

HSNC University, Mumbai

**(Established by Government of Maharashtra vide notification dated 30th
October, 2019 under section 3(6) of Maharashtra Public
Universities Act)**



Ordinances and Regulations

With Respect to

Choice based

credit system

For the

Programmes Under

The Faculty of

Bachelor of Management Studies

With effect from the

Academic year 2025-26



Board of Studies in the Subjects of Commerce and Management

1) Dean of Commerce

Prof. Dr. Pooja Ramchandani, Principal, H R College, Mumbai- 400020 Email id: dean.commgmt@hsncu.edu.in

2) Name of Chairperson

Dr. Ritika Pathak, Assistant Professor, K.C. College, Mumbai- 400020 Email id: ritika.pathak@kccollege.edu.in

Co-Chairperson/Coordinator: -

Ms. Charvi Gada, Assistant Professor, H R College, Mumbai- 400020 Email id: charvigada@hrcollege.edu

3) Two to five teachers each having minimum five years teaching experience amongst the full-time teachers of the Departments, in the relevant subject.

- a) **Dr. Khushnuma Tata**, Assistant Professor, K.C. College, Mumbai- 400020 Email id: khushnuma.tata@kccollege.edu.in
- b) **Dr. Kea Thawani**, Assistant Professor, HSNC University, Mumbai. Email id: kea.thawani@hsnc.edu.in
- c) **Dr. Radhika Menon**, Assistant Professor, H.R. College, Mumbai- 400020 Email id: radhika.menon@hrcollege.edu
- d) **Ms. Tanvi Khandhar**, Assistant Professor, H.R. College, Mumbai- 400020 Email id: Tanvi.khandhar@hrcollege.edu

- e) **Dr. Sneha Singh**, Assistant Professor, K.C. College, Mumbai- 400020 Email id:
Sneha.singh@kccollege.edu.in

4) One Professor / Associate Professor from other Universities or professor / Associate Professor from colleges managed by Parent Body

- a) **Dr. Antara Suhas Sonawane**, Vice Principal at Hinduja College Mumbai Email id:
antra.sonawane@hindujacollege.com

5) Four external experts from Industry / Research / eminent scholar in the field relevant to the subject nominated by the Parent Body:

- a) **Dr. Rajesh Mankani**, Assistant Professor, Head of Management Studies NHSMRE. Email id: doctor.rajeshmkn@hotmail.com
- b) **Mr. Sekkizhar Balasubramanian**, Chartered Accountant, Ex – Deloitte. Email Id: bsekkizhar@gmail.com
- c) **Mr. Girish Naik**, Vice President – Mitsubishi Corporation India Pvt. Ltd, Email Id: girish.naik@mitsubishicorp.com
- d) **Mr. Sanmesh Malvankar**, Regional Manager – International University of Applied Science, Germany. Email Id: sanmesh.malvankar@gmail.com

6) Top rankers of the Final Year Graduate and Final Year Post Graduate examination of previous year of the concerned subject as invitee members for discussions on framing or revision of syllabus of that subject or group of subjects for one year.

- a) **Mithil Inamdar** (Under Graduate Student), K. C. College. Email Id: mithilinamdar07@gmail.com
- b) **Keshav Verma** (Under Graduate Student), H. R. College. Email Id: keshavv921@gmail.com



HSNC University, Mumbai

(2020-2021)

Ordinances and

Regulations with

Respect to

Choice Based

Credit System

(CBCS)

For the Programmes Under

**The Faculty of Bachelors of Management
Studies**

For the programme

Curriculum– First Year Undergraduate

Programmes

Semester-III and Semester -IV

INDEX

Semester III

Sr No	Particulars	Name of Subject	Credits
1	Core course (CC)	Cost and Management Accounting	4
2	Core course (CC)	Consumer Behaviour	4
3	Core course (CC)	Legal Aspects in Business	4
4	Multi-disciplinary elective (MDE)	Indian System of Health and Wellness	2
5	Value Added Course (VAC)	Business environment and Global Perspective	2
6	Ability Enhancement Course (AEC)	Strategic Communication in Digital Era	2
7	Skill Enhancement Course (SEC)	Financial Literacy	2
	Total		20

Semester IV

Sr No	Particulars	Name of Subject	Credits
1	Core course (CC)	Business Research methodology	4
2	Core course (CC)	Financial Management	4
3	Core course (CC)	Operations Management	4
4	Core course (CC)	Entrepreneurship and Startup Ecosystem	2
5	Core course (CC)	International Business	2
6	Value Added Course (VAC)	Stress Management and Yoga OR NSS	2
7	Skill Enhancement Course (SEC)	Management information System	2
	Total		20

Preamble

The Bachelor of Management Studies (BMS) program is designed for undergraduates aspiring to cultivate the skills and knowledge essential for managerial roles across diverse organizations. This comprehensive curriculum encompasses fundamental principles and practices within key functional domains of business management. Furthermore, it delves into vital areas such as entrepreneurship, the legal framework governing business operations, advancements in information technology, the implications of globalization, and the nuances of economic integration, equipping students for success in a dynamic industrial landscape.

The course aims to provide students with the opportunities, resources, and relevant reading materials necessary for a formal academic orientation that emphasizes real-world application. The objective is to enhance students' creativity and effectiveness, equipping them with the skills to thrive in their future careers.

Students enrolling in a Management Studies program will establish a robust foundation in management principles and strategic development. The elective courses provide an opportunity for deeper exploration of specific areas, such as finance, marketing, human resource management, and international real estate management. Beyond imparting business management knowledge, this program equips students with the essential tools to understand organizational dynamics, governance structures, and responsiveness to both domestic and global environments. The student-centered learning approach emphasizes techniques and skills that foster independent problem-solving and promote lifelong learning.

The quality of technical education is influenced by several factors, including a socially and industrially relevant outcome-based curriculum, high-quality and motivated faculty, an effective teaching and learning process, valuable industry internships, and student evaluations based on desired outcomes. Consequently, it was essential to develop a Model Curriculum crafted by top experts from academia and industry, considering the latest industry trends and market needs. This curriculum aims to be a resource for universities, technical education boards, and engineering institutions nationwide. To achieve this, the AICTE assembled a team of experts to design the Model Curriculum for the UG Degree Course in Bachelor of Management Studies (BMS).

The curriculum includes courses in Management Studies with a strong emphasis on foundational knowledge, core discipline-specific courses, and a wide range of electives from both within and outside the discipline, including emerging fields, all structured within a 120-160 credit framework. Integrated summer internships provide students with hands-on industry experience, aligning their skills with real-world requirements. These programs are

carefully designed to meet the needs of the contemporary business environment, blending theoretical insights with practical applications. The curriculum emphasizes innovation, entrepreneurship, and ethical leadership, aiming to develop well-rounded individuals capable of driving organizational growth, supporting sustainable practices, and making positive societal contributions.

With an emphasis on interdisciplinary and experiential learning methodologies, along with industry-relevant projects, the programs are designed to foster critical thinking, problem-solving skills, and effective communication in students. The Honours and Honours with Research tracks further offer opportunities for academic excellence, advanced research, and specialization in specific areas of business administration.

The curriculum comprises Online Courses (OLC), which are accessible on NPTEL or SWAYAM portals as part of the MOOCs programme being created by MHRD, in order to conform with the educational policies of the Government of India. The students' self-paced learning habits and exposure to emerging learning technology will both be fostered via the online courses.

1. Process adopted for curriculum designing:

The members of the respective departments initially developed a draft syllabus as per NEP guidelines and undertaken subject specific research on the existing curriculum from other Universities, studying the current needs of the industry, analyzing the new trends in the subjects, and even connecting to some NGOs in few subjects. The drafted syllabus was then shown to academicians, experts from industry and researchers through emails and their inputs were gathered through BOS meetings. These valuable inputs were incorporated into the syllabus ensuring that the syllabus is enriched in all aspects.

2. Salient features, how it has been made more relevant:

While designing of the syllabus, care has been taken to ensure that the student learns application skills along with theory. Demonstrations of the practical applications shall be conducted through special lectures and workshops that will contribute to enhanced learning. A combination of lectures, problem solving during tutorials and the supplementary sessions all contribute to make a student job ready.

3. Learning Outcomes.

Management is a critical function for every organization, and students trained in management play this important role in organizations of every size and type. The skills,

techniques, and theories acquired by the manager leads to jobs in business, government, and the non-profit sector. Students who plan to establish their own firms or to become part of a family-owned firm may also pursue this course. This course shall help individuals learn to:

- motivate, lead, and develop others
- structure organizations capable of meeting both profit and social responsibility goals
- work well in accomplishing work individually and through others
- communicate accurately
- develop a strategic perspective on the organization and its parts

The primary objective of this programme is providing students with a sound theoretical base and exposure to current business challenges. This is essentially achieved through enhancing the ability of students to meet global challenges through sensitivity towards organizational, economic, and cultural diversity.

Through specialized elective subjects, students can acquire an in-depth knowledge of various streams like Finance, Marketing and Human Resource Management.

4. Input from stakeholders

For drafting the syllabus, each department has taken inputs from industry experts, parents and notable alumni. The stakeholders have been impressed with the inclusion of e-learning options for the learners provided in the syllabus. They have suggested subsequently to add more practical hands on examples, learning through games and GIS certificate programs. For more advanced related topics, there can be sharing of video lectures and seminars, workshops, industrial visit, short term courses and 30 hours certificate courses could be organized.

Program Educational Objectives (PEOs):

- To develop good, thoughtful, well-rounded, and creative individuals
- To enable the development of an enlightened, socially conscious, knowledgeable and skilled individual that can uplift its nation and construct and implement robust solutions to its own problems through critical thinking
- To enable quality education that benchmarked with the best industry practices, is multidisciplinary and holistic in nature, with curriculum and pedagogy for enhanced student experiences, blending Indian Knowledge Systems with modern technology

Program Outcomes (POs):

- To develop high quality management graduates who have a passion to excel, and who are agile, innovative and collaborative, aligned with the growth plans of the **corporate sector** and **non-corporate sector, viz., Government, NGOs, UN Bodies, Policy Research** etc.
- Develop analytical skills in students to assess and apply strategic management principles in finance, HR, and marketing contexts.
- Foster effective communication skills to enable students to articulate complex business concepts across various sectors.
- Encourage students to engage in self-directed learning through presentations and projects, enhancing their ability to research and present financial, HR, and marketing strategies
- Equip students with the necessary skills to critically evaluate market trends and organizational practices in the fields of finance, HR, and marketing
- Cultivate a collaborative mindset to promote teamwork and innovation in addressing real- world challenges faced by businesses in diverse sectors.

Program Specific Outcomes (PSOs):

- To create a cadre of professionals who are nationally and globally mobile, for serving the corporate and non-corporate sector in various functional areas such as **Marketing, Finance, Human Resources and Operations.**
- To develop a cadre of management graduates who will provide wings to the efforts towards Viksit Bharat in various fields such as: Infrastructure, Digital India, Renewables, Make in India, Blue Economy, Space, Food Processing, Healthy India and Governance
- To nurture socially responsible management graduates who can integrate sustainable practices into business operations, addressing environmental and societal challenges effectively.
- To equip students with the entrepreneurial mindset and skills necessary for fostering innovation, developing startups, and contributing to the growth of the entrepreneurial ecosystem in India and globally.
- To develop data-driven decision-making skills by integrating analytics and technology in strategic management across various functional areas such as finance, marketing, and operations.
- To prepare graduates for leadership roles in international business and global markets

by fostering cross-cultural communication, global strategic thinking, and adaptability to diverse business environments.

