

INDIRA GANDHI UNIVERSITY, MEERPUR- REWARI, HARYANA (122502)

**(A State University Established under Haryana Act No.29 of 2013)
(Recognized u/s 12(B) & 2(f) of UGC Act, 1956)**

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Syllabus and Scheme of Examination

(in accordance with National Educational Policy 2020)

for

Post Graduate Programme

In

Business Administration

Effective from Academic Session 2026-27 (in phased manner)

Department of Management

Faculty of Commerce, Management, Tourism & Hospitality

Indira Gandhi University,

Meerpur-Rewari (122502)

Haryana, India

Details of Approvals

Council/Board	Date	Remark
Staff Council	07.08.2026	Approved
Board of Studies	25.08.2026	Approved
Academic Council	17.09.2026	Approved
Year of implementation: 2026-27		

Chairperson
(Signature with Stamp)

VISION AND MISSION OF THE UNIVERSITY

VISION

To be a globally renowned university, recognized for excellence in teaching, innovative research, and welfare of the society, imbining the spirit of “*Vasudhaiv kutumbkam*”.

MISSION

- To introduce and implement innovation in teaching and learning process matching up the global standards to strengthen academic delivery through curriculum design, teaching pedagogy and usage of ICT.
- To develop a mechanism that attracts talented, qualified and experienced faculty from across the globe for pursuing their academic and research careers at the University.
- To offer academic programs at UG, PG, doctoral, Post-Doctoral levels which are learner-centric, industry focused, and adhere to outcome based international models.
- To create an ambiance that is conducive for undertaking sponsored research, innovation and consultancy services to a wide spectrum of societal and industrial requirements while encouraging interdisciplinary approach of learning, team work, and research.
- To establish state of art centres of excellence in frontier areas of research and design innovation through industry collaboration to innovate and incubate the products and services.
- To establish smart campus and promote e-governance activities in the university for the digitally empowered society and knowledge economy.
- To provide a hygienic, modern, environment friendly and vivacious campus attuned to the urgent needs of Green Technology.
- To consider and implement norms, metrics, standards, procedures and benchmarks for assessing and improving the quality in every aspect of University system and achieve quality certifications by National and International bodies.
- To make society self-reliant by organizing various programmes including literacy, gender sensitization, health awareness, and dissemination of information about livelihood generation.

VISION AND OF THE DEPARTMENT

To nurture value-based management for a responsible global community.

MISSION OF THE DEPARTMENT

To build management graduates embedded with the values of integrity, empathy, and social responsibility; capable of critical thinking and problem-solving skills to serve the nation and society.

ABOUT THE PROGRAMME

The Department of Management, Indira Gandhi University, Meerpur, Rewari, offers a Two-Year Master of Business Administration (MBA) programme in accordance with the provisions of the National Education Policy (NEP) 2020. The programme is designed to develop competent, ethical, and innovative management professionals capable of addressing the challenges of an increasingly dynamic and global business environment.

The MBA is a postgraduate professional degree programme that equips students with advanced managerial knowledge, analytical skills, leadership qualities, and decision-making capabilities required for successful careers in business, industry, government, entrepreneurship, and the social sector. The curriculum follows an interdisciplinary approach by integrating concepts from Commerce, Economics, Management, Science, Humanities, and Social Sciences, thereby providing students with a comprehensive understanding of contemporary business practices.

The programme is open to graduates from all academic disciplines and is structured to facilitate the transition of students into competent management professionals. It combines theoretical foundations with practical learning through case studies, project work, internships, seminars, industry interactions, and experiential learning, enabling students to apply management concepts to real-world business situations. The MBA programme offers specialization in diverse functional areas of management, including Marketing Management, Financial Management, Human Resource Management, International Business, Operations Management, Supply Chain Management, Business Analytics, Other emerging areas as per industry requirements and University regulations. The curriculum places equal emphasis on the development of hard skills and soft skills. Students acquire expertise in strategic thinking, quantitative analysis, financial decision-making, digital technologies, business communication, leadership, teamwork, problem-solving, critical thinking, ethical decision-making, and entrepreneurial competencies. The programme also incorporates contemporary themes such as digital transformation, sustainability, innovation, artificial intelligence, and data-driven decision-making to ensure industry relevance.

