



CIRCULAR

Ref. No.: Corrigendum: GU/Acad –PG/BoS -NEP/2024/355 dated 19.07.2024

Circular: GU/Acad –PG/BoS -NEP/2024/255 dated 28.06.2024

In supersession to the above referred Corrigendum and Circular, the structure of **Bachelor of Business Administration** as per OA-38 is attached with following changes:

- Course MGA-308 Production Operations Management and MGA-309 Strategic Management shall henceforth be offered in Semester V.
- Course MGA-307 Entrepreneurship shall henceforth be offered in Semester VI.
- A combined Internship of 10 Credits shall be offered in Semester VI, and the Course Code for the same shall be MGA-361 Internship.

The changes shall be effective from the Academic year 2025-26.

The Dean & Vice-Dean (Academic) of the Goa Business School and the Principals of the affiliated Colleges offering the **Bachelor of Business Administration** Programme are requested to take note of the above and bring the contents of the Circular to the notice of all concerned.

(Ashwin V. Lawande)
Deputy Registrar – Academic

To,

1. The Dean, Goa Business School, Goa University.
2. The Vice-Dean (Academic), Goa Business School, Goa University.
3. The Principals of the affiliated Colleges offering the Bachelor of Business Administration Programme.

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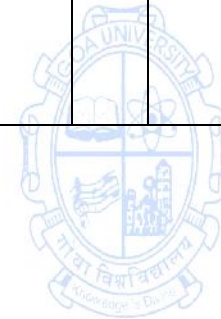
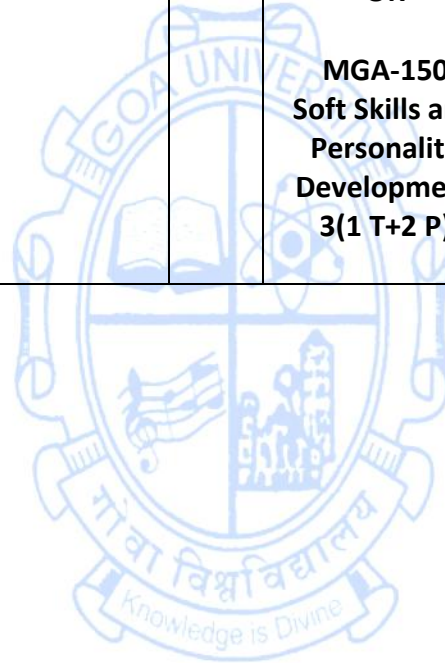
4. Chairperson, BoS in Management Studies, Goa University.
5. Controller of Examinations, Goa University.
6. Assistant Registrar Examinations (UG), Goa University.
7. Directorate of Internal Quality Assurance, Goa University for uploading the Syllabus on the University website.

Programme Structure for Semester I to VIII Under Graduate Programme - BBA

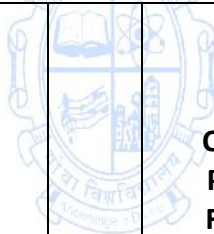
Semester	Major -Core	Minor	MC	AEC	SEC	I	D	VAC	Total Credits	Exit
I	MGA-100 Management Process and Organisational Behaviour (4)	MGA-111 Human Resource Management (4)	MGA-131 Management Process and Organisational Behavior (3) OR MGA-132 Marketing Management (3) OR MGA-135 Personality Development (3)		MGA-141 Basics of Professional Photography 3(1T+2P) OR MGA-142 Theatre Art 3 (1T+2P) OR MGA-143 Digital Image Processing 3(1T+2P) OR MGA-144 Computer Networking 3(1T+2P)					

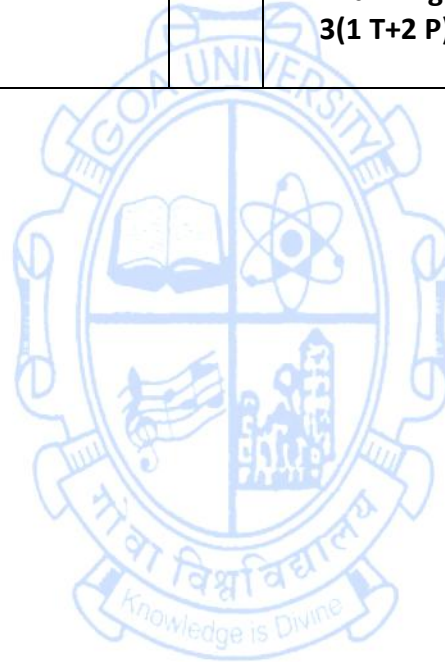
				OR					
					MGA-149 IT Skills for Business 3(1T+2P)				
II	MGA-101 Marketing Management (4)	MGA-112 Financial Statement Analysis (4)	MGA-133 Human Resource Management (3) OR MGA-134 Financial Statement Analysis (3) OR MGA-136 Innovation and Entrepreneurship Development (3)	MGA-145 Introduction to German Language 3(1T+2P) OR MGA-146 Introduction to Portuguese Language 3(1T+2P) OR MGA-147 Critical Thinking 3(1T+2P) OR					

				<p>MGA-148 Film Appreciation 3(1 T+2 P)</p> <p>OR</p> <p>MGA-150 Soft Skills and Personality Development 3(1 T+2 P)</p>					
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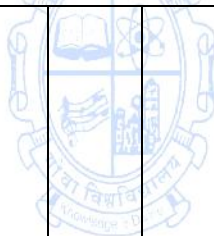
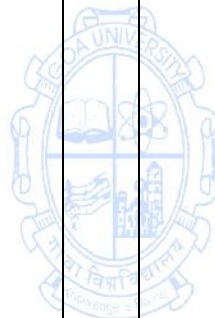
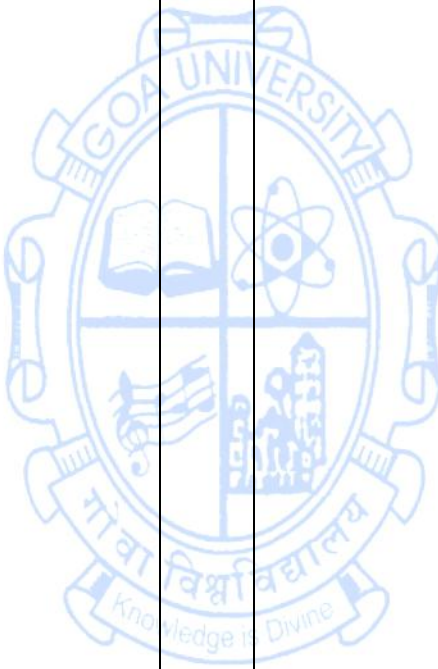


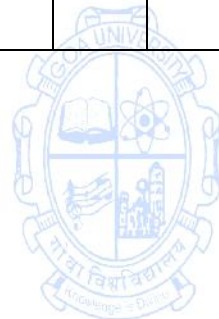
III	<p>MGA-200 Financial Management (4)</p> <p>MGA-201 Business Environment (4)</p>	<p>MGA-211 Business Maths and Statistics (4)</p>	<p>MGA-231 Business Maths and Statistics (3)</p> <p>OR</p> <p>MGA-232 Career Planning and Interview Preparation (3)</p>		<p>MGA-241 Interview Facing Skills & Mock Interviews 3(1 T+2 P)</p> <p>OR</p> <p>MGA-242 Creative Writing 3(1 T+2 P)</p> <p>OR</p> <p>MGA-243 Vector Graphic Designing 3(1 T+2 P)</p> <p>OR</p> <p>MGA-244 Data Base Management System & Web Designing 3(1 T+2 P)</p>					
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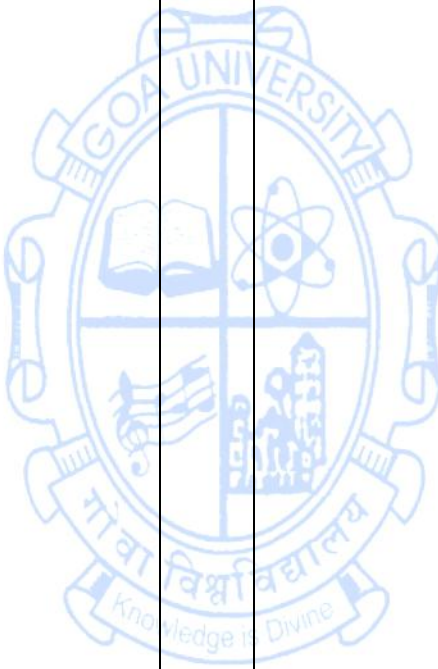
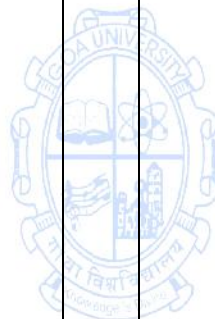
				 OR COM-243 Personal Financial Planning 3(1 T+2 P)					
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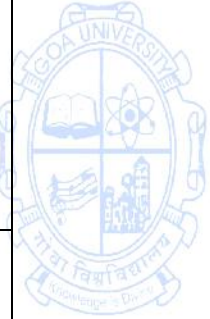
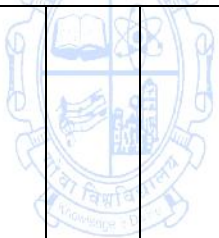
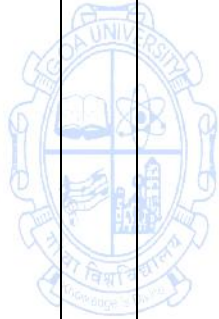
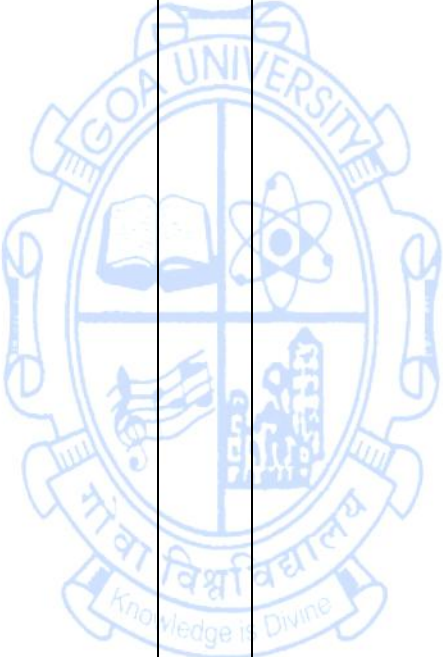
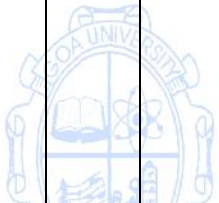



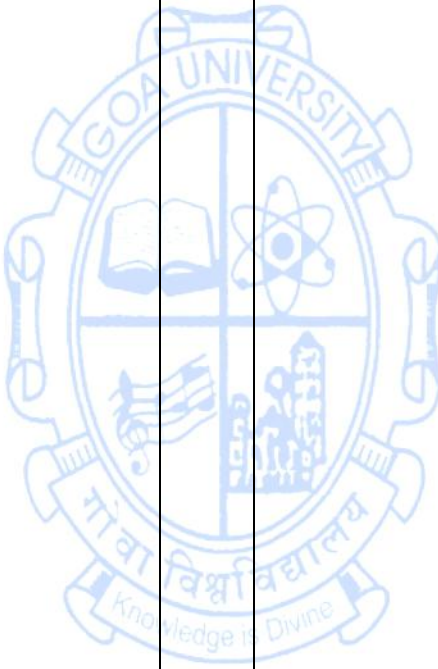

IV	MGA-202 Business Research Methods (4)							
	MGA-203 Consumer Behaviour (4) OR MGA-204 Talent Acquisition and Employee Engagement (4) OR MGA-205 Stock Market Operations (4)				MGA-262 Internship (4)			MGA-261 Exit (4)


	<p>MGA-206 Retail, Sales and Distribution Management (4)</p> <p>OR</p> <p>MGA-207 Leadership and Team Building (4)</p> <p>OR</p> <p>MGA-208 Banking and Insurance (4)</p>									
	<p>MGA-209 Case Analysis (2)</p>									

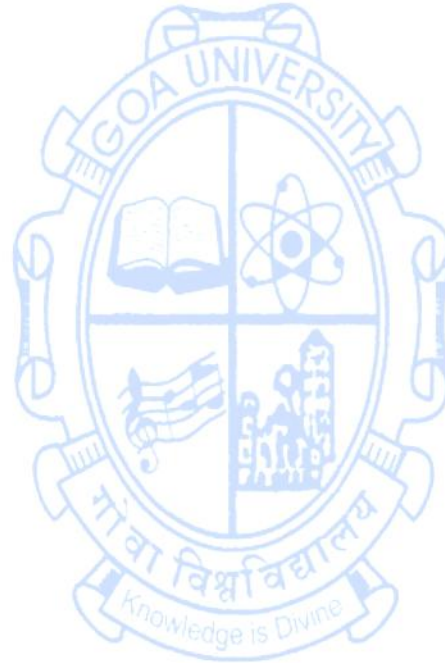


V	MGA- 300 Economics for Management (4)								
	MGA-301 Services Marketing (4)								
	OR								
	MGA- 302 Learning and Development (4)								
OR									
	MGA- 303 Taxation (4)								
	MGA- 304 Integrated Marketing and Communications (4)								

	<p style="text-align: center;">OR</p> <p style="text-align: center;">MGA- 305 Performance Management and Competency Mapping (4)</p> <p style="text-align: center;">OR</p> <p style="text-align: center;">MGA-306 Management Accounting (4)</p>									
	<p style="text-align: center;">MGA- 308 Production Operations Management (4)</p>									
	<p style="text-align: center;">MGA-309 Strategic Management (4)</p>									

VI	MGA-310 Legal Aspects of Business (4)			MGA-361 Internship (10)					
	MGA-311 Product and Brand Management (4) OR MGA-312 Labour Laws and Compensation Management (4) OR MGA-313 Security Analysis and Portfolio Management (4)								

	MGA-307 Entrepreneurship (2)									
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VII	<p>MGA-400 Case Writing and Analysis (4)</p> <p>MGA-401 Quantitative Techniques for Decision Making (4)</p> <p>MGA-402 Management Information Systems (4)</p> <p>MGA-403 Business Analytics (4)</p>	<p>MGA-411 Organisational Development and Change Management (4)</p>								
VIII	<p>MGA-404 Seminars in General Management (4)</p>	<p>MGA-412 Business and Social Ethics (4)</p>				<p>MGA-461 Internship</p> <p>MGA-462 Internship Seminar (12)</p>				

Semester I & II

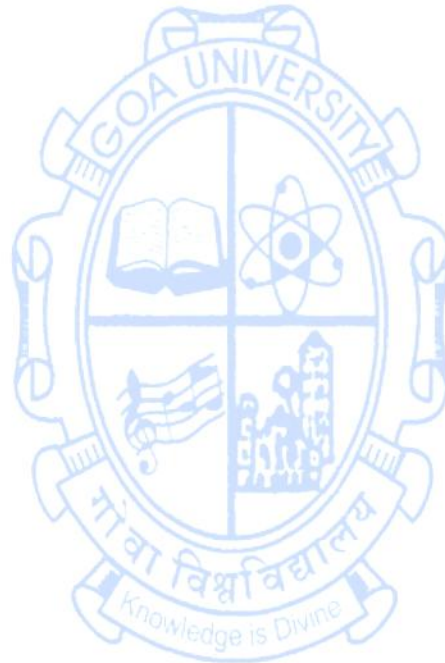
Name of the Programme : Bachelor of Business Administration
Course Code : MGA-100
Title of the Course : Management Process and Organisational Behavior
Number of Credits : 4
Effective from AY : 2023-24

Prerequisites for the Course	Nil	
Course Objective	To equip participants with an understanding about Managerial Processes and determinants of Employee Behaviour at workplace.	
Contents	Unit I: Introduction and Functions of Management Basic concepts and its role in decision making, Planning, Organizing, Staffing, Leading and Controlling.	15 hours
	Unit II: Organization Structure and Design Role in Individual and Interpersonal behavior at work-place	10 hours
	Unit II Introduction to Determinants of Individual Behaviour Perception, Personality, Attitudes, Learning, Self-Concepts, Theories/ Models for understanding these determinants	15 hours
	Unit IV: Group Dynamics, Tools for Interpersonal Analysis Fundamentals of Leadership and Motivation and their application, Theories/ Models/ Styles Organizational Change and Development, Models of Change, Organizational Culture, Conflict and Negotiations, Power and Politics in Organization	20 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings	<ol style="list-style-type: none"> 1. Robbins S., Coulter M.: 'Introduction to Management'. Prentice Hall, 11th edition or Latest Edition 2. Robbins S., Coulter M. and Vohra N.; 'Management', Pearson, 9th edition or Latest Edition 3. Harold Koontz, Heinz Weihrich: 'Essentials of Management: An International and leadership perspective', Mcgraw Hill Education, 8th edition or Latest Edition 	
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Understand the functions and responsibilities of managers and their role in decision making 2. Get an insight into Organization Structure and Design and its impact on Individual and Interpersonal behavior 3. Analyzing Individual Behavior, and its implications for organizational behavior. 4. Analyzing Group behavior, and its implications for organizational behavior. 	

Name of the Programme : Bachelor in Business Administration
Course Code : MGA-101
Title of the Course : Marketing Management
Number of Credits : 4 Credits
Effective from AY : 2023 – 24

Pre-requisites for the Course:	Nil	
Course Objectives:	To enable participants to have competence in understanding and using Marketing Frameworks, Theories and Tools for analyzing and decision making in the area of Marketing.	
Content:	Unit I: Introduction What is marketing, What is marketed, Who markets, Role of Marketing, Needs, Wants and Demands. Marketing Management Process. Importance of Marketing Environment, Internal Environment, External Environment - Micro Environment - Macro Environment	15 hours
	Unit II: Marketing Dynamix Marketing Mix for Products & Services. Consumer Behaviour and Consumer markets: Segmentation, Targeting and Positioning, types of segmentation, basis for Segmentation.	15 hours
	Unit III: Product and Pricing Product Planning and Product Mix: Concepts of a product, Levels of a Product, Product Life Cycle, Branding, Significance of price, Factors affecting pricing, Pricing Policy.	15 hours
	Unit IV: Distribution and Promotion Place (Distribution): Importance of Channel, Types of Channel, Channel Management, Channel Conflict. Integrated Marketing Communication: Role of Marketing Communication, factors affecting promotion mix. Types of promotion, Advertising, Personal selling, Sales, Promotion and Public Relations, Introduction to digital and social media for marketing, Marketing control, Creating customer value, satisfaction and loyalty.	15 hours
Pedagogy:	Lectures/ tutorials/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Kotler Philip, Keller Kevin, Koshy Abraham; Marketing Management; Pearson Education India, 15th edition or Latest Edition. 2. V. S. Ramaswami, S. Namakumari; Marketing Management – Global Perspective Indian Context, Macmillan, 4 th edition or Latest Edition. 3. Dr. R. B. Rudani; Basics of Marketing Management – Theory and Practice, S. Chand and Company Ltd: 2010 or Latest Edition	
Course Outcomes:	At the end of the course, the participants will be able to: 1. Take decisions based on the Marketing Mix.	

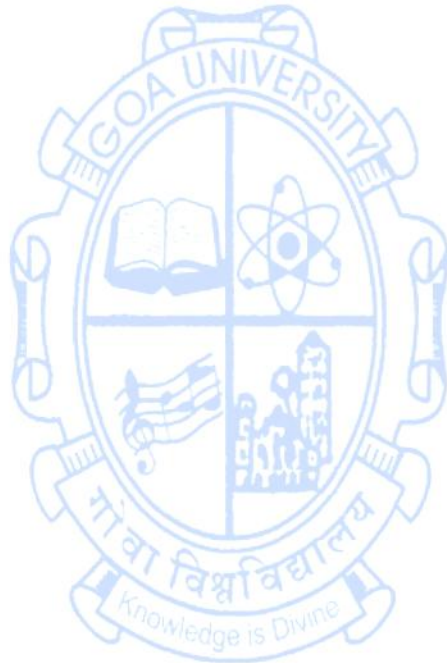
	<ol style="list-style-type: none">2. Divide the market into segments, check attractiveness and accordingly take decisions.3. Rationalize decisions based on segmentation, targeting and positioning analysis.4. Take decisions related to the product based on the life cycle stage and decide which channel will be appropriate for distribution.5. Identify the factors affecting promotion mix and come up with alternatives and take advertising related decisions.
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Name of the Programme : Bachelor of Business Administration
Course Code : MGA-111
Title of the Course : Human Resource Management
Number of Credits : 4
Effective from AY : 2023 – 24

Prerequisites for the Course	Nil	
Course Objective	To equip participants with the necessary skills and techniques for effective Human Resource Management, within an organization.	
Contents	Unit I: Introduction and Planning Introduction to Human Resource Management-Objectives, Functions, Organization of HR Department, Environment & Strategic Role of HRM, Manpower planning, Job Analysis & job Design, Succession Planning.	15 hours
	Unit II: Recruitment & Selection Definition, Sources of Recruitment, Process of Recruitment and Selection, Types of Selection Tests, Interviews, Technology in Recruitment and Selection, Evaluation, Employee Placement	15 hours
	Unit III: Training and Development and Performance Management Training Process, Training Need Analysis, Training Design, Types of Training, Methods of Training, Training Evaluation. Performance Management: Setting KRA's/KPA's, Appraisal Process, Methods and its applicability, Rewards.	15 hours
	Unit IV: Compensation, Employee Benefits and Industrial Relations Job Evaluation, Wage Mix, Compensation Structure, Performance Linked Pay, Employee Benefit programs, Introduction to Industrial Relations, Importance & Approaches, Trade Unions, Resolving Disputes.	15 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings	1. K. Aswathappa, 'Human Resource Management', Tata McGraw-Hill Education, 6 th or Latest Edition. 2. Snell, Bohlander, Vohra, 'Human Resource management', - Cengage learning, 1 st or Latest Edition 3. Gary Dessler, 'Human Resource Management', Pearson publication, 2020 or Latest Edition.	
Course Outcomes	At the end of the course, the participants will be able to: 1. Define the concept of HR and its integration with business performance. 2. Derive a deep insight into Human Resource planning and its linkage to an effective Recruitment process. 3. Understand of Training needs assessment and the training process.	

