MADHAV UNIVERSITY, SIROHI

CENTRE FOR DISTANCE AND ONLINE EDUCATION

PROGRAMME PROJECT REPORT

BACHELOR OF BUSINESS ADMINISTRATION

2026-27

Table of Contents

S. No.	Contents
1.	Program Mission and Objectives
2.	Program Relevance with the University Mission & Goals
3.	Nature of Prospective Target Group of Learners
4.	Program Appropriateness for conduction in ODL mode
5.	Instructional Design
6.	Procedure for Admission, Curriculum Transaction and Evaluation
7.	Requirement of Laboratory Support & Library Resources
8.	Cost Estimate of the Program & Provisions
9.	Quality Assurance Mechanism

1. PROGRAMME MISSION AND OBJECTIVES

Madhav University (MU), Sirohi, Rajasthan, was established under Act No. 07 of 2014 of the Rajasthan State Legislature. The University is recognized by the University Grants Commission (UGC) and has been accredited with an 'A' Grade by the National Assessment and Accreditation Council (NAAC), reflecting its commitment to academic quality, institutional development and continuous improvement.

Madhav University has developed a multidisciplinary academic environment offering Certificate, Diploma, Undergraduate, Postgraduate and Doctoral programmes across diverse disciplines, including Commerce & Management, Arts & Sciences, Engineering & Technology, Pharmacy, Agriculture, Education, Law, Allied Health Sciences and other professional and emerging areas. The University also provides modern academic infrastructure, including laboratories, smart classrooms, innovation facilities and library resources to support teaching, learning, research and skill development.The University emphasizes outcome-based education, experiential learning, project-based instruction, digital and blended learning, skill-integrated curricula, interdisciplinary learning, research and innovation. These institutional approaches provide a strong foundation for extending quality higher education through the Open and Distance Learning (ODL) mode.The Bachelor of Business Administration (BBA) programme through ODL is designed to provide learners with a strong foundation in business administration, management, finance, marketing, human resource management, entrepreneurship, business communication, economics and contemporary digital business practices.

The programme will utilize Madhav University's academic expertise, faculty resources, library facilities, digital learning infrastructure and learner-support mechanisms to provide flexible, accessible and outcome-oriented management education. The instructional framework will emphasize self-learning, practical understanding, case-based learning, digital resources and application-oriented activities.

1.1 Rationale for Introducing BBA through ODL

Rapid changes in business models, digital transformation, e-commerce, entrepreneurship, financial technology and service-sector employment have increased the demand for graduates possessing

sound business knowledge and managerial skills. At the same time, many learners are unable to pursue conventional classroom-based education because of geographical, professional, financial or personal constraints.The ODL mode provides an appropriate opportunity for working learners, entrepreneurs, members of family businesses, learners residing in rural and remote areas and individuals seeking career advancement or flexible higher education. The proposed BBA programme will therefore adopt a learner-centric, technology-enabled and self-learning-oriented instructional framework.

1.2 Programme Mission

The mission of the BBA programme is ***"to provide accessible, flexible, affordable and quality business administration education through the Open and Distance Learning mode, enabling learners to acquire managerial, entrepreneurial, analytical, communication and digital competencies required for effective participation in contemporary business and society."***

1.3 Programme Vision

"To develop competent, ethical, innovative and digitally proficient business graduates capable of contributing effectively to organizations, entrepreneurship, industry and society."

1.4 Programme Objectives

The BBA programme aims to develop a strong conceptual foundation in business and management and provide learners with an understanding of accounting, finance, marketing, economics and human resource management. It seeks to develop managerial, leadership, analytical, problem-solving, communication and interpersonal skills required for effective participation in organizational environments.

The programme also aims to develop digital and technology-enabled business competencies and encourage entrepreneurship, innovation and responsible business practices. It will enhance employability and workplace readiness while providing an academic foundation for pursuing MBA and other relevant postgraduate and professional programmes.

2. RELEVANCE OF THE PROGRAMME WITH MADHAV UNIVERSITY'S MISSION AND GOALS

The BBA programme is closely aligned with Madhav University's mission of providing quality education, developing skilled human resources, promoting innovation and entrepreneurship and facilitating inclusive access to higher education.

The programme will integrate management knowledge with practical business applications and develop communication, leadership, analytical and decision-making abilities among learners. It will promote digital literacy, entrepreneurial thinking, ethical business practices and awareness of social responsibility. Through ODL, the programme will extend management education to learners who may otherwise face difficulty accessing conventional higher education.

The curriculum shall maintain academic alignment with the University's conventional programme, wherever applicable, while adapting instructional design, SLMs, digital resources, academic counselling and assessment mechanisms to meet the requirements of ODL learners.

3. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

The BBA programme is intended primarily for learners who have completed Senior Secondary education and wish to pursue undergraduate education in business administration and management. It will also cater to working learners, entrepreneurs, aspiring entrepreneurs, family-business members and employees in private and public organizations who wish to acquire formal academic qualifications and enhance their professional competencies.

The programme will be particularly relevant to learners from rural and geographically dispersed areas and to those who are unable to attend regular classes because of employment, family responsibilities or other personal circumstances. It will also support learners seeking career advancement, professional development, preparation for competitive examinations or progression to postgraduate management education.

The learner population is expected to vary in age, educational background, employment status, geographical location and digital literacy. Accordingly, the SLMs will adopt a simple, structured and progressive approach supported by digital learning resources, LMS-based learning, academic counselling, assignments and self-assessment activities.

4. APPROPRIATENESS OF THE PROGRAMME TO BE CONDUCTED IN ODL MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE

The BBA programme is appropriate for ODL delivery because business and management concepts can be effectively developed through structured Self-Learning Materials, case studies, practical examples, business situations, assignments, digital resources and application-oriented activities.

The instructional design will enable learners to understand fundamental business concepts and progressively apply them to real-world organizational situations. The SLMs will include suitable illustrations, case studies, exercises, self-assessment questions and assignments to facilitate conceptual clarity and practical understanding.

The programme will develop business knowledge, managerial ability, communication skills, leadership and teamwork, financial and business literacy, digital competence, entrepreneurial capability and professional and ethical awareness. Case studies and practical activities will enable learners to connect theoretical concepts with actual organizational and business situations.

5. INSTRUCTIONAL DESIGN

5.1 Curriculum Design

The curriculum is designed by subject experts in the field of Business Administration and Management, keeping in view the academic requirements, contemporary developments, emerging trends, and competencies expected from learners pursuing undergraduate management education. The curriculum incorporates relevant and current topics related to management, business, entrepreneurship, finance, marketing, human resource management, economics, and other functional areas of business to develop conceptual understanding, analytical ability, decision-making skills, and practical knowledge.

The curriculum is structured to facilitate effective learning through the Open and Distance Learning (ODL) mode and is aligned with the prescribed academic and regulatory requirements. Appropriate emphasis is given to learner-centric approaches, skill development, employability, entrepreneurship, interdisciplinary understanding, ethical business practices, and the practical application of management concepts in real-world business situations. The curriculum also incorporates relevant

environmental and societal concerns to develop socially responsible and sustainable business perspectives among learners.

The curriculum is rigorously reviewed and duly approved through the prescribed statutory academic processes of the University, including the Board of Studies, Centre for Internal Quality Assurance (CIQA), and University Academic Council. The review and approval process ensures academic quality, relevance, coherence, and alignment with the objectives of the BBA programme and the contemporary requirements of business and management education.

5.2 Programme Structure and Detailed Syllabus

Name of Programme	**Bachelor of Business Administration**
Programme Outcome	**PO1: Business knowledge** Gain familiarity and apply the knowledge of functional areas of accounting to the complex business decision making. **PO2: Problem analysis** Recognize and unearth pertaining business decision making through analysis. **PO3: Design/development of solutions** Plan and formulate solutions to the business accounting by considering the constraints and analysing the business environment. **PO4: Conduct investigations of complex problems** Apply the concepts of accounting and fundamental knowledge of domain areas like tax, insurance for designing appropriate business administration framework required for scientific enquiry. **PO5: Modern tool usage** Develop proficiency in understanding the different software for accounts decision making and apply them for arriving at the right solution. **PO6: The manager and society** Evolve as effective account managers equipped with reasoned action based on prudence and sense of ethical judgment for acting ethically and professionally with people various aspects acquiring skills for Accounting Manager, Bank Manager, over all Administration abilities of the Company. **PO7: Environment and sustainability** Develop cognizance inunderstand the impact of the Account decision making on environment as a Company Secretary, Stock Agents,

	Government jobs etc., **PO8: Ethics** Apply ethical principles and commit to professional ethics and responsibilities and norms of the organizational practice. **PO9: Individual and team work** Value interpersonal relations andfunction effectively as an account expert or leader in diverse business settings. **PO10: Communication** Communicate effectively in different business contexts and situations so as to be able to receive and give clear instructions, comprehend, write reports, prepare documentation and make effective presentations for Framework of Management Accounting and business decision making. **PO11: Project management and finance** Analyse the different sources of Tax, banking finance, accounts implications in project completion and managing the project. **PO12: Life-long learning** Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of dynamic business accounting.
Programme Specific Outcome	**PSO1:** After completion of three BBA program a student will be able to demonstrate comprehensive understanding of foundational courses in business management **PSO2:** The holistic approach of this course will develop a sense of ethical consciousness and imbibe value-based leadership skills. **PSO3:** Choice based specializations and industry-oriented curriculum will enable the students to face contemporary challenges of the global world.

Year – I | Semester – I **Semester: AUTUMN/PAVAS**

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	DBBA5101T	Principles of Management	4	0	0	0	4	30	70	100
2	DBBA5102T	Financial Accounting	4	0	0	0	4	30	70	100
3	DBBA5103T	Indian Diversity & Business	4	0	0	0	4	30	70	100
4	DAECPA01T	General English-I*	2	0	0	0	2	30	70	100
5	DGECPA17T	Indian Knowledge System	3	0	0	0	3	30	70	100
6	DVAC5111T	Yoga	3	0	0	0	3	30	70	100
7	DSECPA09T	Business Statistics	3	0	0	0	3	30	70	100
		Grand Total					**23**			700

Year – I | Semester – II **Semester: SPRING/BASANT**

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	DBBA5201T	Micro Economics	4	0	0	0	4	30	70	100
2	DBBA5202T	Corporate Accounting	4	0	0	0	4	30	70	100
3	DBBA5203T	Organizational Behaviour	4	0	0	0	4	30	70	100
4	DAECVA01T	Environmental Studies-I*	2	0	0	0	2	30	70	100
5	DSECVA11T	Business report writing	3	0	0	0	3	30	70	100
6	DGECVA07T	Investment of stock market	3	0	0	0	3	30	70	100
7	DVACVA04T	Human Values and Professional Ethics	3	0	0	0	3	30	70	100
		Grand Total					**23**			700

These courses are offered under the Choice Based Credit System (CBCS); therefore, the semester in which a course is offered may differ between the Regular and Distance Mode schemes.

Teaching and Examination Scheme for Bachelor of Business Administration (2026-27)
(Applicable for both Regular Mode & Distance Mode Education)

Year– II | Semester – III **Semester: AUTUMN/PAVAS**

S.No	Course Code	Course Title	Hours/Week	Credits	Weightage

			L	T	P	S		ITE	ETE	Total
1	DBBA6301T	Cost Accounting	4	0	0	0	4	30	70	100
2	DBBA6D302T	Principles of Marketing	4	0	0	0	4	30	70	100
3	DBBA6303T	Legal Dimensions of Business	4	0	0	0	4	30	70	100
4	DAECPA02T	Environmental Studies-II*	2	0	0	0	2	30	70	100
5	DGECPA10T	Basics of Information Technology	3	0	0	0	3	30	70	100
6	DSECPA11T	Intellectual Property Right	3	0	0	0	3	30	70	100
		Grand Total					**20**			600

Year – II | Semester – IV **Semester: SPRING/BASANT**

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	DBBA6401T	Macro Economics	4	0	0	0	4	30	70	100
2	DBBA6402T	Financial Management	4	0	0	0	4	30	70	100
3	DBBA6403T	Human Resource Management	4	0	0	0	4	30	70	100
4	DBBA6404T	Introduction to Research	4	0	0	0	4	30	70	100
5	DAECVA02T	Constitution of India	2	0	0	0	2	30	70	100
6	DGECPA08T	Business Ethics	3	0	0	0	3	30	70	100
		Grand Total					**21**			500

These courses are offered under the Choice Based Credit System (CBCS); therefore, the semester in which a course is offered may differ between the Regular and Distance Mode schemes.

Teaching and Examination Scheme for Bachelor of Business Administration (2026-27)
(Applicable for both Regular Mode & Distance Mode Education)

Year – III | Semester – V **Semester: AUTUMN/PAVAS**

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	DBBA7501T	Introduction to Business Analytics	4	0	0	0	4	30	70	100
2	DBBA7502T	Business Ethics	4	0	0	0	4	30	70	100
3	DBBA7502I	Summer Internship Project	0	0	0	12	6	100	100	200
(Student will have to choose two subjects from any one specialisation)										
Human Resource										
4	DBHR7501T	Human Resource Planning	4	0	0	0	4	30	70	100
5	DBHR7502T	Training & Development	4	0	0	0	4	30	70	100
6	DBHR7503T	Leadership Development	4	0	0	0	4	30	70	100
Finance										
4	DBFN7501T	Security Analysis & Portfolio Management	4	0	0	0	4	30	70	100
5	DBFN7502T	International Financial Management	4	0	0	0	4	30	70	100
6	DBFN7503T	Income Tax	4	0	0	0	4	30	70	100
Marketing										
4	DBMK7501T	Product & Brand Management	4	0	0	0	4	30	70	100
5	DBMK7502T	Advertising Management	4	0	0	0	4	30	70	100
6	DBMK7503T	Consumer Behaviour	4	0	0	0	4	30	70	100
		Grand Total					**22**			600

Teaching and Examination Scheme for Bachelor of Business Administration (2026-27)
(Applicable for both Regular Mode & Distance Mode Education)
Year – III | Semester – VI **Semester: SPRING/BASANT**

S.No	Course Code	Course Title	Hours/Week				Credits	Weightage		
			L	T	P	S		ITE	ETE	Total
1	DBBA7601T	International Business	4	0	0	0	4	30	70	100
2	DDBBA7602T	Entrepreneurship Development	4	0	0	0	4	30	70	100
3	DBBA7603T	Operations Research	4	0	0	0	4	30	70	100
(Student will have to choose two subjects from any one specialisation)										
Human Resource										
4	DBHR7601T	Performance Management	4	0	0	0	4	30	70	100
5	DBHR7602T	Compensation Management	4	0	0	0	4	30	70	100
6	DBHR7603T	Organization Development & Change Management	4	0	0	0	4	30	70	100
Finance										
4	DBFN7601T	Corporate Restructuring	4	0	0	0	4	30	70	100
5	DBFN7602T	Financial Derivatives	4	0	0	0	4	30	70	100
6	DBFN7603T	Project & Micro Finance	4	0	0	0	4	30	70	100
Marketing										
4	BMK7601T	Retail Management	4	0	0	0	4	30	70	100
5	BMK7602T	Logistics & Supply Chain Management	4	0	0	0	4	30	70	100
6	DBMK7603T	Digital Marketing	4	0	0	0	4	30	70	100
		Grand Total					**20**			600

SYLLABUS
(SEMESTER-I)

Program: Bachelor of Business Administration (BBA)

Course Name: Principles of Management	Course Code: DBBA5101T
Semester: 1	Core / Elective: Core

Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits: 4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to the fundamental concepts, principles, and functions of management.
- Develop understanding of managerial roles, skills, and decision-making processes.
- Familiarize learners with classical and modern management theories.
- Build a foundation for advanced study in management and business disciplines.
- Enhance analytical, communication, and leadership capabilities of learners.

Topic and Contents
BLOCK I: Introduction to Management
Unit 1: Management – Meaning and Nature
• Concept and definition of management
• Nature and characteristics of management
• Management as science, art, and profession
• Levels of management
Unit 2: Evolution of Management Thought
• Early management practices
• Classical theories: Scientific, Administrative, Bureaucratic
• Neo-classical theories: Human relations approach
• Modern management approaches
Unit 3: Managerial Roles and Skills
• Functions of managers
• Managerial roles (interpersonal, informational, decisional)
• Managerial skills: technical, human, conceptual
• Contemporary challenges of managers

BLOCK II: Planning and Decision Making
Unit 4: Planning – Concepts and Process
• Meaning and importance of planning
• Planning process
• Types of plans
• Planning premises
Unit 5: Decision Making
• Meaning and importance of decision making
• Types of managerial decisions
• Decision-making process
• Techniques of decision making
Unit 6: Management by Objectives and Strategic Planning
• Concept of Management by Objectives (MBO)
• Benefits and limitations of MBO
• Strategic planning process
• Role of strategy in management
BLOCK III: Organizing and Staffing
Unit 7: Organizing
• Meaning and process of organizing
• Principles of organization
• Departmentation
• Authority, responsibility, and accountability
Unit 8: Organizational Structure and Design
• Types of organizational structures
• Formal and informal organization
• Centralization and decentralization
• Span of management

Unit 9: Staffing
• Meaning and importance of staffing
• Recruitment and selection
• Training and development
• Performance appraisal
BLOCK IV: Directing and Leadership
Unit 10: Directing
• Meaning and elements of directing
• Supervision
• Motivation
• Communication
Unit 11: Leadership
• Meaning and importance of leadership
• Leadership styles and theories
• Leadership vs. management
• Contemporary leadership challenges
Unit 12: Motivation and Communication
• Theories of motivation
• Incentives and motivation techniques
• Communication process and barriers
• Improving organizational communication
BLOCK V: Controlling and Contemporary Issues
Unit 13: Controlling
• Meaning and importance of controlling
• Control process
• Types of control
• Techniques of control

Unit 14: Coordination and Control Techniques
• Meaning and importance of coordination
• Techniques of coordination
• Budgetary and non-budgetary control
• Management control systems
Unit 15: Contemporary Issues in Management
• Globalization and management
• Ethics and social responsibility
• Management in digital age
• Future trends in management

Course Outcome

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

CO1: Explain fundamental concepts and functions of management

CO2: Apply managerial principles in organizational situations

CO3: Analyze planning and decision-making processes

CO4: Evaluate leadership and motivation theories

CO5: Demonstrate basic managerial and teamwork skills

References:

- Koontz, H. & Weihrich, H., *Essentials of Management*, McGraw-Hill.
- Robbins, S.P. & Coulter, M., *Management*, Pearson Education.
- Griffin, R.W., *Management*, Cengage Learning.
- L.M. Prasad, *Principles and Practice of Management*, S. Chand.

Online Resources:

- Open Educational Resources (OER)
- MOOCs on management fundamentals
- Case studies and business simulations

Program: Bachelor of Business Administration (BBA)

Course Name: Financial Accounting	Course Code: DBBA5102T
Semester: 1	Core / Elective: core

Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to basic concepts, principles, and conventions of financial accounting.
- Develop skills in recording, classifying, and summarizing business transactions.
- Enable preparation of final accounts of sole proprietorship concerns.
- Familiarize learners with accounting standards and ethical practices in accounting.
- Build a strong foundation for advanced accounting subjects.

Topic and Contents
BLOCK I: Introduction to Financial Accounting
Unit 1: Accounting – Meaning and Framework
• Meaning and objectives of accounting
• Users of accounting information
• Bookkeeping vs. accounting
• Branches of accounting
Unit 2: Accounting Principles and Concepts
• Accounting concepts
• Accounting conventions
• Accounting standards
• Role of accounting standards in India
Unit 3: Accounting Process and Bases
• Accounting cycle
• Cash basis and accrual basis of accounting
• Capital and revenue items
• Accounting equation

BLOCK II: Recording of Business Transactions
Unit 4: Journal and Subsidiary Books
• Journal: meaning and rules
• Subsidiary books: cash book, purchase book, sales book
• Journal proper
• Practical illustrations
Unit 5: Ledger and Trial Balance
• Ledger posting
• Balancing of accounts
• Trial balance
• Errors and their types
Unit 6: Rectification of Errors
• Types of errors
• Rectification before and after trial balance
• Suspense account
• Practical problems
BLOCK III: Bank Reconciliation and Depreciation
Unit 7: Bank Reconciliation Statement
• Meaning and importance of BRS
• Causes of difference
• Preparation of BRS
• Practical problems
Unit 8: Depreciation Accounting
• Meaning and causes of depreciation
• Methods of depreciation
• Accounting treatment
• Asset disposal

Unit 9: Provisions and Reserves
• Meaning and need
• Types of provisions
• Types of reserves
• Distinction between provisions and reserves
BLOCK IV: Final Accounts of Sole Proprietor
Unit 10: Final Accounts – Introduction
• Trading account
• Profit and loss account
• Balance sheet
• Adjustments in final accounts
Unit 11: Accounting for Incomplete Records
• Meaning of incomplete records
• Statement of affairs method
• Conversion into double entry
• Practical problems
Unit 12: Bills of Exchange
• Meaning and types
• Parties to a bill
• Accounting treatment
• Dishonour and renewal of bills
BLOCK V: Special Topics and Contemporary Issues
Unit 13: Accounting for Consignment
• Meaning and features
• Accounting treatment
• Valuation of stock
• Practical illustrations

Unit 14: Accounting for Joint Ventures
• Meaning and features
• Accounting methods
• Joint venture vs. partnership
• Practical problems
Unit 15: Accounting Ethics and Emerging Trends
• Ethical issues in accounting
• Role of ethics in financial reporting
• Introduction to computerized accounting
• Future trends in accounting

Course Outcome

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

CO1: Explain accounting concepts, principles, and standards

CO2: Record business transactions systematically

CO3: Prepare financial statements of business entities

CO4: Analyze financial performance using accounting data

CO5: Interpret accounting information for decision-making

References:

- Meigs & Meigs, *Financial Accounting*, McGraw-Hill.
- R.L. Gupta & V.K. Gupta, *Financial Accounting*, Sultan Chand.
- T.S. Grewal, *Introduction to Accounting*, S. Chand.
- ICAI Foundation Study Material on Accounting.

