



M. S. Ramaiah University of Applied Sciences

Programme Specifications

Bachelor in Business Administration (BBA), Bachelor in Business Administration (Honours) & Bachelor in Business Administration (Honours with Research)

Batch 2025 – 2026 Onwards

Programme Code: 017

Faculty of Management and Commerce

M. S. Ramaiah University of Applied Sciences

Dean

Faculty of Management and Commerce
M S Ramaiah University of Applied Sciences
Bengaluru – 560 054, INDIA

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M.S. Ramaiah University of Applied Sciences
Bengaluru - 560 054

University's Vision, Mission and Objectives

The M.S. Ramaiah University of Applied Sciences (MSRUAS) will focus on student-centric professional education and motivate its staff and students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

MSRUAS aspires to be the premier university of choice in Asia for student centric professional education and services with a strong focus on applied research whilst maintaining the highest academic and ethical standards in a creative and innovative environment

Mission

Our purpose is the creation and dissemination of knowledge. We are committed to creativity, innovation and excellence in our teaching and research. We value integrity, quality and teamwork in all our endeavors. We inspire critical thinking, personal development, and a passion for lifelong learning. We serve the technical, scientific, and economic needs of our Society.

Objectives

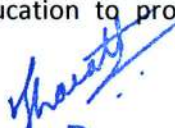
1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Arts, Humanities and Social Sciences
5. To instill the spirit of entrepreneurship in our youth to help create more career opportunities in the society by incubating and nurturing technology product ideas and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with universities, industries, businesses, research establishments, NGOs, international organizations, governmental organizations in India and abroad to enrich the experiences of faculties and students through research and developmental programmes

Programme Specifications: B.B.A.

Faculty	Management and Commerce
Department	Management Studies
Programme Code	017
Programme Name	Bachelor of Business Administration
Dean of the Faculty	Dr. K.M. Sharath Kumar
Head of the Department	Dr. K.M. Sharath Kumar

1. **Title of the Award:** Bachelor of Business Administration at the end of third years / BBA (Honours with Research) at the end of fourth year.
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences (MSRUAS), Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** December 2024
7. **Date of Programme Approval by the Academic Council of MSRUAS:** February 2025
8. **Next Review Date:** December 2027
9. **Programme Approving Regulating Body and Date of Approval:** AICTE and Karnataka State Higher Education Council
10. **Programme Accredited Body and Date of Accreditation:** AICTE, 2024
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** AICTE BBA Programme Framework
14. **Rationale for the Programme**

Bachelor of Business Administration (B.B.A) is an undergraduate degree Programme designed to create motivated, energetic, thinking and creative graduates to fill the roles as entry and middle level Managers, Professionals, Administrators. With National Education Policy (NEP) – 2020 and Self-Employment and Talent Utilization (SETU) program coupled with a tremendous need for a young workforce with skillset, there is a requirement to make the students readily employable. The objective is to bridge the gap between the current system of education and the industry requirement. The Holistic and Multidisciplinary UG Education to produce employable graduates with integrated


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personality, requires them to have the knowledge and skill to be employable in the dynamic emerging digital world.

The Indian Government has launched a number of programs to encourage entrepreneurship, including Startup India, which seeks to create an atmosphere that is favorable for new businesses. Over the years, India's standing in the World Bank's Ease of Doing Business Index has improved, reflecting the government's efforts to make doing business easier. With the help of technology and creativity, young people in India are increasingly hoping to start their own businesses. Fintech, e-commerce, and digital platforms have created new opportunities for companies. India continues to be a significant contributor to job creation in the Asia-Pacific region. The country's working-age population is expected to remain a key asset, with a demographic dividend that can drive economic growth.

A sizable young population presents a significant opportunity for the establishment of new businesses and job opportunities. With more money, mentoring, and support from the public and commercial sectors, India's startup ecosystem has grown significantly. Youth are now even more empowered to undertake entrepreneurial endeavors because to the government's emphasis on digital India and skill development initiatives. However, challenges such as skill mismatches and the need for job creation in diverse sectors remain. Numerous firms have shifted their focus to areas like Edtech, health tech, and remote work solutions in an effort to adjust to the new normal. India is seeing a boom of unicorn startups as of 2023, with a few of these businesses valued at billions of dollars. New businesses are also increasingly emphasizing sustainability, green technology, and social effect. It is anticipated that the startup ecosystem and the dynamic technology applications coupled with digitalization would continue to expand due to the government's ongoing backing and the entrepreneurial zeal of Indian youth.

Realizing the vital need for adequately trained management professionals, MSRUAS provides an ideal platform for the students by exposing them to different aspects of business administration and thereby expanding their horizon in decision making and entrepreneurial intentions. Hence, MSRUAS is proposing to revise the program specifications of the existing B.B.A Programme under Faculty of Management and Commerce, to be aligned with the AICTE 2024 Model curriculum.

B.B.A as an undergraduate degree Programme addresses the core functions of business and entrepreneurial ventures in functional areas of marketing, finance, strategy, decision making and analytics. The curriculum is outcome based and it imbibes required theoretical concepts and practical skills in the domain. The skill enhancement and vocational courses proposed seeks to prepare students for the workforce. The Ability and Skill Enhancement/Vocational Courses and Value Added Courses in the BBA curriculum are designed to provide students with practical skills and competencies beyond traditional academic courses. The internship experiences increase students' employability by assisting them in applying their academic knowledge to practical situations. As part of their degree program, students must produce a well-written project report, which fosters the development of their ability to record corporate operations and procedures. This is a crucial component of educating students for careers where reporting and documentation are essential.

Students who are moving from academic settings to real-life professional situations must prioritize the development of critical, analytical thinking, and problem-solving abilities. This supports the objectives of the **Atmanirbhar Bharat program**, which seeks to encourage young independence and

creativity. These initiatives seek to help India achieve its objective of being a self-sufficient country by giving students the skills they need to prosper in a fast-paced workplace. By improving students' employability and preparedness for problems in the real world, the combination of vocational and value-added courses further advances this goal.

15. Programme Mission

The purpose of the Programme is creation of knowledgeable human resources with contemporary business management knowledge and skills to work in Government, Semi-Government, Private and Public sector organization and also to assume administration positions. With further progression in education, graduates should be able to become independent professional practitioners, business analysts, researchers and entrepreneurs

16. Graduate Attributes (GAs)

- GA-1. Business Management Knowledge:** Impart knowledge on fundamentals of Business Administration and Management
- GA-2. Problem Identification:** Identify business problems and collect suitable data for analysis
- GA-3. Design and Development of Solutions:** Ability to identify and apply appropriate statistical methods and tools to analyze business data, and arrive at meaningful solutions
- GA-4. Conduct Investigations of Complex Problems:** Analyze operations model for a stated business activity through simulations and validations
- GA-5. Efficient Management Practices:** Ability to apply appropriate business tools and management techniques by understanding optimal utilization of resources for business activity
- GA-6. Business Leader and Society:** Apply knowledge of labour welfare, economics, social sciences, legal and professional ethics, and interpersonal skills relevant to professional practice
- GA-7. Environment and Sustainability:** Ability to develop sustainable business solutions and their impact on society environment
- GA-8. Ethics:** Ability to apply ethical principles to business management practices for managerial and leadership responsibility
- GA-9. Individual and Teamwork:** Ability to work as a member of a team, to plan with an integrated approach of bringing together various functional business disciplines and to work in teams from multidisciplinary and multicultural environments
- GA-10. Communication:** Ability to make effective business presentations and communicate business ideas effectively
- GA-11. Entrepreneurial Skills:** Ability to conceptualize entrepreneurial ideas and establish entrepreneurial ventures


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GA-12. Life-long Learning: Inculcate a spirit of lifelong learning to develop required competencies.

17. Programme Outcomes (POs)

At the end of First Year: the Program outcomes

1. To conceptualize and appreciate theoretical knowledge of management domain.
2. To appreciate the importance of effective communication skills in presenting opinions and ideas.
3. To nurture an ability to articulate a business environment
4. To identify a problem with the help of data and logical thinking

At the end of Second Year: the Program outcomes

1. To describe the theoretical domain knowledge along with the managerial skills
2. To develop effective communication, skills and logical thinking.
3. To learn and demonstrate professional conduct.
4. To appreciate the importance of group work culture.
5. To develop an ability to innovate and creative thinking.

At the end of Third Year: the Program outcomes of Bachelor in Business Administration Honors

1. To exhibit factual and theoretical knowledge of management in general and business in particular.
2. To critically evaluate and analyze Indian and global business environments in different contexts.
3. To recognize their role as a manager, entrepreneur and a leader in a business management
4. To be an effective communicator to present opinions, ideas based on critical thinking, analysis and logical reasoning.
5. To conduct and demonstrate professional and ethical behavior.

At the fourth Year: Bachelor in Business Administration Honours with Research: BBA (Honours with Research)

1. To exhibit factual and theoretical knowledge of management in general and business in particular to critically evaluate and analyze Indian and global business environments with ability to apply learning in different contexts.
2. To nurture an ability to articulate a business environment with clarity and mindfulness.
3. To exhibit ability to own roles and responsibilities with commitment, as members of multi-cultural team and communities in cross-cultural contexts and diversity management.
4. To be an effective and emotionally intelligent leader and a decision maker who has an acumen to influence and motivate teams.

5. To develop an ability to solve problems and provide solutions and facilitate informed decision making.
6. To promote research skills to conduct in-depth study of the understanding of Indian and Global Business Environment.

18. Programme Goal

The program goal is to produce business graduates having competencies and practical skills required for effective problem solving and right decision making in different activities relevant to business administration and pursue career in business administration/ management. The attributes of the Programme include:

- Promote holistic development in both academic and non-academic spheres
- Ability to choose learning trajectories and programmes
- Eliminate harmful hierarchies among disciplines/fields of study and silos between different areas of learning
- Multidisciplinary and holistic education to ensure unity and integrity of knowledge
- Promote creativity and critical thinking to encourage logical decision-making along with appreciating Ethics, Human & Constitutional values
- Promote multilingualism and power of language in learning and teaching
- Facilitate outstanding research as a co-requisite for outstanding education and development

19. Program Educational Objectives (PEOs)

The objectives of the B.B.A. Programme are to:

- PEO-1.** Provide students with a strong foundation in the fundamentals of business administration, management and corporate governance to enable them to devise and deliver efficient solutions to business problems considering the different functional areas of business environment i.e, Marketing, Finance, Human Resource Management
- PEO-2.** Analyze business opportunities and convert into feasible products/services using statistical methods or tools for managing resources effectively to achieve optimal business decision making.
- PEO-3.** Provide sound theoretical and practical knowledge of functional areas of Business, Managerial and Entrepreneurial Skills to enable students to contribute to the well-being and welfare of the society through problem-solving and research initiatives.
- PEO-4.** Inculcate strong human values and social, interpersonal, communication and leadership skills required for professional success in evolving global professional environments.



