

SCHEME OF EXAMINATION

&

SYLLABI

of

Bachelor of Business Administration

(Honours/Honours with Research)

As per National Education Policy 2020

with effect from academic session 2025-26



Kurukshetra University

Kurukshetra-136119

(A++ Grade NAAC Accredited)

Abbreviations

AEC	Ability Enhancement Course
CC	Core Course
CC-H	Core course in Honours discipline
CC-HM	Core Course in Minor Subject of of Honours Program
DSE	Discipline Specific Elective Course
DSE-H	Discipline specific elective course in Honours
H	Honours
L	Lecture
M	Minor
MDC	Multi-Disciplinary Course
P	Practical
PC	Practicum Course
PC-H	Practicum Course in Honours
SEC	Skill Enhancement Course
T	Tutorial
V	Vocational
VAC	Value Added Course

Syllabus of Courses

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Multidisciplinary Courses	47-50
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FIRST YEAR: SEMESTER I

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)		Contact Hours (L-T-P)		
B23-BBA-101	Financial Accounting	CC-A1	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-102	Principles of Management	CC-B1	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-103	Business Organisation	CC-C1	30	70	-	100	4	3-1-0	3	1	0
	Each student will opt one course from pool of minor courses for Semester I	CC-M1				50	2				
	Each student will opt one multidisciplinary course from the discipline which is different from the discipline of business administration	MDC-1				75	3				
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-1				50	2				
	Each student will opt one course from pool of skill enhancement courses provided by university	SEC-1				75	3				
	Each student will opt one course from pool of value added courses provided by university	VAC-1				50	2				
Total						600	24				

POOL OF MINOR COURSES FOR SEMESTER I

Course code	Nomenclature of Minor Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)		Contact Hours (L-T-P)		
B23-BBA-104	Business Mathematics-I	CC-M1	15	35	-	50	2	1-1-0	1	1	0

FIRST YEAR: SEMESTER II

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)			Contact Hours (L-T-P)		
B23-BBA-201	Business Statistics	CC-A2	30	70	-	100	4	3-1-0	3	1	0	
B23-BBA-202	Managerial Economics	CC-B2	30	70	-	100	4	3-1-0	3	1	0	
B23-BBA-203	Organisational Behaviour	CC-C2	30	70	-	100	4	3-1-0	3	1	0	
	Each student will opt one course from pool of minor courses for Semester II	CC-M2				50	2					
	Each student will opt one multidisciplinary course from the discipline which is different from the discipline of business administration	MDC-2				75	3					
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-2				50	2					
	Each student will opt one course from pool of skill enhancement courses provided by university	SEC-2				75	3					
	Each student will opt one course from pool of value added courses provided by university	VAC-2				50	2					
Total						600	24					

POOL OF MINOR COURSES FOR SEMESTER II

Course code	Nomenclature of Minor Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)			Contact Hours (L-T-P)		
B23-BBA-204	Business Mathematics-II	CC-M2	15	35	-	50	2	1-1-0	1	1	0	

Exit Option: Any student opting for exit option after first year will get **Undergraduate Certificate in Business Administration** provided he/she completes 48 Credits of first two semesters and additional 4 credits of summer training report (100 External Marks) based on summer training of 4-6 weeks undertaken in a business organization. Thus, he/she will be eligible to exit the course with the said 52 Credits. In addition, the summer internship report would be evaluated by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra. Furthermore, the credits of summer internship report would be included/mention in the **Undergraduate Certificate in Business Administration** as follow:

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)			Contact Hours (L-T-P)		
B23-BBA-205	Summer Internship Report	Internship	50	50	-	100	4	0-0-0	0	0	0	

SECOND YEAR: SEMESTER III

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)			Contact Hours (L-T-P)		
B23-BBA-301	Managerial Accounting	CC-A3	30	70	-	100	4	3-1-0	3	1	0	
B23-BBA-302	Marketing Management	CC-B3	30	70	-	100	4	3-1-0	3	1	0	
B23-BBA-303	Human Resource Management	CC-C3	30	70	-	100	4	3-1-0	3	1	0	
	Each student will opt one course from pool of minor courses for Semester III	CC-M3				100	4					
	Each student will opt one multidisciplinary course from the discipline which is different from the discipline of business administration	MDC-3				75	3					
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-3				50	2					
	Each student will opt one course from pool of skill enhancement courses provided by university	SEC-3				75	3					
Total						600	24					

POOL OF MINOR COURSES FOR SEMESTER III

Course code	Nomenclature of Minor Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)			Contact Hours (L-T-P)		
B23-BBA-304	Production Management	CC-M3	30	70	-	100	4	3-1-0	3	1	0	
B23-BBA-305	Disaster Management	CC-M3	30	70	-	100	4	3-1-0	3	1	0	

SECOND YEAR: SEMESTER IV

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)			Contact Hours (L-T-P)		
B23-BBA-401	Capital Markets	CC-A4	30	70	-	100	4	3-1-0	3	1	0	
B23-BBA-402	Business Research Methods	CC-B4	30	70	-	100	4	3-1-0	3	1	0	
B23-BBA-403	Business Environment	CC-C4	30	70	-	100	4	3-1-0	3	1	0	
	Each student will opt one course from pool of vocational courses provided by university	CC-M4 (VOC-1)				100	4					
	Each student will opt one course from pool of ability enhancement courses provided by university	AEC-4				50	2					
	Each student will opt one course from pool of value added courses provided by university	VAC-3				50	2					
Total						500	20					

Exit Option: Any student opting for exit option after second year will get **Undergraduate Diploma in Business Administration** provided he/she completes 92 credits of first four semesters and additional 4 credits of summer training report (100 external marks) based on summer training of 4- 6 weeks in a business organization undertaken after completion of second semester or fourth semester. Thus, he/she will be eligible to exit the course with the said 96 Credits. In addition, the summer internship report would be evaluated by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra. Furthermore, the credits of summer internship report would be included/mention in the **Undergraduate Diploma in Business Administration** as follow:

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)			Contact Hours (L-T-P)		
B23-BBA-404	Summer Internship Report	Internship	50	50	-	100	4	0-0-0	0	0	0	

Note: The student seeking admission in fifth semester would have to undergo a compulsory 4-6 weeks summer internship in a business organization after fourth semester and credits for the same will be included in fifth semester.

THIRD YEAR: SEMESTER V

Course code	Nomenclature of the paper	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)			Contact Hours (L-T-P)		
B23-BBA-501	Corporate Finance	CC-A5	30	70	-	100	4	3-1-0	3	1	0	
B23-BBA-502	International Business	CC-B5	30	70	-	100	4	3-1-0	3	1	0	
B23-BBA-503	Business Laws	CC-C5	30	70	-	100	4	3-1-0	3	1	0	
	Each student will opt one course from pool of vocational courses provided by university	CC-M5 (VOC-2)				100	4					
B23-BBA-504	Summer Internship Report	Internship	50	50	-	100	4					
Total						500	20					

THIRD YEAR: SEMESTER VI

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)		Contact Hours (L-T-P)		
B23-BBA-601	Income Tax	CC-A6	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-602	Entrepreneurship Development	CC-B6	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-603	Comprehensive Viva-Voce	CC-C6	-	-	100*	100	4				
	Each student will opt one course from pool of minor courses for Semester VI	CC-M6				100	4				
	Each student will opt one course from pool of vocational courses provided by university	CC-M7 (VOC-3)				100	4				
Total						500	20				

POOL OF MINOR COURSES FOR SEMESTER VI

Course code	Nomenclature of Minor Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)		Contact Hours (L-T-P)		
B23-BBA-604	E-Commerce	CC-M6	30	70	-	100	4	3-1-0	1	1	0

*Comprehensive viva-voce would be conducted by external expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Exit option: Any student who exit after 6 semesters must complete 132 credits and he/she would be awarded with **Bachelor of Business Administration.**

Bachelor of Business Administration (Honours)

Fourth Year: Semester VII

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical/ Viva-Voce Marks	Total Marks	Credits (L-T-P)		Contact Hours (L-T-P)		
B23-BBA-701	Environmental, Social and Governance Challenges in Business	CC-H1	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-702	Industrial Economics	CC-H2	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-703	Inferential Statistics	CC-H3	30	70	-	100	4	3-1-0	3	1	0
	Each student will opt one course from pool of discipline specific elective courses for Semester VII	DSE-H1				100	4				
B23-BBA-710	Seminar	PC-H1	-	-	100*	100	4	4-0-0	0	4	0
B23-BBA-711	Entrepreneurial Eco-System	CC-HM1	30	70	-	100	4	3-1-0	3	1	0
Total						600	24				

POOL OF DISCIPLINE SPECIFIC ELECTIVE COURSES FOR SEMESTER VII

Course code	Nomenclature of Discipline Specific Elective Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)		Contact Hours (L-T-P)		
B23-BBA-704	Workplace Wellness and Holistic Development	DSE-H1	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-705	B2B Marketing	DSE-H1	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-706	Currency Flows and Reserves	DSE-H1	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-707	Foreign Market Entry Strategies	DSE-H1	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-708	Basics of Business Analytics	DSE-H1	30 (20+10)	70 (50+20**)	-	100	4	3-0-1	3	0	2
B23-BBA-709	Technology Innovation and Digital Transformation in Business	DSE-H1	30	70	-	100	4	3-1-0	3	1	0

*Seminar would be assessed by a presentation based on relevant topic assigned to the student by the institute/college and evaluation of the same will be done by the a two members committee comprising of an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra and Head of Department (or his/her nominee) in concerned college/institute.

**The practical examination would be conducted by an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Fourth Year: Semester VIII

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)		Contact Hours (L-T-P)		
B23-BBA-801	Optimization Models for Business Decisions	CC-H4	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-802	Comprehensive Viva-Voce	CC-H5	-	-	100*	100	4		0	0	0
B23-BBA-803	Digital Forensic Accounting	CC-H6	30	70	-	100	4	3-1-0	3	1	0
	Each student will opt one course from pool of discipline specific elective courses for Semester VIII	DSE-H2					4				
B23-BBA-810	Exploratory Data Analysis and Forecasting	PC-H2	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-811	Indian Knowledge System and Management	CC-HM2	30	70	-	100	4	3-1-0	3	1	0
Total						600	24				

POOL OF DISCIPLINE SPECIFIC ELECTIVE COURSES FOR SEMESTER VIII

Course code	Nomenclature of Discipline Specific Elective Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)		Contact Hours (L-T-P)		
B23-BBA-804	Diversity, Equity and Inclusion at Workplace	DSE-H2	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-805	Retail Marketing Management	DSE-H2	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-806	Credit Rating and Analytics	DSE-H2	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-807	Multinational Financial Management	DSE-H2	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-808	Data Analysis using Power BI	DSE-H2	30 (20+10)	70 (50+20**)	-	100	4	3-0-1	3	0	2
B23-BBA-809	Entrepreneurial Mindset and Strategic Thinking	DSE-H2	30	70	-	100	4	3-1-0	3	1	0

*Comprehensive viva-voce would be conducted by expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

**The practical examination would be conducted by an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Note: Student completing 180 credits would be eligible to obtain **Bachelor of Business Administration (Honours)**.

Bachelor of Business Administration (Honours/ Honours with Research)

Fourth Year: Semester VII

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)		Contact Hours (L-T-P)		
B23-BBA-701	Environmental, Social and Governance Challenges in Business	CC-H1	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-702	Industrial Economics	CC-H2	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-703	Inferential Statistics	CC-H3	30	70	-	100	4	3-1-0	3	1	0
	Each student will opt one course from pool of discipline specific elective courses for Semester VII	DSE-H1				100	4				
B23-BBA-710	Seminar	PC-H1	-	-	100*	100	4	4-0-0	0	4	0
B23-BBA-711	Entrepreneurial Eco-System	CC-HM1	30	70	-	100	4	3-1-0	3	1	0
Total						600	24				

POOL OF DISCIPLINE SPECIFIC ELECTIVE COURSES FOR SEMESTER VII

Course code	Nomenclature of Discipline Specific Elective Course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)		Contact Hours (L-T-P)		
B23-BBA-704	Workplace Wellness and Holistic Development	DSE-H1	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-705	B2B Marketing	DSE-H1	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-706	Currency Flows and Reserves	DSE-H1	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-707	Foreign Market Entry Strategies	DSE-H1	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-708	Basics of Business Analytics	DSE-H1	30 (20+10)	70 (50+20**)	-	100	4	3-0-1	3	0	2
B23-BBA-709	Technology Innovation and Digital Transformation in Business	DSE-H1	30	70	-	100	4	3-1-0	3	1	0

*Seminar would be assessed by a presentation based on relevant topic assigned to the student by the institute/college and evaluation of the same will be done by the a two members committee comprising of an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra and Head of Department (or his/her nominee) in concerned college/institute.

**The practical examination would be conducted by an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Fourth Year: Semester VIII

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical /Viva-Voce Marks	Total Marks	Credits (L-T-P)		Contact Hours (L-T-P)		
B23-BBA-801	Optimization Models for Business Decisions	CC-H4	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-802	Comprehensive Viva-Voce	CC-H5	-	-	100*	100	4		0	0	0
B23-BBA-811	Indian Knowledge System and Management	CC-HM2	30	70	-	100	4	3-1-0	3	1	0
B23-BBA-812	Research Project	Project/ Dissertation	0	200**	100***	300	8+4 = 12		0	0	0
Total						600	24				

*Comprehensive viva-voce would be conducted by expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

**Research Project/Dissertation Report will be evaluated by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

***Viva-Voce on Research Project/Dissertation will be conducted by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Note: Students completing 180 credits would be eligible to obtain **Bachelor of Business Administration (Honours with Research).**

POOL OF MULTIDISCIPLINARY COURSES (MDC)

Multidisciplinary courses are based on introductory knowledge in a subject. These courses are offered to students of other discipline than discipline of business administration/management.

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
MDC-1	B23-BBA-105	Social Media Marketing	3 (2-1-0)	3	25	50	75	3 hrs.
MDC-2	B23-BBA-206	Entrepreneurship & Start-ups	3 (2-1-0)	3	25	50	75	3 hrs.
MDC-3	B23-BBA-306	Fundamentals of Investing	3 (2-1-0)	3	25	50	75	3 hrs.

POOL OF SKILL ENHANCEMENT COURSES (SEC)

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
SEC-2	B23-SEC-212	Integrated Marketing Communications	3 (2-1-0)	3	25	50	75	3 hrs.
SEC-2	B23-SEC-214	Business Communication	3 (2-1-0)	3	25	50	75	3 hrs.

POOL OF VALUE ADDED COURSES (VAC)

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
VAC-4	B23-VAC-401	Business Ethics	2 (1-1-0)	2	15	35	50	3 hrs.
VAC-4	B23-VAC-414	Logistic Management	2 (1-1-0)	2	15	35	50	3 hrs.
VAC-4	B23-VAC-417	E-Commerce	2 (1-1-0)	2	15	35	50	3 hrs.