Online Resources:

- Open Educational Resources (OER)
- MOOCs on basic accounting
- Practice problem repositories

Program: Bachelor of Business Administration(BBA)

Course Name: Indian Diversity and Business	Course Code:DBBA5103T
Semester: 1	Core / Elective: Core

Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Understand the concept and dimensions of Indian diversity.
- Examine the impact of cultural, social, and regional diversity on business practices.
- Develop sensitivity towards inclusive and ethical business behavior in a diverse society.
- Analyze how diversity influences management, marketing, and consumer behavior in India.
- Build a foundational perspective for managing business in a multicultural environment.

BLOCK I: Understanding Indian Diversity
Unit 1: Concept of Diversity
• Meaning and dimensions of diversity
• Diversity vs. inclusion
• Importance of diversity in society and business
• Managing diversity in organizations
Unit 2: Cultural Diversity in India
• Indian culture and heritage
• Languages, religions, and traditions
• Values and belief systems
• Cultural pluralism in India
Unit 3: Social Diversity in India
• Caste, class, and community structure
• Gender diversity
• Tribal and minority communities
• Social inclusion and equality

BLOCK II: Economic and Regional Diversity
Unit 4: Regional Diversity of India
• Geographic diversity
• Regional cultures and lifestyles
• Regional economic disparities
• Impact of regional diversity on markets
Unit 5: Demographic Diversity and Workforce
• Population composition
• Workforce diversity
• Youth and aging population
• Diversity challenges in employment
Unit 6: Economic Diversity in India
• Income distribution
• Rural and urban economies
• Informal and formal sectors
• Impact on consumption patterns
BLOCK III: Diversity and Business Environment
Unit 7: Diversity and Consumer Behavior
• Cultural influence on buying behavior
• Regional preferences and tastes
• Brand adaptation in diverse markets
• Consumer segmentation in India
Unit 8: Diversity in Marketing and Advertising
• Multilingual marketing strategies
• Cultural symbols and advertising ethics
• Regional marketing campaigns
• Case studies of Indian brands

Unit 9: Diversity in Business Organizations
• Workforce diversity in Indian organizations
• Cross-cultural communication
• Managing diverse teams
• Inclusive leadership
BLOCK IV: Diversity, Ethics, and Governance
Unit 10: Diversity and Business Ethics
• Ethical issues in diverse societies
• Respect for cultural differences
• Inclusive business practices
• Corporate social responsibility
Unit 11: Legal and Policy Framework for Diversity
• Constitutional provisions for equality
• Government policies for inclusion
• Reservation and affirmative action
• Diversity-related workplace laws
Unit 12: Diversity and Corporate Governance
• Diversity in boards and leadership
• Gender diversity initiatives
• Governance practices in Indian companies
• Global perspectives on diversity
BLOCK V: Contemporary Issues and Future Perspectives
Unit 13: Globalization and Indian Diversity
• Impact of globalization on Indian culture
• Global business and local diversity
• Managing cultural change
• Challenges of cultural integration

Unit 14: Diversity, Technology, and Business
• Digital divide in India
• Technology as a tool for inclusion
• E-commerce and diverse markets
• Role of social media
Unit 15: Future of Diversity in Indian Business
• Emerging diversity trends
• Sustainable and inclusive growth
• Diversity as a competitive advantage
• Future challenges and opportunities

Course Outcome

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

CO1: Describe the nature of cultural diversity in India

CO2: Examine the impact of diversity on business practices

CO3: Analyze regional and cultural business environments

CO4: Apply inclusive practices in business decisions

CO5: Develop sensitivity towards multicultural workplaces

References:

- Hofstede, G., *Cultures and Organizations*, McGraw-Hill.
- Ahuja, R., *Indian Social System*, Rawat Publications.
- Government of India reports on social and economic diversity.
- Articles and case studies on Indian business practices

Online Resources:

- Open Educational Resources (OER)
- MOOCs on diversity and inclusion
- Policy documents and reports

Bachelor of Commerce (BBA)

Course Name: General English	Course Code: DAECPA01T

Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 2:0:0	Credits: 2
Type of course: Lecture+ Assignments	Total Contact Hours: 6
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Develop basic proficiency in English language skills: listening, speaking, reading, and writing.
- Strengthen grammar and vocabulary for academic and professional communication.
- Improve comprehension and interpretation of written texts.
- Build confidence in everyday and workplace communication.
- Lay a foundation for advanced English and business communication courses.

Course Content:

BLOCK I: Foundations of English Language
Unit 1: Introduction to English Communication
• Importance of English in higher education and business
• Types of communication
• Barriers to communication
• Effective communication skills
Unit 2: Parts of Speech
• Nouns and pronouns
• Verbs and auxiliaries
• Adjectives and adverbs
• Prepositions and conjunctions
Unit 3: Sentence Structure
• Kinds of sentences
• Subject–predicate
• Phrase and clause
• Common sentence errors

BLOCK II: Grammar and Usage
Unit 4: Tenses
• Present tense forms and usage
• Past tense forms and usage
• Future tense forms and usage
• Common tense errors
Unit 5: Articles and Determiners
• Definite and indefinite articles
• Zero article
• Demonstratives and possessives
• Correct usage in sentences
Unit 6: Active and Passive Voice
• Concept of voice
• Formation of passive voice
• Uses of active and passive voice
• Practice exercises
BLOCK III: Reading and Vocabulary Skills
Unit 7: Reading Comprehension
• Skimming and scanning techniques
• Literal and inferential comprehension
• Short passages and questions
• Vocabulary in context
Unit 8: Vocabulary Development
• Synonyms and antonyms
• One-word substitutions
• Idioms and phrases
• Commonly confused words
Unit 9: Dictionary and Reference Skills
• Use of dictionary
• Word meanings and pronunciation

• Parts of a dictionary entry
• Thesaurus and reference tools
BLOCK IV: Writing Skills
Unit 10: Paragraph Writing
• Structure of a paragraph
• Topic sentence and coherence
• Descriptive and narrative paragraphs
• Practice exercises
Unit 11: Letter and Email Writing
• Formal and informal letters
• Business letters
• Email writing etiquette
• Common errors in correspondence
Unit 12: Report and Notice Writing
• Basic report writing
• Format of reports
• Notice writing
• Practical illustrations
BLOCK V: Speaking and Practical Communication
Unit 13: Speaking Skills
• Pronunciation and stress
• Intonation patterns
• Everyday conversations
• Public speaking basics
Unit 14: Presentation and Interview Skills
• Introduction to presentations
• Non-verbal communication
• Interview skills and etiquette
• Group discussion basics

Unit 15: Functional English for Daily Use
• English for workplace situations
• Telephonic communication
• Common errors in spoken English
• Confidence building activities

Course Outcome

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

CO1: Explain the concept and dimensions of Indian diversity.

CO2: Analyze the impact of cultural and regional diversity on business.

CO3: Evaluate diversity-related challenges in organizations.

CO4: Apply inclusive and ethical practices in business environments.

CO5: Demonstrate awareness of diversity as a strategic advantage in India.

References

- Wren & Martin, *High School English Grammar and Composition*, S. Chand.
- Thomson, A.J. & Martinet, A.V., *A Practical English Grammar*, Oxford.
- Krzanowski, M., *Reading Skills for Academic Study*, Cambridge.

Online Resources:

- Open Educational Resources (OER)
- MOOCs on basic English communication
- Online grammar and vocabulary practice platforms

Program: Bachelor of Commerce (BBA)

Course Name: Indian Knowledge System	Course Code: DGECPA17T

Semester: 1	Core / Elective: Elective
Teaching Scheme in Hrs (L:T:P): 3:0:0	Credits: 3
Type of course: Lecture+ Assignments	Total Contact Hours: 9
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

· Introduce students to the concept, scope, and significance of the Indian Knowledge System.

· Develop an understanding of India's rich intellectual, scientific, philosophical, and cultural traditions.

· Familiarize learners with major Indian contributions to mathematics, astronomy, medicine, education, arts, and technology.

· Develop awareness of traditional Indian approaches to ethics, environment, sustainability, and social well-being.

· Enable learners to understand the contemporary relevance and applications of Indian Knowledge System.

BLOCK I: Introduction to Indian Knowledge System

Unit 1: Concept and Nature of Indian Knowledge System

· Meaning and concept of Indian Knowledge System

· Origin and evolution of Indian knowledge traditions

· Nature and characteristics of Indian Knowledge System

· Holistic approach to knowledge

· Scope and significance of IKS in contemporary society

Unit 2: Sources and Traditions of Indian Knowledge

· Vedas and Upanishads

· Ramayana and Mahabharata

· Puranas, Smritis and Dharmashastras

· Buddhist and Jain knowledge traditions

· Oral traditions, folk knowledge and regional traditions

Unit 3: Indian Philosophy and Knowledge Traditions

· Meaning and development of Indian philosophical traditions

· Astika and Nastika schools of thought

· Nyaya, Vaisheshika, Samkhya and Yoga

· Mimamsa and Vedanta

· Buddhist and Jain philosophical traditions

BLOCK II: Indian Contributions to Science and Mathematics

Unit 4: Indian Mathematics

· Development of mathematics in ancient India

· Number system and place-value system

· Concept and contribution of zero

· Arithmetic, algebra and geometry

· Contributions of Aryabhata, Brahmagupta and Bhaskaracharya

Unit 5: Indian Astronomy and Cosmology

· Development of astronomy in India

· Astronomical observations and calculations

· Nakshatras, planets and celestial studies

· Indian calendar and time-reckoning systems

· Contributions of Aryabhata and Varahamihira

Unit 6: Indian Medicine and Health Traditions

· Introduction to Ayurveda

· Fundamental principles of Ayurveda

· Tridosha theory

· Contributions of Charaka and Sushruta

· Yoga, meditation and holistic health

BLOCK III: Indian Education, Society and Culture

Unit 7: Indian Educational Traditions

· Gurukul system and Guru-Shishya tradition

· Objectives and principles of traditional Indian education

· Centres of learning in ancient India

· Takshashila, Nalanda and Vikramashila

· Values and ethics in Indian education

Unit 8: Indian Social and Ethical Thought

· Concept of Dharma

· Purusharthas: Dharma, Artha, Kama and Moksha

· Ashrama system

· Concepts of Seva, duty and social responsibility

· Ethical values and individual well-being

Unit 9: Indian Art, Literature and Cultural Heritage

· Indian literary traditions

· Sanskrit and regional literature

· Indian classical music and dance

· Indian architecture, sculpture and painting

· Folk traditions and cultural heritage

BLOCK IV: Indian Knowledge, Environment and Technology

Unit 10: Traditional Indian Environmental Knowledge

· Indian perspectives on nature and environment

· Relationship between human beings and nature

· Sacred groves and biodiversity conservation

· Traditional water conservation practices

· Indigenous ecological knowledge

Unit 11: Indian Agriculture and Traditional Practices

· Traditional agricultural practices in India

· Indigenous knowledge of soil and water management

· Traditional irrigation systems

· Organic and natural farming traditions

· Seed conservation and biodiversity

Unit 12: Indian Architecture, Engineering and Technology

· Vastu Shastra and traditional architecture

· Ancient Indian town planning

· Water harvesting and management structures

· Indian metallurgy and metal technology

· Traditional textiles, crafts and technologies

BLOCK V: Contemporary Relevance of Indian Knowledge System

Unit 13: IKS and Modern Education

· Integration of IKS in higher education

· Multidisciplinary approach to Indian knowledge

· Indian perspectives in teaching and learning

· Preservation and promotion of indigenous knowledge

· Role of IKS in contemporary education

Unit 14: IKS, Innovation and Entrepreneurship

· Traditional knowledge and modern innovation

· Traditional knowledge and Intellectual Property Rights

· Traditional products and entrepreneurship

· Ayurveda, handicrafts and wellness-based enterprises

· Knowledge-based entrepreneurship and sustainable innovation

Unit 15: Future Perspectives of Indian Knowledge System

· Relevance of IKS in the 21st century

· Digitisation and preservation of traditional knowledge

· Global recognition of Indian knowledge traditions

· Challenges in preservation and transmission of IKS

· IKS and sustainable development

Course Outcome

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

CO1: Explain the fundamental concepts, sources, and major traditions of the Indian Knowledge System.

CO2: Describe major Indian contributions to mathematics, astronomy, medicine, education, arts, and technology.

CO3: Analyze Indian philosophical, social, ethical, environmental, and cultural perspectives.

CO4: Evaluate the relevance of traditional Indian knowledge in contemporary education, sustainability, innovation, and entrepreneurship.

CO5: Demonstrate awareness of the importance of preserving, promoting, and applying Indian Knowledge System in modern society.

References:

· Mahadevan, B., Bhat, V.R. &NagendraPavana, R.N., *Introduction to Indian Knowledge System: Concepts and Applications*, PHI Learning.

· Kapur, K. & Singh, A.K., *Indian Knowledge Systems*, D.K. Printworld.

· Frawley, D., *Yoga and Ayurveda: Self-Healing and Self-Realization*, Lotus Press.

· Balasubramanian, R., *Indian Philosophy and Tradition*, Oxford University Press.

· Radhakrishnan, S., *Indian Philosophy*, Oxford University Press.

Online Resources:

o Indian Knowledge Systems Division, Ministry of Education, Government of India

o SWAYAM and other MOOCs on Indian Knowledge Systems

o Digital repositories of Indian manuscripts and cultural heritage

o Open Educational Resources (OER)

o Online resources on Indian science, philosophy, culture, and traditional knowledge

Program: Bachelor of Commerce (BBA)

Course Name: Yoga	Course Code: DVACPA11T
Semester: 1	Core / Elective: Elective
Teaching Scheme in Hrs (L:T:P): 3:0:0	Credits: 3
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to the fundamental concepts, principles, and philosophy of Yoga.
- Develop an understanding of the physical, mental, emotional, and social benefits of Yoga.
- Familiarize learners with basic Yogic practices, Asanas, Pranayama, and relaxation techniques.

- Develop awareness regarding healthy lifestyle, concentration, stress management, and well-being.
- Encourage students to incorporate Yoga practices into their daily lives.
- Promote discipline, self-awareness, balance, and positive health habits.

Topic and Contents

BLOCK I: Introduction to Yoga and Yogic Philosophy

Unit 1: Introduction to Yoga

- Meaning and definition of Yoga
- Origin and historical development of Yoga
- Nature and objectives of Yoga
- Importance of Yoga in daily life
- Yoga and holistic health
- Role of Yoga in modern society

Unit 2: Fundamentals of Yogic Philosophy

- Basic concepts of Yogic philosophy
- Eight limbs of Yoga
- Yama and Niyama
- Asana and Pranayama
- Pratyahara, Dharana, Dhyana, and Samadhi
- Concept of mind and self-awareness in Yoga

Unit 3: Yoga and Healthy Lifestyle

- Concept of health and wellness
- Physical, mental, and emotional well-being
- Yoga and balanced lifestyle
- Role of diet and nutrition in Yogic practices
- Importance of discipline and regular practice
- Yoga for prevention and promotion of health

BLOCK II: Yogic Practices and Techniques

Unit 4: Basic Asanas

- Meaning and importance of Asanas
- Preparatory Yogic exercises
- Standing Asanas
- Sitting Asanas
- Supine and prone Asanas
- Benefits and precautions of basic Asanas

Unit 5: Pranayama and Breathing Practices

- Meaning and importance of Pranayama
- Relationship between breath and mind
- Basic breathing techniques
- Anulom-Vilom
- Bhramari Pranayama
- Kapalabhati: concept and precautions

Unit 6: Relaxation and Meditation

- Meaning and importance of relaxation
- Basic relaxation techniques
- Shavasana
- Concept and importance of meditation
- Concentration and mindfulness
- Basic meditation practices

Unit 7: Yoga for Stress Management

- Meaning and causes of stress
- Effects of stress on body and mind
- Role of Yoga in stress management
- Yogic techniques for relaxation
- Yoga for improving concentration and sleep
- Developing positive mental health through Yoga

BLOCK III: Yoga, Wellness and Contemporary Applications

Unit 8: Yoga for Physical and Mental Well-being

- Yoga and physical fitness
- Yoga for flexibility, strength, and balance
- Yoga and mental health
- Yoga for concentration and memory
- Yoga and emotional balance
- Benefits of regular Yogic practice

Unit 9: Yoga and Lifestyle Management

- Yoga for healthy living
- Yoga and daily routine
- Yoga, diet, and nutrition
- Yoga for prevention of lifestyle-related problems
- Yoga and work-life balance
- Role of Yoga in student life

Unit 10: Contemporary Applications of Yoga

- Yoga in education and workplace
- Yoga for productivity and performance
- Yoga and social well-being
- International recognition and promotion of Yoga
- Modern trends in Yoga
- Role of Yoga in promoting sustainable and healthy living

Course Outcome

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

CO1: Explain the fundamental concepts, history, philosophy, and principles of Yoga.

CO2: Demonstrate basic knowledge of Asanas, Pranayama, meditation, and relaxation techniques.

CO3: Apply appropriate Yogic practices for physical, mental, and emotional well-being.

CO4: Analyze the role of Yoga in stress management, healthy lifestyle, and personal development.

CO5: Develop awareness of the contemporary applications of Yoga in education, workplace, and society.

References:

- B.K.S. Iyengar, *Light on Yoga*, HarperCollins Publishers.
- Swami SatyanandaSaraswati, *Asana Pranayama Mudra Bandha*, Bihar School of Yoga.
- Swami Vivekananda, *Raja Yoga*, AdvaitaAshrama.
- T.K.V. Desikachar, *The Heart of Yoga*, Inner Traditions.
- Hatha Yoga Pradipika, Swami Muktibodhananda, Bihar School of Yoga.

Online Resources:

- Open Educational Resources (OER) on Yoga and Wellness
- MOOCs on Yoga, Meditation, and Health
- Online resources on Asanas and Pranayama
- Yoga and wellness educational platforms
- Government and institutional resources on Yoga and healthy living

Program: Bachelor of Commerce (BBA)

Course Name: Business Statistics	Course Code: DSECPA09T
Semester: 1	Core / Elective: Elective
Teaching Scheme in Hrs (L:T:P): 3:0:0	Credits: 3
Type of course: Lecture+ Assignments	Total Contact Hours: 9
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

· Introduce students to the basic concepts, principles, and applications of business statistics.

· Develop the ability to collect, classify, present, and interpret business data.

· Familiarize learners with measures of central tendency and dispersion.

· Develop understanding of correlation, regression, probability, and statistical techniques.

· Enable students to apply statistical methods for business analysis and managerial decision-making.

BLOCK I: Introduction to Statistics and Data Presentation

Unit 1: Introduction to Business Statistics

· Meaning, nature, scope, and importance of statistics
· Functions and limitations of statistics
· Statistics in business and management
· Types of data and variables
· Primary and secondary data

Unit 2: Collection, Classification and Tabulation of Data

· Methods of data collection
· Census and sampling methods
· Classification of data
· Frequency distribution
· Construction of statistical tables

Unit 3: Diagrammatic and Graphical Presentation

· Principles of data presentation
· Bar diagrams and pie charts
· Histograms and frequency polygons
· Frequency curves and ogives
· Interpretation of graphs and charts

BLOCK II: Measures of Central Tendency and Dispersion

Unit 4: Measures of Central Tendency

· Meaning and objectives of central tendency
· Arithmetic mean
· Median and mode
· Weighted and combined averages
· Merits, limitations, and applications of averages

Unit 5: Measures of Dispersion

· Meaning and importance of dispersion
· Range and quartile deviation
· Mean deviation
· Standard deviation and variance
· Coefficient of variation

Unit 6: Skewness and Kurtosis

· Meaning and types of skewness
· Measures of skewness
· Karl Pearson's coefficient of skewness
· Bowley's coefficient of skewness
· Concept of kurtosis and its types

BLOCK III: Correlation, Regression and Time Series

Unit 7: Correlation Analysis

· Meaning and significance of correlation
· Types of correlation
· Scatter diagram
· Karl Pearson's coefficient of correlation
· Spearman's rank correlation

Unit 8: Regression Analysis

· Meaning and importance of regression
· Difference between correlation and regression
· Regression lines and equations
· Regression coefficients
· Applications of regression analysis in business

Unit 9: Time Series Analysis

· Meaning and components of time series
· Trend, seasonal, cyclical, and irregular variations
· Methods of measuring trend
· Moving averages
· Business applications of time series analysis

BLOCK IV: Probability and Sampling

Unit 10: Theory of Probability

· Meaning and importance of probability
· Basic concepts of probability
· Addition and multiplication laws of probability
· Conditional probability
· Business applications of probability

Unit 11: Probability Distributions

· Concept of probability distribution
· Discrete and continuous probability distributions
· Binomial distribution
· Poisson distribution
· Normal distribution and its applications

Unit 12: Sampling and Sampling Distributions

· Meaning and importance of sampling
· Census versus sampling
· Probability and non-probability sampling methods
· Sampling errors and non-sampling errors
· Concept of sampling distribution

BLOCK V: Statistical Inference and Business Applications

Unit 13: Estimation and Hypothesis Testing

· Meaning and types of estimation
· Point and interval estimation
· Concept of hypothesis testing
· Null and alternative hypotheses
· Type I and Type II errors

Unit 14: Statistical Tests and Analysis

· Z-test and t-test
· Chi-square test
· Analysis of variance: basic concept
· Goodness-of-fit and independence tests
· Applications of statistical tests in business decisions

Unit 15: Statistical Tools and Business Applications

· Statistical analysis in business decision-making
· Use of spreadsheets for statistical analysis
· Interpretation of statistical results
· Application of statistics in marketing, finance, and human resources
· Limitations and ethical considerations in the use of business statistics

Course Outcome

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

CO1: Explain the fundamental concepts, methods, and applications of business statistics.

