

SCHEME OF EXAMINATION
&
SYLLABI
OF
BACHELOR OF BUSINESS ADMINISTRATION
PROGRAMME
(Based on National Education Policy (NEP) - 2020)
WITH EFFECT FROM THE ACADEMIC SESSION
2024-25



MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)

PROGRAMME SPECIFIC OUTCOMES

The programme-specific learning outcomes of the Four-Year (Eight Semesters) BBA programme are as follows:

- PSO1:** Demonstrate a continuous pursuit of knowledge and skills in advanced areas of business management and related fields, fostering personal and professional growth.
- PSO2:** Effectively adapt to and manage the rapidly changing economic, social, political, technological, and cultural environments that impact business organizations and society at large.
- PSO3:** Equip themselves with the necessary skills and knowledge for gainful employment in their chosen specialized domains, ensuring a successful transition into the professional world.
- PSO4:** Disseminate comprehensive knowledge of the critical functions in managing international business, finance, human resources, operations, marketing, and systems to gain a competitive advantage in a globalized economy.
- PSO5:** Exhibit proficiency in the tools and techniques used for effective business decision-making, applying analytical and problem-solving skills to real-world business scenarios.
- PSO6:** Utilize strategic management principles and practices to guide business operations, ensuring the alignment of organizational goals with market demands and opportunities.
- PSO7:** Engage in research activities that provide insights into complex business challenges, fostering innovation and the development of effective solutions.
- PSO8:** Effectively handle contemporary organizational challenges, demonstrating strong team spirit and collaborative skills to enhance organizational performance and cohesion.

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Curriculum and Credit Framework for BBA Programme (Interdisciplinary)

A. Structure of UG Program (First three years of BBA Programme)

First Year: First Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC1)						
24IMSI401DS01	Business Organization	70	30	-	100	3-1-0
24IMSI401DS02	Basics of Accounting	70	30	-	100	3-1-0
Discipline Relevant/Allied – Minor (MIC1)						
Students may opt for one course @ four credits from the pool of Minor Courses designed at the central level by the University.						
Multidisciplinary Courses (MDC1)						
Students may opt for one course @ three credits from the pool of Multidisciplinary Courses by selecting out of any of the broad fields (Life Sciences, Physical Sciences, Arts, Humanities and Social Sciences, Commerce & Management, and Interdisciplinary Studies) designed at the central level by the University which they have not studied at the 12th-level or the opted course is not related to their major and minor stream under this category.						
Ability Enhancement Course (AEC1)						
Students may opt for one course @ two credits from the pool of Ability/Language Enhancement Courses designed at the central level by the University.						
Skill Enhancement Course (SEC1)						
24IMSI401SE01	Computer Fundamentals and Office Automation Tools	25	-	50	75	1-0-2
Value Added Course (VAC1)						
Students may opt for one course @ two credits from the pool of Value Added Courses designed at the central level by the University.						
Total Credits						22
Note:						
1. The duration of all the end-term theory examinations shall be 3 hours.						
2. The Criteria for awarding the formative assessment of 30 marks throughout the Programme shall be as under:						
a) Sessional Examination : 20 marks.						
b) Assignments/Presentations/Seminars and Class Participation : 5 marks						
c) Attendance : 5 marks						
Less than 65% : 0 marks						
Upto 70% : 2 marks						
Upto 75% : 3 marks						
Upto 80% : 4 marks						
Above 80% : 5 marks						
3. The Criteria for awarding the formative assessment of 15 marks for a practicum examination of (15+35=50) fifty marks throughout the Programme shall be as under:						
a) Practicum Assignments/Practicum File : 10 marks						
b) Attendance (Criteria as mentioned above in 2(c)) : 5 marks						
4. The panel of examiners for end-semester theory examinations shall be prepared and approved by the UG BOS of IMSAR of the internal/external examiners based on their expertise/specialization/area of interest.						
5. The panel of examiners based on the examiners' expertise/specialization/area of interest for practicum/viva-voce examination shall be recommended by the UG BOS of IMSAR. In case of unavailability of external examiners due to unavoidable circumstances, the Controller of Examinations may allow the conduct of practicum examinations by the internal examiners.						
6. The panel of examiners (ordinarily not below the rank of Associate Professor) for assessment of the Project reports/Dissertation/Research Project/Summer Internship Reports shall be recommended by the UG BOS of IMSAR.						
7. The minor courses offered in I, II, and III semesters shall be opted for by students from the University Teaching Departments (UTDs) other than students of Business Administration and the students of Business Administration will opt for from the other UTDs.						
8. A student while selecting the minor discipline has to ensure that the courses of the opted minor discipline do not match with the major courses of his/her opted programme.						