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20. Programme Specific Outcomes (PSOs)

At the end of the B.B.A. Programme, the graduate will be able to:

- PSO-1.** Apply the knowledge in Financial Management, Human Resource Management and Marketing Management to develop innovative and safe solutions to real-world business problems
- PSO-2.** Adapt to changing business environment and apply tools to analyse business problems and provide effective solutions
- PSO-3.** Demonstrate leadership qualities and strive for the betterment of Organization, Environment, and Society through practice of ethical business decision making.
- PSO-4.** Demonstrate an understanding of the importance of life-long learning through professional communication, practical training, specialized certifications and research.

21. Programme Structure:

SEMESTER - I						
S. No.	Course Code	Course Title	L	T	P	Credit
		3 WEEKS COMPULSORY INDUCTION PROGRAM (UHV-I)				
1	BAC125A	Principles and Practices of Management	3	1	0	4
2	BAC126A	Business Communication-I	1	1	0	2
3	BAC127A	Financial Accounting	3	1	0	4
4	BAC128A	Business Statistics and Logic	3	1	0	4
5	BAN125A	General English	1	1	0	2
6	BAN126A	Indian Knowledge System	2	0	0	2
7	BAV125A	Environmental Science and sustainability	2	0	0	2
TOTAL						20

SEMESTER - II						
S. No.	Course Code	Course Title	L	T	P	Credit
1	BAC129A	Human Behavior and Organization	3	1	0	4
2	BAC130A	Marketing Management	3	1	0	4
3	BAC131A	Business Economics	3	1	0	4
4	BAM125A	Emerging Technologies and application	1	0	2	2
5	BAN127A	Media Literacy and Critical Thinking	1	1	0	2
6	BAV126A	Indian Constitution	2	0	0	2
7	BAC132A	Business Communication-II	1	1	0	2
TOTAL						20

SEMESTER - III						
S.No	Course Code	Course Title	L	T	P	Credit
1	BAC225A	Cost and Management Accounting	3	1	0	4
2	BAC226A	Legal and Ethical issues in business	3	1	0	4
3	BAC227A	Human Resource Management	3	1	0	4
4	BAN225A	Indian Systems of Health and Wellness	1	1	0	2
5	BAM225A	Management Information System (MIS)	2	0	2	4
6	DSU125A	Yoga/Sports/NCC/NSS/Disaster Management	0	0	2	2
TOTAL						20

SEMESTER - IV						
S.No	Course Code	Course Title	L	T	P	Credit
1	BAU225A	Entrepreneurship and startup ecosystem	1	1	0	2
2	BAC228A	Operations Management	3	1	0	4
3	BAN226A	Financial management & project appraisal	3	1	0	4
4	BAC229A	Business Research methodology	2	0	0	2
5	BAV225A	Business environment and public policy [2-0-0] or				2
		Enterprise System and platforms [0-1-2] or				
		Geo Politics and impact on business [2-0-0] or				
		Public Health and management [2-0-0]				
6	BAC230A	International business	3	1	0	4
7	BAM226A	Design Thinking and Innovation	1	1	0	2
TOTAL						20

Note: At the end of the Fourth Semester every student shall undergo Summer Training / Internship / Capstone for Eight Weeks in the industry/Research or Academic Institute. This component will be evaluated during the fifth semester.

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SEMESTER - V						
S.No	Course Code	Course Title	L	T	P	Credit
1	BAC325A	Strategic Management	3	1	0	4
2	BAC326A	Logistics and Supply Chain Management	3	1	0	4
3	BAE301A BAE311A BAE325A	Security Analysis & Portfolio Management Labour Legislations Consumer Behaviour	3			4
4	BAE302A BAE310A BAE326A	Financial Statement Analysis HR Planning & Development Integrated Marketing Communication	3			4
5	BAI125A/BAI126A	Internship/capstone Project	-	0	4	4
6		Major Project [evaluation in sixth semester]	-	0	4	0
TOTAL	BAE327A	Discipline Specific Elective (Audit Course)	3	1	0	0
Total number of contact hours per week						20
*Additional DSE as an Audit Course (Non Credit but compulsory) can be opted by the student.						

SEMESTER - VI						
S.No	Course Code	Course Title	L	T	P	Credit
1	BAC327A	Project Management	3	1	0	4
2	BAC328A	Business Taxation	2	1	0	2
3	BAE328A BAE310A BAE323A	Strategic Corporate Finance Industrial Relations Digital Marketing	3			4
4	BAE329A BAE314A BAE330A	Financial Deravatives Organisational Development & Change Management Sales Marketing	3			4
5	BAC303A	Company law & Corporate governance	4	0	4	2
6	BAM325A	Major Project [Initiated in 5th Semester]	-	0	4	4
TOTAL	BAE331A	Discipline Specific Elective (Audit Course)	3	1	0	0
Total number of contact hours per week						20
*Additional DSE as an Audit Course (Non Credit but compulsory) can be opted by the student.						

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

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

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

The students after three years on the completion of 6 semester will exit with a Bachelor in Business Administration (BBA). They have an option to opt for a four years program with the following minimum eligibility criteria as follows.

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

1. **BBA (Honours with Research) program: Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.**
2. **For BBA (Honours) program: Minimum a BBA Degree**

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

BBA (Honours with Research) Program- Details of 7th And 8th Semester.

SEMESTER - VII						
S.No	Course Code	Course Title	L	T	P	Credit
1	BAC425A	Advanced Data Analysis	3	1	0	4
2	BAC426A	Advanced Research Methodology	2	2	0	4
3	BAE425A BAE426A BAE427A	1. Financial Analytics 2. Strategy and Culture 3. Retail Marketing	4			4
4	BAE428A BAE429A BAE430A	1. Financial Modelling 2. HR Analytics; 3. International Marketing	4			4
5		Dissertation work [evaluation in Eight semester]	-	-	-	-
6	BAM426A	Research Internship Report and Viva-Voce	-	-	4	4
Total number of contact hours per week						20
SEMESTER - VIII						
S.No	Course Code	Course Title	L	T	P	Credit
1	BAM425A	Dissertation (For Research Track)*	-	-	42	20
*The Dissertation work will start from the beginning of fourth year of BBA (Honours with Research) Program. Students of Fourth Year shall be assessed for Project Work and Research Internship Report and Viva –Voice and Dissertation (For Research Track).						
Total number of contact hours per week						20

BBA (Honours) Program- Details of 7th And 8th Semester.

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SEMESTER - VII						
S.No	Course Code	Course Title	L	T	P	Credit
1	BAO425A BAO426A BAO427A BAO428A	AI for Business; Diversity, Equity and Inclusion; Digital Ethnography and Online Communities	3	1	0	4
2	BAE431A	Entrepreneurial Leadership	2	2	0	4
3	BAE425A BAE426A BAE427A	1. Financial Analytics 2. Strategy and Culture 3. BAE324A-Retail Marketing	4			4
4	BAE428A BAE429A BAE430A	1. Financial Modelling 2. HR Analytics; 3. International Marketing	4			4
5		Dissertation work [evaluation in Eight semester]	-	-	-	-
6	BAM427A	Summer Intership-II	-	-	4	4
Total number of contact hours per week						20

SEMESTER - VIII						
S.No	Course Code	Course Title	L	T	P	Credit
1	BAE432A BAE433A BAE434A	1. Financial Risk Management 2. Talent Acquisition and Management 3. Marketing of Services	3	1	0	4
2	BAE435A BAE436A BAE437A	1. Sustainable Finance 2. Team Building and in the Organization 3. Rural Marketing	3	1	0	4
3	BAE438A BAE439A BAE440A	1. Financial Planning 2. Compensation Management 3. B2B Marketing.	3	1	0	4
4	BAM425A	Dissertation work [Started in Seventh semester]			8	8
Total number of contact hours per week						20
The Dissertation work will start from the beginning of fourth year of BBA (Honours) Program.						

22. Semester Wise Credit Distribution.

The semester wise credit distribution of the three programs offered i.e., BBA, BBA (Honours with Research) and BBA (Honours) program are as shown below

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

23. Category- wise distribution

Description	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Electives course	Value added Courses	Skill Enhancement courses	Discipline Specific Elective	Total
BBA	66	6	6	8	18	16	120
BBA (Honours)	70	6	10	8	30	36	160
BBA (Honours with Research)	98	6	6	8	18	24	160

3 Years BBA Program	Total Credits = 120
4 Years BBA (Honours) and 4 Years BBA (Honours with Research)	Total Credits = 160

24. Ability and Skill Enhancement Courses

- Ability Enhancement Compulsory Courses (AECC)**

AECC courses are the courses based upon the content that leads to knowledge enhancement through various areas of study, which will be mandatory for all disciplines:

- Language –Business Communication-I, General English/ Indian/Foreign Language
Business Communication-II

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2. Project Management

- **Skill Enhancement Courses (SEC)/ Vocational Courses:** These are skill-based courses in all disciplines and are aimed at providing hands-on-training, competencies, skills, etc. SEC courses may be chosen from the pool of courses designed to provide skill-based instruction:
 1. Business Calculus
 2. Artificial Intelligence & ML
 3. Cyber Security
 4. Design Thinking and Innovation

- **Value Added courses:** These courses are value based courses which are meant to inculcate ethics, culture, soft skills, sports education and such similar values to students which will help in all round development of students.
 1. Environmental Science and Sustainable Development/ Environmental Studies
 2. Indian Constitution and Human Rights, Human rights
 3. Health & Wellness/ Social & Emotional Learning
 4. Sports/ Yoga/NCC/NSS/Disaster Management
 5. Ethics & Self Awareness
 6. Business environment and public policy
 7. Enterprise System and platforms
 8. Geo Politics and impact on business
 9. Public Health and management

In addition, several Open/General Elective Courses are offered from various Faculties/Schools of MSRUAS. Students can choose from the Open Electives on their own choice.

24.1. Innovation Courses in Lieu of Open Elective Courses

Students can take the following 3-credit innovation courses in lieu of Open Elective Courses.

- a) Design Thinking and Innovation (20INO250A)
Skill Development (20INO251A)
Industrial Problem Solving and Hackathons (20INO252A)

25. Course Delivery: As per the Timetable

26. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Demonstrations
4. Guest Lectures
5. Laboratory work/Field work/Workshop
6. Industry Visit
7. Seminars
8. Group Exercises
9. Project Work
10. Project
11. Exhibitions
12. Technical Festivals

27. Major Features

4 years' option offered in all BBA programs for those who qualify (with 7.5 CGPA after completion of 3rd year)

1. 1st year: Certificate
2. 2nd year: Diploma
3. 3rd year: Bachelors or Bachelor
4. 4th year: Bachelor (Honours)

28. Assessment and Grading (Subject to endorsement of revised unified academic regulations for 2025-26- report submitted)**28.1. Components of Grading**

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1 and SC2) of learning and experiential assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-end Examination (SEE): This component represents the summative assessment carried out in the form an examination conducted at the end of the semester.