CO2: Collect, classify, organize, and present business data using appropriate statistical techniques.

CO3: Calculate and interpret measures of central tendency, dispersion, skewness, and kurtosis.

CO4: Apply correlation, regression, probability, sampling, and hypothesis-testing techniques to business problems.

CO5: Interpret statistical results and use quantitative information to support business and managerial decision-making.

References:

· Gupta, S.P. & Kapoor, V.K., *Fundamentals of Applied Statistics*, Sultan Chand & Sons.

· Gupta, S.C., *Fundamentals of Statistics*, Himalaya Publishing House.

· Levin, R.I. & Rubin, D.S., *Statistics for Management*, Pearson Education.

· Anderson, D.R., Sweeney, D.J. & Williams, T.A., *Statistics for Business and Economics*, Cengage Learning.

· Sharma, J.K., *Business Statistics*, Pearson Education.

Online Resources:

o Open Educational Resources (OER)

o SWAYAM and MOOCs on Business Statistics

o Online statistical calculators and learning resources

SYLLABUS
(SEMESTER-II)

Program: Bachelor of Business Administration (BBA)

Course Name: Micro Economics	Course Code: DBBA5201T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to fundamental principles of microeconomics.
- Analyze consumer and producer behavior under different market conditions.
- Understand demand, supply, production, and cost concepts.
- Examine pricing and output decisions of firms.
- Apply microeconomic reasoning to business and policy decisions.

BLOCK I: Introduction to Micro Economics
Unit 1: Nature and Scope of Micro Economics
• Meaning and definition of micro economics
• Importance and limitations
• Micro vs. macro economics
• Role of micro economics in business decisions
Unit 2: Demand Analysis
• Meaning and determinants of demand
• Law of demand
• Exceptions to the law of demand
• Elasticity of demand and its types
Unit 3: Consumer Behaviour
• Utility analysis
• Law of diminishing marginal utility
• Indifference curve analysis
• Consumer equilibrium
BLOCK II: Production and Cost Analysis
Unit 4: Production Function
• Meaning and concept of production
• Production function
• Law of variable proportions
• Returns to scale
Unit 5: Cost Concepts
• Meaning and classification of costs
• Short-run cost curves
• Long-run cost curves
• Economies and diseconomies of scale
Unit 6: Revenue Analysis

• Meaning of revenue
• Total, average, and marginal revenue
• Revenue curves
• Profit maximization
BLOCK III: Market Structures
Unit 7: Perfect Competition
• Features of perfect competition
• Price determination under perfect competition
• Equilibrium of firm and industry
• Criticism of perfect competition
Unit 8: Monopoly
• Meaning and features of monopoly
• Price determination under monopoly
• Price discrimination
• Monopoly control and regulation
Unit 9: Monopolistic Competition and Oligopoly
• Meaning and features of monopolistic competition
• Product differentiation and selling costs
• Oligopoly: features and price rigidity
• Kinked demand curve
BLOCK IV: Factor Pricing and Welfare Economics
Unit 10: Factor Pricing – Wages
• Meaning of factor pricing
• Theories of wages
• Modern theory of wages
• Wage determination
Unit 11: Rent, Interest, and Profit
• Theories of rent

• Interest: classical and modern theories
• Profit: meaning and theories
• Role of entrepreneur
Unit 12: Welfare Economics
• Meaning and scope of welfare economics
• Pareto optimality
• Social welfare function
• Role of government in welfare
BLOCK V: Applications and Contemporary Issues
Unit 13: Pricing Policies and Practices
• Cost-plus pricing
• Marginal cost pricing
• Administered pricing
• Price leadership
Unit 14: Micro Economics and Business Decisions
• Demand forecasting
• Cost control and pricing decisions
• Production planning
• Market strategy formulation
Unit 15: Contemporary Issues in Micro Economics
• Market failure
• Role of competition policy
• Micro economics in digital markets
• Emerging challenges

Course Outcome

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

CO1: Explain fundamental concepts of demand, supply, and consumer behavior.

CO2: Analyze production, cost, and revenue functions.

CO3: Evaluate price determination under different market structures.

CO4: Interpret factor pricing and welfare economics concepts.

CO5: Apply microeconomic principles to business decision-making.

References

- Koutsoyiannis, A., *Modern Microeconomics*, Macmillan.
- Dominick Salvatore, *Microeconomics: Theory and Applications*, Oxford.
- Mote, V.L., Paul, S. & Gupta, G.S., *Managerial Economics*, McGraw-Hill.
- Pindyck, R.S. & Rubinfeld, D.L., *Microeconomics*, Pearson.

Program: Bachelor of Business Administration (BBA)

Course Name: Corporate Accounting	Course Code: DBBA5202T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Develop an understanding of accounting principles applicable to corporate entities.
- Familiarize learners with accounting for share capital, debentures, and company accounts.
- Enable preparation and analysis of corporate financial statements.
- Understand accounting treatment for mergers, acquisitions, and reconstruction.
- Provide knowledge of recent trends and regulatory aspects in corporate accounting.

BLOCK I: Introduction to Corporate Accounting
Unit 1: Corporate Accounting – An Overview
• Meaning and scope of corporate accounting

• Difference between partnership and company accounts
• Types of companies
• Regulatory framework governing companies
Unit 2: Issue of Shares
• Meaning and types of shares
• Issue of shares at par, premium, and discount
• Accounting treatment of share issue
• Forfeiture and reissue of shares
Unit 3: Issue and Redemption of Debentures
• Meaning and types of debentures
• Issue of debentures at par, premium, and discount
• Redemption of debentures
• Accounting entries for debentures
BLOCK II: Profit Determination and Distribution
Unit 4: Final Accounts of Companies
• Preparation of company final accounts
• Statement of Profit and Loss
• Balance Sheet as per Companies Act
• Notes to accounts
Unit 5: Managerial Remuneration
• Meaning and objectives of managerial remuneration
• Provisions of Companies Act
• Calculation of managerial remuneration
• Accounting treatment
Unit 6: Declaration and Payment of Dividend
• Meaning and types of dividend
• Provisions relating to dividend
• Accounting for dividend

• Transfer to reserves
BLOCK III: Company Reconstruction and Amalgamation
Unit 7: Internal Reconstruction
• Meaning and objectives
• Reduction of share capital
• Accounting treatment
• Preparation of revised balance sheet
Unit 8: External Reconstruction
• Meaning and forms of external reconstruction
• Purchase consideration
• Accounting entries in books of vendor company
• Accounting entries in books of purchasing company
Unit 9: Amalgamation of Companies
• Meaning and types of amalgamation
• Methods of amalgamation
• Accounting under pooling of interests method
• Purchase method
BLOCK IV: Holding Company Accounts
Unit 10: Holding and Subsidiary Companies
• Meaning of holding and subsidiary companies
• Legal provisions
• Mutual holding companies
• Minority interest
Unit 11: Consolidated Financial Statements
• Need for consolidated statements
• Preparation of consolidated balance sheet
• Treatment of goodwill and capital reserve
• Inter-company transactions

Unit 12: Accounting for Bonus and Rights Issue
• Meaning of bonus shares
• Accounting treatment of bonus issue
• Rights issue of shares
• Accounting entries and impact
BLOCK V: Contemporary Issues in Corporate Accounting
Unit 13: Valuation of Shares and Goodwill
• Meaning and need for valuation
• Methods of valuation of shares
• Valuation of goodwill
• Practical problems
Unit 14: Accounting Standards and Corporate Reporting
• Meaning and importance of accounting standards
• Overview of Indian Accounting Standards (Ind AS)
• Disclosure requirements
• Role of regulatory bodies
Unit 15: Emerging Trends in Corporate Accounting
• Corporate governance and reporting n- Social and sustainability accounting
• Digitalization and accounting software
• Future challenges in corporate accounting

Course Outcome

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

CO1: Explain the nature and characteristics of services marketing.

CO2: Analyze service quality and customer satisfaction models.

CO3: Apply service marketing mix strategies (7Ps).

CO4: Evaluate service delivery and service recovery processes.

CO5: Demonstrate ability to manage service operations effectively.

References

- S.N. Maheshwari & S.K. Maheshwari, *Corporate Accounting*, Vikas Publishing House.
- M.C. Shukla, T.S. Grewal & S.C. Gupta, *Advanced Accounts*, S. Chand.
- Arulanandam & Raman, *Corporate Accounting*, Himalaya Publishing House.
- ICAI Study Material on Corporate Accounting.

Online Resources:

- Open Educational Resources (OER)
- MCA and ICAI official publications
- MOOCs on advanced accounting and corporate reporting

Program: Bachelor of Business Administration(BBA)

Course Name: Organizational Behavior	Course Code: DBBA5203T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

1. Understand human behavior in organizations.
2. Study individual and group dynamics.
3. Develop leadership skills.
4. Improve organizational effectiveness.
5. Apply OB concepts in management.

Course Content
BLOCK 1: Introduction to OB
• Unit 1: Nature and Scope of OB
• Unit 2: Individual Behavior
• Unit 3: Perception and Attitudes
BLOCK 2: Motivation
• Unit 4: Motivation Concepts

• Unit 5: Motivation Theories
• Unit 6: Learning and Reinforcement
BLOCK 3: Group Behaviour
• Unit 7: Group Dynamics
• Unit 8: Leadership
• Unit 9: Communication
BLOCK 4: Organizational Structure
• Unit 10: Organizational Design
• Unit 11: Organizational Culture
• Unit 12: Power and Politics
BLOCK 5: Change Management
• Unit 13: Conflict Management
• Unit 14: Stress Management
• Unit 15: Organizational Change

Course Outcomes

1. Analyze individual behavior.
2. Understand motivation and leadership.
3. Manage group dynamics.
4. Handle organizational conflict.
5. Apply OB theories practically.

References:

1. Organisational Behaviour Textbook
2. Human Resource Management Resources
3. Case Studies in OB

Program: Bachelor of Business Administration (BBA)

Course Name: Environmental Studies-I	Course Code: DAECVA01T
Semester: 1	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 2:0:0	Credits: 2
Type of course: Lecture+ Assignments	Total Contact Hours: 6
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Create awareness about the environment and its interrelationship with human activities.
- Understand basic ecological concepts and natural resources.
- Sensitize learners to environmental problems and sustainable development.
- Promote environmental ethics and responsible citizenship.
- Develop an interdisciplinary perspective relevant to business and society.

Course Content:

BLOCK I: Introduction to Environmental Studies
Unit 1: Environment – Concept and Scope
• Meaning and definition of environment
• Components of environment
• Interrelationship between environment and society

• Importance of environmental studies
Unit 2: Ecology and Ecosystems
• Basic concepts of ecology
• Structure and functions of ecosystem
• Types of ecosystems: forest, grassland, desert, aquatic
• Energy flow and food chains
Unit 3: Biodiversity and Conservation
• Meaning and levels of biodiversity
• Values of biodiversity
• Threats to biodiversity
• Conservation of biodiversity
BLOCK II: Natural Resources
Unit 4: Forest Resources
• Types and distribution of forests
• Forest resources and uses
• Deforestation and its impacts
• Forest conservation measures
Unit 5: Water Resources
• Sources and uses of water
• Water scarcity and conflicts
• Dams and their impacts
• Water conservation and rainwater harvesting
Unit 6: Mineral and Energy Resources
• Mineral resources: use and conservation
• Renewable and non-renewable energy sources
• Conventional and non-conventional energy
• Sustainable energy management

BLOCK III: Environmental Pollution
Unit 7: Air Pollution
• Causes and effects of air pollution
• Air pollutants
• Control measures
• Air quality management
Unit 8: Water and Soil Pollution
• Causes and effects of water pollution
• Soil pollution and land degradation
• Control and prevention methods
• Case studies
Unit 9: Noise and Solid Waste Pollution
• Noise pollution and its effects
• Solid waste: types and management
• Hazardous waste
• Role of individuals in waste management
BLOCK IV: Environmental Issues and Management
Unit 10: Climate Change and Global Warming
• Meaning and causes of climate change
• Greenhouse effect
• Impacts of global warming
• Mitigation and adaptation strategies
Unit 11: Sustainable Development
• Concept and principles of sustainable development
• Sustainable Development Goals (SDGs)
• Role of business in sustainability
• Green business practices

Unit 12: Environmental Management
• Environmental impact assessment (EIA)
• Environmental management systems
• ISO 14000 standards
• Role of government and institutions
BLOCK V: Environment, Society, and Ethics
Unit 13: Environmental Laws and Policies
• Need for environmental legislation
• Major environmental acts
• Role of judiciary
• Environmental governance
Unit 14: Human Population and Environment
• Population growth and environment
• Urbanization and environmental issues
• Health and environment
• Role of education and awareness
Unit 15: Environmental Ethics and Awareness
• Environmental ethics
• Role of individuals and communities
• Environmental movements
• Future challenges and responsibilities

Course Outcome

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

CO1: Demonstrate basic proficiency in English grammar and usage.

CO2: Develop effective reading and comprehension skills.

CO3: Write paragraphs, letters, and simple reports correctly.

CO4: Communicate effectively in everyday and academic situations.

CO5: Apply appropriate vocabulary and language skills in communication.

References:

- Erach Bharucha, *Textbook of Environmental Studies*, Universities Press.
- Rajagopalan, R., *Environmental Studies: From Crisis to Cure*, Oxford University Press.
- Government of India publications on environment and sustainability.

Online Resources:

- Open Educational Resources (OER)
- MOOCs on environmental studies and sustainabili

Bachelor of Commerce (BBA)

Course Name: Business report writing	Course Code: DSECVA11T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:0:0	Credits: 3
Type of course: Lecture+ Assignments	Total Contact Hours: 9
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

· Introduce students to the fundamental concepts, principles, and purposes of business report writing.

· Develop students' ability to collect, organize, analyze, and present business information effectively.

· Familiarize learners with different types, structures, formats, and styles of business reports.

· Develop professional writing, analytical, research, and presentation skills.

· Enable students to prepare clear, concise, accurate, and professional business reports for organizational decision-making.

BLOCK I: Introduction to Business Report Writing

Unit 1: Concept and Nature of Business Reports

· Meaning and concept of business reports
· Purpose and importance of business report writing
· Characteristics of an effective business report
· Difference between business reports and general writing
· Role of reports in business communication and decision-making

Unit 2: Types of Business Reports

· Formal and informal reports
· Internal and external reports
· Routine and special reports
· Informational and analytical reports
· Progress, investigation, feasibility, and recommendation reports

Unit 3: Principles of Effective Report Writing

· Clarity, accuracy, conciseness, and completeness
· Objectivity and logical presentation
· Coherence and consistency
· Use of appropriate language and tone
· Professional ethics and confidentiality in report writing

BLOCK II: Planning and Research for Business Reports

Unit 4: Planning and Organizing a Business Report

· Identifying the purpose and objectives of a report
· Understanding the target audience
· Defining the scope and limitations
· Developing a report outline
· Organizing information logically

Unit 5: Data Collection and Sources of Information

· Primary and secondary sources of information
· Methods of data collection
· Questionnaires, interviews, observation, and surveys
· Use of business records and published sources
· Reliability and validity of information

Unit 6: Data Analysis and Interpretation

· Organizing and classifying business information
· Quantitative and qualitative data
· Tables, charts, graphs, and diagrams
· Interpretation of business data
· Drawing meaningful conclusions from data

BLOCK III: Structure and Preparation of Business Reports

Unit 7: Structure of a Business Report

· Title page and cover page
· Executive summary
· Introduction and background
· Findings, analysis, and discussion
· Conclusions, recommendations, references, and appendices

Unit 8: Report Writing Process

· Preliminary planning and research
· Drafting and developing the report
· Organizing findings and arguments
· Revision and editing
· Proofreading and final presentation

Unit 9: Language and Style of Business Reports

· Formal and professional language
· Tone and style in business writing
· Sentence structure and paragraph development
· Use of headings, subheadings, and bullet points
· Avoiding ambiguity, repetition, and unnecessary jargon

BLOCK IV: Specialized Business Reports

Unit 10: Analytical and Investigative Reports

· Meaning and purpose of analytical reports
· Problem identification and analysis
· Investigation reports
· Presentation of findings and evidence
· Conclusions and recommendations

Unit 11: Feasibility and Project Reports

· Meaning and objectives of feasibility reports
· Market and technical feasibility
· Financial and operational feasibility
· Structure of project reports
· Recommendations and decision-making

Unit 12: Business Proposals and Research Reports

· Meaning and importance of business proposals
· Structure and preparation of proposals
· Business research reports
· Executive summary and research findings
· Citation, referencing, and documentation

BLOCK V: Digital Business Reporting and Presentation

Unit 13: Digital Tools for Business Report Writing

· Word processing and document formatting
· Use of spreadsheets for business data
· Tables, charts, and graphical presentation
· Digital templates and report design
· Collaborative tools for report preparation

Unit 14: Presentation of Business Reports

· Principles of effective report presentation
· Visual aids and presentation techniques
· PowerPoint and digital presentations
· Communicating findings to management
· Handling questions and feedback

Unit 15: Professional and Ethical Business Reporting

· Accuracy and transparency in reporting
· Plagiarism and academic integrity
· Proper citation and referencing practices
· Confidentiality and responsible use of business information
· Emerging trends in digital and data-driven business reporting

Course Outcome

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

CO1: Explain the concepts, purposes, types, and principles of business report writing.

CO2: Identify, collect, organize, and evaluate relevant information for preparing business reports.

CO3: Apply appropriate structures, formats, language, and techniques for writing professional business reports.

CO4: Analyze business information and present findings, conclusions, and recommendations effectively.

CO5: Prepare professional, ethical, and digitally supported business reports for organizational communication and decision-making.

References:

· Lesikar, R.V., Flatley, M.E. &Rentz, K., *Business Communication: Making Connections in a Digital World*, McGraw-Hill.

· Bovee, C.L. &Thill, J.V., *Business Communication Today*, Pearson Education.

· Sharma, R.C. & Mohan, K., *Business Correspondence and Report Writing*, McGraw-Hill Education.

· Raman, M. & Sharma, S., *Technical Communication: Principles and Practice*, Oxford University Press.

· Guffey, M.E. & Loewy, D., *Essentials of Business Communication*, Cengage Learning.

Online Resources:

o Open Educational Resources (OER)

o SWAYAM and MOOCs on Business Communication and Report Writing

o Online business report writing tutorials and learning resources

o Digital tools and templates for professional report preparation

o Business case studies and sample reports

Bachelor of Commerce (BBA)

Course Name: Investment of stock market	Course Code:DGECVA07T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:0:0	Credits: 3
Type of course: Lecture+ Assignments	Total Contact Hours: 9
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

o Introduce students to the basic concepts, principles, and importance of stock market investment.

o Develop an understanding of financial markets, securities, stock exchanges, and investment instruments.

o Familiarize students with stock market operations, trading procedures, demat accounts, and settlement mechanisms.

o Develop knowledge of risk, return, diversification, and different investment strategies.

o Introduce students to fundamental and technical analysis for evaluating investment opportunities.

o Equip learners with portfolio management, investor protection, and responsible investment practices.