In line with the objectives of NEP 2020, the MBA programme promotes multidisciplinary learning, flexibility, skill enhancement, experiential education, research orientation, and holistic personality development. The programme prepares graduates to assume leadership roles in corporate organizations, public enterprises, start-ups, multinational companies, consultancy firms, financial institutions, non-governmental organizations, and academic and research institutions. The Department is committed to producing socially responsible, globally competent, and professionally skilled managers who can contribute effectively to organizational excellence and sustainable economic development.

MINIMUM ELIGIBILITY CRITERIA

Bachelor degree/Shastri examination (New Scheme) of three-year duration with at least 50% marks (47.5% for SC/ST/ Blind/ Visually and Differently Abled candidates of Haryana only) in aggregate or any other examination recognized by Indira Gandhi University, Meerpur as equivalent thereto. [IGU PG Ordinance]

PASSING CRITERIA

The pass percentage will be 40% (Grade 'P') both for theory and practicum End-Term Examination. A student has to obtain minimum 40% marks (Grade 'P') in aggregate (sum of the Internal Assessment and End-Term Examination marks) and in End-Term Examination separately to qualify a course. [IGU PG Ordinance]

ELIGIBILITY FOR EXAMINATION

End-Term Examination shall be open to a regular student who:

- a.** has been on the rolls of the Department/College/Institute during the semester.
- b.** has passed the requisite qualifying examination, if s/he is a candidate for the first semester Examination.
- c.** has her/his examination form submitted on the university portal through the Chairperson/Principal/Director of the concerned Department/College/Institute.
- d.** has attended not less than 75% of the lectures. A deficiency may be condoned by the Chairperson/Principal/ Director of the Department/College/Institute in deserving cases up to 15%.

The condonation up to 15% shall also include loss of attendance due to participation in the cultural and sports assignments, etc. organized by the concerned agencies/branches/offices such as DYW, NSS, NCC, YRC, Sports etc. Provided further that, a student who participates in the Inter-University Tournaments or Inter University Youth Festivals or Republic Day Parade and any event as deemed fit by the concerned office, may be allowed additional condonation on this ground up to 10% in each course on a certificate from the Director, Sports; Director, Youth Welfare; Programme Coordinator, NSS/NCC as the case may be, subject to the condition that such a student shall not be allowed to appear in the examination if his/her attendance, after condonation on all counts, falls below 50%. The concerned office shall issue such certificates. [IGU PG Ordinance]

Scheme of Examination for Postgraduate Programme	
Subject	Business Administration
Total number of Semesters	4
Total Marks	
Total Credit	
Framework	2
Scheme	S

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

PEO 1	Professional Competence and Managerial Excellence Graduates will establish successful careers by applying comprehensive knowledge of management, accounting, finance, marketing, human resource management, international business, and other interdisciplinary domains to solve complex business and organizational challenges.
PEO 2	Analytical Thinking, Innovation, and Technology Integration Graduates will apply research, analytical thinking, critical reasoning, digital technologies, business analytics, artificial intelligence, and modern management tools to make evidence-based decisions, drive innovation, and improve organizational performance in a dynamic business environment.
PEO 3	Leadership, Communication, and Lifelong Learning Graduates will demonstrate effective communication, leadership, teamwork, professional competence, and adaptability while pursuing continuous learning, professional development, and entrepreneurial growth to excel in diverse national and global organizations.
PEO 4	Ethical and Responsible Management Graduates will uphold the highest standards of ethics, integrity, corporate governance, environmental sustainability, and social responsibility while making managerial decisions that contribute to inclusive and sustainable development.
PEO 5	Societal Contribution and Global Perspective Graduates will contribute to community development, social welfare, and economic growth by applying managerial knowledge with a global outlook, cultural sensitivity, and commitment to responsible business practices and stakeholder well-being.

PROGRAMME LEARNING OUTCOMES (PLOs)