POOL OF VOCATIONAL COURSES (VOC)

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
VOC-3	B23-VOC-319	Event Management	4 (3-1-0)	4	30	70	100	3 hrs.
VOC-3	B23-VOC-326	Security Analysis and Portfolio Management	4 (3-1-0)	4	30	70	100	3 hrs.

Part A – Introduction				
Subject	Business Administration			
Semester	I			
Name of the Course	Financial Accounting			
Course Code	B23-BBA-101			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the accounting equations and the rules of recording accounting transactions. 2. Understand the recording of accounting transactions in the books of entry and the preparation of ledger accounts. 3. Understand the preparation of trial balance. 4. Analyze accounting transactions by preparing final accounts. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70		Time: 3 Hours		
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Basic Accounting-Nature, scope and objectives of accounting: accounting as information system, users of accounting information. Accounting equation: Accounting concepts and conventions, capital and revenue expenditure; Accounting principles, rules of accounting for recording the transaction for different accounts.			15
II	Journal and Ledger: Double Entry System; Journal and recording of entries in journal; Ledger- Posting from Journal to respective ledger accounts. Preparation of Cash book.			15
III	Trial Balance: Need and objectives; Preparation of Trial Balance; Different types of errors in preparation of trial balance and the rectification of errors. Preparation of Bank Reconciliation statement.			15
IV	Final Accounts: Preparation of Trading Account and Profit and Loss Account; Receipts and payments account, Preparation of Balance sheet for profit and non-profit organizations.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Gupta R. L.; <i>Advanced Accounting</i>; S. Chand & Sons. 2. Grewal T. S and M.C. Shukla; <i>Advanced Accounting</i>; S. Chand & Sons. 3. Williams, Haka, Bettner & Carcello; <i>Financial and Managerial Accounting</i>; McGraw Hill. 				

Part A – Introduction				
Subject	Business Administration			
Semester	I			
Name of the Course	Principles of Management			
Course Code	B23-BBA-102			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the Nature and Evolution of Management. 2. Apply the Managerial skills and roles at workplace. 3. Apprehend the functions of Management 4. Recognize the latest changes in the field of Management. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to Management: Concept, Evolution of Management Thought, Functions, Significance, Managerial Roles & Skills; Planning and Decision Making: Concept, Planning Process, Components of Plans.			15
II	Organizing: Concept, Guiding Principles, Types of organizational structure: Line, Functional, Line & Staff relationship, Delegation of Authority: Meaning and elements of Delegation, Centralization Vs Decentralization.			15
III	Staffing – Nature and Meaning, Importance, Steps; Directing: Elements, Principles and Importance.			15
IV	Communication: Meaning, Process, Barriers, Corrective Measures; Communication networks, Controlling: Concept, Importance, Process of controlling, Control Techniques.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Koontz & Weirich. <i>Essentials of Management</i>. Tata McGraw Hill. 2. Kaul Vijay Kumar. <i>Business Organization & Management – Text and Cases</i>. Pearson. 3. Robbins. <i>Fundamentals of Management: Essentials Concept and Applications</i>. Pearson Education. 				

Part A – Introduction				
Subject	Business Administration			
Semester	I			
Name of the Course	Business Organisation			
Course Code	B23-BBA-103			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the basic concepts in commerce, trade and industry. 2. Understand modern business practices, forms, procedures and functioning of various business organizations. 3. Understand the recent trends and practices in business world. 4. Understand the Government support and Community efforts.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business Organisation: Meaning and nature, Objectives; Evolution; Forms/Types of Business Organisations; Partnership: Characteristics, Registration, Partnership Deed, Rights, Duties and Liabilities, Dissolution of Partnership.			15
II	Joint Stock Company-Concept, Characteristics, Types; Formation of Company; Multinational Companies; Conceptual Framework of Corporate Governance; One person Company.			15
III	Co-operative and State Ownership: Forms/Types; Non- Profit Organizations; Trade Associations; Emergence of Indian MNCs & transnational corporations-Recent trends business world. Globalization & challenges for Indian Business in new millennium.			15
IV	Setting up a New Enterprise Decisions in setting up an Enterprise – opportunity and idea generation, Role of creativity and innovation, Feasibility study and Business Plan, Business size and location decisions, various factors to be considered for starting a new unit, Relevant Government Policies - SEZ (Special Economic Zone) policy etc.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. C.R. Basu: <i>Business Organization and Management</i> ; McGraw Hill. 2. P.C. Tulsian & Vishal Pandey: <i>Business Organization and Management</i> ; Pearson. 3. C. B. Gupta: <i>Industrial Organization and Management</i> ; Sultan Chand & Sons.				

Part A – Introduction				
Subject	Business Administration			
Semester	I			
Name of the Course	Business Mathematics-I			
Course Code	B23-BBA-104			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand set theory, logical statements and truth table. 2. Learn the concept and applications of permutations and combinations. 3. Understand the concepts related to functions, limit and continuity. 4. Understand the matrix algebra and its application to business problems.			
Credits	Theory	Tutorial	Practical	Total
	1	1	0	2
Contact Hours/Week	1	1	0	2
Max. Marks: 50 Internal Assessment Marks: 15 End Term Exam Marks: 35	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 1.75 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 7 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Set Theory: Representation of sets, equivalent sets, power set, complement of a set. Venn Diagrams: Union and Intersection of sets, De-Morgan’s laws.			8
II	Quadratic Equations with real roots: Relations between roots and coefficient of the quadratic equations, Methods of solving a quadratic equation.			8
III	Binomial Theorem (positive index). Functions, Limits and Continuity.			7
IV	Matrix System: Matrices, Basic operations on matrices (Addition, Multiplication, Transpose), Determinant of a square matrix, Inverse of a square matrix, Cramer’s rule.			7
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 4 ● Seminar/presentation/assignment/quiz/class test etc.: 4 ● Mid-Term Exam: 7			End Term Examination: 35	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Dr. Sancheti & Kapoor: <i>Business Mathematics and Statistics</i> ; Sultan Chand. 2. R.S. Bhardwaj: <i>Mathematics for Economics & Business</i> ; Excel Books, India. 3. M. Raghavachari: <i>Mathematics for Management: An Introduction</i> ; Tata McGraw Hills. 4. Eugene Don, Joel Lerner: <i>Schaum's Outline of Basic Business Mathematics (Schaum's Outlines)</i> ; McGraw-Hill Education.				

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Business Statistics			
Course Code	B23-BBA-201			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the meaning of the statistics and data in everyday. 2. Understand distinctive features and characteristics of data. 3. Analyses the departure from statistical normality of data for better business decision making. 4. Understand the significance of sampling in the statistical data collection and applications in business decision making. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business Statistics: Introduction, Scope, Functions, Importance, Limitations; Distrust of Statistics; Collection of Primary and Secondary data; Types of Statistical Methods; Data Analysis and Interpretation; Graph: Characteristics, Types, Merits and Demerits.			15
II	Measures of Central Tendency: Meaning, Types; Arithmetic Mean; Geometric Mean; Harmonic Mean; Quadratic Mean; Moving Average; Progressive Average; Relation between Mean, Median and mode.			15
III	Measures of Dispersion and Skewness: Absolute and Relative measures of Dispersion range, Quartile deviation, Mean and Standard Deviation; Difference between Skewness and Dispersion, Empirical relation among various measures of Dispersion, Moments and Kurtosis.			15
IV	Sampling: Introduction, Census versus Sample, Errors in Sampling, Types of sampling, Judging reliability of sample; Index numbers: Introduction, Types of Index Numbers, Methods of constructing Index numbers, uses of Index numbers; Time Series analysis: Components and Seasonality analysis.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: i. J. K. Sharma. Fundamentals Business Statistics. Pearson Publication ii. Levine & Rubin. Statistics for Management. Pearson Publication.				

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Managerial Economics			
Course Code	B23-BBA-202			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the nature and scope of managerial economics. 2. Understand theory of demand, law of demand and cardinal utility analysis. 3. Understand theory of production, costs, and revenue function. 4. Understand theory of firm and market organization. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Managerial Economics: Meaning, Nature and Scope. Objectives of the firm, Equilibrium, Utility, Opportunity cost, Marginal and Incremental Principles.			15
II	Theory of Demand: Nature of demand for a product, individual demand, market demand, determinants of demand, Law of demand, Elasticity of demand and its determinants; Theory of Consumer Behavior: Cardinal utility analysis, Indifference curve analysis, applications of Indifference curves.			15
III	Theory of Production and Costs: The concept of Production function, production with one and two variable inputs, theory of Cost in short run and long run, Revenue function.			15
IV	Theory of firm and market organization: Pricing under Perfect Competition, Pricing under Monopoly, Price Discrimination, Pricing under Monopolistic Competition, Selling cost, Pricing under Oligopoly.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Koutsoyiannis, A.: <i>Modern Microeconomics</i> ; Palgrave Macmillan. 2. Varshney, R. L. and Maheshwari, K. L.: <i>Managerial Economics</i> ; Sultan Chand & Sons. 3. Mote, V., Paul, S., and Gupta, G.: <i>Managerial Economics</i> ; McGraw Hill Education.				

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Organisational Behaviour			
Course Code	B23-BBA-203			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the Nature, Evolution of Organisational Behaviour. 2. Understand the process of group formation and role of Groups at workplace. 3. Discover and Understand the concept of Motivation and Leadership theories 4. Comprehend the latest changes happening in the field of Organisational Behaviour. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Organizational Behaviour: Definition, Fundamental concepts of OB, Historical Background.			15
II	Motivation: Definition, Importance, Motives, Characteristics, Content Theories of Motivation Morale - Definition and relationship with productivity - Morale Indicators.			15
III	Theories of Leadership -Trait Theory, Behavioural theories, Contingency Theories, Transactional Theories and Transformational Leadership Theory.			15
IV	Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation – Types of Groups. Importance of Team building at workplace.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Robbins, S. P. and Sanghi. <i>Organizational Behaviour</i> . Pearson Education. 2. Robbins, S. P. and Judge T. A. Vohra; <i>Organisational Behaviour</i> . Pearson Education.				

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Business Mathematics-II			
Course Code	B23-BBA-204			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the application of Average, Ratio and Proportion, Percentage, Profit and Loss, Commission, Discount, Broke in business organisation. 2. Understand simple interest and compound interest and annuities. 3. Understand indices & logarithms. 4. Understand applications of linear programming in solving business problems. 			
Credits	Theory	Tutorial	Practical	Total
	1	1	0	2
Contact Hours/Week	1	1	0	2
Max. Marks: 50 Internal Assessment Marks: 15 End Term Exam Marks: 35		Time: 3 Hours		
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 1.75 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 7 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Average, Ratio and Proportion, Percentage, Profit and Loss, Commission, Discount, Broke.			8
II	Simple interest and compound interest. Annuities: Types of annuities, Present value and amount of an annuity (including the case of continuous compounding), Valuation of simple loans and debentures, Problems related to sinking funds.			8
III	Indices & logarithms, arithmetic and geometric progressions and their business applications; sum of first n natural numbers, sum of squares and cubes of first n natural numbers.			7
IV	Linear Programming: Formulation of linear programming problems (LPP) and their solution by graphical and simplex methods. Applications of linear programming in solving business problems.			7
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 4 ● Seminar/presentation/assignment/quiz/class test etc.: 4 ● Mid-Term Exam: 7			End Term Examination: 35	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. E. Don and J. Lerner (2009). Schaum’s outline of Basic Business Mathematics (2nd Edition). McGraw Hill. 2. L.N.Paul (2002). Linear Programming: an introductory analysis. Tata Mcgraw Hill. New. 				

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Summer Internship Report			
Course Code	B23-BBA-205			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	Internship			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to:			
Credits	Theory	Tutorial	Practical	Total
	0	0	0	4
Contact Hours/Week	0	0	0	0
Max. Marks: 100 Internal Marks: 50 External Marks: 50	Time:			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
Unit	Topics			Contact Hours
The internship report shall be evaluated strictly in accordance with the Internship Guidelines for Undergraduate Programmes under NEP 2020 issued by the University.				
Suggested Evaluation Methods				
Internal Assessment:50			External Marks (Viva-Voce): 50	
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				

Part A – Introduction				
Subject	Business Administration			
Semester	III			
Name of the Course	Managerial Accounting			
Course Code	B23-BBA-301			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the fundamentals of management/managerial accounting and effective decision making through management accounting. 2. Understand the application of marginal costing and break-even analysis for decision making in business 3. Learn budgeting process and types of budgets for effective planning. 4. Learn decision making through financial analysis. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Managerial Accounting: Nature, scope, functions and significance. Distinction between management accounting and financial accounting. Decision making through management accounting.			15
II	Marginal Costing: Nature, Significance and Limitations. CVP Analysis and Break-even analysis. Marginal costing as decision making tool. Distinction between Marginal Costing and Standard Costing.			15
III	Budgeting Process; Performance Budgeting, Zero base budgeting, Programme budgeting and Activity based budgeting. Budgetary control: Nature, objectives and significance. Types of Budgets: Operational Budgets, Financial budgets and Master Budget.			15
IV	Responsibility accounting and centres, management control systems, Financial Analysis: Nature and tools; Ratio Analysis: Meaning and Significance. Decisions through financial analysis.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Rajesh Kothari, ‘Management Accounting- concepts and applications, MacMillan India Ltd., 2007. 2. S. N. Maheshwari, S. K. Mahaeshwari, ‘Accounting for Management, Vikas Publishing House Pvt. Ltd., 2006. 3. M. A. Sahaf, ‘Management Accounting- Principles and Practice’ Vikas Publishing House 				

Part A – Introduction				
Subject	Business Administration			
Semester	III			
Name of the Course	Marketing Management			
Course Code	B23-BBA-302			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Describe the fundamental concept related to marketing 2. Describe the different approach of marketing and environment in which marketing system operate. 3. Demonstrate an understanding of the 4P's used by marketers. 4. Design a marketing plan for real world market offering (product/service).			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Marketing Management- Meaning, Nature and Scope. Concepts of Marketing, Marketing Environment, Marketing Mix, STP (segmenting, targeting and positioning) approach to marketing.			15
II	Marketing Information System- Meaning and Components. Marketing Research. Consumer Behaviour-Meaning and Importance of study for Marketers.			15
III	Product —Meaning, levels and product Mix. New Product development, Product Life Cycle, Branding and Packaging decision, Pricing-Meaning, procedure for setting a price, Pricing Strategy Distribution Channels- Levels and Roles. Management of Physical Distribution.			15
IV	Promotion- promotion Mix- A study of advertising, sales promotion, personal selling, direct marketing and public relations. Marketing organization and control, Marketing of Services: An introduction to services, Role of Service Sector in the economy, 7P's of Service Marketing.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Kotler, P. & Keller, K.: <i>Marketing Management</i> , 16th ed.; Pearson Publisher, New Delhi. 2. Ramaswamy, V.S. and Namakumari, S.: <i>Marketing Management: Planning, Control</i> ; MacMillan Press, New Delhi. 3. Saxena, R.: <i>Marketing Management</i> , 6th ed.; Tata Mc. Graw Hill, New Delhi.				