First Year: Second Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major (DSC2)						
24IMSI402DS01	Managerial Skills	70	30	-	100	3-1-0
24IMSI402DS02	Essentials of Economics	70	30	-	100	3-1-0
Discipline Relevant/Allied – Minor (MIC2)						
Students may opt for one course @ four credits from the pool of Minor Courses designed at the central level by the University.						
Multidisciplinary Courses (MDC2)						
Students may opt for one course @ three credits from the pool of Multidisciplinary Courses by selecting out of any of the broad fields (Life Sciences, Physical Sciences, Arts, Humanities and Social Sciences, Commerce & Management, and Interdisciplinary Studies) designed at the central level by the University which they have not studied at the 12th-level or the opted course is not related to their major and minor stream under this category.						
Ability Enhancement Course (AEC2)						
Students may opt for one course @ two credits from the pool of Ability/Language Enhancement Courses designed at the central level by the University.						
Skill Enhancement Course (SEC2)						
24IMSI402SE01	Business Communication	25	-	50	75	1-0-2
Value Added Course (VAC2)						
Students may opt for one course @ two credits from the pool of Value Added Courses designed at the central level by the University.						
Total Credits						22
Note: Students exiting the programme after the second semester and securing 48 credits including 4 credits of summer internship will be awarded UG Certificate in Business Administration.						
Total Credits (22+22=44+4) for UG Certificate (Business Administration)						48

Second Year: Third Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC3)						
25IMSI403DS01	Cost and Management Accounting	70	30	-	100	3-1-0
25IMSI403DS02	Corporate Governance	70	30	-	100	3-1-0
25IMSI403DS03	Disaster Management	70	30	-	100	3-1-0
Discipline Relevant/Allied – Minor (MIC3)						
Students may opt for one course @ four credits from the pool of Minor Courses designed at the central level by the University.						
Multidisciplinary Courses (MDC3)						
Students may opt for one course @ three credits from the pool of Multidisciplinary Courses by selecting out of any of the broad fields (Life Sciences, Physical Sciences, Arts, Humanities and Social Sciences, Commerce & Management, and Interdisciplinary Studies) designed at the central level by the University which they have not studied at the 12th-level or the opted course is not related to their major and minor stream under this category.						
Ability Enhancement Course (AEC3)						
Students may opt for one course @ two credits from the pool of Ability/Language Enhancement Courses designed at the central level by the University.						
Skill Enhancement Course (SEC3)						
25IMSI403SE01	Business Etiquettes	25	-	50	75	1-0-2
Total Credits						24

Second Year: Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC4)						
25IMSI404DS01	Basics of International Business	70	30	-	100	3-1-0
25IMSI404DS02	Indian Financial System	70	30	-	100	3-1-0
25IMSI404DS03	Indian Business Environment	70	30	-	100	3-1-0
25IMSI404DS04	Corporate Leadership	70	30	-	100	3-1-0
Major Discipline Relevant (Vocational) – Minor (MIC4 (VOC))						
25IMS404MV01	Database Management System	50	-	50	100	3-0-1
Ability Enhancement Course (AEC4)						
Students may opt for one course @ two credits from the pool of Ability/Language Enhancement Courses designed at the central level by the University.						
Value Added Course (VAC3)						
Students may opt for one course @ two credits from the pool of Value Added Courses designed at the central level by the University.						
Total Credits						24
Note:						
1. Students exiting the programme after the fourth semester and securing 96 credits including 4 credits of summer internship will be awarded UG Diploma in Business Administration.						
2. Immediately after completing the fourth semester, the students shall proceed to their Summer Internship (SI) of eight weeks. The Summer Internship Report (SIR) prepared after SI completion shall be assessed in the fifth Semester as a compulsory course. The candidates will submit the SIR in the manner specified in the Ordinance. The SIR will be evaluated by an external examiner.						
Total Credits (22+22+24+24=92+4) for UG Diploma (Business Administration)						96

Third Year: Fifth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC5)						
26IMSI405DS01	Business Policy and Strategy	70	30	-	100	3-1-0
26IMSI405DS02	Principals of Marketing	70	30	-	100	3-1-0
26IMSI405DS03	Introduction to Human Resource Management	70	30	-	100	3-1-0
26IMSI405DS04	Business Statistics	70	30	-	100	3-1-0
Major Discipline Relevant (Vocational) – Minor (MIC5 (VOC))						
26IMS405MV01	E-Business	50	-	50	100	3-0-1
Internship						
26IMSI405IN01	Summer Internship Report	100	-	-	100	4
Note:						
1. Four credits of internship earned by a student during summer internship after the 2nd semester or 4th semester will be counted in the 5th semester of a student who pursues a 3-year UG Programme without taking exit option.						
Total Credits						24