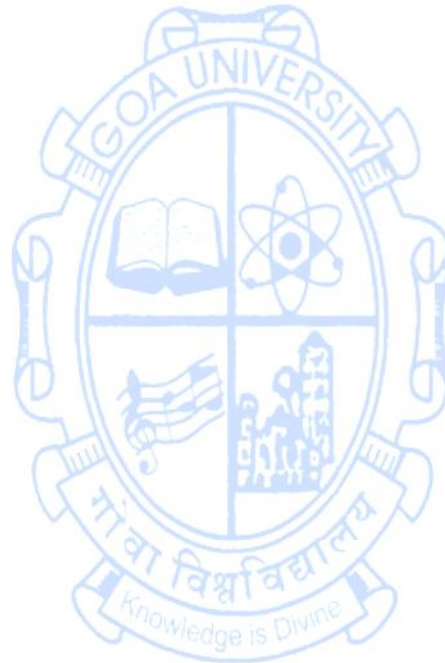
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| | <ol style="list-style-type: none">4. Get an in depth understanding of a good Performance Management System.5. Evaluate various components of employee compensation and benefits and their role in attracting and retaining competent people.6. Assess Industrial Disputes and methods of settlement of the same. |
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Name of the Programme : Bachelor of Business Administration
Course Code : MGA- 112
Title of the Course : Financial Statement Analysis
Number of Credits : 4
Effective from AY : 2023-24

Prerequisites for the Course	Nil	
Course Objective	To equip participants with the necessary skills and techniques in evaluation, analysis and interpretation of Financial Statements.	
Contents	Unit I: Basics of Accounting Concepts and Conventions of Accounting, Introduction to Basic Accounting Standards & IFRS, Reading of Annual Report - Balance Sheet, Profit and Loss Account (Vertical Form)	15 hours
	Unit II: Basic Techniques of Analyzing Financial Statements Preparation of Comparative Statement, Common Size Statement, Trend Analysis of Financial Statements, Cash Flow Statement	15 hours
	Unit III: Ratio Analysis Computation of ratios (Liquidity, Activity, Profitability, Leverage Ratios), Inter firm comparisons using ratio analysis	15 hours
	Unit IV: Interpretation of Annual Reports Understanding annual reports through interpretation of balance sheet, profit and loss account, director's report, auditor's report (including financial auditing as a concept) and notes to accounts	15 hours
Pedagogy	lectures/tutorials/laboratorywork/fieldwork/outreachactivities/projectwork/vocationaltraining/viva/seminars/termpapers/assignments/presentations/self-study/CaseStudiesetc.oracombinationofsomeofthese.Sessionsshallbe interactive in nature to enable peer group learning.	
Suggested Readings	1. Srinivasan N. P., Murugan M. S., Accounting for Management, S. Chand & Company Pvt Ltd, New Delhi, January 2011 or latest edition 2. N Ramchandran, Ram Kumar Kakani: 'How to Read a Balance Sheet', Tata McGraw-Hill Professional: Finance Made Easy Series, 2 nd or Latest Edition 3. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Profit and Loss Account', Tata McGraw-Hill Professional: Finance Made Easy Series, 2 nd or Latest Edition 4. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Cash Flow Statement', Tata McGraw-Hill Professional: Finance Made Easy Series, 2 nd or Latest Edition 5. Chandra Prasanna; 'Managers' Guide to Finance and Accounting'; Tata McGraw-Hill Publishing Company Limited; New Delhi; 10 th or Latest Edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Interpret financial statements from annual report of a company. 2. Analyse financial statements to assess financial strength of a company using tools like comparative statement, common size statement, trend analysis and Cash Flow Statement.	

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| | <ol style="list-style-type: none">3. Compute and analyse different financial ratios and their interpretation and application in decision making.4. Compare firms based on financial ratios and other parameters for effective inter – firm analysis. |
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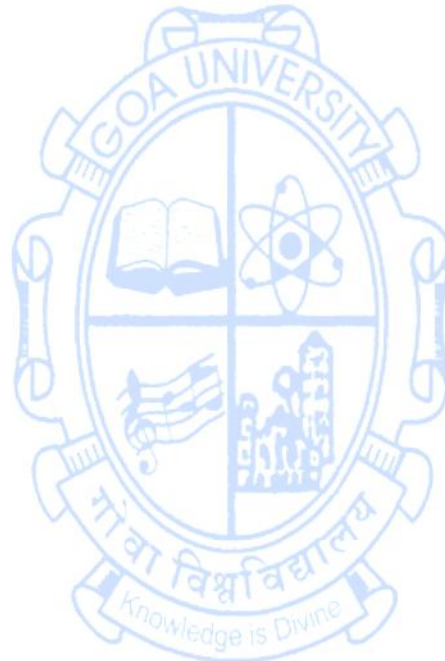
Name of the Programme : Bachelor of Business Administration
Course Code : MGA-131
Title of the Course : Management Process and Organisational Behavior
Number of Credits : 3
Effective from AY : 2023-24

Prerequisites for the Course	Nil	
Course Objective	To equip participants with an understanding about Managerial Processes and determinants of Employee Behaviour at workplace.	
Contents	Unit I: Introduction and Functions of Management Basic concepts and its role in decision making, Planning, Organizing, Staffing, Leading and Controlling.	10 hours
	Unit II Introduction to Determinants of Individual Behaviour, Organisational Structure and Design Perception, Personality, Attitudes, Theories/ Models for understanding these determinants, Elements of organizational structure, characteristics, Role in Individual and Interpersonal behavior at work-place.	15 hours
	Unit III: Group Dynamics, Tools for Interpersonal Analysis Group Behavior, Understanding work Teams, Fundamentals of Leadership and Motivation and their application, Theories/ Models/ Styles Organizational Change and Development, Models of Change, Organizational Culture, Conflict and Negotiations, Power and Politics in Organization	20 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
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Course Outcomes	At the end of the course, the participants will be able to: 1. Understand the functions and responsibilities of managers and their role in decision making 2. Get an insight into Organization Structure and Design and its impact on Individual and Interpersonal behavior 3. Analyzing Individual Behavior, and its implications for organizational behavior. 4. Analyzing Group behavior, and its implications for organizational behavior.	

Name of the Programme : Bachelor in Business Administration
Course Code : MGA-132
Title of the Course : Marketing Management
Number of Credits : 3
Effective from AY : 2023 – 24

Pre-requisites for the Course	Nil	
Course Objectives:	To enable participants to have competence in understanding and using Marketing Frameworks, Theories and Tools for analyzing and decision making in the area of Marketing.	
Content:	Unit I: Introduction and Marketing Dynamics What is marketing, What is marketed, Who markets, Role of Marketing, Needs, Wants and Demands. Marketing Management Process. Importance of Marketing Environment, Internal Environment, External Environment - Micro Environment - Macro Environment, Marketing Mix for Products & Services.	15 hours
	Unit II: Consumer Markets and Value Creation Consumer Behaviour and Consumer markets: Segmentation, Targeting and Positioning, types of segmentation, basis for Segmentation. Product Planning and Product Mix: Concepts of a product, Levels of a Product, Product Life Cycle, Branding, Significance of price, Factors affecting pricing, Pricing Policy.	15 hours
	Unit III: Distribution and Promotion Place (Distribution): Importance of Channel, Types of Channel, Channel Management, Channel Conflict. Integrated Marketing Communication: Role of Marketing Communication, factors affecting promotion mix. Types of promotion, Advertising, Personal selling, Sales, Promotion and Public Relations, Introduction to digital and social media for marketing, Marketing control, Creating customer value, satisfaction and loyalty.	15 hours
Pedagogy:	Lectures/ tutorials/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Kotler Philip, Keller Kevin, Koshy Abraham; Marketing Management; Pearson Education India, 15th edition or Latest Edition. 2. V. S. Ramaswami, S. Namakumari; Marketing Management – Global Perspective Indian Context, Macmillan, 4 th edition or Latest Edition. 3. Dr. R. B. Rudani; Basics of Marketing Management – Theory and Practice, S. Chand and Company Ltd: 2010 or Latest Edition	
Course Outcomes:	At the end of the course, the participants will be able to: 1. Take decisions based on the Marketing Mix. 2. Divide the market into segments, check attractiveness and accordingly take decisions.	

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| | <ol style="list-style-type: none">3. Rationalize decisions based on segmentation, targeting and positioning analysis.4. Take decisions related to the product based on the life cycle stage and decide which channel will be appropriate for distribution.5. Identify the factors affecting promotion mix and come up with alternatives and take advertising related decisions. |
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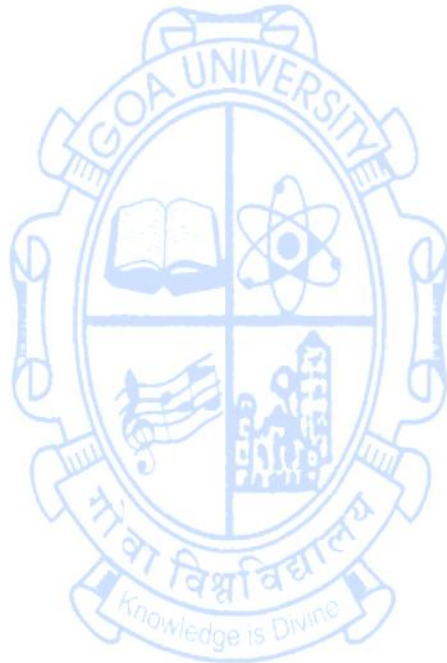
Name of the Programme : Bachelor in Business Administration
Course Code : MGA-135
Title of the Course : Personality Development
Number of Credits : 3 Credits
Effective from AY : 2024 – 25

Pre-requisites for the Course	Nil	
Course Objectives:	To equip participants with soft skills training for self-development	
Content:	Unit I: Introduction to Soft Skills and Personality Development Soft Skills: Meaning, Importance; Types: Self-Management Skills, Communication Skills; Leadership Skills, Negotiation Skills, Presentation Skills; Life Skills, Time Management Skills, Social Skills; Stress Management and Creative Thinking.	15 hours
	Unit II: Body Language- Personality Traits; Postures and Gestures; Importance of Listening; Value of Time; Team Work and Team Building- Importance of Team Work/ Group Discussion; Social and Corporate Etiquettes – Types Importance and Impact of Social and Corporate Etiquettes.	15 hours
	Unit III: Personality Development, Self-Development and Goal Setting Developing potential and self-actualization; SWOC analysis, learning to maximize success using SWOC, how to do a personal SWOC; Goal Setting - Importance of goal setting; Types of goals interpersonal relationships, Understanding People; Conflict Resolution Skills – Seeking Win-Win Solutions; Emotional Intelligence.	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field visit/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Petes, S. J., & Francis, Soft Skills and Professional Communication. New Delhi: Tata Mc Graw-Hill Education. 2011 or latest edition 2. Dorch, P. (2013), What Are Soft Skills? New York: Executive Dress Publisher. 3. Ranjana Salgaocar, The Pleasure Of Your Company 1995 1st Edition or latest 4. Klaus, P., Jane R., & Molly, H, The Hard Truth about Soft Skills.London: HarperCollins E-books. 2007 or latest edition	
Course Outcomes:	At the end of the course participants will be able to 1. Explain the different soft skills and their importance. 2. Identify the different personality traits and its implications. 3. Prepare self - SWOC analysis, planning and goal setting 4. Build soft skills	

Name of the Programme : Bachelor of Business Administration
Course Code : MGA-133
Title of the Course : Human Resource Management
Number of Credits : 3
Effective from AY : 2023 – 24

Prerequisites for the Course	Nil	
Course Objective	To equip participants with the necessary skills and techniques for effective Human Resource Management, within an organization.	
Contents	Unit I: Introduction and Planning Introduction to Human Resource Management-Objectives, Functions, Organization of HR Department, Environment & Strategic Role of HRM, Manpower planning, Job Analysis & job Design, Succession Planning.	10 hours
	Unit II: Recruitment & Selection Definition, Sources of Recruitment, Process of Recruitment and Selection, Types of Selection Tests, Interviews, Technology in Recruitment and Selection, Evaluation, Employee Placement	10 hours
	Unit III: Training and Development and Performance Management Training Process, Training Need Analysis, Training Design, Types of Training, Methods of Training, Training Evaluation. Performance Management: Setting KRA's/KPA's, Appraisal Process, Methods and its applicability, Rewards.	15 hours
	Unit IV: Compensation, Employee Benefits and Industrial Relations Job Evaluation, Wage Mix, Compensation Structure, Performance Linked Pay, Employee Benefit programs, Introduction to Industrial Relations, Importance & Approaches, Trade Unions, Resolving Disputes.	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Reference/ Readings	1. K. Aswathappa, 'Human Resource Management', Tata McGraw-Hill Education, 6 th or Latest Edition. 2. Snell, Bohlander, Vohra, 'Human Resource management', - Cengage learning , 1 st or Latest Edition 3. Gary Dessler, 'Human Resource Management', Pearson publication, 2020 or Latest Edition.	
Course Outcomes	1. Define the concept of HR and its integration with business performance. 2. Derive a deep insight into Human Resource planning and its linkage to an effective Recruitment process. 3. Understand of Training needs assessment and the training process.	

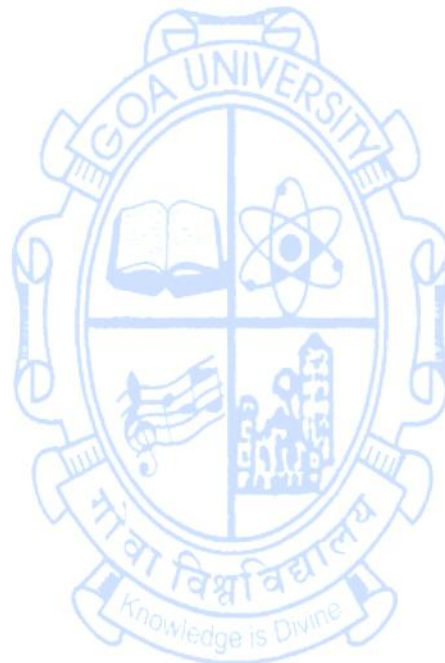
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| | <ol style="list-style-type: none">4. Get an in depth understanding of a good Performance Management System.5. Evaluate various components of employee compensation and benefits and their role in attracting and retaining competent people.6. Assess Industrial Disputes and methods of settlement of the same. |
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Name of the Programme : Bachelor of Business Administration
Course Code : MGA-134
Title of the Course : Financial Statement Analysis
Number of Credits : 3
Effective from AY : 2023-24

Pre-requisites for the course	Nil	
Course Objective	To equip participants with the necessary skills and techniques in evaluation, analysis and interpretation of Financial Statements.	
Content	Unit I: Basic Concepts of Accounting and Financial Statement Analysis Concepts and Conventions of Accounting, Introduction to Basic Accounting Standards & IFRS, Reading of Annual Report - Balance Sheet, Profit and Loss Account (Vertical Form), Preparation of Comparative Statement, Common Size Statement, Trend Analysis of Financial Statements, Cash Flow Statement	15 hours
	Unit II: Ratio Analysis Computation of ratios (Liquidity, Activity, Profitability, Leverage Ratios), Inter firm comparisons using ratio analysis	15 hours
	Unit III: Interpretation of Annual Reports Understanding annual reports through interpretation of balance sheet, profit and loss account, director's report, auditor's report (including financial auditing as a concept) and notes to accounts	15 hours
Pedagogy	lectures/tutorials/laboratorywork/fieldwork/outreachactivities/project work/vocationaltraining/viva/seminars/termpapers/assignments/presentations/self-study/CaseStudiesetc.oracombinationofsomeofthese.Sessionsshallbe interactive innaturetoenablepeergroup learning.	
References / Readings:	1. Srinivasan N. P., Murugan M. S., Accounting for Management, S. Chand & Company Pvt Ltd, New Delhi, January 2011 or latest edition 2. N Ramchandran, Ram Kumar Kakani: 'How to Read A Balance Sheet', Tata McGraw-Hill Professional: Finance Made Easy Series, 2 nd or Latest Edition 3. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Profit and Loss Account', Tata McGraw-Hill Professional: Finance Made Easy Series, 2 nd or Latest Edition 4. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Cash Flow Statement', Tata McGraw-Hill Professional: Finance Made Easy Series, 2 nd or Latest Edition 5. Chandra Prasanna; 'Managers' Guide to Finance and Accounting'; Tata McGraw-Hill Publishing Company Limited; New Delhi; 10 th or Latest Edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Interpret financial statements from annual report of a company.	

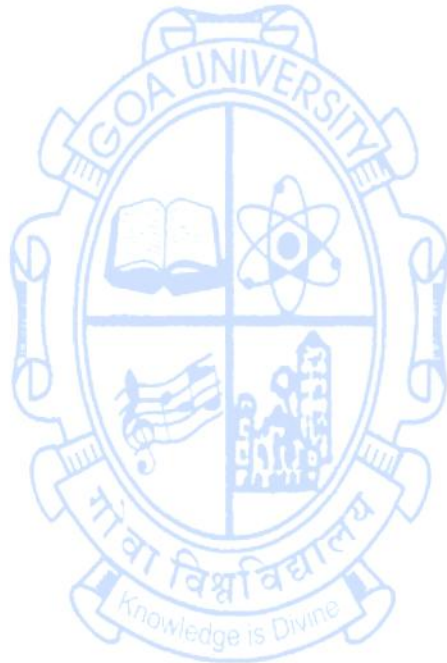
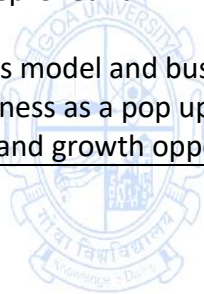
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| | <ol style="list-style-type: none">2. Analyse financial statements to assess financial strength of a company using tools like comparative statement, common size statement, trend analysis and Cash Flow Statement.3. Compute and analyse different financial ratios and their interpretation and application in decision making.4. Compare firms based on financial ratios and other parameters for effective inter – firm analysis. |
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Name of the Programme : Bachelor in Business Administration
Course Code : MGA-136
Title of the Course : Innovation and Entrepreneurship Development
Number of Credits : 3 Credits
Effective from AY : 2024 – 25

Pre-requisites for the Course:	Nil	
Course Objectives:	To equip participants with an entrepreneurial mind-set and skills to develop a business model.	
Content:	Unit I: Introduction to Entrepreneurship Definition of Entrepreneurship, Factors influencing Entrepreneurship, Characteristics of Entrepreneur; Types of Entrepreneurs, Barriers to entrepreneurship, Entrepreneurship Models - Introduction to various form of business organization (sole proprietorship, partnership, corporations, Limited Liability company); Skills of an Entrepreneur, Ethics and Entrepreneurship	15 hours
	Unit II: Exploring Business Opportunity, Developing a Business Model and Starting up Exploring Business Opportunity: Self-Discovery, Environment Scanning for idea generation, Problem Identification and Idea Generation, Spotting Trends, Creativity and Innovation, Idea Evaluation; Developing a Business Model: Team, Market Understanding, Product/ Market Fit, Customer Validation, Business Model Canvas Preparation, Preparation of Business model and Business Plan; Translating Business Model into Startup: Business Planning (Finance, HR, Marketing, Distribution, Production Plan, Networking), Obtaining Business Licenses, Applicability of Regulations	15 hours
	Unit III: Startup Growth and Expansion Growth Opportunities, Funding Aspects of Entrepreneurship for Growth, Retention & Expansion Strategies, Expansion model, Maximizing Profits, Exit strategies for entrepreneurs; Funding Agencies both private and government aided, types of fundings: Debt Funding, Bootstrap, Seed, Series A; Organizational Assistance by government for startup and various policies; Incubation Centres – role, support and mentorship, prototyping and stakeholder connects, startup scaling	15 hours
Pedagogy:	Lectures/ tutorials/Pop Up Business Projects/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Ramachandran, K. (2008). Entrepreneurship Development, McGraw Hill or Latest Edition 2. Katz, J., & Green, R. (2020). Entrepreneurial Small Business, McGraw	

	<p>Hill 6th or Latest edition</p> <p>3. Byrd, M. J., & Megginson, L. C. (2012). Small Business Management an Entrepreneur's Guidebook , McGraw Hill, 7th or latest edition</p> <p>4. Hougard S. (2005) The Business Idea: The Early Stages of Entrepreneurship.Springer or latest Edition</p>
Course Outcomes:	<p>At the end of the course participants will be able to</p> <ol style="list-style-type: none"> 1. Develop an entrepreneurial mind-set by learning key skills 2. Design a business model and business plan 3. Execute the business as a pop up 4. Explore funding and growth opportunities



Name of the Programme : Bachelor of Business Administration
Course Code : MGA-141
Title of the Course : Basics of Professional Photography
Number of Credits : 3(1 T+2 P)
Effective from AY : 2023-24

Pre-requisites for the course	Nil	
Course Objective	To enable the participants to appreciate the art of photography and undertake basic photography assignments	
Content	Unit I: Basics of Photography The History and Evolution of Photography, Science of Photography, Working of Professional Cameras, Controls and menus available and usage of Modern Cameras.	5 hours
	Unit II: Composition of a Good Photograph Rule of thirds, The Golden Ratio, Leading Lines, Diagonals, Frame within a frame, Figure to frame, Fill the frame, Centre dominant eye, Patterns and repetition, Symmetry and asymmetry	5 hours
	Unit III: Light Metering Working with natural light and light modifiers, Professional Reflector and Skimmer, Prime Lenses.	5 hours
	Unit IV: Practicals Working with Professional Cameras, using the Controls and menus available, Usage of various rules, Working with natural light and light modifiers, Professional Reflector and Skimmer, Prime Lenses	60 hours
Pedagogy	lectures/tutorials/laboratorywork/fieldwork/outreachactivities/project work/vocationaltraining/viva/seminars/termpapers/assignments/presentations/self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Tom Ang; Digital Photography an Introduction; Penguin, 4 th or Latest Edition 2. Tom Ang; Digital Photography Masterclass; Penguin, 2013 or Latest Edition 3. The Beginner's Photography Guide; Penguin UK, 2016 or Latest Edition 4. Tom Ang; Digital Photography Step by Step; DK Publishing, 2011 or Latest Edition 5. Yon Jason Yon; Mastering Digital Photography: Jason Youn's Essential Guide to Understanding the Art & Science of Aperture, Shutter, Exposure, Light, & Composition; Create space Independent Publications, 1 st or Latest Edition	
Course Outcomes	At the end of the course, the students will be able to: 1. Understand the various functions and controls available with a camera 2. Compose a good photograph 3. Work with natural light 4. Work with light modifiers.	

- Students are required to pass the Theory and Practical component separately.

Name of the Programme : Bachelor in Business Administration
Course Code : MGA-142
Title of the Course : Theatre Art
Number of Credits : 3 (1 T+2 P)
Effective from AY : 2023 – 24

Pre-requisites for the Course	Nil	
Course Objective:	To enable participants to develop an appreciation of Theatre Arts.	
Content:	Unit I: Introduction to Theatre Introduction to Theatre - Self Introduction, Introduction about Theatre, Why Theatre, History of Indian and Western Drama,	5 hours
	Unit II: Element of theatre Text Analysis and Speech, Reading and Interpreting Text, Speech Text, Speech Emotion and Situation, Performer-Character, Play Review and Appreciation, Theatre Games and Exercise, Improvisation and Scene Work	5 hours
	Unit III: Production process Creating a Story Line, Ideation and Concepts, Creating the Characters and Enacting their Personalities, Create a Story, Writing a Script, Dramatize the script, Nonverbal Communication, Voice, Diction, styles of Presentation, and Background Score.	5 hours
	Unit IV: Practicals: Rehearsals and enacting for classroom productions of drama demonstrating use of theoretical concepts studied in Units II and III.	60 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations / self-study/case studies etc or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	<ol style="list-style-type: none"> 1. The Storyteller's Start-Up Book: Finding, Learning, Performing, and Using Folktales - Margaret Read MacDonald ; August House Pub;1993 or Latest Edition 2. 'An Actor Prepares' – Constantin Stanislavski, Bloomsbury; 2001 or Latest Edition 3. 'The Actor's Scenebook' – Michael Schulman & Eva Mekler, Bantam Books; 1984 or Latest Edition 4. 'The Jumbo Book of Drama' – Deborah Dunleavy, Kids Can Press; 2004 or Latest Edition 5. 'The Complete Works of William Shakespeare' – Ramboro Books; 2011 or Latest Edition 	
Course Outcomes:	<p>At the end of the course, the participant will be able to:</p> <ol style="list-style-type: none"> 1. Appreciate the theatre as a form of art 2. Enhance their skills to conceptualize, analyse, organize, concentrate 3. Develop personality for public speaking & stage presence 4. Experience the various facets of performance. 	