Topic and Contents

BLOCK I: Fundamentals of Investment and Stock Market

Unit 1: Introduction to Investment

o Meaning and nature of investment

o Objectives and importance of investment

o Saving and investment

o Investment process

o Types of investors

o Factors affecting investment decisions

Unit 2: Financial Markets and Stock Market

o Meaning and functions of financial markets

o Money market and capital market

o Primary and secondary markets

o Meaning and functions of stock market

o Role and importance of stock exchanges

o Structure of the Indian stock market

Unit 3: Investment Instruments and Securities

o Equity shares

o Preference shares

o Bonds and debentures

o Government securities

o Mutual funds

o Exchange Traded Funds and other investment instruments

BLOCK II: Stock Market Operations and Trading

Unit 4: Stock Exchanges and Market Participants

o Meaning and functions of stock exchanges

o National Stock Exchange and Bombay Stock Exchange

o Role of SEBI

o Brokers and sub-brokers

o Depositories and depository participants

o Investors and other market participants

Unit 5: Stock Market Trading and Settlement

o Meaning and process of share trading

oDemat and trading accounts

o Market orders and limit orders

o Intraday and delivery trading

o Stop-loss orders

o Clearing and settlement of securities

Unit 6: Risk and Return in Stock Market Investment

o Meaning and concept of risk and return

o Types of investment risks

o Systematic and unsystematic risk

o Measurement of investment return

o Relationship between risk and return

o Risk management and diversification

BLOCK III: Stock Analysis and Investment Strategies

Unit 7: Fundamental Analysis

o Meaning and importance of fundamental analysis

o Economic analysis

o Industry analysis

o Company analysis

o Analysis of financial statements

o Financial ratios and stock valuation

Unit 8: Technical Analysis

o Meaning and principles of technical analysis

o Price and volume analysis

o Charts and chart patterns

o Trends, support, and resistance

o Moving averages

o Basic technical indicators

Unit 9: Investment Strategies

o Meaning and importance of investment strategies

o Long-term and short-term investment

o Value investing

o Growth investing

o Dividend and income investing

o Diversification and systematic investment approach

BLOCK IV: Portfolio Management and Investor Protection

Unit 10: Portfolio Management

o Meaning and objectives of portfolio management

o Portfolio construction

o Asset allocation

o Portfolio diversification

o Portfolio revision

o Portfolio performance evaluation

Unit 11: Investor Protection and Regulatory Framework

o Meaning and importance of investor protection

o Role and functions of SEBI

o Rights and responsibilities of investors

o Insider trading and market manipulation

o Investor grievance redressal

o Investor awareness and protection mechanisms

Unit 12: Contemporary Trends in Stock Market Investment

o Online and mobile-based stock trading

o Digital investment platforms

o Index investing and ETFs

o Behavioural finance and investor psychology

o Sustainable and responsible investing

o Common investment mistakes and future trends in stock market investment

Course Outcome

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

CO1: Explain the basic concepts of investment, financial markets, stock markets, securities, and major investment instruments.

CO2: Demonstrate an understanding of stock exchanges, market participants, trading procedures, demat accounts, and settlement mechanisms.

CO3: Analyze the relationship between risk and return and apply appropriate diversification and investment strategies.

CO4: Apply basic fundamental and technical analysis techniques for evaluating stocks and making informed investment decisions.

CO5: Demonstrate knowledge of portfolio management, investor protection, regulatory mechanisms, and contemporary trends in stock market investment.

References:

oPrasanna Chandra, *Investment Analysis and Portfolio Management*, McGraw Hill Education.

o V. K. Bhalla, *Investment Management: Security Analysis and Portfolio Management*, S. Chand.

oPunithavathy Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing House.

o Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, Pearson Education.

o Kevin, S., *Security Analysis and Portfolio Management*, PHI Learning.

Online Resources:

o Securities and Exchange Board of India (SEBI) educational and investor awareness resources.

o National Stock Exchange (NSE) investor education and learning resources.

o Bombay Stock Exchange (BSE) investor education resources.

o Online resources on stock market investment, financial literacy, and portfolio management.

o MOOCs and Open Educational Resources (OER) on investment analysis and financial markets.

Bachelor of Commerce (BBA)

Course Name: Human Values and Professional Ethics	Course Code:DVACVA04T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:0:0	Credits: 3
Type of course: Lecture+ Assignments	Total Contact Hours: 9
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to the concept and significance of human values and ethics.
- Develop awareness of moral, social, personal, and professional values.
- Understand ethical principles and their application in professional life.
- Develop responsible, honest, and value-based professional behaviour.
- Apply ethical reasoning to personal, organizational, and social situations.

BLOCK I: Foundations of Human Values

Unit 1: Introduction to Human Values

- Meaning and definition of human values
- Nature and characteristics of human values
- Importance of values in human life
- Role of values in personal and professional development

Unit 2: Types and Sources of Human Values

- Moral, social, cultural, and spiritual values
- Personal and professional values

- Sources of value formation
- Universal human values

Unit 3: Self-Exploration and Self-Awareness

- Meaning and importance of self-exploration
- Understanding self and human aspirations
- Self-awareness and self-development
- Harmony within self and with others

BLOCK II: Ethics and Moral Values

Unit 4: Concept and Principles of Ethics

- Meaning and definition of ethics
- Nature, scope, and importance of ethics
- Ethics and morality
- Principles of ethical behaviour

Unit 5: Moral Values and Character Building

- Honesty and truthfulness
- Integrity and accountability
- Respect, empathy, and compassion
- Character development and ethical conduct

Unit 6: Ethical Responsibility in Society

- Individual responsibility towards society
- Equality and social justice
- Human rights and dignity
- Ethical issues and social responsibility

BLOCK III: Professional Ethics

Unit 7: Meaning and Importance of Professional Ethics

- Meaning and concept of professional ethics
- Need and importance of professional ethics
- Professional conduct and standards
- Duties and responsibilities of professionals

Unit 8: Ethics in Business and Organizations

- Meaning and importance of business ethics

- Ethical business practices
- Transparency and accountability
- Stakeholder responsibility

Unit 9: Ethical Decision-Making

- Meaning and process of ethical decision-making
- Identification of ethical dilemmas
- Factors influencing ethical decisions
- Conflict of interest and professional integrity

BLOCK IV: Values in Organizational Life

Unit 10: Human Values in the Workplace

- Trust and cooperation
- Teamwork and collaboration
- Respect and empathy at workplace
- Workplace discipline and professional relationships

Unit 11: Ethical Leadership and Corporate Governance

- Meaning and characteristics of ethical leadership
- Values-based leadership
- Corporate governance and accountability
- Transparency and responsible management

Unit 12: Corporate Social Responsibility and Sustainability

- Meaning and concept of Corporate Social Responsibility
- Social and environmental responsibilities of business
- Sustainable development and ethical business
- Role of organizations in community development

BLOCK V: Contemporary Ethical Issues and Professional Development

Unit 13: Ethical Issues in Professional Life

- Corruption and unethical practices
- Discrimination and harassment
- Confidentiality and privacy
- Whistleblowing and professional responsibility

Unit 14: Human Values and Professional Development

- Positive attitude and emotional maturity
- Communication and interpersonal skills
- Work ethics and commitment to excellence
- Lifelong learning and professional development

Unit 15: Contemporary Issues in Human Values and Ethics

- Ethics in digital and technological environments
- Ethical challenges in artificial intelligence and digital platforms
- Environmental ethics and sustainable practices
- Emerging ethical challenges in professional life

Course Outcome

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

CO1: Explain the fundamental concepts, nature, and significance of human values and ethics.

CO2: Analyze moral values and their role in personal, social, and professional life.

CO3: Evaluate ethical principles and ethical decision-making in business and organizational situations.

CO4: Demonstrate responsible, ethical, and value-based behaviour in professional environments.

CO5: Apply human values and professional ethics to contemporary business, social, environmental, and technological issues.

References

- R.R. Gaur, R. Sangal& G.P. Bagaria, *A Foundation Course in Human Values and Professional Ethics*, Excel Books.
- Govindarajan, M., Natarajan, S. &Senthil Kumar, V.S., *Professional Ethics and Human Values*, PHI Learning.
- R. Subramanian, *Professional Ethics*, Oxford University Press.
- S. K. Chakraborty, *Values and Ethics for Organizations: Theory and Practice*, Oxford University Press.

Online Resources:

- Open Educational Resources (OER)
- UGC e-content and educational resources
- MOOCs on Human Values and Professional Ethics
- Government and institutional resources on ethics and corporate responsibility
- Online resources on professional ethics, sustainability, and responsible business

SYLLABUS
(SEMESTER-III)

Program: Bachelor of Business Administration (BBA)

Course Name: Cost Accounting	Course Code: DBBA6301T
Semester: 3	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Provide fundamental knowledge of cost concepts, methods, and techniques.
- Enable students to ascertain, analyze, and control costs.
- Develop skills for cost planning, budgeting, and decision-making.
- Understand the role of cost accounting in managerial control.
- Prepare a foundation for advanced management and cost accounting studies.

BLOCK I: Introduction to Cost Accounting
Unit 1: Cost Accounting – Nature and Scope
• Meaning and definition of cost accounting
• Objectives and importance
• Cost accounting vs. financial accounting
• Installation of cost accounting system
Unit 2: Cost Concepts and Classification
• Cost concepts
• Elements of cost
• Classification of costs
• Cost behavior and cost control

Unit 3: Cost Sheet and Cost Statements
• Meaning and importance of cost sheet
• Components of cost sheet
• Preparation of cost sheet
• Practical problems
BLOCK II: Material and Labour Costing
Unit 4: Material Costing
• Purchase procedure
• Inventory control techniques
• Pricing of material issues
• Stock levels and EOQ
Unit 5: Labour Costing
• Meaning and importance of labour cost
• Time keeping and time booking
• Wage payment methods
• Labour turnover
Unit 6: Overheads – Concept and Classification
• Meaning of overheads
• Classification of overheads
• Allocation and apportionment
• Absorption of overheads
BLOCK III: Methods of Costing
Unit 7: Job Costing
• Meaning and features of job costing
• Procedure of job costing
• Job cost sheet
• Applications of job costing

Unit 8: Process Costing
• Meaning and features of process costing
• Normal and abnormal loss
• Valuation of work-in-progress
• Process costing problems
Unit 9: Contract Costing
• Meaning and features of contract costing
• Costing of contracts
• Escalation clause
• Profit on incomplete contracts
BLOCK IV: Operating and Standard Costing
Unit 10: Operating and Service Costing
• Meaning and application
• Transport costing
• Power and hospital costing
• Cost unit and cost structure
Unit 11: Standard Costing
• Meaning and importance
• Setting of standards
• Variance analysis
• Advantages and limitations
Unit 12: Budgetary Control
• Meaning and objectives of budgeting
• Types of budgets
• Preparation of budgets
• Budgetary control system

BLOCK V: Marginal Costing and Decision Making
Unit 13: Marginal Costing
• Meaning and principles
• Contribution and P/V ratio
• Break-even analysis
• Applications of marginal costing
Unit 14: Cost Control and Cost Reduction
• Techniques of cost control
• Cost reduction programmes
• Value analysis
• Productivity improvement
Unit 15: Contemporary Issues in Cost Accounting
• Cost accounting in service sector
• Use of IT in cost accounting
• Activity-based costing (ABC) overview
• Future trends in cost accounting

Course Outcome

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

CO1: Explain cost concepts and elements of cost.

CO2: Prepare cost sheets and analyze material, labour, and overhead costs.

CO3: Apply job, process, and contract costing methods.

CO4: Analyze standard costing, budgeting, and variance analysis.

CO5: Apply marginal costing techniques for managerial decision-making.

References

- M.N. Arora, *Cost Accounting*, Vikas Publishing House.
- Charles T. Horngren, *Cost Accounting: A Managerial Emphasis*, Pearson.
- S.P. Jain & K.L. Narang, *Cost Accounting*, Kalyani Publishers.
- ICAI publications on Cost and Management Accounting.

Online Resources:

- Open Educational Resources (OER)
- MOOCs on cost and management accounting
- Practice problem repositories

Program: Bachelor of Business Administration(BBA)

Course Name: Principles of Marketing	Course Code: DBBA6302T
Semester: 3	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to fundamental concepts and principles of marketing.
- Understand the role of marketing in business and economic development.
- Familiarize learners with consumer behavior and market segmentation.
- Develop basic understanding of marketing mix decisions.
- Build a foundation for advanced marketing subjects.

BLOCK I: Introduction to Marketing
Unit 1: Marketing – Meaning and Scope
• Meaning and definition of marketing
• Evolution of marketing concept
• Importance of marketing
• Marketing vs. selling
Unit 2: Marketing Environment
• Micro and macro environment
• Internal environment
• External environment
• Impact of environment on marketing decisions

Unit 3: Marketing Ethics and Social Responsibility
• Ethical issues in marketing
• Consumer rights
• Social responsibility of marketers
• Sustainable marketing
BLOCK II: Consumer and Market Analysis
Unit 4: Consumer Behavior
• Meaning and importance of consumer behavior
• Factors influencing consumer behavior
• Buying decision process
• Organizational buying behavior
Unit 5: Market Segmentation
• Meaning and benefits of segmentation
• Bases of market segmentation
• Target market selection
• Market positioning
Unit 6: Marketing Research
• Meaning and importance of marketing research
• Marketing research process
• Data collection methods
• Applications of marketing research
BLOCK III: Product and Pricing Decisions
Unit 7: Product Concept and Classification
• Meaning and types of products
• Product life cycle
• Product mix and product line
• New product development

Unit 8: Branding and Packaging
• Meaning and importance of branding
• Brand types and strategies
• Packaging and labeling
• Brand equity
Unit 9: Pricing Decisions
• Meaning and objectives of pricing
• Factors influencing pricing
• Pricing methods and strategies
• Price policies
BLOCK IV: Promotion and Distribution
Unit 10: Promotion Mix
• Meaning and elements of promotion mix
• Advertising
• Sales promotion
• Public relations and publicity
Unit 11: Personal Selling and Sales Management
• Meaning and importance of personal selling
• Selling process
• Sales force management
• Role of salesperson
Unit 12: Distribution Channels
• Meaning and functions of distribution channels
• Types of intermediaries
• Physical distribution
• Logistics and supply chain basics

BLOCK V: Contemporary Marketing Issues
Unit 13: Digital and E-Marketing Basics
• Introduction to digital marketing
• Online consumer behavior
• Social media marketing basics
• E-commerce overview
Unit 14: Rural and Green Marketing
• Concept of rural marketing
• Characteristics of rural markets
• Green marketing
• Sustainable marketing practices
Unit 15: Emerging Trends in Marketing
• Relationship marketing
• Experiential marketing
• Global marketing overview
• Future challenges in marketing

Course Outcome

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

CO1: Explain fundamental concepts and scope of marketing.

CO2: Analyze consumer behavior and market segmentation strategies.

CO3: Apply marketing mix principles in business decisions.

CO4: Evaluate pricing, promotion, and distribution strategies.

CO5: Demonstrate understanding of emerging trends in marketing.

References

- Philip Kotler & Gary Armstrong, *Principles of Marketing*, Pearson Education.
- Ramaswamy & Namakumari, *Marketing Management*, McGraw-Hill.
- William J. Stanton, *Fundamentals of Marketing*, McGraw-Hill.

Online Resources:

- Open Educational Resources (OER)
- MOOCs on marketing fundamentals
- Case studies on Indian marketing practices

Program: Bachelor of Business Administration(BBA)

Course Name: Legal Dimensions of Business	Course Code: DBBA6303T
Semester: 3	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

1. Understand business laws.
2. Learn contractual obligations.
3. Understand company law basics.
4. Study consumer protection.
5. Develop legal awareness.

Course Content
BLOCK 1: Legal Framework
Unit 1: Introduction to Business Law
Unit 2: Indian Contract Act
Unit 3: Types of Contracts
BLOCK 2: Special Contracts
Unit 4: Sale of Goods Act
Unit 5: Bailment and Pledge
Unit 6: Indemnity and Guarantee
BLOCK 3: Company Law
Unit 7: Company Formation
Unit 8: Memorandum and Articles
Unit 9: Management of Companies

BLOCK 4: Consumer Laws
Unit 10: Consumer Protection Act
Unit 11: Competition Law
Unit 12: Intellectual Property Rights
BLOCK 5: Cyber and Ethics
Unit 13: Cyber Laws
Unit 14: Business Ethics
Unit 15: Corporate Governance

Course Outcomes

1. Understand legal framework.
2. Apply contract laws.
3. Identify business legal issues.
4. Understand consumer rights.
5. Comply with legal requirements.

References:

1. Business Law Textbook
2. Company Law Manuals
3. Legal Case Studies

Program: Bachelor of Business Administration(BBA)

Course Name: Environmental Studies-II	Course Code: DAECPA02T
Semester: 2	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 2:0:0	Credits: 2
Type of course: Lecture+ Assignments	Total Contact Hours: 6
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Deepen understanding of environmental challenges and human–environment interactions.
- Examine environmental governance, laws, and institutional mechanisms.
- Promote sustainable development practices with relevance to business and society.
- Build awareness of climate action, disaster management, and environmental health.
- Encourage responsible citizenship and ethical environmental behavior.

Course Content:

BLOCK I: Environment and Development
Unit 1: Environment and Economic Development
• Environment–development nexus
• Natural capital and ecosystem services
• Environmental externalities
• Sustainable development pathways
Unit 2: Environmental Governance and Institutions
• Environmental governance: concept and principles
• National and international institutions

• Role of NGOs and civil society
• Community participation
Unit 3: Environmental Impact Assessment (EIA)
• Concept and objectives of EIA
• EIA process and methodologies
• Public hearing and decision-making
• Limitations of EIA
BLOCK II: Environmental Laws and Policies
Unit 4: Environmental Legislation in India
• Need for environmental laws
• Major environmental acts
• Environmental courts and tribunals
• Compliance and enforcement
Unit 5: International Environmental Agreements
• Global environmental issues
• Major conventions and protocols
• Role of international organizations
• India's commitments
Unit 6: Environmental Policy and Planning
• Environmental policy framework
• Policy instruments
• Environmental planning tools
• Policy challenges
BLOCK III: Climate Change and Disaster Management
Unit 7: Climate Change Science and Impacts
• Climate system and variability
• Causes of climate change
• Impacts on ecosystems and livelihoods

• Adaptation strategies
Unit 8: Climate Change Mitigation
• Mitigation measures
• Renewable energy transition
• Carbon markets and pricing
• Role of business in mitigation
Unit 9: Disaster Risk Reduction and Management
• Types of natural and man-made disasters
• Disaster management cycle
• Institutional framework
• Community-based disaster management
BLOCK IV: Environmental Health and Resource Management
Unit 10: Environmental Health
• Environment and human health
• Water, sanitation, and hygiene
• Occupational and urban health issues
• Environmental epidemiology basics
Unit 11: Sustainable Resource Management
• Integrated water resource management
• Land and soil conservation
• Sustainable forestry and fisheries
• Circular economy concepts
Unit 12: Waste Management and Pollution Control
• Solid and hazardous waste management
• E-waste and plastic waste
• Pollution control technologies
• Extended Producer Responsibility (EPR)

BLOCK V: Sustainability, Ethics, and Business
Unit 13: Corporate Sustainability and ESG
• Corporate sustainability concepts
• ESG framework
• Sustainability reporting
• Green finance basics
Unit 14: Environmental Ethics and Social Responsibility
• Environmental ethics
• Indigenous knowledge systems
• Environmental justice
• Community stewardship
Unit 15: Future Pathways for Sustainability
• Innovation for sustainability
• Sustainable cities and infrastructure
• Climate-resilient development
• Future challenges and opportunities

Course Outcome

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

CO1: Explain the relationship between environment and sustainable development.

CO2: Analyze environmental laws, policies, and governance mechanisms.

CO3: Evaluate climate change impacts and disaster management strategies.

CO4: Apply sustainable resource management and waste management practices.

CO5: Demonstrate awareness of corporate sustainability and environmental ethics.

References

- Erach Bharucha, *Textbook of Environmental Studies*, Universities Press.
- UNEP & IPCC assessment summaries.
- Government of India notifications and policy documents.

Online Resources:

- Open Educational Resources (OER)
- MOOCs on sustainability and climate action

Bachelor of Commerce (BBA)

Course Name: Intellectual Property Right	Course Code: DSECPA11T
Semester: 3	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:0:0	Credits: 3
Type of course: Lecture+ Assignments	Total Contact Hours: 9
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to the concept, nature, and importance of Intellectual Property Rights.
- Explain different types of intellectual property and their legal protection.
- Understand the procedures for registration, enforcement, and management of intellectual property.
- Develop awareness of intellectual property rights in business, innovation, and research.
- Apply intellectual property concepts to contemporary business and technological situations.