PLO 1	Knowledge	Acquire comprehensive knowledge in area of management theories, business principles, economics, accounting, finance, marketing, human resource management, international business and other related interdisciplinary domains to address contemporary business challenges.
PLO 2	Research and Analytical skills	Apply appropriate research methodologies, data collection techniques, statistical analysis and interpretation for understanding different domains of business to investigate business problems, interpret findings, and support evidence-based managerial decision-making while fostering self-directed and lifelong learning.
PLO 3	Communication and professional Development	Demonstrate effective oral, written, digital, and interpersonal communication skills, along with professional etiquette, leadership qualities, proficiency in English and regional languages, and a positive personality for diverse organizational environments.
PLO 4	Problem-Solving and critical thinking	Identify, analyze, and solve simple as well as complex managerial and organizational problems using logical reasoning, critical thinking, creativity, quantitative techniques, and strategic decision-making skills.
PLO 5	Leadership and Team Work	Exhibit leadership, collaboration, adaptability, interpersonal effectiveness, and the ability to work independently as well as collaboratively in multidisciplinary, multicultural, and dynamic organizational settings.
PLO 6	Digital literacy and Technology Proficiency	Apply information technology, business analytics, enterprise software, digital platforms, artificial intelligence, financial and statistical software, and other contemporary management tools to improve business performance and organizational effectiveness.
PLO 7	Continuous Professional Development	Recognize the need for continuous learning, professional development, innovation, and upskilling to adapt to emerging technologies, evolving business practices, and global economic challenges.
PLO 8	Professional Ethics	Demonstrate ethical values, integrity, transparency, accountability, and professionalism while promoting corporate governance, environmental sustainability, social responsibility, inclusiveness, and responsible business practices.
PLO 9	Professional and Vocational Competence	Develop practical knowledge, managerial competencies, technical expertise, entrepreneurial capabilities, and industry-specific skills to enhance employability, innovation, and career readiness in diverse business environments.
PLO 10	Social Responsibility and Community Engagement	Apply managerial knowledge and professional skills to contribute to community development, social welfare, sustainable development initiatives, and inclusive economic growth while demonstrating sensitivity toward societal and environmental concerns

Scheme S

Semester	Course Type	Course Code*	Nomenclature ofcourse	Theory (T)/ Practical (P)	Credits		Contact hours per week				Internal Assessment Marks		End Term Examination Marks		Total Marks	Examination Hours		
						T o	L	T	P	To	Th	P	Th	P			Th	P
1	CC-1	26L6.0-MGT-101	Management Practices and Organisational Behaviour	T	4	26	4	0	0	4	30	0	70	0	100	3	0	
	CC-2	26L6.0-MGT-102	Accounting for Managers	T+P	3+1		3	0	1	4	25	5	50	20	100	3	2	
	CC-3	26L6.0-MGT-103	Managerial Economics	T	4		4	0	0	4	30	0	70	0	100	3	0	
	CC-4	26L6.0-MGT-104	Business Statistics and Analytics	T+P	3+1		3	0	1	4	25	5	50	20	100	3	2	
	CC-5	26L6.0-MGT-105	Business Communication & Personality Development	T+P	3+1		3	0	1	4	25	5	50	20	100	3	2	
	Each student will opt one course out of given two Discipline Elective Course (DEC) for I Semester																	
	DEC-I	26L6.0-MGT-106	Business Environment	T	4		4	0	0	4	30	0	70	0	100	3	0	
	DEC-I	26L6.0-MGT-107	Indian Economy	T	4		4	0	0	4	30	0	70	0	100	3	0	
	SEM	26L6.0-MGT-108	Seminar	P	2		0	0	4	4	00	0	00	0	50	0	2	
2	CC-6	26L6.0-MGT-201	Business Research Methods	T+P	3+1	26	3	0	1	4	25	5	50	20	100	3	2	
	CC-7	26L6.0-MGT-202	Financial Management	T+P	3+1		3	0	1	4	25	5	50	20	100	3	2	
	CC-8	26L6.0-MGT-203	Human Resource Management	T	4		4	0	0	4	30	0	70	0	100	3	0	
	CC-9	26L6.0-MGT-204	Marketing Management	T	4		4	0	0	4	30	0	70	0	100	3	0	
	CC-10	26L6.0-MGT-205	International Business	T	4		4	0	0	4	30	0	70	0	100	3	0	

	Each student will opt one course out of given two Discipline Elective Course (DEC) for II Semester																
	DEC-II	26L6.0-MGT-206	Production and Operation Management	T	4		4	0	0	4	30	0	70	0	100	3	0
	DEC-II	26L6.0-MGT-207	Business Analytics	T+P	2+2		2	0	2	4	15	15	35	35	100	2	2
	CHM	26L6.0-CHM-201	Constitutional, Human and Moral Values and IPR	T	2		2	0	0	2	15	0	35	0	50	2	0
	Internship	26L6.0-MGT-INT	An internship course of 4 Credits of 4-6 weeks duration during summer vacation after 2 nd semester is to be completed by every student. Internship can be either for enhancing the employability or for developing the research aptitude.							50		50		100			

