze the role of education, employment, and financial independence in empowering women. 3) Examine the role of laws and government initiatives in 4) promoting women's rights.
Content Outline	<ul style="list-style-type: none"> • Women Empowerment: Meaning, forms, Need and Importance. • Dimensions of Women Empowerment - Social, Religious, Economic, Educational and Political. • Role of Education and Employment: Importance of Education in Women's Empowerment, Women at the workplace, challenges and opportunities, changing working conditions. • Legal Rights and Policies for Women : Women's Rights under the Indian Constitution, Key Laws: Domestic Violence Act, Maternity Benefit Act, Equal Remuneration Act, Government Initiatives: Beti Bachao Beti Padhao, SHGs, Mahila E-Haat
Module 2 (Credit 1) Women in Leadership and Entrepreneurship	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Evaluate the impact of women's participation in leadership, politics, and entrepreneurship. • Identify vocational skills and convert them into self-employment opportunities. • Use digital platforms and apps for marketing and transactions of business.

Content Outline	<ul style="list-style-type: none"> • Women in Leadership and Entrepreneurship: Women's Representation in Politics and Corporate Sector, Challenges and Strategies for Women Entrepreneurs. • Financial Inclusion: Banking, loans, savings, insurance • Digital skills for promoting business: UPI, online banking, Google Pay/PhonePe, WhatsApp Business and Social Media Marketing • Case Studies of Women Leaders and Women Entrepreneurs
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Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Debate/Panel Discussion	Conduct a discussion on gender equality and women's rights in different sectors.
2	Research	Conduct a small research project on women's participation in the workforce or education.
3	Case Study Analysis	Analyze real examples of women leaders, entrepreneurs, or social reformers.
4	Presentation/ Report	Develop a policy recommendation for promoting women empowerment in a specific sector.

External: There will be no external assessment for

this course References

1. Nussbaum, Martha (2001) *Women and Human Development: The Capabilities Approach*, Cambridge Univ Pr; Revised ed. Edition
2. Altekar, A.S, (1983) *The Position of Women in Hindu Civilization*, Delhi: Motilal Banarasidass.
3. Desai, N and M. Krishnaraj (1998), *Women and Society in India*. Delhi: Ajantha, 1987. Forbes, G. *Women In Modern India*. New Delhi: CUP.
4. Narasaiah .M (2013), *Empowerment of Women*, Discovery Publishing House.

Course Title	Design Thinking and Innovation
Course Code	SEC_407
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ol style="list-style-type: none"> 1) Develop creative thinking skills and apply design-based approaches/tools 2) Understand the design-based thinking approach to solve problems
Module 1 (Credit 1) Creative and Design Thinking	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1) Develop creative thinking skills and apply design-based approaches/tools for identifying and implementing innovation opportunities into implementable projects. 2) Understand the how to observe and assimilate unstructured information to well framed solvable problems
Content Outline	<p>Basics of Design Thinking</p> <ul style="list-style-type: none"> • Understand the concept of innovation and its significance in business • Understanding creative thinking process and problem-solving approaches • Know Design Thinking approach and its objective • Design Thinking and customer centricity – real world examples of customer challenges, use of Design Thinking to Enhance Customer Experience, Parameters of Product experience, Alignment of Customer Expectations with Product. • Discussion of a few global success stories like Airbnb, Apple, IDEO, Netflix etc. • Explain the four stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement
Module 2 (Credit 1) Concept of brainstorming	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1) Propose real-time innovative product designs and choose appropriate frameworks, strategies, techniques during prototype development.

	<p>2) Know wicked problems and how to frame them in a consensus manner that is agreeable to all stakeholders using appropriate frameworks, strategies, techniques during prototype development.</p> <p>3) Analyze emotional experience and inspect emotional expressions to better understand users while designing innovative products</p>
Content Outline	<p>Ideate, Prototype and Implement</p> <ul style="list-style-type: none"> • Know the various templates of ideation like brainstorming, systems thinking • Concept of brainstorming – how to reach consensus on wicked problems • Mapping customer experience for ideation • Know the methods of prototyping, purpose of rapid prototyping. • Implementation

Internal: 50 Marks

- Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)
- Assignments: To understand Innovation and Design
- Practical Exercises & Problem-Solving: Startup idea and Innovative products
- Case Study Analysis: Innovation thinking with Design thinking for future generations.