Course Content:

BLOCK I: Introduction to Intellectual Property Rights

Unit 1: Concept and Nature of Intellectual Property

- Meaning and definition of intellectual property
- Nature and characteristics of intellectual property
- Importance and objectives of intellectual property rights
- Intellectual property and economic development

Unit 2: Types of Intellectual Property Rights

- Meaning and classification of intellectual property
- Patents, copyrights, trademarks, and designs
- Geographical indications and trade secrets
- Plant varieties and other emerging forms of intellectual property

Unit 3: Intellectual Property Rights and International Framework

- Historical development of intellectual property rights

- World Intellectual Property Organization (WIPO)
- Trade-Related Aspects of Intellectual Property Rights (TRIPS)
- International conventions and agreements relating to intellectual property

BLOCK II: Patents and Copyrights

Unit 4: Patent Law and Protection

- Meaning and concept of patents
- Patentable and non-patentable inventions
- Conditions for obtaining a patent
- Rights and duties of patent holders

Unit 5: Patent Registration and Infringement

- Patent application and registration procedure
- Patent examination and grant
- Patent licensing and assignment
- Patent infringement and remedies

Unit 6: Copyright and Related Rights

- Meaning, nature, and scope of copyright
- Works protected under copyright law
- Rights of copyright owners
- Copyright registration, infringement, and remedies

BLOCK III: Trademarks, Designs, and Geographical Indications

Unit 7: Trademarks and Brand Protection

- Meaning and definition of trademarks
- Types and functions of trademarks
- Trademark registration and renewal
- Trademark infringement and passing off

Unit 8: Industrial Designs and Protection

- Meaning and concept of industrial designs
- Importance of design protection
- Registration of industrial designs
- Infringement and remedies relating to industrial designs

Unit 9: Geographical Indications

- Meaning and characteristics of geographical indications
- Importance of geographical indication protection
- Registration and protection of geographical indications
- Examples of geographical indications in India

BLOCK IV: Intellectual Property Management and Enforcement

Unit 10: Trade Secrets and Confidential Information

- Meaning and nature of trade secrets
- Protection of confidential business information
- Non-disclosure agreements
- Misappropriation of trade secrets and remedies

Unit 11: Intellectual Property Licensing and Commercialization

- Meaning and types of intellectual property licensing
- Assignment and transfer of intellectual property
- Intellectual property commercialization
- Technology transfer and valuation of intellectual property

Unit 12: Intellectual Property Infringement and Enforcement

- Meaning and types of intellectual property infringement
- Civil and criminal remedies
- Role of courts and enforcement agencies
- Alternative dispute resolution in intellectual property disputes

BLOCK V: Contemporary Issues in Intellectual Property Rights

Unit 13: Intellectual Property Rights in Business and Innovation

- Role of intellectual property in business development
- Intellectual property and entrepreneurship
- Intellectual property management in organizations
- Intellectual property rights and innovation

Unit 14: Intellectual Property Rights in Digital and Technological Environments

- Copyright in digital content
- Software and database protection
- Domain names and cybersquatting
- Intellectual property challenges in artificial intelligence and digital platforms

Unit 15: Emerging Issues and International Developments

- Intellectual property rights and biotechnology
- Traditional knowledge and cultural expressions
- Intellectual property rights and public health
- Emerging trends and challenges in intellectual property protection

Course Outcome

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

CO1: Explain the fundamental concepts, types, and significance of Intellectual Property Rights.

CO2: Analyze the legal principles governing patents, copyrights, trademarks, designs, and geographical indications.

CO3: Evaluate procedures relating to intellectual property registration, licensing, commercialization, and enforcement.

CO4: Demonstrate awareness of intellectual property rights in business, innovation, and digital environments.

CO5: Apply intellectual property concepts to contemporary business, technological, and entrepreneurial situations.

References

- W.R. Cornish, *Intellectual Property: Patents, Copyright, Trade Marks and Allied Rights*, Sweet & Maxwell.
- P. Narayanan, *Law of Copyright and Industrial Designs*, Eastern Law House.
- B.L. Wadehra, *Law Relating to Intellectual Property*, Universal Law Publishing.
- V.K. Ahuja, *Law Relating to Intellectual Property Rights*, LexisNexis.

Online Resources:

- World Intellectual Property Organization (WIPO)
- Intellectual Property India
- World Trade Organization (WTO)
- Open Educational Resources (OER)
- MOOCs on Intellectual Property Rights

Bachelor of Commerce (BBA)

Course Name: Basics of Information Technology	Course Code: DGECPA10T

Semester: 3	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:0:0	Credits: 3
Type of course: Lecture+ Assignments	Total Contact Hours: 9
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to the fundamental concepts and applications of Information Technology.
- Develop an understanding of computer hardware, software, operating systems, and networking.
- Familiarize students with office productivity tools and digital communication.
- Understand the role of Information Technology in business and commerce.
- Develop awareness of internet, cybersecurity, cloud computing, and emerging technologies.

Course Content:

BLOCK I: Fundamentals of Information Technology

Unit 1: Introduction to Information Technology

- Meaning and definition of Information Technology
- Characteristics and components of IT
- Evolution and generations of computers
- Applications of Information Technology in business and society

Unit 2: Computer Hardware and Devices

- Meaning and classification of computers
- Central Processing Unit and memory
- Input and output devices
- Storage devices and peripheral devices

Unit 3: Computer Software and Operating Systems

- Meaning and types of software
- System software and application software
- Operating systems and their functions
- Common operating systems and utilities

BLOCK II: Data Processing and Office Applications

Unit 4: Data and Information

- Meaning of data and information
- Data processing cycle
- Types and sources of data
- Information systems and decision-making

Unit 5: Word Processing and Presentation Tools

- Introduction to word processing
- Creating, editing, and formatting documents
- Tables, images, and document management
- Creating and delivering presentations

Unit 6: Spreadsheet and Database Applications

- Introduction to spreadsheets
- Worksheets, formulas, functions, and charts
- Basic database concepts
- Data entry, sorting, filtering, and retrieval

BLOCK III: Computer Networks and Internet

Unit 7: Computer Networks

- Meaning and objectives of computer networks
- Types of networks: LAN, MAN, and WAN
- Network devices and communication media
- Basic concepts of network architecture

Unit 8: Internet and World Wide Web

- Meaning and evolution of the Internet
- World Wide Web and web browsers
- Search engines and online information resources
- E-mail and Internet-based communication

Unit 9: Digital Communication and E-Commerce

- Digital communication tools and platforms
- Online collaboration and virtual communication
- Introduction to e-commerce
- Digital payments and online business transactions

BLOCK IV: Information Security and Digital Technologies

Unit 10: Cybersecurity and Data Protection

- Meaning and importance of cybersecurity
- Common cyber threats and attacks
- Password security and authentication
- Data privacy, backup, and protection

Unit 11: Cloud Computing and Digital Services

- Meaning and characteristics of cloud computing
- Types of cloud services
- Cloud storage and online applications
- Benefits and challenges of cloud computing

Unit 12: Management Information Systems

- Meaning and concept of Management Information Systems
- Components and functions of MIS
- Role of MIS in business organizations
- MIS and managerial decision-making

BLOCK V: Emerging Technologies and IT Applications

Unit 13: Emerging Information Technologies

- Artificial Intelligence and Machine Learning
- Internet of Things
- Big Data and Data Analytics
- Blockchain technology

Unit 14: Information Technology in Business

- IT applications in accounting and finance
- IT in marketing and customer relationship management
- Enterprise Resource Planning
- Digital transformation of business

Unit 15: Contemporary Issues in Information Technology

- Digital ethics and responsible technology use
- Cybercrime and digital fraud
- Social media and information security
- Future trends and challenges in Information Technology

Course Outcome

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

CO1: Explain the fundamental concepts of computers, Information Technology, hardware, software, and operating systems.

CO2: Apply basic office productivity tools for preparing documents, spreadsheets, presentations, and managing data.

CO3: Explain computer networks, Internet services, digital communication, and e-commerce applications.

CO4: Analyze basic cybersecurity, data protection, cloud computing, and Management Information System concepts.

CO5: Identify the applications and implications of emerging technologies in modern business and commerce.

References

- P.K. Sinha &Priti Sinha, *Computer Fundamentals*, BPB Publications.
- V. Rajaraman, *Fundamentals of Computers*, PHI Learning.
- Alexis Leon & Mathews Leon, *Fundamentals of Information Technology*, Vikas Publishing House.
- Ramesh Bangia, *Computer Fundamentals and Information Technology*, Khanna Book Publishing.

Online Resources:

- Open Educational Resources (OER)
- Government digital literacy and IT resources
- MOOCs on Information Technology and Computer Fundamentals

SYLLABUS
(SEMESTER-IV)

Program: Bachelor of Business Administration(BBA)

Course Name: Macro Economics	Course Code: DBBA6401T
Semester: 4	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to the fundamental concepts and theories of macroeconomics.
- Understand the determination of national income, employment, and price level.
- Analyze monetary and fiscal policies and their impact on the economy.
- Examine inflation, unemployment, business cycles, and economic growth.
- Apply macroeconomic analysis to contemporary economic issues and policy debates.

BLOCK I: Introduction to Macro Economics
Unit 1: Nature and Scope of Macro Economics
• Meaning and definition of macroeconomics
• Importance and limitations
• Micro vs. macro economics
• Relevance of macro economics to business and policy
Unit 2: Circular Flow of Income
• Meaning and significance
• Circular flow in two-sector, three-sector, and four-sector economy
• Leakages and injections
• Importance of circular flow
Unit 3: National Income Accounting
• Concepts of national income
• Methods of measuring national income
• Difficulties in national income estimation
• Uses of national income data
BLOCK II: Determination of Income and Employment
Unit 4: Classical Theory of Employment
• Say's Law of Markets
• Classical theory of employment
• Criticism of classical theory
• Role of wage flexibility

Unit 5: Keynesian Theory of Income and Employment
• Principle of effective demand
• Consumption function
• Investment function
• Determination of equilibrium income
Unit 6: Multiplier and Accelerator
• Concept of multiplier
• Working of multiplier
• Concept of accelerator
• Interaction of multiplier and accelerator
BLOCK III: Money, Banking, and Monetary Policy
Unit 7: Money – Meaning and Functions
• Meaning and types of money
• Functions of money
• Demand for money
• Quantity theory of money
Unit 8: Banking System and Credit Creation
• Commercial banking system
• Credit creation by commercial banks
• Limitations of credit creation
• Role of central bank
Unit 9: Monetary Policy
• Meaning and objectives of monetary policy
• Instruments of monetary policy
• Monetary policy in India
• Effectiveness of monetary policy
BLOCK IV: Public Finance and Fiscal Policy
Unit 10: Public Revenue and Expenditure

• Sources of public revenue
• Principles of taxation
• Public expenditure
• Effects of public expenditure
Unit 11: Fiscal Policy
• Meaning and objectives of fiscal policy
• Tools of fiscal policy
• Fiscal policy and economic stability
• Fiscal policy in India
Unit 12: Inflation and Unemployment
• Meaning and types of inflation
• Causes and effects of inflation
• Meaning and types of unemployment
• Measures to control inflation and unemployment
BLOCK V: Growth, Cycles, and Contemporary Issues
Unit 13: Economic Growth and Development
• Meaning of economic growth and development
• Factors affecting growth
• Growth theories (basic overview)
• Role of government in development
Unit 14: Business Cycles
• Meaning and phases of business cycles
• Causes of business cycles
• Measures to control business cycles
• Impact on business and economy
Unit 15: Contemporary Macroeconomic Issues
• Globalization and macro economy
• Macroeconomic challenges in India

• Sustainable growth
• Future economic challenges

Course Outcome

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

CO1: Explain national income concepts

CO2: Analyze inflation, unemployment, and growth

CO3: Examine fiscal and monetary policies

CO4: Interpret macro-economic indicators

CO5: Evaluate economic stability measures

References

- Mankiw, N.G., *Macroeconomics*, Cengage Learning.
- Ackley, G., *Macroeconomic Theory*, Macmillan.
- Jhingan, M.L., *Macroeconomic Theory*, Vrinda Publications.
- Dornbusch, R., Fischer, S. & Startz, R., *Macroeconomics*, McGraw-Hill.

Online Resources:

- Open Educational Resources (OER)
- Government economic surveys and RBI reports
- MOOCs on macroeconomics

Program: Bachelor of Business Administration(BBA)

Course Name: Financial Management	Course Code: DBBA6402T
Semester: 4	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

1. Understand financial management concepts.
2. Learn financial planning and control.
3. Analyze investment and financing decisions.

4. Understand capital structure.
5. Develop financial decision-making skills.

Course Content
BLOCK 1: Introduction to Finance
Unit 1: Meaning and Scope of Financial Management
Unit 2: Financial Goals and Functions
Unit 3: Time Value of Money
BLOCK 2: Financial Planning
Unit 4: Financial Planning Process
Unit 5: Capital Budgeting
Unit 6: Risk and Return
BLOCK 3: Financing Decisions
Unit 7: Capital Structure
Unit 8: Cost of Capital
Unit 9: Leverage Analysis
BLOCK 4: Dividend Decisions
Unit 10: Dividend Policies
Unit 11: Retained Earnings
Unit 12: Share Valuation
BLOCK 5: Working Capital
Unit 13: Working Capital Management
Unit 14: Cash Management
Unit 15: Receivables and Inventory Management

Course Outcomes

1. Explain financial management principles.
2. Analyze financial statements.
3. Make investment decisions.
4. Understand capital structure decisions.
5. Apply working capital management.

References:

1. Financial Management Textbook
2. Corporate Finance Books
3. Financial Analysis Resources

Program: Bachelor of Business Administration (BBA)

Course Name: Human Resource Management	Course Code: DBBA6403T
Semester: 4	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to the concepts, scope, and importance of Human Resource Management (HRM).
- Develop understanding of HR functions such as procurement, development, compensation, and maintenance.
- Familiarize learners with contemporary HR practices and legal framework.
- Build skills related to employee relations, performance management, and HR planning.
- Enable application of HRM principles in organizational contexts.

BLOCK I: Foundations of Human Resource Management
Unit 1: Introduction to Human Resource Management
• Meaning, nature, and scope of HRM
• Evolution of HRM
• Objectives and importance of HRM
• HRM vs. Personnel Management
Unit 2: HRM Environment and Functions
• Internal and external HR environment
• Strategic role of HRM
• Line and staff responsibilities
• Emerging trends in HRM
Unit 3: Human Resource Planning
• Meaning and objectives of HR planning
• HR demand and supply forecasting

• Succession planning
• HR information system (HRIS)
BLOCK II: Procurement and Development of Human Resources
Unit 4: Recruitment and Selection
• Sources of recruitment
• Recruitment process
• Selection techniques
• Placement and induction
Unit 5: Training and Development
• Meaning and importance of training
• Types of training
• Training methods
• Management development programmes
Unit 6: Performance Appraisal
• Concept and objectives of performance appraisal
• Traditional and modern appraisal methods
• Performance feedback
• Appraisal problems and remedies
BLOCK III: Compensation and Motivation
Unit 7: Compensation Management
• Meaning and components of compensation
• Wage and salary administration
• Incentives and fringe benefits
• Pay equity and wage differentials
Unit 8: Motivation
• Meaning and importance of motivation
• Theories of motivation
• Financial and non-financial incentives

• Employee engagement
Unit 9: Career and Talent Management
• Career planning and development
• Talent management
• Retention strategies
• Employee turnover
BLOCK IV: Employee Relations and Labour Aspects
Unit 10: Industrial Relations and Trade Unions
• Concept of industrial relations
• Role of trade unions
• Collective bargaining
• Industrial disputes
Unit 11: Labour Laws and Social Security
• Overview of labour legislations
• Industrial Disputes Act
• Factories Act
• Social security measures
Unit 12: Employee Welfare and Quality of Work Life
• Employee welfare measures
• Quality of work life (QWL)
• Work–life balance
• Occupational health and safety
BLOCK V: Contemporary Issues in HRM
Unit 13: HRM in Global and Digital Context
• Global HRM
• Cross-cultural management
• Digital HR and e-HRM
• HR analytics basics

Unit 14: Ethics, Diversity, and Inclusion
• Ethics in HRM
• Diversity and inclusion
• Gender and workforce diversity
• Inclusive HR practices
Unit 15: Emerging Trends and Future of HRM
• Strategic HRM
• Green HRM
• Remote work and gig economy
• Future challenges in HRM

Course Outcome

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

CO1: Explain the concepts, scope, and functions of human resource management.

CO2: Apply recruitment, selection, and training techniques in organizational settings.

CO3: Analyze performance appraisal and compensation management systems.

CO4: Evaluate employee relations and labour law provisions.

CO5: Demonstrate understanding of contemporary HR practices and workplace ethics.

References

- Gary Dessler, *Human Resource Management*, Pearson Education.
- K. Aswathappa, *Human Resource Management*, McGraw-Hill.
- C.B. Mamoria & S.V. Gankar, *Personnel Management*, Himalaya Publishing House.
- Government of India labour law publications.

Online Resources:

- Open Educational Resources (OER)
- MOOCs on HRM and people management
- Case studies on HR practices

Program: Bachelor of Business Administration (BBA)

Course Name: Introduction to Research	Course Code: DBBA6404T
Semester: 4	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4

Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

1. Understand research fundamentals.
2. Learn research design.
3. Develop data collection skills.
4. Understand research ethics.
5. Interpret research findings.

Course Content
BLOCK 1: Research Basics
Unit 1: Meaning of Research
Unit 2: Types of Research
Unit 3: Research Process
BLOCK 2: Research Design
Unit 4: Research Design
Unit 5: Sampling Techniques
Unit 6: Data Collection Methods
BLOCK 3: Data Analysis
Unit 7: Data Editing and Coding
Unit 8: Statistical Tools
Unit 9: Interpretation of Data
BLOCK 4: Report Writing
Unit 10: Research Report Format
Unit 11: Referencing
Unit 12: Research Ethics
BLOCK 5: Applications
Unit 13: Business Research

Unit 14: Case Study Method
Unit 15: Research Applications

Course Outcomes

1. Explain research concepts.
2. Design basic research studies.
3. Collect and analyze data.
4. Prepare research reports.
5. Apply research ethics.

References:

1. Research Methodology Textbook
2. Business Research Methods
3. Academic Writing Guides

Program: Bachelor of Business Administration (BBA)

Course Name Constitution of India	Course Code: DAECVA02T
Semester: 4	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 2:0:0	Credits: 2

Type of course: Lecture+ Assignments	Total Contact Hours: 6
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to the historical background, making, and salient features of the Constitution of India.
- Develop an understanding of the fundamental principles, rights, duties, and directive principles embodied in the Constitution.
- Familiarize learners with the structure and functioning of the Union and State governments.
- Explain the constitutional framework of Indian democracy and the role of major constitutional institutions.
- Develop awareness of federalism, local self-government, elections, and constitutional amendments.
- Promote constitutional values, democratic citizenship, equality, justice, liberty, and fraternity.

Topic and Contents

BLOCK I: Foundations and Constitutional Framework

Unit 1: Historical Background and Making of the Constitution

- Historical background of the Indian Constitution
- Constitutional developments during British rule
- Constituent Assembly
- Composition and functions of the Constituent Assembly
- Role of Dr. B.R. Ambedkar and other important members
- Adoption and commencement of the Constitution

Unit 2: Salient Features and Constitutional Philosophy

- Meaning and importance of the Constitution
- Salient features of the Indian Constitution
- Preamble: meaning and significance
- Sovereign, Socialist, Secular, Democratic, Republic
- Justice, Liberty, Equality, and Fraternity
- Constitutionalism and rule of law

Unit 3: Fundamental Rights

- Meaning and importance of Fundamental Rights
- Right to Equality

- Right to Freedom
- Right against Exploitation
- Right to Freedom of Religion
- Cultural and Educational Rights
- Right to Constitutional Remedies

Unit 4: Directive Principles and Fundamental Duties

- Directive Principles of State Policy
- Classification and significance of Directive Principles
- Relationship between Fundamental Rights and Directive Principles
- Fundamental Duties
- Importance of Fundamental Duties
- Constitutional values and responsible citizenship

BLOCK II: Government and Constitutional Institutions

Unit 5: Union Government

- President of India: powers and functions
- Vice-President: role and functions
- Prime Minister and Council of Ministers
- Parliament: Lok Sabha and Rajya Sabha
- Legislative procedure and parliamentary functions
- Supreme Court of India: composition and jurisdiction

Unit 6: State Government

- Governor: appointment, powers, and functions
- Chief Minister and Council of Ministers
- State Legislature
- Legislative Assembly and Legislative Council
- High Courts
- Relationship between Governor, State Legislature, and Council of Ministers

Unit 7: Federalism and Centre-State Relations

- Meaning and features of federalism
- Federal features of the Indian Constitution
- Legislative, administrative, and financial relations
- Centre-State coordination
- Inter-State relations

- Emergency provisions and their impact on federalism

BLOCK III: Democracy, Governance and Contemporary Constitutional Issues

Unit 8: Local Self-Government and Constitutional Bodies

- Concept and importance of local self-government
- Panchayati Raj Institutions
- Municipalities and urban local bodies
- Election Commission of India
- Comptroller and Auditor General of India
- Union Public Service Commission and State Public Service Commissions

Unit 9: Elections, Constitutional Amendments and Emergency

- Constitutional provisions relating to elections
- Universal adult franchise
- Election process and electoral reforms
- Meaning and procedure of constitutional amendment
- Major constitutional amendments
- National, State, and Financial Emergency

Unit 10: Constitutional Values and Contemporary Issues

- Democracy and good governance
- Secularism and social justice
- Equality and protection of vulnerable groups
- Constitutional morality and citizenship
- Fundamental rights in the digital age
- Challenges to constitutional governance
- Role of citizens in strengthening democracy

Course Outcome

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

CO1: Explain the historical background, making, salient features, and philosophy of the Constitution of India.

CO2: Describe Fundamental Rights, Directive Principles of State Policy, and Fundamental Duties.

CO3: Explain the structure, powers, and functions of the Union and State governments and major constitutional institutions.

CO4: Analyze Indian federalism, local self-government, elections, constitutional amendments, and emergency provisions.

CO5: Demonstrate awareness of constitutional values, democratic citizenship, social justice, and contemporary challenges to constitutional governance.

References:

- D.D. Basu, *Introduction to the Constitution of India*, LexisNexis.
- M.P. Jain, *Indian Constitutional Law*, LexisNexis.
- Subhash C. Kashyap, *Our Constitution*, National Book Trust.
- Granville Austin, *The Indian Constitution: Cornerstone of a Nation*, Oxford University Press.
- J.N. Pandey, *Constitutional Law of India*, Central Law Agency.