- To instill ethical and governance principles in students, enabling them to lead with integrity and accountability in complex organizational structures and competitive markets.

Course Outcomes (CO)

- Develop critical thinking and problem-solving skills to analyze complex business scenarios, fulfilling the PEO of creating thoughtful, well-rounded individuals.
- Enhance financial literacy and decision-making capabilities through practical applications of personal financial planning, aligning with the PO of effective communication and understanding.
- Cultivate a holistic understanding of legal principles in business, enabling students to apply legal knowledge in various contexts, thereby fulfilling the PSO of fostering practical skills in business environments.
- Implement strategic marketing and customer relationship management initiatives that reflect social consciousness and community upliftment, contributing to the PEO of developing a knowledgeable and skilled nation.

Part 2 - The Scheme of Teaching and Examination

Semester– III Summary

Sr. No.	Choice Based Credit System	Remarks
1	Core course (CC)	Cost and Management Accounting
2	Core course (CC)	Consumer Behavior
3	Core course (CC)	Legal Aspects in Business
4	Multi-disciplinary elective (MDE)	Indian System of Health and Wellness
5	Value Added Course (VAC)	Business environment and Global Perspective
6	Ability Enhancement Course (AEC)	Strategic Communication in Digital Era
7	Skill Enhancement Course (SEC)	Financial Literacy

Second Year Semester III Internal and External Detailed Scheme

Sr. No.	Subject Title	Periods Per Week						Internals					Total Marks
		Units	SL	L	T	P	Credit	SLE/PA/P	CT	AP	T	SEE	
1	Cost and Management Accounting	4	20%*	4	0	0	4	15	20	5	40	60	100
2	Consumer Behavior	4	20%*	4	0	0	4	15	20	5	40	60	100
3	Legal Aspects in Business	4	20%*	4	0	0	4	15	20	5	40	60	100
4	Indian System of Health and Wellness	2	20%*	2	0	0	2	15	-	5	20	30	50
5	Business environment and public policy	2	20%*	2	0	0	2	15	-	5	20	30	50
6	Communication in Digital Age	2	20%*	2	0	0	2	15	-	5	20	30	50
7	Financial Literacy	2	20%*	1	0	1	2	15	-	5	20	30	50
Total Hours / Credit								20		Total Marks			500

SL: Self Learning, L: Lecture, T: Total, P: Practical, SLE- Self learning evaluation, CT-Commutative Test, SEE- Semester End Examination, TA- Teacher Assessment PA- Project Assessment

Second Year Semester – III Units – Topics – Teaching Hours

Sr. No.	Subject Unit Title		Lectures	Total No. of lectures	Credit	Total Marks
1	I	Introduction to Cost and Management Accounting	15	60	4	100
	II	Marginal Costing	15			
	III	Financial Statement Analysis	15			
	IV	Cashflow Statement	15			
2	I	Introduction to Consumer Behaviour	15	60	4	100
	II	Individual-Determinants of Consumer Behaviour	15			
	III	Environmental Determinants of Consumer Behaviour	15			
	IV	Consumer Decision Making Models and New Trends	15			
3	I	Introduction to Business Law (INDIAN CONTRACT ACT 1872)	15	60	4	100
	II	Indian Contract Act 1872-Part II (Special Contracts)	15			
	III	Corporate Law (Companies Act 2013)	15			
	IV	Intellectual Property Rights	15			
4	I	Foundations of Indian Health Sciences	15	30	2	50
	II	Body–Mind Communication and Indian Psychology	15			
5	I	Introduction to Business and Its Environment	15	30	2	50
	II	International Business	15			

		Environment				
6	I	Communication for Professional Success	15	30	2	50
	II	Communication for Organizational Success	15			
7	I	Fundamentals of Financial Literacy	15	30	2	50
	II	Advanced Financial Literacy: Insurance, Retirement & Tax Planning	15			
		Total			20	500

- **Lecture Duration – 1 hr**
- **For serial no 8 students are required to select any one option from the option given in the open electives**
- **For theory papers One credit =15 hrs**
- **For practicals One credit=30 hrs**

Part 3 - Detailed Scheme

Curriculum Topics along with Self-Learning topics - to be covered, through self-learning mode along with the respective Unit. Evaluation of self-learning topics to be undertaken before the concluding lecture instructions of the respective Unit.

Course Title: Management Cost & Management Accounting

Course Code: Core Course (CC)

Credits: 4

Course Objective:

- To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material and Overhead cost.
- To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information.
- To provide with the basic understanding of budgetary control.
- To develop the knowledge of the learners to understand and prepare a management report.

Course Learning Outcome: (CO)

- Interpret the relevant theories of cost and management accounting and prepare Cost sheet and quotations.
- Ascertain Material and allocation and apportionment of overheads.
- Interpret the financial statements for managerial decision making and preparation of management reports

Benchmark Institutions

- CFA Institute (Chartered Financial Analyst)
- CIMA (Chartered Institute of Management Accountants)
- Institute of Chartered Accountants of India (ICAI)
- Association of Chartered Certified Accountants (ACCA)

Unit	Content	No. of Lectures
I	Introduction to Cost and management accounting <ul style="list-style-type: none"> Meaning, objectives, functions, scope, advantages and limitation. Differences between Cost accounting, Management accounting and Financial Accounting. Cost Concepts-Cost classification– Elements of cost- Preparation of cost sheet and quotation. Material cost- direct and indirect material cost. Issue of materials to production pricing methods-FIFO and Average methods. 	15
II	Marginal Costing <ul style="list-style-type: none"> Marginal Costing-Meaning- Importance- Marginal Cost Equation- Difference between Marginal costing and Absorption costing, Break Even Analysis-Meaning and Importance- Break even chart- P/V ratio- Cost Volume Profit Analysis- Margin of Safety-Angle of Incidence- Problems in Marginal costing. 	15
III	Financial Statement Analysis <ul style="list-style-type: none"> Vertical format of balance sheet and profit and loss account, Comparative Income Statements and Balance Sheets- Common Size Income Statements and Balance Sheet analysis- Trend Analysis. Ratio Analysis– Introduction, Classification & Interpretation of Ratios- Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios 	15
IV	Cash flow statement <ul style="list-style-type: none"> Introduction, Sources of cash flow Cash from operation- cash from Financing and cash from investment- Inflow and outflow of cash. Preparation of indirect method of cash flow statements with adjustments. 	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Material cost- direct and indirect material cost.
2	2	Margin of Safety-Angle of Incidence

3	3	Classification & Interpretation of Ratios
4	4	Sources of cash flow Cash from operation- cash from Financing and cash from investment- Inflow and outflow of cash.

Online Resources/MOOCs

https://archive.nptel.ac.in/courses/110/101/110101132/
https://archive.nptel.ac.in/courses/110/107/110107073/
https://archive.nptel.ac.in/content/storage2/courses/122106031/slides/8_1s.pdf
https://archive.nptel.ac.in/courses/110/101/110101003/
https://www.icaai.org/post/sm-inter-p4-may2025
https://www.fathomhq.com/features/management-reporting/what-is-management-reporting

Reference Books

- Arora, M. N. Cost and Management Accounting, New Delhi: Himalaya Publishing House.
- Jain, S.P., & Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers.
- Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services.
- Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.
- Arora, M.N. Management Accounting, New Delhi: Himalaya Publishing House
- Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi: Tata McGraw Hill Education
- ICAI Intermediate Course Cost and Management Accounting Module
- ICSI Executive Programme Cost and Management Accounting Module

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

Course Title: Consumer Behaviour

Course Code: Core Course (CC)

Credits: 4

Course Objective (CO):

- Understand the core concepts, models, and psychological foundations of consumer behavior in diverse markets.
- To develop insights into how consumers make decisions, form preferences, and are influenced by internal and external factors.
- Analyze the cultural, social, personal, and psychological variables that affect consumer decision-making processes.
- Apply consumer behavior theories to marketing strategies including product development, branding, and communication.
- Evaluate changing consumer trends, digital behavior patterns, and post-purchase experiences.
- Develop skills to interpret consumer research, generate consumer personas, and craft segmentation strategies.
- To prepare students for roles such as Brand Executive, Consumer Insight Analyst, Marketing Strategist, or Customer Experience Associate.

Learning Outcomes (LO):

- Remember the key terms, principles, and models related to individual and group consumer behavior.
- Understand the consumer decision-making process and the influence of marketing stimuli.
- Analyse consumer segments and behavioral patterns using real-world case studies and marketing analytics.
- Apply consumer behavior theories to build effective marketing strategies.
- Evaluate marketing effectiveness based on consumer satisfaction, loyalty, and response to campaigns.
- Create consumer personas and journey maps for targeted and personalized marketing efforts.

Benchmark Institutions:

- American Marketing Association (AMA)
- Chartered Institute of Marketing (CIM – UK)
- Indian Institute of Management (IIMs – Marketing & Consumer Behaviour Research)
- Harvard Business School – Consumer Insight Research
- NielsenIQ – Consumer Research Reports
- Market Research Society of India (MRSI)

Unit	Modules/ Units	No. of Lectures
I	Introduction to Consumer Behaviour 1.1 Meaning of Consumer Behaviour, Features, and Importance 1.2 Types of Consumers (Institutional & Retail), Diversity of consumers and their behaviour- Types of Consumer Behaviour 1.3 Profiling the consumer and understanding their needs 1.4 Consumer Involvement: Consumer Research 1.5 Application of Consumer Behaviour knowledge in Marketing 1.6 Consumer Decision Making Process and Determinants of Buyer Behaviour, Factors affecting each stage, and Need recognition.	15
II	Individual- Determinants of Consumer Behaviour 2.1 Consumer Needs & Motivation (Theories - Maslow, Mc Cleland). 2.2 Personality – Concept, Nature of personality, Personality Traits and it's Marketing significance, Impact of Brand Image on Consumer Behaviour, Psychographics, Values & lifestyle, Clock-o-graphic 2.3 Self-Concept – Concept 2.4 Consumer Perception 2.5 Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude 2.6 Attitude - Concept of attitude 2.7 Formation & Change.	15
III	Environmental Determinants of Consumer Behavior	15

	3.1 Family Influences on Buyer Behaviour, 3.2 Roles of different members, needs perceived and evaluation rules. 3.3 Modern family life cycle stage and size. 3.4 Social Class and Influences. 3.5 Group Dynamics: In-group and Out-group, Social Class, Reference Groups Opinion Leadership and Influencers 3.6 Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.	
IV	Consumer decision making models and New Trends 4.1 Consumer Decision making: Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making, 4.2 E-Buying behavior - Customer Journey Maps 4.3 Impact of social media on consumer behaviour 4.4 Recent trends in studying consumer behaviour	15

Self-Learning topics (Unit wise)

Unit	Topics
1	1.4 Application of Consumer Behaviour in Marketing
2	2.1 Application of Motivational Theories
3	3.4 Social Class and its Influence
3	3.6 Cultural Influences on Consumer Behaviour

Online Resources

https://nptel.ac.in/courses/110/105/110105029/
https://nptel.ac.in/courses/110/105/110105074/
https://nptel.ac.in/courses/110/105/110105054/
https://nptel.ac.in/courses/109/103/109103136/