Part A – Introduction				
Subject	Business Administration			
Semester	III			
Name of the Course	Human Resource Management			
Course Code	B23-BBA-303			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. To familiarize students with the concept of Human resource management. 2. To understand the role and competencies required for Human resource Managers in an organization. 3. To help students understand the various aspects of employee life cycle within an organization. 4. To significantly improve the understanding of students about global HR Practices.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Human Resource Management-An Introduction; Human Resource Planning; Recruitment and Selection			15
II	Training and Development: Methods of Training; Job Analysis; Job Evaluation; Career Planning			15
III	Performance Management; Payroll and Compensation Management; Employee Retention; Employee Health and Safety; Mental Health and Wellbeing			15
IV	Recent trends in Human resource Management; Impact of technology on HRM; International HRM practices			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. K. Aswathapa: <i>Human Resource Management: Text and Cases</i> ; Tata McGraw Hill, New Delhi. 2. P. Jyothi: <i>Human Resource Management</i> ; Oxford University Press. 3. V.S.P. Rao: <i>Human Resource Management</i> ; Himalaya Publication House. 4. Seema Sanghi: <i>Human Resource Management</i> ; Macmillan India Publication.				

Part A – Introduction				
Subject	Business Administration			
Semester	III			
Name of the Course	Production Management			
Course Code	B23-BBA-304			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the nature and importance of production management. 2. Understand the production planning and control practice in organizations. 3. Understand inventory management techniques. 4. Gain an in-depth knowledge of ISO certification. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Production Management: Meaning, nature objectives and functions of Production Management, scope of Production Management; Historical background of Production Management; Types of Production System: intermittent and continuous; Emerging trends in Production Management.			15
II	Productivity; Plant location and its factor affecting plant location; Plant layout, types of plant layout: process, product and fixed layout.			15
III	Product design, steps in product design; Process planning and selection; Make or buy decisions; Purchase Management, purchasing cycle; Maintenance Management.			15
IV	Production Planning and Control; Inventory Management and control, inventory control techniques: ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis; Quality control in production.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. K. Aswathappa and K. Shridhara Bhat: <i>Production and Operations Management</i> ; Himalaya Publishing House. 2. S. N. Chary: <i>Production and Operations Management</i> ; Tata McGraw Hill. 3. Richard B. Chase, Jacobs, Aquilano, and Aggarwal: <i>Operations Management</i> ; The McGraw Hill.				

Part A – Introduction				
Subject	Business Administration			
Semester	III			
Name of the Course	Disaster Management			
Course Code	B23-BBA-305			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Comprehend the basic conceptual understanding of disasters. 2. Understand approaches of Disaster Management. 3. Differentiate between natural and Man Made disasters. 4. Build skills to respond to disaster.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Disaster: Meaning and Nature, Concept of Hazard, Risk and Vulnerability, Types of Disaster: Natural Disaster, Flood, Cyclone, Earthquakes, And Landslides etc.			15
II	Man-made Disaster: Fire, Industrial Pollution, Nuclear Disaster, Biological Disasters, Accidents (Air, Sea, Rail & Road), Structural failures (Building and Bridge), War & Terrorism etc.			15
III	Disaster Management; (Concept & significance), Planning, Coordination, leadership and control, Pre-Disaster Preparation, Handling Disaster, Post-disaster – Damage and Needs Assessment.			15
IV	Institutional Framework of Disaster Management in India, Stakeholders in Disaster Management, National Management, Disaster Management Policy of India.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Anu Kapur & others: <i>Disasters in India: Studies of Grim Reality</i> ; 2005; Rawat Publishers, Jaipur; 283 pages. 2. Disaster Management Act 2005, Publisher: Govt. of India. 3. National Disaster Management Policy; 2009; Govt. of India. 4. Dr. Mrinalini Pandey: <i>Disaster Management</i> ; Wiley India Pvt. Ltd. 5. Tushar Bhattacharya: <i>Disaster Science and Management</i> , 1st Edition; McGraw-Hill Education (India) Private Limited.				

Part A – Introduction				
Subject	Business Administration			
Semester	IV			
Name of the Course	Capital Markets			
Course Code	B23-BBA-401			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand regulatory framework of capital markets. 2. Understand the role of primary and secondary capital markets. 3. Understand depository system across the global capital markets 4. Understand the role of development banks and financial institution. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Capital Markets - meaning, nature, role and features; recent reforms in the capital markets across the world; regulatory framework of Indian capital market; capital market instruments; innovation in financial instruments.			15
II	Primary capital market - scenario in India, primary capital market intermediaries, primary market activities, methods of raising resources from primary market; secondary capital market - scenario in India, reforms in secondary market; organization and management, trading and settlement, listing of securities; stock market index; Role of SEBI to increase liquidity in the stock market.			15
III	Depository system - meaning, need and benefits of depository system in India; depository process, functioning of NSDL and SHCIL; importance of debt market in capital market; participants in the debt market, types of instrument treated in the debt market, primary and secondary segments of debt market.			15
IV	Role and policy measures relating to development banks and financial institution in India, products and services offered by IFCI, IDBI, IIBI, SIDBI, IDFC, EXIM Bank, NABARD and ICICI Meaning and benefits of mutual funds, types of mutual funds, SEBI guidelines relating to mutual funds.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Pathak, Bharati V. The Indian Financial System. Pearson Education 2. Khan, M. Y. Indian Financial System. Tata McGraw Hill 3. Bhole, L M. Financial Institutions and Markets. Tata McGraw Hill. 				

Part A – Introduction				
Subject	Business Administration			
Semester	IV			
Name of the Course	Business Research Methods			
Course Code	B23-BBA-402			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the components, concept, constructs, and variables. 2. Understand the research design and measurement scales. 3. Understand the sample design. 4. Understand the basic techniques and tools of business research.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business Research – Meaning, Types, Managerial value of Business Research; Theory and Research – Components, Concept, Constructs, variables, Proposition and Hypothesis, Deductive and Inductive theory; Nature, Process and Importance of Problem Definition; Purpose and types of Research Proposal, Ingredients of Research Proposal.			15
II	Research Design – Meaning, Classification and Elements of Research Design; Methods and categories of Exploratory Research; basic issues in Experimental Design, classification of Experimental Design; Concept and their measurement, Measurement Scales.			15
III	Sample Design and Sampling Procedure, Determination of Sample Size; Research Methods of collecting Primary data; and Issues in construction of Questionnaire.			15
IV	Statistical techniques of Data Analysis; Nature and Types of Descriptive Analysis, Univariate and Bivariate tests of Statistical Significance; Meaning and Types of Research Report, Ingredients of Research Report.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Cooper, D., Schindler, P., and Sharma, J. K. Business Research Methods. McGraw Hill Education. 2. Bajpai, N. Business Research Methods. Pearson Education. 3. Zikmund, William G., Babin, Barry J., Carr, Jon C., and Griffin, M. Business Research Methods. Cengage India Private Limited.				

Part A – Introduction				
Subject	Business Administration			
Semester	IV			
Name of the Course	Business Environment			
Course Code	B23-BBA-403			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand business environment and the factors influencing it. 2. Comprehend the various micro and macro environmental forces. 3. Understand the current business ecosystem. 4. Make themselves future ready concerning availing opportunities and overcoming threats present in business ecosystem.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Business environment: Concept, Nature and Significance; Economic, Social, Political forces affecting business operations & growth. Digital disruptions and transformations of businesses: Micro risk analysis.			15
II	Types of Business Environment, Environmental Scanning, Risk in Business Environment: Country risk and Political risk; SWOT Analysis and Political Risk Management; Economic systems: Capitalism, Socialism & Mixed economy.			15
III	Economic Planning in India: Objectives, Strategy and Problems; Impact of Economic Planning in India; Economic roles of Government: Regulatory role, Promotional role, Entrepreneurial role, Planning role, Economic role in Indian context; The Constitutional Environment and State intervention in business.			15
IV	Social Responsibility of business: Concept, Rationale, Dimensions and its disclosure by Indian business; Professionalisation and business ethics. Competitive Environment of business with reference to Competition Commission of India (CCI) and Competition Act.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Daniel, J. D. and Radebangh, L. H.: <i>International Business</i> ; Addison Wesley Publishing Company. 2. Sundram, K. P. M., Datt, G., and Mahajan, A.: <i>Indian Economy</i> ; S Chand. 3. Aswathapa, K.: <i>Business Environment</i> ; Excel Books.				

Part A – Introduction				
Subject	Business Administration			
Semester	IV			
Name of the Course	Summer Internship Report			
Course Code	B23-BBA-404			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	Internship			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to:			
Credits	Theory	Tutorial	Practical	Total
	0	0	0	4
Contact Hours/Week	0	0	0	0
Max. Marks: 100 Internal Marks: 50 External Marks: 50	Time:			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
Unit	Topics			Contact Hours
The internship report shall be evaluated strictly in accordance with the Internship Guidelines for Undergraduate Programmes under NEP 2020 issued by the University.				
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 0 • Seminar/presentation/assignment/quiz/class test etc.: 0 • Mid-Term Exam: 0			End Term Examination:	
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				

Part A – Introduction				
Subject	Business Administration			
Semester	V			
Name of the Course	Corporate Finance			
Course Code	B23-BBA-501			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A5			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand scope and objectives of financial management. 2. Gain insight about investment decision criteria. 3. Understand financing decision and capital structure. 4. Understand dividend models and working capital management. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Financial Management: Meaning, nature, scope, functions and objectives financial management. Sources of long-term and short-term finance.			15
II	Cost of Capital: Concept, computation of different types of cost of capital. Investment decision: Discounted and non-discounted methods of capital budgeting.			15
III	Financing decision: operational and financial leverage; Capital structure theories: NI, NOI, traditional approach and MM approach; EPS-EBIT.			15
IV	Dividend decision: Dividend policy and dividend models. Working Capital Management: Nature, significance and methods applied in cash management, inventory management and receivables management.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				
<ol style="list-style-type: none"> 1. Pandey, I. M. : Financial Management , Vikas Publication,2003. 2. Khan, M. Y. : Financial Management, Tata Mc Graw Hill, 2003. 3. Chandra Prasanna : Financial Management, Vikas Publication , 2003 4. James C.Van Horne: Financial Management and Policy, Prentice Hall of India, New Delhi. 5. John Hampton: Financial Decision–Making, Englewood Cliffs, New Jersey, Prentice Hall Inc. 				

Part A – Introduction				
Subject	Business Administration			
Semester	V			
Name of the Course	International Business			
Course Code	B23-BBA-502			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B5			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the fundamentals of International Business in India and recent trends in export and import in India 2. Gain an in-depth knowledge of Environmental impact of various factors in international business 3. Understand the modes of entry in international business and to gain an insight on the concept of International Trading blocs i.e. WTO and BRICS 4. Get an account of the concepts of foreign investment including FDI, FII, ODI and OII. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	International Business: Concept, Nature, Importance and Growth of International Business in India. Recent trends in Indian export and import from/to top countries/ world as a whole.			15
II	Environmental impact of factors in International business: Cultural environment and cultural shock and management, political environment- forms of political risk and management, legal environment and economic environment, Rationale for Government Intervention-why and how			15
III	Nature, Merits and Demerits of different modes/ways of entry in International business. Objectives, Merits and Limitations of BRICS and New Development Bank. Role of WTO in promoting world trade/international business.			15
IV	Foreign investment: Nature, Status and approval process. Trends in Foreign Direct Investment and Foreign Institutional Investment to India. Overseas Direct Investment and Overseas Institutional Investment from India to the world			15
Suggested Evaluation Methods				
Internal Assessment:				
<ul style="list-style-type: none"> ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				
<ol style="list-style-type: none"> 1. K Aswathappa. International Business. Mc Graw Hill. 2. Hill, Charles W. L. International Business. Mc Graw Hill. 3. Black and Sundaram: International Business Environment, Prentice Hall of India, New Delhi. 				

Part A – Introduction				
Subject	Business Administration			
Semester	V			
Name of the Course	Business Laws			
Course Code	B23-BBA-503			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C5			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the basics of contract. 2. Understand the contract of indemnity and contract of guarantee. 3. Gain an insight towards law of sale of goods. 4. Gain an in-depth knowledge of negotiable instruments. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	The Indian Contract Act, 1872: Definition, essential elements and types of valid contract; Offer and Acceptance; Consideration; Capacity of Parties; Free Consent; Legality of object and consideration; void agreements; Contingent contracts; performance of contracts; Discharge of contract; Remedies for breach of contract.			15
II	Contracts of Indemnity: Definition, rights and liability. Contracts of Guarantee: Definition, Consideration, Contract of Indemnity vs Contract of Guarantee. Bailment and Pledge. Agency: Definitions of Agent and Principal; Rules and Test of Agency, Kinds of Agents, Creation of Agency, Duties and Rights of agent and principal, Termination of Agency, Power of Attorney.			15
III	Law of Sale of Goods: Contract of Sale of Goods; Conditions and Warranties; Transfer of Property; Performance of Contract of Sale; Rights of Unpaid seller. Law of Partnership: Definition, nature, formation, dissolution of Partnership.			15
IV	Negotiable Instruments: Definition, features, types, Parties, Dishonour and Discharge of Negotiable Instruments. Crossing and Bouncing of Cheques.			15
Suggested Evaluation Methods				
Internal Assessment:			End Term Examination: 70	
<ul style="list-style-type: none"> ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 				
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				
<ol style="list-style-type: none"> 1. Kuchhal, MC, Kuchhal, Vivek. Business Law. Vikas Publishing House. 2. Datey, V. S., Business and Corporate Laws, Taxmann Allied Services (P) Ltd., New Delhi. 3. Kapoor, N. D., Elements of Mercantile Law, Sultan Chand & Sons, New Delhi, 2004. 4. Tulsian P. C., Business Law, Tata McGraw Hill, 2nd Edition, New Delhi, 2000. 				