Online Resources:

- Constitution of India – Government of India resources
- India Code – Digital Repository of Indian Laws
- Supreme Court of India resources
- Parliament of India resources
- Election Commission of India resources
- Open Educational Resources (OER) on Indian Constitution and Constitutional Studies

Bachelor of Commerce (BBA)

Course Name: Business Ethics	Course Code: GECPA08T
Semester: 4	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 3:0:0	Credits: 3
Type of course: Lecture+ Assignments	Total Contact Hours: 9

Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to the concepts, principles, and importance of business ethics.
- Develop an understanding of ethical values and responsible business behaviour.
- Examine ethical issues in business, management, marketing, finance, and human resource management.
- Understand corporate governance, corporate social responsibility, and stakeholder responsibilities.
- Develop the ability to identify and resolve ethical dilemmas in contemporary business environments.

Course Content:

BLOCK I: Foundations of Business Ethics

Unit 1: Introduction to Business Ethics

- Meaning and definition of business ethics
- Nature, scope, and importance of business ethics
- Ethics, morality, and values
- Need for ethical conduct in business

Unit 2: Ethical Principles and Values

- Honesty, integrity, and transparency
- Fairness, responsibility, and accountability
- Respect, trust, and commitment
- Universal ethical principles in business

Unit 3: Ethical Decision-Making

- Meaning and process of ethical decision-making
- Identifying ethical dilemmas
- Factors influencing ethical decisions
- Ethical reasoning and problem-solving

BLOCK II: Ethics in Business Functions

Unit 4: Marketing Ethics

- Meaning and importance of marketing ethics

- Ethical issues in advertising and promotion
- Consumer rights and protection
- Pricing, product quality, and fair competition

Unit 5: Financial and Accounting Ethics

- Importance of ethics in financial management
- Ethical issues in accounting and reporting
- Financial transparency and disclosure
- Fraud, manipulation, and professional responsibility

Unit 6: Human Resource Management Ethics

- Ethical issues in recruitment and selection
- Equal opportunity and workplace diversity
- Employee privacy and confidentiality
- Workplace discrimination, harassment, and employee rights

BLOCK III: Corporate Governance and Social Responsibility

Unit 7: Corporate Governance

- Meaning and importance of corporate governance
- Principles of good corporate governance
- Board of directors and managerial accountability
- Transparency and disclosure requirements

Unit 8: Corporate Social Responsibility

- Meaning and concept of Corporate Social Responsibility
- Social responsibilities of business organizations
- CSR activities and stakeholder welfare
- CSR and sustainable development

Unit 9: Stakeholder Management and Business Responsibility

- Meaning and classification of stakeholders
- Responsibilities towards employees, customers, suppliers, and investors
- Stakeholder interests and ethical conflicts
- Building responsible stakeholder relationships

BLOCK IV: Ethical Issues and Professional Conduct

Unit 10: Workplace Ethics and Professional Conduct

- Professional values and work ethics
- Organizational culture and ethical behaviour
- Conflict of interest
- Confidentiality and responsible use of information

Unit 11: Corruption, Fraud, and Unethical Practices

- Meaning and forms of corruption
- Business fraud and financial misconduct
- Bribery and unethical business practices
- Prevention, control, and ethical compliance

Unit 12: Whistleblowing and Ethical Compliance

- Meaning and importance of whistleblowing
- Whistleblower protection
- Ethical compliance programmes
- Role of ethics committees and compliance officers

BLOCK V: Contemporary Business Ethics

Unit 13: Ethics in Global Business

- Meaning and challenges of global business ethics
- Cross-cultural ethical issues
- International business standards
- Ethical issues in multinational corporations

Unit 14: Technology, Digital Business, and Ethics

- Ethics in e-commerce and digital business
- Data privacy and information security
- Artificial Intelligence and ethical challenges
- Social media, digital marketing, and responsible technology use

Unit 15: Emerging Issues in Business Ethics

- Environmental ethics and sustainable business
- Ethical leadership and responsible management
- Business ethics in the era of globalization
- Emerging ethical challenges and future of ethical business

Course Outcome

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

CO1: Explain the fundamental concepts, principles, and importance of business ethics.

CO2: Analyze ethical issues arising in marketing, finance, accounting, and human resource management.

CO3: Evaluate corporate governance, corporate social responsibility, and stakeholder responsibilities.

CO4: Apply ethical principles to identify and resolve ethical dilemmas in professional and organizational situations.

CO5: Examine contemporary ethical challenges related to globalization, technology, sustainability, and digital business.

References

- Manuel G. Velasquez, *Business Ethics: Concepts and Cases*, Pearson.
- R.C. Sekhar, *Ethical Choices in Business,* Response Books.
- John R. Boatright, *Ethics and the Conduct of Business,* Pearson.
- S.K. Bhatia, *Business Ethics and Corporate Governance*, Deep & Deep Publications.

Online Resources:

- Open Educational Resources (OER)
- Ministry of Corporate Affairs resources
- Securities and Exchange Board of India (SEBI) resources
- MOOCs on Business Ethics and Corporate Governance
- Government resources on Corporate Social Responsibility
- Online resources on sustainable and responsible business

SYLLABUS
(SEMESTER-V)

Program: Bachelor of Business Administration (BBA)

Course Name: Introduction to Business Analytics	Course Code: DBBA7501T
Semester: 5	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

1. Understand analytics concepts.
2. Learn data-driven decision making.
3. Understand analytical tools.

4. Apply analytics in business.
5. Interpret data insights.

Course Content
BLOCK 1: Analytics Basics
Unit 1: Introduction to Business Analytics
Unit 2: Data and Information
Unit 3: Types of Analytics
BLOCK 2: Data Handling
Unit 4: Data Collection
Unit 5: Data Cleaning
Unit 6: Data Visualization
BLOCK 3: Analytical Tools
Unit 7: Descriptive Analytics
Unit 8: Predictive Analytics
Unit 9: Prescriptive Analytics
BLOCK 4: Business Applications
Unit 10: Marketing Analytics
Unit 11: Financial Analytics
Unit 12: HR Analytics
BLOCK 5: Decision Making
Unit 13: Data-driven Decisions
Unit 14: Ethical Issues in Analytics
Unit 15: Emerging Trends

Course Outcomes

1. Explain business analytics.

2. Analyze business data.
3. Use basic analytical tools.
4. Support managerial decisions.
5. Interpret analytical reports.

References:

1. Business Analytics Textbook
2. Data Analysis Guides
3. Online Analytics Resources

Program: Bachelor of Business Administration (BBA)

Course Name: Business Ethics	Course Code: DBBA7502T
Semester: 5	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: Marks: 70 Marks

Course Objectives

1. Understand ethical issues in business.
2. Develop ethical decision-making.
3. Understand corporate responsibility.
4. Promote ethical culture.
5. Understand governance standards.

Course Content
BLOCK 1: Ethics Introduction
Unit 1: Meaning of Business Ethics
Unit 2: Ethical Theories
Unit 3: Ethical Decision Making
BLOCK 2: Corporate Responsibility
Unit 4: Corporate Social Responsibility
Unit 5: Stakeholder Theory
Unit 6: Sustainability
BLOCK 3: Ethical Issues
Unit 7: Ethics in Marketing
Unit 8: Ethics in Finance
Unit 9: Ethics in HR
BLOCK 4: Governance
Unit 10: Corporate Governance
Unit 11: Compliance and Ethics Programs
Unit 12: Whistle Blowing
BLOCK 5: Global Ethics
Unit 13: Global Business Ethics
Unit 14: Ethical Leadership
Unit 15: Future of Ethics

Course Outcomes

1. Explain business ethics concepts.
2. Identify ethical dilemmas.
3. Apply ethical frameworks.
4. Promote responsible business.
5. Understand corporate governance.

References:

1. Business Ethics Textbook
2. Corporate Governance Resources
3. Ethical Case Studies

Program: Bachelor of Business Administration (BBA)

Course Name: Project	Course Code: DBBA7502P
Semester: 5	Core / Elective: Elective 6
Teaching Scheme in Hrs (L:T:P): :0:0:12	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 100 Marks	ESE: 100 Marks

Course Objectives

The objectives of this course are to:

- Develop students' ability to apply theoretical knowledge to practical business situations.
- Familiarize students with business research and project planning processes.
- Develop skills in data collection, analysis, interpretation, and presentation.
- Enable students to identify and study contemporary business and management problems.
- Develop professional, analytical, communication, and problem-solving skills through project work.

Course Content:

BLOCK I: Project Planning and Topic Selection

Unit 1: Introduction to Business Projects

- Meaning and importance of business projects
- Objectives and scope of project work
- Types of business and management projects
- Role of projects in business decision-making

Unit 2: Selection of Project Topic

- Identification of business problems
- Selection of project area and topic
- Feasibility and relevance of the selected topic
- Formulation of project title

Unit 3: Project Proposal and Planning

- Meaning and components of project proposal
- Background and rationale of the study
- Objectives and scope of the project
- Project schedule and work plan

BLOCK II: Research Methodology

Unit 4: Research Design

- Meaning and concept of business research
- Research process and research design
- Exploratory, descriptive, and analytical research
- Formulation of research questions

Unit 5: Data Collection Methods

- Primary and secondary data
- Questionnaire and interview methods
- Observation and survey methods
- Sources of secondary data

Unit 6: Sampling and Data Preparation

- Meaning and importance of sampling
- Probability and non-probability sampling

- Sample size and sampling procedure
- Data editing, coding, classification, and tabulation

BLOCK III: Data Analysis and Interpretation

Unit 7: Data Analysis Techniques

- Meaning and importance of data analysis
- Classification and presentation of data
- Use of tables, charts, and graphs
- Descriptive analysis of business data

Unit 8: Statistical Tools for Project Work

- Measures of central tendency
- Measures of dispersion
- Correlation and regression
- Basic application of statistical techniques

Unit 9: Interpretation and Findings

- Meaning and process of data interpretation
- Analysis of research findings
- Identification of trends and relationships
- Drawing conclusions from collected data

BLOCK IV: Project Report Preparation

Unit 10: Structure of Project Report

- Introduction and background of the study
- Review of literature
- Research methodology
- Data analysis, findings, and discussion

Unit 11: Findings, Suggestions, and Conclusion

- Presentation of major findings
- Identification of business problems
- Suggestions and managerial recommendations
- Conclusion and scope for future study

Unit 12: Referencing and Documentation

- Importance of academic referencing

- Citation and bibliography
- Use of books, journals, reports, and online sources
- Avoiding plagiarism and maintaining academic integrity

BLOCK V: Project Presentation and Evaluation

Unit 13: Project Presentation

- Principles of effective project presentation
- Preparation of presentation slides
- Presentation of objectives, methodology, findings, and conclusions
- Use of charts, tables, and visual aids

Unit 14: Viva Voce and Project Defense

- Meaning and purpose of viva voce
- Responding to questions related to the project
- Explanation of methodology and findings
- Professional communication during project defense

Unit 15: Practical Application and Project Evaluation

- Application of project findings to business situations
- Managerial implications of the study
- Project evaluation criteria
- Future scope and recommendations

Project Work Guidelines

Students shall undertake an individual or group project under the guidance of a faculty supervisor. The project may be based on areas such as:

- Marketing and Consumer Behaviour
- Human Resource Management
- Finance and Banking
- Accounting
- Entrepreneurship
- Operations and Supply Chain Management
- Business Analytics
- E-Commerce and Digital Marketing
- Business Communication
- Small Business and Start-up Management
- Any other relevant area of Business Administration

The project should normally include:

- Title Page
- Certificate/Declaration
- Acknowledgement
- Table of Contents
- Introduction
- Review of Literature
- Research Methodology
- Data Analysis and Interpretation
- Findings
- Suggestions/Recommendations
- Conclusion
- References/Bibliography
- Annexure, wherever applicable

Course Outcome

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

CO1: Identify and formulate relevant business and management problems for project study.

CO2: Design and conduct a basic business research study using appropriate research methodology and data collection techniques.

CO3: Analyze and interpret primary and secondary data using suitable analytical and statistical techniques.

CO4: Prepare a structured project report with appropriate findings, recommendations, references, and academic documentation.

CO5: Present and defend project findings effectively and demonstrate the practical application of business management concepts.

References

- C.R. Kothari & Gaurav Garg, *Research Methodology: Methods and Techniques*, New Age International.
- R. Panneerselvam, *Research Methodology*, PHI Learning.
- William G. Zikmund et al., *Business Research Methods*, Cengage Learning.
- Uma Sekaran& Roger Bougie, *Research Methods for Business*, Wiley.

Online Resources:

- Open Educational Resources (OER)
- UGC e-content and research resources
- NPTEL courses on Research Methodology and Management
- Government business and economic databases

- Online academic journals and research repositories
- MOOCs on Business Research and Project Management

Program: Bachelor of Business Administration (BBA)

Course Name: Human Resource Planning	Course Code: DBHR7501T
Semester: 5	Core / Elective: Elective I
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

1. Understand HR planning process.
2. Forecast manpower needs.
3. Understand job analysis.
4. Align HR with strategy.
5. Improve workforce efficiency.

Course Content
BLOCK 1: HR Planning Basics
Unit 1: Meaning and Importance of HR Planning
Unit 2: HR Planning Process
Unit 3: Factors Affecting HR Planning

BLOCK 2: Job Analysis
Unit 4: Job Analysis
Unit 5: Job Description
Unit 6: Job Specification
BLOCK 3: Manpower Forecasting
Unit 7: Demand Forecasting
Unit 8: Supply Forecasting
Unit 9: HR Information Systems
BLOCK 4: HR Strategies
Unit 10: Succession Planning
Unit 11: Career Planning
Unit 12: Talent Management
BLOCK 5: Control and Review
Unit 13: HR Audit
Unit 14: HR Metrics
Unit 15: HR Planning Evaluation

Course Outcomes

1. Explain HR planning concepts.
2. Forecast HR requirements.
3. Conduct job analysis.
4. Align HR plans with goals.
5. Support workforce planning.

References:

1. Human Resource Planning Textbook
2. Strategic HRM Resources
3. Workforce Planning Guides

Program: Bachelor of Business Administration (BBA)

Course Name: Training and Development	Course Code: DBHR7502T
Semester: 5	Core / Elective: Elective I
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

1. Understand training concepts.
2. Identify training needs.
3. Design training programs.
4. Evaluate training effectiveness.
5. Develop employee skills.

Course Content
BLOCK 1: Training Basics
Unit 1: Meaning of Training
Unit 2: Training vs Development
Unit 3: Training Process
BLOCK 2: Training Needs
Unit 4: Training Needs Analysis

Unit 5: Training Objectives
Unit 6: Training Methods
BLOCK 3: Program Design
Unit 7: Training Program Design
Unit 8: On-the-job Training
Unit 9: Off-the-job Training
BLOCK 4: Evaluation
Unit 10: Training Evaluation
Unit 11: Learning Outcomes
Unit 12: Training Effectiveness
BLOCK 5: Development
Unit 13: Management Development
Unit 14: Executive Development
Unit 15: Career Development

Course Outcomes

1. Identify training needs.
2. Design training programs.
3. Apply training methods.
4. Evaluate training outcomes.
5. Support employee development.

References:

1. Training and Development Textbook
2. HRD Manuals
3. Learning and Development Resources

Program: Bachelor of Business Administration (BBA)

Course Name: Leadership Development	Course Code: DBHR7503T
Semester: 5	Core / Elective: Elective 1
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

1. Understand leadership concepts.
2. Develop leadership skills.
3. Study leadership styles.
4. Enhance decision-making.
5. Promote team development.

Course Content
BLOCK 1: Leadership Basics
Unit 1: Meaning of Leadership
Unit 2: Leadership Theories
Unit 3: Leadership Styles
BLOCK 2: Leader Skills
Unit 4: Communication Skills
Unit 5: Motivation and Influence
Unit 6: Decision Making

BLOCK 3: Team Leadership
Unit 7: Team Building
Unit 8: Conflict Management
Unit 9: Emotional Intelligence
BLOCK 4: Organizational Leadership
Unit 10: Change Leadership
Unit 11: Strategic Leadership
Unit 12: Ethical Leadership
BLOCK 5: Development
Unit 13: Leadership Development
Unit 14: Coaching and Mentoring
Unit 15: Leadership Challenges

Course Outcomes

1. Explain leadership theories.
2. Apply leadership styles.
3. Develop teams effectively.
4. Demonstrate leadership skills.
5. Promote organizational growth.

References:

1. Leadership and Management Textbook
2. Leadership Case Studies
3. Organizational Development Resources

Program: Bachelor of Business Administration (BBA)

Course Name: Securities Analysis and Portfolio Management	Course Code: DBFN7501T
Semester: 5	Core / Elective: Elective 2
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand the fundamentals of investment and securities markets.
2. To analyze various financial securities and valuation techniques.
3. To study risk and return characteristics of investments.
4. To learn portfolio construction and diversification strategies.
5. To evaluate portfolio performance.

Course Content:
BLOCK 1: Introduction to Investment
Unit 1: Investment Environment and Investment Process
Unit 2: Financial Markets and Financial Instruments
Unit 3: Risk, Return and Uncertainty
BLOCK 2: Security Analysis
Unit 4: Fundamental Analysis – Economic and Industry Analysis
Unit 5: Company Analysis and Financial Statement Analysis
Unit 6: Technical Analysis – Tools and Techniques
BLOCK 3: Valuation of Securities
Unit 7: Valuation of Equity Shares

Unit 8: Valuation of Bonds and Debentures
Unit 9: Valuation of Derivatives
BLOCK 4: Portfolio Management
Unit 10: Portfolio Theory and Efficient Frontier
Unit 11: Portfolio Diversification and Asset Allocation
Unit 12: Portfolio Construction and Revision
BLOCK 5: Portfolio Evaluation
Unit 13: Portfolio Performance Measurement
Unit 14: Portfolio Risk Analysis
Unit 15: Behavioral Finance

Course Outcomes:

1. Understand investment avenues and securities markets.
2. Analyze and value different financial securities.
3. Apply portfolio management concepts.
4. Manage risk through diversification.
5. Evaluate portfolio performance effectively.

Reference:

1. Investment Analysis and Portfolio Management textbooks
2. Financial newspapers and journals
3. Online investment portals
4. Open educational resources

Program: Bachelor of Business Administration (BBA)

Course Name: International Financial Management	Course Code:DBFN7502T
Semester: 5	Core / Elective: Elective 2
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand international financial management concepts.
2. To study foreign exchange markets and systems.
3. To analyze international investment decisions.
4. To manage foreign exchange risk.
5. To understand global financial institutions.

Course Content:
BLOCK 1: Fundamentals of International Finance
Unit 1: Nature and Scope of International Financial Management
Unit 2: International Monetary System
Unit 3: Balance of Payments
BLOCK 2: Foreign Exchange Market
Unit 4: Structure of Foreign Exchange Market
Unit 5: Exchange Rate Determination
Unit 6: Exchange Rate Systems
BLOCK 3: International Investment Decisions

Unit 7: International Capital Budgeting
Unit 8: International Portfolio Investment
Unit 9: Foreign Direct Investment
BLOCK 4: International Financing
Unit 10: Sources of International Finance
Unit 11: International Financial Instruments
Unit 12: Cost of Capital for Multinational Firms
BLOCK 5: Risk Management and Institutions
Unit 13: Foreign Exchange Risk and Exposure
Unit 14: Management of Exchange Risk
Unit 15: International Financial Institutions

Course Outcomes:

1. Understand global financial environment.
2. Analyze foreign exchange markets.
3. Evaluate international investment opportunities.
4. Apply risk management techniques.
5. Gain knowledge of global institutions.

Reference:

1. International Financial Management textbooks.
2. Global finance journals.
3. Financial news portals.
4. Online learning resources.

Program: Bachelor of Business Administration (BBA)

Course Name: Income Tax	Course Code: DBFN7503T
Semester: 5	Core / Elective: Elective 2
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand the basic concepts of income tax.
2. To study residential status and scope of income.
3. To compute income under various heads.
4. To apply deductions and exemptions.
5. To understand tax planning concepts.

Course Content:
BLOCK 1: Introduction to Income Tax
Unit 1: Basic Concepts and Definitions
Unit 2: Residential Status
Unit 3: Scope of Total Income
BLOCK 2: Salary and House Property
Unit 4: Income from Salary
Unit 5: Income from House Property
Unit 6: Deductions from Salary and House Property
BLOCK 3: Business Income and Capital Gains
Unit 7: Profits and Gains from Business or Profession

Unit 8: Capital Gains
Unit 9: Set-off and Carry Forward of Losses
BLOCK 4: Other Heads of Income
Unit 10: Income from Other Sources
Unit 11: Clubbing of Income
Unit 12: Deductions under Chapter VI-A
BLOCK 5: Tax Computation and Planning
Unit 13: Computation of Total Income and Tax Liability
Unit 14: Tax Planning and Rebates
Unit 15: Filing of Income Tax Returns

Course Outcomes:

1. Understand income tax fundamentals.
2. Compute taxable income accurately.
3. Apply deductions and exemptions.
4. Calculate tax liability.
5. Develop basic tax planning skills.