Reference Books:

- Consumer Behavior - Insights from Indian Market by Mr.Ramanuj Maujmdar
- Consumer Behavior - cases and concepts by Mr. S. Ramesh Kumar
- Consumer Behavior and Branding - Mr. S. Ramesh Kumar

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern**A) Formative Assessment****40 marks**

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment**Semester End Examination- 60 %****60 Marks**

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

Course Title: Legal Aspects in Business

Course Code: Core Course (CC)

Credits: 4

Course Outcome (CO):

- To introduce students to the foundational principles of business law, including contracts and property rights.
- To provide students with the skills necessary to identify and analyze legal issues commonly encountered in business settings.
- To explore the legal frameworks governing business entities such as partnerships, corporations, and limited liability companies.
- To equip Students with the knowledge and tools to navigate business transactions, including contract Drafting, Negotiation, and Interpretation.
- This course aims to impart the students, the corporate management, control, possible abuses, the remedies and government regulation of corporate business.
- To introduce to the relevant concept and practicalities of IPR

Learning Outcome (LO):

- To be able to apply basic legal knowledge to business transactions
- Creating awareness amongst students about legal importance while entering into a contract.
- Students will be able to explain the concepts in formation and incorporation of company under Company law 2013 and Principles of IPR
- Students will be aware about the statutory requirements in relation to memorandum of association, articles of association and prospectus.
- Understanding about types of directors and their responsibilities.
- To understand and analyze about the framework of Intellectual Property Rights Companies Act 2013 and Indian contract act .
- To Evaluate the industry about legal knowledge acquired during the Course.
- To Analyze the principles rooted in Companies Laws and IPR

Benchmark Institutions:

- Institute of Company Secretaries of India (ICSI)
- Bar Council of India (BCI)
- Ministry of Corporate Affairs (MCA)
- Harvard Law School – Corporate Governance Research
- Indian Institute of Corporate Affairs (IICA)
- World Intellectual Property Organization (WIPO)

Units	Content	No. of Lectures
I	Introduction To Business Law (Indian Contract Act 1872) 1.1 Business law – definition, scope, importance of understanding the role of law in business; 1.2 Essentials of a valid contract; Types of contracts; quasi contract and its types; 1.3 Elements of a contract – offer and acceptance, consideration, contractual capacity; 1.4 Capacity to Contract (Ss. 10-12) – Minor, Unsound Mind, Disqualified Persons. 1.5 Consideration (Ss. 2 & 25) – Concept and Importance of Consideration, Legal rules of Consideration, Exceptions to the Rule, ‘No Consideration No Contract’ (S. 25) Unlawful Consideration (S. 23). 1.6 Consent (Ss.13, 14-18, 39, 53, 55, 66)- Agreements in which consent is not free – Coercion, Undue Influence, Misrepresentation Fraud, Mistake. 1.7 Void Agreements (Ss. 24-30) – Concept, Void Agreements under Indian Contract Act. 1.8 Performance obligation. Modes of Discharge of Contract, Remedies on Breach of Contract (S.73 - 75).	15
II	Indian Contract Act 1872 – Part II (Special Contracts) 2.1 Law of Indemnity & Guarantee (Ss. 124-125, Ss. 126-129, 132-147) – Concept, Essential Elements of Indemnity and Guarantee, Contract of	15

	<p>Indemnity vs. Guarantee, Modes of Discharge of Surety.</p> <p>2.2 Law of Bailment (Ss. 148, 152-154, 162, 172, 178, 178A, 179) – Concept, Essentials of Bailment, Kinds of Bailment, Rights and Duties of Bailor and Bailee.</p> <p>2.3 Law of Pledge – Concept, Essentials of Valid Pledge, Lien - concept, Difference between Pledge and Lien, Rights of Pawnor & Pawnee (Ss.173,174, 177).</p> <p>2.4 Law of Agency (Ss. 182-185, 201-209) – Concept, Modes of Creation of Agency, Modes of Termination of Agency, Rights & Duties of Principal and Agent.</p>	
III	<p>Corporate Law (Companies Act 2013)</p> <p>3.1 Introduction - Historical Development of Concept of Corporate Law in India, Company – Definition, Meaning, Nature and its Characteristics, Nature and Forms of Business, Company vis-à-vis other Forms of Business, Concept of Corporate Personality, Corporate Veil</p> <p>3.2 Types of Companies and their incorporation, Promoters – Meaning, Position, Duties, Rights, Responsibilities and Liabilities, Formation of Companies – Procedural Aspects, Memorandum of Association & Articles of Association and their Alteration, Doctrine of Ultra-Vires, Constructive Notice</p> <p>3.3 Membership in a Company, Modes of Acquiring Membership, Rights of a member.</p> <p>3.4 Management and Control of Companies. Directors– Types, Director’s Identification Number (DIN), Appointment/Reappointment, Qualifications, Disqualifications, Role and Responsibilities of Directors, Powers and Duties of director.</p>	15
IV	<p>Intellectual Property Rights</p> <p>4.1 Introduction and the need for intellectual property right (IPR) Types of Intellectual Property Rights: Patent, Copyright, Trade Mark, Design, Geographical Indication, Plant Varieties and Layout Design – Genetic Resources and Traditional Knowledge – Trade Secrets IPR in India: Genesis and development</p>	15

	<p>4.2 Patents - Elements of Patentability: Novelty, Non-Obviousness (Inventive Steps) Industrial Application - Non - Patentable Subject Matter - Registration Procedure, Rights and Duties of Patentee, Assignment and license, Restoration of lapsed Patents, Surrender and Revocation of Patents Patent Infringement, Remedies & Penalties – Patent Office and Appellate Board.</p> <p>4.3 Copyrights - Nature of Copyright - Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings Registration Procedure, Term of protection, Ownership of copyright, Assignment and license of copyright Infringement</p> <p>4.4 Trademarks - Concept of Trademarks - Different kinds of marks (brand names, logos, signatures, symbols, well-known marks, certification marks and service marks) - Non-Registrable Trademarks Registration of Trademarks - Rights of holder and assignment and licensing of marks Trademark Infringement, Remedies & Penalties</p>	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	2	Law of Indemnity & Guarantee
2	4	Trademarks
3	3	Membership in a Company, Modes of Acquiring Membership, Rights of a member.

Online Resources/MOOCs

https://www.icai.org/post/19136
https://www.icai.org/post/19149
https://onlinecourses.nptel.ac.in/noc23_hs55/preview
https://archive.nptel.ac.in/courses/110/105/110105159/

References:

- M.C. Kuchhal: Modern Indian Company Law; Shri Mahavir Book Depot, 2603, Nai Sarak, Delhi-110 006.

- Ramaiya: Guide to the Companies Act; Lexis Nexis, Butterworths Wadhwa, Nagpur
- Study Material Executive Programme - Company Law- Paper One, 2018, by ICSI 5.
- <https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf>
- Gower L. C. B., “Principles of Modern Company Law”, Steven & Sons, London.
- Bagriyal A. K., “Company Law”, Vikas Publishing House, New Delhi.
- Singh Avtar, “Company Law”, Eastern Book Co., Lucknow.
- B.L. Wadera, Patents, trademarks, copyright, Designs and Geographical Judications.
- P. Narayanan (Eastern Law House), Intellectual Property Law.
- Nithyananda, K V. (2019). Intellectual Property Rights: Protection and Management. India, IN: Cengage Learning India Private Limited
- Neeraj, P., & Khusdeep, D. (2014). Intellectual Property Rights. India, IN: PHI learning Private Limited
- Ahuja, V K. (2017). Law relating to Intellectual Property Rights. India, IN: Lexis Nexis
- "EBC's Company Law" by Avtar Singh
- (ALE)A Reference Book On COMPANY LAW-Dr. Sharvari Vaidya (Madiwale)
- Company Law Dr Ashok Kumar Jain
- Taxman Company Law and Practice
- Company Law By G K Kapoor and Sanjay Dhamija
- Company Law for NEP 2020 S Chand Publishing
- Company Law ICSI Module
- Company Law ICAI Module
- Company Law Taxman

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

Course Title: VAC: Indian System of Health and Wellness

Multi-Disciplinary Elective (MDE)

Credits: 2

Course Objectives (CO):

- To introduce students to the foundational principles of Ayurveda and the Indian understanding of the human constitution.
- To help learners understand the role of Tridosha, Panchamahabhuta, and Prakriti in health and disease.
- To explore the communication between the body and mind through Ayurvedic and yogic perspectives.
- To examine the psychological frameworks of Indian thought, including Trigunas and mind-body interactions.

Learning Objectives (LO):

- Understand the meaning, goals, and unique features of Ayurveda as a holistic life science.
- Analyze the five elements and analyze their role in human physiology.
- Evaluate the three doshas and evaluate their physiological functions.
- Understand the significance of tissues, waste products, and digestive/metabolic fire in maintaining health.
- Apply individual constitution types and recommend lifestyle choices accordingly.
- Analyze the concepts of immunity, vitality, and strength and their roles in wellness.
- Apply the law of similarity and dissimilarity to explain Ayurvedic homeostasis.

Benchmark Institutions:

- Ministry of AYUSH (Government of India)
- Central Council for Research in Ayurvedic Sciences (CCRAS)
- Swami Vivekananda Yoga Anusandhana Samsthana (S-VYASA)
- National Institute of Ayurveda (NIA)
- All India Institute of Ayurveda (AIIA)
- World Health Organization (WHO) – Traditional Medicine Strategy
- Morarji Desai National Institute of Yoga (MDNIY)

Sr. No.	Content	No. of Lectures
1.	Foundations of Indian Health Sciences 1.1 Introduction to Ayurveda – Meaning, goals, uniqueness as a life science 1.2 Panchamahabhuta Theory – Five elements and their relation to human physiology 1.3 Tridosha Theory – Vata, Pitta, Kapha and their physiological roles 1.4 Dhatu, Mala, Agni – Tissues, waste products, and digestive/metabolic fire 1.5 Prakriti (Constitution) – Types and implications for personal wellness 1.6 Concept of Ojas, Tejas, and Bala – Immunity, vitality, and strength 1.7 Homeostasis through Samanya–Vishesha – Law of similarity and dissimilarity	15
2.	Body–Mind Communication and Indian Psychology 2.1 Concept of Manas (Mind) in Ayurveda 2.2 Triguna Theory – Sattva, Rajas, Tamas: Influence on behavior and mental state 2.3 Tridosha and the Mind – Mind–body interplay 2.4 Indian concept of Consciousness – Chetana, Chitta, Buddhi, Ahamkara 2.5 Mind–Body–Intellect Complex – Framework for mental harmony 2.6 Stress and mental imbalance – Ayurvedic and yogic perspectives 2.7 Introduction to Indian Psychology – Relevance in modern mental health	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	I	Introduction to Ayurveda – Meaning, goals, uniqueness as a life science
2	II	Stress and mental imbalance – Ayurvedic and yogic perspectives

References:

- Charaka Samhita – Translated by Dr. Ram Karan Sharma & Bhagwan Dash
- Ashtanga Hridaya – K.R. Srikantha Murthy
- Ministry of AYUSH, Govt. of India – Ayurveda Terminologies & Wellness Guidelines
- “The Ayurveda Encyclopedia” by Swami Sadashiva Tirtha
- Paranjpe, Anand C. – *Self and Identity in Modern Psychology and Indian Thought*
- Swami Niranjanananda Saraswati – *Mind: The Psychology of Yoga*

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

A) Formative Assessment: (20 marks)

Any one of the following methods of assessment may be undertaken:

1. Class Test
2. Online Exam
3. Assignment/Project/ Case Studies
4. Presentation
5. Practical

Any one of the following methods of assessment may be undertaken:

1. Videos
2. Case Studies
3. Blogs
4. Research paper (Presented in Seminar/Conference)
5. Field Visit Report
6. Presentations related to the subject
7. Internships (Exposition of theory into practice)
8. Open Book Test
9. Any other innovative methods

Note: Guidelines for Internal Assessment will be as per university norms and provided in advance.