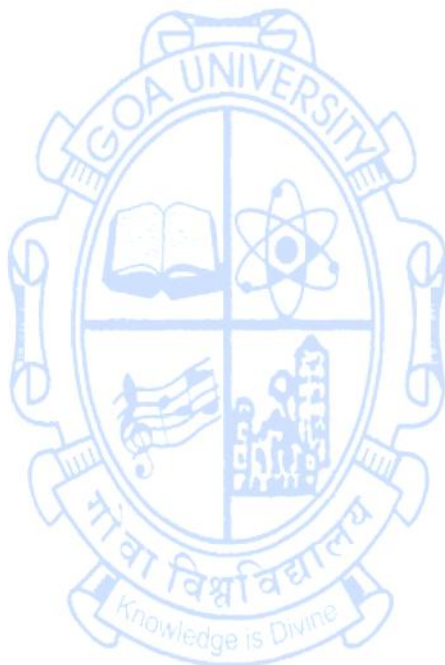
- Students are required to pass the Theory and Practical component separately.

Name of the Programme : Bachelor in Business Administration
Course Code : MGA-143
Title of the Course : Digital Image Processing
Number of Credits : 3 (1 T+2 P)
Effective from AY : 2023-24

Prerequisites for the Course	Nil	
Course Objective	To enable participants to edit and enhance Images using digital Image processing software	
Contents	Unit I: Getting familiar with the interface and basic Image editing features of the software Overview of Image editing software, Installation and understanding the interface. Understanding basic features: Rotating, flipping, moving, scaling and cropping an Image, Saving the Image, Text tool. Different selection tools. Modifying selections using various settings Create a perfect square, Use of Quick Mask.	5 hours
	Unit II: Advance Image editing features Layers- Add, view, duplicate, delete layers, Using layers to adjusting colors, layer mask, painting into layer using brushes, Merge layers, sketch effect in layers Drawing tools: Pencil Tool, Paint brush Tool, Eraser Tool, Difference between pencil and paint brush, Incremental option, Pressure sensitivity option, Tricks to draw a straight line, Tricks to draw a line with gradient, draw square and ellipse	5 hours
	Unit III: Brush dynamics and Image enhancement features Brushes: Using "jitter" option, Difference between Eraser tool and Pencil/Brush tool, Using "alpha channel" with the Eraser tool, Various brush options, Create your own brush, Download and install new brushes. Enhancing Images using various features and tools - Curve tool, blend tool, perspective tool, heal, blur/sharpen, smudge, dodge/burn, Color enhancement tools, filters, adding borders, managing resolution.	5 hours
	Unit IV: Practicals Image editing, using of Image editing features, using of Image enhancement features	60 hours
Pedagogy	Laboratory work/ self study/ assignments, etc. or a combination of some of these.	
References / Readings:	1. GIMP Online manual- https://docs.gimp.org , Version 2.10.34 (2023) or <u>Latest Edition</u> . 2. Olivier Lecarme and KarineDelvare; The Book of GIMP: A Complete Guide to nearly everything; No Starch Press, Inc., 2013 or <u>Latest Edition</u> . 3. Annadurai S., Shanamugalakshmi R., Fundamental of Digital Image Processing, Pearson Publications, 2006 or <u>Latest Edition</u> . 4. Spoken tutorial from IIT Bombay	

Course Outcomes	At the end of the course, the participant will be able to: 1. To perform basic Image transformations 2. To do Image editing using layers and other features 3. To create brushes, modify them and use them in Image editing 4. To apply various Image enhancing features to produce quality Images
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- **Students are required to pass the Theory and Practical component**

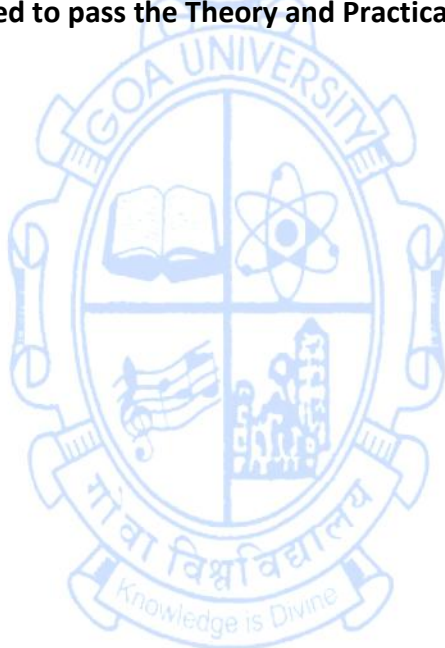


Name of the Programme : Bachelor of Business Administration
Course Code : MGA-144
Title of the Course : Computer Networking
Number of Credits : 3 (1 T+2 P)
Effective from AY : 2023-24

Prerequisites for the Course	Basic knowledge of computer hardware and software	
Course Objective	To enable participants to develop an ability to setup, manage and troubleshoot a computer network.	
Contents	Unit I: Fundamentals of Computer Networking Introduction to Computer Networks, Advantages of Networking, Peer-to-Peer and Client/Server Network, Network Topologies – Star, Ring, Bus, Tree, Mesh, Hybrid, Type of Networks- LAN, MAN, WAN Internet, Ethernet, Wi-Fi, Bluetooth, Mobile Networking, Wire and wireless Networking, Difference between Intranet and Internet OSI Model - The functions of different layers in OSI Model Introduction to Data Communication – Analog and Digital Signals, Simplex, Half-Duplex and Full-Duplex transmission mode	5 hours
	Unit II: Network Hardware Communication Media - Unshielded twisted-pair (UTP), shielded twisted pair (STP), Fiber Optics and coaxial cable, Connectors: RJ45, RJ-11, BNC. Understanding color codes of CAT5 cable. 568A and 568B convention, Network Components - Modems, Firewall, Hubs, Bridges, Routers, Gateways, Repeaters, Transceivers, Switches, Access point, etc. – their types, functions, advantages and applications. IP Routing in Network RIP IGRP, Practical: Crimping & Punching, cabling, setup a wifi and LAN	5 hours
	Unit III: Computer Network Setup, Management and Security IP Addressing & TCP/IP : Protocols, TCP/IP, FTP, Telnet etc., Theory on Setting IP Address(IP4/IP6) & Subnet Mask, Installation and Configuration of TCP/IP Protocol, Other Network Protocols: Simple Mail Transfer Protocol (SMTP), Hyper Text Transfer Protocol (HTTP), Simple Network Management Protocol (SNMP), LDAP(Lightweight Directory Access Protocol), Concept of Dynamic Host Control Protocol, Troubleshooting wired and wireless network, Server concepts, Installation steps, configuration of server, Concept of Active Directory and DNS. Setting up of DHCP, Routing and remote access, Network Security: Network Security Threats and the basics of securing a network. Secure Administrative Access, LAN security Considerations. Cryptography. Wi-fi security considerations. Practical: TCP/IP Utilities - PING, IPCONFIG, HOSTNAME, ROUTE, TRACERT etc.	5 hours

	Unit IV: Practicals Installation and setting up different kinds of Computer Network, Troubleshooting, and security.	60 hours
Pedagogy	Lectures/ tutorials/laboratory work/ project work/ viva/ seminars/ term papers/ assignments/ presentations/self-study, etc. or a combination of some of these.	
References / Readings:	<ol style="list-style-type: none"> 1. Tanenbaum Andrew S.; Computer Networks; Pearson Education India, 6th edition (2022) or Later edition 2. Mansfield Jr. Kenneth C.; Antonakos James L.; An Introduction to Computer Networking; Pearson Education, 2002 or Later edition 	
Course Outcomes	At the end of the course, the participant will be able to: <ol style="list-style-type: none"> 1. Set up a computer network as per requirement 2. Manage data transfer over the network using different protocols 3. Troubleshoot a computer network 4. Securing a computer network 	

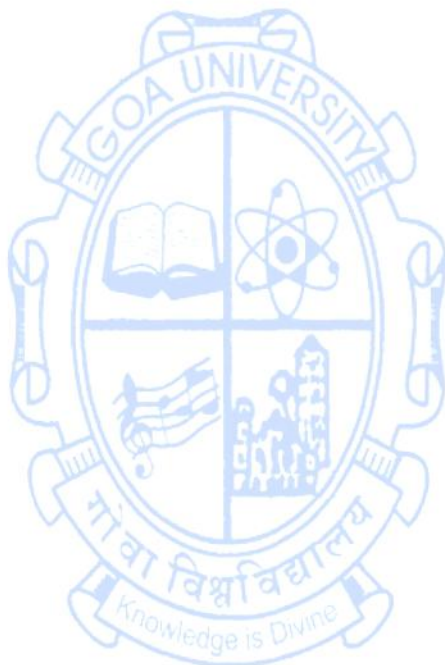
- **Students are required to pass the Theory and Practical component separately.**



Name of the Programme : Bachelor of Business Administration
Course Code : MGA 149
Title of the Course : Information Technology Skills for Business
Number of Credits : 3 Credits(1T+2P)
Effective from AY : 2024-25

Pre-requisites for the Course	Nil	
Course Objectives:	To equip participants to proficiently use technology for business tasks.	
Content:	Introduction to Information Technology Overview of IT concepts and terminology, Importance of IT skills for business students, Computer Operations and Productivity Software, Basic computer operations (file management, keyboard shortcuts, etc.) Introduction to computer applications for business (Word processors, spreadsheets, presentations, emails) Internet Skills for Business Effective internet, Email, social media and AI usage and etiquette for business	15 hours
	Unit 1: Introduction to computer applications. Learning the top office applications, keyboard shortcuts, mastering fundamental operations, Making a document, Font/Character formatting, Paragraph Formatting, Styles, Page setup and sections, tables and graphics, mail merge, and document security. Creating a presentation, Slides, and Texts, Working with layout themes and Masters, Working with tables and charts, Using SmartArt Diagrams, Clipart, and Pictures, Building animation effects, transitions, and support materials	20 hours
	Unit 2: Spreadsheets Using worksheets and workbooks, Entering and editing worksheet data, essential worksheets and cell range operations, introducing formulas and functions, creating formulas that Count and Sum, Getting Started making charts, and working with database tables	20 hours
	Unit 4: Internet Basics of Computer Networks, Internet, World Wide Web, Web Browsing Software, Search Engine, Understanding URL, and Surfing the Web. Basics of internet search, E-mail, Using Emails, Document Collaboration, basic content creation. Social media and AI usage and etiquette for business	20 hours
	Pedagogy: Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self- study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/	1. Hem Chand Jain and H.N. Tiwari, Basics of Computer Applications in	

Readings:	<p>Business, Taxman Publication, 4th or latest edition</p> <ol style="list-style-type: none"> 2. Shepard Ken, Microsoft 365 Bible [9 in 1], independently published. 2023 or Latest Edition . 3. Ledger Leonard J., Microsoft Office 365 For Beginners, 2023 or Latest Edition 4. Lambert Joan, Frye Curtis., (2022), Microsoft Office Step by Step (Office 2021 and Microsoft 365), Pearson, 1st or latest edition.
Course Outcomes:	<p>At the end of the course participants will be able to</p> <ol style="list-style-type: none"> 1. Create and format text-based documents. 2. Organize and calculate data. 3. Design and deliver presentations effectively and efficiently. 4. To effectively use Internet for business



Name of the Programme : Bachelor in Business Administration
Course Code : MGA-145
Title of the Course : Introduction to German Language
Number of Credits : 3 (1 T+2 P)
Effective from AY : 2023 – 24

Pre-requisites for the Course:	Nil	
Course Objectives:	To develop basic communicative competencies among the students (reading, writing, listening, and speaking) in German language that will enable the student to engage in simple conversations.	
Content:	Unit I – Introducing Yourself Personal Details/welcome – small talk in a coffeehouse – ordering and paying, Cities, countries, languages – sightseeing in Europe. Orientation in the city – transportation, People and Houses – apartment and furniture	5 hours
	Unit II: - Professional Life Talking about Profession, Work and Hobbies. Vacations and holidays. Professions – talking about profession, work and hobbies.	5 hours
	Unit III: - Grammar Simple clauses, ‘W’ questions and ‘Yes / No’ questions, conjugation of verbs in present tense, nouns and articles, negation, simple past tense	5 hours
	Unit IV: Practicals Usage of German Language in translating and communicating by applying the theoretical concepts studied in Unit I, II and III.	60 hours
Pedagogy:	Lectures/ tutorials/ field work/ outreach activities/ project work/ Vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. <u>Hermann Funk</u> , Studio D A1, Cornelsen, 2005 or <u>Latest Edition</u> . 2. Von Angelika G. Beck, Langenscheidt German in 30 Days: Book + CD, Goyal Publishers and Distributors Pvt. Ltd., 2007 or <u>Latest Edition</u> . 3. Netzwerk Deutsch als Fremdsprache A1 (Textbook + Workbook + Glossar): 2015 or <u>Latest Edition</u> .	
Course Outcomes:	At the end of the course, the participants will be able to:- 1. Introduce themselves in German giving personal details 2. Read the information given in German language 3. Carry out basic conversation in German with other students 4. Apply the grammar while writing sentences in German	

- Students are required to pass the Theory and Practical component separately.

Name of the Programme : Bachelor of Business Administration
Course Code : MGA-146
Title of the Course : Introduction to Portuguese Language
Number of Credits : 03(1 T+2 P)
Effective from AY : 2023-24

Pre-requisites for the course:	Nil	
Course Objective:	To enable the participants to develop communicative competencies among the students in Portuguese Language that will enable the student to engage in simple conversations.	
Content:	Unit I: Introduction Introduction to Portuguese language and the scope and advantages of knowing Portuguese language.	5 hours
	Unit II: Introducing Oneself Introduction to oneself. Ask for name and reply, Different verbal forms like "chamar-se", Introduction of the verbs first person and third person singular, Possessives, Demonstratives invariables and variables, Making of Phrases, Cardinal and Ordinal numbers	5 hours
	Unit III Grammar Indefinite articles, conjunction, indefinite pronouns muitos and its uses, Preposition of time, reflexive verbs and pronouns, Phrases and prepositions, Making of Positive and Negative Phrases, Prepositional Phrases, Question with interrogatives, Present continuous and construction of phrases, Adverbial phrases, Irregular forms of verbs	5 hours
	Unit IV Practicals Using Portuguese language to communicate (oral as well as written) by applying theoretical concepts studied in unit II and III.	60 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings:	1. Ana Tavares, Livro do Aluno Portugues 1, Nivel A1, Goyal Publishers, Delhi. 2017 edition or Latest Edition. 2. Coimbra Isabel & Coimbra Olga Mata; Portugues Sem Fronteiras, Vol.1, LIDEL Edicoes Tecnicas, Lda. 2018 or Latest Edition.	
Course Outcomes:	At the end of the course, the participants will be able to: 1. Speak, write, and read basic Portuguese. 2. Engage in simple Portuguese communication. 3. Integrate the knowledge of Portuguese grammar and vocabulary. 4. Get Practical knowledge of Portuguese Language.	

- Students are required to pass the Theory and Practical component separately.

Name of the Programme : Bachelor of Business Administration
Course Code : MGA-147
Title of the Course : Critical Thinking
Number of Credits : 3(1 T+2 P)
Effective from AY : 2023-24

Prerequisites for the Course	Nil	
Course Objective	To enable the participants to gain competence in successfully identifying the causes of complex personal and professional problems using logical, verifiable cause-and-effect.	
Contents	Unit I Basic Logical Concepts in Critical Thinking Explanations, Arguments and Reasoning, Use of language in logical reasoning.	5 hours
	Unit II Being Open Minded Arguments and Disagreements, Fallacies, Myths and Beliefs,	5 hours
	Unit III Key Skills in Critical Thinking Symbols of Conjunction, Negation and Disjunction, Sources of Thought: Its Factors and Conditions	5 hours
	Unit IV Practicals Demonstrating use of Explanations, arguments and reasoning, arguments and disagreements, fallacies, myths and beliefs, symbols of conjunction, sources of thoughts etc in logical reasoning.	60 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Introduction to logic - Copi Irving and Cohen Carl, Publisher – Pearson, 11th or <u>Latest Edition</u> . 2. How to Improve your Critical Thinking & Reflective Skills- Weyers, Publisher Pearson, 2013 or <u>Latest Edition</u> . 3. The Critical Thinking Toolkit, Caroselli, Publisher – Amazon Books, 2011 or <u>Latest Edition</u> .	
Course Outcomes	At the end of the course, the students will be able to: <ol style="list-style-type: none"> Understand how effective critical thinking is Practice the same professionally and in everyday life. Process and analyzing information more logically to take practical decisions Hone their Problem-Solving ability along with awakening of a curious mind 	

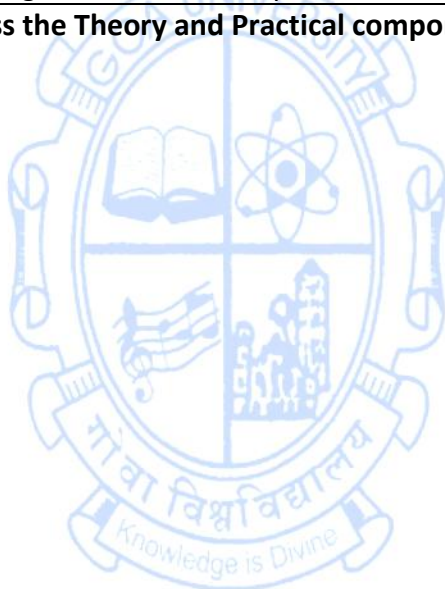
- Students are required to pass the Theory and Practical component separately.

Name of the Programme : Bachelor of Business Administration
Course Code : MGA-148
Title of the course : Film Appreciation
Number of credits : 3(1 T+2 P)
Effective from AY : 2023-2024

Pre- requisites for the course:	Nil	
Course objective:	To enable the participants to gain a deeper understanding of the world of film and be able to review and analyse various film style and genres	
Content:	Unit I: Film Genres and Styles Watch, Comprehend & Distinguish varied Styles & Genres of Films. The Significance of Film and Narrative Form. Cinematic Design: Form & Function, Movement & Impact.	5 hours
	Unit II: The Art of Film making Film as Art: Creativity, Technology, and Business. What is Mise-en-Scene, Dramatic Action & Character , Study of Camera Shots, Angles and Movements	5 hours
	Unit III: From Hollywood to Bollywood Cultural, Social, and Global Impact of Film Codes and Conventions of Film Musicals, Work of Great Directors in Cinema, History of Bollywood and perspectives on Indian Cinema	5 hours
	Unit IV Practicals Watching different genres of films, analyze and Critic films.	60 hours
Pedagogy:	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. The Movie Book, First American Edition, Published in the United States by DK Publishing 345 Hudson Street New York, New York 10014, 2016 or Latest Edition 2. Ronald Bergen, The Film Book, a complete guide to the world of cinema, First American Edition, Published in the United States by DK Publishing 375 Hudson Street New York, New York 10014, 2011 or Latest Edition. 3. Steven Ascher and Edward Pincus, The Filmmaker's Handbook: A comprehensive Guide for the Digital Age, 2013 or Latest Edition. 4. Nathan Abrams, Ian Bell and Jan Udris, Studying Film, Co-published in the United States of America by Oxford University Press Inc., 2nd or Latest Edition 5. Andre Bazin What is Cinema? VOL. I & II, University of California Press, © 1967, 2005 or Latest Edition 6. Louis Giannetti, Understanding Movies, Laurence King Publishing Ltd 13th or Latest Edition. 	

	7. Jon Lewis, Essential Cinema: An Introduction to Film Analysis, Publisher - Michael Rosenberg, Wadsworth, Cengage Learning, © 2014 or Latest Edition.
Course outcomes:	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. To become an active viewer of cinema, developing one's own informed perspective through personal engagement with films. 2. Understand the way that content, form, and contexts work together to create meaning in film. 3. Be able to critically explore how film is a dynamic, multi-faceted medium, and how a work is created and received from a cultural, ideological and theoretical perspective. 4. Understand the myriad of creative and technical choices that construct a work, and how ultimately each individually impacts a finished film. 5. Identify and use key concepts, models and tools in film criticism. 6. To consider film's position in participatory culture and the shifting convergent media landscape

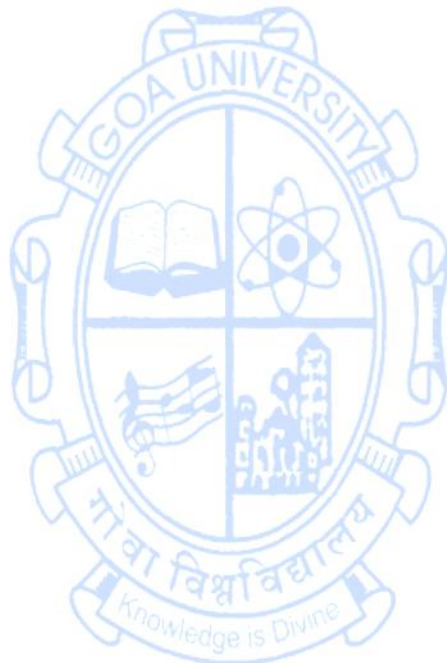
Students are required to pass the Theory and Practical component separately.