Marks obtained CE and SEE components have 60:40 weightage (CE: 60% and SEE: 40%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

28.2. Continuous Evaluation Policies

There shall be two subcomponents of CE (SC1 and SC2), namely Mid Term; Class Participation; Assignment; Laboratory/Presentation. Each subcomponent is evaluated individually accounting to 60% Weightage as indicated in Course Specifications. The experiential learning subcomponents can be of any of the following types:

- a) Online Test
- b) Assignments/Problem Solving
- c) Field Assignment
- d) Open Book Test
- e) Portfolio
- f) Reports
- g) Case Study
- h) Group Task
- i) Laboratory / Clinical Work Record
- j) Computer Simulations
- k) Creative Submission
- l) Virtual Labs
- m) Viva / Oral Exam

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- n) Lab Manual Report
- o) Any other

After the two subcomponents are evaluated, the CE component marks are consolidated to attain 60% Weightage.

The Semester End Examination shall be a theory paper (50 marks) with a weightage of 40%. In summary, the ratio of Formative (Continuous Evaluation-CE) Vs Summative (Semester End Examination-SEE) should be 60:40.

29. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Workshop Facility
8. Staff Support
9. Lounges for Discussions
10. Any other support that enhances their learning

30. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback
4. Moderation of Assessed Work
5. Opportunities for students to see their assessed work
6. Review by external examiners and external examiners reports
7. Staff Student Consultative Committee meetings
8. Student exit feedback
9. Subject Assessment Board (SAB)
10. Programme Assessment Board (PAB)/Board of Examination

31. Programme Map (Course-PO-PSO Map)

Sl.no	Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5
1	1	Principles and Practices of Management	3	2	2	3	3
2	1	Business Communication-I	2	3	2	3	2
3	1	Accounting for Business	3	2	2	2	3
4	1	Business Statistics and Logic	2	3	2	2	3
5	1	General English	1	3	1	2	1
6	1	Indian Knowledge System^	2	1	2	1	2
7	1	Environmental Science and sustainability	2	2	3	3	3
8	2	Human Behaviour and Organization	3	3	3	3	3
9	2	Marketing Management	3	2	2	2	3
10	2	Business Economics	3	2	2	2	2
11	2	Emerging Technologies and application	3	3	2	2	2
12	2	Media Literacy and Critical Thinking	2	3	2	2	2
13	2	Indian Constitution	2	2	2	3	2

14	2	Business Communication-II	3	3	2	3	2
15	3	Cost and Management Accounting	3	2	2	2	3
16	3	Legal and Ethical issues in business	2	3	2	2	3
17	3	Human Resource Management	3	2	3	3	2
18	3	Indian Systems of Health and Wellness	1	2	1	2	2
19	3	Management Information System (MIS)	3	3	3	2	2
20	3	Yoga/Sports/NCC/NSS/Disaster Management	1	2	1	3	1
21	4	Innovation and Entrepreneurship	3	2	3	2	3
22	4	Operations Management	3	3	3	3	3
23	4	Financial management & project appraisal	3	2	3	3	3
24	4	Business Research methodology	3	3	3	3	3
25	4	Business environment and public policy or	3	3	3	3	3
26	4	Enterprise System and platforms or	2	3	2	2	3
27	4	Geo Politics and impact on business or	2	3	3	2	2
28	4	Public Health and management	2	2	1	2	3
29	4	International business	3	3	2	3	3
30	4	Design Thinking and Innovation	3	3	3	3	3
31	5	Strategic Management	1	2	1	2	2
32	5	Logistics and Supply Chain Management	3	3	3	2	2
33	5	Security Analysis & Portfolio Management	1	2	1	3	1
34	5	Labour Legislations	3	2	3	3	3
35	5	Consumer Behaviour	3	3	3	3	3
36	5	Financial Statement Analysis	3	3	3	3	3
37	5	HR Planning & Development	2	3	2	2	3
38	5	Integrated Marketing Communication	3	2	3	3	3
39	5	Internship/capstone Project	3	3	3	3	3
40	5	Major Project	3	3	3	3	3
41	5	Discipline Specific Elective-Audit Course 1	2	3	2	2	3
42	6	Project Management	3	2	2	2	3
43	6	Business Taxation	3	2	2	2	2
44	6	Strategic Corporate Finance	3	3	2	2	2
45	6	Industrial Relations	2	3	2	2	2
46	6	Digital Marketing	2	2	2	3	2
47	6	Financial Derivatives	3	3	3	3	3
48	6	Organisational Development & Change Management	3	3	3	3	3
49	6	Sales Marketing	2	3	2	2	3
50	6	Company law & Corporate governance	3	2	3	3	3
51	6	Discipline Specific Elective-Audit Course 2	3	2	3	3	3
BBA-Honours with Research							
52	7	Advanced Data Analysis	2	3	2	2	2
53	7	Advanced Research Methodology	2	2	2	3	2
54	7	Financial Analytics	3	3	3	3	3

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55	7	Strategy and Culture	3	2	3	3	3
56	7	Retail Marketing	3	3	3	3	3
57	7	Financial Modelling	3	3	3	3	3
58	7	HR Analytics	2	3	2	2	3
59	7	International Marketing	3	2	3	3	3
60	8	Research Internship Report and Viva-Voce(BBA-Honours with Research)					
BBA Honours							
61	7	AI for Business; Diversity, Equity and Inclusion; Digital Ethnography and Online Communities	3	2	2	2	2
62	7	Entrepreneurial Leadership	3	3	2	2	2
63	7	Financial Analytics	2	3	2	2	2
64	7	Strategy and Culture	2	2	2	3	2
65	7	Retail Marketing	3	3	3	3	3
66	7	Financial Modelling	3	3	3	3	3
67	7	HR Analytics	2	3	2	2	3
68	7	International Marketing	2	3	2	2	3
69	7	Summer Internship-II	3	2	3	3	3
70	8	Financial Risk Management	3	2	3	3	3
71	8	Talent Acquisition and Management	3	3	3	3	3
72	8	Marketing of Services	3	3	3	3	3
73	8	Financial Planning	2	3	2	2	3
74	8	Compensation Management;	3	3	3	3	3
75	8	B2B Marketing	3	2	3	3	3
76	8	Dissertation	3	3	3	3	3

32. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

33. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. They are involved in planning and organizing the activities.

34. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.

Course Specifications 1st Semester

Course Specifications: Principles and Practices of Management

Course Title	Principles and Practices of Management
Course Code	CC101
Course Type	Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Description:

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

2. Course Objectives:

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

3. Course Outcomes

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

1. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:1:0
Total Hours of Interaction	85
Number of Weeks in a Semester	15

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Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

2. Course Contents

Unit 1: Introduction to Management

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

Unit 2: Planning, Organizing and Staffing

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

Unit 3: Leading, Directing and Controlling

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

Unit 4: Strategic Management, Ethics and Social Responsibility

Overview of strategic management, SWOT analysis. PESTEL analysis. Introduction to the Indian roots of management, with special emphasis on leadership style, ethics in ancient India. And strategic formulation, Implementing and evaluating strategies. Ethical issues in management, corporate social responsibility (CSR), Sustainable management practices.

3. Course Map (CO-PO-PSO Map)

Course Outcomes	Programme Outcomes (POs)						Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3						3			
CO-2		2						2		
CO-3					2					2
CO-4			2	3					2	

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

4. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		00
1. Demonstration using Videos	01	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		20
1. Solving Numerical Problems	18	
Practical Work		15
1. Course Laboratory	00	
2. Computer Laboratory	20	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	

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4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		85

5. Course Assessment and Reassessment

- The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.
- The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent	SC1	SC2		
Subcomponent Type	Term Test 1 + Term Test 2	Assignment	Quiz (MCQ)/ Lab	40 Marks
Maximum Marks	30	20	10	
CO-1	X			
CO-2	X	X	X	X
CO-3		X		X
CO-4		X		X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester. Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

6. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, assignment
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Student Presentations
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Effective Time Management in Learning Process
15.	Leadership Skills	Class room lectures
16.	Ability Enhancement	Assignment and Problem Solving
17.	Skill/Vocational Enhancement	Student Presentations

1. Course Resources

1. Text Books (Latest Editions):

1. Koontz Harold and Weihrich Heinz. (2015). 'Essentials of Management', 6th edition, Tata McGraw-Hill, New Delhi.
2. Prasad, L. M. (2015). 'Principles and practice of management'. 9th edition, S Chand and sons.
3. Rao, V.S.P. Management Principles and Applications. Taxmann Publications.
4. Bright, D. et al. Principles of Management. OpenStax Textbooks, Houston
5. Kapoor, Premvir, Principles of Management, Khanna Book Publishing.
6. Jones, G. R., and George, J. M. Essentials of contemporary management. New York, NY: McGraw-Hill Education.
7. Robbins, S. P. & Coulter, M. A. Management. Pearson.