Th: Theory, L: Lecture, P: Practical, T: Tutorial, To: Total

Exit Option: Any student opting for exit option after first year will get Post Graduate Diploma in Business Administration provided he/she completes 52 credits of first two semesters and additional 4 credits of Internship (100 External Marks) based on training of 4-6 weeks during summer vacations undertaken in a business organisation. Thus, he/she will be eligible to exit the course with the 56 credits. [IGU PG Ordinance]

Seminar:

The seminar is offered at the centralized level; therefore, the guidelines and evaluation criteria are available on the University website under the **Syllabus** section. All concerned are advised to visit the University website regularly for updates and further information.

Constitutional, Human and Moral Values and IPR:

The course CHMV & IPR is offered at the centralized level. The syllabus is available on the University website under the Syllabus section. All concerned are advised to visit the University website regularly for updates and further information.

Internship:

Every student will undergo an internship course of 4 credits of 4-6 weeks duration during summer vacation after II semester. Internship can be either for enhancing employability or for developing research aptitude. The internship report would be evaluated by an external expert from a panel approved by the Board of Post Graduate Studies & Research in Management, Indira Gandhi University, Meerpur, Rewari. [See: [IGU Internship Guidelines](#)]

Semester -I

Part A - Introduction				
Name of Subject	Business Administration			
Semester	I			
Nature of Course	Theory			
Nomenclature of the Course	Management Practices and Organisational Behaviour			
Course Code	26L6.0-MGT-101			
Course Type	CC			
Course Level	400-499			
Pre-requisite for the course (if any)	None			
Course Learning Outcomes (CLOs ₁) After completing this course, the learner will be able to:	CLO ₁	Explain the principles, functions, evolution, and planning process of management.		
	CLO ₂	Apply the principles of organizing, directing, leadership, and controlling in business organizations.		
	CLO ₃	Analyze individual behaviour using the concepts and theories of organizational behaviour that can help in managing people.		
	CLO ₄	Evaluate group behaviour, organizational culture, and change management to improve organizational effectiveness.		
	Theory	Practical	Total	
Credits	4	0	4	
Teaching Hours per week	4	0	4	
Internal Assessment Marks	30	0	30	
End Term Exam Marks	70	0	70	
Max. Marks	100	0	100	
Examination Duration (in Hours)	3			
Part B- Contents of the Course				
<u>Instructions for Paper- Setter:</u> The paper setter shall prepare 9 questions selecting two questions from each unit with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory, comprising 7 short answer type questions carrying two marks each (total 14 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt five questions: the compulsory question no. 1 and 1 question from the each of the four units.				
Unit	Topics		CLO/s Attempt	Contact Hours
I	Management: Introduction, definition, functions and levels of Management; Managerial roles, skills and competencies; Evolution of management thoughts, relevance of management theories, social responsibilities of manager. Planning, process of planning; Management by Objectives (MBO).		1	15
II	Organising: nature, objectives, and process of organising; Types of organisation structure and design. Directing: concept and its significance, Leadership: meaning and importance, leadership styles and leadership theories; Controlling-concept, nature, its process and importance, controlling techniques.		2	15
III	Organisational Behaviour: definition, theoretical foundation of OB, Challenges and opportunities in OB, Managing workforce diversity, cross-cultural dynamics, ethical issues at workplace, emotional intelligence; OB model. Learning, learning theories and applications;		3	16