Name of the Programme : Bachelor of Business Administration
Course Code : MGA 150
Title of the Course : Soft Skills and Personality Development
Number of Credits : 3 Credits(1T+2P)
Effective from AY : 2024-25

Pre-requisites for the Course	Nil	
Course Objectives	To equip participants with soft skills training for self-development	
Content	Unit I: Introduction to Soft Skills and Personality Development Soft Skills: Meaning, Importance; Types: Self-Management Skills, Communication Skills; Leadership Skills, Negotiation Skills, Presentation Skills; Life Skills, Time Management Skills, Social Skills; Stress Management and Creative Thinking. Body Language- Personality Traits; Postures and Gestures; Importance of Listening; Value of Time; Team Work and Team Building- Importance of Team Work/ Group Discussion; Social and Corporate Etiquettes – Types Importance and Impact of Social and Corporate Etiquettes; Interviews and CV Writing; Developing trust and Integrity in Humans. Developing potential and self-actualization; SWOC analysis, learning to maximize success using SWOC, how to do a personal SWOC; Goal Setting - Importance of goal setting; Types of goals interpersonal relationships, Understanding People; Conflict Resolution Skills – Seeking Win-Win Solutions; Emotional Intelligence.	15 hours
	Unit II: Soft Skills Individual and Group presentations on different types of soft skills, role plays – social skills and life skills, public speaking, live negotiation demonstrations, stress management, time management activities, Establishment of SMART Goals, Maslow hierarchy of Needs, Oral Communication Skills	30 hours
	Unit III: Personality Development, Self-Development and Goal Setting Body Language, Listening Skills, Development and Grooming, Team Building Exercises, Leadership Skill Exercises, Trust building activities. Development of SWOC Analysis (Individual Analysis), Goal Setting- Short term Goals and Long-term Goals, Conflict Resolution Techniques, Seeking a Win-Win Solution, Emotional Intelligences Activities.	30 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field visit/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References/ Readings	<ol style="list-style-type: none"> 1. Petes, S. J., & Francis. Soft Skills and Professional Communication. New Delhi: Tata McGraw-Hill Education. 2011 or latest edition 2. Dorch, P. (2013). What Are Soft Skills? New York: Executive Dress Publisher. 3. Ranjana Salgaocar The Pleasure of Your Company 1995 1st Edition or latest 4. Klaus, P., Jane R., & Molly, H. The Hard Truth about Soft Skills. London: HarperCollins E-books. 2007 or latest edition
Course Outcomes	<p>At the end of the course participants will be able to</p> <ol style="list-style-type: none"> 1. Explain the different soft skills and their importance. 2. Identify the different personality traits and its implications. 3. Prepare self - SWOC analysis, planning and goal setting 4. Build soft skills



Semester III

Name of the Programme : Bachelor of Business Administration

Course Code : MGA-200

Title of the Course : Financial Management

Number of Credits : 4

Effective from AY : 2024-25

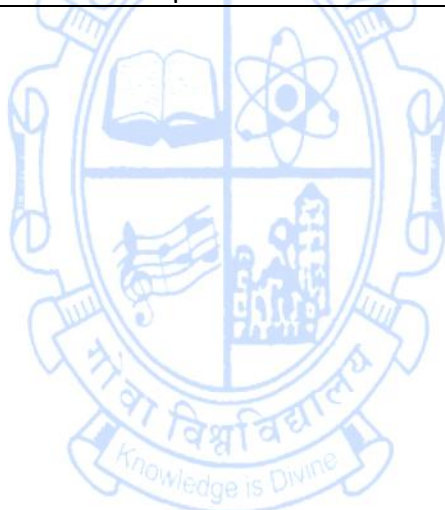
Prerequisites for the course	Nil	
Course Objective	To equip participants with skills of financial management tools for business decisions	
Contents	Unit I: Introduction to Financial management Introduction to Financial Management: Meaning, nature and scope of finance – Financial goal (profit vs. wealth maximization) – Finance functions – Investment, financing and dividend decisions, Time value of money, future value of single cash flow, annuity and sinking fund, present value of single cash flow, annuity and capital recovery factor (practical problems)	10 hours
	Unit II: Long Term Sources of Finance Long term finance, ordinary shares, preference shares, debentures and term loans, Cost of capital, Meaning and significance of cost of capital – Components of cost of capital (debt, preference capital, equity capital and retained earnings) – Combined cost of capital (weighted) and CAPM, Dividend Policy, objectives, practical considerations in dividend policy, stability of dividends, forms of dividends	10 hours
	Unit III: Financing Decisions Capital budgeting- Investment Decisions: Nature of investment decisions – Investment evaluation criteria – Methods of Capital Budgeting (payback period, accounting rate of return, net present value, internal rate of return, profitability index) – NPV and IRR comparison (practical problems), Financial and operating leverages, Effects of operating and financial leverage on profit – Analyzing alternate financial plans – (practical problems)	15 hours
	Unit IV: Working Capital Management Principles of working capital management, Management of Working Capital: Meaning, significance, and types of working capital, determinants of working capital, Calculating operating cycle period and estimation of working capital requirements (practical problems), Credit management, nature and goals of credit policy, credit policy variables, credit evaluation, monitoring receivables	15 hours
	Unit V: Short Term Financing Inventory management, nature of inventories, need to hold inventories, objectives of inventory management, techniques (EOQ, Reorder Point), overview of ABC, JIT, Outsourcing, computerized inventory control system (Practical problems),	10 hours

	Cash management, facets of cash management, motives of holding cash, cash planning, managing cash collections and disbursements, investing surplus cash in marketable securities	
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	<ol style="list-style-type: none"> 1. Pandey, I. M., 'Financial Management', Pearson India Education Services, 2021,12th or latest edition 2. Chandra, Prasanna; 'Financial Management: Theory and Practice', Tata McGraw-Hill; 2020, 10th or latest edition 3. Pandey, I. M. and Bhat, Ramesh, 'Cases in Financial Management', Tata McGraw-Hill, 2012, 3rd or latest edition 4. Ross, Stephen A.' Westerfield, Randolph W. and Bradford D. Jordan, 'Fundamentals of Corporate Finance'; Tata McGraw-Hill, 2018,11th or latest edition. 	
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Understand the cost of capital and working capital management 2. Evaluate capital investment decisions 3. Take decisions with respect to accepting/rejecting projects for firms, and to arrive at an efficient capital structure. 4. Calculate the operating cycle, determine the working capital requirements for a firm and employ techniques of inventory management. 	

Name of the Programme : Bachelor of Business Administration
Course Code : MGA-201
Title of the Course : Business Environment
Number of Credits : 4
Effective from AY : 2024-25

Pre-requisites for the Course	Nil	
Course Objective	To equip the participants with understanding of the business environment to take informed business decisions.	
Contents	Unit I: Introduction to Business Environment: Definition and meaning of business – Scope of Business – Characteristics of Business – Business goals – Factors influencing the Business Environment – Environmental Analysis (Internal & External).	10 hours
	Unit II: Impact of Government policies New Agricultural strategy of 1960s (Green Revolution) – Food security and PDS in India - New Agricultural Policy In the context of liberalization Traditional, SSI, Village, Cottage and Modern industries -Industrial Policy Resolution in India till 1991 - New Industrial Policy and its impacts. Relationship between business and government, Promotional and entrepreneurial roles of the government, Privatization and commercialization of Indian Infrastructure – Infrastructure development in India.	15 hours
	Unit III: Financial System and Technology Structure of Financial System, Role of Financial System in Economic Development, Financial Markets and Financial Instruments, Regulatory Frame Work, Problems and Reforms, Factors influencing the technological environment, Role and impact of technology on business, Transfer of technology, Factors of legal environment namely laws and regulations, consumer protection, IPR's and environment regulations.	10 hours
	Unit IV: International Business & World Financial Environment Overview and types of international business, Theories and institutions, Trade and investment, Tariff and non-tariff barriers, forex market mechanism, exchange rate determination.	15 hours
	Unit V: Regional Blocks and Trading Agreements' Global Competitiveness Business and corporate social responsibility to shareholders, employees, consumers and community, Role of regional blocks and trading agreements towards Global competition and HRD development.	10 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self- study/ case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References / Readings:	<ol style="list-style-type: none"> 1. Cherunilam, Francis 'Business Environment, Text and Cases' Himalaya Publishing House, 28th edition, (2019) or latest edition 2. Dr. SarojUpadhyay, 'Business Environment', Asian Books Pvt. Ltd, (2010) or latest edition 3. V K Puri and S K Mishra 'Indian Economy –Cases' Himalaya Publishing House, 39th revised and updated edition (2022) or latest edition 4. Paul, Justin, 'Business Environment Text and Cases', Tata McGraw Hill, New Delhi, 4th edition, (2018) or latest edition 5. A.N. Agarwal 'Indian Economy', New Age International Publishers, 43rd edition, (2019) or latest edition
Course Outcomes	<p>At the end of the course, the participant will be able to:</p> <ol style="list-style-type: none"> 1. To identify the constituents of business environment and their impact on business. 2. To demonstrate the range and complexity of the external influences on business activity. 3. To integrate the various financial and economic concepts in the business environment. 4. To analyze various components of national and international business and its implications on the business environment.



Name of the Programme : Bachelor of Business Administration
Course Code : MGA-211
Title of the Course : Business Maths and Statistics
Number of Credits : 4
Effective from AY : 2024 - 25

Prerequisites for the Course	Nil	
Course Objective:	To equip the participants with the ability to identify business situations requiring basic mathematical analysis and making decisions.	
Contents:	Unit I: Basics of Business Mathematics Elementary algebra, Calculation of Compound interest, Breakeven point, Sets, Venn diagram, Solutions of equations, Permutations and combinations.	15 Hours
	Unit II: Managerial Application of Business Mathematics Functions and their applications, Limits and continuity, Differentiation and derivatives and their applications, Maxima and Minima of functions and their applications.	15 Hours
	Unit III: Basics of Linear Algebra Matrices, Determinants and their applications	15 Hours
	Unit IV: Basics of Probability Probability & Probability distributions, Sampling and sampling distributions, Estimation and testing of hypothesis.	15 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Spooner, H.A. and D.A.L. Wilson; 'The Essence of Mathematics for Business'; Prentice-Hall of India Private Limited; (1993) or latest edition 2. Raghavachari, M; 'Mathematics for Management'; Tata McGraw-Hill Publishing Company Ltd., (2017) or latest edition 3. Sancheti D.C. & Kapoor V.K. 'Business Mathematics', Sultan Chand & Sons, (2014) or latest edition 4. Levine, David M.; 'Statistics for Managers'; Prentice Hall of India Private Ltd., (2017) 8 th edition or latest edition. 5. Aczel, Amir, et al.; 'Complete Business Statistics'; Tata McGraw-Hill Publishing Company Limited, (2017) 7 th edition or latest edition	
Course Outcomes	At the end of the course participants will be able to 1. Make managerial decisions using set theory 2. Make managerial decisions using basic calculus 3. Make managerial decisions using linear algebra 4. Use probability for arriving at decisions.	

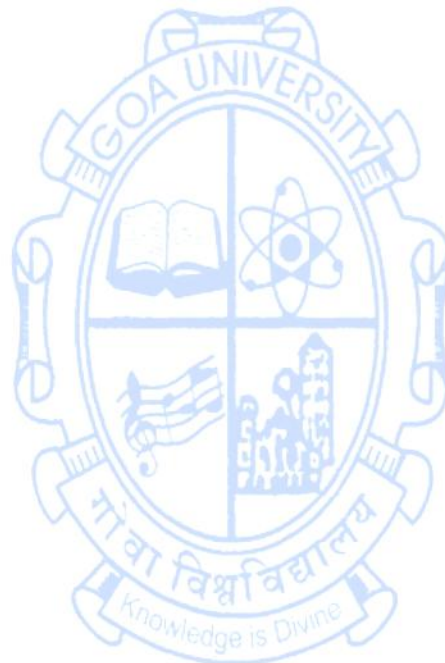
Name of the Programme : Bachelor of Business Administration
Course Code : MGA-231
Title of the Course : Business Maths and Statistics
Number of Credits : 3
Effective from AY : 2024 - 25

Prerequisites for the Course	Nil	
Course Objective:	To equip the participants with the ability to identify business situations requiring basic mathematical analysis and making decisions.	
Contents:	UNIT I: Basics of Business Mathematics Elementary algebra, Calculation of Compound interest, Breakeven point, Sets, Venn diagram, Solutions of equations, Permutations and combinations.	15 Hours
	UNIT II: Managerial Application of Business Mathematics Functions and their applications, Matrices, Determinants and their applications, Differentiation and derivatives and their applications.	15 Hours
	Unit III: Basics of Probability Descriptive and Inferential Statistics Measures of Central Tendency, Measures of Dispersion, Basics of Probability & Probability distributions, Sampling and sampling distributions, Estimation and testing of hypothesis.	15 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Spooner, H.A. and D.A.L. Wilson; 'The Essence of Mathematics for Business'; Prentice-Hall of India Private Limited; (1993) or latest edition 2. Raghavachari, M; 'Mathematics for Management', Tata McGraw-Hill Publishing Company Ltd., (2017) or latest edition 3. Sancheti D.C. & Kapoor V.K. 'Business Mathematics', Sultan Chand & Sons, (2014) or latest edition 4. Levine, David M.; 'Statistics for Managers', Prentice Hall of India Private Ltd., (2017) 8 th edition or latest edition. 5. Aczel, Amir, et al.; 'Complete Business Statistics', Tata McGraw-Hill Publishing Company Limited, (2017) 7 th edition or latest edition	
Course Outcomes	At the end of the course participants will be able to 1. Make managerial decisions using set theory 2. Make managerial decisions using basic calculus 3. Use matrices to make managerial decisions 4. Use statistical techniques to solve practical problems and arrive at decisions	

Name of the Programme : Bachelor of Business Administration
Course Code : MGA 232
Title of the Course : Career Planning and Interview Preparation
Number of Credits : 3
Effective from AY : 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants to face entry level selection processes of organizations	
Content	Unit I: Understanding the Job Market and Self-Assessment Overview of the Job Market, Identifying Career Goals and Interests, Self-Assessment and Skills Inventory, Researching Industries and Companies, Job Search Strategies and Networking: Effective Job Search Techniques, Utilizing Networking Tools, Informational Interviews, Building a Professional Network	15 hours
	Unit II: Resume Building and Cover Letter Writing Crafting an Effective Resume, Writing Compelling Cover Letters, Tailoring Documents to Job Descriptions, Online Portfolio and LinkedIn Profiles, Professional Etiquette in the Workplace: Body language, Dressing, Etiquette for Coffee Interview etc. Other selection procedures such as Group Discussion and Assessment Centers.	15 hours
	Unit III: Interview Preparation Types of Interviews (Behavioral, Technical, Case), Common Interview Questions, Developing Strong Responses, Mock Interviews and Feedback Post-Interview Strategies, Follow-Up Strategies After Interviews, Negotiating Job Offers, Using Career Development Resources	15 hours
Pedagogy	Lectures/ Tutorials/Mock Interviews with Executives from Industry/Field Visit to job fairs/Industry/Executive Interaction /field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self- study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Richard N. Bolles "What Color Is Your Parachute? Your Guide to a Lifetime of Meaningful Work and Career Success Paperback",2022 or Latest Edition 2. Angela Guido, John A. Byrne "Interview Hero, How to Ace Your Interviews, Find Your Voice, and Direct the Narrative of Your Life", 2018 or Latest Edition 3. Ellyn Enisman "Job Interview Skills 101, The Course You Forgot to Take" Paperback, 2010 or Latest Edition 4. Steve Dalton "The 2-Hour Job Search Paperback",2020 or latest Edition	
Course Outcomes	At the end of the course participants will be able to 1. Understand how to conduct a self-assessment	

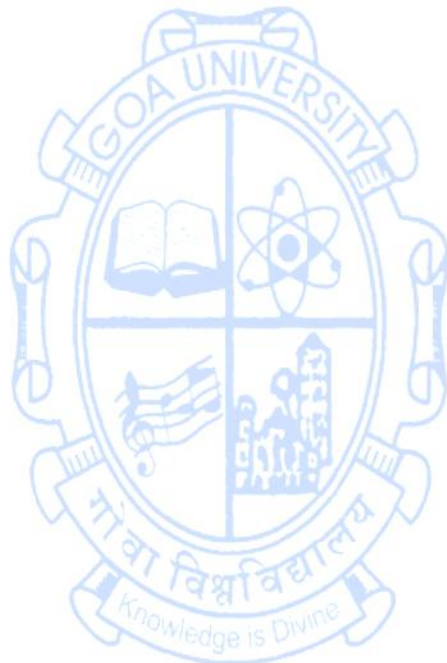
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| | <ol style="list-style-type: none">2. Analyse the job market and job search efficiently3. Developing effective resumes and cover letters4. Participate in selection processes of organizations and interviews confidently |
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Name of the Programme : Bachelor of Business Administration
Course Code : MGA-241
Title of the Course : Interview Facing Skills & Mock Interviews
Number of Credits : 3 (1T+2 P)
Effective from AY : 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants to face entry level selection processes of organizations and to obtain feedback from the industry/ employers on the extent of their competence development.	
Content	Unit I: Understanding the Job Market Overview of the Job Market, Researching Industries and Companies, Job Search Strategies and Networking.	5 hours
	Unit II: Self-Assessment Identifying Career Goals and Interests, Self-Assessment and Skills Inventory, Effective Job Search Techniques, Utilizing Networking Tools, Informational Interviews, Building a Professional Network	5 hours
	Unit III: Resume, Cover Letters and Interviews Importance of Crafting an Effective Resume, Contents of a resume and cover letter, Types of Interviews (Behavioral, Technical, Case), Common Interview Questions.	5 hours
	Unit IV: Practicals Writing Compelling Cover Letters, Tailoring Documents to Job Descriptions, Online Portfolio and LinkedIn Profiles, Professional Etiquette in the Workplace: Body language, Dressing, Etiquette for Coffee Interview etc. Other selection procedures such as Group Discussion and Assessment Centers, Interview Preparation, Developing Strong Responses, Mock Interviews and Feedback Post-Interview Strategies, Follow-Up Strategies After Interviews, Negotiating Job Offers, Using Career Development Resources	60 hours
Pedagogy	Lectures/ Tutorials/Mock Interviews with Executives from Industry/Field Visit to job fairs/Industry/Executive Interaction /field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self- study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Richard N. Bolles, "What Color Is Your Parachute?" Ten Speed Press, 2021 or latest edition 2. Angela Guido, John A. Byrne, "Interview Hero, How to Ace Your Interviews, Find Your Voice, and Direct the Narrative of Your Life" 2018 or latest edition 3. Ellyn Enisman, "Job Interview Skills 101, The Course You Forgot to Take", Netsource Distribution, 2010 or latest edition 4. Steve Dalton "The 2-Hour Job Search", Ten Speed Press, 2012 or latest edition	

Course Outcomes	At the end of the course, the participants will be able to: 1. Conduct a self assessment 2. Analyse the job market and job search efficiently 3. Developing effective resumes and cover letters 4. Participate in selection processes of organizations and interviews confidently
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Name of the Programme : Bachelor of Business Administration
Course Code : MGA-242
Title of the Course : Creative Writing
Number of Credits : 3 (1T+2P)
Effective from AY : 2024-25

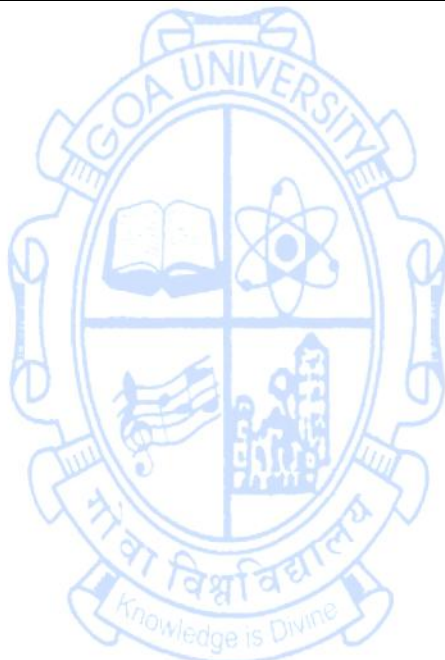
Prerequisites for the Course	Nil	
Course Objective	To equip participants with an ability to use creativity in written communication	
Contents	Unit I: Introduction to Creative Writing Defining Creative Writing, Professional writing v/s Creative Writing, Types of Creative Writing, Introduction to the Techniques used in Creative Writing, Brief History of Creative Writing: Oral word, Written Word, Typed Word, Linear Processing, Digital Publishing, Benefits of Creative Writing, Elements of Good Writing: Content, Expression, Feeling & Emotions, Summarizing, Quality over Quantity, Target Audience, and Editing.	5 hours
	Unit II: Language – Engaging with and Interpreting the World Language Influencing Humans in the World - Analyzing how linguistic diversity in different cultures shapes the way humans think and write, Explore language as a mode for engagement with the world - To develop a creative consciousness of language's role in making and remaking the world	5 hours
	Unit III: Building Creative Writing, Reading, Analyzing & Reviewing skills - Independently engage and interpret texts, Tools and Techniques to analyze and critique works, Identifying Different Literary Genres, Authors' Style of Writing, Researching Authors, Book Reviews, Commonly used terms and phrasings used to discuss writing.	5 hours
	Unit IV: Practicals Documenting ideas in the form of stories/articles/reports, PAR (Problem, Action, Result) Technique of Story-Telling, Creative Writing Techniques: Character Development, Plot Development, Description and Setting, Emotional Appeal & Underlying Theme, Identifying & using Digital Publishing Platforms/Apps, Interpretation of TedTalk YouTube Video by cognitive scientist Lera Boroditsky on How Language Shapes the way we think (and its implications on creative writing), Interpreting & Writing Quotes, Short Stories and Horror Shorts; Writing Reviews & Critiques; Book Review: 'Who Moved my Cheese' by Spencer Johnson, Improving Quality of Written Work: Vocabulary Enhancement, Figures of Speech, Anecdotes, Proverbs, Quotes, Adjectives, Adverbs, Dashes, Literary tropes, Semantics, Homonyms Homographs, Homophones, Synonyms, Antonyms, Effective use of Punctuation, Brainstorming – Using graphic	60 hours

	organizers for creating and organizing story/article ideas and generating additional content –
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Readings:	<ol style="list-style-type: none"> 1. Morely; The Cambridge Companion to Creative Writing, South Asian Edition, Cambridge Publishers, 2013 or later edition. 2. Zinsser William; On Writing Well, The Classic Guide to Writing Non Fiction; Collins Publisher, 2016 or later edition 3. Dev Anjana Neira, Marwah Anuradha, Pal Swati; Creative Writing: A Beginner’s Manual, Pearson Education, 2009 or later edition 4. Devulapalli Krishna Shastri; How to Be a Literary Sensation, Harper Collins Publishers, 2015 or later edition 5. Singh Khushwant, Kumar Neelam; Our Favourite Indian Stories, Jaico Publishing House, 2002 or later edition
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Articulate the essence of creative writing and identify the genres, types and techniques of creative writing. 2. Apply and implement the PAR Technique in creating stories and articles; 3. Express ideas, thoughts and feelings creatively into a story and present own written work to an audience. 4. Evaluate and apply creative writing techniques, analyze written work and improve the quality of written work.

Name of the Program : Bachelor in Business Administration
Course Code : MGA-243
Title of the Course : Vector Graphic Designing
Number of Credits : 3 (1T+2P) Credits
Effective from AY : 2024 – 25

Pre-requisites for the Course:	Nil	
Course Objectives:	To equip participants to use vector graphics software to create or edit vector graphics such as illustrations, diagrams, line arts, charts, logos and complex paintings	
Content:	Unit I: Introduction to Vector Graphic Designing Overview of vector graphics software, Understanding interface, Understanding Objects, Layers, Text and Boolean operations, Patterns, Bezier tool, tracing bitmaps, page setting, and applications	15 hours
	Unit II: Practicals Installation and Overview of vector graphics software, Creating and saving a file. Create basic shapes like rectangle, square, circle, ellipse, polygons, stars. Fill color, Learn about the different types of handles – resize, rotate, skew, Modify shapes using handles, Fill color in objects, Give objects an outline, Various types of Gradients, Giving Patterns and Stroke paint and style Copy and paste object, Duplicate and clone objects, Group and Order various objects, Multiple selection and invert selection, Clipping and Masking. Layers and layer palette, Add a new layer, Rename a layer, Position a layer above or below other layers, Lock a layer, Hide a layer, Various modes, Add various filters, Create Boolean operations. Align and distribute various objects - Align objects with reference to something, Arrange objects in rows and columns, Set spacing between objects, Create a tile pattern. Inserting text, Formatting text, Aligning text, Spacing and bullet, Making a simple flyer, Manual kerning, Horizontal kerning, Vertical shift, Character rotation, Spell check, Superscript, Subscript, Reflected text, Labeled text, Change the text case Patterns using Cloning, Pattern along Path, Patterns using Spray tool, Path Effect Editor. Drawing using Bezier tool, Modes of Bezier tool, Shapes of the paths, Node tool, Add, edit, delete nodes, Join and break paths. Text on path, Text on shape, Image inside text, Text in perspective, Cutout text Create an A4 Poster/3-fold brochure/ CD label - Page size setting, Orientation and Guides, Saving the document and exporting in various formats, Difference between raster and vector image, Various raster and vector formats, Convert raster image to vector, Warli art for Textile design, Mango pattern for Textile design	60 hours
Pedagogy:	Laboratory work/ self study/ assignments, etc. or a combination of some of these.	