Part A – Introduction				
Subject	Business Administration			
Semester	V			
Name of the Course	Summer Internship Report			
Course Code	B23-BBA-504			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	Internship			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to:			
Credits	Theory	Tutorial	Practical	Total
	0	0	0	4
Contact Hours/Week	0	0	0	0
Max. Marks: 100 Internal Marks: 50 External Marks: 50	Time:			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
Unit	Topics			Contact Hours
The internship report shall be evaluated strictly in accordance with the Internship Guidelines for Undergraduate Programmes under NEP 2020 issued by the University.				
Suggested Evaluation Methods				
Internal Assessment:50			External Marks (Viva-Voce): 50	
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				

Part A – Introduction				
Subject	Business Administration			
Semester	VI			
Name of the Course	Income Tax			
Course Code	B23-BBA-601			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-A6			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand basic concepts of income tax. 2. Compute income from different heads. 3. Gain insight about computation total income and new tax regime. 4. Understand modes of tax payments. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Basic concepts of income tax, residential status ad tax incidence; non-taxable income; Overview of taxable Income under different heads of Income. Taxable Income under head of salary.			15
II	Taxable income under head of income from house property, profits and gains of business and profession; income from capital gains and income from other sources.			15
III	Set off and carry forward of losses, Deductions from gross total income. Computation of Total Income: Gross Total Income, Deductions under Chapter VIA, Tax slabs for Individuals, New tax regime effective from Assessment Year 2021-22, Choice of assessee to switch over to new regime, Numerical sums on total computation under old and new tax regime.			15
IV	Modes of Tax payment: Advance Tax, Tax Deducted at Source, Self-Assessment Tax, Tax on Regular Assessment, Viewing Form 26AS on income tax website. Income Tax Returns: Various Income Tax Return Forms and their applicability, Due dates for filing Income Tax Returns, E-filing of Income Tax Returns, E-assessment of Income Tax Returns, Faceless assessment.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Ahuja, Girish & Gupta, Ravi. Practical Approach to Income Tax. Commercial Law Publishers 2. Malhotra H.C., Income Law and Practice, Sahitya Bhawan Publication 3. Singhania V.K, Student Guide to Income Tax, Taxmann’s Publication 4. Lal B.B., Income Tax Law and Practice 				

Part A – Introduction				
Subject	Business Administration			
Semester	VI			
Name of the Course	Entrepreneurship Development			
Course Code	B23-BBA-602			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-B6			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the entrepreneurial ecosystem, types of entrepreneurs and problems associated with entrepreneurship development 2. Understand the important aspect related to new venture development 3. Understand the role of government agencies in promotion of entrepreneurship development 4. Understand the role, problems and schemes related to MSMEs in India 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Entrepreneurship: Meaning and significance of entrepreneurship; relationship between entrepreneurship development and economic development; types of entrepreneurs; entrepreneurial competencies; entrepreneurial ecosystem; factors influencing the entrepreneurial development; problems associated with entrepreneurship in India.			15
II	New Venture Development: Methods, procedures and problems; feasibility study: preparation of feasibility reports, selection of factory location, market potential, and demand Analysis.			15
III	Role of government, promotional agencies and institutions in entrepreneurship development; incentives and various financial schemes available for entrepreneurs.			15
IV	MSME: Definition, role, and problems; govt. schemes for MSME; Industrial Sickness: Causes, consequences and remedial measures; Role of women SHG's in Micro Enterprises; SIDBI.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Desai, Vasant: Dynamics of Entrepreneurship Development; Himalaya Publications. 2. Drucker, Peter: Innovation & Entrepreneurship; Heinemall, London. 3. Dollinger, Marc J.: Entrepreneurship: Strategies & Resources, Pearson. 4. McClelland, D. C. & Winter, W. G.: Motivating economic achievement, Free Press, New York. 				

Part A – Introduction

Subject	Business Administration			
Semester	VI			
Name of the Course	Comprehensive Viva-Voce			
Course Code	B23-BBA-603			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-C6			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to:			
Credits	Theory	Tutorial	Practical	Total
	0	0	0	4
Contact Hours/Week	0	0	0	0
Max. Marks: 100 Internal Assessment Marks: 0 End Term Exam Marks: 100	Time:			

Part B- Contents of the Course**Instructions for Paper- Setter**

Unit	Topics	Contact Hours
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Comprehensive viva-voce would be conducted by expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.

Suggested Evaluation Methods

Internal Assessment: > Theory • Class Participation: 0 • Seminar/presentation/assignment/quiz/class test etc.: 0 • Mid-Term Exam: 0	External Marks (Viva-Voce): 100
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Part C-Learning Resources

Recommended Books/e-resources/LMS:

Part A – Introduction				
Subject	Business Administration			
Semester	VI			
Name of the Course	E-Commerce			
Course Code	B23-BBA-604			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-M6			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand different concepts related to e-commerce like EPS, EPT etc. 2. Understand the relation of e-commerce and banking 3. Understand the E-Commerce Scenario in Indian Corporates 4. Understand the E-Commerce Scenario in Indian Corporates 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
<p>The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.</p>				
Unit	Topics			Contact Hours
I	E-Commerce: Definition, forces fueling e-commerce, industry framework, types. Internet Service Providers: Internet access providers, Internet Vs. Online Services. WWW: Concepts, Technology, Applications. Electronic Payment Systems: Electronic Payment Technology, Digital Cash, Electronic Check, Credit Card.			15
II	E-commerce and Banking: Changing dynamics in the Banking Industry, Home banking Implementation approaches, Open Vs. Closed model, Management issues in online Banking. Electronic Commerce and Retailing: Changing retail Industry dynamics, Online retailing, Management challenges.			15
III	Electronic Commerce and online publishing: advertising and online publishing, Digital copyrights and Electronic publishing. Intranets and Supply Chain Management: Supply Chain Management, Intranets and Corporate Finance: Financial Systems, Financial Intranets, Software modules in Financial Information System, Transaction Accounting Payment Management, The Corporate Digital Library, Intelligent Agents			15
IV	E-Commerce Scenario in Indian Corporates: Usage, Infrastructural and Other Problems, Growth Prospects, Customers Attitude, Legal Aspects Pertaining to E-Commerce in India, Ethical aspects of E-commerce.			15
Suggested Evaluation Methods				
Internal Assessment: <ul style="list-style-type: none"> ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Cady, D.H. & Megregor, P. (1996). <i>Mastering The Internet</i> (2nd ed.). BPB Publication. 2. Janson, R. (2000). <i>Starting E-Commerce Business</i>. IDG Books. 3. Oberi, S. (2001). <i>Security and You</i>. Tata McGraw-Hill. 4. Peter, K. & McDonald, M. (2000). <i>The E-Process Edge</i>. Tata McGraw-Hill. 				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Environmental, Social and Governance Challenges in Business			
Course Code	B23-BBA-701			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Develop a comprehensive understanding of Environmental, Social, and Governance (ESG) concepts and their business implications. 2. Analyse ESG frameworks, reporting standards, and global benchmarks. 3. Examine the challenges in integrating ESG principles into corporate strategy and operations. 4. Explore Indian and international corporate practices and regulatory responses to ESG imperatives. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Foundations of Environmental, Social and Governance (ESG) and Corporate Sustainability Evolution of Sustainability and Corporate Responsibility; ESG vs CSR vs Sustainability; ESG as a driver of long-term value creation; Triple Bottom Line approach (People, Planet, Profit); ESG and stakeholder theory.			15
II	ESG Frameworks, Standards, and Reporting Global ESG frameworks: GRI, SASB, TCFD, CDP, ISSB and SDGs; ESG and Indian context: SEBI’s BRSR (Business Responsibility and Sustainability Report), Companies Act, and MCA guidelines; ESG Metrics and KPIs (environmental footprint, social capital, governance score); ESG ratings and indices.			15
III	ESG Challenges and Risks Environmental challenges: climate change, carbon neutrality. Social challenges: diversity, labour standards, community engagement; Governance challenges: ethics, corruption, transparency, board accountability. ESG risk assessment and integration in business models; Greenwashing and ESG disclosure dilemmas.			15
IV	ESG Strategies, Innovations, and the Future ESG-driven innovation, Integrating ESG into business strategy and supply chain management. Role of leadership and culture in fostering ESG excellence; ESG in India: policy framework and investment trends.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Sanjay K. Agarwal (2023) – Sustainability and ESG: The India Story, Bloomsbury India. 2. Paul Watchman & Raj Thamotheram (2022) – ESG Investing for Dummies, Wiley. 3. Aithal, P. S. (2022) – Corporate Governance and ESG Challenges in Emerging Markets, Himalaya Publishing. 4. R. Edward Freeman, Lisa Stewart & Brian Moriarty (2020) – Stakeholder Management and Ethics, Cambridge University Press. 				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Industrial Economics			
Course Code	B23-BBA-702			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	<p>After completing this course, the learner will be able to:</p> <ol style="list-style-type: none"> 1. Explain the meaning, scope, and importance of industrial economics, and critically analyze the relationship between industrialization, agricultural development, and economic growth 2. Evaluate the determinants of industrial location and apply classical and modern location theories to real-world industrial development scenarios. 3. Assess the degree of market concentration and examine pricing strategies under perfect and imperfect competition, with an understanding of pricing methods and price wars. 4. Analyze role of non-price competition, product differentiation, and price discrimination strategies in shaping industrial behavior and market outcomes. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction, Meaning and Scope of Industrial Economics, Need and Significance. Economic & Agricultural Development and Industrialization, Factors Affecting Industrial Development.			15
II	Industrial Location, Determinants of Industrial Location, Weber’s & Florence’s Theories of Industrial Location.			15
III	Market concentration and its measurement, Pricing Under Perfect & Imperfect Competition. Pricing Methods and Price Wars: Theories and Evidence.			15
IV	Meaning of Non-Price Competition & Product Differentiation, Horizontal Product Differentiation, Brand Proliferation as an Entry Deterrence Strategy. Price Discrimination: First, Second & Third-Degree Price Discrimination.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. S.S. Desai (2012). <i>Industrial Economy in India</i> . Himalaya Publishing House. 2. R. R. Barthwal (2017). <i>Industrial Economics: An Introductory Textbook</i> . New Age International Publishers. 3. A. D. N. Bajpai (2015). <i>Industrial Economics and Management</i> . Sterling Publishers. 4. Hay, D. A., & Morris, D. J. (1991). <i>Industrial Economics: Theory and Evidence</i> . Oxford University Press. 5. Lipczynski, J., Wilson, J., & Goddard, J. (2017). <i>Industrial Organization: Competition, Strategy, Policy</i> . Pearson Education. 6. Schmalensee, R., & Willig, R. D. (1989). <i>Handbook of Industrial Organization</i> . North-Holland. 7. Clark, J. M. (1961). <i>Competition as a Dynamic Process</i> . Brookings Institution. 8. Porter, M. E. (1980). <i>Competitive Strategy: Techniques for Analyzing Industries and Competitors</i> . Free Press.				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Inferential Statistics			
Course Code	B23-BBA-703			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H3			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand and apply probability theory and probability distribution. 2. Understand sampling, sampling distributions, statistical estimation 3. Understand the basics of hypothesis testing and to perform various parametric test with applications in business. 4. To understand and perform non-parametric tests in situations related to business. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B - Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Probability Theory: Basic Concepts and Approaches; Probability Rules; Bayes’ Theorem. Probability Distribution: Meaning and Types; Characteristics and Applications of Binomial, Poisson and Normal Distributions.			15
II	Sampling: Need, Significance and Methods of Sampling; Sampling and Non-sampling Errors. Statistical Estimation: Estimates and Estimators, Point and Interval Estimation of Population Mean, Proportion, and Variance for small and large samples.			15
III	Statistical Testing: Hypotheses, basic concepts related to hypothesis testing. Parametric test: z test, t-test, and F test, ANOVA.			15
IV	Non-Parametric Tests: Chi-square Tests of Goodness of Fit, Independence, and Homogeneity, Tests of Equality of Population Proportions; Sign Test, Wilcoxon Signed-Rank Test, Wald-Wolfowitz Test, Kruskal-Wallis H Test.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Aczel Amir D. and J. Sounder pandian: Business Statistics; Tata McGraw Hill Publishing Company Limited, New Delhi. 2. Hooda, R.P.: Statistics for Business and Economics; MacMillan India Limited, New Delhi. 3. Levin Richard I. and David S. Rubin: Statistics for Management; Prentice Hall of India Private Limited, New Delhi. 4. Kohlar Heinz and Harper Collins: Statistics for Business and Economics, New York. 5. Gupta, S. P. and Gupta M. P.: Business Statistics; Sultan Chand and Sons, New Delhi. 6. Sharma, J. K.: Business Statistics; Prentice Hall of India, New Delhi, 2003. 				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Workplace Wellness and Holistic Development			
Course Code	B23-BBA-704			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the concepts and multidimensional aspects of workplace wellness and holistic development. 2. Analyse stress, burnout, and work-life balance challenges and their impact on holistic well-being. 3. Develop emotional intelligence, resilience, and coping strategies to enhance workplace wellness. 4. Design and implement wellness programs and organizational practices that foster holistic employee development. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Concept, Scope, and Importance of Workplace Wellness; Emotional Health: Meaning, Components, and Significance; Psychological and Behavioural Aspects of Workplace Well-being			15
II	Sources and Effects of Workplace Stress; Burnout: Causes, Symptoms, and Impact on Performance; Stress management techniques, Work-Life Balance Strategies and Practices			15
III	Emotional Intelligence: Concepts, Models, and Applications; Building Personal and Organizational Resilience; Coping Strategies and Mindfulness for Emotional Health			15
IV	Workplace Wellness Programs: Planning and Implementation; Role of Leadership, Culture, and Policy in Promoting Holistic Development; Emerging Trends: Digital Wellness, Mindfulness, and Employee Engagement.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Cooper, C. L., & Cartwright, S. (2020). <i>Healthy Mind, Healthy Organization</i>. Routledge. 2. Quick, J. C., & Tetrick, L. E. (2017). <i>Handbook of Occupational Health Psychology</i>. American Psychological Association. 3. Goleman, D. (1998). <i>Working with Emotional Intelligence</i>. Bantam Books. 4. Seligman, M. E. P. (2011). <i>Flourish: A Visionary New Understanding of Happiness and Well-being</i>. Free Press 5. Srivastava, A. (2018). <i>Workplace Wellness and Employee Well-being</i>. New Delhi: Sage Publications India. 6. Sharma, R. (2019). <i>Emotional Intelligence at Work: Indian Perspectives</i>. New Delhi: Excel Books. 7. Khandelwal, S. (2017). <i>Managing Workplace Stress and Well-being</i>. Mumbai: Himalaya Publishing House. 8. Mishra, S., & Singh, A. (2020). <i>Employee Wellness and Organizational Effectiveness in India</i>. New Delhi: Sage India. 				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	B2B Marketing			
Course Code	B23-BBA-705			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the unique characteristics of business markets and organizational buying behaviour. 2. Develop and evaluate B2B marketing strategies for products, services, and technology-based offerings. 3. Apply principles of relationship marketing and key account management in business contexts. 4. Formulate strategic marketing plans for industrial and global business markets. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to Business Marketing: Nature, Scope, and Importance of B2B Marketing; Organizational Customers: Classification, Characteristics, and Types of Business Markets; Business Market Environment: Environmental Forces Affecting Business Marketing Decisions.			15
II	Organizational Buying Behaviour: Buying Situations, Buy grid Framework, and Buying Centre Roles; Models of Organizational Buying Behaviour: Webster & Wind Model, Sheth Model; Business Market Segmentation: Criteria, Targeting and Positioning Strategies in B2B Markets.			15
III	Managing Business Products: Product Strategy, Branding, and New Product Development in Industrial Markets; Business Pricing Decisions: Factors Affecting Pricing, Pricing Strategies, and Bidding in B2B Markets.			15
IV	Business Distribution and Logistics: Channel Design, Role of Intermediaries, and Supply Chain Management. Relationship Marketing and Key Account Management. Digital and Social Media in Business Marketing			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Hutt, M. D., & Speh, T. W. (2020). <i>Business Marketing Management: B2B</i>. Cengage Learning. 2. Anderson, J. C., & Narus, J. A. (2018). <i>Business Market Management: Understanding, Creating, and Delivering Value</i>. Pearson Education. 3. Brennan, R., Canning, L., & McDowell, R. (2020). <i>Business-to-Business Marketing</i>. Sage Publications. 4. Havaladar, K. K. (2010). <i>Industrial Marketing: Text and Cases</i>. Tata McGraw Hill. 5. Krishna, K. S., & Pillai, R. S. N. (2017). <i>Industrial Marketing</i>. S. Chand Publishing. 6. Ramaswamy, V. S., & Namakumari, S. (2019). <i>Marketing Management: Indian Context</i>. McGraw Hill Education. 				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Currency Flows and Reserves			
Course Code	B23-BBA-706			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Study India's forex reserves and their role in external stability. 2. Assess RBI's reserve management and sterilization policy. 3. Review legal and regulatory frameworks for forex stability. 4. Analyse currency flows, global trends, and reserve adequacy. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Concept and Role of Forex (Currency) Reserves, Foreign Exchange (Forex) Reserves- Structure, Adequacy, Investment and Strategic Role. Foreign Currency Assets (FCA), Gold holdings, Special Drawing Rights (SDRs), IMF Reserve Tranche. Valuation effects and their impact on reserve stock. Adequacy of Reserves: Traditional and modern indicators.			15
II	India's Reserve Accumulation Chronology: Post-1991 recovery, 2000s capital surges, Global Financial Crisis. Policy approaches across regimes. RBI's Reserve Management Framework: Objectives: Safety, liquidity, return. Investment strategy and asset allocation. Sovereign Bonds, Gold, SDRs.			15
III	Policy, Regulatory and Institutional Framework for Currency and Reserves Management in India. Legal Framework: FEMA 1999: Objectives, provisions, current and capital account regulations. FEMA (1999): Main provisions regulating currency flows. Regulatory Mechanisms: RBI Act provisions related to reserves and currency management.			15
IV	Macroeconomic Determinants: Interest rate differentials, inflation, global liquidity, trade competitiveness. Trends in trade flows, FDI/FPI inflows and outflows, external borrowings, and private remittances. Drivers of Capital Inflows & Outflows: Policy liberalization, financial market depth, exchange rate expectations.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Apte, P.G. (2022). <i>International Financial Management</i>. Tata McGraw-Hill. 2. Sharan, Vyuptakesh. (2020). <i>International Financial Management</i>. PHI Learning. 3. Madura, Jeff & Fox, Roland. (2021). <i>International Financial Management</i>. Cengage Learning. 4. RBI Handbook of Statistics on Indian Economy 5. Economic Survey, Government of India 6. IMF <i>International Financial Statistics</i> 				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Foreign Market Entry Strategies			
Course Code	B23-BBA-707			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Explain the concepts, motives, and barriers of foreign market entry and evaluate different entry modes and strategic considerations. 2. Analyze foreign market environments using systematic frameworks and apply strategic tools to select target markets. 3. Design and implement foreign market entry strategies through appropriate organizational setups, distribution systems, and strategic alliances 4. Evaluate the performance of foreign market entry strategies, manage associated risks, and critically assess emerging trends. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Concept of Foreign Market and Foreign Market Entry Strategies. Foreign Market Entry: EPRG framework, Internationalization Motives, and barriers. Modes of Foreign Market Entry: Exporting (indirect, direct), Contractual modes (licensing, franchising, turnkey projects, Contract manufacturing, Management contracting etc.), Investment modes (joint ventures, wholly owned subsidiaries, acquisitions). Strategic Considerations for Market Entry.			15
II	Market Selection Process: Screening, shortlisting, and final selection. Environmental Analysis: PESTLE framework, Cultural environment and Hofstede’s cultural dimensions, Legal and regulatory systems, Trade policies, bilateral and regional trade agreements. Competitive Environment Assessment: Porter’s Five Forces, global industry structure. Entry Timing Strategies: First mover vs. late mover advantage, sequencing of entry. Entry Mode Choice Frameworks: Transaction cost analysis, resource-based view, and institutional theory.			15
III	Implementation of Entry Strategies: Establishing Operations Abroad: Setting up subsidiaries, branches, liaison offices. Entry through Acquisitions and Mergers: Cross-border M&A strategies, integration challenges. Licensing and Franchising Arrangements.			15
IV	Evaluating Entry Strategy Performance: Key performance indicators, strategic control, and feedback. Managing Risks in Internationalization: Political, cultural, financial, legal, and operational risks. Recent Trends: Nearshoring, friendshoring, South-South cooperation, India’s role in Global Value Chains (GVCs). Digital Disruption and AI in Market Entry Decision Making. Case Discussions: Failed and successful entry strategies of Indian and multinational firms.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Czinkota, M. R., Ronkainen, I. A., & Moffett, M. H. (2022). <i>International business</i> (10th ed.). McGraw-Hill Education. 2. Root, F. R. (1994). <i>Entry strategies for international markets</i>. Jossey-Bass. 3. Hollensen, S. (2020). <i>Global marketing: A decision-oriented approach</i> (8th ed.). Pearson Education. 				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Basics of Business Analytics			
Course Code	B23-BBA-708			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Use business analytics to enhance decisions and gain competitive advantage. 2. Collect and preprocess data ensuring quality and integrity. 3. Extract insights using data mining techniques like classification and association. 4. Create interactive dashboards for effective visualization and decision support. 5. *Analyze and interpret business data for informed decisions using analytics and BI tools. 			
Credits	Theory	Tutorial	Practical	Total
	3	0	1	4
Contact Hours/Week	3	0	2	5
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
<p>The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 2.5 marks each, which shall be compulsory. Part ‘B’ shall comprise eight questions (<i>two</i> questions from each unit) carrying 10 marks each and the student will be required to attempt four questions selecting one question from each unit. In addition, the paper-setter will consider only the first four units when setting the question paper for the external examination of the theory component of the course.</p>				
Unit	Topics			Contact Hours
I	Introduction to Business Analytics: Overview and its importance in decision making; Key concepts and terminology in business analytics. Application areas and industries benefiting from business analytics; Introduction to data-driven decision making; Ethical considerations in business analytics.			12
II	Foundations of Data Analysis: Data cleaning and preprocessing techniques; Exploratory data analysis and visualization. Descriptive statistics and data summarization using MS-Excel.			11
III	Data Mining Techniques: Overview of data mining and its applications; Association analysis and market basket analysis; Classification and prediction techniques. Introduction to text mining and sentiment analysis.			11
IV	Business Intelligence (BI) and Reporting: Introduction to BI and reporting tools; Data visualization for effective communication. Key performance indicators (KPIs) and metrics; Using BI tools for decision support and reporting.			11
V*	Practical work: <ul style="list-style-type: none"> • Analyze a business scenario, identify problems, and create a basic Excel dashboard. • Clean datasets, perform EDA, calculate descriptive statistics, and visualize insights. • Conduct market basket analysis, build a classification model, and perform sentiment/text analysis. • Develop interactive dashboards, calculate KPIs, and generate management-ready reports using BI tools. 			30
Suggested Evaluation Methods				
Internal Assessment/Practical Marks: <ul style="list-style-type: none"> > Theory <ul style="list-style-type: none"> • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 5 • Mid-Term Exam: 10 > Practicum <ul style="list-style-type: none"> • Class Participation: 5 • Demonstration/Viva-voce/Lab record/Field work/Survey etc.: 5 • Mid-Term Exam: NA 			End Term Examination: 70 (Theory: 50 + Practicum: 20)	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Business Analytics: Methods, Models, and Decisions by James R. Evans 2. Data Science for Business: What You Need to Know about Data Mining and Data Analytic Thinking by Foster Provost and Tom Fawcett. 				