Third Year: Sixth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC6)						
26IMSI406DS01	Research Methodology	70	30	-	100	3-1-0
26IMSI406DS02	Event Management	50	-	50	100	3-0-1
26IMSI406DS03	Financial Management	70	30	-	100	3-1-0
26IMSI406DS04	Operations and Supply Chain Management	70	30	-	100	3-1-0
Major Discipline Relevant (Vocational) – Minor (MIC6 (VOC))						
26IMSI406MV01	Computer Networks and Web Development	50	-	50	100	3-0-1
Total Credits						20
Note:						
1. Four credits of internship earned by a student during summer internship after 2 nd semester or 4 th semester will be counted in the 5 th semester of a student who pursues 3 year BBA programme without taking exit option.						
2. Each student in the course of Event Management will organize one event during the semester and prepare a report and the same will be evaluated by a panel of external examiner(s) comprising at least one from industry and the other from academia recommended by the UG BOS of IMSAR along with one internal examiner.						
3. Students exiting the programme shall be awarded a 3-year UG Degree in Business Administration upon securing 136 credits.						
Total Credits (22+22+24+24+24+20) for 3-Year UG Degree in Business Administration						136

B. Structure of UG Program (Last one year of BBA Programme)

Fourth Year: Seventh Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC7)						
27IMSI407DS01	Management Process and Organizational Behaviour	70	30	-	100	3-1-0
27IMSI407DS02	Finance for Managers	70	30	-	100	3-1-0
27IMSI407DS03	Strategic Marketing	70	30	-	100	3-1-0
27IMSI407DS04	Strategic Human Resource Management	70	30	-	100	3-1-0
27IMSI407DS05	Business Research Methods	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC4)						
27IMSI407SE01	Business Ethics and Communication Skills	50	-	50	100	3-0-1
Vocational Course (MIC7 (VOC))						
27IMSI407MV01	IT for Managers-1	50	-	50	100	3-0-1
Internship						
27IMSI407IN01	Internship Report	100	-	-	100	4
Total Credits						24
Note:						
1. The students are required to choose either SEC-4 or MIC7 (VOC) or Internship.						

Fourth Year: Eighth Semester (Four Year BBA Honors)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC8)						
27IMSI408DS01	Managerial Economics	70	30	-	100	3-1-0
27IMSI408DS02	Business Environment	70	30	-	100	3-1-0
27IMSI408DS03	Management Information System	70	30	-	100	3-1-0
27IMSI408DS04	Total Quality Management	70	30	-	100	3-1-0
27IMSI408DS05	Emotional Intelligence	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC5)						
27IMSI408SE01	Personality and Soft Skills Development	50	-	50	100	3-0-1
Vocational Course (MIC8 (VOC))						
27IMSI408MV01	IT for Managers-2	50	-	50	100	3-0-1
Internship						
27IMSI408IN01	Internship Report	100	-	-	100	4
Total Credits						24
Note:						
1. The students are required to choose either SEC-5 or MIC8 (VOC) or Internship.						
Total Credits (22+22+24+24+24+20+24+24) for Four Year BBA Honors						184

Fourth Year: Eighth Semester (Four Year BBA Honors with Research)

Course Code	Title of the Course (s)	Formative Assessment	Summative Assessment	Practical/ Vive-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC8)						
27IMSI408DS01	Management Information System	70	30	-	100	3-1-0
27IMSI408DS02	Total Quality Management	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC5)						
27IMSI408SE01	Personality and Soft Skills Development	50	-	50	100	3-0-1
Vocational Course (MIC8 (VOC))						
27IMSI408MV01	IT for Managers-2	50	-	50	100	3-0-1
Internship						
27IMSI408IN01	Internship Report	100	-	-	100	4
Research Project/Dissertation						
27IMSI408PD01	Research Project/Dissertation	100	100	100	300	12
Total Credits						24
Note:						
<ol style="list-style-type: none"> The students are required to choose either SEC-5 or MIC8 (VOC) or Internship. The topic of the Research Project to be submitted for evaluation in the eighth Semester shall be submitted by the student along with a brief synopsis after finalization in the 7th Semester in consultation with the faculty member allotted as Research Supervisor by the Director. Any student opting for a dissertation has to submit a synopsis to the Institute/College prepared in consultation with his/her Research Supervisor and appear before a Research Advisory Committee (RAC) constituted by the Director/Principal of the concerned Department/College. The viva voce in respect of the Dissertation shall be conducted by a Board of Examiners, consisting of one internal faculty member to be appointed by the Director/Principal and two external examiners from the Industry and Academic field (ordinarily not below the rank of Associate Professor and/or any professional working at a senior position from industry) out of the panel recommended by the UG BOS of IMSAR (two members shall form the quorum). Students undertaking the research project/dissertation may have their research findings patentable, presented at conferences or seminars, or published in peer-reviewed journals. 						
Total Credits (24+24+23+23+20+20+20+20) for Four Year BBA Honors with Research						184

List of Discipline Relevant/Allied - Minor Courses

Following are the Minor Courses offered out of the broad fields on the part of IMSAR to be included in the Pool of Courses of the University.