Reference:

1. Income Tax Law and Practice books
2. Taxation study materials
3. Government tax portals
4. Online lectures and tutorials

Program: Bachelor of Business Administration (BBA)

Course Name: Product & Brand Management	Course Code: DBMK7501T
Semester: 5	Core / Elective: Elective 3
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand product planning and development.
2. To study brand management concepts.
3. To analyze product life cycle strategies.
4. To understand brand positioning and equity.
5. To apply branding strategies in competitive markets.

Course Content:
BLOCK 1: Introduction to Product Management
Unit 1: Product Concepts and Classification
Unit 2: Product Planning and Development
Unit 3: Product Life Cycle
BLOCK 2: Product Strategy
Unit 4: Product Mix and Product Line Decisions
Unit 5: Product Differentiation and Positioning
Unit 6: New Product Development
BLOCK 3: Brand Management Basics
Unit 7: Branding Concepts and Types
Unit 8: Brand Identity and Brand Image
Unit 9: Brand Equity

BLOCK 4: Brand Strategy
Unit 10: Brand Positioning Strategies
Unit 11: Brand Extension and Brand Portfolio
Unit 12: Brand Communication
BLOCK 5: Contemporary Issues
Unit 13: Brand Valuation
Unit 14: Managing Brands in Digital Era
Unit 15: Global Branding

Course Outcomes:

1. Understand product and brand concepts.
2. Develop product strategies.
3. Analyze brand equity and positioning.
4. Apply branding decisions.
5. Understand global branding trends.

Reference:

1.Product and Brand Management textbooks
2.Marketing journals
3.Business magazines
4.Online learning resources

Program: Bachelor of Business Administration (BBA)

Course Name: Advertising Management	Course Code: DBMK7502T
Semester: 5	Core / Elective: Elective 3
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand advertising concepts and functions.
2. To study advertising planning and strategy.
3. To analyze creative and media decisions.
4. To understand advertising budgeting.
5. To evaluate advertising effectiveness.

Course Content:
BLOCK 1: Introduction to Advertising
Unit 1: Advertising Meaning and Importance
Unit 2: Advertising Objectives
Unit 3: Advertising Ethics and Regulations
BLOCK 2: Advertising Planning
Unit 4: Advertising Strategy
Unit 5: Market and Consumer Analysis
Unit 6: Advertising Budgeting
BLOCK 3: Creative Strategy
Unit 7: Creativity in Advertising
Unit 8: Copy Writing
Unit 9: Visual and Audio Advertising
BLOCK 4: Media Planning
Unit 10: Media Types and Selection

Unit 11: Media Scheduling
Unit 12: Media Buying
BLOCK 5: Evaluation and Trends
Unit 13: Advertising Effectiveness
Unit 14: Measuring Advertising Impact
Unit 15: Digital Advertising Trends

Course Outcomes:

1. Understand advertising management.
2. Plan advertising campaigns.
3. Develop creative strategies.
4. Analyze media decisions.
5. Evaluate advertising performance.

Reference:

1. Advertising Management textbooks
2. Advertising case studies
3. Media research reports
4. Online advertising platforms

Program: Bachelor of Business Administration (BBA)

Course Name: Consumer Behaviour	Course Code: DBMK7503T
Semester: 5	Core / Elective: Elective 3
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand consumer behavior concepts.
2. To analyze consumer decision-making.
3. To study psychological influences.
4. To understand social and cultural factors.
5. To apply consumer behavior knowledge in marketing.

Course Content:
BLOCK 1: Introduction to Consumer Behaviour
Unit 1: Consumer Behaviour Meaning and Scope
Unit 2: Consumer Research Process
Unit 3: Consumer Decision-Making
BLOCK 2: Psychological Factors
Unit 4: Motivation
Unit 5: Perception
Unit 6: Learning and Attitudes
BLOCK 3: Social and Cultural Factors
Unit 7: Culture and Subculture
Unit 8: Social Class
Unit 9: Reference Groups and Family
BLOCK 4: Individual Influences
Unit 10: Personality and Self Concept

Unit 11: Lifestyle and Values
Unit 12: Consumer Involvement
BLOCK 5: Contemporary Issues
Unit 13: Consumer Satisfaction and Loyalty
Unit 14: Online Consumer Behaviour
Unit 15: Ethical Consumerism

Course Outcomes:

1. Understand consumer behaviour.
2. Analyze consumer decisions.
3. Evaluate psychological influences.
4. Apply consumer insights.
5. Understand modern consumer trends.

Reference:

1. Consumer Behaviour textbooks
2. Marketing research journals
3. Case studies
4. Online databases

SYLLABUS
(SEMESTER-VI)

Program: Bachelor of Business Administration (BBA)

Course Name: International Business	Course Code: DBBA7601T
Semester: 6	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand international business environment.
2. To analyze global trade theories.
3. To study international market entry strategies.
4. To understand global operations management.
5. To analyze international business challenges.

Course Content
BLOCK 1: Introduction to International Business
Unit 1: Nature and Scope of International Business
Unit 2: Globalization
Unit 3: International Trade Theories
BLOCK 2: International Trade Environment
Unit 4: Trade Barriers
Unit 5: Regional Trade Agreements
Unit 6: World Trade Organization
BLOCK 3: International Market Entry
Unit 7: Exporting and Importing
Unit 8: Licensing and Franchising
Unit 9: Foreign Direct Investment
BLOCK 4: Global Operations

Unit 10: International Production
Unit 11: Global Supply Chain Management
Unit 12: International Marketing
BLOCK 5: Contemporary Issues
Unit 13: International Business Ethics
Unit 14: Cultural Issues
Unit 15: Global Business Trends

Course Outcomes:

1. Understand international business concepts.
2. Analyze global trade practices.
3. Evaluate market entry strategies.
4. Understand global operations.
5. Analyze current global business trends.

Reference:

- International Business textbooks
- Trade journals
- Business news portals
- Online learning resources

Program: Bachelor of Business Administration (BBA)

Course Name: Entrepreneurship Development	Course Code: DBBA7602T
Semester: 6	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand entrepreneurship concepts.
2. To develop entrepreneurial mindset.
3. To study business idea generation.
4. To understand startup management.
5. To promote innovation and self-employment.

Topic and Contents
BLOCK 1: Introduction to Entrepreneurship
Unit 1: Entrepreneurship Meaning and Importance
Unit 2: Entrepreneurial Traits
Unit 3: Role of Entrepreneurship in Economy
BLOCK 2: Opportunity Identification
Unit 4: Business Idea Generation
Unit 5: Feasibility Analysis
Unit 6: Business Model Development
BLOCK 3: Starting a New Venture
Unit 7: Business Plan Preparation
Unit 8: Legal and Regulatory Framework

Unit 9: Financial Planning for Startups
BLOCK 4: Managing the Enterprise
Unit 10: Marketing for Startups
Unit 11: Operations Management
Unit 12: Human Resource Management
BLOCK 5: Growth and Support System
Unit 13: Growth Strategies
Unit 14: Institutional Support
Unit 15: Contemporary Entrepreneurial Trends

Course Outcomes:

1. Understand entrepreneurship concepts.
2. Develop entrepreneurial skills.
3. Prepare business plans.
4. Manage startup operations.
5. Encourage innovation and self-employment.

Reference:

- Entrepreneurship Development textbooks
- Startup case studies
- Government entrepreneurship portals

Program: Bachelor of Business Administration (BBA)

Course Name: Operations Research	Course Code: DBBA7603T
Semester: 6	Core / Elective: Core
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives

The objectives of this course are to:

- Introduce students to the basic concepts, scope, and applications of Operations Research.
- Develop an understanding of mathematical models and quantitative techniques used in decision-making.
- Apply linear programming techniques to optimize business resources and operations.
- Understand transportation, assignment, inventory, and queuing models.
- Develop analytical skills for solving business and managerial decision-making problems.

Course Content:

BLOCK I: Introduction and Linear Programming

Unit 1: Introduction to Operations Research

- Meaning and definition of Operations Research
- Nature, scope, and characteristics of Operations Research
- Role of Operations Research in business decision-making
- Operations Research methodology and applications

Unit 2: Linear Programming Problem

- Meaning and characteristics of Linear Programming
- Components of a Linear Programming Problem
- Objective function and constraints
- Formulation of Linear Programming models

Unit 3: Graphical Method of Linear Programming

- Graphical representation of constraints
- Feasible and infeasible solutions
- Optimal solution using graphical method

- Applications of Linear Programming in business

BLOCK II: Optimization Techniques

Unit 4: Simplex Method

- Concept and assumptions of Simplex Method
- Standard form of Linear Programming Problem
- Simplex algorithm and procedure
- Interpretation of optimal solution

Unit 5: Duality and Sensitivity Analysis

- Concept and significance of duality
- Primal and dual problems
- Relationship between primal and dual
- Introduction to sensitivity analysis

Unit 6: Integer and Goal Programming

- Meaning and concept of Integer Programming
- Types of Integer Programming
- Basic concept of Goal Programming
- Applications in business decision-making

BLOCK III: Transportation and Assignment Models

Unit 7: Transportation Problem

- Meaning and objectives of transportation models
- Initial basic feasible solution
- North-West Corner Method
- Least Cost and Vogel's Approximation Methods

Unit 8: Optimality in Transportation Problems

- Optimality test in transportation problems
- MODI method
- Unbalanced transportation problems
- Degeneracy and special cases

Unit 9: Assignment Problem

- Meaning and characteristics of assignment problems
- Hungarian Method

- Balanced and unbalanced assignment problems
- Applications of assignment models in business

BLOCK IV: Network, Inventory, and Queuing Models

Unit 10: Network Analysis

- Meaning and applications of network models
- Critical Path Method
- Programme Evaluation and Review Technique
- Critical path, floats, and project scheduling

Unit 11: Inventory Management

- Meaning and importance of inventory
- Types of inventory costs
- Economic Order Quantity model
- Reorder level and safety stock

Unit 12: Queuing Theory

- Meaning and characteristics of queuing systems
- Elements of a queuing model
- Single-server queuing model
- Applications of queuing theory in business

BLOCK V: Decision Models and Contemporary Applications

Unit 13: Decision Theory

- Meaning and importance of decision theory
- Decision-making under certainty, risk, and uncertainty
- Pay-off tables and decision trees
- Expected value and decision criteria

Unit 14: Game Theory and Simulation

- Meaning and characteristics of game theory
- Two-person zero-sum games
- Pure and mixed strategies
- Basic concepts and applications of simulation

Unit 15: Applications of Operations Research

- Operations Research in production and inventory management

- Applications in finance, marketing, and logistics
- Optimization in supply chain management
- Contemporary applications and challenges of Operations Research

Course Outcome

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

CO1: Explain the fundamental concepts, techniques, and applications of Operations Research.

CO2: Formulate and solve Linear Programming Problems using graphical and simplex methods.

CO3: Apply transportation and assignment techniques to optimize allocation and distribution decisions.

CO4: Analyze inventory, queuing, network, and project management problems using Operations Research models.

CO5: Apply quantitative decision-making techniques to solve contemporary business and managerial problems.

References

- V.K. Kapoor, *Operations Research: Quantitative Techniques for Management*, Sultan Chand & Sons.
- R. Panneerselvam, *Operations Research*, PHI Learning.
- J.K. Sharma, *Operations Research: Theory and Applications*, Macmillan.
- Hamdy A. Taha, *Operations Research: An Introduction*, Pearson.

Online Resources:

- Open Educational Resources (OER)
- MOOCs on Operations Research and Quantitative Techniques
- NPTEL courses on Operations Research
- University e-learning resources
- Online resources on Linear Programming and Optimization
- Business analytics and quantitative decision-making resources

Program: Bachelor of Business Administration (BBA)

Course Name: Performance Management	Course Code:DBHR7601T

Semester: 6	Core / Elective: Elective 1
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand performance management concepts.
2. To study performance appraisal systems.
3. To link performance with organizational goals.
4. To understand employee motivation and productivity.
5. To develop performance improvement strategies.

Topic and Contents
BLOCK 1: Introduction to Performance Management
Unit 1: Concept and Scope of Performance Management
Unit 2: Performance Planning
Unit 3: Performance Standards
BLOCK 2: Performance Appraisal
Unit 4: Methods of Performance Appraisal
Unit 5: Rating Errors and Bias
Unit 6: 360-Degree Appraisal
BLOCK 3: Performance Measurement
Unit 7: Key Performance Indicators
Unit 8: Balanced Scorecard
Unit 9: Performance Feedback
BLOCK 4: Performance Improvement
Unit 10: Performance Counseling
Unit 11: Training and Development

Unit 12: Reward Systems
BLOCK 5: Contemporary Issues
Unit 13: Performance Management Systems
Unit 14: Linking Performance with Strategy
Unit 15: Emerging Trends

Course Outcomes:

1. Understand performance management systems.
2. Evaluate employee performance.
3. Apply appraisal techniques.
4. Improve organizational performance.
5. Analyze modern performance trends.

Reference:

- Performance Management textbooks
- HR journals
- Case studies
- Online HR platforms

Program: Bachelor of Business Administration (BBA)

Course Name: Compensation Management	Course Code: DBHR7602T

Semester: 6	Core / Elective: Elective 1
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand compensation concepts.
2. To study wage and salary administration.
3. To design compensation structures.
4. To understand incentives and benefits.
5. To link compensation with performance.

Topic and Contents
BLOCK 1: Introduction to Compensation
Unit 1: Concept and Objectives of Compensation
Unit 2: Wage Theories
Unit 3: Compensation Policies
BLOCK 2: Job Evaluation
Unit 4: Job Analysis and Job Evaluation
Unit 5: Wage Structure
Unit 6: Pay Grades and Bands
BLOCK 3: Incentives and Benefits
Unit 7: Financial Incentives
Unit 8: Employee Benefits
Unit 9: Executive Compensation
BLOCK 4: Compensation Administration
Unit 10: Payroll Management
Unit 11: Legal Framework
Unit 12: Compensation Surveys
BLOCK 5: Contemporary Issues

Unit 13: Strategic Compensation
Unit 14: Pay for Performance
Unit 15: Global Compensation Practices

Course Outcomes:

1. Understand compensation management.
2. Design wage structures.
3. Analyze incentive plans.
4. Apply legal provisions.
5. Understand global practices.

Reference:

- Compensation Management textbooks
- Labour law references

Program: Bachelor of Business Administration (BBA)

Course Name: Organization Development & Change Management	Course Code: DBHR7603T

Semester: 6	Core / Elective: Elective 1
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand organizational development concepts.
2. To study change management processes.
3. To analyze organizational culture.
4. To manage resistance to change.
5. To develop intervention strategie

Topic and Contents
BLOCK 1: Introduction to Organization Development
Unit 1: Concept and Scope of OD
Unit 2: OD Values and Assumptions
Unit 3: Organizational Culture
BLOCK 2: Change Management
Unit 4: Nature and Types of Change
Unit 5: Models of Change
Unit 6: Resistance to Change
BLOCK 3: OD Interventions
Unit 7: Human Process Interventions
Unit 8: Techno-Structural Interventions
Unit 9: HR Interventions
BLOCK 4: Implementing Change
Unit 10: Role of Change Agent
Unit 11: Communication in Change
Unit 12: Evaluating Change
BLOCK 5: Contemporary Issues
Unit 13: Organizational Transformation

Unit 14: Learning Organizations
Unit 15: Managing Change in Digital Era

Course Outcomes:

1. Understand OD and change concepts.
2. Manage organizational change.
3. Apply OD interventions.
4. Handle resistance effectively.
5. Analyze modern change issues.

Reference:

- Organization Development textbooks
- Change management case studies
- Management journals
- Online resources

Program: Bachelor of Business Administration (BBA)

Course Name: Corporate Restructuring	Course Code: DBFN7601T
Semester: 6	Core / Elective: Elective 2

Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand corporate restructuring concepts.
2. To study mergers and acquisitions.
3. To analyze financial restructuring.
4. To understand legal aspects.
5. To evaluate restructuring strategies.

Topic and Contents
BLOCK 1: Introduction to Corporate Restructuring
Unit 1: Meaning and Scope
Unit 2: Forms of Restructuring
Unit 3: Motives for Restructuring
BLOCK 2: Mergers and Acquisitions
Unit 4: Types of Mergers
Unit 5: Acquisition Process
Unit 6: Valuation in M&A
BLOCK 3: Financial Restructuring
Unit 7: Capital Restructuring
Unit 8: Debt Restructuring
Unit 9: Buybacks and Divestments
BLOCK 4: Legal and Regulatory Framework
Unit 10: Legal Provisions
Unit 11: Corporate Governance
Unit 12: Role of Regulators
BLOCK 5: Contemporary Issues
Unit 13: Cross-Border Restructuring

Unit 14: Turnaround Strategies
Unit 15: Recent Trends

Course Outcomes:

1. Understand restructuring concepts.
2. Analyze mergers and acquisitions.
3. Evaluate restructuring strategies.
4. Understand legal framework.
5. Analyze current trends.

Reference:

- Corporate Restructuring textbooks
- Financial journals
- Case studies
- Online databases

Program: Bachelor of Business Administration (BBA)

Course Name: Financial Derivatives	Course Code: DBFN7602T
Semester: 6	Core / Elective: Elective 2

Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand derivative instruments.
2. To study futures and options.
3. To analyze risk management strategies.
4. To understand pricing of derivatives.
5. To apply derivatives in financial markets.

Topic and Contents
BLOCK 1: Introduction to Derivatives
Unit 1: Meaning and Types
Unit 2: Derivative Markets
Unit 3: Uses of Derivatives
BLOCK 2: Futures
Unit 4: Futures Contracts
Unit 5: Pricing of Future
Unit 6: Hedging with Futures
BLOCK 3: Options
Unit 7: Options Contracts
Unit 8: Option Pricing Models
Unit 9: Option Strategies
BLOCK 4: Swaps and Other Derivatives
Unit 10: Interest Rate Swaps
Unit 11: Currency Swaps
Unit 12: Credit Derivatives
BLOCK 5: Contemporary Issues
Unit 13: Derivatives and Risk Management

Unit 14: Regulatory Framework
Unit 15: Recent Developments

Course Outcomes:

1. Understand derivative instruments.
2. Analyze futures and options.
3. Apply hedging strategies.
4. Price derivative contracts.
5. Understand market regulations.

Reference:

- Financial Derivatives textbooks
- Market reports
- Case studies
- Online trading platforms

Program: Bachelor of Business Administration (BBA)

Course Name: Project & Micro Finance	Course Code: DBFN7603T
Semester: 6	Core / Elective: Elective 2
Teaching Scheme in Hrs (L:T:P): 4	Credits:4

:0:0	
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand project finance concepts.
2. To study project appraisal techniques.
3. To understand microfinance institutions.
4. To analyze financial inclusion.
5. To evaluate project financing methods.

Topic and Contents
BLOCK 1: Introduction to Project Finance
Unit 1: Project Finance Meaning and Scope
Unit 2: Project Identification
Unit 3: Project Life Cycle
BLOCK 2: Project Appraisal
Unit 4: Technical Appraisal
Unit 5: Financial Appraisal
Unit 6: Economic and Social Appraisal
BLOCK 3: Project Financing
Unit 7: Sources of Project Finance
Unit 8: Risk Analysis
Unit 9: Project Monitoring and Control
BLOCK 4: Micro Finance
Unit 10: Concept of Micro Finance
Unit 11: Micro Finance Institutions
Unit 12: Micro Credit Models
BLOCK 5: Contemporary Issues

Unit 13: Financial Inclusion
Unit 14: Role of Micro Finance in Development
Unit 15: Emerging Trends

Course Outcomes:

1. Understand project finance concepts.
2. Apply project appraisal techniques.
3. Analyze micro finance systems.
4. Evaluate financing methods.
5. Understand role in economic development.

Reference:

- Project Finance textbooks
- Micro Finance journals
- Development reports
- Online learning resources

Program: Bachelor of Business Administration (BBA)

Course Name: Retail Management	Course Code: DBMK7601T
Semester: 6	Core / Elective: Elective 3
Teaching Scheme in Hrs (L:T:P): 4 :0:0	Credits:4

Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand the fundamentals of retail management.
2. To study retail formats and strategies.
3. To analyze consumer behavior in retailing.
4. To understand merchandising and store management.
5. To examine emerging trends in retail sector.

Topic and Contents
BLOCK 1: Introduction to Retailing
Unit 1: Meaning, Scope and Importance of Retailing
Unit 2: Retail Environment
Unit 3: Retail Formats and Types
BLOCK 2: Retail Strategy
Unit 4: Retail Location and Layout
Unit 5: Retail Market Segmentation
Unit 6: Retail Pricing Strategies
BLOCK 3: Retail Operations
Unit 7: Merchandise Management
Unit 8: Store Operations and Management
Unit 9: Inventory Management
BLOCK 4: Retail Marketing
Unit 10: Retail Promotion and Communication
Unit 11: Customer Relationship Management
Unit 12: Visual Merchandising
BLOCK 5: Contemporary Retailing
Unit 13: E-Retailing

Unit 14: Technology in Retail
Unit 15: Global Retail Trends

Course Outcomes:

1. Understand retail management concepts.
2. Analyze retail strategies.
3. Manage retail operations effectively.
4. Apply retail marketing tools.
5. Understand modern retail trends.