Part A - Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Technology Innovation and Digital Transformation in Business			
Course Code	B23-BBA-709			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> To understand the concepts, drivers, and models of technology innovation in business. To analyse emerging digital technologies and their applications in transforming business processes. To develop strategies for implementing digital transformation to achieve organizational objectives. To evaluate challenges, trends, and best practices in digital transformation for sustainable business growth. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Concept, Types, and Importance of Technology Innovation; Drivers of Technological Change and Innovation; Innovation Models and Frameworks for Businesses.			15
II	Emerging Digital Technologies: AI, IoT, Blockchain, Big Data and Cloud Computing. Digital Tools for Business Process Automation and Analytics; Technology Adoption Models and Digital Maturity			15
III	Formulating Digital Transformation Strategies; Change Management in Digital Transformation. Aligning Technology with Business Goals and Competitive Advantage			15
IV	Organizational, Cultural, and Ethical Challenges in Digital Transformation. Trends in Digital Business: Platform Economy, E-Commerce, and FinTech; Case Studies on Successful Digital Transformation in Indian and Global Businesses			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				
<ol style="list-style-type: none"> Westerman, G., Bonnet, D., & McAfee, A. (2014). <i>Leading Digital: Turning Technology into Business Transformation</i>. Harvard Business Review Press. Rogers, D. L. (2016). <i>The Digital Transformation Playbook</i>. Columbia Business School Publishing. Kane, G. C., Palmer, D., Phillips, A., Kiron, D., & Buckley, N. (2015). <i>Strategy, Not Technology, Drives Digital Transformation</i>. MIT Sloan Management Review. Agarwal, R., & Sahay, B. S. (2020). <i>Digital Transformation and Business Strategy in India</i>. New Delhi: Sage Publications India. Sharma, S., & Singh, R. (2019). <i>Technology Innovation and Management Practices in Indian Firms</i>. New Delhi: Pearson India. Gupta, A., & Verma, P. (2021). <i>Digital Business and Innovation in Indian Organizations</i>. New Delhi: Wiley India. Chaturvedi, R. (2018). <i>Emerging Technologies and Digital Transformation in Business</i>. Mumbai: Himalaya Publishing House. 				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Seminar			
Course Code	B23-BBA-710			
Course Type: (CC/MCC/MDC/CCM/DSEC/VOC/DSE/PC/AEC/VAC)	PC-H1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the functioning of a particular industry, business etc. 2. Understand recent trends of a particular industry etc. 3. Understand relationship between government policies, economic growth etc. 4. Understand how can present a project, assignment etc. impressively to its clients, customer, policy makers etc. 			
Credits	Theory	Tutorial	Practical	Total
	0	4	0	4
Contact Hours/Week	0	4	0	4
Max. Marks: 100 Practical/Viva-Voce Marks/: 100 End Term Exam Marks: 0	Time: 3 Hours			
Part B- Contents of the Course				
Evaluation of Seminar				
Seminar would be assessed by a presentation based on relevant topic assigned to the student by the institute/college and evaluation of the same will be done by the a two members committee comprising of an expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra and Head of Department (or his/her nominee) in concerned college/institute.				
Unit	Topics			Contact Hours
I	The concerned college/institute/department will assign a relevant topic related to a company/industry/business organization/firm/banks/credit rating agency/NBFC/financial etc. to every student. The concerned college/institute/department will allot a teacher to a group of minimum of twenty students, who will supervise the student to prepare the presentation on assigned topic.			60
II				
III				
IV				
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 0 ● Seminar/presentation/assignment/quiz/class test etc.: 0 ● Mid-Term Exam: 0			End Term Examination (Presentation and Viva-Voce): 100	
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				

Part A – Introduction				
Subject	Business Administration			
Semester	VII			
Name of the Course	Entrepreneurial Eco-System			
Course Code	B23-BBA-711			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-HM1			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To understand the concept, components, and global and Indian perspectives of entrepreneurial ecosystems. 2. To identify entrepreneurial opportunities and analyze the role of innovation and incubation in venture creation. 3. To understand financing options, government policies, and risk management strategies for entrepreneurial ventures. 4. To analyse strategies and practices for developing and sustaining a successful entrepreneurial ecosystem. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Concept and Scope of Entrepreneurial Ecosystem; Key Components: Entrepreneurs, Investors, Institutions, and Policy Frameworks; Global and Indian Perspectives on Entrepreneurial Ecosystems.			15
II	Opportunity Recognition and Idea Generation; Innovation and Technology in Entrepreneurship; Startups, Incubators, and Accelerators. Determinants of entrepreneurial ecosystem.			15
III	Sources of Entrepreneurial Finance: Venture Capital, Angel Investors, and Government Schemes; Regulatory and Policy Frameworks. Supporting Entrepreneurs in India; Risk Management and Legal Considerations for Startups.			15
IV	Networking, Mentorship, and Knowledge Sharing; Scaling Ventures and Sustaining Growth; Challenges and Best Practices in Building Entrepreneurial Ecosystems.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Isenberg, D. J. (2011). <i>The Entrepreneurship Ecosystem Strategy: A New Paradigm for Economic Policy</i> . Babson College. 2. Stam, E. (2015). <i>Entrepreneurial Ecosystems and Regional Policy: A European Perspective</i> . Springer. 3. Feld, B. (2012). <i>Startup Communities: Building an Entrepreneurial Ecosystem in Your City</i> . Wiley. 4. Khanna, S., & Palepu, K. (2018). <i>Entrepreneurship in India: Perspectives and Practices</i> . New Delhi: Sage Publications India. 5. Taneja, S. (2020). <i>Entrepreneurship and Innovation in India</i> . New Delhi: Pearson India. 6. Gupta, P., & Kumar, R. (2019). <i>Startup Ecosystem in India: Policy, Finance and Innovation</i> . New Delhi: Wiley India. 7. Desai, V. (2021). <i>Entrepreneurship and Small Business Management in India</i> . Mumbai: Himalaya Publishing House.				