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Minor Courses (MIC - to be offered to other departments)						
First Semester						
24IMS401MI01	Managerial Skills	70	30	-	100	3-1-0
Second Semester						
24IMS402MI01	Corporate Leadership	70	30	-	100	3-1-0
Third Semester						
25IMS403MI01	Business Policy and Strategy	70	30	-	100	3-1-0
Note:						
1. The minor courses offered in I, II, and III semesters shall be opted for by students from the University Teaching Departments (UTDs) other than students of Business Administration and the students of Business Administration will opt from the other UTDs.						
2. A student while selecting the minor discipline has to ensure that the courses of the opted minor discipline do not match with the major courses of his/her opted programme.						

List of Multidisciplinary Courses

Following are the Multidisciplinary Courses offered out of the broad fields on the part of IMSAR to be included in the Pool of Courses of the University.

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Multidisciplinary Courses (to be offered to other departments)						
24IMSX01MD01	Foundations of Management	50	25	-	75	3-0-0
24IMSX02MD01	Marketing Management	50	25	-	75	3-0-0
25IMSX03MD01	Entrepreneurship and MSME	50	25	-	75	3-0-0

Instructions for the conduct of Practicum and Viva-Voce of the Four-Year Bachelor of Business Administration Programme

A Board of Examiners shall conduct computer Practicum and Viva Voce, wherever applicable, on an invitation of the concerned Principal/Director of the affiliated College/Institute of the University. The Practicum/viva voce examination(s) of the courses (relating to IT/Computer or wherever specified) other than assessment of the Project reports/Dissertation/Research Project shall be conducted by a Board of Examiners, consisting of one internal faculty member to be appointed by the Principal/Director of the concerned College/Institute and one external examiner out of the panel recommended by the UG BOS of IMSAR. In case of unavailability of external examiners due to unavoidable circumstances, the Controller of Examinations may allow the conduct of practicum examinations by the internal examiners.

The viva voce in respect of the Research Project/Dissertation shall be conducted by a Board of Examiners, consisting of one internal faculty member to be appointed by the Director and two external examiners from the Industry and Academic field (ordinarily not below the rank of Associate Professor and/or any professional working at a senior position from industry) out of the panel proposed/recommended by the UG BOS of IMSAR (two members shall form the quorum).

The concerned Principal/Director of the College/Institute shall request the examiner(s) at his level and make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Principal/Director shall ensure to upload the marks awarded by the examiner(s) on the University website and also submit the hard copy of the award list along with the attendance of the candidates and eligibility proof of examiner duly signed by both the examiner(s) and Principal/Director to the office of the Controller of Examinations within 15 days of the conduct of examinations.

The concerned Principal/Director is also required to make payment of TA/DA, and examination remuneration to the examiner on the spot as per University norms, and the University will reimburse the same after submitting the bills to the Controller of Examinations duly verified by the concerned Principal/Director of the College/Institute. The Colleges/Institutes are also advised to invite the examiners from nearby stations only. In case the examiner(s) is/are invited beyond 100 km distance (one way), the permission of the Controller of Examination, Maharshi Dayanand University, may be sought.

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**Business Organisation
Course Code: 24IMSI401DS01**

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objective:

The course is designed to help students gain a conceptual understanding of business and entrepreneurial activities as well as functional aspects of the business.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Demonstrate domain knowledge in each of the functional areas of business;
2. Demonstrate the ability to evaluate the business environment, then choose opportunities for business;
3. Understanding of the business operations, finance and marketing related issues; and
4. Have knowledge of a glossary of economic terms widely used in the analysis and discussion of behavior in organizations.

UNIT-I

Business – concept, nature and spectrum of business activities, business system, business environment interface, business objectives

UNIT-II

Entrepreneurship – concept and nature; entrepreneurial opportunities in the contemporary business environment; the process of setting up a business enterprise; choice of a suitable form of business organization

UNIT-III

Functional aspects of the business – (a) operations – business size and location decisions, plant layout, mass production and mass customization, productivity, quality control (b) Finance – money and banking, financial management and securities markets, risk management and insurance

UNIT-IV

Functional aspects of the business (c) Marketing – marketing and consumer behavior, product planning and development, pricing decisions, channel and promotional decisions; network marketing, franchising, e-commerce and m-commerce

Suggested Readings:

1. Vasisht, Neeru, Business Organisation, Taxmann, New Delhi
2. Talloo, Thelma J., Business Organisational and Management, TMH, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Basics of Accounting
Course Code: 24IMSI401DS02

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objective:

The course is designed to assist students in gaining conceptual knowledge of financial accounting, as well as skills for recording various types of business transactions and preparing financial statements.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Record transactions and prepare financial statements in accordance with widely recognized accounting principles.
2. Show the accounting procedure using a computerized accounting system.
3. Prepare financial statements for sole proprietorships and non-profit organizations.