	Perception: concept, process and applications; Personality: concept, determinants, theories and applications; Attitude: components and formation; Motivation: concept, theories and application.		
IV	The Group: group behaviour, group development, group dynamics, social loafing; developing teams, types of teams, team building; Empowerment, Conflict and Negotiations. Organisational culture; Organisational Change and Development: factors responsible for OC, stages of OC, resistance to change, overcoming resistance to change; Meaning, process and techniques of OD.	4	14
	Total Contact hours		60
Evaluation Methods			
Internal Assessment: 30 Marks		End Term Examination: 70 Marks	
• Class Participation:	5	Written Examination: 70	
• Seminar/presentation/assignment/quiz/ class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):			
Books:			
• Robbins, S. P., Judge, T. A., & Vohra, N. (2023). <i>Organizational Behavior</i> (19th ed., Global ed.). Pearson. • Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2022). <i>Fundamentals of Management: Essential Concepts and Applications</i> (11th ed., Global ed.). Pearson. • Koontz, H., Weihrich, H., & Cannice, M. V. (2020). <i>Essentials of Management: An International, Innovation, and Leadership Perspective</i> (11th ed.). McGraw Hill. • Luthans, F. (2021). <i>Organizational Behavior: An evidence-based approach</i> (14th ed.). Information Age Publishing. • Newstrom, J. W. (2019). <i>Organizational Behavior: Human Behavior at Work</i> (14th ed.). McGraw Hill. • Gupta, C. B. (2023). <i>Business Management</i> (25th ed.). Sultan Chand & Sons. • Prasad, L. M. (2022). <i>Principles and Practice of Management</i> (10th ed.). Sultan Chand & Sons. • Rao, V. S. P., & Narayana, P. S. (2021). <i>Principles and Practice of Management</i>. Konark Publishers. • Singh, K. (2021). <i>Organizational Behaviour: Text and Cases</i> (4th ed.). Pearson India. • Aswathappa, K. (2021). <i>Organisational Behaviour</i> (13th ed.). Himalaya Publishing House			

Mapping of Course Learning Outcomes (CLOs) to Programme Learning Outcomes (PLOs) for 26L6.0-MGT-101

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	3	2	2	2	1	-	2	2	2	1
CLO ₂	3	2	3	3	3	2	2	2	3	2
CLO ₃	3	3	3	3	3	1	2	3	3	2
CLO ₄	3	3	3	3	3	2	2	3	3	3

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devoted
Employability	12
Entrepreneurship	03
Skill Enhancement	30
Communication Development	06
Indian Knowledge System	01
Environmental Awareness/SDGs	01
Current Issues and Social Awareness	05
Gender issues	02
Public policies	05
Any Other	

Part A – Introduction			
Name of the Programme	Business Administration		
Semester	1		
Nature of Course/Course Composition	Theory + Practical		
Nomenclature of the Course	Accounting for Managers		
Course Code	26L6.0-MGT-102		
Course Type	CC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs) After completing this course, the learner will be able to:	CLO ₁	Explain the concepts, principles, and process of financial accounting, including Generally Accepted Accounting Principles (GAAP), the Accounting Cycle, and the preparation of Final Accounts.	
	CLO ₂	Analyze and interpret financial statements, including the Cash Flow Statement, through ratio analysis, trend analysis, common-size analysis, and ESG performance analysis for managerial decision-making.	
	CLO ₃	Apply the principles and techniques of Cost and Management Accounting, including Cost Sheet preparation, Material, Labour and Overhead Costing, Activity-Based Costing (ABC), Budgeting, and Profit Planning to support business decisions.	
	CLO ₄	Demonstrate practical proficiency in computerized accounting using MS Excel/Google Sheets and Tally Prime for preparing accounting records, financial statements, financial statement analysis, ESG analysis, budgeting, profit planning, and business reporting.	
	Theory	Practical	Total
Credits	3	1	4
Teaching hours per week	3	2	5
Internal Assessment Marks	25	05	30
End Term Exam Marks	50	20	70
Max. Marks	75	25	100
Examination Duration (in Hours)	3	2	
Part B- Contents of the Course			
<u>Instructions for Theory Paper-Setter</u>			
The paper setter shall prepare 7 questions selecting two questions from each of the three units with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory question comprising 4 short answer type questions carrying two marks each (total 08 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt four questions: the compulsory question no. 1 and 1 question from the each of the three units.			
<u>Instructions for Practical Examiner</u>			