Part A - Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Optimization Models for Business Decisions			
Course Code	B23-BBA-801			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H4			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand management science approach to decision-making. 2. Formulate and solve various special cases i.e. transportation problems, and assignments problems of linear programming problems 3. To understand and apply decision-making and game theory concepts for optimal choices under risk, uncertainty, and competitive conditions. 4. Understand queuing theory, and to do network analysis using PERT/CPM techniques 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
<p>The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.</p>				
Unit	Topics			Contact Hours
I	Management Science: basic concepts and its role in decision-making; Methodology of Management Science; models and modelling in Management Science. Linear Programming Problems: Basic Concepts and Assumptions, Problem Formulation and Solution by Graphical and Simplex Methods.			15
II	Transportation and Assignment Problems: Formulation and Solution. Transshipment Problems. Introduction to Integer Programming Problems and Goal Programming Problems. Difference between LP and GP.			15
III	Decision Theory: decision-making environments and decision-making under risk, and uncertainty; Decision Tree Analysis. Game Theory: two-person zero-sum games, pure strategies, mixed strategies, rule of dominance.			15
IV	Queuing Theory: general structure, operating characteristics and performance measures of a Queuing System; Queuing Models (Single Server models only). Network Analysis in Project Management: PERT/CPM- determination of Critical Path and Floats.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Gould, F.J. <i>etc</i>: Introduction to Management Science, Englewood Cliffs, New Jersey. 2. William J. Stevenson: Introduction to Management Science, IRWIN, Sydney, Australia. 3. J. K. Sharma: Operations Research, MacMillan India Limited, New Delhi. 4. N.D.Vohra: Quantitative Techniques in Management, Tata McGraw Hill Publishing Company Limited, New Delhi. 				

Part A – Introduction

Subject	Business Administration			
Semester	VIII			
Name of the Course	Comprehensive Viva-Voce			
Course Code	B23-BBA-802			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H5			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to:			
Credits	Theory	Tutorial	Practical	Total
	0	0	0	4
Contact Hours/Week	0	0	0	0
Max. Marks: 100 Internal Assessment Marks: 0 End Term Exam Marks: 100	Time:			

Part B- Contents of the Course**Instructions for Paper- Setter**

Unit	Topics	Contact Hours
Comprehensive viva-voce would be conducted by expert from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.		

Suggested Evaluation Methods

Internal Assessment: > Theory • Class Participation: 0 • Seminar/presentation/assignment/quiz/class test etc.: 0 • Mid-Term Exam: 0	External Marks (Viva-Voce): 100
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Part C-Learning Resources

Recommended Books/e-resources/LMS:

Part A - Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Digital Forensic Accounting			
Course Code	B23-BBA-803			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-H6			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Develop an understanding of forensic accounting concepts, tools, and techniques in the digital environment. 2. Equip students with analytical skills for detecting and preventing financial frauds. 3. Familiarize learners with cybercrime, digital evidence, and legal frameworks relevant to forensic investigations. 4. Enable practical application of digital tools for financial data analysis and fraud detection. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Nature, scope, and objectives of forensic accounting. Types of financial frauds: asset misappropriation, corruption, financial statement fraud, Role and responsibilities of forensic accountants and fraud examiners, The fraud triangle and fraud risk indicators. Ethical and professional standards in forensic accounting, Overview of regulatory frameworks.			15
II	Introduction to digital forensics and cyber frauds, Cybercrime typologies: phishing, identity theft, ransomware, insider threats. Digital evidence collection, preservation, and analysis, Chain of custody and admissibility of digital evidence in court. Tools for digital forensic investigation. Cyber laws in India – Information Technology Act, 2000 and amendments.			15
III	Role of data analytics in forensic accounting, Data mining techniques for fraud detection Benford's Law, ratio analysis, and trend analysis in forensic review Using Excel, and Power BI for forensic data analytics. Artificial Intelligence and Machine Learning applications in fraud detection, Continuous auditing and monitoring systems in digital environments.			15
IV	Litigation support and expert witness role of forensic accountants, Investigation report writing and presentation of findings, Legal proceedings and courtroom procedures in financial crimes. Recent trends: blockchain forensics, cryptocurrency frauds, forensic auditing in fintech Case studies: Enron, Satyam, Wirecard, PNB Scam, and digital financial frauds in India Future directions: RegTech, fraud analytics, and cybersecurity convergence.			15
Suggested Evaluation Methods				
Internal Assessment: <ul style="list-style-type: none"> > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15 				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Golden, T.W., & Clayton, M.M. – A Guide to Forensic Accounting Investigation, John Wiley & Sons. 2. Hopwood, W.S., Leiner, J., & Young, G.R. – Forensic Accounting and Fraud Examination, McGraw Hill. 3. Crumbley, D.L., Heitger, L.E., & Smith, G.S. – Forensic and Investigative Accounting, CCH. 4. Albrecht, W.S. – Fraud Examination, Cengage Learning. 				

Part A - Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Diversity, Equity and Inclusion at Workplace			
Course Code	B23-BBA-804			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the conceptual foundations of equity, equality, diversity, and inclusion. 2. Identify barriers to inclusion across social, educational, and organizational settings. 3. Analyze policies and practices that promote equity and social justice. 4. Design inclusive strategies for diverse environments. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Meaning and scope of equity, equality, diversity, and inclusion, Theories of social justice and human rights. Historical evolution of inclusion movements (gender, disability, race, caste, class). Intersectionality and identity politics.			15
II	Social, economic, cultural, and institutional barriers. Discrimination and exclusion in education, workplace, and community. Power dynamics and privilege. Gender equity, disability inclusion, and minority rights.			15
III	International conventions and frameworks (UNESCO, UN SDGs, CRPD, CEDAW). National policies and acts promoting inclusion (e.g., RTE Act, RPWD Act, gender and minority policies). Role of government, NGOs, and civil society. Inclusive education and workplace inclusion models.			15
IV	Designing inclusive environments and programs. Inclusive leadership and organizational culture. Participatory approaches and community engagement. Monitoring, evaluation, and indicators of inclusion. Case studies: Best practices in equity and inclusion (education, corporate, governance).			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Sen, A. (2009). <i>The Idea of Justice</i>. Penguin Books. 2. Nussbaum, M. (2011). <i>Creating Capabilities: The Human Development Approach</i>. Harvard University Press. 3. UNESCO (2020). <i>Global Education Monitoring Report: Inclusion and Education</i>. 4. Ainscow, M., & Booth, T. (2019). <i>The Index for Inclusion</i>. Centre for Studies on Inclusive Education. 5. Fraser, N. (2008). <i>Scales of Justice: Reimagining Political Space in a Globalizing World</i>. Polity Press. 				

Part A - Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Retail Marketing Management			
Course Code	B23-BBA-805			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the basic nature of retailing, its growth and challenges 2. Understand process and types of retailing 3. Understand the basic nature of merchandising 4. Understand the basic concept of store management and layout 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Retailing: Concept, functions, Scope & Trends in Retailing, Issues & Challenges in Organized Retailing. Retail Evolution & Growth in Indian Context, Understanding Retail Consumers.			15
II	Retailing strategy: Process & Development, Types of Retailing Formats. Retail Location Strategy, Retail Promotion Strategy, CRM in Retailing.			15
III	Retail Merchandising: Concept, Merchandising Planning Process, Methods of Merchandising Procurement. Retail Pricing & Evaluating Merchandising Performance. Retail Marketing and Branding. Retailing & MIS			15
IV	Servicing the Retail Customer, Store Management, Store Layout, Design & Visual Merchandising, and Private Labels. Retail Franchising, Category Management in Retailing. Multi-channel Retailing, Role of Technology in Retailing			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Pradhan Swapna: Retailing Management - Text & Cases, 3 rd edition, 2009 2. Michael Levy & Barton A Weitz: Retailing Management, Tata McGraw-Hill Publication, 5 th edition. 3. David Gilbert: Retail Marketing Management, Pearson Education India 2 nd Edition. 4. Barry Berman and Joel R. Evans: Retail Management-A Strategic Approach, PHI 10 th Edition. 5. Chetan Bajaj, Rajnish Tuli, Nidhi Srivastava: Retail Management, Oxford Publication, 1 st edition, 2005 6. Roger Cox & Paul Brittain: Retailing- an Introduction, Pearson Education India, 5 th edition, 2006				

Part A - Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Credit Rating and Analytics			
Course Code	B23-BBA-806			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the fundamentals, significance, and regulatory framework of credit rating. 2. Analyze financial statements and borrower profiles for effective credit assessment. 3. Apply credit scoring models and analytics techniques for evaluating credit risk. 4. Interpret credit ratings and apply insights for informed lending and investment decisions. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Meaning, Nature, and Importance of Credit Rating, Types of Credit Ratings: Long-term, Short-term, Sovereign, Corporate, Structured Finance, and Bank Ratings. Credit Rating Symbols and Scales- National and Global Comparison. Benefits and Limitations of Credit Rating. Ownership, Governance, and Regulatory Framework (SEBI and RBI guidelines).			15
II	Objectives, Functions and Development of Credit Rating Industry in India (CRISIL, ICRA, CARE Ratings, etc.) and Abroad (Standard & Poor's (S&P), Moody's Investors Service, Fitch Ratings etc.). Role of Rating Agencies in Financial Stability and Market Efficiency. Ethical Issues and Controversies in Rating Agencies. Interpreting Ratings and Rating Outlooks.			15
III	Stages of Credit Rating Process, Factors Affecting Credit Rating Decisions: Quantitative and Qualitative Analysis. Role of Analysts and Rating Committees. Credit Rating for Different Instruments – Debentures, Commercial Papers, Structured Obligations, NBFCs, and Banks. Legal and Regulatory Framework Governing Rating Procedures in India.			15
IV	Data Inputs, Risk Parameters, and Modelling Techniques. Key Financial Ratios and Indicators used in Rating Models. Quantitative Analysis Tools: Statistical Models, Regression, Z-score, and Risk Scoring. Qualitative Assessment: Management Quality, Industry Risk, Corporate Governance, ESG Factors. Use of Credit Rating Analytics in Investment Decisions and Risk Management. Emerging Trends: AI, Machine Learning, and Big Data in Credit Rating Analytics.			15
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS:				
<ol style="list-style-type: none"> 1. Basu, S. (2016). <i>Credit Rating: Principles and Practices</i>. PHI Learning. 2. Sehgal, S. (2018). <i>Credit Rating and Risk Analysis</i>. Taxmann Publications. 3. CRISIL. (2023). <i>CRISIL Rating Methodology Guides</i>. Retrieved from www.crisil.com 4. Moody's Investors Service. (2022). <i>Rating Methodologies and Definitions</i>. Moody's Publications. 5. SEBI (Credit Rating Agencies) Regulations, 1999 (with amendments). 				

Part A - Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Multinational Financial Management			
Course Code	B23-BBA-807			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand MNC finance and impact of ESG, sustainability, and fintech. 2. Analyse MNC decisions under exchange, tax, and political risks. 3. Evaluate global financing sources and working capital alignment. 4. Examine international taxation, accounting, and financial trends. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Nature, and significance of Multinational financial management, domestic financial management vs. multinational financial management. Sustainability, ESG, and Green Finance in MNC operations. Fintech and Digital Finance in International Operations: Blockchain, CBDCs, cross-border payment innovations.			15
II	MNC: Nature, Reasons for Growth, Problems. International Working Capital Management: cash, inventory and receivables. Multinational Cash Management: Netting, pooling, transfer pricing, leading and lagging. Capital Budgeting for Foreign Projects: Adjusted NPV, APV, project vs. parent perspective, political risk adjustments. Capital Structure of MNCs: Determinants, differences from domestic firms, leverage considerations. Cost of Capital in MNCs: Weighted Average Cost of Capital (WACC), marginal cost, impact of exchange rate and tax differentials.			15
III	International Financing: short term financing and long-term financing. Sources of International Financing: Eurocurrency markets, Eurobonds and foreign bonds, international equity markets, Global Depository Receipts (GDRs), American Depository Receipts (ADRs), ECBs, Masala Bonds. Financial Strategy of MNCs: Aligning financial goals with global strategy. Working Capital Management in MNCs: Receivables, inventory, payables in multinational context. Repatriation of Profits and Dividend Policy for foreign subsidiaries. Mergers and Acquisitions (Cross-Border): Valuation, financing, regulatory issues in India.			15
IV	FDI and Portfolio Investment: Determinants, trends in Indian outward and inward FDI. Taxation Issues in MNC Finance: Transfer pricing, double taxation treaties, BEPS framework. Recent Developments: OECD tax reforms, global minimum tax, de-dollarization trends, India's role in BRICS financial initiatives. International Accounting: consolidation of financial statements.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2021). Multinational business finance (15th ed.). Pearson Education. 2. Shapiro, A. C. (2013). Multinational financial management (10th ed.). Wiley. 3. Madura, J. (2020). International financial management (14th ed.). Cengage Learning. 4. Apte, P. G. (2021). International financial management (8th ed.). Tata McGraw-Hill. 5. Reserve Bank of India. (2023). Handbook of statistics on the Indian economy. RBI. https://www.rbi.org.in				

Part A – Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Data Analysis using Power BI			
Course Code	B23-BBA-808			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand Power BI fundamentals and develop basic visualizations for business data. 2. Clean, transform, and prepare datasets for analysis using Power Query. 3. Build relational data models and apply DAX for advanced analytics in Power BI. 4. Create interactive dashboards and reports in Power BI that effectively communicate business insights for decision-making. 5. *Students will be able to design, analyze, and present interactive business dashboards in Power BI by integrating, transforming, and visualizing data to support informed managerial decision-making. 			
Credits	Theory	Tutorial	Practical	Total
	3	0	1	4
Contact Hours/Week	3	0	2	5
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
<p>The Paper-Setter shall set nine questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 2.5 marks each, which shall be compulsory. Part ‘B’ shall comprise eight questions (<i>two</i> questions from each unit) carrying 10 marks each and the student will be required to attempt four questions selecting one question from each unit. In addition, the paper-setter will consider only the first four units when setting the question paper for the external examination of the theory component of the course.</p>				
Unit	Topics			Contact Hours
I	Overview of Power BI: Desktop, Service, and Mobile; Importing data from various sources. Basic chart types: bar, column, line, pie, area; Introduction to dashboards and reports			12
II	Data cleaning, merging, and transformation using Power Query; Handling missing values, duplicates, and data type conversions. Creating calculated columns and basic measures; ETL (Extract, Transform, Load) processes			11
III	Creating data models and defining relationships; Introduction to DAX: calculated columns, measures, and tables. Time intelligence functions: YTD, QTD, MTD; Slicers, filters, and bookmarks for interactive reports			11
IV	Designing dashboards: KPIs, tiles, and visual interactions; Drill-downs, tooltips, and conditional formatting. Publishing and sharing reports in Power BI Service; Case studies and real-world business scenarios			11
V*	Practical work: <ul style="list-style-type: none"> • Import and visualize company sales data using bar, line, and pie charts by product, region, and month. • Clean and transform raw business data with Power Query (remove duplicates, fix types, merge files). • Create table relationships and DAX measures like Total Revenue, Profit Margin, and YTD Sales. • Build and publish an interactive Power BI dashboard with KPIs, slicers, and drill-down analysis. 			30
Suggested Evaluation Methods				
Internal Assessment/Practical Marks: <ul style="list-style-type: none"> > Theory <ul style="list-style-type: none"> • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 5 • Mid-Term Exam: 10 > Practicum <ul style="list-style-type: none"> • Class Participation: 5 • Demonstration/Viva-voce/Lab record/Field work/Survey etc.: 5 • Mid-Term Exam: NA 			End Term Examination: 70 (Theory: 50 + Practicum: 20)	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Reza Rad, Mastering Power BI, Packt, 2019 2. Dan Clark, Microsoft Power BI Complete Reference, 2020 3. Gil Raviv, Collect, Combine, and Transform Data Using Power Query in Excel and Power BI, 2018 				