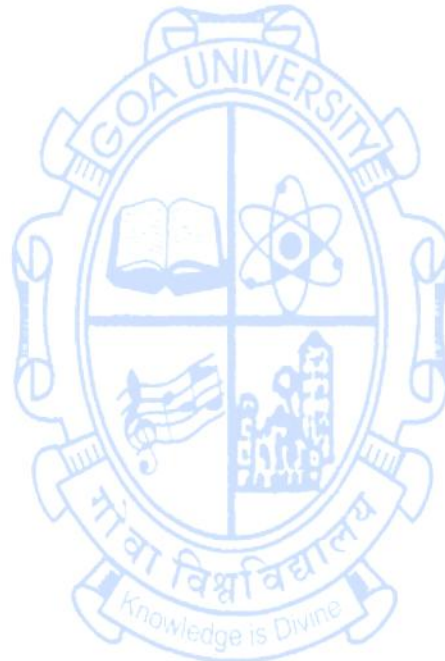
References / Readings:	<ol style="list-style-type: none"> 1. Tadmong Bah, Inkscape: Guide to a Vector Drawing Program, Pearson Education, Inc., 2011, 4th Edition or Latest edition. 2. Elmansy R., Illustrator Foundations, Focal Press, 2012, 1st or Latest Edition 3. StevenWithrow, Jack Harris, Vector Graphics and Illustrations, Rotovision, 2008 or latest edition 4. Spoken tutorial from IIT Bombay
Course Outcomes:	<p>At the end of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Use tools from Vector Graphic Designing Software to create designs for web and print 2. Use features from Vector Graphic Designing Software to edit and enhance vector graphic designs 3. Communicate through their visual solutions to the projects. 4. Learn to solve visual problems using vector art, giving them an important additional skill



Name of the Programme : Bachelor in Business Administration
Course Code : MGA-244
Title of the Course : Database Management System & Web Designing
Number of Credits : 3 (1T+2P) Credits
Effective from AY : 2024-25

Pre-requisites for the Course:	Nil	
Course Objectives:	To equip the participants to manage data using database management system and to design a website using content management system	
Content:	Unit I: Database Management System Basic concepts: Field, record, table, database, DBMS, Examples of DBMS, Entity relationship, Primary key, Foreign key.	5 hours
	Unit II: Web Designing Basics Introduction to basics of Web Designing and Word Press, Importance, Applications	5 hours
	Unit III Wordpress Site Designing Elements Word Press Site Designing Elements, meaning, description of elements, steps.	5 hours
	Unit IV: Practicals Create database and designing a table, Design queries: Select query, Action queries, Design Forms, Design Reports, Design Macros Installation and getting familiar with the interface, Introduction to web designing, Installation of wordpress on localhost and Webhost, Wordpress interface – Getting familiar with themes, wordpress dashboard, clearing out Wordpress pre-installed content, Post and Page Editors, Classic Editor, Gutenberg Editor, Media Library Gutenberg Editor, Wordpress Settings, Themes, Plugins and widgets, Website content with Posts and Pages, Creating a Homepage and Legal Pages, Website Navigation, Security, Plugins, Site structure, Blog site, Business site, Hybrid site, Full Site Editor (FSE)	60 hours
Pedagogy:	Laboratory work/ self study/ assignments/ Project, etc. or a combination of some of these.	
References / Readings:	1. Joyce Cox, Joan Lambert, “Microsoft Access 2013”, Microsoft Press 1 st or latest edition 2. Dr. Robert T. Grauer, “Microsoft® Access 2013 Comprehensive”, Pearson, or Latest edition 3. Wordpress Tutorial pdf 2021 – Free Edition 4. Thord D. Hedengren, “Smashing WordPress: Beyond the Blog” (Smashing Magazine Book Series) – Latest edition 5. Janet Majure, “Teach Yourself Visually Complete WordPress”, John Wiley & Sons, Inc. Latest edition	
Course Outcomes:	At the end of the course, the participants will be able to: 1. Design a database for organizing data	

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| | <ol style="list-style-type: none">2. Populate, retrieve, update, manipulate and present data efficiently using database management system3. Design and customize website using various elements of wordpress4. Effectively oversee and organize website content, including creation, editing, categorization, and optimization, within the WordPress platform and manage its content using WordPress |
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Semester IV

Name of the Programme : Bachelor of Business Administration

Course Code : MGA-202

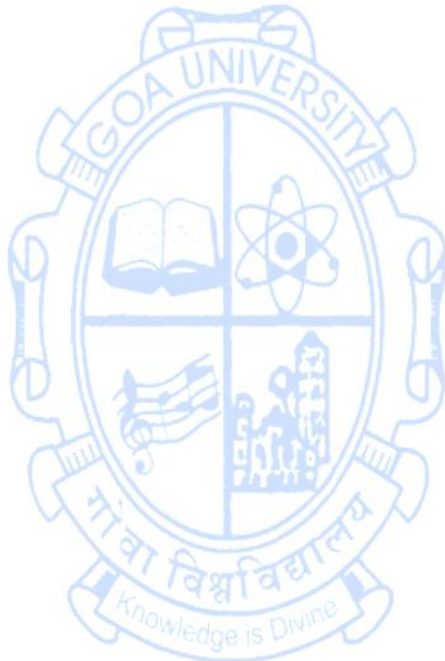
Title of the course : Business Research Methods

Number of credits : 4

Effective from AY : 2024-2025

Pre-requisites for the course:	NIL	
Course objective:	To equip the participants with skills to locate problem areas in organizational settings, and plan, organize, design, and conduct research to help solve the identified problems	
Content:	Unit I: Introduction to Business Research Research in business - Why research, Business strategy, what research is not, Methods and methodology, features of good research, fallacy in research, important terms in research, types of research, Ethics in Research, Development of Research Methodology – Language of Research, Scientific methods, Induction and deduction, objectivity in research, Defining and formulation of Research Problem – Literature review and concept mapping	10 hours
	Unit II: Design of Business Research Research Plan – Research design, classification of research design, features of good design, experimental research, Surveys, Generalization in Research – Issue of validity, Conclusion validity and threats, Internal validity, construct validity, external validity and threats, Qualitative Research; process, interviews, secondary data analysis, experience survey, focus groups, descriptive studies, case study, observation method, qualitative verses quantitative research, merging of qualitative and quantitative research.	15 hours
	Unit III: The Sources and Collection of Data Sources of data (primary and secondary), measurement scales, issue of measurement and scale, questionnaire and instrument design, Sampling Techniques – terminology, methods, calculation of sample size	15 hours
	Unit IV: Analysis and Presentation of Data Quantitative Analysis – Basic statistical techniques Testing of hypothesis, other statistical techniques for analysis, Use of Computer software in data analysis Report Writing – Writing a good report, critical elements of report, stylistic elements, formatting	20 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers/assignments/presentations/self –study/Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References/Readings:	<ol style="list-style-type: none"> 1. Cooper D R and Schindler, 'Business Research Methods', Tata McGraw-Hill, New Delhi, 2018, 12th Edition or Latest Edition 2. Sachdeva J.K., 'Business Research Methodology' Himalaya Publishing House, 2009, 2nd Edition or latest Edition. 3. Zikmund W G, 'Business Research Methods'; Thomson Learning, Indian Reprint, 2013, 9th Edition or Latest Edition. 4. Deepak Chawla and Neena Sondhi, 'Research Methodology: Concepts and Cases', Vikas Publishing house, 2016, 2nd Edition or Latest Edition
Course outcomes:	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Understand the relevance and role of Research in business and formulate the Research problem. 2. Develop the framework/design and a well -designed questionnaire with appropriate use of measurement scaling 3. Develop an appropriate Sampling design. 4. Analyse and interpret the results for decision making.



Name of the Programme : Bachelor of Business Administration
Course Code : MGA-203
Title of the Course : Consumer Behaviour
Number of Credits : 4
Effective from AY : 2024-25

Prerequisites for the Course	Nil	
Course Objective	To equip participants to analyse the impact of consumer decisions on marketing strategies.	
Contents	Unit I: Introduction Market Analysis Component, Consumers, Company, The Competitors, Nature of Consumer Behaviour External Influences, Internal Influences, Self-Concept and Lifestyle, Consumer Decision Process, Organizations and Regulation, The Meaning of Consumption. Variations in Cultural Values, Other-Oriented Values, Environment-Oriented Values, Self-Oriented Values, Cultural Variations in Nonverbal Communication, Global Cultures, A Global Youth Culture	15 Hours
	Unit II: External and Internal influences Motivation as a psychological force, needs, goals, positive and negative motivation, dynamics of motivation, types and systems of needs. Theories of personality, brand personality, self-image. Consumer perception, elements and dynamics of perception. Elements of consumer learning, behavioural learning theories, cognitive learning theory. Consumer attitude formation and change, attitude formation, change, strategies of attitude change. Culture and its influence, enculturation and acculturation. Subculture and consumer behaviour, subculture and consumer behaviour, nationality, religious, age subculture. Cross culture and consumer analysis. Types of groups, Consumption Subcultures, Brand Communities, Online Communities and Social Networks Reference Group Influences on the Consumption Process, the Nature of Reference Group Influence, Degree of Reference Group Influence.	15 Hours
	Unit III: Consumer decision making Consumer decision making, extensive problem solving, limited problem solving, routinized response behaviour, models of consumer, four views of consumer decision making, economic, passive, cognitive and emotional view. Model of consumer decision making, Input, process and output.	15 Hours
	Unit IV: Organizational Decision Making Meaning of organizational buying behaviour, definition, characteristics, buying situations, major influences on business buyers, the buying process, Need recognition, definition of characteristics and quantity needed, development of product	15 hours

	specification, search and qualification of potential sources, acquisition and analysis of proposal, evaluation and selection of the suppliers, Participants in buying behaviour.	
Pedagogy	Lectures/ tutorials/field work/ project work/vocational training /viva/ seminars/ term papers/assignments/ presentations/Role-Plays/ Debates / Guest Lectures/self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	<ol style="list-style-type: none"> 1. Hawkins, Best & Coney, Consumer Behaviour: Tata McGraw Hill – 2003 or Latest Edition 2. Del I. Hawkins, David L. Mothersbaugh: McGraw-Hill/Irwin - 2022 or Latest Edition Leon G. Schiffman, Leslie Lazar Kanuk: Consumer Behaviour, Pearson Education Pearson - 2019 or Latest Edition 3. Phillip Kotler, Kevin Lane Keller, Abraham Koshy: Marketing Management, Pearson - 2016 or Latest Edition 4. Suja R. Nair, Consumer Behaviour in Indian Perspective, Text and Cases -Himalaya Publishing – 2022 or Latest Edition 	
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Understand the Consumer Decision-Making process 2. Describe and analyze the stages of the process 3. Understand the role of perception and learning in shaping consumer behaviour. 4. Develop research skills to gather and analyze the data related to Consumer behaviour 	

Name of the Programme : Bachelor of Business Administration
Course Code : MGA- 204
Title of the Course : Talent Acquisition and Employee Engagement
Number of Credits : 4
Effective from AY : 2024-25

Prerequisites for the Course	Nil	
Course Objective	To equip participants with skills in Talent Acquisition and Employee Engagement practices to drive organizational success.	
Contents	Unit I: Introduction to Talent Acquisition Definition and importance, Role in organizational success, Current trends and challenges, Employer Branding Creating a compelling employer brand, Employee value proposition (EVP)	5 Hours
	Unit III: Human Resource Planning and Job Analysis Forecasting talent needs, Aligning recruitment with organizational goals, Strategic workforce planning methodologies, Job Analysis; Importance and strategic, preparing Job Description and Job Specification, Person job/organisation fit, Succession Planning	10 Hours
	Unit IV: Recruitment and Selection Planning, Sources of recruitment, Screening, Behavioral and Competency-based interviewing, Assessment tools and techniques, Use of Technology, Screening Process, Selection decision, Reference Checks, Offer and Appointments, Evaluation, Diversity and Inclusion in Hiring, mitigating bias in the hiring process, Culture Fir, Personality Fit.	15 Hours
	Unit III: Understanding Employee Engagement Employee Engagement: Introduction, Essence of Employee Engagement, Categories of Engaged Employees, Drivers of Employee Engagement, Similarities & differences Job Satisfaction, Organizational Commitment, Job Involvement, Organizational Citizenship Behaviour & Employee Engagement, Engagement Models, Measuring Engagement: Measuring Engagement Levels using an appropriate scale– India vs. World, Challenges ahead for Employee Engagement.	15 Hours
	Unit IV: Benchmarking Practices in Employee Engagement Benchmarking Employee Engagement: Benchmarking Practices in – Reward & Recognition, Communication, Learning & Development, Employee Well Being, Performance Management, Work Life Balance & Employee Engagement, Managerial Strategies for Enhancing Engagement Levels, Interventions in Employee Engagement, Building the Experiential Organization.	15 Hours
Pedagogy	Lectures/ tutorials/field work/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/Role-Plays/ Debates / Guest Lectures/self-study/ Case	

	Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Readings	<ol style="list-style-type: none"> 1. K. Aswathappa, 'Human Resource Management', Tata McGraw-Hill Education, 2017, 8th or Latest Edition. 2. Gary Dessler, 'Human Resource Management', Pearson publication, 2020 or Latest Edition 3. Shally Steckerl, 'The Talent Sourcing & Recruitment Handbook', Kogan Page, 2013 or Latest Edition 4. Carrie Picardi, 'Recruitment and Selection Strategies for Workforce Planning and Assessment', Sage Publications, 2019 or latest edition 5. Sengupta D., Ramadoss S. (2011). Employee Engagement, ArEmm International, First or Latest Edition. 6. Morgan Jacob, The Employee Experience Advantage, Wiley, 2017 or Latest Edition.
Course Outcomes	<p>At the end of the course the participants will be able to</p> <ol style="list-style-type: none"> 1. Strategically plan and align talent acquisition with organizational goals. 2. Employ effective sourcing strategies, recruitment techniques and assessment tools to build a strong talent pipeline and Employer Brand. 3. Recognize essence of Employee Engagement in current work context for enhanced productivity and challenges associated with it. 4. Undertake employee engagement initiatives in an organization

Name of the Programme : Bachelor of Business Administration
Course Code : MGA-205
Title of the Course : Stock Market Operations
Number of Credits : 4
Effective from AY : 2024-25

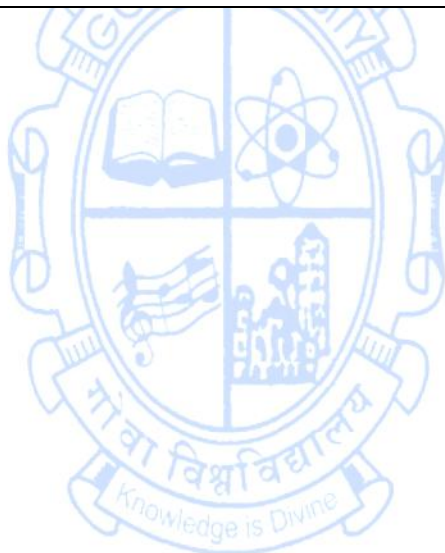
Prerequisites for the Course	Nil	
Course Objective	To equip the participants with an understanding of the products, players and functioning of the capital markets	
Contents	Unit I: Capital Markets in India An overview of Indian Securities Market, Stock markets, Wholesale Debt Market (WDM), Meaning, History, Functions, Intermediaries- Registrars-BRLM-Merchant Banker-Underwriters-Depository Participants, Depositories-NSDL & CDSL-Advantages & disadvantages, Dematerialisation & Rematerialisation, Primary Market and secondary Markets, IPOs.	10 Hours
	Unit II: Listing of Securities Meaning – Merits and Demerits -Listing requirements, Steps and procedures, fee –Types of Issues- rights issue, bonus issue, FPO, IPO – Pricing of an issue- Book Building-Fixed Price-Cut off Price- Allotment criteria- Escrow account -ASBA -Listing conditions of BSE and NSE	10 Hours
	Unit III: Indian Stock Exchanges Trading-Day Trading-Delivery based, order types and books – Contract notes & its content-Demat settlement – Physical settlement – Institutional segment – Funds settlement – Bad and short delivery – Auction-Arbitrage, BSE – Different trading systems - BOLT System – Share groups on BSE – different indices and selection criteria-SENSEX-BSE 100-BSE MIDCAP-SMALL CAP-Sectoral-IPO INDEX-DOLLEX, NSE – Market segments – NEAT system options – different indices and selection criteria-NSE S7P CNX Nifty-Nifty Junior-Defty Different types of settlements – Pay –in and Pay out – Bad Delivery – Short delivery – Auction-OTC Exchange-Promoters-Players, MCX and benefits.	10 Hours
	Unit IV: Investor Protection Regulators of Capital Markets; Role & functions of SEBI; Investor Protection in Primary Markets- Entry Norms, Promoters contribution, Disclosures, Secondary Markets- Settlement & clearing; Delisting -Insider Trading, Market wide circuit Breakers	5 Hours
	Unit V: Globalisation of Stock exchanges & Foreign Stock Exchanges Globalization of stock markets & online trading, Asian & European stock markets -their indices-Global Indices-NASDAQ, NYSE – Trading rooms – Players on NYSE trading floor – Trading technology and procedure.	5 Hours

	<p>Unit VI: Construction-Stock Market Indices Meaning, Purpose and Consideration in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method) Stock market indices in India – BSE Sensex – Scrip selection criteria – Construction – Other BSE indices (briefly) – NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Stock market indices in foreign countries</p>	10 Hours
	<p>Unit VII: Stock Market Investments Parameters considered–Risk–Systematic & unsystematic–Types and Return, Liquidity –Types, Minimizing Risk Exposure, Fundamental and Technical Analysis, Investors–Types, Mutual Funds, Insurance and other investment avenues, Portfolio building and evaluation</p>	10 Hours
Pedagogy	Lectures/ tutorials/field work/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations/ / Guest Lectures/self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings	<ol style="list-style-type: none"> 1. Pandian P., Security Analysis and portfolio Management, Vikas Publishing House Pvt. Ltd. 2ndedition, 2012 Latest Edition 2. Avadhani V. A., Investment and Securities Market in India, Himalaya Publishing House. 2008 or Latest Edition 3. Chandra P, Security Analysis and Portfolio Management, Tata McGraw –Hill. 2021, 6th or Latest Edition 4. Agarwal S, A Guide to Indian Capital Market, Bharat Publishers, 2000 or Latest Edition 5. Guruswamy S., Financial Service, Tata McGraw Hill Education Pvt Ltd. 10th edition 2019 or Latest Edition. 	
Course Outcomes	At the end of the course the participants will be able to: <ol style="list-style-type: none"> 1. Map the development of Indian stock market 2. Comply listing formalities for a firm to be listed on Indian Stock Markets 3. Analyze, evaluate and create indices of scrips traded on the stock market 4. Compare the stock market operations in various countries 	

Name of the Programme : Bachelor of Business Administration
Course Code : MGA-206
Title of the Course : Retail, Sales and Distribution Management
Number of Credits : 4
Effective from AY : 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with skills to manage retail, sales, and distribution.	
Content	Unit 1: Introduction to Retail, Strategy and Planning Overview of Retail, Functions of Retailer, Evolution of Retail, Retail Formats, Theories of Retail Development, Retail in India, Organized Retail, Drivers of retail change in India, Retail Consumer, Factors influencing the retail shopper, Consumer decision-making process, Retail strategy, Retail value chain, Store Site selection, Trade Area Analysis and retail expansion.	15 hours
	Unit 2: Merchandize Management and Managing Retail Merchandizing, Role of a Merchandizer, Buying methods, Lifestyle merchandizing, Merchandize planning, Retail Pricing, Merchandise performance, Retail Theft and Shrinkage, Design elements, Principals of store design, Exterior and interior store design, Visual merchandizing, Retail layout, Retail communication mix, Role of technology in retail.	15 hours
	Unit 3 - Sales Management Objectives of Sales Management, Relationship between Sales and Marketing, Responsibilities of Sales Management. Territory Management – Sales Strategy, Sales Planning, Sales Quota, Sales Budget. Sales forecasting - Quantitative methods, Qualitative methods. Personal Selling, Salesmanship Closing techniques I, II, and III. Sales force Management - Recruitment and Selection, Training, Compensation management, Sales force motivation, Methods of performance appraisal.	15 hours
	Unit IV - Distribution Management Role of Distribution, Intermediaries, Distribution Channels, Channel Intensity - Exclusive distribution, Selective distribution, Intensive distribution. Marketing Channels, Principles of Channel Management, Channel Institution – Retailing & Wholesaling Distributors/Dealers/Stockists, Designing Channel Systems, Channel Management, Power & Conflict, Channel Information System.	15 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning	

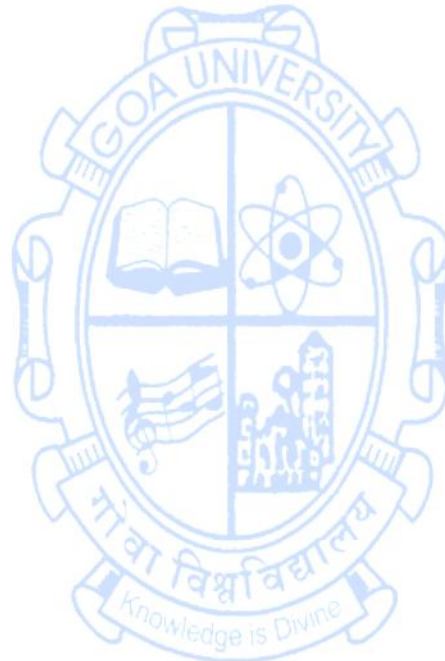
References / Readings:	<ol style="list-style-type: none"> 1. Swapna Pradhan (2017) “Retailing Management – Text and Cases” Tata McGraw Hill Education Private Limited -New Delhi, McGraw Hill Education; 5th edition or latest edition 2. Michael Levy, Barton Weitz, Ajay Pandit (2013) “Retailing Management” Tata McGraw Hill Education Private Limited -New Delhi, McGraw Hill Education; 8th edition or latest edition 3. Havaladar and Cavale (2023) Sales and Distribution Management - Tata McGraw Hill, 3rd Edition or Latest Edition 4. Namita Rajput and Neeru Vasishth (2010); Advertising and Personal Selling- Himalaya Publishing House, 2nd Revised Edition or Latest Edition. 5. Tanner, Honeycutt, and Erffmeyer (2009); Sales Management - Pearson Education Inc, publishing 1st Edition or latest Edition.
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Apply retail skills in strategic retail planning. 2. Employ effective and efficient techniques in retail merchandising. 3. Develop a sales plan to optimize sales force efficiency and productivity. 4. Recommend suitable channels for distribution management.