A) Summative Assessment

QUESTION PAPER PATTERN SEMESTER I (SEM-END EXAM)

Marks: 30

A. Duration – These examinations shall be of 1 hour duration.

B. Question Paper Pattern:

- i. Two questions shall be compulsory and carry equal marks (15 marks each).
- ii. There shall be two internal choices, each of 15 marks, from each unit (A or B).
Attempt any one (A or B) from each question. The student has to attempt any one out of the two questions belonging to the same unit. For example: Q1 - A for 15 Marks or Q1 – B for 15 Marks.
- iii. The 15 mark question may be subdivided into two sub-questions ($8 + 7 = 15$) or three sub-questions ($5 + 5 + 5 = 15$), should be numbered as (a, b, c) and the allocation of marks should be indicated against the sub-questions. The marks will depend on the weightage of the topic.

Course Title: VAC: Business Environment and Global Perspectives

Course Code: Value Added Course (VAC)

Credits: 2

Course Objectives (CO):

- To introduce students to the fundamental concepts of business and its environment, including its purpose, scope, and various forms.
- To help students understand the nature and significance of the business environment, including both internal and external factors that influence business operations.
- To familiarize students with the micro and macro dimensions of the business environment, such as market structures, economic policies, and industry dynamics.
- To develop an understanding of environmental analysis tools like SWOC (Strengths, Weaknesses, Opportunities, Challenges) and PESTLE (Political, Economic, Social, Technological, Legal, Environmental).
- To provide insights into the structure and evolution of the international business environment, including globalization, liberalization, and the role of international institutions.
- To develop students' ability to link theoretical knowledge with real-world business issues, preparing them to assess current trends and make informed business decisions.

Learning Outcome (LO):

- Understand the fundamental concepts of business and its environment, including types of business organizations and their roles in the economy.
- Remember and differentiate between various forms of business organizations, such as public, private, and joint sectors.
- Analyze the micro and macro dimensions of the business environment and assess their impact on business operations and strategies.
- Apply environmental analysis tools like SWOC and PESTLE to real-life business scenarios and policy environments.
- Evaluate the challenges and opportunities arising from the dynamic business environment, with a focus on trends such as D-VUCA-D (Dynamic, Volatile, Uncertain, Complex, Ambiguous – Digital).
- Demonstrate an understanding of international business challenges and recommend

strategies for Indian industries to compete globally.

Benchmark Institutions

- All India Management Association (AIMA)
- Asian Association of Management Organisations (AAMO)
- American Management Association (AMA)
- British Institute of Management (BIM)

Units	Content	No. of Lectures
1.	Introduction to Business and its Environment 1.1 Introduction to business: concepts, function, scope, significance. 1.2 Business and Forms of Business (Public, Private & Joint) 1.3 Introduction to Business Environment: Concept, Significance and Nature of Business Environment. 1.4 Micro and Macro Dimensions of Business Environment, Environment analysis - SWOC and PESTLE 1.5 Challenges & Opportunities of Business Environment. Emerging Trends in Business, D-VUCA-D	15
2.	International Business Environment 2.1 Global Framework: EPRG Framework, Liberalization, Privatization & Globalization, Geo-politics 2.2 Strategies for going Global: MNCs and TNCs, GATT vs WTO, FII & IMF. 2.3 , Significance of FDI, Need of FDI for the developing country, Investment opportunity for Indian Industry, 2.4 Challenges faced by International Business and Investment Opportunities for Indian Industry 2.5 India Success Story in International Business: Technology, Pharma, Textile	15

Self-Learning topics (Unit wise):

Sr.no	Unit	Topic
1	1	Business and its environment
2	2	MNCs: Definition, meaning, merits, demerits

Online Resources/MOOCs

http://ugcmooocs.inflibnet.ac.in/ugcmooocs/view_module_pg.php/389		
http://ugcmooocs.inflibnet.ac.in/ugcmooocs/view_module_pg.php/389	Select	Concept,
Significance and nature of business environment from drop down menu)		

Reference Books

- "Business Environment" (Francis Cherunilam)
- "Essentials of Business Environment" (K. Aswathappa)
- "Global Business Environment: Shifting Paradigms in the 21st Century" (Anant K. Sundaram & J. Stewart Black)

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

B) Formative Assessment: (20 marks)

Any one of the following methods of assessment may be undertaken:

6. Class Test
7. Online Exam
8. Assignment/Project/ Case Studies
9. Presentation
10. Practical

Note: Guidelines for Internal Assessment will be as per university norms and provided in advance.

C) Summative Assessment

QUESTION PAPER PATTERN SEMESTER I (SEM-END EXAM)

Duration: 1 hours

Marks: 30

Q. 1. Short Notes (two out of four) (Unit I) (10 marks)

Q. 2. Short Notes (two out of four) (Unit II) (10 marks)

Q. 3. Short Notes (two out of four) (Unit II) (10 marks)

Course Title: Strategic Communication in Digital Era

Course Code: Ability Enhancement Course (AEC)

Credits: 2

Course Objective (CO):

- To design and deliver persuasive executive speeches using impactful openings, logical transitions, compelling closings, and strong calls to action.
- To handle live audience dynamics confidently, including Q&A sessions, interruptions, resistance, and impromptu speaking, while managing stage presence and speaker anxiety.
- To build a strong personal brand and create a strategic online presence through LinkedIn and other digital platforms aligned with professional and organizational goals.
- To adapt content formats and writing styles across platforms such as X (Twitter), Facebook, Instagram, LinkedIn, and mobile notifications, ensuring tone and audience alignment.
- To evaluate real-world social media case studies from journalism, PR, and advertising to identify best practices, challenges, and innovative communication approaches.
- To navigate high-stakes professional conversations such as performance feedback, layoffs, and personal disclosures with empathy, clarity, and control, while redirecting unproductive discussions effectively.

Learning Outcome: (LO)

- Create and deliver persuasive executive-level speeches, incorporating structured openings, transitions, closings, and managing live audience interaction.
- Develop a professional personal brand and maintain an effective online presence using platforms such as LinkedIn and other digital tools.
- Apply storytelling frameworks (e.g., 7A Framework, 5 Light Bulb Model) to craft impactful narratives for internal and external organizational communication.
- Drafting written content and messaging across various digital platforms like X (Twitter), LinkedIn, Instagram, and push notifications to suit audience expectations and platform norms.

- Evaluate case studies related to social media use in journalism, public relations, and advertising to identify best practices and communication strategies.
- Apply effective communication strategies for managing difficult professional conversations, including feedback, layoffs, and sensitive topics.

Benchmark Institutions:

- Dale Carnegie Training
- Indian Institute of Mass Communication
- Indian School of Business (ISB)
- British Institute of Management (BIM)

Units	Content	No. of Lectures
I	Communication For Professional Success 1.1 Feedback for success: The art of giving and accepting constructive feedback 1.2 Executive Public Speaking: Structure and delivery of persuasive speeches (opening/closing, transitions, call-to-action), Handling Q&A sessions, interruptions, and audience resistance, Managing stage presence, anxiety, and impromptu speaking 1.3 Personal Branding and Networking: Importance of personal branding for corporate growth, Creating an online professional presence (LinkedIn, and other digital platforms), Networking tactics for in-person interactions (coffee breaks, elevator pitches, industry events) Principal of DEI (Diversity, Equity, and Inclusion) 1.4 Navigating tough talks: Poor performance feedback, layoffs, vulnerable personal information, redirecting unproductive discussions	15
II	Communication For Organizational Success 2.1 Foundations of External Communication: Role of content in brand identity & visibility in external communication, Media platforms: Owned, Earned, Paid (PESO Model) 2.2 Storytelling for Organizational Impact: Power of storytelling- Emotional connection & brand recall, Elements of a compelling brand	15

	story, The 7A Framework, 5 Light Bulb Framework for Storytelling 2.3 Writing and Content Formats Across Platforms: X (Twitter), Facebook, Instagram, LinkedIn, WhatsApp, Mobile/push notifications 2.4 Communication in Action: Press releases: Format, tone, and organizational positioning. Press conferences: Structuring key messages 2.5 Case studies: Social-Media for Journalism, Social-Media for PR, Social Media for Advertising	
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Self-Learning topics (Unit wise):

Sr.no	Unit	Topic
1	1	Creating an online professional presence (LinkedIn, and other digital platforms)
2	2	Writing and Content Formats Across Platforms

Online Resources/MOOCs

https://onlinecourses.nptel.ac.in/noc25_hs59/preview
https://onlinecourses.swayam2.ac.in/imb25_mg85/preview
https://archive.nptel.ac.in/courses/109/107/109107195/

Reference Books

- “Business Communication: Process and Product” (Mary Ellen Guffey & Dana Loewy)
- “Excellence in Business Communication” (John V. Thill & Courtland L. Bovee)
- “Corporate Communication: A Guide to Theory and Practice” (Joep Cornelissen)

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

A) Formative Assessment: (20 marks)

Any one of the following methods of assessment may be undertaken:

1. Class Test
2. Online Exam
3. Assignment/Project/ Case Studies
4. Presentation
5. Practical

Note: Guidelines for Internal Assessment will be as per university norms and provided in advance.

B) Summative Assessment

QUESTION PAPER PATTERN SEMESTER I (SEM-END EXAM)

Duration: 1 hour

Marks: 30

Q. 1. Answer the following (10 marks)

Q. 2. Answer the following (10 marks)

Q. 3. Answer the following (10 marks)

Course Title: Financial Literacy
Skill Enhancement Course (SEC)
Credits: 2

Course Objective (CO):

- Understand the key principles, processes, and components involved in comprehensive personal and professional financial planning.
- To equip students with knowledge and tools to evaluate financial goals, risk tolerance, and wealth-building strategies.
- Analyze various financial instruments, tax planning avenues, insurance, retirement schemes, and estate planning frameworks.
- Develop budgeting, investment, and savings strategies for individuals and businesses.
- Evaluate financial plans using tools such as time value of money, capital adequacy, asset allocation, and portfolio optimization.
- Strengthen ethical decision-making and advisory skills to meet client-specific financial goals.
- To prepare students for roles such as Financial Planner, Wealth Manager, Investment Advisor, Tax Consultant, or Client Relationship Executive.

Learning Outcome: (LO)

- Remember the fundamental concepts of financial planning and components of a personal financial plan.
- Understand the interrelationship between life stages, financial goals, income sources, and investment needs.
- Analyse client needs and risk profiles to offer customized financial recommendations.
- Apply financial planning techniques using budgeting tools, calculators, and investment planning strategies.
- Evaluate financial plans with respect to liquidity, risk-return trade-offs, inflation, and future needs.
- Create comprehensive financial plans that include budgeting, investment, tax, retirement, and estate planning.