Part A - Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Entrepreneurial Mindset and Strategic Thinking			
Course Code	B23-BBA-809			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	DSE-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the concept, types, and sources of stress and their impact on human behaviour. 2. Develop strategic thinking skills and apply tools for creating innovative and agile entrepreneurial strategies. 3. Analyse and apply frameworks for identifying opportunities and making strategic decisions under uncertainty. 4. Build strategic capabilities, innovation competencies, and sustainable growth strategies in entrepreneurial contexts. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Concept and dimensions of the entrepreneurial mindset; Cognitive and psychological characteristics of entrepreneurs; Motivation, self-efficacy, and risk-taking behavior; Creativity and innovation as drivers of mindset; Entrepreneurial attitudes, resilience, and orientation models.			15
II	Concept and principles of strategic thinking; Strategic intent, vision, and mission in entrepreneurial ventures. Analytical and creative approaches to strategy formulation; Entrepreneurial strategy vs. corporate strategy; Strategic agility, dynamic capabilities, and tools (SWOT, Blue Ocean, Business Model Canvas)			15
III	Identifying and evaluating entrepreneurial opportunities; Effectuation and causation approaches; Entrepreneurial intuition and judgment under uncertainty. Decision-making models in startups and SMEs; Strategic risk assessment and resource allocation.			15
IV	Building strategic capabilities and competitive advantage; Innovation strategy and business model innovation. Entrepreneurial learning, reflective practice, and leadership; Scaling, growth, and sustainability strategies; Global and digital perspectives in strategic entrepreneurship.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Dweck, C. (2006). <i>Mindset: The New Psychology of Success</i>. Random House. 2. McGrath, R. G., & MacMillan, I. C. (2000). <i>The Entrepreneurial Mindset</i>. Harvard Business Review Press. 3. Liedtka, J. (1998). <i>Strategic Thinking: Can It Be Taught?</i> Long Range Planning, 31(1), 120–129. 4. Kim, W. C., & Mauborgne, R. (2015). <i>Blue Ocean Strategy</i>. Harvard Business Review Press. 5. Sarasvathy, S. D. (2001). <i>Causation and Effectuation: Toward a Theoretical Shift in Entrepreneurship Research</i>. Academy of Management Review, 26(2), 243–263. 6. Shane, S. (2003). <i>A General Theory of Entrepreneurship</i>. Edward Elgar. 				

Part A - Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Exploratory Data Analysis and Forecasting			
Course Code	B23-BBA-810			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	PC-H2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the purpose, scope, and basic techniques of exploratory data analysis. 2. Preprocess and analyze data using univariate and bivariate techniques for pattern identification. 3. Apply multivariate analysis and advanced visualization for exploring complex datasets. 4. Understand and implement basic forecasting models and assess their accuracy.			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Overview of EDA; Types of data: categorical, numerical, time series; Major goals and approaches in EDA. Introduction to visualization tools (Python, R, Excel).			15
II	Data wrangling: cleaning, merging, transforming; Univariate analysis: histograms, boxplots, descriptive statistics. Bivariate analysis: scatterplots, correlation coefficients, cross-tabs; Techniques for handling missing and outlier values.			15
III	Multivariate EDA: pair plots, heatmaps, clustering; Time-series visualization and decomposition. Dashboards and interactive web-based visualizations; Principles of effective data presentation.			15
IV	Introduction to forecasting: definitions and applications; Time series components: trend, seasonality, residual. Regression-based forecasting: linear and polynomial models; ARIMA and exponential smoothing models; Forecast evaluation: MAE, RMSE, MAPE.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Jake Vander Plas, <i>Python Data Science Handbook</i> , O'Reilly, 2017 2. Eric Pimpler, <i>Data Visualization and Exploration with R</i> , 2017 3. Matt Harrison, <i>Learning the Pandas Library</i> , 2016 4. Roger D. Peng, <i>Exploratory Data Analysis with R</i> , Springer, 2016 5. Srivastava, S., & Kumar, V. (2019). <i>Data Analytics for Business Decisions</i> , New Delhi: Sage India 6. Sharma, R., & Gupta, P. (2020). <i>Business Analytics: Concepts and Applications</i> , New Delhi: McGraw-Hill Education India				

Part A - Introduction				
Subject	Business Administration			
Semester	VIII			
Name of the Course	Indian Knowledge System and Management			
Course Code	B23-BBA-811			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	CC-HM2			
Level of the course (As per Annexure-I)	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand ethical and philosophical bases of the Indian Knowledge System. 2. Derive management insights from ancient Indian texts. 3. Apply Indian values for self and team management. 4. Integrate Indian ethics into modern business practices. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Meaning, scope, and evolution of the Indian Knowledge System; Sources of Indian Knowledge: Vedas, Upanishads, Smritis, and Puranas; Interrelation between Knowledge, Values, and Management; Concept of holistic worldview: Dharma, Artha, Kama, and Moksha; Ethical foundations and human values in Indian tradition			15
II	Management principles in Kautilya's Arthashastra; Leadership, planning, and decision-making in Thirukkural and Panchatantra; Insights on governance and organization from ancient texts; Role of Gita and Ramayana in understanding leadership and duty (Karma Yoga)			15
III	Work ethics and motivation in Indian philosophy (Nishkam Karma, Seva, Samatva); Concept of self-management and emotional balance (Yoga and Meditation); Indian perspectives on team building, conflict resolution, and harmony; Relevance of Indian systems like Gurukul and Ashram for organizational learning			15
IV	Integrating IKS with modern management theories; Sustainable development and holistic growth models from Indian thought; Corporate governance and social responsibility in Indian ethos; Case studies: Indian organizations applying traditional values in management.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Chakraborty, S. K. (1995). <i>Managerial Transformation by Values: A Corporate Pilgrimage</i>. Sage Publications. 2. Thich Nhat Hanh. (1991). <i>Peace is Every Step: The Path of Mindfulness in Everyday Life</i>. Bantam Books. 3. Radhakrishnan, S. (1923). <i>Indian Philosophy</i>. Oxford University Press. 4. Rangarajan, L. N. (1992). <i>Kautilya: The Arthashastra</i>. Penguin Books. 				

Part A – Introduction			
Subject	Business Administration		
Semester	VIII		
Name of the Course	Research Project		
Course Code	B23-BBA-812		
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	Project/ Dissertation		
Level of the course (As per Annexure-I)	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to:		
Credits	Report	Viva-Voce	Total
	8	4	12
Contact Hours/Week	0	0	0
Report of Dissertation: 200 Viva-Voce Marks: 100	Time:		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter</u>			
Unit	Topics		Contact Hours
<p>Research Project/Dissertation Report will be evaluated by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.</p> <p>Viva-Voce on Research Project/Dissertation will be conducted by examiner from panel approved by UGBOS of University School of Management, Kurukshetra University, Kurukshetra.</p>			
Suggested Evaluation Methods			
Internal Assessment: > Theory • Class Participation: 0 • Seminar/presentation/assignment/quiz/class test etc.: 0 • Mid-Term Exam: 0		Report Marks: 200 Viva-Voce Marks:100	
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			

POOL OF MULTIDISCIPLINARY COURSES (MDC)

Multidisciplinary courses are based on introductory knowledge in a subject. These courses are offered to students of other discipline than discipline of business administration/management.

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
MDC-1	B23-BBA-105	Social Media Marketing	3 (2-1-0)	3	25	50	75	3 hrs.
MDC-2	B23-BBA-206	Entrepreneurship & Start-ups	3 (2-1-0)	3	25	50	75	3 hrs.
MDC-3	B23-BBA-306	Fundamentals of Investing	3 (2-1-0)	3	25	50	75	3 hrs.

Part A – Introduction

Subject	Business Administration			
Semester	I			
Name of the Course	Social Media Marketing			
Course Code	B23-BBA-105			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	MDC-1			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. Understand the significance and challenges of social media marketing. 2. Develop a comprehensive social media marketing strategy. 3. Create and manage engaging social media content. 4. Utilize social media advertising tools and analyze campaign performance.			
Credits	Theory	Tutorial	Practical	Total
	2	1	0	3
Contact Hours/Week	2	1	0	3
Max. Marks: 75 Internal Assessment Marks: 25 End Term Exam Marks: 50	Time: 3 Hours			

Part B- Contents of the Course

Instructions for Paper- Setter

The Paper-Setter shall set *nine* questions in all and the question paper shall be divided into two parts. **Part ‘A’** shall comprise *four* short answer type questions from the whole of the syllabus carrying 2.5 marks each, which shall be compulsory. **Part ‘B’** shall comprise *eight* questions (*two* questions from each unit) carrying 10 marks each and the student will be required to attempt *four* questions selecting *one* question from each unit.

Unit	Topics	Contact Hours
I	Social Media Marketing: Meaning and significance in modern era; Impact of social media platforms- Facebook, LinkedIn, Twitter, Instagram, Pinterest, and YouTube on Marketing endeavours; Problems associated with Social Media Marketing.	12
II	Social Media Planning: Social media goals and objectives; Audience analysis; Developing social media marketing strategy; Social media control; Integrating marketing strategy with social media marketing strategy.	11
III	Social Media Content: Content Creation, Audience Engagement; Content Scheduling; Content Management and Control.	11
IV	Social Media Advertising and Analytics: Tools for social media Advertising; Planning and executing social media campaigns; An Overview of social media analytics tools.	11

Suggested Evaluation Methods

Internal Assessment: > Theory ● Class Participation: 05 ● Seminar/presentation/assignment/quiz/class test etc.: 07 ● Mid-Term Exam: 13	End Term Examination: 50
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Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Sameer Deshpande, Philip Kotler, Nancy R. Lee; *Social Marketing in India*; Pearson Publication
2. Jason McDonald; *Social Media Marketing Workbook*
3. Linda Coles; *Marketing with Social Media*; Pearson Publication
4. Dan Zarrella; *The Social Media Marketing Book*; Pearson Publication.

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Entrepreneurship & Start-ups			
Course Code	B23-BBA-206			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	MDC-2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand the concept of Entrepreneur and Entrepreneurship. 2. Role of Institutions in promotion of Entrepreneurship culture. 3. Government Support for the startups. 4. Various stakeholders involved in a startup. 			
Credits	Theory	Tutorial	Practical	Total
	2	1	0	3
Contact Hours/Week	2	1	0	3
Max. Marks: 75 Internal Assessment Marks: 25 End Term Exam Marks: 50			Time: 3 Hours	
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 2.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 10 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Entrepreneurship: Meaning and Significance, Relationship between Entrepreneurship Development and Economic Development, Qualities of entrepreneurs and Entrepreneurial Competencies, Types of Entrepreneurs.			12
II	Entrepreneurial support system; Family Business and their contribution to Entrepreneurship Role of Educational Institutions in promoting the Entrepreneurship culture			11
III	Role of Government, Promotional Agencies and Institutions in Entrepreneurship Development, Incentives and Various Financial Schemes available for Entrepreneurs.			11
IV	Opportunity Identification process; Business plan, Start-Up India Initiative Major Players/stakeholders in Startup Ecosystem – Mentors, Incubators, Investors, Accelerators, Government Bodies.			11
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 05 • Seminar/presentation/assignment/quiz/class test etc.: 07 • Mid-Term Exam: 13			End Term Examination: 50	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Kumar, Arya (2012); <i>Entrepreneurship</i> , Pearson, New Delhi. 2. Shukla, MB, (2011), <i>Entrepreneurship and Small Business Management</i> , Kitab Mahal, Allahabad. 3. Sahay A., A. Nirjar (2006), <i>Entrepreneurship: Education, Theory and Practice</i> , Excel Books, New Delhi. 4. Panda S.C. (2008) <i>Entrepreneurship Development</i> . Anmol Publications.				

Part A – Introduction				
Subject	Business Administration			
Semester	III			
Name of the Course	Fundamentals of Investing			
Course Code	B23-BBA-306			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	MDC-3			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. Understand different investment avenues and their characteristics. 2. Gain knowledge about the functioning of the Indian Securities Market and the role of SEBI. 3. Analyze the relationship between returns and risks in financial investments. 4. Recognize the significance of depositories in securities transactions and investor protection measures. 			
Credits	Theory	Tutorial	Practical	Total
	2	1	0	3
Contact Hours/Week	2	1	0	3
Max. Marks: 75 Internal Assessment Marks: 25 End Term Exam Marks: 50	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 2.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 10 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Investment avenues-money market and capital market instruments, Investment process, Objectives of investment.			12
II	Indian Securities Market, Process of investing through stock exchange, Stock Market Indices, NEAT System, BOLT System, Role of SEBI.			11
III	Returns and Risks in financial investment, Fixed-Income Securities and variable income securities, Bonds and Mutual funds and role of AMFI.			11
IV	Role of Depositories in India, Investor Protection in India, Rights and Duties of Investors.			11
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 05 • Seminar/presentation/assignment/quiz/class test etc.: 07 • Mid-Term Exam: 13			End Term Examination: 50	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Vanita Tripathi; <i>Fundamentals of Investments</i> ; Taxmann Publication. 2. M. Madan Mohan, S. Brinda, V. Ravi; <i>Investment Management</i> ; Himalaya Publication House. 3. Rajiv Srivastava; <i>Investment Management</i> ; Wiley Publication. 4. R. B. Maheshwari; <i>Investment Management</i> ; Sahitya Bhawan 5. R. P. Rustagi, <i>Investment Management: Theory and Practice</i> ; Sultan Chand & Sons.				

POOL OF SKILL ENHANCEMENT COURSES (SEC)

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
SEC-2	B23-SEC-212	Integrated Marketing Communications	3 (2-1-0)	3	25	50	75	3 hrs.
SEC-2	B23-SEC-214	Business Communication	3 (2-1-0)	3	25	50	75	3 hrs.