Reference:

- Retail Management textbooks
- Retail case studies
- Trade journals
- Online retail platforms

Program: Bachelor of Business Administration (BBA)

Course Name: Logistics & Supply Chain Management	Course Code: DBMK7602T
Semester: 6	Core / Elective: Elective 3
Teaching Scheme in Hrs (L:T:P): 4:0:0	Credits:4
Type of course: Lecture+ Assignments	Total Contact Hours: 12
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand logistics and supply chain concepts.
2. To study supply chain design and operations.
3. To analyze transportation and warehousing.
4. To understand inventory and distribution management.
5. To examine global supply chain practices.

Topic and Contents
BLOCK 1: Introduction to Logistics and SCM
Unit 1: Concepts and Scope of Logistics
Unit 2: Supply Chain Management Overview
Unit 3: Role of Logistics in Business
BLOCK 2: Supply Chain Design
Unit 4: Supply Chain Network Design
Unit 5: Demand Forecasting
Unit 6: Supply Chain Planning
BLOCK 3: Logistics Operations
Unit 7: Transportation Management
Unit 8: Warehousing Management
Unit 9: Inventory Control Techniques
BLOCK 4: Supply Chain Integration
Unit 10: Information Technology in SCM
Unit 11: Supplier Relationship Management
Unit 12: Distribution Management
BLOCK 5: Contemporary Issues
Unit 13: Global Supply Chains
Unit 14: Sustainable Supply Chain
Unit 15: Emerging Trends in SCM

Course Outcomes:

1. Understand logistics and SCM fundamentals.
2. Design efficient supply chains.
3. Manage logistics operations.
4. Apply SCM integration techniques.
5. Analyze global SCM trends.

Reference:

- Logistics and SCM textbooks
- Industry reports
- Case studies
- Online learning resources

Program: Bachelor of Business Administration (BBA)

Course Name: Digital Marketing	Course Code:DBMK7603T
Semester: 6	Core / Elective: Elective 3
Teaching Scheme in Hrs (L:T:P): 3:0:0	Credits:3
Type of course: Lecture+ Assignments	Total Contact Hours: 9
Continuous Internal Evaluation: 30 Marks	ESE: 70 Marks

Course Objectives:

1. To understand digital marketing concepts.
2. To study online marketing tools and platforms.
3. To analyze consumer behavior in digital environment.
4. To design digital marketing strategies.
5. To understand analytics and performance measurement.

Topic and Contents
BLOCK 1: Introduction to Digital Marketing
Unit 1: Digital Marketing Meaning and Scope
Unit 2: Digital Marketing Environment
Unit 3: Online Consumer Behavior
BLOCK 2: Digital Marketing Tools
Unit 4: Search Engine Marketing
Unit 5: Social Media Marketing
Unit 6: Content Marketing
BLOCK 3: Digital Advertising
Unit 7: Display Advertising
Unit 8: Email Marketing
Unit 9: Mobile Marketing
BLOCK 4: Strategy and Analytics
Unit 10: Digital Marketing Strategy
Unit 11: Web Analytics
Unit 12: Performance Measurement
BLOCK 5: Contemporary Trends
Unit 13: Influencer Marketing
Unit 14: E-Commerce Marketing
Unit 15: Emerging Digital Trends

Course Outcomes:

1. Understand digital marketing fundamentals.
2. Use digital marketing tools effectively.

3. Design digital marketing strategies.
4. Analyze marketing performance.
5. Understand emerging digital trends.

Reference:

- Digital Marketing textbooks
- Online marketing blogs and platforms
- Industry reports
- Open online courses

5.3 Faculty and Support Staff

The University has identified the dedicated requisite faculty and support staff as mandated by the UGC and they are allocated the positions exclusively for ODL mode.

List of Faculty associated with BBA program is as follows:

S. No	Name of Faculty	Designation	Nature of Appointment	Qualification	Subject
1	Dr. Amit Singh	Associate Professor	Full-Time	PhD	Management
2	Dr. Atul Kumar Mishra	Associate Professor	Full-Time	PhD	Management

3	Dr. Pankaj Kumar	Assistant Professor	Full-Time	PhD	Management

5.4 DeliveryMechanism

The Madhav University (MU) ODL Programmes follows a modern ICT (Information & Communication Technology) enabled approach for instruction. The methodology of instruction in ODL of MU is different from that of the conventional/regular programs. Our ODL system is more learner-oriented and the learner is an active participant in the teaching learning process. ODL of MU academic delivery system comprises:

Print Material: The printed material of the programme supplied to the students will be unit wise for every course.

Counselling Sessions: There will be 12 counselling/ contact classes in face-to-face mode of one hours each for a course of 4 credits. The counselling sessions / face to face contact classes will be held on the campus of the University on Saturdays and Sundays.

5.5 Learner Support Centre and Learner Support Services

Madhav University does not establish or operate any Learner Support Centre (LSC) outside the permissible territorial jurisdiction of the University. The University establishes and maintains a Learner Support Centre at its campus to provide academic and administrative support services to learners enrolled in Open and Distance Learning (ODL) programmes.

The Learner Support Centre is headed by a Coordinator who is not below the rank of Assistant Professor. The University provides adequate academic and non-academic manpower for the Learner Support Centre in accordance with the number of learners enrolled and the applicable provisions of the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments. The availability of qualified counsellors, supervisors, academic support personnel and other required staff is ensured as per the nature and requirements of the programmes offered.At present, Madhav University has one Learner Support Centre located at the University campus. The University does not promote, establish or operate any franchisee, outsourced, Information Centre, Facilitation Centre, Nodal Centre, Knowledge Partner or similar arrangement for providing ODL academic or learner support services outside the framework permitted under the UGC regulations.

The University provides learner support services through a structured single-window mechanism at the Learner Support Centre and through the University's designated digital platforms. The details relating to the Learner Support Centre, including its address, Coordinator, contact details, working hours, counselling schedule and available facilities, are maintained and made available to learners through the University's official website and other prescribed information channels.

6. Procedure for Admissions, Curriculum, Transaction and Evaluation

6.1 Admission Process

Learners seeking admission to programmes offered through the Centre for Distance and Online Education (CDOE), Madhav University, shall apply through the University's designated admission portal: https://cdoemu.in

Admission to the BBA programme shall be granted to eligible candidates after verification of their eligibility and requisite documents, in accordance with the admission criteria prescribed by the University and the applicable provisions of the UGC and other regulatory authorities, as applicable.

The University shall follow the reservation policy as prescribed by the Government of India, the Government of Rajasthan, and other applicable statutory and regulatory provisions.

The admission process shall be transparent, merit-based wherever applicable, and conducted in accordance with the approved admission policy of the University. The University shall verify the eligibility and supporting documents submitted by the applicant before confirming admission. In case any candidate is found to have furnished incorrect, incomplete, misleading or false information, or is subsequently found ineligible for the programme, the University shall take appropriate action, including cancellation of admission, in accordance with the applicable rules and regulations.Detailed information regarding eligibility, admission procedure, fee structure, documents required, academic calendar, learner support services and other relevant conditions shall be provided in the Programme Prospectus and on the official website of CDOE, Madhav University.

6.2 Maximum Duration

The BBA programme is of three years duration. In accordance with the applicable provisions of the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations and the norms

prescribed by the UGC, the maximum permissible period for completion of the BBA programme is six years from the date of initial admission.

The learner may complete the programme within the maximum period of six years by fulfilling all the prescribed academic requirements, including completion of the required courses/credits and other programme requirements.A learner who does not complete the programme within the prescribed maximum duration shall be governed by the applicable provisions of the University regarding re-admission, credit transfer, credit validity and completion of pending courses, subject to the prevailing UGC regulations.

6.3 Minimum Eligibility Criteria for Admission

The minimum eligibility for admission to the BBA programme is successful completion of the Senior Secondary (10+2) examination or an equivalent examination from a recognized Board/Council/University.Candidates shall fulfil the programme-specific eligibility requirements prescribed by Madhav University and the applicable provisions of the UGC and other statutory/regulatory bodies, wherever applicable.

At the time of admission, candidates shall submit the prescribed documents and proof of educational qualification, identity and other required information through the University's designated admission portal. The University shall verify the submitted documents and eligibility before confirming admission.

If a candidate fails to provide the required proof of eligibility within the prescribed time, or if the documents submitted are found to be invalid, false, incomplete or inconsistent with the eligibility requirements, the University shall take appropriate action in accordance with its admission rules and applicable regulations, including cancellation of admission wherever warranted.

Candidates are required to carefully read the Programme Prospectus, admission guidelines, eligibility requirements, fee structure and other instructions before submitting the admission application.

6.4 Programme Fee Academic Session beginning July 2026

Name of the Program	Degree	Duration	Year	Program Fee/Year	Exam	Fee/Year Total (in Rs.)

Bachelor of Business Administration	UG	3 Years	1	21,500	3000	24,500
			2	21,500	3000	24,500
			3	21,500	3000	24,500
					Total	**73,500**

6.5 Academic Calendar

S. No.	Event	Batch	Last Date
1	Admission	January	March (as per UGC-DEB guidelines)
		July	September (as per UGC-DEB guidelines)
2	Assignment Submission	January	By 31st March and 31st May
		July	By 30th September and 30th November
3	Distribution of SLM	January	15th February
		July	15th September
4	Project Report Submission (Applicable during Final semester)	January	30th April
		July	30th October
5	Admit Card Generation	January	20th May
		July	20th November
6	Term End Examination	January	15th June & onward
		July	15th December & onward
7	Result Declaration of End Term Examination	January	By end of August
		July	By end of February

6.6 Credit System

Madhav University, through its Centre for Distance and Online Education (CDOE), follows the credit system for its ODL programmes in accordance with the applicable UGC norms and the approved programme structure.One credit represents 30 hours of learner study effort, comprising all prescribed learning activities, including self-learning, reading, assignments, academic counselling, practical/other learning activities, where applicable, and preparation for assessment.

Accordingly, an 8-credit course represents approximately 240 hours of learner study effort, a 6-credit course represents approximately 180 hours, a 4-credit course represents approximately 120 hours, and a 2-credit course represents approximately 60 hours of learner study effort.

The credit value assigned to each course is specified in the approved curriculum and programme structure. The total credits required for completion of the programme are as prescribed in the approved programme curriculum and in accordance with the applicable UGC and regulatory requirements.

The credit system enables learners to understand the academic workload and learning effort associated with each course. Successful completion of the programme requires the learner to fulfil the prescribed academic and assessment requirements, including continuous/formative assessment and summative assessment through the Term-End Examination, as applicable to the programme.

6.7 Assignments and Evaluation

6.7.1 Assignments

ODL learners undertake a substantial part of their learning through self-learning using the prescribed Self-Learning Materials (SLMs) and other academic resources. Assignments form an integral component of the continuous/formative assessment process and are designed to assess the learner's understanding, application, analytical ability and achievement of the intended learning outcomes.

Assignments are compulsory for the courses for which they are prescribed in the approved programme structure. Depending upon the nature of the course, an assignment may include descriptive questions, short-answer questions, numerical problems, case studies, application-based questions, practical-oriented tasks, projects or other appropriate assessment activities.

Assignment question papers are made available to learners through the designated CDOE portal and/or other prescribed modes within the notified schedule. Learners submit their responses through the prescribed online and/or offline mechanism within the stipulated time.

Assignments are evaluated by duly appointed and qualified faculty members/evaluators in accordance with the approved evaluation scheme and prescribed guidelines. The marks/grades obtained in assignments are maintained as part of the learner's academic record.

6.7.2 Evaluation System

The evaluation system of the programme consists of:

A. Continuous/Formative Assessment – 30% Weightage

The continuous/formative assessment carries a weightage of 30%. It includes assignments and other approved continuous assessment components, as specified in the programme structure and evaluation scheme.

At least one graded assignment is prescribed for each course, wherever applicable. The assignments are evaluated by qualified and duly appointed evaluators. The evaluation process is designed to assess the learner's progress towards achievement of the prescribed course learning outcomes.

B. Term-End Examination – 70% Weightage

The Term-End Examination carries a weightage of 70% and is conducted in accordance with the examination scheme, academic calendar and applicable UGC-DEB requirements.

The University conducts Term-End Examinations at the prescribed intervals, ordinarily twice in an academic year (probably June and December), subject to the applicable academic calendar and examination schedule.

A learner is eligible to appear in the Term-End Examination after fulfilling the prescribed requirements, including registration for the course and submission of the assignment(s), wherever such submission is prescribed.

Learners are required to submit the examination form through the designated CDOE portal or through any other prescribed mode within the notified schedule and pay the applicable examination fee, wherever prescribed.

If a learner is unable to appear in a particular Term-End Examination, the learner may appear in a subsequent examination opportunity within the maximum permissible duration of the programme, subject to the applicable University rules and UGC-DEB regulations.

The University provides appropriate opportunities to learners to complete the pending assessment requirements within the maximum duration prescribed for the programme. The validity of registration, re-registration, credit retention, and any provision for improvement or completion of

pending courses shall be governed by the applicable UGC regulations and the academic regulations of Madhav University prevailing at the relevant time.

The minimum passing requirement for each course shall be as prescribed in the approved programme regulations and evaluation scheme. For the BBA programme, the minimum passing requirement is 40% marks, subject to fulfilment of the prescribed requirements in the continuous/formative and summative assessment components, wherever applicable.

The University ensures that the evaluation and examination process is transparent, fair, learner-centric and aligned with the intended learning outcomes of the programme.

7. LABORATORY SUPPORT AND LIBRARY RESOURCES

Madhav University provides adequate library, digital learning and laboratory support facilities for learners enrolled in its ODL programmes. The University ensures that learners have access to the academic resources required for effective learning and achievement of the prescribed programme and course learning outcomes.

7.1 Library Resources

The University Library provides access to a comprehensive collection of print and digital learning resources relevant to the programmes offered through the Centre for Distance and Online Education (CDOE).

The library resources include prescribed textbooks, reference books, Self-Learning Materials (SLMs), academic journals, research publications, project reports/dissertations, e-books, e-journals and other relevant digital learning resources.

The library collection covers areas including Commerce, Management, Information Technology, Computer Applications and other allied disciplines relevant to the programmes offered by the University.

ODL learners are provided access to appropriate library and digital resources through the University's library and designated digital platforms. The University continuously reviews and strengthens its library resources based on programme requirements, learner needs, curriculum revisions and emerging academic requirements.

The University also provides access to online learning resources and other digital academic resources, wherever applicable, to supplement the prescribed Self-Learning Materials.

7.2 Laboratory and ICT Support

Where a programme/course requires practical or laboratory-based learning, the University provides access to the required laboratories and practical facilities in accordance with the nature and requirements of the programme.

The University has appropriately equipped computer laboratories, ICT-enabled classrooms, audio-visual facilities, lecture-capturing facilities, Wi-Fi connectivity and other digital infrastructure required to support ODL learners.

The laboratory and ICT facilities are made available to learners in accordance with the prescribed academic schedule and programme requirements. The University ensures that the facilities required for practical learning, wherever applicable, are maintained and periodically upgraded.

The University also provides appropriate digital support for access to Self-Learning Materials, academic announcements, assignments, learner support services, examination-related information and other academic resources through the designated CDOE portal and digital platforms.

8. COST ESTIMATE OF THE PROGRAMME AND PROVISIONS

Madhav University makes the necessary financial and infrastructural provisions for the effective implementation and delivery of its ODL programmes through the Centre for Distance and Online Education (CDOE).

The University provides the required financial resources for Self-Learning Material (SLM) development and distribution, learner support services, academic and non-academic manpower, library and digital resources, ICT infrastructure, examination and evaluation, administrative support, quality assurance and other activities associated with the effective delivery of ODL programmes.

The University has made the necessary initial provisions for infrastructure, manpower, development and printing of Self-Learning Materials, digital learning resources and other academic and administrative requirements.

The proposed broad internal budget allocation for the ODL programmes is as follows:

a) Development and distribution of Self-Learning Materials: 20%

b) Postal and learner-support-related expenses: 10%

c) Academic, administrative and other operational expenses: 60%

d) Future development, infrastructure strengthening and quality enhancement: 10%

The above allocation represents the University's internal financial planning and may be reviewed periodically on the basis of enrolment, programme requirements, learner-support requirements and actual expenditure.

The University maintains appropriate financial records and ensures that the funds generated through ODL programmes are utilized for the effective delivery, maintenance and continuous improvement of ODL programmes and learner support services in accordance with the applicable UGC-DEB requirements and the financial regulations of the University.

9. QUALITY ASSURANCE

Madhav University has established the Centre for Internal Quality Assurance (CIQA) as a dedicated mechanism for ensuring and continuously improving the quality of its programmes offered through Open and Distance Learning (ODL) mode.

The CIQA functions in accordance with the applicable provisions of the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and subsequent amendments, and the guidelines prescribed by the University Grants Commission and the Distance Education Bureau (DEB).

The CIQA monitors the quality of academic, administrative and learner-support processes associated with ODL programmes and facilitates continuous quality improvement across the system.

9.1 Objectives of CIQA

The primary objective of the Centre for Internal Quality Assurance is to develop and implement a comprehensive, dynamic and sustainable internal quality assurance system to ensure that the programmes offered through ODL mode meet the quality standards prescribed by the University Grants Commission and are continuously improved.

The CIQA aims to:

a. ensure quality in academic, administrative and learner-support services provided to ODL learners;
b. establish and maintain appropriate quality benchmarks for ODL programmes;
c. undertake periodic self-evaluation and reflective exercises for continuous quality improvement;
d. monitor the implementation of approved Programme Project Reports (PPRs);
e. ensure that the design, development and delivery of ODL programmes are aligned with the prescribed learning outcomes;
f. facilitate equivalence of academic standards between ODL programmes and corresponding programmes offered through the conventional mode, wherever applicable;
g. obtain and analyse feedback from learners, teachers, academic counsellors, staff, employers and other relevant stakeholders;
h. identify areas requiring improvement and recommend appropriate corrective and preventive measures;
i. promote learner-centric academic and support systems;
j. ensure compliance with applicable UGC-DEB regulations, guidelines and quality assurance requirements;
k. facilitate periodic academic, administrative and quality audits;
l. promote good practices and innovations in ODL teaching-learning and learner support;
m. maintain reliable data and records relating to quality assurance and programme implementation; and
n. promote continuous improvement in the quality of ODL programmes and services.

9.2 Functions of CIQA

The Centre for Internal Quality Assurance performs the following functions:

1. Quality Monitoring: To monitor the quality of academic, administrative and learner-support services provided to ODL learners.
2. Programme Project Reports: To ensure that the Programme Project Report (PPR) of each ODL programme is prepared in accordance with the norms and guidelines prescribed by the UGC and, wherever applicable, by the concerned statutory/regulatory authority.

3. Implementation of PPR: To monitor the implementation of approved PPRs and recommend corrective measures wherever deviations are identified.
4. Academic Planning and Review: To facilitate systematic academic planning, periodic review and continuous improvement of ODL programmes.
5. Learning Material Quality: To monitor the quality, adequacy and timely availability of Self-Learning Materials and other learning resources in accordance with the applicable UGC-DEB guidelines.
6. Learner Support: To monitor the effectiveness of learner support services, counselling, assignment support, grievance redressal and other learner-centric services.
7. Feedback Mechanism: To establish mechanisms for obtaining, analysing and utilizing feedback from learners, teachers, academic counsellors, staff and other stakeholders for quality improvement.
8. Quality Audits: To facilitate internal quality audits and periodic reviews of ODL academic and administrative processes.
9. Quality Enhancement: To identify areas requiring quality enhancement and recommend appropriate measures to the competent authorities of the University.
10. Capacity Building: To organize workshops, seminars, orientation programmes and other capacity-building activities relating to quality assurance in ODL.
11. Best Practices: To identify, document, develop and disseminate good practices and innovative approaches contributing to quality enhancement in ODL.
12. Data and Documentation: To collect, maintain, analyse and disseminate accurate and reliable information relating to the quality and performance of ODL programmes.
13. Annual Planning and Reporting: To prepare and maintain annual quality assurance plans and reports and review their implementation periodically.
14. Stakeholder Engagement: To facilitate interaction with relevant stakeholders and incorporate their suggestions, wherever appropriate, into the quality improvement process.
15. Programme Review: To provide inputs for periodic review and restructuring of programmes to maintain academic relevance and alignment with learner, professional and societal requirements.

16. Research and Continuous Improvement: To facilitate system-based research and evidence-based initiatives for improving the learner-centric environment and overall quality of the ODL system.
17. Regulatory Compliance: To coordinate with the competent authorities of the University for ensuring compliance with applicable UGC-DEB regulations, guidelines, notifications and reporting requirements.
18. Accreditation and Quality Initiatives: To coordinate, wherever applicable, with the designated accreditation and quality-assurance bodies for assessment and accreditation-related activities.
19. Annual CIQA Report: To prepare the Annual Report of the CIQA covering the quality assurance activities, outcomes, identified gaps, corrective measures and quality enhancement initiatives undertaken during the academic session.
20. Submission of Reports: To submit the Annual Report of the CIQA to the competent statutory authorities of the University and to the UGC/DEB in the prescribed format and within the prescribed timeline, wherever required.

The CIQA maintains appropriate records and documentary evidence of its quality assurance activities, reviews and recommendations. The recommendations of the CIQA are placed before the appropriate statutory authorities of the University for consideration and necessary action.