Benchmark Institutions:

- National Centre for Financial Education (NCFE)
- Reserve Bank of India (RBI)
- Securities and Exchange Board of India (SEBI)
- Income Tax Department (CBDT)

Units	Content	No. of Lectures
I	Fundamentals of Financial Literacy 1.1 Principles & Process of Financial Planning 1.2 Financial Goals and Life-Stage Planning, Visual goal-mapping via Canva or Excel charts. 1.3 Time Value of Money and Inflation Adjustment using online financial calculators. 1.4 Importance & Principles of Financial Literacy with help of interactive literacy modules. 1.5 Budgeting: Income, expenses, savings; 50/30/20 rule, emergency funds using Excel/Google Sheets for budget trackers; apps like Walnut for expense tracking. 1.6 Banking access: Savings accounts, PMJDY schemes, RBI Financial Literacy Centers. 1.7 Bonds and securities: Recent trends in bonds, RBI Retail Direct Scheme.	15
II	Advanced Financial Literacy: Insurance, Retirement & Tax Planning 2.1 Retirement Planning & Corpus Calculation 2.2 Loan Analysis: CIBIL Scores, Amortization, Debt Management (Online EMI calculators, Excel for amortization schedules) 2.3 Risk & Return Trade-offs (including HPR Analysis), impact of geopolitical events (e.g., trade policy shifts) on market volatility 2.4 Indian Tax Framework (Sections 10, 24, 80), Google Sheets for deduction planning. 2.5 Investor protection: SEBI Saarthi 2.0 app, regulated vs. unregulated	15

	products, SEBI SCORES portal for filing dummy complaints 2.6 Financial frauds: Ponzi schemes, MLM, phishing; identifying red flags, Case studies on RBI/SEBI websites; fraud detection quizzes via Saarthi app	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	I	Time Value of Money and Inflation Adjustment using online financial calculators.
2	II	Risk & Return Trade-offs (including HPR Analysis), impact of geopolitical events (e.g., trade policy shifts) on market volatility

Online Resources

https://www.youtube.com/watch?v=LLdKcFpHgM8
https://www.youtube.com/watch?v=C49nSjzgliw
https://www.youtube.com/watch?v=XYkwa1D1AC4

References:

- Dave Ramsey, The Total Money Makeover
- Farnoosh Torabi, You're So Money: Live Rich, Even When You're Not
- Ramit Sethi, I Will Teach You to Be Rich
- Gitman, L. J., & Joehnk, M. D.; Personal financial planning. South-Western Cengage Learning.
- Keown, A. J.; Personal finance: Turning money into wealth. Pearson

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

A) Formative Assessment: (20 marks)

Any one of the following methods of assessment may be undertaken:

1. Class Test
2. Online Exam
3. Assignment/Project/ Case Studies
4. Presentation
5. Practical

Note: Guidelines for Internal Assessment will be as per university norms and provided in advance.

B) Summative Assessment

QUESTION PAPER PATTERN SEMESTER I (SEM-END EXAM)

Duration: 1 hour

Marks: 30

Q. 1. Answer the following (10 marks)

Q. 2. Answer the following (10 marks)

Q. 3. Answer the following (10 marks)

SEM IV

Part 4 - The Scheme of Teaching and Examination

Semester – IV Summary

Sr. No.	Choice Based Credit System	Remarks
1	Core course (CC)	Business Research Methodology
2	Core course (CC)	Financial Management
3	Core course (CC)	Operations Management
4	Core course (CC)	Entrepreneurship and Start-up Ecosystem
5	Core course (CC)	International Business
6	Value Added Course (VAC)	Stress management and Yoga
	Value Added Course (VAC)	NSS
7	Skill Enhancement Course (SEC)	Management Information System (MIS)

Second Year Semester IV Internal and External Detailed Scheme

Sr. No.	Subject Title	Periods Per Week						Internals					Total Marks
		Units	SL	L	T	P	Credit	SLE/PA/P	CT	AP	T	SEE	
1	Business Research Methodology	4	20%*	4	0	0	4	15	20	5	40	60	100
2	Financial Management	4	20%*	4	0	0	4	15	20	5	40	60	100
3	Operations Management	4	20%*	4	0	0	4	15	20	5	40	60	100
4	Entrepreneurship and Start-up Ecosystem	2	20%*	2	0	0	2	15	-	5	20	30	50
5	International Business	2	20%*	2	0	0	2	15	-	5	20	30	50
6	Stress management and Yoga	2	20%*	1	0	1	2	15	-	5	20	30	50
	NSS	2	20%*	0	0	2	2	15	-	5	20	30	50
8	Management Information System (MIS)	2	20%*	2	0	P	2	15	-	5	20	30	50
	Total Hours / Credit							20		Total Marks			500

SL: Self Learning, L: Lecture, T: Total, P: Practical, SLE- Self learning evaluation, CT-Commutative Test, SEE- Semester End Examination, TA-Teacher Assessment PA- Project Assessment

Second Year Semester – IV Units – Topics – Teaching Hours

S. N	Subject Unit Title		Lect ures	Total No. of lectures	Credit	Total Marks
1	I	Introduction to Business Research	15	60	4	100
	II	Problem Identification and Research Design	15			
	III	Sampling, Data Collection, and Analysis	15			
	IV	Report Writing and Presentation of Findings	15			
2	I	Introduction to Financial Decision and Cost of Capital	15	60	4	100
	II	Capital Structure and Dividend Decision	15			
	III	Working Capital and Leverages	15			
	IV	Capital Budgeting	15			
3	I	Introduction to Operations Management	15	60	4	100
	II	Process Design and Analysis	15			
	III	Quality Management	15			
	IV	Quality Improvement and Emerging Trends in Operations Management	15			
4	I	Introduction to Entrepreneurship & Family Business	15	30	2	50
	II	Building Ventures & Start-up Ecosystem	15			
5	I	Introduction to International Business	8	30	2	50
	II	Trade Policy and Regional Integration	7			

6	I	Managing stress at individual and organizational level	15	30	2	50
	II	Introduction to Yoga Philosophy	15			
7	I	Introduction to National Service Scheme (NSS)	15	30	2	50
	II	Community Welfare field work/ Training	15			
8	I	Foundations of MIS and Database Systems	15	30	2	50
	II	MIS Applications, Emerging Tech & Project Management	15			
		Total			20	500

- **Lecture Duration – 1 hr**
- **For serial no 8 students are required to select any one option from the option given in the open electives**
- **For theory papers One credit =15 hrs**
- **For practicals One credit=30 hrs**

Part 5 - Detailed Scheme

Curriculum Topics along with Self-Learning topics - to be covered, through self-learning mode along with the respective Unit. Evaluation of self-learning topics to be undertaken before the concluding lecture instructions of the respective Unit.

Course Title: Business Research Methodology

Course Code: Core Course (CC)

Credits: 4

Course Objectives (CO):

- To understand the Foundations of Business Research.
- To identify and Formulate Research Problems and Hypotheses.
- To analyse and Interpret Data Using Quantitative and Qualitative Methods.
- To design and conduct a business research project.
- To communicate Research Findings Effectively.

Learning Outcomes (LO):

- Define key terms and explain fundamental concepts of business research, including research types, designs, and ethical considerations.
- Identify a business problem, formulate relevant research questions and hypotheses, and justify the significance of the study.
- Apply suitable sampling methods, data collection tools, and statistical techniques to analyse and interpret quantitative and qualitative data.
- Design a business research project, including the development of a research proposal, and implement data gathering and analysis procedures.
- Prepare and deliver a professional research report and present findings effectively using visual aids, structured formats, and proper academic referencing.

Benchmark Institutions:

- Indian Statistical Institute (ISI)
- Tata Institute of Social Sciences (TISS)
- Harvard Business School – Research Methods Cases
- National Sample Survey Office (NSSO)
- Society for Applied Business Research (SABR)
- American Marketing Association (AMA) – Research Division

Units	Content	No. of Lectures
I	Introduction to Business Research: 1.1 Definition, purpose, and scope of business research 1.2 Types of research: Exploratory, descriptive, causal 1.3 Research process overview 1.4 Research ethics and integrity 1.5 Business research in decision-making	15
II	Problem Identification and Research Design: 2.1 Identifying and defining research problems 2.2 Setting research objectives and hypotheses formulation 2.3 Research design: Exploratory, descriptive, and causal designs 2.4 Literature review and research gap analysis	15
III	Sampling, Data Collection, and Analysis: 3.1 Sampling techniques: Probability and non-probability 3.2 Data types and sources: Primary vs. secondary 3.3 Methods of data collection: Surveys, interviews, observations 3.4 Introduction to data analysis tools (Excel/SPSS/R basics) 3.5 Descriptive and inferential statistics 3.6 Introduction to qualitative data coding and analysis	15
IV	Report Writing and Presentation of Findings: 4.1 Structure and elements of a research report 4.2 Referencing styles (APA/MLA/Chicago) 4.3 Data visualization: Tables, charts, and graphs 4.4 Oral and visual presentation techniques 4.5 Peer review and report improvement	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	I	Ethical issues in a real-world business cases
2	II	Drafting a problem statement and research objectives

3	III	Designing a basic research framework
4	IV	Designing and conducting a survey
5	IV	Draft and submit a mini research report

Online Resources/MOOCs

Videos & Lectures:
<ul style="list-style-type: none"> • Sampling & Surveys – Khan Academy (Statistics Module) • Intro to SPSS for Beginners – Coursera (Free Audit Available) • Data Analysis in Excel – Microsoft Excel for the Classroom • How to Write a Research Report – Scribbr YouTube Channel
Reading:
<ul style="list-style-type: none"> • Research Methods Knowledge Base by William Trochim • Business Research Methods – Lumen Learning • Harvard Business School – Problem Formulation & Research Design Basics • Writing a Research Problem Statement – Scribbr • Research Methodology - Kothari
MOOC:
<ul style="list-style-type: none"> • Coursera: Understanding Research Methods – University of London • Introduction to Business Research – NPTEL by Prof. Dinesh Kumar (IIM Bangalore) Watch on NPTEL

References:

- **Business Research Methods** – *Donald R. Cooper & Pamela S. Schindler*
Publisher: McGraw-Hill Education
- **Research Methodology: Methods and Techniques** – *C.R. Kothari & Gaurav Garg*
Publisher: New Age International
- **Business Research: A Practical Guide for Undergraduate and Postgraduate Students** – *Jill Collis & Roger Hussey*
Publisher: Palgrave Macmillan

- **The Craft of Research** – *Wayne C. Booth, Gregory G. Colomb, Joseph M. Williams*
Publisher: University of Chicago Press

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20
2	Self-Learning Evaluation	15
3	Active participation in routine class instructional deliveries	05

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

1) Duration – These examinations shall be of 2 hours duration.

2) Question Paper Pattern: -

- There shall be four questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic. The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the University.

Course Title: Financial Management

Core Course (CC)

Credits: 4

Course Objectives (CO):

- To apply the knowledge in taking finance decisions
- To develop analytical skills to identify financial management problems and solve them.
- To analyze the relationship among capital structure, cost of capital, dividend decisions, working capital requirement.
- To assess a firm's requirement for long-term assets by applying capital budgeting techniques

Learning Outcomes (LO):

- Develop understanding of Financial Management
- Understand Capital Structure, its cost & Dividend decisions
- Calculate Working Capital Requirements of an organization and to evaluate the optimal credit policy for the company
- Use the Standard Deviation Method for Risk Analysis.