7. References:

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

8. Reflective Exercises and Cases:

1. Entrepreneurial Leadership in Forming High Tech Enclaves: Lessons from the Government of Andhra | F. Warren McFarlan, Espen Andersen, Ramiro Montealegre | Harvard Business School | 308079-PDF-ENG |
2. <https://hbsp.harvard.edu/product/308079-PDF-ENG?>
3. ATH Technologies by Robert Simons and Jennifer Packard

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<https://www.hbs.edu/faculty/Pages/item.aspx?num=52711>

4. Article review and discussion:
5. Application of Ancient Indian Philosophy in Modern Management (http://www.irdindia.in/journal_ijrdmr/pdf/vol5_iss4/8.pdf)
6. Review of Lincoln Electric Co. by Norman Berg.
7. Review of Hawthorne case.
8. Leadership Lessons from India | Peter Cappelli, Harbir Singh, Jitendra V. Singh, Michael Useem | Harvard Business Review | R1003G-PDF-ENG | <https://hbsp.harvard.edu/product/R1003G-PDF-ENG?>
9. Traditional Way of Learning Ayurveda and Practising It: A Dialogue with Vaidya Bhaskarbai Hardikar | Mukund Dixit, Sanjay Verma | IIM Ahmedabad | A00135-PDF-ENG | <https://hbsp.harvard.edu/product/A00135-PDF-ENG?>
10. Forest Essentials: Demystifying India's Luxury Ayurveda Brand | Veena Vohra, Seema Khanvilkar | Ivey Publishing | W28410-PDF-ENG
11. | <https://hbsp.harvard.edu/product/W28410-PDF-ENG?>
12. Atijeevan Foundation: Transforming Scars into Strength | Shubham Sharma, Satyendra C Pandey | Ivey Publishing | W36939-PDF-ENG | <https://hbsp.harvard.edu/product/W36939-PDF-ENG?>
13. How Do Great Leaders Overcome Adversity? By Mayo (2024) <https://hbswk.hbs.edu/item/cold-call-how-do-great-leaders-overcome-adversity>
14. Leadership principles from Hindu scriptures (<https://blog.hua.edu/blog/leadership-principles-from-hindu-scriptures>)
15. 5 Principles of Purposeful Leadership | Hubert Joly | Harvard Business Review | H06YSB-PDF-ENG | <https://hbsp.harvard.edu/product/H06YSB-PDF-ENG?>
16. Bharti Airtel (A) | C.K. Prahalad, M.S. Krishnan, Sheel Mohnot | WDI Publishing | W88C34-PDF-ENG | <https://hbsp.harvard.edu/product/W88C34-PDF-ENG?> [http://www.ibscdc.org/Case_Studies/Leadership/Leadership%2C Organizational Change and CEOs/LDS0028.htm](http://www.ibscdc.org/Case_Studies/Leadership/Leadership%2C%20Organizational%20Change%20and%20CEOs/LDS0028.htm)

Course Specifications: Business Communication-I

Course Title	Business Communication-I
Course Code	BAC126A
Course Type	Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Description:

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

2. Course Objectives:

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

3. Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	1:1:0
Total Hours of Interaction	30
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	50
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

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4. Course Outcomes:

1. Understand the Models of Communication, types, channels, formal and informal business communication for effective business communication.
2. Apply to the barriers of communication and measures to overcome the barriers of business communication and minimize the same.
3. Analyze various kinds of interpersonal business communication through business presentation and to develop team
4. Evaluate Able to present in front of audience with confidence and expertise and receive effective feedback.

1. Course Content:

Unit 1: Introduction to Communication in Organizations

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

Unit 2: Written Communication

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

Unit 3 - Interpersonal Communication

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

Unit 4 - Digital Communication

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

2. Course Map (CO-PO-PSO Map)

Course Outcomes	Programme Outcomes (POs)						Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3						3			
CO-2	3							3		
CO-3			2	2					2	
CO-4					2				2	

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

3. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		10
Demonstrations		5
1. Demonstration using Videos		
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		0
1. Solving Numerical Problems		
Practical Work		0
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop / Course/Workshop / Kitchen		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		5
1. Case Study Presentation		
2. Guest Lecture		
3. Industry / Field Visit		
4. Brain Storming Sessions		
5. Group Discussions		
6. Discussing Possible Innovations		
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		30

Course Assessment and Reassessment

- The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

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- The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		
Subcomponent Type ►	Term Test 1 + Term Test 2	Assignment and Presentation	Quiz (MCQ)/ Lab	50 marks (40% weightage)
Maximum Marks ►	nil	20	10	
CO-1	X			X
CO-2	X	X	X	X
CO-3		X		X
CO-4		X		X
CO-5			X	X

The details of SC1 and SC2 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester. Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

4. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, assignment
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Student Presentations
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Effective Time Management in Learning Process
15.	Leadership Skills	Class room lectures
16.	Ability Enhancement	Assignment and Problem Solving
17.	Skill/Vocational Enhancement	Student Presentations

5. Course Resources

- Essential Reading
- Course notes

Text Books (Latest Editions):

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

References:

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

Reflective Exercises and Cases:

2. Review of Bharat Muni's Natya Shastra (Rasa, Sahridayata & Sadharanikaran)
3. Preparing on curriculum vitae/resume and cover letter
4. Reading of annual reports
5. The Future of Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press | BEP336-PDF-ENG |
<https://hbsp.harvard.edu/product/BEP336-PDF-ENG>
6. Change Management and Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press | BEP334-PDF-ENG |
<https://hbsp.harvard.edu/product/BEP334-PDF-ENG>
7. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tedal Neeley, Tom Ryder | Harvard Business School | 416046-PDF-ENG | <https://hbsp.harvard.edu/product/416046-PDF-ENG?>
8. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff
<https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity>
9. Students are expected to display proficiency in writing the following Business Communication (and be evaluated for internal assessment): Persuasive Letters, Promotion letters and cover Letters; Prepare Elevator Pitch

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Course Specifications: Financial Accounting

Course Title	Financial Accounting
Course Code	BAC127A
Course Type	Discipline Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Description

The aim of the course is to provide students with essential knowledge and skill to analyse the business transactions, prepare and analyse the reforms in financial statements using appropriate software. This course deals with basic concepts and principles of accounting. Course is intended to train the student to identify, classify, record and summarize the business transactions. Students will also be trained to prepare the final accounts for sole proprietary business and company using an Accounting software.

2. Course Objectives

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

3. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:1:0
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- CO-1. To provide an understanding of application of various principles and practice of Accounting
- CO-2. To demonstrate the knowledge on the process of accounting cycle and basic steps involved in Accounting
- CO-3. To apply the knowledge of systematic maintenance of books of accounts to real life business.
- CO-4. To Create company and accounting ledgers under particular groups and Pass the journal entry in respective vouchers in Tally ERP

5. Course Contents

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

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

Unit – II: Recording transactions and Trial balance

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

Unit – III: Final Accounts

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

Unit – IV: Introduction to Tally

Creation of Company, Configure and Features Settings, Creating Accounting Ledgers and Groups, Vouchers Entry, Generating Reports, Selecting and Shutting Company.

6. Course Map (CO-PO-PSO Map)


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		PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
Module/Unit 1	CO1	3	1					3			
Module/Unit 2	CO2	2	1					3	2		
Module/Unit 3	CO3	2	2	2				3	1		1
Module/Unit 4	CO4	2	1	1		1		3	2		1
Module/Unit 5/6 (if any)	Map it to the above COs ONLY (anything that is close to the above Cos)										

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		20
1. Solving Numerical Problems	20	
Practical Work		15
1. Course Laboratory	00	
2. Computer Laboratory	15	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		85

8. Course Assessment and Reassessment

- The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

- The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		
Subcomponent Type ►	Term Test 1 + Term Test 2	Assignment	Quiz (MCQ)/ Lab	40 Marks
Maximum Marks ►	30	20	10	
CO-1	X			X
CO-2	X	X		X
CO-3		X		X
CO-4			X	

The details of SC1 and SC2 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester. Course reassessment policies are presented in the Academic Regulations/Programme Specifications document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No.	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures and laboratory instructions
2.	Understanding	Class room lectures, laboratory instructions and demonstrations
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, laboratory, assignment
5.	Problem Solving Skills	Laboratory, assignment
6.	Practical Skills	Laboratory, assignment
7.	Group Work	Assignment, laboratory
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	---
13.	Information Management	Assignment, examination
14.	Personal Management	Effective management of learning, time management, achieving the learning outcomes
15.	Leadership Skills	Presentation
16.	Ability Enhancement	Laboratory
17.	Skill/Vocational Enhancement	Laboratory

10. Course Resources

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a. Essential Reading

1. Gupta Ambrish. (2016). 'Financial Accounting for Management': An Analytical Perspective 3rd edition, Pearson Education.
2. Ramachandran N, Kakani, Ram Kumar. (2014). 'Financial Accounting for Management', McGraw Hill.
3. Jain S.P., & Narang K L. . Basic Financial Accounting I, New Dehli, Kalyani publishers.
4. Kimmel, Financial accounting, Wiley Publications
5. S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House,
6. New Delhi.
7. Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL
8. learning.
9. Accounting for sustainability: www.ifac.org
10. Peter Bartelmus, E K Seifert, Green Accounting, London, Routledge Publications
11. IFRS sustainability standards: www.ifrs.org

b. Suggested Cases

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

c. Other Electronic Resources

MS Word and Accounting software Tally ERP

Course Specification: Business Statistics and Logic

Course Title	Business Statistics and Logic
Course Code	BAC128A
Course Type	Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Description:

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

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

2. Course Objectives:

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

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



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3. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:1:0
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

4. Course Outcomes (COs):

On having completed this course student should be able to:

CO-1: Demonstrate understanding of measures of central tendency, dispersion, skewness, and kurtosis for summarizing and interpreting data.

CO-2: Apply correlation and regression techniques to analyze relationships between variables.

CO-3: Analyze business-related problems using probability concepts and probability distributions to identify patterns and relationships.

CO-4: Evaluate complex reasoning problems involving series, arrangements, and relations to demonstrate logical decision-making.

5. Course Contents

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

Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation.

Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance.

Unit – II: Correlation and Regression

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

Unit – III: Probability and Probability distributions

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

Unit-IV: Introduction to Logic

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

Practical Component:

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

6. Course Map (CO-PO-PSO Map)

Course Outcomes (Cos)	Programme Outcomes (POs)						Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	1	-	-	2	2	3	2	1	1
CO-2	3	1	-	-	3	2	3	3	1	1
CO-3	3	1	-	-	3	3	3	3	1	2
CO-4	2	3	-	-	3	1	2	2	2	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

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7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		4
1. Demonstration using Videos	4	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		32
1. Solving Numerical Problems	20	
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop / Course/Workshop / Kitchen		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		4
1. Case Study Presentation	2	
2. Guest Lecture		
3. Industry / Field Visit		
4. Brain Storming Sessions		
5. Group Discussions	2	
6. Discussing Possible Innovations		
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		85

8. Course Assessment and Reassessment

- The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.
- The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ▶	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		
Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment	Quiz (MCQ)/ Lab	40 Marks
Maximum Marks ▶	30	20	10	
CO-1	X	X		X
CO-2	X	X	X	X
CO-3	X	X	X	X
CO-4		X	X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester. Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

9. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, assignment
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Student Presentations
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Effective Time Management in Learning Process
15.	Leadership Skills	Class room lectures
16.	Ability Enhancement	Assignment and Problem Solving
17.	Skill/Vocational Enhancement	Student Presentations

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10. Course Resources

- Essential Reading
- Course notes

Textbooks (Latest Editions):

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

Reference Research Paper:

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

Course Specification: General English - I

Course Title	General English - I
Course Code	BAN125A
Course Type	AEC
Department	Management Studies
Faculty	Management and Commerce

1. Course Description:

2. Course Objective

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

3. Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	1:1:0
Total Hours of Interaction	30
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	50
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications


4. Course Outcomes:

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

5. Course Content:

Unit- I: Vocabulary Building


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

Unit-II: Basic Writing Skills

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

Unit- III: Identifying Common Errors in Writing

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

Unit- IV: Nature and Style of sensible Writing

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

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

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

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

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

6. Course Map (CO-PO-PSO Map)

Course Outcomes	Programme Outcomes (POs)						Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	3	3	3	3	3	3	3	3	3
CO-2	3	3	3	3	3	3	3	3	3	3
CO-3	3	3	3	3	3	3	3	3	3	3
CO-4	3	3	3	3	3	3	3	3	3	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		20
Demonstrations		5
1. Demonstration using Videos		
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		0
1. Solving Numerical Problems		
Practical Work		0
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop / Course/Workshop / Kitchen		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		0
1. Case Study Presentation		
2. Guest Lecture		
3. Industry / Field Visit		
4. Brain Storming Sessions		
5. Group Discussions		
6. Discussing Possible Innovations		
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		30

8. Course Assessment and Reassessment

- The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.
- The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
Subcomponent ▶	SC1	SC2		
Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment and Presentation	Quiz - (MCQ)/ Lab	50 Marks
Maximum Marks ▶	Nil	20	10	
CO-1	X			X
CO-2	X	X	X	X
CO-3		X		X
CO-4		X		X
CO-5			X	X

The details of SC1 and SC2 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester. Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

9. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, assignment
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions

11.	Presentation Skills	Student Presentations
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Effective Time Management in Learning Process
15.	Leadership Skills	Class room lectures
16.	Ability Enhancement	Assignment and Problem Solving
17.	Skill/Vocational Enhancement	Student Presentations

10. Course Resources

- Essential Reading
- Course notes

Text/Reference Books (Latest Editions):

1. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.,
2. Effective Communication Skills. Kul Bhushan Kumar, Khanna Book Publishing,
3. Practical English Usage. Michael Swan. OUP.
4. Remedial English Grammar. F.T. Wood. Macmillan.
5. On Writing Well. William Zinsser. Harper Resource Book.
6. Study Writing. Liz Hamp-Lyons and Ben Heasley. Cambridge University Press.
7. Communication Skills. Sanjay Kumar and PushpLata. Oxford University Press.
8. Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press.

Alternative NPTEL/SWAYAM Course:

S.No.	NPTEL/SWAYAM CourseName	Instructor	Host Institute
1	English language for competitive exams	Prof. Aysha iqbal	IIT MADRAS
2	Technical English forengineers	Prof. Aysha iqbal	IITM

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Semester - I

Course Specification: Indian Knowledge System

Course Title	Indian Knowledge System (VIII)
Course Code	BAN126A
Course Type	Multi-Disciplinary
Department	Management Studies
Faculty	Management and Commerce

IKS-VIII: Indian Health, Wellness and Psychology (including Ayurved)

Course Objectives

- Understanding the fundamental principles of Indian health systems such as Ayurveda and yoga which are useful in maintaining the health of a healthy person
- Practical implementation of health principles to correct the intake of our food, air, water and sunlight to achieve perfect health.
- Understanding traditional way of cleansing the body regularly, strengthening body with Yogic exercises, maintaining the internal balance to prevent diseases.
- Understanding our unique Mind Body Constitution and choosing the right lifestyle suitable to maintain the internal balance.
- Understanding the influence of external environment on internal health and ways to synchronise our body and mind with nature to ensure smooth functioning of all organ systems of our body.
- Understanding mind and its dynamics through knowledge of Ayurveda and Yoga and using the knowledge to maintain harmony between body and mind to achieve perfect mental health.

1. Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	1:1:0
Total Hours of Interaction	30
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	50
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

2. Course Outcomes:

- Analyze the human body's constitution using Pancha Maha Bhuta, Dosha-Dhatu-Mala, and Prakruti concepts to evaluate health status
- Apply Ayurvedic principles to interpret body–mind interactions and suggest immunity-enhancing practices.
- Design personalized health regimens for holistic physical and mental well-being.
- Explain Yoga's philosophy, branches, and techniques (Ashtanga Yoga, Shatkriyas) to promote physical, mental, and spiritual balance.
- Evaluate the influence of Manas, Triguna, Tridosha, and consciousness on psychological well-being and propose solutions for mental harmony.

3. Course content:**Module 1: Understanding human body [Duration: 8 Lectures]**

Introduction to Ayurveda, the Knowledge of Life, Health and treatment aspects in Ayurveda, Influence of Pancha maha bhuta on Internal environment of Human being, Understanding composition of Human body through the concept of Dosha Dhatu Mala, Understanding Prakruthi , the Mind – Body Constitution.

Module 2: Understanding the communication between body & Mind

Establishing communication between body and mind by understanding the language of body. Understanding the concept of Agni, Koshta, Sara and Ojas and their relevance in enhancing our immunity to protect from various infections. Looking at

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the world through the lenses of Dravya, Guna and Karma Applying the principle of Samanya and Vishesha in every aspect of life to achieve perfect health.

Module 3: Introduction to Health Regimen

Understanding Swastha vritta, the healthy regimen to maintain state of wellbeing Dinacharya, the Daily regimen including Daily detoxification, exercise, Intake of Food, Water, Air and Sunlight, work and ergonomics, Rest and sleep hygiene. Ritu charya, the seasonal regimen, Sadvritta and the concept of social wellbeing, understanding trividha upastambhas, three pillars to health, Concept of Shadrasa in choosing appropriate nourishment to the body and mind.

Module 4: Introduction to Yoga

Definition, Meaning and objectives of Yoga, Relevance of yoga in modern age. Brief Introduction of Hatha yoga, Raja yoga, Karma yoga, Gyana Yoga, Bhakti yoga Understanding eight steps of Ashtanga yoga, Understanding Shatkriyas , the six cleansing procedures of Yoga

Module 5: Introduction to Indian Psychology

Concept of Manas in Ayurveda and understanding Mind Body harmony, Triguna based Psychology in Ayurveda and Yoga, Influence of Tri dosha on Mind, Mind body intellect and consciousness complex, Understanding Consciousness and solution to issues within Human Mind.

4. Course Map (CO-PO-PSO Map)

Course Outcomes	Programme Specific Outcomes (PSOs)								
	PO-1	PO-2	PO-3	PO-4	PSO-1	PSO-2	PSO-3	PSO-4	
	CO-1	3			2	2	3	2	1
CO-2	3		2	2	2	3	2	2	
CO-3	3	2	2	3	3	2	3	2	
CO-4	3	2			2	1	3	2	
CO-5	3	2		2	2	2	3	2	

5. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		15
Demonstrations		5
1. Demonstration using Videos		
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop / Course/Workshop / Kitchen		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		5
1. Case Study Presentation		
2. Guest Lecture		
3. Industry / Field Visit		
4. Brain Storming Sessions		
5. Group Discussions		
6. Discussing Possible Innovations		
Term Tests, Laboratory Examination/Written Examination, Presentations		5
Total Duration in Hours		30

6. Course Assessment and Reassessment

- The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.
- The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

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Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		
Subcomponent Type ►	Term Test 1 + Term Test 2	Assignment and presentations	Quiz (MCQ)/ Lab	50 Marks
Maximum Marks ►	nil	20	10	
CO-1	X		X	X
CO-2	X	X		X
CO-3		X		X
CO-4		X		X
CO-5			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester. Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

7. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, assignment
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Student Presentations
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Effective Time Management in Learning Process
15.	Leadership Skills	Class room lectures
16.	Ability Enhancement	Assignment and Problem Solving
17.	Skill/Vocational Enhancement	Student Presentations

8. Course Resources

- Essential Reading
- Course notes

Reference:

1. The Charaka Samhita
2. The Susruta Samhita
3. Teh Ashtanga Hridaya
4. Dr Deepak Chopra, Perfect Health--Revised and Updated: The Complete Mind Body Guide, Harmony publication, 2001
5. Vasant lad, Ayurveda, the Science of Self-healing: A Practical Guide: Science of Self- healing, lotus press, 1984
6. The Hatha yoga pradipika
7. The Patanjali yoga sutras
8. The Gheranda samhita
9. BKS Iyengar, Light on Yoga: The Classic Guide to Yoga by the World's Foremost Authority, thronson publication, 2006
10. Swamy Satyananda Saraswati, Asana, Pranayama, Mudra and Bandha, Bihar School of Yoga, 2002


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Course Specification: Environmental Science and Sustainability

Course Title	Environmental Science and Sustainability
Course Code	BAV125A
Course Type	VAC
Department	Management Studies
Faculty	Management and Commerce

1. Course Description:

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

2. Course Objective(s):

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

3. Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	2:0:0
Total Hours of Interaction	30
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	50
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

4. Course Outcome(s):

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

5. Course Content:**Unit 1: Understanding Environment, Natural Resources, and Sustainability**

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


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Unit 2: Ecosystems, Biodiversity, and Sustainable Practices

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

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

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

Unit 4: Social Issues, Legislation, and Practical Applications

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

6. Course Map (CO-PO-PSO Map)

Course Outcomes	Programme Outcomes (POs)						Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	3	2	2	2	1	3	2	2	2
CO-2	3	3	3	2	3	2	3	3	2	2
CO-3	3	3	3	3	3	2	3	3	3	2
CO-4	3	3	3	3	3	2	3	3	3	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		15
Demonstrations		5
1. Demonstration using Videos		
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory		
2. Computer Laboratory		
3. Engineering Workshop / Course/Workshop / Kitchen		
4. Clinical Laboratory		
5. Hospital		
6. Model Studio		
Others		5
1. Case Study Presentation		
2. Guest Lecture		
3. Industry / Field Visit		
4. Brain Storming Sessions		
5. Group Discussions		
6. Discussing Possible Innovations		
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		30

8. Course Assessment and Reassessment

- The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.
- The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ▶	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		
Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment and presentations	Quiz (MCQ)/ Lab	50 Marks
Maximum Marks ▶	nil	20	10	
CO-1	X			
CO-2	X	X	X	
CO-3		X		

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CO-4		X		X
CO-5			X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester. Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

9. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, assignment
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Student Presentations
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Effective Time Management in Learning Process
15.	Leadership Skills	Class room lectures
16.	Ability Enhancement	Assignment and Problem Solving
17.	Skill/Vocational Enhancement	Student Presentations

10. Course Resources

- Essential Reading
- Course notes

Readings:

Text Books (Latest Editions):

- Poonia, M.P. *Environmental Studies*, Khanna Book Publishing Co.
- Bharucha, E. *Textbook of Environmental Studies*, Orient Blackswan Private Ltd.
- Dave, D., & Katewa, S. S. *Text Book of Environmental Studies*. Cengage Learning India Pvt Ltd.