Reference:

1. Design Thinking: Integrating Innovation, Customer Experience, and Brand Value by Thomas Lockwood (Wiley, 2010)
2. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation by Tim Brown (HarperCollins, 2009)
3. Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School by Tse Thomson Chow (Wiley, 2013)
4. Innovation by Design: How Any Organization Can Leverage Design Thinking to Produce Change, Drive New Ideas, and Deliver Meaningful Solutions by Thomas Lockwood and Edgar Papke (Wiley, 2017)

Swayam : Design Thinking and Innovation :
https://onlinecourses.nptel.ac.in/noc20_de03/preview

Course Title	Leadership Development
Course Code	SEC_408
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1) Understand fundamental leadership concepts, theories, and styles and how they apply in real-world scenarios.
	2) Analyze different leadership approaches and their effectiveness in various business and social contexts.
	3) Develop essential leadership skills such as communication, problem-solving, and emotional intelligence.
	4) Examine leadership challenges and ethical dilemmas through case studies and practical applications.
	5) Create a personal leadership development plan to enhance leadership capabilities for future managerial roles.
Module 1 (Credit 1) Fundamentals of Leadership & Leadership Styles	
Learning Outcomes	After learning the module, learners will be able to
	1) Understand leadership theories, traits, and characteristics.
	2) Differentiate between various leadership styles and their impact on organizations.
	3) Analyze real-world leadership examples to understand effective leadership strategies.
Content Outline	Introduction to Leadership <ul style="list-style-type: none"> • Definition, Meaning, and Importance of Leadership • Difference Between Leadership and Management • Key Characteristics and Traits of Effective Leaders Theories of Leadership <ul style="list-style-type: none"> • Trait Theory • Behavioral Theory • Contingency Theory • Transformational & Transactional Leadership
	Leadership Styles & Their Applications <ul style="list-style-type: none"> • Autocratic, Democratic, Laissez-Faire Leadership • Situational Leadership & Adaptive Leadership • Servant Leadership & Ethical Leadership Case Studies on Great Leaders <ul style="list-style-type: none"> • Business Leaders (Steve Jobs, Elon Musk, Ratan Tata) • Political & Social Leaders (Mahatma Gandhi, Nelson Mandela, Indira Nooyi)

Module 2 (Credit 1) Leadership Skills & Practical Applications	
Learning Outcomes	After learning the module, learners will be able to
	1) Develop communication, decision-making, and conflict-resolution skills.
	2) Understand team building, motivation, and emotional intelligence in leadership.
	3) Learn about self-assessment tools and leadership development plans.
Content Outline	<p>Essential Leadership Skills</p> <p>Effective Communication – Public speaking, active listening, body language, and persuasion.</p> <ul style="list-style-type: none"> • Decision-Making & Problem-Solving – How leaders make informed decisions under uncertainty. • Conflict Resolution & Negotiation Skills – Handling disagreements and difficult conversations. • Time Management & Delegation – Prioritizing tasks and empowering team members. <p>Leadership in Action</p> <ul style="list-style-type: none"> • Building High-Performance Teams – Team dynamics, collaboration, and shared leadership. • Motivation Strategies – Herzberg’s Two-Factor Theory, Maslow’s Hierarchy of Needs in Leadership. • Leading in a Digital World – Virtual leadership, remote teamwork, and technological adaptation. • Ethical Decision-Making – Integrity, accountability, and responsible leadership. <p>Emotional Intelligence & Self-Awareness</p> <ul style="list-style-type: none"> • Emotional Intelligence (EQ) in Leadership – Understanding self and others (Goleman’s EQ Model). • Developing Self-Awareness – Recognizing personal leadership strengths and areas for growth. • Overcoming Leadership Challenges – Dealing with failure, stress, and workplace politics.

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project Report	Fundamentals of Leadership and Leadership styles

2	Case Study Analysis	Grate Business Leaders
3	Presentation	Leadership in Action
4	Project	Developing a Personal Leadership Development Plan – Goal setting for future leadership roles.
5.	Group Activity	Role Plays & Leadership Challenges – Practicing leadership skills in real-time scenarios

External: There will be no external assessment for this course

- References**
1. Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). Sage Publications.
 2. Kotter, J. P. (2018). *Leading change* (Rev. ed.). Harvard Business Review Press.
 3. Goleman, D. (2020). *Emotional intelligence and leadership*. Bantam Books.
 4. Maxwell, J. C. (2019). *The 21 irrefutable laws of leadership*. HarperCollins.
 5. Blanchard, K., & Hersey, P. (2022). *Leadership and the one-minute manager: Increasing effectiveness through situational leadership*. Harper Business.

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