Benchmark Institutions

- CFA Institute (Chartered Financial Analyst)
- CIMA (Chartered Institute of Management Accountants)
- Institute of Chartered Accountants of India (ICAI)
- Association of Chartered Certified Accountants (ACCA)

Units	Content	No. of Lectures
I	1.1 Introduction to Financing Decisions <ul style="list-style-type: none">• Meaning of finance and financial management, Types of Finance, Objective and Scope of financial management• Profit maximization and wealth maximization• Financial decisions (Factors influencing financial decisions)	15

	<ul style="list-style-type: none"> • Functions of a finance manager • Sources of Finance: – Ownership (shares and its types) • Creditor-ship - (Debentures, Bonds and its types) • Internal financing or ploughing back of profit • Startup finance-Bootstrapping, Series Funding. <p>1.2 Cost of Capital</p> <ul style="list-style-type: none"> • Meaning and Importance of Cost of Capital • Measurement of Cost of Capital, WACC. • Practical Problem 	
II	<p>2.1 Capital Structure</p> <ul style="list-style-type: none"> • Theories – Background, Assumptions, Definition • Income Approach, Traditional Position, Modigliani and Miller Approach • Effect of capital structure on - EPS, EBIT-EPS Analysis, Point of indifference • Practical Problems <p>2.2 Dividend Decisions</p> <ul style="list-style-type: none"> • Meaning, kinds, determinants of dividend policy decisions • SEBI Guidelines on Dividend Distribution. • Dividend Decision Models - Walter, Gordon, Graham & Dodd Model and M-M Model • Practical Problems 	15
III	<p>3.1 Working Capital</p> <ul style="list-style-type: none"> • Meaning, Types of working capital • Operating Cycle, determinants of working capital • Estimation of Working Capital • Practical Problems on Operating Cycle and management of debtors <p>3.2 Leverages</p> <ul style="list-style-type: none"> • Meaning • Types (Operating, Finance, Combined) • Risk & Leverage 	15

	<ul style="list-style-type: none"> Practical Problems 	
4	4.1 Capital Budgeting <ul style="list-style-type: none"> Meaning of capital budgeting, importance, need, NPV Method, Profitability Index, ARR, IRR, Payback Period, Practical Problems. 	15

Self-Learning Topics (Unit wise)

Sr. No	Unit	Topic
1	I	Profit maximization and Wealth maximization, Meaning and Importance of Cost of Capital
2	II	Background, Assumptions, Definition, Theories of capital structure
3	III	Meaning, Types of working capital, Operating Cycle, determinants of working capital
4	IV	Capital budgeting – meaning, need and importance

Online Resources

<http://www.fao.org/3/w4343e/w4343e08.htm>

References:

- Paramasivan & T. Subramanian, Financial Management
- IM Pandey, Financial Management
- Ravi Kishor, Financial Management
- Khan & Jain, Financial Management
- Van Horne & Wachowiz, Fundamentals of Financial Management
- Prasanna Chandra, Strategic Financial Management

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Duration – These examinations shall be of 2 hours duration.

Question Paper Pattern: -

- There shall be four questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

Course Title: Operations Management

Core Course (CC)

Credits: 4

Course Objective (CO):

- To provide a foundational overview of core operations management concepts, scope, and strategic role in both manufacturing and service contexts.
- To equip students with practical tools for process design and facility layout, including flowcharting, value stream mapping, and capacity-planning techniques.
- To build an understanding of the quality management framework- TQM, Six Sigma, Lean—and key tools such as SERVQUAL and Ishikawa diagrams for defect reduction and quality improvement tools like Ishikawa diagrams and quality circles.
- To explore emerging trends in operations management, covering sustainable practices, digital transformation (AI, analytics), and global supply-chain strategies.

Learning Outcome (LO):

- Remember fundamental operations management concepts, including scope, evolution, core functions (planning, organizing, staffing, leading, controlling), and competitive priorities.
- Understand the distinctions between manufacturing and service operations and how operations strategy aligns with corporate goals.
- Apply process design and analysis tools: flowcharting, value-stream mapping, facility-layout evaluation, and capacity planning to optimize real-world workflows.
- Analyze quality management frameworks (TQM, Six Sigma, Lean) and tools (SERVQUAL, Ishikawa diagrams) to identify root causes of defects and inefficiencies.
- Evaluate emerging operations trends: sustainable practices, AI driven analytics, digital transformation, and global supply-chain strategies against organizational objectives.
- Create integrated operations solutions that synthesize quality improvement, lean and JIT methodologies, and digital and sustainable practices for competitive advantage.

Benchmark Institutions:

- Indian Society for Operations Management (ISOM)
- Indian Institution of Industrial Engineering (IIIE)
- Indian Institute of Materials Management (IIMM)
- Production and Operations Management Society (POMS), USA

Units	Content	No. of Lectures
I	Introduction to Operations Management: 1.1 Operations Management: Concept, Scope, Importance, Evolution 1.2 Manufacturing vs. Service Operations: Key differences and implications for operations 1.3 Operations Strategy: Definition and Role, Aligning Operations with Corporate Goals 1.4 Functions of Operations Management (brief overview): <i>Planning-</i> Product selection and design, Process selection, Facility location, Capacity planning, Production Planning and Scheduling. <i>Organizing-</i> Facility Layout and Location Decisions. <i>Staffing-</i> Workforce Planning, Job Design and Work Measurement. <i>Leading in Operations-</i> Motivation and communication in operational settings. <i>Controlling-</i> Production Control, Inventory Management, Quality Management, Cost Control, Waste Reduction 1.5 Competitive Priorities in Operations: Cost, quality, speed, flexibility, innovation– understanding trade-offs 1.6 Production Management: Concept, Objectives. Manufacturing systems: Intermittent and Continuous Production Systems- Concept, Characteristics, Merits, and Limitations of each system 1.7 Productivity: Concept, types, importance. Simple numericals on productivity	15
II	Process Design and Analysis: 2.1 Plant location & Plant layout: Objectives, Principles of good product layout, Types of layout. 2.2 Material Management: Concept, Objectives, Importance of	15

	<p>materials management systems. Types of materials handling systems.</p> <p>2.3 Inventory Management: Importance, Inventory Control Techniques: ABC, VED, FSN, GOLF, XYZ, SOS, HML. Economic Order Quantity: Assumptions limitations & advantages. Simple numericals on EOQ, Lead Time, Reorder Level, Safety Stock.</p> <p>2.4 Tools for Process Analysis: Process Mapping and Flowcharting, Value Stream Mapping (VSM), Bottleneck Identification</p> <p>2.5 Case Examples from Manufacturing and Service Industries</p>	
III	<p>Quality Management</p> <p>3.1 Quality: Concept of Quality, Factors affecting quality, Characteristics of quality, Cost of Quality, Philosophies and Approaches to quality (brief overview): Edward Deming, J. Juran, P. Crosby's philosophy, Product & Service Quality Dimensions, Measuring service quality using SERVQUAL, Root cause analysis using Ishikawa Fish Bone diagram</p> <p>3.2 Quality Management: Concept, Importance Of Quality Management</p> <p>3.3 Total Quality Management: Concept, Importance, Key principles</p> <p>3.4 Just In Time: Concept, Importance, Merits, Demerits</p> <p>3.5 Lean Manufacturing: Concept, Importance, Merits, Demerits, 8 Wastes of lean manufacturing, Types of Deviations (Muda, Mura, Muri)</p> <p>3.6 Quality Circle: Objectives, Characteristics, Process</p> <p>3.7 Real-world examples and case studies of quality initiatives in organisations</p>	15
IV	<p>Quality Improvement and Emerging Trends in Operations Management:</p> <p>4.1 Six Sigma: concept, features, Enablers, Goals, DMAIC/DMADV.</p> <p>4.2 ISO and QS: ISO 9001, ISO 14000, QS 9000</p> <p>4.3 Key Lean Tools and Techniques (brief overview): 5S (Sort, Set in Order, Shine, Standardize, Sustain), Kaizen, Kanban, Poka-Yoke</p> <p>4.4 Sustainable Operations: Principles of Sustainable Operations, Triple Bottom Line (People, Planet, Profit), Competitive Advantage</p>	15

	<p>through sustainable operations, Green manufacturing (brief overview), Circular economy practices (brief overview)</p> <p>4.5 Digital transformation in operations management (brief overview): Predictive analytics for demand forecasting, AI powered Quality Control, Intelligent Automation and Robotics, AI for Supply Chain Optimization, Understanding globalization and its impact on operations</p> <p>4.6 Case studies on companies leading in operational innovation</p>	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	I	Production Management: Concept, Objectives. Manufacturing systems: Intermittent and Continuous Production Systems- Concept, Characteristics, Merits, and Limitations of each system
2	II	Inventory Management: Importance, Inventory Control Techniques: ABC, VED, FSN, GOLF, XYZ, SOS, HML. Economic Order Quantity: Assumptions limitations & advantages
3	III	Quality: Concept of Quality, Factors affecting quality, Characteristics of quality, Cost of Quality, Philosophies and Approaches to quality: Edward Deming, J. Juran, P. Crosby's philosophy
4	IV	Six Sigma: concept, features, Enablers, Goals, DMAIC/DMADV. ISO and QS: ISO 9001, ISO 14000, QS 9000

Online Resources/MOOCs

https://nptel.ac.in/courses/110107141
https://onlinecourses.nptel.ac.in/noc20_mgl7/preview
https://nptel.ac.in/courses/110101010
https://archive.nptel.ac.in/courses/110/105/110105123/
https://egyankosh.ac.in/handle/123456789/48345

References:

- Production and Operations Management by Everette E. Adam, Jr. Ronald J. Ebert;
- Publisher: Prentice-Hall of India
- Production and Operations Management by N.G. Nair; Publisher: Tata Mc. Graw Hill
- Production and Operations Management by Panneerselvam R; Publisher: Prentice-Hall of India
- Operations Management by Shafer Scott M; Publisher: John Wiley
- Succeeding in Project-Driven Organizations by Knutson Joan; Publisher: John Wiley
- Mitra Amitava., Fundamentals of Quality Control and Improvement, Prentice Hall, 3rd Edition, 2008.
- Besterfield, D H et al., Total Quality Management, 3rd Edition, Pearson Education, 2004.
- D. C. Montgomery and G C Runger, Applied Statistics and Probability for Engineers, 5th Edition, John Wiley & Sons, 2010.
- R. Johnston, G. Clark, Service Operations Management- Improving service delivery, 3rd Edition, Prentice Hall, 2008.
- W Edwards Deming, Out of Crisis, MIT Press, 2000.
- W Edwards Deming, Quality Productivity and Competitive Position, MIT Press, 1982.
- Philip B Crosby, Quality Is Free: The Art of Making Quality Certain, Mentor, 1979.
- Philip B Crosby, Quality Without Tears: The Art of Hassle-Free Management, McGraw-Hill; 1 edition, 1995.
- D A Garvin (1984), What does Product Quality Really Means. Sloan Management Review, 25-43.
- Parasuraman, A., Valarie A. Z., and Berry L.L. (1985), A Conceptual Model of Service Quality and Its Implications for Future Research," Journal of Marketing, Vol 49, pp.41-50.
- Parasuraman, A., Valarie A. Zeithaml, and Leonard L. Berry (1988), SERVQUAL: A

- Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality, Journal of Retailing, Vol.64, pp. 12-40.
- Zeithaml, V A., Leonard L. Berry, and A. Parasuraman (1991), The Nature and Determinants of Customer Expectations of Service, Journal of the Academy of Marketing Science, Vol. 21, No. 1, pp, 1-12.
- Johnston, R, (1999) Service transaction analysis: assessing and improving the customer's experience, Managing Service Quality, Vol. 9, No.: 2, pp.102 – 109

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

Course Title: Entrepreneurship and Startup Ecosystem

Core Course (CC)

Credits: 2

Course Objective (CO):

- To understand that not all ideas can be turned into viable business models and guestimate business potential of an idea
- To understand Entrepreneurship and its types
- To understand different type of finances available and financing methods
- To be able to draft business plans on an identified idea
- To understand the nuances of operating a startup – low budget marketing, stabilizing operations, build a team from scratch and scaling the business
- To know what is a Family Business and how is it different from Entrepreneurship

Learning Outcome (LO):

- Understand basic building blocks of creating a venture
- Be able to identify a business opportunity and translate it into a viable business model
- Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents
- Know the legacy of family businesses and key differentiations from entrepreneurship

Benchmark Institutions

- National Institute for Entrepreneurship and Small Business Development (NIESBUD)
- Entrepreneurship Development Institute of India (EDII)
- Indian Institute of Management Ahmedabad (IIMA) – Centre for Innovation Incubation and Entrepreneurship (CIIE)
- British Institute of Management (BIM)

Units	Content	No. of Lectures
I	Introduction to Entrepreneurship & Family Business 1.1 Definition and Concept of Entrepreneurship 1.2 Characteristics of an Entrepreneur	15

	1.3 Classification of Entrepreneurs 1.4 Role of Entrepreneurship in Economic Development and Start-ups 1.5 Understanding Family Businesses in India (<i>with cases like Murugappa, Dabur, Wadia, Godrej, Kirloskar, etc.</i>) 1.6 Sources of Business Ideas and Opportunity Recognition 1.7 Market Potential and Feasibility Analysis of a Business Idea 1.8 Industry, Competition, and Environmental Analysis	
II	Building Ventures & Start-up Ecosystem 2.1 Low-Cost Marketing Using Digital Technologies 2.2 Venture Funding and Financial Planning 2.3 Establishing the Value Chain and Managing Operations 2.4 Legal Aspects: IPR and Regulatory Compliances 2.5 Components of the Start-up Ecosystem (<i>Incubators, Accelerators, VC Funds, Angel Investors, etc.</i>) 2.6 Government Schemes for Start-ups (<i>Start-up India, Digital India, MSME initiatives, etc.</i>) 2.7 Technology Sourcing and Intellectual Property Management	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.3	Classification of Entrepreneurs
2	2.1	Low-Cost Marketing Using Digital Technologies

Online Resources/MOOCs

https://onlinecourses.nptel.ac.in/noc20_mg35/preview

https://www.youtube.com/watch?v=7IoBUOsy_ew (Harvard)

References:

- Startup India Leaning Program by Start Up India available at www.startupindia.gov.in
- Entrepreneurship, Rajeev Roy, Oxford University Press

- Entrepreneurship: Successfully Launching New Ventures by R. Duane Ireland Bruce R. Barringer, Pearson Publishing
- Family Business Management by Rajiv Agarwal, Sage Publishing
- Anish Tiwari, “Mapping the Startup Ecosystem in India”, Economic & Political Weekly
- Ramachandran, K, Indian Family Businesses: Their survival beyond three generations, ISB Working Paper Series

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

Evaluation Pattern

A)Formative Assessment

20 marks

Sr. No.	Particulars	Marks
1	Assignment/ Self-Learning Evaluation	15
2	Active participation in routine class instructional deliveries	5

B) Summative Assessment

Semester End Examination- 60 %

30 Marks

- 1) Duration – These examinations shall be of 1 hour duration.
- 2) Question Paper Pattern: -
 - There shall be two questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a & b only and the allocation of marks depends on the weightage of the topic.

Course Title: International Business

Core Course (CC)

Credits: 2

Course Objective (CO):

- To develop high quality management graduates who have a passion to excel, and who are agile, innovative and collaborative, aligned with the growth plans of the corporate sector and non-corporate sector, viz., Government, NGOs, UN Bodies, Policy Research etc.
- To develop analytical skills in students to assess and apply strategic management principles in finance, HR, and marketing contexts.
- To foster effective communication skills to enable students to articulate complex business concepts across various sectors.
- To encourage students to engage in self-directed learning through presentations and projects, enhancing their ability to research and present financial, HR, and marketing strategies
- To equip students with the necessary skills to critically evaluate market trends and organizational practices in the fields of finance, HR, and marketing
- To cultivate a collaborative mindset to promote teamwork and innovation in addressing real world challenges faced by businesses in diverse sectors.

Learning Outcome (LO):

- Understand the fundamentals of international business and its importance in the global economy.
- Analyze modern trade theories such as New Trade Theory, Gravity Model, and Global Value Chain Theory.
- Evaluate key models like EPRG, Hofstede's Cultural Dimensions, Porter's Diamond, and PESTEL Analysis.
- Study the role of FDI and commercial trade policies, including tariffs and non-tariff barriers.
- Examine the impact of regional trade blocs like India-EFTA TEPA, RCEP, and BRICS.
- Explore export promotion schemes and initiatives in India to enhance international trade.

Benchmark Institutions

- Indian Institute of Foreign Trade (IIFT)
- United Nations Conference on Trade and Development (UNCTAD)
- World Trade Organization (WTO)
- International Chamber of Commerce (ICC)
- Institute of International Finance (IIF)
- Harvard Business School – Global Business Division

Units	Content	No. of Lectures
I	Introduction to International Business 1.1 Meaning and Importance of International Business, Definition, scope and importance of international business 1.2 Modern Theories of International Trade: New Trade Theory (Paul Krugman), Gravity Model of Trade, Global Value Chain (GVC) Theory 1.3 Theories and Models: EPRG Model: Ethnocentric, Polycentric, Regiocentric, Geocentric Hofstede's Cultural Dimensions: Cultural impact on business, Porter's, Diamond Theory: Competitive advantage of nations, PESTEL Analysis: Political, Economic, Social, Technological, Environmental and Legal factors 1.4 Modes of Entry in International Business: Exporting, Licensing, Franchising, Joint Ventures, FDI: Greenfield vs Brownfield Investments	15
II	Trade Policy, and Regional Integration 2.1 Commercial Trade Policy & Regional Economic Integration: Tariffs & Non-Tariff Barriers: Types of Tariffs & Non-Tariff Barriers, Benefits & drawbacks, Concept & Types of Regional Integration 2.2 Trade Blocs: India-European Free Trade Association Trade and Economic Partnership Agreement (India-EFTA TEPA), Regional Comprehensive Economic Partnership (RCEP, Brazil, Russia, India, China, and South Africa (BRICS) 2.3 Export Promotion: Export Promotion Councils (EPCs): Key Functions, Export Promotion Schemes, RoDTEP - Remission of	15

	Duties or Taxes on Exported Products, EPCG - Export Promotion Capital Goods Scheme, Status Holder Incentive Scheme, Merchanting Trade Authorization Scheme, Export Promotion Initiatives, MAI - Market Access Initiative, TEE - Towns of Export Excellence	
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Self-Learning topics (Unit wise):

Sr. No.	Unit	Topic
1	1	Case study on Hofstede model
2	2	Case study on recent issues related to tariff and non-tariff barrier

Online Resources/MOOCs

https://www.youtube.com/watch?v=noSF-R1JfGk
https://www.youtube.com/watch?v=uTzq0DxZgyE
https://onlinecourses.swayam2.ac.in/cec25_mg03/preview

References:

- International Business: Competing in the Global Marketplace" by Charles W. L. Hill.
- International Business: Concept, Environment and Strategy, 3e by Vyuptakesh Sharan Pearson Education
- International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild
- Rakesh, M. J. International Business, New Delhi, Oxford University Press.
- Aswathappa, A. International Business, 2e. Tata McGraw-Hill Education

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

A) Formative Assessment: (20 marks)

Any one of the following methods of assessment may be undertaken:

1. Class Test
2. Online Exam
3. Assignment/Project/ Case Studies
4. Presentation
5. Practical

B) Summative Assessment (30 Marks) QUESTION PAPER PATTERN

SEM-END EXAM Duration: 1 hours Marks: 30

Q1	Attempt Any 2 out of 3 (7.5 Mark each) a) Long Answer b) Long Answer c) Long Answer	15 Marks
Q2	Attempt Any 2 out of 3 (7.5 Mark each) a) Long Answer b) Long Answer c) Long Answer	15 Marks

- 1) Duration – These examinations shall be of 1 hour duration.
- 2) Question Paper Pattern: -
 - There shall be two questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a & b only and the allocation of marks depends on the weightage of the topic.

Course Title: Stress management & Yoga

Value Added Course (VAC)

Credits: 2

Course Objective (CO):

- To understand the fundamental concepts, theories, and models related to organizational stress management.
- To develop awareness about the psychological, emotional, and behavioral aspects of stress at the workplace.
- To evaluate the sources and impact of stress on individuals and teams, and explore healthy coping mechanisms.
- To strengthen self-awareness, emotional intelligence, and resilience for managing stress effectively.
- To introduce the philosophical foundations of Yoga, including its origins, classical definitions, and relevance in Indian philosophical systems.
- To familiarize students with the fundamental concepts of Ashtanga Yoga as described in the Yoga Sutras of Patanjali.
- To build awareness of the holistic approach of Yoga in maintaining physical health, mental clarity, and spiritual balance.

Learning Outcome (LO):

- Remember key theories and models of organizational stress management.
- Understand the psychological, emotional, and behavioral symptoms of stress.
- Evaluate the effects of workplace stress on performance and well-being.
- Create a personalized action plan to enhance self-awareness and stress management skills.
- Analyze different classical definitions of Yoga and their philosophical implications.
- Apply how the components of Ashtanga Yoga contribute to personal development.
- Create a balanced daily routine incorporating Yoga practices to support overall wellness.