UNIT-I

Meaning, advantages and limitations of accounting, Branches of accounting, users of financial accounting information, Qualitative characteristics of accounting information, Basis of accounting: cash basis and accrual basis, Capital and revenue expenditures and receipts; Financial Accounting Principles: Meaning and need; Generally Accepted Accounting Principles (GAAP); Accounting Standards: Concept, benefits, Ind AS and IFRS: convergence vs adoption

UNIT-II

Recording of business transactions (including GST transactions), Ledger, Trial balance including adjusting, transfer and closing entries; Rectification of Errors; Bank reconciliation statement

UNIT-III

Accounting cycle, Preparation of Financial statements; Accounts of Non-Profit Organizations; Depreciation Accounting: Concept and methods (SLM AND WDM only)

UNIT-IV

Computerized Accounting Systems: Computerized Accounts by using Tally software- Creating a Company; Creating Accounting Ledgers & Groups, Stock Items & Groups; Vouchers Entry including GST; Generating Reports - Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Cash Flow Statement; Selecting and shutting a Company; Backup, and Restore data of a Company.

Suggested Readings:

1. Anthony, R. N., Hawkins, D., & Merchant, K. A. (2019) "Accounting: Text and Cases" McGraw-Hill Education India.
2. Batra, J. K., (2018) Accounting and Finance for Non-finance Managers, Sage Textbook
3. Bhattacharyya, A. K. (2021) Essentials of Financial Accounting, 6th ed. PHI learning
4. Narayanaswamy, R. (2020) Financial Accounting: A Managerial Perspective, 7th ed. PHI learning
5. Goyal, B. K., & Tiwari, H. N. (2021). Financial Accounting. Taxmann Publication, New Delhi.
6. Horngren, C. T., & Philbrick, D. (2014). Introduction to Financial Accounting. Pearson Education, London.
7. Kumar, A. (2018). Financial Accounting. Singhal Publication.
8. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). Financial Accounting. Vikas Publishing House Pvt. Ltd., New Delhi.
9. Monga, J. R., & Bahadur, R. (2022) Financial Accounting: Concepts and Applications. Scholar Tech Press, New Delhi.

Additional Resources:

1. Accounting Standards at the Website of the Institute of Chartered Accountants of India
2. Indian Accounting Standards at the Website of the Ministry of Corporate Affairs

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Computer Fundamentals and Office Automation Tools
Course Code: 24IMSI401SE01

L-T-P
1-0-2

External Marks: 25
Practicum Marks: 50
Time: 3 Hours

Course Objectives:

1. The course is designed to introduce the fundamentals of computing devices and reinforce computer vocabulary among the students.
2. Also to familiarize the students with the fundamentals of MS Office and enable them to apply that knowledge for office automation.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Explain the basics of hardware and software and identify different components of hardware systems, cables & assemblies;
2. Discuss the file management, word processing and demonstrate working with Graphics and DTP, Document Commands, Mail Merge, Spreadsheets;
3. Demonstrate the ease to work with MS Excel and explain the fundamentals of MS Excel and manipulate various functions and commands; and
4. Elucidate the need for MS PowerPoint, design & templates, and manipulate records, creating records and web designing using PPT.

UNIT-I

Introduction – definition, characteristics, and limitations of a computer, Digital and analog computers, major components of a digital computer, hardware, software, firmware, middleware, and freeware

UNIT-II

Decimal number system, hexadecimal number system, octal number system, binary number system, number system conversions, binary number addition and subtraction Uses of computers in offices and banks, Computer applications in business, education, and healthcare field

UNIT-III

Documentation using MS-Word – Creating and Editing a Document, Formatting Document, Auto-text, Autocorrect, Spelling and Grammar Tool, Document Dictionary, Page Formatting, Bookmark, Advance Features of MS-Word, Mail Merge, Printing

UNIT-IV

Electronic Spread Sheet using MS-Excel - Introduction to MS-Excel, Creating and Editing Worksheet, Formatting and Essential Operations, Formulas and Functions, Charts
Presentation using MS-PowerPoint: Presentations, Creating Manipulating and Enhancing Slides, Organizational Charts, Excel Charts, Word Art, Layering Art Objects, Animations and Sounds

Suggested Readings:

1. Microsoft office complete reference. BPB Publication.
2. Rajaraman V. (Feb. 2010). Fundamentals of computers. PHI.
3. Sinha P.K. (2004). Computer fundamentals. BPB Publication
4. Stultz, Russell A. Learn microsoft office. BPB Publication.
5. Taxali, Ravi Kant. (2014). Computer course windows 7 and office 2010. India: McGraw Hill Education.
6. Saxena, Computer Applications in Management, Vikas Publication, New Delhi
7. B. Ram, Computer Fundamentals, New Age Publications, New Delhi 4. Rajaraman, V., Computer Fundamentals, PHI, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise five short answer type questions from the whole of the syllabus carrying one mark each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Managerial Skills
Course Code: 24IMSI402DS01

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

1. To acquaint the students with the basics of managerial skills and their application in managing the business more effectively and more efficiently.
2. To offer exposure to students of the importance of social psychological setup in becoming a dynamic manager.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Understand the essential managerial skills and the applications;
2. Learn how to solve an analytical problem, and why employee empowerment and delegation of work are crucial;
3. Know the importance of team building and group behavior in an organization;
4. Analyze the importance of communication and motivation skills in developing effective and efficient managers.