Part A - Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Integrated Marketing Communication			
Course Code	B23-SEC-212			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	SEC-2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. To define various terms associated with the field of integrated marketing communication. 2. To explain the components of integrated marketing communication. 3. To distinguish the utility of various promotional tools. 4. To evaluate the effectiveness of marketing communication strategy.			
Credits	Theory	Tutorial	Practical	Total
	2	1	0	3
Contact Hours/Week	2	1	0	3
Max. Marks: 75 Internal Assessment Marks: 25 End Term Exam Marks: 50	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part 'A' shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 2.5 marks each, which shall be compulsory. Part 'B' shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 10 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction – Concept of Marketing Communication, Marketing communication mix, Factor affecting marketing communication mix, Drivers of integrated marketing mix			12
II	Managing the Marketing Communication Process – Analysis of promotional opportunities, Concepts of segmentation and target marketing, Promotional strategy of formulation and competitive positioning.			11
III	Advertising and Media Planning – Advertising plan, creative strategy, Advertising appeal, Creative formats, Stages of creative strategy – Idea generation, copy writing, layout, copy testing and diagnosis			11
IV	Wider Issues and Dimensions – Sales promotions, Personal selling, direct marketing, Public relations, Publicity and corporate advertising, Unconventional promotional media.			11
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 05 • Seminar/presentation/assignment/quiz/class test etc.: 07 • Mid-Term Exam: 13			End Term Examination: 50	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Blakeman, R. Integrated Marketing Communication: Creative Strategy from Idea to Implementation, Rowman & Littlefield 2. Dutta, K., Integrated Marketing Communication, Oxford Higher Education 3. Belch, G. E., Belch, M. A. and Purani, K., Advertising and Promotion, McGraw Hill Education.				

Part A – Introduction				
Subject	Business Administration			
Semester	II			
Name of the Course	Business Communication			
Course Code	B23-SEC-214			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	SEC-2			
Level of the course (As per Annexure-I)	100-199			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To define and outline all four business communication skills i.e. reading, writing, speaking and listening 2. To apply and demonstrate the gathered knowledge about the business communication regarding both inter and intra organizational situations 3. To distinguish and examine the necessary techniques and skills that help them in communicating effectively for handling organizational issues. 4. To design and develop their methods and ways in transmitting information within and outside the organizations in the most effective manner. 			
Credits	Theory	Tutorial	Practical	Total
	2	1	0	3
Contact Hours/Week	2	1	0	3
Max. Marks: 75 Internal Assessment Marks: 25 End Term Exam Marks: 50	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 2.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 10 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to the Communication: Meaning, Nature, scope and Process of communication, Importance of Effective Business Communication, Objectives of Business Communication, Types/Pattern of Business Communication; Media/Channels of Business Communication; Barriers to Business Communication.			12
II	Written Communication- (a) Business Letter Writing, (b) Business Report Writing: Importance, Need, Types, Techniques, Language, Structure, Planning and Drafting Written Communication; Preparing Official Communication, Circular, Notification, Amendment, Press Communiqué, DO letter, Telegram.			11
III	Oral Communication: Interviewing-Art of effective interviewing, Types of Interviewing, Techniques of Interviewing, Qualities of Interviewer and Interviewee, Planning of Interviewing, Process of Interviewing. Communicating within groups.			11
IV	Audio visual Communication: Role of Audio-Visual Communication, Channels of Audio-Visual Communication, Importance of Body language in non-verbal communication; Role of Public Relation in Business Communication			11
Suggested Evaluation Methods				
Internal Assessment: ➤ Theory ● Class Participation: 05 ● Seminar/presentation/assignment/quiz/class test etc.: 07 ● Mid-Term Exam: 13				End Term Examination: 50
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Murty, C.V.S., Rai, Urmila and S.M. Rai, Business Communication, Himalaya Publishing House, Mumbai. 2. Koneru, Arun, Professional Communication, Tata McGraw Hill, New Delhi. 3. Monipally, M.M., Business Communication Strategies, Tata McGraw Hill, New Delhi. 				

POOL OF VALUE ADDED COURSES (VAC)

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
VAC-4	B23-VAC-401	Business Ethics	2 (1-1-0)	2	15	35	50	3 hrs.
VAC-4	B23-VAC-414	Logistic Management	2 (1-1-0)	2	15	35	50	3 hrs.
VAC-4	B23-VAC-417	E-Commerce	2 (1-1-0)	2	15	35	50	3 hrs.

Part A – Introduction				
Subject	Business Administration			
Semester	IV			
Name of the Course	Business Ethics			
Course Code	B23-VAC-401			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	VAC-4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To Identify and apply ethical principles to human decision typical of business as a result of reading course texts and participating in lecture presentation and class discussion. 2. To Enhance analytical skill of ethical position taken on these matters and formulate morale defenses of decisions by completing course activities. 3. To Embrace value system in decision making. 4. To Recognize organizational challenges to ethical behavior and ethical dilemma resolution process. 			
Credits	Theory	Tutorial	Practical	Total
	1	1	0	2
Contact Hours/Week	1	1	0	2
Max. Marks: 50 Internal Assessment Marks: 15 End Term Exam Marks: 35	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 1.75 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 7 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction to Business Ethics: An Overview, Ethics and Morals, Need for Business Ethics, Types of Ethics, Benefits of Business Ethics, Principles of Business Ethics, Factors affecting Business Ethics			8
II	Organisational Ethics: Introduction, Ethical Corporate Behaviour, Development of Ethical Corporate behaviour, Ethical Leadership; Concept of Morals, Values; Moral issues in business; Ethical Dilemmas in Organisation			8
III	Workplace Ethics: Introduction, Factors affecting Ethical Behavior at work; Ethical Issue: Business Relationships, Conflicts of Interest, Fairness and Honesty, Communications, Discrimination, Harassment; Role of Business Ethics in building a good society.			7
IV	Ethical Issues in the Functional Area-Ethics in Marketing, Finance, HR, Production and Information Technology; Gender Ethics.			7
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 4 • Seminar/presentation/assignment/quiz/class test etc.: 4 • Mid-Term Exam: 7			End Term Examination: 35	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Sharma Subash; <i>New Mantras in Corporate Corridors</i>; New age International Publishers. 2. Sadri S., Jayashree; <i>Business Ethics and Corporate Governance (towards excellence and sustainability)</i>; Himalaya Publishing House. 3. Manuel G Velasquez; <i>Business ethics - concepts and cases</i>; Pearsons. 4. Chakraborty S.K.; <i>Management by Values</i>; Oxford. R. Subramanian; <i>Professional Ethics</i>; OXFORD. 				

Part A – Introduction				
Subject	Business Administration			
Semester	IV			
Name of the Course	Logistic Management			
Course Code	B23-VAC-414			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	VAC-4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To give insight about logistic management. 2. To outline key logistic management concepts and its application to market. 3. To analyse and examine the implementation of logistic management concepts and strategy to firms. 4. To attain organisational goals using logistic management techniques in proper way. 			
Credits	Theory	Tutorial	Practical	Total
	1	1	0	2
Contact Hours/Week	1	1	0	2
Max. Marks: 50 Internal Assessment Marks: 15 End Term Exam Marks: 35	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 1.75 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 7 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction of Logistic Management: Definition, Objectives, Components, Significance, Role of Logistic Management, Use of IT in Logistic, Logistics Management: Logistical operation, Integration, Logistical performance cycle, Customer service global logistics, Logistical resources (Information & Forecasting)			8
II	Warehouse and Transport Management: Concept of strategic storage, Warehouse functionality, Warehouse operating, Material handling and packaging in warehouse, Types of Warehouses, Transportation management, Transport functionality and principles, Transport Infrastructure, Transport decision making			8
III	Wider Issues and Dimensions – Sales promotions, Personal selling, Direct marketing, Public relations, Publicity and corporate advertising, unconventional promotional media.			7
IV	Inventory Management: Introduction, Basic Concepts of Inventory, Classification of Inventory, Concept of EOQ (Including examples), Material planning and Controlling Techniques (ABC Analysis, FSN, VED, HML Analysis)			7
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 4 • Seminar/presentation/assignment/quiz/class test etc.: 4 • Mid-Term Exam: 7			End Term Examination: 35	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Stern, Louis W. Adel, I.E.L. – Ansary, Annee T. Coughlan: Marketing Channels, Prentice Hall, New Delhi. 2. Ballu, Ronald H, Business Logistics Management, Englewood Cliffs, New York, Prentice Hall Inc. 3. Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management 4. Khanna, K.K. Physical Distribution Management, Himalaya Publishing House, New Delhi. 5. Lambert, D. et. al., Strategic Logistics Management, Tata McGraw Hill, New Delhi. 				

Part A – Introduction				
Subject	Business Administration			
Semester	IV			
Name of the Course	E-Commerce			
Course Code	B23-VAC-417			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	VAC-4			
Level of the course (As per Annexure-I)	200-299			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: 1. To describe the foundation and importance of E -Commerce. 2. To compare the different electronic payment system. 3. To create business model and strategy for online business. 4. To select the infrastructure for E-Commerce.			
Credits	Theory	Tutorial	Practical	Total
	1	1	0	2
Contact Hours	1	1	0	2
Max. Marks: 50 Internal Assessment Marks: 15 End Term Exam Marks: 35	Time: 3 Hours			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter</u>				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 1.75 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 7 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Introduction – Meaning, Nature, Concepts, Advantages and reasons for transacting online, Categories of e-commerce; Planning Online Business: nature and dynamics of the internet, pure online vs. brick and click business.			8
II	Technology for Online Business – internet, IT infrastructure; middleware contents: text and integrating e-business applications; mechanism of making payment through internet: online payment mechanism, electronic payment systems, payment gateways.			8
III	Applications in e-commerce – e-commerce applications in manufacturing, wholesale, retail and service sector.			7
IV	Virtual Existence – Concepts, working, advantages and pitfalls of virtual organizations, Security in e-commerce: digital signatures, network security, data encryption secret keys, data encryption.			7
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 4 • Seminar/presentation/assignment/quiz/class test etc.: 4 • Mid-Term Exam: 7			End Term Examination: 35	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Murty, C.V.S., E-Commerce, Himalaya Publications, New Delhi 2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, N.Delhi. 3. Kosiur, Understanding E-Commerce, Prentice Hall of India, N.Delhi. 4. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.				

POOL OF VOCATIONAL COURSES (VOC)

Course Type	Course Code	Nomenclature of course	Credits (L-T-P)	Contact Hours/Week	Internal Marks	End Term Marks	Total Marks	Duration of Exam
VOC-3	B23-VOC-319	Event Management	4 (3-1-0)	4	30	70	100	3 hrs.
VOC-3	B23-VOC-326	Security Analysis and Portfolio Management	4 (3-1-0)	4	30	70	100	3 hrs.

Part A – Introduction				
Subject	Business Administration			
Semester	VI			
Name of the Course	Event Management			
Course Code	B23-VOC-319			
Course Type: (CC/MCC/MDC/CC- M/DSEC/VOC/DSE/PC/AEC/VAC)	VOC-3			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To give insight about event management. 2. To outline key event management concepts and its application to market. 3. To analyse and examine the implementation of event management concepts and strategy to firms. 4. Attainment of organisational goals using event management techniques in proper way. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70	Time: 3 Hours			
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	Event Planning and Control : Introduction to event planning and management, Event Production, Role of event planner and qualities of good planner, Importance of organising events and its components, Techniques, Selection, Coordination, Creativity, Designing, Marketing, sponsorship, Production of special corporate and sports events			15
II	Legal Aspects of Business: Introduction to legal components of event management, Relevant Legislation, Contract Agreement Act, Company and Business Law, Sales Act, Indian Partnership Act, Negotiable Instrument Act.			15
III	IT in Event Management: Hardware and Software, Data Processing System, Input-Output devices, Storage devices, Word processing software such as Microsoft Word processing- Level -1 Micro Computer operation and operating environment, Creating and Editing Documents, Formatting, Saving, Retrieving and Printing Text, Profiling Documents and Spreadsheet programs such as Excel.			15
IV	Event Marketing: Marketing Concept, Marketing Mix, Marketing Planning, Marketing Budget, Merchandising, Marketing Control, Brand Promotion and Catchment Area			15
Suggested Evaluation Methods				
Internal Assessment: > Theory • Class Participation: 5 • Seminar/presentation/assignment/quiz/class test etc.: 10 • Mid-Term Exam: 15			End Term Examination: 70	
Part C-Learning Resources				
Recommended Books/e-resources/LMS: 1. Shone, Anton and Bryn Parry, Successful Event Management, Cengage Learning India Pvt. Ltd, New Delhi. 2. Gaur, S.S. and Saggere, S.V., Event Marketing Management 3. Panwar, J.S., Marketing in the New Era, Sage Publications, 1998.				

Part A – Introduction				
Subject	Business Administration			
Semester	VI			
Name of the Course	Security Analysis and Portfolio Management			
Course Code	B23-VOC-326			
Course Type: (CC/MCC/MDC/CC-M/DSEC/VOC/DSE/PC/AEC/VAC)	VOC-3			
Level of the course (As per Annexure-I)	300-399			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLO):	After completing this course, the learner will be able to: <ol style="list-style-type: none"> 1. To demonstrate the processes of calculating risk and return of financial assets. 2. To appraise the processes of doing fundamental and technical analysis. 3. To define the concepts and terminologies of portfolio management. 4. To summarise the theories underlying portfolio management. 			
Credits	Theory	Tutorial	Practical	Total
	3	1	0	4
Contact Hours/Week	3	1	0	4
Max. Marks: 100 Internal Assessment Marks: 30 End Term Exam Marks: 70			Time: 3 Hours	
Part B- Contents of the Course				
Instructions for Paper- Setter				
The Paper-Setter shall set <i>nine</i> questions in all and the question paper shall be divided into two parts. Part ‘A’ shall comprise <i>four</i> short answer type questions from the whole of the syllabus carrying 3.5 marks each, which shall be compulsory. Part ‘B’ shall comprise <i>eight</i> questions (<i>two</i> questions from each unit) carrying 14 marks each and the student will be required to attempt <i>four</i> questions selecting <i>one</i> question from each unit.				
Unit	Topics			Contact Hours
I	The Investment Environment - Meaning and objective of investment, investment vs. gambling and speculation, investment alternatives, investment process, concept of return and risk.			15
II	Security Analysis – Fundamental analysis: economic analysis, industry analysis and company analysis. Technical analysis: assumptions Dow theory, chart patterns, moving averages and market indicators. Efficient market theory: weak form hypothesis, semi-strong form hypothesis and strong form hypothesis.			15
III	Introduction to Portfolio Management: Meaning, need, and objective of portfolio management, the process of portfolio management, determination of risk & return of a portfolio, risk analysis tools.			15
IV	Theories of portfolio selection and management- Markowitz portfolio theory: optimal portfolio, meaning and construction of efficient frontier, investors’ utility; CAPM: capital asset pricing model, risk-free and risky lending and borrowing.			15
Suggested Evaluation Methods				
Internal Assessment: > Theory ● Class Participation: 5 ● Seminar/presentation/assignment/quiz/class test etc.: 10 ● Mid-Term Exam: 15				End Term Examination: 70
Part C-Learning Resources				
Recommended Books/e-resources/LMS: <ol style="list-style-type: none"> 1. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi. 2. Reilly, Frank K. And Brown, Keith C., Investment Analysis and Portfolio Management, South-Western Cengage Learning India Pvt. Ltd. 3. Bodie, Z., Kane, A. and Marcus, A., Investments, McGraw-Hill. 4. Fischer, Donald E. and Jordan, Ronald J., Security Analysis and Portfolio Management, Prentice Hall of India. 				