Name of the Programme : Bachelor of Business Administration
Course Code : MGA-207
Title of the Course : Leadership and Team Building
Number of Credits : 4
Effective from AY : 2024 - 25

Prerequisites for the Course	Nil	
Course Objective	To equip the participants to develop leadership skills for strengthening team performance and effective decision making in organizations..	
Contents	UNIT I: Leadership and Person Personality, cultural values and ability; Leadership that gets results; Models of Leadership; Leadership and Followership, Leadership theories: Traits, Situational, and Functional Leadership, Leadership and Power; Leadership and Influence - Interpersonal Conflict and Negotiation; Leadership in Groups and Teams.	10 Hours
	UNIT II: Organizational Culture; Leading Organizations Leading Teams: Design and Structure; Leadership and Communication; Leadership in Organizations; Leading Change, Leadership Development	10 Hours
	UNIT III: Identifying Potential Leaders Leader Development Vs Leadership Development in Organizations; Process of leadership Development, Tools and interventions for developing leadership. Special Leadership dimensions, Identifying potential dark/ Negative leadership; Corrective measures	15 Hours
	Unit IV: Introduction and Characteristics of a Team Types of teams, Characteristics of a team, Stages of team Development, Key skills for teamwork/building, Team Decision making	10 Hours
	Unit V: Conflict Management Types, managing conflict, Techniques of conflict management techniques, Why teams fail, Power and influence, Building high performance teams	15 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	1. RL Hughes, RC Ginnett, GJ Curphy, 'Leadership' Tata McGraw Hill 2011 or latest edition 2. J Owen, The Leadership Skills Handbook, Kogan Page Publishing 2020 or latest edition 3. John Murphy, Pulling Together: 10 Rules for High-Performance Teamwork, Simple Truths, 2016 or Latest edition 4. Uday Kumar Haldar, Leadership and Team Building, Oxford University Press, 2010 or Latest edition	

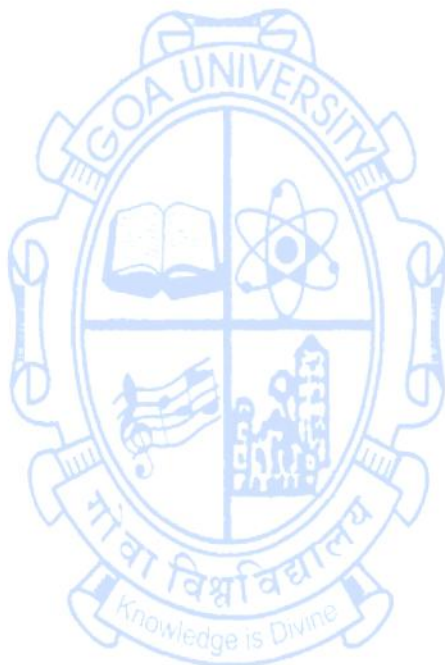
Course outcomes	At the end of the course participants will be able to 1. Identify leadership skills required for effective decision making. 2. Identify and adopt leadership traits in leading teams. 3. Identify potential leaders. 4. Manage conflicts within teams.
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Name of the Programme : Bachelor of Business Administration
Course Code : MGA-208
Title of the Course : Banking and Insurance
Number of Credits : 4
Effective from AY : 2024-25

Pre-requisites for the Course	Nil	
Course Objective	To equip the participants with skills in handling banking operations and analyzing basic concepts, theories, and practices of the insurance mechanism.	
Content	Unit I: Evolution of Banking Overview of Banking, History, The structure of Indian banking System, Basel Norms – Overview, RBI Act 1934, Banking Regulation Act 1949, Monetary Policy, Non-Performing Assets.	15 hours
	Unit II: Functions & Operations of Banks Types of customers, Types of deposits, Different types of banker-customer relationships, Cheque collection services, Payment and remittance services, Cash management services, Ancillary Services, Government sponsored schemes.	15 hours
	Unit III: Insurance and its Functions Introduction to Insurance - Growth, Origin and History of Insurance, Purpose and Need, Meaning and Definition of Insurance, Principles of Insurance, Characteristics of Insurance, nature, Benefits of Insurance, Functions of Insurance, Societal perspective of Insurance, Economic Development and Insurance, Insurance as a social security tool.	15 hours
	Unit IV: Products and Services in Insurance Life Insurance – Meaning, Features of Life Insurance, Advantages of Life Insurance, Importance of Life Insurance Policies, Types of Life Insurance Policies, Procedure of taking Life Insurance Policies. General Insurance – Meaning, Importance of General Insurance, Types of General Insurance Policies, Fire Insurance, Marine Insurance, Motor Vehicle Insurance, Health Insurance - Procedure for taking Insurance Policies.	15 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/self-study/ Case Studies etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Indian Institute of Banking and Finance, “Principles and Practices of Banking”, Macmillan Education; 2023, 1st edition or latest 2. Gopinath M. N., “Banking Principles & Operations”, Snow White Publications Pvt. Ltd.; 2017 or latest edition, 3. Agarwal O. P., “Banking & Insurance”, Himalaya Publishing House, 2019 or Latest edition 4. Srinivasan M. N., “Principles of Insurance Law”, Ramaiya Publishers, 2020 or Latest edition	

	5. Singh Avatar, "Law of Insurance", Eastern Book Company, 3 rd or Latest edition
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Apply historical banking insights to assess the impact of regulations on the modern Indian banking system. 2. Recommend suitable banking services for different customer types. 3. Mitigate risks using various Insurance products. 4. Evaluate and recommend suitable insurance products.



Name of the Programme : Bachelor of Business Administration
Course Code : MGA-209
Title of the Course : Case Analysis
Number of Credits : 2
Effective from AY : 2024-25

Pre-requisites for the Course	Nil	
Course Objective	To equip the participants with the competence to analyse managerial situations and arrive at solutions that can be implemented using knowledge and framework integrated from various courses.	
Contents	Unit I Identification of Problem Identification of protagonist (decision maker), problems/ decision areas in the case, Major and minor problems, identification of theoretical concepts applicable in the given case	10 hours
	Unit II Identification of Alternatives Identify the alternative solutions available to the organization with reference to the long term and short-term objectives of the organization.	10 hours
	Evaluation of Alternatives and Arriving at Solution Evaluation of alternative solutions by identifying the criteria for evaluation, selecting the optimum solution with justification.	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	<ol style="list-style-type: none"> Schmidt Marty J, The Business Case Guide, The matrix Solution, Second Edition (2002) or Latest Edition Asha Pachpande , J A Kulkarni, Sandeep Pachpande ,Indian Business Case Studies Volume I (Indian Case Studies in Business Management (2022) or latest edition Bhagyashree Kunte , SrinivasTumuluri , V P Pawar, Indian Business Case Studies Volume II: 2 (Indian Case Studies in Business Management, (2022) or latest edition Lalit Kanore , PritiMastakarIndian Business Case Studies Volume III (Indian Business Case Studies, 3)- (2022) or latest edition Robert Yin, Case Study Research: Design and Methods, Sage Publications - 5th or latest edition 	
Course Outcomes	At the end of the course participants will be able to <ol style="list-style-type: none"> Identify the core and peripheral problems in the given case. Identify relevant theoretical concepts to be applied to the case. List down alternative solutions Evaluate alternatives and recommend optimal solution. 	

Semester V

Name of the Programme : Bachelor of Business Administration

Course Code : MGA-300

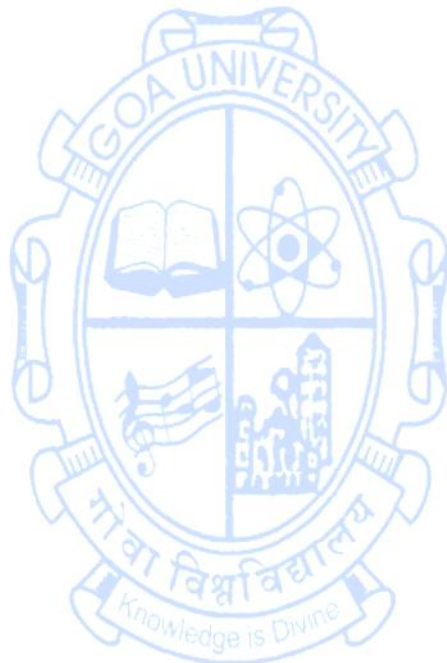
Title of the Course : Economics for Management

Number of Credits : 4

Effective from AY : 2024-25

Pre-requisites for the Course	Nil	
Course Objective	To equip participants to the understand and apply fundamental principles of economics in the business context, in decision-making, strategy formulation, and overall business performance.	
Content	Unit I: Introduction to Economics and Basic Economic principles and Concepts Overview of Economics-Micro v/s Macro, Scarcity and Choice, Rationality, Basic Economic Concepts: types of cost, price, output, profit, economies of scope and scale, opportunity cost, marginal analysis), Economic Systems, The Circular Flow Model, Money Multiplier Effect, Trade-offs	10 Hours
	Unit II: Law of Supply and Demand Laws of Supply and Demand, Exceptions, Equilibrium, Types of Elasticity, Marginal Analysis, Consumer and Producer Surplus, Applications to Business Decision Making	10 Hours
	Unit III: Overview of Market Structures Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition, Price output decision making, Implications for Business Strategy	10 Hours
	Unit IV: Introduction to Macroeconomics and Key Indicators Growth v/s Development, Indicators for both, Unemployment, Inflation Fiscal Policy & Monetary Policy-measures for managing economic issues. Business Cycles and Economic Fluctuations, Causes and Phases of Business Cycles, Impact on Business Operations, Policy Responses	20 Hours
	Unit V: International Trade and Global Economics Globalization v/s Protectionism Comparative Advantage, Trade Barriers, Exchange Rates, Global Economic Institutions, Implications for Business Strategy	10 Hours
Pedagogy	Classroom discussions/ Debates/ Lectures/ outreach activities/ project work/field trip/ viva/ seminars/ term papers/assignments/ presentations/ self- study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Samuelson, Paul A. and William D. Nordhaus; 'Economics'; Tata McGraw– Hill, 20 th edition or latest 2. Frank R.H, Bernanke. B.S., Principles of Economics (Tata McGraw Hill, 8 th Edition or latest 3. Mithani D. M., 'Managerial Economics', Himalaya Publishing, latest edition	

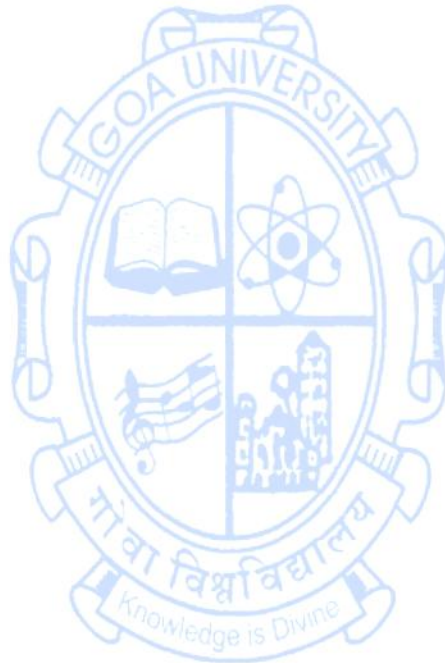
	4. Mithani D. M., 'Macro Economics', Himalaya Publishing, latest edition
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Understand fundamental principles of economics in the business context 2. Analyze how a firm can achieve its objectives, subject to constraints, most efficiently 3. Use appropriate data on macroeconomic indicators for strategic business decision making 4. Apply economic concepts for decision-making, strategy formulation, and overall business performance.



Name of the Programme : Bachelor in Business Administration
Course Code : MGA-301
Title of the Course : Services Marketing
Number of Credits : 4
Effective from AY : 2024 – 25

Pre-requisites for the Course	Nil	
Course Objective	To enable participants to have competence in identifying and using Services Marketing Frameworks	
Content	Unit I: Introduction Categories of services, service marketing mix, service encounters, service consumption models. Developing service concept: core and supplementary services, elements of risk, role and script theory, flowcharting service usage Distributing services through physical and electronic channels Pricing and revenue management: main foundations to pricing a service, designing effective pricing	15 hours
	Unit II: Service Processes Educating and promoting value proposition: the elements of marketing communication for services, its affect on communication strategy, Positioning services in competitive markets using position maps. Designing and Managing service process: elements of a service blueprint and its relevance. Design and create a satisfying experience for customers through a service blueprint, Elements of service environment, service escape model, Managing people for service advantage, service failure, mediocrity and success	20 hours
	Unit III: Customer Relationship Management The role of CRM, strategies, drawbacks, Managing relationships and building loyalty: Importance of customer loyalty, the lifetime value, wheel of loyalty, membership programs, Customer feedback, designing a service guarantee, firms response to customers	15 hours
	Unit IV: Balancing demand and productive capacity Improving service quality and Productivity, Identifying Service qualities, the Gaps model, diagnose quality problems, tools to measuring and improving service productivity. Organizing for change management and service leadership.	10 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations / self-study/case studies etc or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Christopher Lovelock, Wirtz, Chatterjee, 'Services marketing', Pearson Education, 2017, 8th or latest edition. 2. Dr. S. Shajahan, 'Services Marketing', Second Edition, Himalaya	

	<p>Publishing House 2017, 2nd or latest edition</p> <ol style="list-style-type: none"> 3. Dr. B. Balaji, 'Services Marketing and Management' (2nd revised edition) S. Chand and Company Ltd. 2010 or latest edition 4. V. Zeithaml et al. 'Services Marketing', McGraw Hill, Latest edition 2018, 7th or latest edition 5. Rajendra Nargundkar, 'Services Marketing' McGraw Hill Education; 2010, 3rd or latest edition
Course Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Identify the service products, markets and customers. 2. Build the service model, 3. Manage the customer interface 4. Develop a Service Blue Print



Name of the Programme : Bachelor of Business Administration
Course Code : MGA 302
Title of the Course : Learning and Development
Number of Credits : 4
Effective from AY : 2024-25

Pre-requisites for the Course	Nil	
Course Objective	To equip participants with tools and techniques to create a learning environment in an organization.	
Content	Unit I: Understanding Basics of Learning & Development Concept of Training & Development, Key Facets of Training, Levels of Training, Modes of Training, Understanding Learning-Concept & Dimensions, Process of Learning in a Training Program, Components of Learning, Distinguishing Features of Adult Learners, Participant's Learning Styles, Ways in which participants learn, Methods of Learning in a Training Program, Factors Influencing Learning Process.	15 hours
	Unit II: Training Design ADDIE Model, Identifying and Analysing Training Needs, Setting Out Program Objectives, Steps in Preparing Action Plan for the Training Program, Key Considerations in Designing a Program, Training Calendar Design, Role of Training Department, Training Budget.	15 hours
	Unit III: Training Delivery Preparing for Delivery of the training program, Beginning an Active and Participatory Program, Delivering the Program, Concluding the Program, Training Methods & Techniques, Training Group & Its Dynamics, Trainer - Role & Functions, Training Policy, Competencies of Trainer,	15 hours
	Unit IV: Evaluation of Training Handling Problem Situations, Evaluation - Need & Purpose, Stages of Evaluation in Training Program, Measuring Participants Learning, Types of Evaluation Instruments, Evaluation Design, Types of Evaluation Techniques, Models of Training Evaluation, Calculating ROI, Training Audit.	15 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self- study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References / Readings:	<ol style="list-style-type: none"> 1. Agochiya Devendra. (2009). Every Trainer's Handbook. Sage Publications, Second or Latest Edition. 2. Bhattacharyya D. (2015). Training and Development. New Delhi: Sage Publications India Pvt Ltd., First or Latest Edition. 3. Janakiram B.(2007). Training and Development. Dremtech, New Delhi, First or Latest Edition. 4. Mackey David & Livsey S.(2006). Transforming Training. Kogan Page Publishers, 2006 or Latest edition. 5. P.N. Blanchard, J W Thacker & V AAnand Ram. (2012). Effective Training. Pearson, Fifth or Latest edition.
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Understand the fundamentals associated with Learning and Development Process in an organization. 2. Prepare a robust training design considering participant & organizational requirements. 3. Develop Training Modules and Deliver Training Sessions as a Trainer by effectively using varied training methods & techniques. 4. Evaluate the effectiveness of Learning & Development Program in an organization



Name of the Programme : Bachelor of Business Administration
Course Code : MGA- 303
Title of the Course : Taxation
Number of Credits : 4
Effective from AY : 2024-25

Pre-requisites for the Course	Nil	
Course Objective	To equip participants with a comprehensive understanding of the fundamental principles and practical application of taxation in the Indian context.	
Content	Unit I: Introduction to Taxation Overview of Indian Income Tax Act 1961, Meaning of - Income, Agricultural Income, Residential status and incidence of tax. Definitions: (1) Agricultural Income (2) Annual Value (3) Assessee (4) Assessment (5) Assessment year (6) Business (7) Company (8) Income (9) Person (10) Gross Total Income (11) Previous year.	5 hours
	Unit II: Income from Salary Definition of salary and components, Allowances and perquisites, Deductions under Section 16, Practical problems on computation of taxable salary.	10 hours
	Unit III: Income From House Property Definition of house property; Computation of income from house property; Deductions under Section 24; Treatment of home loans and interest payments; Practical problems on income from house property.	10 hours
	Unit IV: Income from Capital Gains Definition of capital assets, transfer, Classification of capital assets.	5 hours
	Unit V: Income from Business or Profession Profits and Gains of Business or Profession; Definitions; Deductions expressly allowed; Deductions expressly disallowed, Block of Assets Method of Depreciation.	10 hours
	Unit VI: Income from other Sources Overview of income from other sources as per section 56 of Income tax act 1961; Interest income, lottery, and gambling winnings; Gifts and their tax implications; Clubbing of income; Practical problems on income from other sources.	5 hours
	Unit VII: Computation of Total Income Gross total income; Deduction under chapter VIA, Tax slabs for individual as applicable assessment year	10 hours
	Unit VIII: Introduction to Goods & Services Tax Goods and Services Tax (GST): Introduction, objectives, CGST, SGST, IGST, UTGST, GST rate structure, exempted goods and services, input tax credit, reverse charge mechanism. GST Compliance Procedures: GST registration, filing of returns, e-way bill, payment of taxes, audit requirements.	5 hours

Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self- study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning
References / Readings:	<ol style="list-style-type: none"> 1. Agrawal, R. K. (2023). Handbook on Income Tax (A.Y. 2024-2025), Bharat Law House, 9th or latest edition 2. Manoharan T.N.: Students Handbook to Income Tax Law, New Delhi, Snow White 2012 or latest edition 3. Narang, VP Gaur, Puja Gaur, R Puri, 'Income Tax Law & Practice', Ludhiana, Kalyani Publishing House 2021 or latest edition 4. Prasad B., Income Tax Law & Practice, New Delhi, New Age International, 2002 or latest edition 5. Singhania V. K. (2004): Direct Taxes - Law and Practice, New Delhi, Taxmann, or latest edition 6. Datey, V. S., Bansal, K. M., & Gour, M. Taxmann's indirect tax laws (Good and service tax + FTP + Customs Law). Taxmann Publications, 2022 or latest edition
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Assess the taxability of income. 2. Compute income under various income head. 3. Compute exemption and deductions under various heads and tax liability. 4. Gain a comprehensive understanding of Goods and Services Tax (GST).

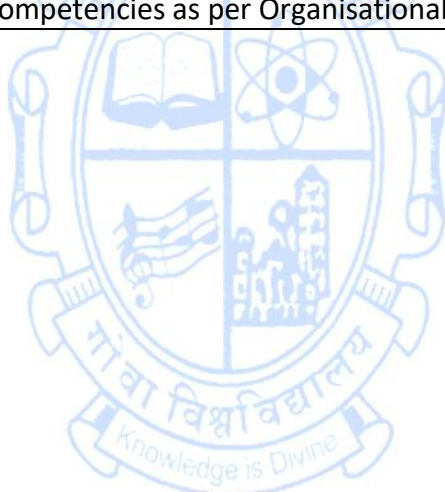
Name of the Programme : Bachelor of Business Administration
Course Code : MGA-304
Title of the course : Integrated Marketing and Communications
Number of credits : 4
Effective from AY : 2024-2025

Prerequisites for the Course	NIL	
Course objective:	To enable the participants to design effective integrated marketing communication strategies.	
Content:	Unit I: Introduction Promotional Mix, IMC Planning Process, Role of IMC - Marketing Strategy and Analysis, Target Marketing Process, Developing Marketing Planning Program, Role of Client in IMC.	20 hours
	Unit II: Advertising Strategy, Platforms, and Design Type of advertising agencies, services offered by various agencies, Criteria for selecting the agencies and evaluation, Client agency relationship, Models of Communication, Response Process, Involvement and Cognitive Processing of Communication, Source, Message and Channel Factors, Creativity Strategy and Process in Advertising	20 hours
	Unit III: Media Buying, Planning, and Evaluation Determining Promotional Objectives, DAGMAR Approach, Budgeting methods and approaches, Media Buying, Developing the media plan, Evaluation and follow-up of Media and Emerging media trends. Measuring Advertising Effectiveness, Advertising Testing Process	20 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers/ assignments/ presentations/ self –study/Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings:	<ol style="list-style-type: none"> 1. George Belch, Michael Belch & Keyoor Purani; Advertising & Promotion- An Integrated Marketing Communications Perspective; TATA McGraw Hill; 2021 or Latest Edition 2. Sandra Moriarty, William Wells, Nancy Mitchell; Advertising & IMC: Principles and Practice; Pearson; 2021 or Latest Edition 3. Kenneth Clow; Integrated Advertising, Promotion and Marketing Communications; Tata McGraw Hill; 2014 or Latest Edition 4. JaishriJethwaney&Shruti Jain; Advertising Management; Oxford University Press; 2012 or Latest Edition 5. RituNarang; Advertising, Selling & Promotion; Pearson; 2020 or Latest Edition 	
Course outcomes:	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> 1. Apply the key terms, definitions, and concepts used in integrated marketing communications. 2. Evaluate, select and schedule media for IMC campaign plan. 3. Create IMC campaign plan 4. Evaluate the effectiveness of the IMC campaign Plan. 	