UNIT-I

Introduction to managerial skills: Meaning and concept of managerial skills, Need and its importance, Techniques of skill development for effective management, Application of management skills. Coordination and Interpersonal roles.

UNIT-II

Problem-solving: Problem-solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works.

UNIT-III

Teams and Groups: Team Building, developing teams and teamwork, advantages of a team, leading a team, team membership, Group Dynamics, Group Behaviour, Cohesion, Importance of Brain Storming, Sensitivity Training, Nominal Group techniques, Leadership and competence development.

UNIT-IV

Communication: Process of communication, Need and Importance of communication skills, Types of communication, conduct of meetings, Interviews, reporting of projects, reporting of case analysis, Building self-confidence, Role of motivation skills in developing managers

Suggested Readings:

1. Essentials of Management by Herald Koontz, Weihrich and Cannice, Tata-McGraw Hill Publishing House.
2. Management by James A.E. Stoner, Freeman, Gilberth, Pearson Publishing House.
3. Management by Robbins, Coulter, Fernandez Pearson Publishing House.
4. Richard L. Daft: Principles of Management, Cengage Learning India.
5. V.S.P. Rao Managerial Skills Excel Books,2010, New Delhi
6. David A Whetten, Cameron Developing Management skills, PHI 2008
7. Ramnik Kapoor Managerial Skills Path Makers, Bangalore
8. Kevin Gallagher, Skills development for Business and Management Students,Oxford,2010
9. Monipally,Muttthukutty Business Communication Strategies Tata McGraw Hill.
10. Robbins Stephen P: Organisational Behaviour, Pearson.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Essentials of Economics
Course Code: 23IMS502DS02

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

1. To provide a basic understanding of how different activities of an economy work and interact, and its implications for society.
2. To make students aware of the contemporary issues of emerging economies.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Distinguish between nominal and real economic measures;
2. To understand behaviour of economic agents and their inter-dependence;
3. Explain the important measures of the aggregate performance of an economy;
4. Develop a critical ability to analyse public policy; and
5. Understand the challenges in meeting macroeconomic performance targets.

UNIT-I

Nature of Economics, positive and normative economics, diverse fields of economics, economic theory, economic models, economic policy and economic systems (command economies, laissez-faire, mixed systems), scarcity and choice, fundamental problems of economy, demand, supply and markets

UNIT-II

National Income, economic growth and development, productivity and capital formation, saving and Investment, working of a multiplier, government spending and outcomes

UNIT-III

The Economics of Central Banking, creation of credit, determination of exchange rate, international trade and economic integration, trade openness and growth

UNIT-IV

Macroeconomic Challenges (with special reference to India): inflation, income inequality, poverty, unemployment, corruption, human development, and global warming

Suggested Readings:

1. Mankiw, N. G. (2020). *Principles of economics*. Cengage Learning.
2. Fair, R. C., & Oster, S. M. (2007). *Principles of economics*. Prentice Hall.
3. Dwivedi, D. N. (2009). *Principles of economics*. Vikas Publishing House.
4. Puri, V. K., & Misra, S. K. (2017). *Indian economy* (pp. 236-238). Mumbai: Himalaya Publishing House.
5. Economic Surveys (2001 onwards). Ministry of Finance, Government of India.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Business Communication
Course Code: 24IMSI402SE01

L-T-P
1-0-2

External Marks: 25
Practicum Marks: 50
Time: 3 Hours

Course Objectives:

1. The course is designed to provide students with the skills and knowledge of communication in the business environment.
2. Familiarize the basic writing skills that lay a strong foundation for writing business documents.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Describe the basics of communication and its process, elements, and importance;
2. Familiar with the various barriers in communication;
3. Outline the listening skills and the characteristics of good and poor listeners;
4. Identify the various types of listening, their approaches, and barriers; and
5. Present themselves in front of the people and organizers.