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

ReferencesWeb links:

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







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2nd Semester

Course Specifications: Human Behaviour and Organization

Course Title	Human Behaviour and Organization
Course Code	BAC129A
Course Type	Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course will cover principles and concepts to understand how individuals interact with each other and their environment in organizational contexts. Students will explore topics such as motivation, perception, personality, leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and real-world applications.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:1:0
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

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

4. Course Contents

Unit 1 Introduction to Human Behavior and Organization

Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models

Unit 2 Individual Behavior

Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values. **Motivation** – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory).

Unit 3 Group & Team Behaviour

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

Unit 4: Leadership & Power

Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic): Comparison of Indian leadership styles with other countries. Bases of Power.

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

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)						Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2	2	1	2	1	2	2	2	3	2
CO-2	1	3	2	1	2	3	2	2	2	1
CO-3	3	3	3	2	2	3	3	3	3	1
CO-4	3	3	3	2	1	3	2	1	3	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

2. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		60
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	

2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		
1. Case Study Presentation	00	10
2. Guest Lecture	02	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	02	
5. Group Discussions	06	
6. Discussing Possible Innovations	00	
7. Workshop	00	
Term Tests, Laboratory Examination/Written Examination, Presentations	10	
Total Duration in Hours		85

3. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		
Subcomponent Type ►	Term Test 1 + Term Test 2	Assignment	Quiz / Group Activity/ Presentation	40 Marks
Maximum Marks ►	30	20	10	
CO-1	X			X
CO-2	X	X	X	X
CO-3		X		X
CO-4		X		X

The details of SC1 and SC2 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations/Programme Specifications document.

4. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	Role plays
6.	Practical Skills	---
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Role Plays
15.	Leadership Skills	Group Discussions
16.	Ability Enhancement	Group presentation
17.	Skill/Vocational Enhancement	Individual presentation

5. Course Resources

a. Text Books (Latest Editions):

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

b. Reflective Exercises and supplementary readings:

Unit 1

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

Unit 2

1. Assess the ways of self-directed Learning.



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Unit 3

1. Watch the movie "Ruka hua Faisla"/12 Angry Men on group decisionmaking.
2. Reflective essay on group behaviour on "Draupadi Cheer Haran"
3. Identify a firm and analyze how business decisions are made in a particular situation as Individuals versus a team. Also, state which form is better and why.
4. Understanding Belbin Individual Team Roles
5. <https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-ReportSample.pdf>.

Unit 4

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

Unit 5

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

6. Learning Outcomes:

After completing this Course Students will be able to:

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

7. Course Organization

Course Code	BAC106A	
Course Title	Organisational Behaviour	
Course Leader's Name	As per Timetable	
Course Leader's Contact Details	Phone:	080 4536 6666
	E-mail:	As per Timetable
Course Specifications Approval Date		
Next Course Specifications Review Date		

Course Specifications: Marketing Management

Course Title	Marketing Management
Course Code	BAC130A
Course Type	Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Description

The Marketing Management course is designed to provide undergraduate students with a foundational understanding of the core principles of modern marketing. This course introduces the marketing function within organizations and equips students with essential knowledge of the Marketing Mix elements, consumer behavior, and emerging trends in marketing. Through a combination of theoretical concepts and practical insights, students will gain a comprehensive understanding of the strategic role marketing plays in driving organizational success.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:1:0
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- CO-1. Describe foundational marketing concepts, functions, and the significance of marketing in the contexts of organization and economy
- CO-2. Analyze the consumer buying behavior patterns in consumer and business markets, and the processes of segmentation, targeting, and positioning
- CO-3. Apply marketing mix elements to real-world scenarios
- CO-4. Examine new marketing realities and assess the ethical and social responsibilities of marketing practices

4. Course Contents

Unit 1 (Introduction to Marketing Management): Marketing Concepts, Significance & functions of Marketing, Relevance of Marketing in a developing economy. Role & functions of Marketing Manager, Marketing process, Consumer needs and wants, Scanning the marketing macro-environment and micro-environment, Types of Markets, Marketing Plan, Marketing budget.


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Unit 2 (Consumer Behavior, Segmentation, Targeting and Positioning): Consumer Markets and Business Markets, Model of Consumer behavior, Factors affecting Consumer Behavior, Buying Decision Process, Stimulus Response Model of Consumer Behavior, The Rise of Consumer Democracy, Segmenting, Targeting, and Positioning, Study of competition and dealing with competition, Brands and Introduction to branding.

Unit 3 (Marketing Mix): Products and Product strategy: Product Concept, Product levels, Product Mix, Packaging, Product Strategies, Product Lifecycle, Methods of product and services differentiation .

Pricing: Pricing Concepts - Determinants of Price, Pricing Policies, Methods and Strategies. Process of setting price.

Distribution Channels: Design of channels, Role of marketing channels, channel design decisions, channel management decisions.

Promotion: Promotion mix and comparison of various communication channels. Role of Marketing Communications, Types of Marketing Communication, developing effective communications, integrated marketing communication mix

Unit 4 (New Marketing Realities): Digital Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only). Sales and Marketing, Sales Functions. Ethics and social responsibility in Marketing

5. Course Map (CO-PO-PSO Map)

Course Outcomes	Programme Outcomes (POs)						Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	1					1			
CO-2		2			3			2		
CO-3		1		1	2		3			
CO-4			2			1			3	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution										

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		60
Demonstrations		00
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop /	00	

Kitchen		
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		
1. Case Study Presentation	05	15
2. Guest Lecture	05	
3. Industry / Field Visit	05	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		85

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		
Subcomponent Type ►	Term Test 1 + Term Test 2	Assignment	Quiz (MCQ)/ Lab/ Presentation	40 Marks
Maximum Marks ►	30	20	10	
CO-1	X		X	X
CO-2	X		X	X
CO-3	X	X	X	X
CO-4	X	X	X	X

The details of SC1 and SC2 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments

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3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignments, case study and group discussions
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	Group discussions
16.	Ability enhancement	
17.	Skill / vocational enhancement	

9. Course Resources

A. Essential Reading

1. Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N. Sheth, G. Shainesh. (2022). 'Marketing Management', Pearson Education, 16th edition.
2. Ramaswamy, V.S. & Namakumari, S. Marketing Management: Indian Context Global Perspective (6th edition). Sage Publications India Pvt. Ltd
3. Class Notes
4. Handouts and pre-reads, if any, given by the Course Leader.

B. Recommended Reading

1. C. K. Prahalad: The Fortune at the Bottom of the Pyramid
2. Kumar, N. Marketing as Strategy: Understanding the CEO's Agenda for driving Growth and Innovation. Harvard Business Review Press.
3. Sheth, J. N., & Sisodia, R. S. (Eds). Does Marketing Need Reform? Fresh Perspectives on the Future. Routledge.

C. Magazines and Journals

1. Journal of Marketing
2. Harvard Business Review
3. Business Line
4. The Economic Times

D. Websites

1. www.hbr.org
2. www.nptel.ac.in
3. www.swayam.gov.in

E. Other Electronic Resources

EBSCO, Business Standard

Course Specifications: Business Economics

Course Title	Business Economics
Course Code	BAC131A
Course Type	Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

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

2. Course Objectives:

- CO1: Understand basic economic concepts such as scarcity, demand, supply, and elasticity relevant to business decisions.
- CO2: Understand the behavior of consumers and producers using simple economic theories.
- CO3: Explain different types of market structures and basic price determination.
- CO4: Understand basic macroeconomic concepts and their relevance to business and the economy.

3. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:1:0
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications

4. Course Outcomes (COs)

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

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


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5. Course Contents

Unit-1: Fundamentals and Basic elements of Microeconomics

The Economic Problem: Scarcity and Choice, Nature and Scope-Positive and Normative Economics. Scope of Study and Central Problems of Micro and Macroeconomics. Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand. Supply Schedule: individual and market supply, determinants of supply, law of supply, Elasticity of supply. Determination of demand and supply, effect of a shift in demand and supply.

Unit-2: Producer and Consumer Behavior

Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium. Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves. Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi- Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.

Unit-3: Analysis of Market

Concept of Market and Main Forms of Market. Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, and oligopoly.

Unit-4: National Income and Various Indian Economy Challenges

Circular Flow of Income. Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income. A Brief Introduction of Indian Economy - Pre-and Post-Independence. Current Challenges Facing by Indian Economy- Human Capital Formation, Poverty, Dynamic Business Environment, Trade with Various Nations, Sustainable Economic Development.

6. Course Map (CO-PO-PSO Map)

Course Outcomes	Programme Outcomes (POs)						Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	1		2	1		3	2		
CO-2	3	1		2	2		3	2	1	
CO-3	3	2		3	2	1	3	3	2	
CO-4	3	2	1	2	2	1	2	3	2	1

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		60
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00

1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		85



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8. Course Assessment and Reassessment

- The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.
- The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		
Subcomponent Type ►	Term Test 1 + Term Test 2	Assignment/ Presentations	Quiz (MCQ)/ Lab/ Activity	40 Marks
Maximum Marks ►	30	20	10	
CO-1	X	X	X	X
CO-2	X	X	X	X
CO-3	X	X	X	X
CO-4	X	X	X	X
CO-5		X	X	X

The details of SC1 and SC2 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester. Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room Lectures, Case Discussions
2.	Understanding	Class room Lectures, Assignments
3.	Critical Skills	Class room Lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	Case Discussions, assignments
6.	Practical Skills	Moot Courts
7.	Group Work	Group discussions
8.	Self-Learning	Moot Courts
9.	Written Communication Skills	Examination, assignment
10.	Verbal Communication Skills	Group Discussions, Moot Courts
11.	Presentation Skills	Group Discussions, Moot Courts
12.	Behavioral Skills	Group Discussions
13.	Information Management	Assignments
14.	Personal Management	---

S. No	Curriculum and Capabilities Skills	How imparted during the course
15.	Leadership Skills	Moot Courts

10. Course Resources

Readings:

Text Books (Latest Edition):

1. Varian. H.R: Micro Economics A modern Approach
2. Ahuja, H.L. Advanced Economic theory
3. J. Shapiro: Macro Economic Theory and Policy
4. Branson, W. H. (1989). Macroeconomic Theory and Policy
5. Koutsoyiannis, A. (1979). Modern Microeconomics

References:

- Course Resources
- Essential Reading
- Course notes
- Ricketts, M. (2002). *The Economics of Business Enterprise*
- Das, S. P. (2007). *Microeconomics for Business" by Satya P. Das*
- Farnham, P. G. (2019). *Economics for Managers*
- Molyneux, P. (2016). *Global Business Economics and Finance*
- Rajan, R. G. (2010). *Fault Lines: How Hidden Fractures*
- Rajan, R. G., & Zingales, L. (2003). *Saving Capitalism from the Capitalists: Unleashing the Power of Financial Markets to Create Wealth and Spread Opportunity.*
- **Online Resources:**
- <https://www.worldbank.org>
- <https://www.imf.org>
- <https://www.oecd.org>
- <https://policonomics.com>

Other Electronic Resources

- <https://www.jstor.org>
- <https://www.ebsco.com>
- <https://www.khanacademy.org>


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Course Specifications: Emerging Technologies and Applications

Course Title	Emerging Technologies and Applications
Course Code	BAM125A
Course Type	Skill Enhancement courses
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course trains the students with Information Technology tools which includes various Office Automation Tools for individuals and corporate. The aim of the course is to provide a comprehensive understanding of emerging technologies such as block chain, IoT, cloud computing, robotics, AR/VR, etc. The student will be trained to explore the applications, implications, and strategic advantages of emerging technologies in business for competitive advantage.