Benchmark Institutions:

- National Institute of Mental Health and Neurosciences (NIMHANS), Bengaluru
- Morarji Desai National Institute of Yoga (MDNIY), New Delhi
- S-VYASA University (Swami Vivekananda Yoga Anusandhana Samsthana), Bengaluru
- Kaivalyadhama Yoga Institute, Lonavala

Units	Content	No. of Lectures
I	<p>Managing stress at individual and organizational level</p> <p>1.1 Stress – concept, features, types of stress, Relation between Stressors and Stress, Source of Stress - Environmental, Organizational and Individual</p> <p>1.2 EQ and SQ</p> <p>1.3 Consequences of Stress – Physiological, Psychological and Behavioral Symptoms</p> <p>1.4 Stress at work place – Meaning, Reasons, Impact of Stress on Performance, Burnout –Concept, Stress v/s Burnout, Anxiety, Trauma</p> <p>1.5 Managing Stress at Individual level, Role of Organization in Managing Stress/ Stress Management Techniques Meditation, Role of Pranayama, Mantras, Nutrition, Music, Counselling, Stress and New Technology,</p>	15
II	<p>Introduction to Yoga Philosophy</p> <p>2.1 Origin and Development of Yoga</p> <p>2.2 Definitions and Goals of Yoga (Union of body, mind, spirit)</p> <p>2.3 Loosening Exercises (Sukshma Vyayama)</p> <p>2.4 Asanas (Postures)</p> <p style="padding-left: 40px;">Standing: Tadasana, Trikonasana</p> <p style="padding-left: 40px;">Sitting: Vajrasana, Padmasana</p> <p style="padding-left: 40px;">Supine: Shavasana</p> <p style="padding-left: 40px;">Prone: Bhujangasana, Makarasana</p> <p>2.5 Pranayama (Breath Control)</p> <p style="padding-left: 40px;">Introduction, techniques, and benefits</p> <p style="padding-left: 40px;">Nadi Shodhana, Bhramari</p> <p>2.6 Dhyana (Meditation) Techniques</p> <p style="padding-left: 40px;">Breath awareness, Om chanting</p> <p>2.7 Relaxation Techniques</p> <p style="padding-left: 40px;">Yoga Nidra (guided relaxation)</p>	30

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	2	Stress – concept, features, types of stress
2	2	Managing stress

Online Resources/MOOCs:

Stress Management and approaches for preventing and reducing stress : A Harvard medical school health report

<https://nptel.ac.in/courses/110/105/110105120/>

References:

- Jeffery A Kotter, David.D. Chen, Stress Management and Prevention , Second Edition Routledge Taylor and Francis Group
- Patanjali Yoga Sutras – Translations by Swami Vivekananda / B.K.S. Iyengar
- Swami Kuvalayananda – Pranayama: Its Philosophy and Practice
- Swami Satyananda Saraswati – Asana, Pranayama, Mudra, Bandha
- Ministry of AYUSH – Common Yoga Protocol Manual
- Taimni, I.K. – The Science of Yoga
- Swami Sivananda – Yoga Asanas, Essence of Yoga
- M.L. Gharote – Applied Yoga

Evaluation Pattern**A). Formative Assessment****20 marks**

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	10 Marks
2	Self-Learning Evaluation/ Assignment/ Project-work	10 Marks

B) Summative Assessment**Semester End Examination****30 Marks****For Practical Courses: (01 Credits – 30 Marks)**

Component	Marks
1. Yogic Practices Performance <i>Basic asanas (e.g., Tadasana, Vajrasana), pranayama (Nadi Shodhana, Bhramari), and meditation (Om chanting).</i>	10
2. Relaxation and Technique Understanding <i>Includes Yoga Nidra, understanding of posture-breath coordination, and following instructions.</i>	10
3. Regularity, Discipline & Participation <i>Attendance, sincere involvement, and consistent effort during sessions.</i>	10

1) Duration – These examinations shall be of 1 hour duration.

2) Question Paper Pattern: -

- There shall be two questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- The question may be sub-divided into sub-questions a & b only and the allocation of marks depends on the weightage of the topic.

Course Title: National Service Scheme (NSS)

Value Added Course (VAC)

Credits: 2

Course Outcomes (CO):

- To analyse the concept of gender and its impact on Gender Equality.
- To advocate for women's empowerment and evaluate existing initiatives in India.
- To design and implement a community campaign to address a specific social issue.
- To participate effectively in community fieldwork activities.
- To explain the different types of disasters and essential preparedness methods.
- To participate effectively in community fieldwork activities, focusing on disaster management training and importance of social awareness campaigns.

Learning Outcomes (LO):

- Define gender and differentiate it from sex.
- Analyse the root causes of gender-related problems in society.
- Explain the concept of women's empowerment and its significance.
- Evaluate existing schemes for women's empowerment in India and identify areas for improvement.
- Participate actively in community work within an adopted village.
- Define disaster and differentiate between various types (natural, human-made).
- Explain methods for disaster preparedness in different scenarios.
- Analyse the basic principles of disaster management and its cyclical nature

Units	Content	No. of Lectures
I	Introduction to National Service Scheme (NSS) 1.1 Formation and development of NSS in India 1.2 Structural framework of NSS from National Level to 1.3 College Level, Symbol and Moto of NSS and its meaning 1.4 Objectives of NSS 1.5 Basic Social Issues in India (Family System, Division of labour, Caste System in India, Gender Issues) 1.6 Gender sensitivity and woman empowerment: Concept of gender- causes	15

	behind gender related problems Meaning of empowerment- schemes for woman empowerment in India 1.7 Disaster management: Disaster its meaning- its types and methods of preparedness, Basic principles of disasters management, Disaster Management cycle, Disaster Management Training	
II	Community Welfare field work/ Training (Minimum 2 Projects or 1 Training) 2.1 Community work in adopted village 2.2 Visit to Self-aid group / marketing of Kutir Udyog 2.3 Practical sessions of Disaster preparedness CPR, Bandage, Stretchers, Fire fighting	30

References:

- National Service Scheme Manual (Revised) Government of India, Ministry of Youth Affairs and Sports, New Delhi
- National Service Scheme Manual University of Mumbai
- National Service Scheme Manual for NSS District Coordinators National Service Scheme Cell, Dept. of Higher and Technical Education, Mantralaya
- Rashtriya Seva Yojana Sankalpana Prof. Dr. Sankey Chakane, Dr. Pramod Diamond Publication, Pune
- Annual Report of National Service Scheme (NSS) Dept. of Higher and Technical Education Mantralaya. Dept. of Higher and Technical Education Mantralaya.
- Training Programme on National Programme scheme, TISS.
- Orientation Courses for N.S.S. Programme officers, TISS.
- Social Problems in India, Ram Ahuja.
- National Service Scheme in India : A Case Study of Karnataka, M. B. Dishad, Trust Publications, 2001
- <http://www.thebetterindia.com/140/national-service-scheme-nss/>
- <http://en.wikipedia.org/wiki/national-service-scheme>
- <http://nss.nic.in/adminstruct>
- <http://nss.nic.in/propexpan>
- <http://nss.nic.in>
- <http://socialworkness.org/about.html>

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

A) Formative Assessment: (20 marks)

Any one of the following methods of assessment may be undertaken:

1. Class Test
2. Online Exam
3. Assignment/Project/ Case Studies
4. Presentation
5. Practical

B) Summative Assessment (30 Marks) QUESTION PAPER PATTERN

SEM-END EXAM Duration: 1 hours Marks: 30

Q1	Attempt Any 2 out of 3 (7.5 Mark each) a) Long Answer b) Long Answer c) Long Answer	15 Marks
Q2	Attempt Any 2 out of 3 (7.5 Mark each) a) Long Answer b) Long Answer c) Long Answer	15 Marks

- 1) Duration – These examinations shall be of 1 hour duration.
- 2) Question Paper Pattern: -
 - There shall be two questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a & b only and the allocation of marks depends on the weightage of the topic.

Course Title: Management Information System

Skill Enhancement Course (SEC)

Credits: 2

Course Objective (CO):

- To impart foundational and contemporary knowledge of Management Information Systems in the context of businesses and digital transformation.
- To explore how organizations leverage MIS for decision-making, operations, and strategy.
- To equip students with hands-on knowledge in databases, system design, project management, and modern IT trends like AI, analytics, and cloud.

Learning Outcome (LO):

- Understand the basics of MIS and Database systems.
- To be able to analyze various types of information systems and their applications in functional areas.
- To explore how emerging technologies like AI, cloud computing, and data analytics are transforming the business landscape through MIS.

Benchmark Institutions:

- Indian Institute of Management Ahmedabad (IIM-A)
- Indian Statistical Institute (ISI Kolkata)
- Indian School of Business (ISB)
- IIT Hyderabad

Unit	Units/Modules	No. Of Lectures
I	Foundations of MIS and Database Systems 1.1. Definition, Need, and Role of MIS 1.2. Types of Information Systems: TPS, MIS, DSS 1.3. Components & Dimensions of MIS 1.4. MIS vs ERP 1.5. Case Studies: how MIS is implemented to support operations, decision-making, and strategy. The case study must include system	7.5

	<p>types (e.g., TPS, CRM, DSS), benefits, challenges, and use of technology tools.</p> <p>Database Management Systems (DBMS):</p> <p>1.6. Objectives of the Database Approach</p> <p>1.7. Characteristics and Advantages of DBMS</p> <p>1.8. Components of DBMS (Data, Hardware, Software, Users, Procedures)</p> <p>1.9. Entity-Relationship (ER) Modelling.</p>	
II	<p>MIS Applications, Emerging Tech & Project Management</p> <p>MIS Applications in Functional Areas:</p> <p>2.1 MIS in Finance, HR, Marketing, Operations.</p> <p>2.2 E-Commerce, E-Governance and Enterprise System: ERP, CRM, KMS.</p> <p>2.3 Digital Communication: Email, Chatbots, Video Conferencing.</p> <p>Emerging Trends in MIS:</p> <p>2.4 Cloud Computing in MIS (SaaS, PaaS, IaaS)</p> <p>2.5 AI & Business Intelligence in MIS: Use of ML, Predictive Analytics.</p> <p>Project Management & Agile</p> <p>2.6 Objectives of Project Management</p> <p>2.7 Tools: Gantt Chart</p> <p>2.8 Agile Methodologies – SCRUM: Roles, Ceremonies.</p> <p>2.9 Project Risk Management, Ethics in IT Projects, Business Process reengineering.</p>	7.5

Practical: 30 hours

Practical topics:

1	Design and build an e-commerce website, incorporating features of digital markets, digital goods, and e-commerce business models.
2	Database Design: Build a simple database for a business using an ER

	diagram(https://draw.io) and basic SQL (https://www.db-fiddle.com/)
3.	Case Studies
4.	Agile methodologies

Reference:

- Concepts in Enterprise Resource Planning, Third Edition, Bret Wagner, Ellen Monk, Course Technology.
- Management Information Systems, Managing the Digital Firm, Kenneth C. Laudon, Jane P. Laudon, Prentice Hall.
- Management Information System. Prof. Kunal Kanti Ghosh, Prof. Surojit Mukherjee, Prof. Saini Das, IIT Kharagpur:
<https://nptel.ac.in/courses/110/105/110105148/>
- Management Information System (MIS),
<https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>
- Database System and Concepts, A Silberschatz, H Korth, S Sudarshan, McGraw- Hill 6th Edition.
- The Scrum Master Guidebook: A Reference for Obtaining Mastery", CHANDAN LAL PATARY

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

Evaluation Pattern

A)Formative Assessment

20 marks

Sr. No.	Particulars	Marks
1	Assignment/ Self-Learning Evaluation	15
2	Active participation in routine class instructional deliveries	5

B) Summative Assessment

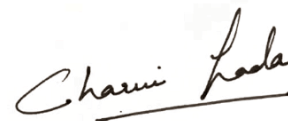
Semester End Examination- 60 %

30 Marks

- 1) Duration – These examinations shall be of 1 hour duration.
- 2) Question Paper Pattern: -
 - There shall be two questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a & b only and the allocation of marks depends on the weightage of the topic.



Dr. Ritika Pathak
Chairperson



Ms. Charvi Gada
Co - Chairperson