UNIT-I

Introduction: Basics of communication, seven Cs of effective communication, barriers to communication, the ethical context of communication

UNIT-II

Business communication at the workplace: Letter writing – component, layout and process, e-mail communication, bad news messages, persuasive written communication, memos, notice, agenda and minutes of meeting

UNIT-III

Report writing: Types of business reports, the structure of reports, short reports, long reports, abstracts and summaries, proposals

UNIT-IV

Communication Skills: Reading skills, listening skills, note making, persuasive speaking, body language, gestures

Suggested Readings:

1. Murphy, Herta A., Herbert W. Hildebrandt & Jane P Thomas, Effective Business Communication, Tata McGraw Hill, New Delhi
2. Konera, Arun, Professional Communication, Tata McGraw Hill, New Delhi
3. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
4. Meenakshi Raman & Prakash Singh, Business Communication, Oxford University Press, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise five short answer type questions from the whole of the syllabus carrying one mark each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Discipline Relevant/Allied - Minor Courses
Managerial Skills
Course Code: 24IMS401MI01

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

1. To acquaint the students with the basics of managerial skills and their application in managing the business more effectively and more efficiently.
2. To offer exposure to students of the importance of social psychological setup in becoming a dynamic manager.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Understand the essential managerial skills and the applications;
2. Learn how to solve an analytical problem, and why employee empowerment and delegation of work are crucial;
3. Know the importance of team building and group behavior in an organization;
4. Analyze the importance of communication and motivation skills in developing effective and efficient managers.

UNIT-I

Introduction to managerial skills: Meaning and concept of managerial skills, Need and its importance, Techniques of skill development for effective management, Application of management skills. Coordination and Interpersonal roles.

UNIT-II

Problem-solving: Problem-solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works.

UNIT-III

Teams and Groups: Team Building, developing teams and teamwork, advantages of a team, leading a team, team membership, Group Dynamics, Group Behaviour, Cohesion, Importance of Brain Storming, Sensitivity Training, Nominal Group techniques, Leadership and competence development.

UNIT-IV

Communication: Process of communication, Need and Importance of communication skills, Types of communication, conduct of meetings, Interviews, reporting of projects, reporting of case analysis, Building self-confidence, Role of motivation skills in developing managers

Suggested Readings:

1. Essentials of Management by Herald Koontz, Wehrich and Cannice, Tata-McGraw Hill Publishing House.
2. Management by James A.E. Stoner, Freeman, Gilberth, Pearson Publishing House.
3. Management by Robbins, Coulter, Fernandez Pearson Publishing House.
4. Richard L. Daft: Principles of Management, Cengage Learning India.
5. V.S.P. Rao Managerial Skills Excel Books,2010, New Delhi
6. David A Whetten, Cameron Developing Management skills, PHI 2008
7. Ramnik Kapoor Managerial Skills Path Makers, Bangalore
8. Kevin Gallagher, Skills development for Business and Management Students,Oxford,2010
9. Monipally,Mutthukutty Business Communication Strategies Tata McGraw Hill.
10. Robbins Stephen P: Organisational Behaviour, Pearson.

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

CORPORATE LEADERSHIP
Course Code: 24IMS402MI01

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

1. To acquaint the students with the basics of leadership, qualities and behavioural approaches for managing the corporate employees more effectively and efficiently.
2. To offer exposure to students of the importance of a leader as relationship builder and as a social architect in bringing out change in business firms.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Know the different approaches of leadership and the leadership traits;
2. Comprehend the power of influencing individuals and its significance in creating high values, courage and moral of employees;
3. Learn how to motivate and empower employees through relationship building; and
4. Know the importance of a leader as social architect in bringing any corporate or social change.

UNIT-I

Introduction: Concept of leadership, trait and behavioural approaches, contingency approach, interactive framework for analyzing leadership

UNIT-II

Focus on Leader: Leader as an individual, power and influence, leadership and values, emotional leadership and leadership, leadership behaviour, courage and moral leadership

UNIT-III

Leader as relationship builder: motivation and empowerment, leader as communication champion, leading teams, leadership diversity

UNIT-IV

Leader as social architect: Creating vision and strategic direction, shaping culture and values, designing and leading learning organization, leadership and change

Suggested Readings:

1. Daft, Richard L., Leadership, Cengage Learning India Pvt. Ltd., New Delhi
2. Hughes, Richard L, Robert C., Ginnett and Gordon J, Curphy, Leadership – Enhancing the Lessons of Experience, Tata McGraw Hill Co. Ltd, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Multidisciplinary Courses
Foundations of Management
Course Code: 24IMSX01MD01

L-T-P
3-0-0

External Marks: 50
Internal Marks: 25
Time: 3 Hours

Course Objectives:

1. The course is designed to help the students develop fundamental and transferable skills in order to become effective managers.
2. The students will understand how planning, organizing, and controlling have impacts on a manager's effectiveness and efficiency.

Course Outcomes:

After completing the course successfully, the students would be able to:

1. Provide a strong foundation to the students on fundamentals of management;
2. Enrich their knowledge of functional areas of management and provide an understanding of various management theories and their applications;
3. Various approaches to problem-solving & decision-making;
4. Will learn the control processes and their importance.