2. Course Objectives:

1. The course aims to trains the students with Information Technology tools which includes various Office Automation Tools for individuals and corporate.
2. The course aims to provide a comprehensive understanding of emerging technologies such as block chain, IoT, cloud computing, robotics, AR/VR, etc.
3. The course will help students to explore the applications, implications, and strategic advantages of emerging technologies in business for competitive advantage

3. Course Size and Credits:

Number of Credits	2
Credit Structure (Lecture: Tutorial: Practical)	1:0:1
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	50
Pass Criterion	As per the Academic Regulations/Program Specifications
Attendance Requirement	As per the Academic Regulations/Program Specifications



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4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

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

5. Course Contents

Unit-1: Cloud Computing

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

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

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

Unit-3: Block chain Technology

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

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

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

Practical (Suggestive List):

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

6. Course Map (CO-PO-PSO Map)

Course Outcomes	Programme Outcomes (POs)						Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2	3	1	2	3	1	2	2		3
CO-2	3	1	2	3	2	3	3	3	2	1
CO-3	1	2	3	3	2	3		3	2	2
CO-4	3	2	3	2	3	3	2	3	3	1

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		5
1. Course Laboratory	00	
2. Computer Laboratory	5	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		05
1. Case Study Presentation	02	
2. Guest Lecture	02	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		
Total Duration in Hours		55

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8. Course Assessment and Reassessment

- The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.
- The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		
Subcomponent Type ►	Term Test 1 + Term Test 2	Assignment and presentations	Quiz (MCQ)/ Lab	20 Marks
Maximum Marks ►	Nil	20	10	
CO-1			X	X
CO-2		X	X	X
CO-3		X	X	X
CO-4		X	X	X

The details of SC1 and SC2 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester. Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room Lectures, Case Discussions
2.	Understanding	Class room Lectures, Assignments
3.	Critical Skills	Class room Lectures, Assignments
4.	Analytical Skills	Brainstorming Sessions
5.	Problem Solving Skills	Case Discussions, assignments
6.	Practical Skills	Moot Courts
7.	Group Work	Group discussions
8.	Self-Learning	Moot Courts
9.	Written Communication Skills	Examination, assignment
10.	Verbal Communication Skills	Group Discussions, Moot Courts
11.	Presentation Skills	Group Discussions, Moot Courts
12.	Behavioral Skills	Group Discussions
13.	Information Management	Assignments
14.	Personal Management	---
15.	Leadership Skills	Moot Courts

10. Course Resources

Essential Readings:

Text Books (Latest Edition):

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

References:

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

Suggested Exercises and Cases

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



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Course Resources

A. Essential Reading

1. Laboratory Manual and Class Notes
2. Rajaraman, V. and Adabala Neeharika., (2014). 'Fundamentals of Computers', 6th edition, PHI Learning Pvt. Ltd.
3. Lambert, Joan. and Frye Curtis., (2016). 'Microsoft Office 2016 Step by Step', 2nd edition, India, Microsoft Press.
4. Bulsari, S., Sinha, S. and Pandya, K., (2012). 'SPSS in Simple Steps', New Delhi, DreamTech Press.

B. Recommended Reading

5. ITL Education Solutions Limited, (2011). 'Fundamentals of Computers', For Undergraduate Courses in 'Commerce and Management', India, Pearson Education.
6. House, Dorothy. (2015). 'Microsoft Word, Excel, and PowerPoint': Just for Beginners, UK, Outskirts Press.
7. Meyers, L.S., Gamst, G.C. and Guarino, A.J., (2013). 'Performing Data Analysis', Using IBM SPSS, 1st edition, Wiley-Blackwell.

C. Magazines and Journals

8. Inside Microsoft Office Magazine, The Coding Institute, Monthly
9. Data Quest, Cyber Media India Ltd, Fortnightly

D. Websites

10. "what-is-powerpoint", (Retrieved on 5th June 2022)
https://support.microsoft.com/en-us/office/what-is-powerpoint-5f9cc860-d199-4d85-ad1b-4b74018acf5b?wt.mc_id=otc_powerpoint#
11. "Excel 2013 - Getting Started with Excel", (Retrieved on 5th June 2022)
<https://edu.gcfglobal.org/en/excel2013/getting-started-with-excel/1/>

E. Other Electronic Resources

12. MS Office

Course Specifications: Media Literacy and Critical Thinking

Course Title	Media Literacy and Critical Thinking
Course Code	BAN127A
Course Type	Multi-Disciplinary Elective Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

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

2. Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	2:0:0
Total Hours of Interaction	30
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	50
Pass Criterion	As per the Academic Regulations/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- CO-1 Explain the basic concepts, functions, and evolution of management
- CO-2 Apply planning and decision-making concepts to simple business situations
- CO-3 Analyse organisational structure and staffing practices in organisations
- CO-4 Evaluate the role of directing, communication, leadership, and supervision in managerial effectiveness
- CO-5. Apply basic control techniques and understand contemporary management issues, including the role of artificial intelligence in management.

4. Course Contents

Unit 1 (Foundations of Media Literacy and Critical Thinking): Core principles of media literacy and critical thinking; Definition and significance of media literacy, its historical evolution within the Indian context; Understanding media as a powerful communication tool and its role in shaping societal perceptions and behaviors

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Unit 2 (Deconstructing Media Texts): Forms of media texts, including print, broadcast, digital, and social media; Textual analysis and the deconstruction of visual media using semiotics; The impact of media representations on individual perceptions and societal attitudes, from relevant case studies in the Indian context.

Unit 3 (Media Consumption and Production Dynamics): Dynamics of media production, distribution, and consumption in India: Influence of ownership and control structures on media content; Techniques for critically evaluating media content and analysing audience consumption patterns

Unit 4 (Ethics, Regulation, and Digital Media Literacy): Ethical and regulatory considerations inherent in media practices and the evolving landscape of digital media literacy. Ethical principles in media, the regulatory framework governing media content, and the role of self-regulatory bodies in upholding ethical standards; Digital media's impact on contemporary media literacy practices, strategies for navigating online information, and promoting digital citizenship

5. Course Map (CO-PO-PSO Map)

Course Outcomes	Programme Outcomes (POs)						Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	1	1				1			1
CO-2	2	2	2	1			3	2	1	
CO-3	2	1	3	2			2	2	2	
CO-4	2	3	3	1			1	1	3	2
CO-5	2	2	2	3			2	3	1	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		10
Demonstrations		03
1. Demonstration using Videos	03	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		12

1. Case Study Presentation	03	
2. Guest Lecture	02	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	03	
5. Group Discussions	04	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations	5	
Total Duration in Hours	30	

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Com (Hons) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ▶	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		
Subcomponent Type ▶	Term Test 1 + Term Test 2	Assignment	Quiz (MCQ)/ Lab	20 Marks
Maximum Marks ▶	NIL	20	10	
CO-1			X	X
CO-2			X	X
CO-3		X	X	X
CO-4		X	X	X
CO-5		X	X	X

The details of SC1 and SC2 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester. Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, assignment
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation

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8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Student Presentations
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Effective Time Management in Learning Process
15.	Leadership Skills	Class room lectures
16.	Ability Enhancement	Assignment and Problem Solving
17.	Skill/Vocational Enhancement	Student Presentations

9. Course Resources

a. Essential Reading

1. Potter, W. J. Media literacy (8th ed.). SAGE Publications.
2. Hobbs, R. Media literacy in the digital age. Routledge.
3. Bhaskar, N. K. Media laws and ethics in India. Lexis Nexis.

b. Recommended Reading

1. Halpern, D. F. Thought & knowledge: An introduction to critical thinking (5th ed.). Psychology Press.
2. Kahneman, D. Thinking, fast and slow. Farrar, Straus and Giroux.
3. Baran, S. J., & Davis, D. K. Mass communication theory: Foundations, ferment, and future (8th ed.). Cengage Learning.
4. Kahne, J., & Bowyer, B. Media literacy education in action: Theoretical and pedagogical perspectives. Routledge.
5. Barbour, K., & Marshall, J. The media literacy handbook. ASCD.
6. West, R., & Turner, L. H. Understanding intercultural communication: Negotiating a grammar of culture (2nd ed.). Routledge.
7. Aufderheide, P., & Jaszi, P. Reclaiming fair use: How to put balance back in copyright (2nd ed.). University of Chicago Press.
8. Hammond, J. S., Keeney, R. L., & Raiffa, H. Smart choices: A practical guide to making better decisions. Harvard Business Review Press.

c. Magazines and Journals

1. Harvard Business Review (HBR). Available at: <https://hbr.org/>
2. Business Line

Course Specifications: Indian Constitution

Course Title	Indian Constitution
Course Code	BAN128A
Course Type	Ability Enhancement Compulsory Courses
Department	Management
Faculty	Management and Commerce

1. Course Summary

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

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

2. Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	1:0:1
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Commerce
Total Course Marks	50
Pass Criterion	A student is required to score a minimum of 40% in both component 1 and component 2 put together. Attending Component 1 and Component 2 is mandatory.
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- CO-1 Students of the BBA programme get equipped with a knowledge of the Indian Constitution, particularly from the perspective of economic governance and business.
- CO-2 They begin to develop a nuanced analytical framework about ongoing constitutional debates and battles which affect the domain of business.
- CO-3 Developing a sense of how questions of economic growth have to be balanced with other constitutional commitments, including social and economic justice.
- CO-4 Suggest strategies for protection of human rights and resolving legal issues in compliance with applicable laws.