Name of the programme : Bachelor of Business Administration
Course Code : MGA 305
Title of the course : Performance Management and Competency Mapping
Number of credits : 4
Effective from AY : 2024-2025

Prerequisites for the Course	Nil	
Course objective:	To equip participants to use Performance Management and Competency Mapping measures to take decisions relating to employee performance	
Content:	Unit I: Introduction to Performance Management Importance of PMS, consequences of a poor PMS, Relationship between Performance Management and Business Strategy, Interpersonal dynamics in Performance Management, Performance Management Cycle	5 hours
	Unit II: Process Setting SMART objectives, Understanding and Designing Performance Appraisal Systems, Performance Appraisal – Methods, Documentation, Feedback, Role of Appraisers, Conducting Performance Review meetings, Performance Feedback and Coaching, Legal and Ethical Considerations, Managing Appraiser biases.	15 hours
	Unit III: Outcomes Rewards, Career planning, Compensation, Learning & Development, Performance development plans, performance improvement plans, Performance Orientation & Culture, Auditing Performance Management Process, Best Practices, Performance Management in MSMEs	10 hours
	Unit IV: Introduction to Competency Mapping Introduction, Features of competency methods, historical development, myths, approaches to mapping	5 hours
	Unit V: Developing Competency Models Various Models, Development of Personal Competency Framework, Model of Managerial Competencies, sources of competency information, Interviews(Behavioural Event Interview, Behavioural Description Interviews), benchmarking, established models, Issues related to developing competency models, value addition to the organisation, outcomes, determinants of success, validation of assessments, communication with employees about Competency mapping, competency mapping and assessment centres, various exercises, tests etc	15 hours
	Unit VI: Competency Based Application Using competency profiles in HR decisions, Performance Management, Recruitment and Selection, Training and Development, Benefits of using a Competency based Appraisal and Succession Planning system	10 hours

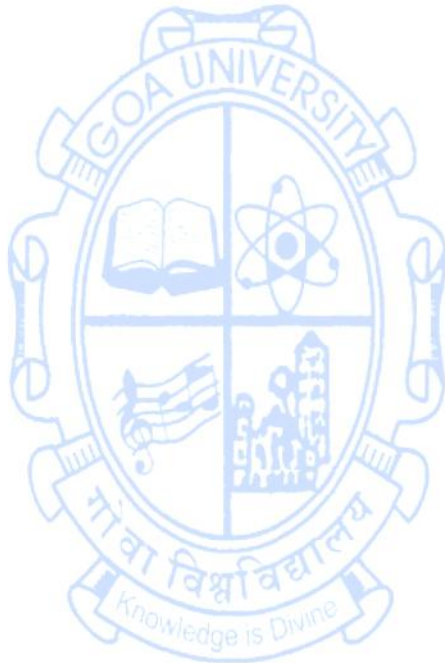
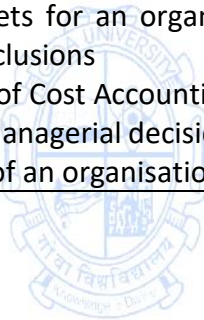
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers/assignments/presentations/self –study/Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/Readings:	<ol style="list-style-type: none"> 1. Herman Agunis, Performance Management, Pearson Publications, 2008, 2nd or latest edition 2. Amstrong& Baron, Performance Management and Development, Jaico, 2008 or latest edition 3. A.S.Kohli & T.Deb, Performance Management, Oxford Higher education Press, 2008, 1st or Latest edition 4. SeemaSanghi, The Handbook of Competency Mapping, Sage Publications, 2016, 3rd or Latest Edition 5. Kandula, Srinivas R., Competency-Based Human Resource Management, Prentice Hall of India Pvt.Ltd 2013 or Latest edition
Course outcomes:	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Define SMART objectives and conduct effective appraisal interviews 2. Create an effective performance management system 3. Identify and develop competency frameworks 4. Map Competencies as per Organisational role



Name of the programme : Bachelor of Business Administration
Course Code : MGA 306
Title of the course : Management Accounting
Number of credits : 4
Effective from AY : 2024-2025

Prerequisites for the Course	Nil	
Course objective:	To equip the participants with Management Accounting skills to make managerial decisions.	
Content:	Unit I Introduction to Managerial Accounting Managerial Accounting: Definition, Nature, Scope, Objectives, Functions, Advantages and Limitations, Relevance for Decision-Making, Distinction Between Financial Accounting, Cost Accounting and Management Accounting	5 hours
	Unit II Budgeting Budgetary Control: Nature / Scope / Objectives / Functions / Process of Preparation of Budgets, Materials Purchase Budgets, Production Budgets, Sales Budgets, Flexible Budgets.	15 hours
	Unit III Cost concepts Cost concepts, Elements of cost, Cost control, Cost information, Traditional cost management systems, Preparation of cost sheet	10 hours
	Unit IV Marginal Costing Meaning of Marginal Costing, Advantages and Limitations of Marginal Costing, (Application of Marginal Costing Theory Only) Break Even Analysis: Cost-to-Sales Ratio, Profit Volume Ratio, Contribution, Margin of Safety, Angle of Incidence.	15 hours
	Unit V Standard Costing and Variance Analysis Standard Costing and Variance Analysis- Meaning, Definition, Advantages, Types of Variances, Material Cost Variance, Labor Cost Variance, Overhead Cost Variance. Interpretation of Variances: Interrelationship, Significance.	15 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations / self-study/case studies etc or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings:	<ol style="list-style-type: none"> 1. Khan, M. Y., & Jain, P. K. (2011). Management accounting (4th ed.). Vikas Publishing House Pvt Ltd or latest edition 2. Bhattacharya, S. N. (2012). Management accounting & cost accounting. Metropolitan Book Co. or latest edition 3. Dubey, M. N. (2019). Management accounting: Principles & applications. Tata McGraw-Hill Education or latest edition 4. Ray, S. K., & Mitra, N. (2023). Advanced management accounting & control systems (8th ed.). New Age International Publishers or latest edition 	

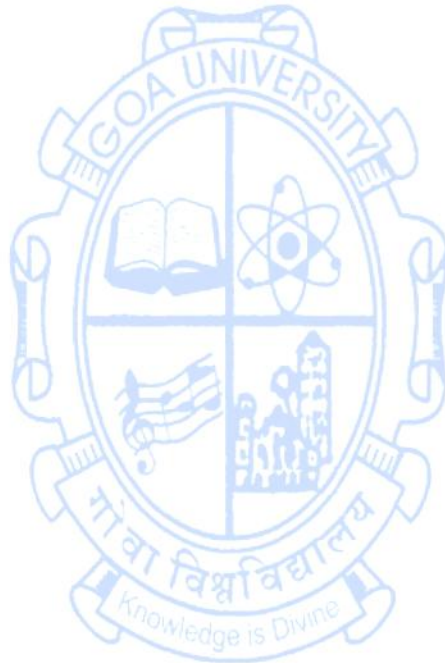
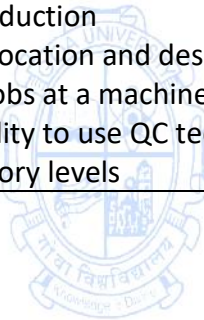
	5. Mahajan, V. P., & Sharma, T. K. (2020). Management accounting with a focus on Indian industries (8th ed.). Vikas Publishing House Pvt Ltd or latest edition
Course outcomes:	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Understanding the need of Management Accounting as a separate branch of Accounting. 2. Preparing budgets for an organization and analyzing them to draw meaningful conclusions 3. Learning basics of Cost Accounting and preparation of cost sheet. 4. Ability to take managerial decisions considering the impact of costs on the operations of an organisation



Name of the Programme : Bachelor of Business Administration
Course Code : MGA 308
Title of the course : Production Operations Management
Number of credits : 4
Effective from AY : 2024-25

Pre-requisites for the Course	Nil	
Course Objectives	To equip the participants to the skills and techniques of Production and Operations Management in a Manufacturing and Service setup	
Content	Unit I: Introduction to Operations Importance of Production Function, Characteristics of modern Production and operations function, Forecasting methods, Product design process, Types of processes, process planning and process design, factors affecting process design decisions, break even analysis.	10 hours
	Unit II: Location and Layouts Utilities- Lighting, Ventilation, Air-conditioning, Automation, CAD/CAM systems, Steps in location, Location models, locational break-even analysis, Plant and Warehouse types and layout, Warehouse Functions, Principles of layout, load distance analysis, IT in Warehousing.	10 hours
	Unit III: Production Planning and Control Factors determining production control procedures, Production planning functions, Capacity planning and capacity requirement planning, shop floor planning and control, ROT Method, load charts and machine load charts, Priority sequencing, Network fundamentals, CPM, PERT	15 hours
	Unit IV; Quality Control Quality control techniques, JIT, Inspection, Quality at Source, Acceptance Sampling plans- Single sampling, Quality circles, TQM, Time and motion studies	10 hours
	Unit V: Materials Management Material Types, Material handling principles, Purchasing-Importance, Objectives, Make or buy, Inventory management, inventory costs, ABC analysis, EOQ order quantity	15 hours
Pedagogy	Lectures/tutorials/laboratory work/field work/outreach activities/project work/viva/seminars/ assignments/presentations/self-study/case studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning	
References/Readings	1. Kanishka Bedi , 'Production & Operations Management', Oxford University Press, 3 rd Edition, 2004 or Latest edition 2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs and Nicholas J. Aquilano, 'Operations and Supply Management' Tata McGraw Hill, 12 th Edition 2010 or latest edition 3. Everette E Adam, Jr Ronald J Ebert, 'Production and Operations Management', Prentice Hall, 5 th Edition, 1992 or latest edition	

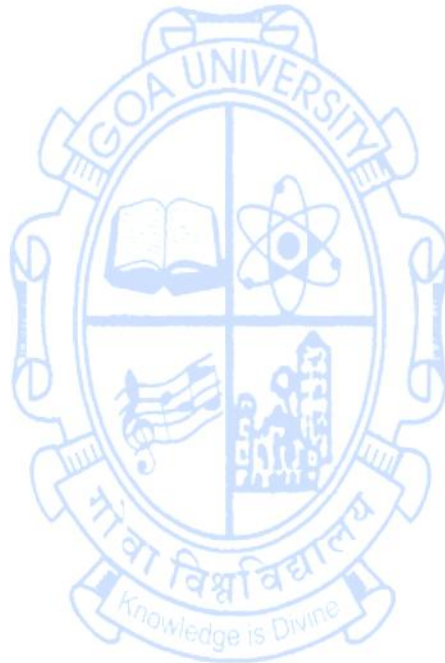
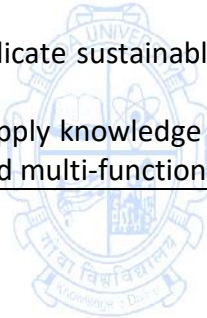
	<p>4. K. Aswathappa and K. ShridharaBhat, 'Production and Operations Management', Himalaya Publishing House, 10th Edition 2021 or latest edition</p> <p>5. JP Saxena, Warehouse Management and Inventory Control, Vikas Publishing 1st edition, 2003 or latest edition</p>
Course Outcomes	<p>At the end of the course, the participants will be able to</p> <ol style="list-style-type: none"> 1. Forecast for production 2. Select the best location and design a layout 3. Sequencing of jobs at a machine 4. Develop the ability to use QC techniques 5. Optimize inventory levels



Name of the programme : Bachelor of Business Administration
Course Code : MGA-309
Title of the course : Strategic Management
Number of credits : 4
Effective from AY : 2024-2025

Pre- requisites for the Course	NIL	
Course objective:	To equip the participants with skills to identify and create strategic choices in organizations.	
Content:	Unit I: Introduction Basic concepts, Nature of strategic management: key terms, benefits and pitfalls, Dimensions of Strategic management, Strategic management process, Strategy v/s Tactics, Vision and Mission statements, importance and characteristics, Evaluating Mission statements.	10 hours
	Unit II: Strategy Analysis External environment: forces impacting the external environment, sources of information tools and techniques, Internal environment: forces impacting the internal environment, sources of information tools and techniques, Analysis of external environment, internal environment, framing vision and mission statements, Generic and Grand strategies in different types of organizations	20 hours
	Unit III: Strategic Implementation Analysis of various strategic choices: Strategy formulation framework, Resource planning, managing resistance, and operational, Human resource, marketing, finance, R D and MIS issues	15 hours
	Unit III: Strategic Evaluation, Control and Innovation Organisation structure, Leadership and Culture, conflict & challenges, Strategy review, Evaluation and Control, Innovation and Entrepreneurship	15 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers/assignments/presentations/self –study/Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings:	1. La Pearce, J.A., Robinson, R.B. & Mittal Amita, 'Strategic Management: Formulation, Implementation and Control', Tata McGraw-Hill Publishing Company, 2017, 12th or latest edition 2. Fred R. David; 'Strategic Management cases and concepts'; Pearson Education New Delhi, 2011, 13th or latest edition 3. Lawrence, Gupta & Glueck; 'Business Policy and Strategic Management'; Frank Brothers; 2012, 7th or latest edition 4. Hitt, Hoskisson, Ireland; 'Management of Strategy Concepts and Cases', Cengage learning, 2017 12th or latest edition	

	5. AzharKazmi, 'Strategic Management and Business Policy' McGraw Hill, 23rd or latest edition
Course outcomes:	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Analyse the firm's Internal environment using Internal analysis tool and techniques. 2. Analyse the firm's External environment using External analysis tools and techniques 3. Identify and indicate sustainable strategies for firms for competitive advantage. 4. Integrate and apply knowledge to formulate and implement strategy from holistic and multi-functional perspectives.



Semester VI

Name of the Programme : Bachelor of Business Administration

Course Code : MGA 310

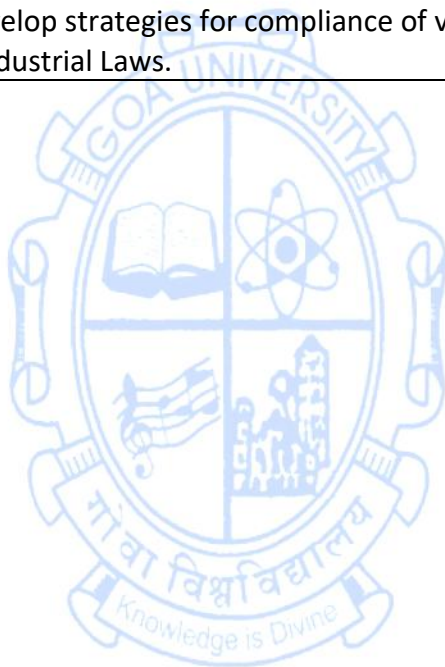
Title of the Course : Legal Aspects of Business

Number of Credits : 4

Effective from AY : 2024 - 25

Prerequisites for the Course	Nil	
Course Objective:	At the end of the course, the students will have the competency to discern various legal aspects of Business and Industrial Laws while taking business decisions.	
Contents:	Unit I: Introduction to Indian Legal System Evolution of Indian Legal system, Constitution and Indian Legal system, Fundamental Right and Duties Under Constitution of India, Indian Judicial System, Hierarchy of Courts, Types of court, Civil and Criminal cases, jurisdiction, appeals, Writs, Power of attorney	10 Hours
	Unit II: Business Laws The Indian Contract Act, 1872- Meaning, Characteristics and kinds, Essentials of Valid Contract, Void agreements, Discharge of Contract, Breach of Contract and its remedies, Types of Special Contracts; Sale Of Goods Act, 1930-Contract of Sale, Meaning and difference between sale and agreement to sale, Conditions and warranties, Rights and Duties of Seller and Buyer, Unpaid seller, Rights of unpaid seller; Negotiable Instrument Act 1881- Meaning Characteristics and Types of Negotiable Instrument, Negotiation and Endorsement, Bouncing of Cheque	15 Hours
	Unit III: Company Act, 2013 Characteristics of a company, lifting of corporate veil, Types of companies, Promoters, their legal position, Provisions with regards to Formation of a Company, Memorandum of association, Articles of association, Provisions with regards to Allotment and forfeiture of share, transmission of shares, buyback of shares, Classification of directors, Meetings and Types, Committees of Board of Directors, Winding Up	15 Hours
	Unit IV: Introduction to Industrial Law Industrial Disputes Act, 1947, Shop and Establishment Act, Factories Act- Object, Applicability and significance of the Act, Important Definitions and various provisions applicable under the acts.	20 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self- study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Avatar Singh, 'Business Law', Eastern Book Company, 11 th edition, 2008 or latest edition	

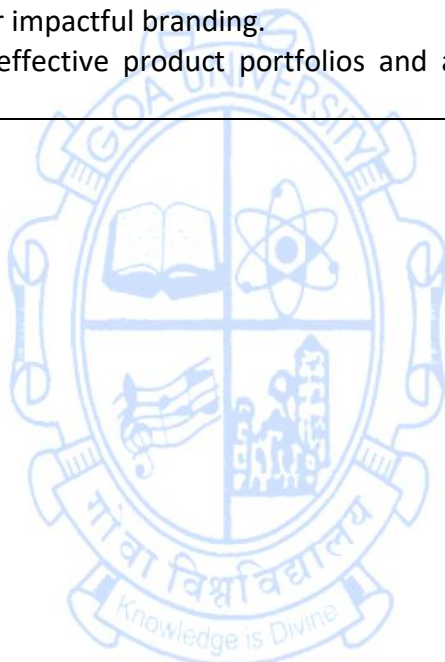
	<ol style="list-style-type: none"> 2. R.K Bangia Indian Contract Act, Allahabad Law Agency, 15th Edition or latest edition 3. Tulsian, 'Business Law', Tata McGraw Hill, 3rd edition 2014 or latest edition 4. S N Mishra, 'Labour and Industrial Law', Central Law, 29th edition, 2021 or latest edition 5. P.L. Malik, 'Labour and Industrial Law', Eastern Book Company, 19th edition 2021 or latest edition
<p>Course Outcomes</p>	<p>At the end of the course participants will be able to</p> <ol style="list-style-type: none"> 1. To Analyze about the framework of Indian Business and Industrial Laws. 2. To identify and apply legal concepts applicable to Business transactions and Industrial areas. 3. To enter into various contracts and know the formation of the Company. 4. To develop strategies for compliance of various Business, Company and Industrial Laws.



Name of the Programme : Bachelor of Business Administration
Course Code : MGA-311
Title of the Course : Product and Brand Management
Number of Credits : 4
Effective from AY : 2024-25

Prerequisites for the Course	Nil	
Course Objectives	To equip participants to adeptly analyze markets, strategize product management, and implement successful branding strategies for both products and brands.	
Contents	Unit I Introduction Product and Market Focused Organisations, Product Levels, Product Classification, Buy grid Analytic Framework, Product Life Cycle Analysis, Product-portfolios, BCG Growth-Share Matrix, Product-Line Strategies and Pricing decisions, Packaging and Labelling Decisions	5 Hours
	Unit II Product Strategy Product Strategy and Planning, Product Positioning, Product Differentiation, Methods for obtaining and integrating market feedback Positioning concept and Product Class and Consumer Segmentation, Competitor analysis, Product Differentiation Strategies, Customer Analysis, Product Eliminations	10 Hours
	Unit III Product Development Product Life Cycle, stages of the product life cycle, redesign, reinvigorating, withdrawal, product differentiation Creating differentiable and sustainable value propositions, importance of product benefits, Brand Portfolio and Product Portfolio, New Product Development	15 Hours
	Unit IV Brand Development Rationale for Brand building, Challenges and Opportunities, Branding landscape, challenges and opportunities, Differential Advantage, Brand Equity – Concepts, Measures and Elements, Brand Positioning and Brand Building	15 Hours
	Unit V Brand Strategy Brand Equity Building, Product and Channel Strategy, Communication Strategy, Brand Leveraging, Brand Audits, Brand Equity Management System, Branding Brand Value chain, evolving role of branding in the digital age, Brand Engagement, Growing and sustaining brand equity, Measuring Brand Outcomes and Market Performance	15 Hours
Pedagogy	Lectures/ tutorials/ fieldwork/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive to enable peer group learning.	
Suggested Readings	1. Donald R. Lehmann and Russell S. Winer, 'Product Management' by Tata McGraw Hill Education , 2017, 4 th or Latest Edition	

	<ol style="list-style-type: none"> 2. K. S. Chandrasekar, 'Product Management' Himalaya Publishing House, 2017, 2nd or Latest Edition 3. Subroto Sengupta, Brand Positioning TATA Mc GRAW HILL, 2004 2nd or latest edition 4. Kevin Keller, Vanitha Swaminathan Ambi Parameswaran; 'Strategic Brand Management: Building, Measuring, and Managing Brand' Pearson; 2020 or Latest Edition. 5. Kirti Dutta; Brand Management, Principles, and Practices Oxford University Press; 2022 or Latest Edition.
<p>Course Outcomes</p>	<p>At the end of the course, participants will be able to:</p> <ol style="list-style-type: none"> 1. Use market data to create effective launch strategies for product success. 2. Develop and oversee new products and make informed decisions about their future. 3. Define brand values, create competitive advantages and utilize digital tools for impactful branding. 4. Design effective product portfolios and adapt to emerging branding trends.



Name of the Programme : Bachelor of Business Administration
Course Code : MGA-312
Title of the Course : Labour Laws and Compensation Management
Number of Credits : 4
Effective from AY : 2024 - 25

Prerequisites for the Course	Nil	
Course Objective	To equip the participants to understand and interpret the contents of the relevant Labour Laws and Elements of a Compensation Structure	
Contents	UNIT I: Introduction to Labour Laws Applicability and Importance	05 Hours
	UNIT II: Acts Industrial Disputes Act (Layoffs, Retrenchment, closure, legal dues) The Payment of Bonus Act 1965, (Applicability of act to establishments, Bonus Calculations, Payment Due date of bonus, implications and records), Employees Provident Funds (and Misc. Provisions) Act, 1952, (Applicability of act to establishments, provisions, calculations, salary limits) Workmen’s Compensation Act, 1923 (WC Act), (Provisions for Calculations, Factory Accidents, eligibility, authorities for grant of compensation) Employees’ State Insurance Act, 1948 (ESI Act), (Applicability of act to establishments, provisions, calculations, salary limits) Payment of Gratuity Act, 1972 (PG Act), (Applicability of act to establishments, provisions, calculations) Child Labour (Prohibition & Regulation) Act, 1986, (Definition of child labour, working hours, timings, adults, provisions, payments) Factories Act, (Health, Safety and Welfare provisions at workplace, working hours, wages, holidays, leaves) Air Pollution and Water Pollution Act, (Various measures to control Air and Water pollution, authorities to check pollution in Industries, penalties, fines) Shop and Establishment Act, (Categories of Industries covered under this act, provisions, registrations) Minimum Wages Act (Applicability to establishments, provisions, authorities, payments dates as per workforce) Payment of wages Act (Applicability to establishments, provisions, authorities, payments dates as per workforce) Prevention of Sexual Harassment Act 2013 (Applicability to establishments, provisions, authorities) Industrial Employment Act 1946 (Applicability to establishments, provisions, authorities)	25 Hours
	Unit III: Basics of Compensation Management Objectives of Compensation, Principles of Compensation	15 Hours

	Formulation, Wage Determination, Types of Wages, Compensation Trends in India, Compensation Management & Job Design, Job Evaluation, Wage Policy, Compensation Structure and Determination, Tax Implications of Compensation.	
	Unit IV: Contemporary Trends in Compensation Employee Benefits, Statutory Employee Benefits in India, Performance Related Compensation, Team Based Compensation, Executive Compensation, Sales Compensation Plan, Managing Rewards, Strategic Compensation Management, International Compensation Management, Expatriate & Repatriate Compensation.	10 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	<ol style="list-style-type: none"> 1. S.D. Puri & Sandeep Puri, 'Labour Laws for Everyday Made Easy', Snow White Publications, 2017 or latest edition. 2. P. Subba Rao, Labour Welfare and Social Security by, Himalaya Publishing Co., 2015 or latest edition. 3. Dr. V.G. Goswami, Labour and Industrial Laws by and published by central law agency. 2019 or latest edition. 4. G.T. Milkovich, J.M. Newman, C.S.V. Ratnam (2013) Compensation. McGraw Hill, 12th or Latest Edition. 5. Bhattacharya DK. (2014). Compensation Management. Oxford Higher Education, 2014 or Latest Edition. 6. Bhatia Kanchan (2015). Compensation Management, Himalaya Publishing House, Second or Latest edition. 	
Course outcomes	At the end of the course participants will be able to <ol style="list-style-type: none"> 1. Understand the importance and applicability of various labour laws. 2. Interpret the contents of the relevant Labour Laws and take managerial decisions based on the applicable act. 3. Understand how pay decisions help the organization achieve a competitive advantage 4. Prepare compensation structure, benefits & reward system for general employees and special groups 	