UNIT-I

Overview of management: Concept, nature, process, managerial levels, skills, functions and role of managers

UNIT-II

Planning: Nature and purpose of planning, planning process, types of plans, Management by Objectives (MBO), Strategies - types of strategies, Decision making – types of decision, decision-making process, rational decision making

UNIT-III

Organizing: Nature and purpose of organizing, organization structure, Departmentation, Span of control, Centralization and Decentralization, Delegation of authority and responsibility

UNIT-IV

Controlling: Nature and scope of control, types of control, control process, control techniques – traditional and modern, effective control system

Suggested Readings:

1. Management Theory and Practice by C. B Gupta (Sultan Chand and Sons)
2. Essentials of Management by Koontz and Wehrich (Tata McGraw-Hill)
3. Chandan. J. S. Management: Concepts and Strategies, (Vikas Publishing House), New Delhi
4. Robbins and Coulter, Management, Prentice Hall of India, New Delhi
5. Mohan, Krishna and Banerji, Meera, Developing Communication Skills, Macmillan India Ltd, New Delhi
6. Blaosi, Wendy, Curtis W Cook and Phillip L, Hunsaker, Management and Organisational Behaviour, McGraw Hill
7. Mondy, R Wayne, Aruther Sharplin and Shane Premeaux, Management and Organizational Behaviour,
8. Allyn and Bacon, USA Mullins, Laurie, J. Management and Organisational Behaviour, Pearson Education, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Marketing Management
Course Code: 24IMSX02MD01

L-T-P
3-0-0

External Marks: 50
Internal Marks: 25
Time: 3 Hours

Course Objectives:

1. The course is designed to help the students analyze marketing activities within a firm and apply marketing concepts and theories to realistic marketing situations.
2. The students will develop a better appreciation and understanding of the role of marketing in a business organization specifically, and in our society at large.

Course Outcomes

After completing the course successfully, the students would be able to:

1. Relate the corporate function of marketing;
2. Outline the macro and microenvironment in molding a company's marketing function;
3. Differentiate the consumer and institutional buyer behavior;
4. Compare and contrast goods and services and define the target segments for the products; and
5. Select the right promotion and distribution channel for a product.

UNIT -I

Introduction to marketing: Nature, scope, core concepts, tasks of marketing management, and corporate orientation towards marketplace; marketing environment; and ethical issues in marketing

UNIT -II

Understanding consumer and business markets: Consumer buying decision process in consumer and business markets; building customer value, satisfaction and loyalty; Market segmentation, targeting and positioning approaches to deal with market competition; tools of product differentiation

UNIT -III

Product and pricing decisions: Product life cycle, product mix and product line decisions, new product development process; branding, packaging and labelling decisions; determinants of price, pricing methods and strategies

UNIT -IV

Promotion and distribution decisions: Promotion mix - Advertising and sales promotion; public relations; personal selling; Channels of distribution: functions of intermediaries, channel design decisions, selecting channel members, channel management; wholesaling and retailing

Recommended Readings:

1. Kotler Philip and Keller; Marketing Management, Pearson Education, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
4. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi
5. Dhunna, Mukesh, Marketing Management – Text and Cases, Wisdom Publications, New Delhi
6. Capon, Noel and Singh Siddharth; Managing Marketing-An Applied Approach, Wiley Publications, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. Section 'A' shall comprise of five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Entrepreneurship and MSME
Paper code: 24IMSX03MD01

L-T-P
3-0-0

External Marks: 50
Internal Marks: 25
Time: 3 Hours

Course Objectives:

1. The course is designed to give the students an understanding of the various concepts and factors of entrepreneurship and MSME.
2. The students will be in a better position to analyze the entrepreneurial process, financial institutions supporting entrepreneurs, and the importance of MSME in the economic development of a society.

Course Outcomes

After completing the course successfully, the students would be able to:

1. Identify the requisite skills of a successful entrepreneur;
2. Scan the business environment to find the feasibility of a business plan;
3. Have knowledge of financial and legal aspects of forming an entrepreneurial venture; and
4. Finding out the role of promoting agencies in entrepreneurship development.

Unit-I

Entrepreneurship – Concept, knowledge and skills requirement, characteristics of successful entrepreneurs, the role of entrepreneurship in economic development, entrepreneurship process, factors impacting emergence of entrepreneurship, managerial vs. entrepreneurial approach, and emergence of entrepreneurship

Unit-II

Creating Entrepreneurial Venture – Environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors

Unit-III

Sources of Finance – Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trademarks, copyrights, trade secrets, licensing, franchising

Unit-IV

Micro, Small and Medium-sized Enterprises (MSME) in India – Meaning and nature of MSME in India, Role of MSME in socio-economic development, problems faced by MSME, Role of innovation and entrepreneurship for MSME, Government initiatives for MSME sector

Suggested Readings:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi.
2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA).
3. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.
4. Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi.
5. Scarborough, N. M., & Cornwall, J. R. (2014). Essentials of entrepreneurship and small business management. Essex, UK: Pearson.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise of five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.