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4. Course Contents

Unit 1: An Economic History of the Constitution of India

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

Unit 2: Fundamental Rights and Business in India

Article 19(1)(g), grants every citizen the right, to practice any profession, or to carry on any profession, occupation, trade, or business. Like other fundamental rights, this right is subject to reasonable restrictions imposed by the state. This particular provision of the Constitution has been one of the most severely litigated freedoms. Fundamental Duties, Inherent, inalienable, universal, indivisible, values, dignity, liberty, equality, justice, unity in diversity, classification of rights, classification of duties, correlation of rights and duties, need for balance between rights and duties, freedom and responsibility

Unit 3: Fiscal Federalism

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

Unit 4: Constitutional battles that shaped the economy

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

5. Course Map (CO-PO-PSO Map)

	Programme Outcomes (POs)						Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	3	2	2				3	2	2	
CO-2	2	3	2	1	2		2	3	2	2
CO-3	2	2	3	1			2	2	3	2
CO-4	1	2	3			1		2	3	2
CO-5										
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution										

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration
in Hours		40
Face to Face Lectures		5
Demonstrations	0	
1. Demonstration using Videos	5	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		10
1. Solving Numerical Problems		
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory		
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio		10
Others		
14		
1. Case Study Presentation/Role Play	10	
2. Guest Lecture	00	
3. Industry / Field Visit		00
4. Brain Storming Sessions		00
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		00
Total Duration in Hours		55

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Com (Hons) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

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Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		
Subcomponent Type ►	Term Test 1 + Term Test 2	Assignment	Quiz (MCQ)/lab	20 Marks
Maximum Marks ►	NIL	20	10	
CO-1			X	X
CO-2		X	X	X
CO-3		X	X	X
CO-4		X	X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document.				

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document/Programme Specifications document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures and demonstrations
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room and assignment
5.	Problem Solving Skills	Class room (solving numerical) and assignment
6.	Practical Skills	class room and assignment
7.	Group Work	Assignment
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	---
13.	Information Management	Assignment, examination and presentation
14.	Personal Management	---
15.	Leadership Skills	Class room lectures
S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures

9. Course Resources

a. Essential Reading

1. Course notes
2. The Oxford Handbook of the Indian Constitution, Oxford university press.
3. Tulsian, PC. (2008) Business Law, Tata McGraw Hill, New Delhi
4. Donnelly, J. (1998) International Human Rights, 2nd ed, Westview Press

b. Recommended Reading

1. Gulshan , S. S and Kapoor, G. K. (2005) Business Law including Corporate Laws, New Age International (P) Ltd. Publishers, New Delhi
2. Perry, M. (1998) The Idea of Human Rights, Oxford University Press
3. K Swamyraj (2017), Law of Contract (General Principles), God's Grace Publication, New Delhi
4. D D Basu (1983), Constitutional Law of India, Lexis Nexis Butterworths Publication, Nagpur
5. Introduction to Intellectual Property Theory and Practice (1997), World Intellectual Property Organisation, Geneva
6. Smith, R. (2007) Textbook on international human rights 3rd edn, Oxford University Press

c. Cases

1. Rustom Cavasjee Cooper v. Union of India, (1970) 1 SCC 248
2. State of Rajasthan v. Mohan Lal Vyas, AIR 1971 SC 2068 (confirmation of a private monopoly, not a violation of fundamental right)
3. Mithilesh Garg v. Union of India, (1992) 1 SCC 168 : AIR 1992 SC 221 (Right to carry on business, not breached when it is liberalised)
4. Chintamanrao v. The State of Madhya Pradesh, AIR 1951 SC 118 (scope of reasonable restrictions in relation to trade and occupation)
5. Cooverjee B. Bharucha v. Excise Commissioner, Ajmer, AIR 1954 SC 220 (the reasonableness of the restriction imposed may depend upon the nature of the business and prevailing conditions including public health and morality)
6. T. B. Ibrahim v. Regional Transport Authority. Tanjore, AIR 1953 SC 79
7. Harman Singh v. RTA, Calcutta, AIR 1954 SC 19
8. Dwarka Prasad Laxmi Narain v. State of U.P., AIR 1954 SC 224
9. State of Bombay v. R.M.D. Chamarbaugwala, AIR 1957 SC 699
10. Parbhani Transport Coop. Society Ltd. v. Regional Transport Authority, Aurangabad, AIR 1960 SC 801.
11. State of Bombay v. R. M. D. Chamarbaugwala, (1957) S.C.R. 874,
12. G.K.Krishnan vs State of Tamil Nadu, 1975 SCC (1) 375.
13. Automobile Transport (Rajasthan) Ltd. Vs State of Rajasthan, AIR 1962 SC 1406

d. Websites

1. <http://industrialrelations.naukrihub.com/industrial-relation-policy.htm>
2. <http://labour.nic.in/>
3. <http://whitepapers.businessweek.com/tlist/Legal-Environment.html>
4. <http://nptel.ac.in/>

e. Other Electronic Resources

1. Electronic resources on the course area are available on MSRUAS library



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Course Specifications: Business Communication-II

Course Title	Business Communication-II
Course Code	BAC132A
Course Type	Core Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Description

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

2. Course Size and Credits:

Number of Credits	02
Credit Structure (Lecture: Tutorial: Practical)	1:1:0
Total Hours of Interaction	55
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations/Programme Specifications
Attendance Requirement	As per the Academic Regulations/Programme Specifications

3.Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

1. Comprehend the concept, process, and importance of business communication with a strategic imperative
2. Apply the basic principles and techniques of various workplace communication including digital communication skills
3. Analyze to master the art of intra and interorganizational communication
4. Evaluate the students in communicating effectively for the purpose of gaining employment

4.Course Contents

Unit 1 (Written communication: intra organizational/ departmental/ workplace communication): Need and Types, Basics of Writing Office Circulars, Agenda, Notice, Office Memoranda, Office Orders, News Letters; Positive and Negative Messages, Use of Technology for Communication, Effective IT communication tools- Electronic mail: advantages, safety and smartness in writing email, E-mail etiquettes; Use of online social media for communication and Public Relations; Ethical dilemmas in use of social media for communication. Report Writing: Types of Business Reports, responding to request for proposals (RFP), response to RFP, Formal Report- Components and Purpose, Organizing Information- Outlining & Numbering Sections, Section Headings, Sub-Headings, & Presentation; Reporting in Digital Age, Writing Reports on Field Work/Visits to Industries, Business



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Proposals; Summarizing Annual Reports of Companies- Purpose, Structure and Principles; Drafting Minutes of a Meeting;

Corporate Communication- channels of corporate communication, target segments of corporate communication, types of corporate communication; Managing Crisis- Communication; Managing communication during change; Culture as communication

Unit 2 (Oral Communication, Professionalism and teamwork): Meaning, Nature, and Scope of Effective Oral Communication; Techniques of Effective Speech, Media for Oral Communication- Face-to-Face Conversation, Teleconferences, Press Conference, Telephonic Conversations, Radio Presentation, Public address and Podcast.

Constructing Oral Report; Group Discussion, Teams communication; Communication during online meeting; Online and offline professional etiquettes; Conducting appraisals, conducting interviews.

Unit 3 (Negotiation Skills and Cross-Cultural Communication): Products and Product strategy: Negotiation communication with vendors, suppliers, employees and other stakeholders; BATNA & communication during negotiations; Body language and negotiation; Impact of globalization on organizational communication; Cross-Cultural frameworks (ex. Geert Hofstede); Culture & appropriate communication; Etic and Emic approaches to Culture; Communication to a diverse workforce; Overcoming barriers and biases in Cross-Cultural Communication; Building Inter-Cultural Workplace Skills; Cross-cultural etiquettes across clusters/countries

Unit 4 (Contemporary Communication): Digital communication- individual communicating via social media, organizations communicating via social media, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, digital collaboration, digital citizenship –digital etiquettes & responsibilities; Introduction to personal and organizational websites; communication through podcasts. Job Searching in Digital Age; Creating Resume (CV, cover letter), Creating Customized Cover Messages for Job Applications, Purposes and Types of Employment Interviews, Performing Optimally in a Job Interview- Do's and Don'ts Before, During and After the Interview

5. Course Map (CO-PO-PSO Map)

Course Outcomes	Programme Outcomes (POs)						Programme Specific Outcomes (PSOs)			
	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	2		3				1			
CO-2		3	2					2		
CO-3			2				2		3	
CO-4			2	2			1	2		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution										

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		15
Demonstrations		00
1. Demonstration using Videos	00	

2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		20
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	05	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		55

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document. The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation				
Subcomponent ►↓	Component 1: CE (60% Weightage)			Component 2: SEE (40% Weightage)
	SC1	SC2		
Subcomponent Type ►↓	Term Test 1 + Term Test 2 (NA)	Assignment	Quiz (MCQ)/ Lab	20 Marks
Maximum Marks ►↓	X	20	10	
CO-1	X		X	X
CO-2	X		X	X
CO-3	X	X	X	X
CO-4	X	X	X	X

The details of SC1 and SC2 are presented in the Programme Specifications Document.

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Programme Specifications document.




8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignments, case study and group discussions
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	---
15.	Leadership Skills	Group discussions
16.	Ability enhancement	
17.	Skill / vocational enhancement	Presentations

9. Course Resources

A. Essential Reading

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

B. Recommended Reading

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

Suggested Exercise and cases:

1. Negotiation exercise as vendor/seller
2. Analyzing verbal and non-verbal aspects of speeches of great leaders and orators.
3. Delivering Effective Presentations using presentation tools/software and use of infographics.
4. Cases on business communication
5. Summarizing Annual Report of a Company.
6. Preparing elevator pitch
7. Preparing curriculum vitae/resume/letter
8. Communicating Effectively in Group Discussion and personal interviews
9. How to Communicate Organizational Change (2020) by Angela Fisher Ricks
10. <https://online.hbs.edu/blog/post/how-to-communicate-organizational-change>
11. Change Management and Internal Communication | Rita Linjuan Men, Shannon
12. A. Bowen | Business Expert Press |BEP334-PDF-ENG |
13. <https://hbsp.harvard.edu/product/BEP334-PDF-ENG>
14. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tsedal Neeley, Tom Ryder | Harvard Business School | 416046-PDF-ENG | <https://hbsp.harvard.edu/product/416046-PDF-ENG?>
15. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff
16. <https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity>
17. Group Communication and Decision-Making Simulation: Wildfire Mitigation |Matthew Koschmann| FO0001-HTM- ENG|<https://hbsp.harvard.edu/product/FO0001-HTM-ENG>
18. 14. Three Rules for Communicating During a Crisis | Nancy Koehn| 5238AV-AVO-ENG | <https://hbsp.harvard.edu/product/5238AV-AVO-ENG> [https://hbsp.harvard.edu/product/5238AV-AVO-ENGntt=BUSINESS COMMUNICATION](https://hbsp.harvard.edu/product/5238AV-AVO-ENG?ntt=BUSINESS%20COMMUNICATION)

C. Magazines and Journals**D. Websites****E. Other Electronic Resources****F. EBSCO, Business Standard**

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