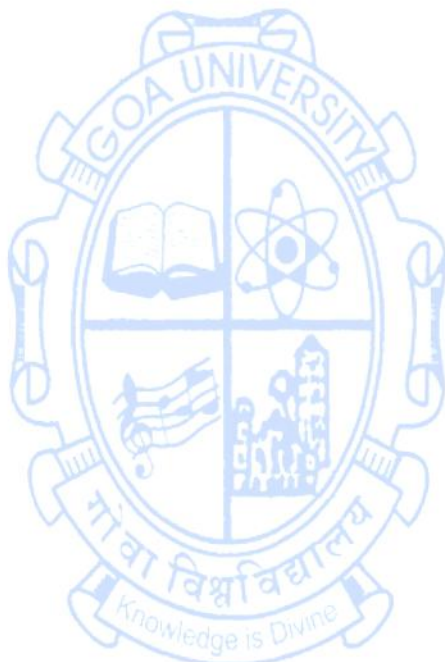
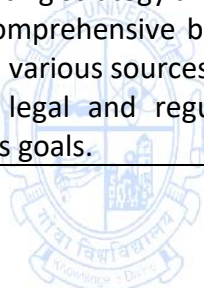
Name of the Programme : Bachelor of Business Administration
Course Code : MGA-313
Title of the Course : Security Analysis & Portfolio Management
Number of Credits : 4
Effective from AY : 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip participants with the knowledge and skills to navigate the financial markets with confidence and build an investment portfolio based on Investors Risk profile.	
Content	Unit I: Introduction Meaning and scope of Investments; Investment Process, Objectives; Investment Planning, Variables in Investment Decisions, Investment Avenues; Investment versus Speculation, Working of Stock market in India.	15 hours
	Unit II: Analysis Of Portfolio Fundamental Analysis – (a) Economic Analysis (b) Industry Analysis (c) Company Analysis; Technical Analysis; Charts.	15 hours
	Unit III: Risk-Return Analysis Meaning of Risk-Return; types of risks; measurement of risk; Beta Analysis; Markowitz two security analysis; Capital Asset Pricing Model, Portfolio construction.	15 hours
	Unit IV: Portfolio Management Meaning, Portfolio Theory, Objectives, Efficient Portfolio, Review and Revision of Portfolio; Portfolio Models – Efficient Market Hypothesis, Random Walk Theory, Dow Theory.	15 hours
Pedagogy	Lectures/tutorials/laboratorywork/fieldwork/projectwork/vocationaltraining/viva/seminars/term papers/assignments/presentations/self-study/Case Studies etc. or a combination of some of these sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	<ol style="list-style-type: none"> 1. Punithavathy Pandian: Security analysis and portfolio management (2012) or latest edition 2. Gordon and Natrajan Financial Markets & Services (2016) or latest edition 3. Chandra Prasanna. Investment Analysis and Portfolio Management, New Delhi, Tata McGraw-Hill 2017 or latest edition 4. Avadhani V. A. Investment Analysis and Portfolio Management, Mumbai, Himalaya Bodie Z. & Kane A. Essentials of Investment, London, 2011 or Latest edition 5. R. A. Portfolio Management Handbook, Mumbai, Jaico, 2001 or latest edition 	
Course Outcomes	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> 1. Adapt to Dynamic Market Conditions 2. Make Informed Investment Decisions 3. Create a Portfolio 4. Manage a Portfolio 	

Name of the Programme : Bachelor in Business Administration
Course Code : MGA-307
Title of the Course : Entrepreneurship
Number of Credits : 2
Effective from AY : 2024 – 25

Pre-requisites for the Course	Nil	
Course Objective:	To equip participants with the knowledge, skills, and mindset necessary to launch and manage their own businesses.	
Content:	Unit I: Introduction Entrepreneur - Meaning, Definition, Characteristics, Qualities, Skills, Functions, Types; Intrapreneur - Meaning, Definition, Features, Qualities; Entrepreneurship Development - Evolution in India, Stages in Entrepreneurship Development, Factors Affecting Entrepreneurship Development and Conditions for Successful Growth of Entrepreneurship	5 hours
	Unit II: Identification of Business Opportunities Analysis of Business Environment, Identification of Business Opportunities, Steps in Business Opportunity, Study of Local Market - What Is Market Survey, Need for Market Survey, Techniques of Market Survey, Selection Stage - Project Identification, Sources of Ideas, Idea Processing and Selection.	10 hours
	Unit III: Market Research & Project Report Feasibility Analysis: Product/Service Feasibility, Industry/Target Market feasibility, Organizational feasibility, financial feasibility Classification of Market, Meaning of Market Research, Sources of Market Research, Importance of Market Research, and Procedure followed to undertake market research, Project Report: Meaning, Content, significance	10 hours
	Unit IV: Procedures and Managerial Skills Procedures for registering a business, Government schemes and incentives, sources of Finance. Role of Marketing Manager, Human Resource manager, and Finance manager	5 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	<ol style="list-style-type: none"> 1. Barringer, B. R., & Ireland, R. D. Entrepreneurship: Successfully launching new ventures Pearson Education (2016) or latest edition 2. Deshpande, M. Entrepreneurship of small-scale industries. New Delhi: Deep & Deep Publication (2014) or latest edition 3. Bhattacharya, S. N. Entrepreneurship development in India & the South East countries. Metropolitan Book Comp. (2003) or latest edition 4. Berry, T. Hurdle: The book on business planning. Palo Alto Software Inc. (2008) or latest edition 	

	5. Kuratko, D. F., & Hornsby, J. S. Entrepreneurship: Theory, process, and practice. Cengage Learning (2016) or latest edition
Course Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. To conduct market research and analysis to identify viable business ideas 2. To create of a well-structured plan that outlines product/service offerings, marketing strategy and financial projections 3. To develop a comprehensive business plan identifying and securing funding through various sources 4. To understand legal and regulatory framework to effectively to support business goals.



Semester VII

Name of the Programme : Bachelor of Business Administration

Course Code : MGA-400

Title of the Course : Case Writing and Analysis

Number of Credits : 4

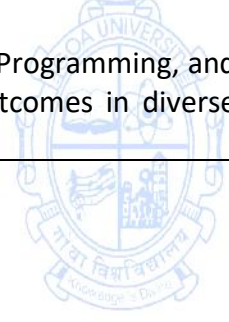
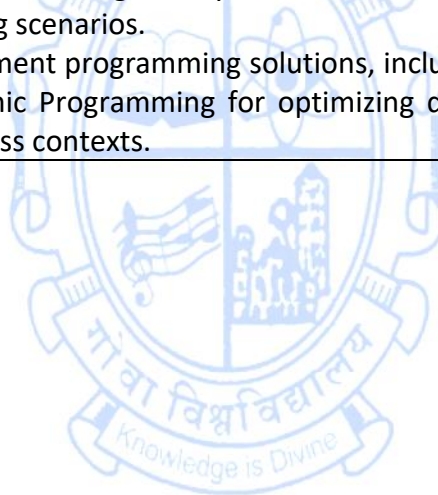
Effective from AY : 2024 - 25

Prerequisites for the Course	Nil	
Course Objective	To equip the participants to write and analyse cases studies	
Content	UNIT I: Basics of Case Writing Introduction to case writing and analysis, process to be followed.	10 Hours
	UNIT II: Data Collection and Analysis Data gathering and sources, Relevance of gathered data, data segregation.	10 Hours
	UNIT III: Writing the Case Documentation of the situation, sequential flow.	20 Hours
	UNIT IV: Case Analysis with Suggested Solution Problem identification and decision making (solutions)	20 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	<ol style="list-style-type: none"> Schmidt Marty J, The Business Case Guide, The matrix Solution, Second Edition (2002) or latest edition Asha Pachpande , J A Kulkarni, Sandeep Pachpande ,Indian Business Case Studies Volume I (Indian Case Studies in Business Management (2022) or latest edition Bhagyashree Kunte , SrinivasTumuluri , V P Pawar, Indian Business Case Studies Volume II: 2 (Indian Case Studies in Business Management, (2022) or latest edition Lalit Kanore , PritiMastakarIndian Business Case Studies Volume III (Indian Business Case Studies, 3)- (2022) or latest edition Robert Yin, Case Study Research: Design and Methods, Sage Publications - 5th or latest edition 	
Course outcomes	At the end of the course participants will be able to <ol style="list-style-type: none"> Identify real life problems. Collect the required data. Document the situation in an appropriate manner. Analyse the situation and come up with solutions. 	

Name of the Programme : Bachelor of Business Administration
Course Code : MGA-401
Title of the Course : Quantitative Techniques for Decision-Making
Number of Credits : 4
Effective from AY : 2024-25

Prerequisites for the Course	Business Maths and Statistics (MGA-211)	
Course Objective	To equip the participants to analyze complex problems, make informed decisions, and apply quantitative tools effectively in diverse real-world scenarios.	
Contents	Unit I: Quantitative Decision-Making Statistics and Operations Research (O.R.), Approach, Techniques and Tools, Applications of O.R., Phases and Processes of O.R. Study. Decision Theory- Decision-Making Under Certainty, Decision-Making Under Risk, Decision Trees, Decision-Making Under Uncertainty. Linear Programming Graphical Method- Formulation of two variables Linear Programming Problem (LPP), Formulation with Different Types of Constraints, Graphical Solution Application of LPP in Business.	15 hours
	Unit II: Linear Programming and Applications Linear Programming Simplex Method-Computational with Two Decision variables, Two-Phase method, M-method, Solutions, Dual LPP. Transportation Problem- North West Corner Cell Method, Least Cost Cell Method, VAM, Modified Distribution (MODI) Method, Stepping Stone Method, Degenerate Transportation Problem, Transshipment Problem, Maximization in Transportation Problem. Assignment Problem- Hungarian Problem, Diagonal Rule, Maximization in an Assignment Problem, Restricted Assignment Problem, Travelling Salesman Problem (TSP).	20 hours
	Unit III: Programming Techniques II Goal Programming- Model Formulation, Simplex Method, Applications. Dynamic Programming- Notations, Methodology, Applications.	10 hours
	Unit IV: Game Theory, Queueing Models, Simulation Game Theory- Saddle Points, Dominance, Mixed Strategies- Games Without Saddle Points, 2xn Games, Exploiting an Opponent's Mistakes. Queueing Models- Parameters, M/M/1 System, M/M/C System, M/E _k /I System, Decision Problems in Queueing. Simulation- Steps in the simulation process, Practical applications of simulation, Computer Simulation.	15 hours
	Pedagogy	Lectures/ tutorials/laboratory work/ project work/ viva/ seminars/ term papers/ assignments/ presentations/self-study, etc., or a combination of

	some of these. Sessions shall be interactive in nature to enable peer group learning
References / Readings:	<ol style="list-style-type: none"> 1. N. D. Vohra (2021), "Quantitative Techniques in Management", McGraw Hill Education, 6th edition or latest edition 2. Taha Hemdy A. (2022), 'Operations Research- An Introduction', Pearson Education, 10th edition or latest edition 3. Hillier F., Liberman G., et. al. (2021), 'Introduction to Operations Research' McGraw-Hill, 11th edition or latest edition 4. Prasanna Dahe D. (2019), 'Operations Research: A Systems Engineering Approach', Cengage or latest edition 5. Singla, Vikas. (2021), 'Operations Research Using Excel: A Case Study Approach', CRC Press or latest edition
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Apply various quantitative techniques to effectively analyze and solve complex decision-making problems. 2. Formulate decision models integrating Linear Programming, Transportation, and Assignment problems for practical applications. 3. Critically assess decision criteria using quantitative tools like Decision Trees, Queueing Theory, and Game Theory across different decision-making scenarios. 4. Implement programming solutions, including Goal Programming, and Dynamic Programming for optimizing decision outcomes in diverse business contexts.



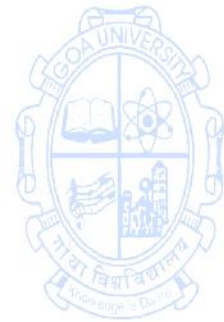
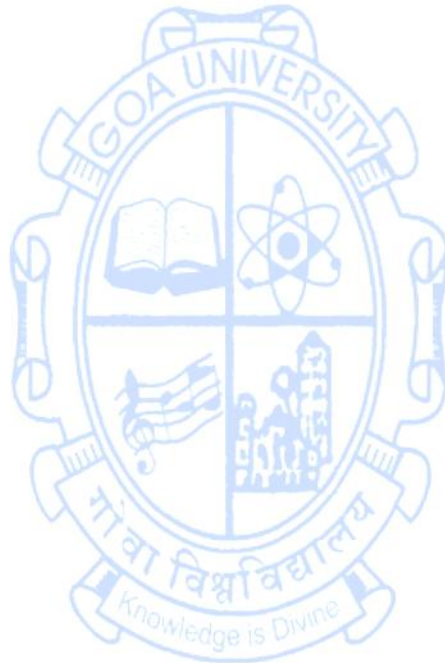
Name of the Programme : Bachelor of Business Administration
Course Code : MGA-402
Title of the Course : Management Information Systems
Number of Credits : 4
Effective from AY : 2023 - 24

Prerequisites for the Course	Nil	
Course Objective:	To equip participants to design and implement technology-based information systems for facilitating business decision making.	
Contents:	Unit I: Introduction to Management Information Systems Role of Information Systems and Information Technology, Operational Decisions, Strategic Decisions.	15 Hours
	Unit II: Hardware and Software for Information Systems, Types of Information Systems. Types of Information System, Business Processes and Information System, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Customer Relationship Management (CRM).	15 Hours
	Unit III: Implementation of Information Systems IT Infrastructure, Communication and networking, Internet, ERP, Data Management, E-Commerce, Mobile Digital Platform	15 Hours
	Unit IV: Implementation Issues Ethics, Implementation issues and problem solving, Cybercrime and abuses, System Vulnerability	15 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings:	1. Laudon, Kenneth C. and Jane P. Laudon, 'Management Information Systems'; Prentice Hall of India, 15th Edition or Latest edition. 2. O'Brien, James, et al.; 'Management Information Systems'; Tata McGraw-Hill Publishing Company Limited; New Delhi; 2017 edition or Latest edition. 3. Using MIS (Management Information System Book) Tenth Edition By Pearson: 10th edition or latest edition 4. MIS: Managing Information Systems in Business, Government and Society, Wiley Publications: 2nd Edition or Latest Edition 5. Management Information System: Text and Cases, Tata Mac Graw Hill: 6th Edition or latest edition	
Course Outcomes:	At the end of the course, the participant will be able to: 1. Explain the difference between Operational decisions and Strategic Decisions. 2. Decide the hardware and software requirements. 3. Solve any issues that come up during implementation. 4. Take managerial decisions based on the Information Systems.	

Name of the Programme : Bachelor of Business Administration
Course Code : MGA-403
Title of the Course : Business Analytics
Number of Credits : 4
Effective from AY : 2024-25

Prerequisites for the Course	Business Maths and Statistics (MGA-211)	
Course Objective	To equip the participants with essential skills in business analytics, encompassing descriptive, predictive, and prescriptive techniques for effective decision-making.	
Contents	Unit I: Introduction to Business Analytics Evolution, Components of Business Analytics (Descriptive, Predictive, and Prescriptive Analytics), Big Data, Models in Business Analytics, Applications. Descriptive Statistics- Measures of Central Tendency, Measures of Variation and Dispersion, Analyzing Distributions, Covariance, Correlation Coefficient. Descriptive Data Mining- Cluster Analysis, Frequent Itemset Mining, Association Rule Mining, Support, Confidence, Lift, Confusion Matrix, Text Mining.	15 hours
	Unit II: Descriptive Analytics Binomial Distribution, Poisson Distribution, Normal Distribution Sampling Distributions, Hypothesis Testing, ANOVA, Chi-Square.	15 hours
	Unit III: Predictive Analytics Regression Analysis- Simple Linear Regression, Least Square Method, Multiple Regression Model, Multicollinearity, Modeling Non-Linear Relationships, Model Fitting. Time Series Analysis and Forecasting- Time Series Patterns, Forecast Accuracy, Moving Average Models, Exponential Smoothing Model, Regression Analysis for Forecasting.	15 hours
	Unit IV: Prescriptive Analytics Integer Linear Optimization Models- Types, Formulation Techniques, Unimodularity, Cutting Plane Method, Branch and Bound. Nonlinear Optimization Models- Convex and Concave functions, Quadratic Programming, Markowitz Portfolio Model.	15 hours
Pedagogy	Lectures/ tutorials/laboratory work/ project work/ viva/ seminars/ term papers/ assignments/ presentations/self-study, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning	
References / Readings:	1. Camm J., Cochran J., Fry M. et. al. (2019), 'Business Analytics', Cengage, 3 rd edition or later edition 2. Evans, James R. (2022), 'Business Analytics: Methods, Models, and Decisions', Pearson, 3 rd edition or later edition 3. Albright, S.C. and Winston, W.L. (2019), 'Business Analytics: Data Analysis and Decision Making', Cengage Learning, 7 th edition or later edition	

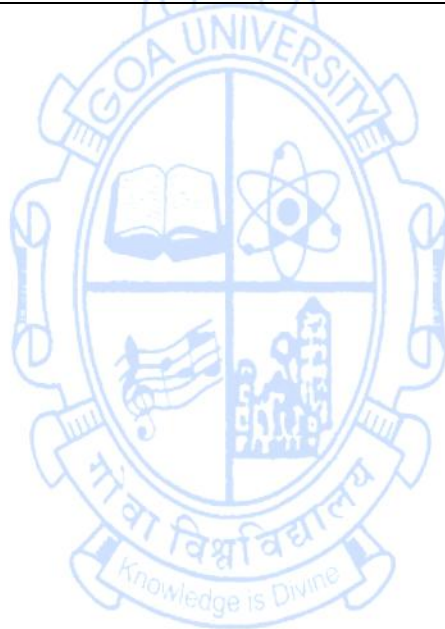
	<p>4. TahaHemdy A. (2021), 'Operations Research- An Introduction', Pearson Education, 10th edition or later edition</p> <p>5. Levin R., Rubin D., Siddiqui M., Rastogi S. (2022), 'Statistics for Management', Pearson, 8th edition or later edition</p>
<p>Course Outcomes</p>	<p>At the end of the course, the participants will be able to:</p> <ol style="list-style-type: none"> 1. Analyze and interpret data distributions using descriptive statistics. 2. Employ predictive analytics techniques, including regression analysis and time series forecasting, for data-driven decisions. 3. Apply prescriptive analytics models, such as integer and non-linear optimization, to solve real-world business problems. 4. Demonstrate proficiency in data mining methods, and apply statistical techniques to enhance decision support capabilities.



Name of the Programme : Bachelor of Business Administration
Course Code : MGA-411
Title of the Course : Organisational Development and Change Management
Number of Credits : 4
Effective from AY : 2024 - 25

Prerequisites for the Course	Nil	
Course Objective	To equip the participants to understand and interpret fundamentals of organizational development and effective change management in an organisation.	
Content	Unit I: Organisation Development Organisational Development: Introduction, Meaning and Definition, History of OD, Relevance of Organisational Development for Managers, Assumptions of OD.	05 Hours
	Unit II: Concept Of Managing Change Understanding Change, Types of Change, Factors Critical to Change, Organisational Culture ad Change – Cross Cultural Experiences, forms of Change- Emerging Organisational Forms and Structures, Mergers and Acquisitions, Turn Around Management, Process Based Change, Group Based Approaches to Change	10 Hours
	Unit III: Diagnosis, Intervention Organisational Diagnosis – Issues and Concepts, Interventions in Organisational Change, Evaluation of Organisational Change	10 Hours
	Unit IV: Role of Change Agent Key Roles in Managing Change, Skills for Managing Change, Managing Resistance to Change, Role of Leadership in Managing Change, Managing Transition	15 Hours
	Unit V: Organisational Dynamics Group Dynamics: Understanding Groups, Phases of Group Development, Group Cohesion and Alienation, Conformity and Obedience Role Dynamics: The Concept and Systems of Roles, Role Analysis, Organisational Stress and Burnout & Coping with Stress and Burnout Power Dynamics: bases of Power, The Process of Empowerment, Decentralisation and Delegation, Transformational Leadership Organisational Dynamics: Organisational Culture, Social Responsibilities of Organisations, Organisational Ethics and Values, Process of Learning Organisation, Inter-Organisational Dynamics: Cross Cultural Dynamics. Management of Diversity, Strategic Alliances and Coalition Formation	20 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References/Readings	<ol style="list-style-type: none"> 1. Stephen Robbins, Timothy A Judge, Seema Sanghi, 'Organizational Behavior', Pearson Education, 2017 or latest edition 2. Stephen Robbins, Timothy A Judge, Neharika Vohra, 'Organizational Behavior', Pearson Education 2016 or latest edition 3. Fred Luthans, 'Organizational Behavior'; McGraw–Hill Inc, 2010 or latest edition 4. Robbins, Stephen P; 'Essentials of Organizational Behavior'; Pearson Education India, 2019 or latest edition. 5. Robbins, Stephen and Mary Coulter; 'Fundamentals of Management'; Prentice 2010 or latest edition
Course outcomes	<p>At the end of the course participants will be able to</p> <ol style="list-style-type: none"> 1. Interpret fundamentals of organizational development. 2. Understand and adapt to the issues that come up in Organisational Change. 3. Know the skills required to manage change. 4. Adapting to the various Organisational Dynamics.



Semester VIII

Name of the Programme : Bachelor of Business Administration

Course Code : MGA-404

Title of the Course : Seminars in General Management

Number of Credits : 4

Effective from AY : 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants to analyse contemporary/non contemporary economic and non-economic issues to arrive at implications for managers.	
Content	Unit I Contemporary/non contemporary related economic, issues. Local as well as Global Economic Issues Examples of some topics: Budgets, Crony capitalism, Recent Trends in the Economy, Stock Market Developments, Foreign Trade Policy, ESG & SDG's etc	30 hours
	Unit II Contemporary/non contemporary Non economic Issues Local as well as Global Non-Economic issues Examples of some topics: Artificial Intelligence, Data Security, Cyber Crimes, Trends in Management, Startup Culture, Ethics, Supply Chain Management, Mental health, Freedom of Press, social media, Legal issues etc Note: SEA's will be Seminar Format	30 hours
Pedagogy	Small group presentations on contemporary/non contemporary issues identified by the facilitator/student followed by discussion	
References / Readings:	Appropriate Reading specific to a topic from a variety of Newspaper articles as well as business journals and magazines.	
Course Outcomes	At the end of the course, the participants will be able to: <ol style="list-style-type: none"> 1. Derive learning from the newspaper articles and magazines and apply it to analyse the business environment. 2. Use the information in making firm level decisions. 3. Develop a different perspective on analysing business situations 4. Communicate and articulate the learnings derived 	

Name of the Programme : Bachelor of Business Administration
Course Code : MGA- 412
Title of the Course : Business and Social Ethics
Number of Credits : 4
Effective from AY : 2024 - 25

Prerequisites for the Course	Nil	
Course Objective	To equip participants with relevant moral to ethical concepts in the field of business and application of same in business decision.	
Contents	Unit I: Introduction to Business Ethics Meaning of business ethics, Requirement of ethics in business, Need- Importance for ethics in business, Moral v/s Ethics, Ethics v/s Religion, Law v/s Ethics, Issues/Dilemmas involved in business ethics, How to handle dilemmas in business ethics, Benefits of business ethics	15 hours
	Unit II: Ethics and the Environment Meaning, Importance of ethics in the environment, Basic ethical principles in business, Ethics and the environment, ethics in external exchange of business, ethics in exchanges with internal constituencies.	15 hours
	Unit III: Ethics at the workplace Meaning, Importance of ethics at the workplace, Role of individual moral and standards in defining workplace ethics, Ethical issues of individuals at the workplace, working with opposite gender, Ethics in the marketplace, ethics and the consumer, ethics in production and marketing, Guidelines for managing ethics in the workplace	15 hours
	Unit IV: Ethical theories and Social Ethics Ethics and ethical theories, Meaning and nature of social ethics, search for moral standard, society and human behaviour, ethics and justice, Ethics and social issues, challenge of applying ethics to a variety of contemporary issues.	15 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Chakraborty, S.K (2001). "Ethics in Management"; Oxford India Paperback or latest edition 2. Singer, Peter; (2011) 'Practical Ethics' Foundation books, Cambridge University Press or latest edition 3. John. McHall& Joseph R. DesJardins (2014)'Contemporary Issues in Business Ethics' or Latest edition 4. Downie, R. S. (2020). Roles and Values: An Introduction to Social Ethics. United Kingdom: Taylor & Francis or Latest edition. 5. Chadrakumarroy (2014). Business Ethics: (For B.Com, BBA, BBM and BMS). (n.d.). (n.p.): Vikas Publishing House or latest edition 	

Course Outcomes:	At the end of the course, the participants will be able to: 1. Explain the difference between ethical concepts and moral values 2. Apply ethical principles in business settings 3. Harness and use ethical skills at the workplace effectively 4. Challenge social ethics to a variety of contemporary issues
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