Write-up and execution of the practical will be conducted as per the nature of the practical by the external examiner, with consideration given to the Course Learning Outcomes 4.			
Unit	Topics	CLO Attempt	Contact Hours
I	Meaning & Nature of Accounting for Managers: Introduction, Financial Accounting, Cost Accounting, and Management Accounting; Types of Management Accounting Information and their Uses. Financial Accounting: Concept, importance and scope; Accounting principles; journal; ledger; trial balance; depreciation methods (straight line and diminishing balance); preparation of final accounts with adjustments for non-corporate entities.	1	15
II	Analysis and interpretation of financial statements: Understanding Corporate Financial Statements and Reports, Financial Statements Analysis, Ratio Analysis, Cash Flow Statement analysis. ESG Analysis	2	15
III	Cost Accounting: Cost Sheet, Meaning, importance, methods, techniques; Costing and Control of Material, Labour, Factory Overheads, Administrative, Selling and Distribution Overheads. An elementary knowledge of Activity Based Costing; Cost Volume Profit Analysis; Budgeting and Profit Planning	3	15
Practical	Module 1: Accounting through Spreadsheets (MS Excel/Google Sheets) (5 Hours) Preparation of Trial Balance, Trading Account, Profit & Loss Account, and Balance Sheet; Recording and formatting accounting transactions using Excel. Use of Excel formulas and functions (SUM, IF, SUMIF, VLOOKUP/XLOOKUP, INDEX-MATCH, ROUND, PMT, NPV, IRR, etc.) in accounting applications. Data validation, conditional formatting, and error checking. Pivot Tables and Pivot Charts for accounting data summarization and reporting. Module 2: Computerized Accounting using Tally Prime (5 Hours) Introduction to Computerized Accounting and Tally Prime. Company Creation and Configuration, Creation and Alteration of Ledgers and Groups, Recording Accounting Vouchers: Journal, Payment, Receipt, Purchase, Sales, Contra Voucher, Financial Statements in Tally. Module 3: Financial Statement Analysis through MS Excel (10 Hours) Importing and organizing financial statement data of real companies; Preparation of Common-Size Financial Statements Comparative Financial Statements, Trend Analysis Ratio Analysis (Liquidity, Profitability, Efficiency, Solvency, and Market Ratios), Dashboard creation using Pivot Tables, Slicers, and Charts. Data visualization through Bar Charts, Line Charts, Pie Charts, Waterfall Charts, and Sparklines; Interpretation of financial performance using the annual reports of listed companies. Module 4: ESG and Sustainability Reporting through Excel (5 Hours) Collection and organization of ESG-related data from Sustainability Reports, Annual Reports, and BRSR Reports. Analysis of	4	30

Environmental, Social, and Governance (ESG) indicators using Excel; Preparation of ESG Scorecards and dashboards; Visualization and interpretation of ESG performance for selected companies.					
Module 5: Budgeting and Profit Planning through MS Excel (5 Hours)					
Preparation of: Sales Budget, Production Budget, Cash Budget, Flexible Budget, Master Budget					
Mini Project (Hands-on Practical)					
Students shall complete one practical project involving: Preparation of accounting statements in Excel; Financial statement analysis of a listed company; ESG performance analysis using publicly available data; and Budgeting and profit planning model using MS Excel, with presentation of findings through charts and dashboards.					
Total Contact Hours				75	
Evaluation Methods					
Internal Assessment:30	TH-25	PR-5	End Term Examination: 70	TH-50	PR-20
Class Participation:	5	0	Lab record	NA	05
Seminar/presentation/assignment/quiz/class test etc.:	5	NA	Viva-Voce	NA	05
Seminar/Demonstration/Viva-voce/Lab records etc.:	NA	5	Written Examination	50	NA
Mid-Term Exam:	15	NA	Write-up and execution of the practical	NA	10
Part C-Learning Resources					
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):					
• Anthony, R. N., & Reece, J. S. (n.d.). <i>Management accounting: Principles</i>. Richard D. Irwin. • Atrill, P., & McLaney, E. (2022). <i>Accounting and finance for non-specialists</i> (12th ed.). Pearson. • Garrison, R. H., Noreen, E. W., & Brewer, P. C. (2023). <i>Managerial accounting</i> (18th ed.). McGraw-Hill Education. • Hansen, D. R., & Mowen, M. M. (2021). <i>Cost management: Accounting and control</i> (8th ed.). Cengage Learning. • Hilton, R. W., & Platt, D. E. (2023). <i>Managerial accounting: Creating value in a dynamic business environment</i> (13th ed.). McGraw-Hill Education. • Horngren, C. T., Sundem, G. L., & Stratton, W. O. (n.d.). <i>Introduction to management accounting</i>. Pearson Education. • Ishwar Sharma. (n.d.). <i>Accounting for Managers</i>. Mahavir Publications. • Khan, M. Y., & Jain, P. K. (n.d.). <i>Management accounting</i>. McGraw-Hill Education. • Pandey, I. M. (2021). <i>Management accounting</i> (6th ed.). Vikas Publishing House. • Singhal, A. K., & Ghosh Roy, H. J. (n.d.). <i>Accounting for managers</i>. JBC Publishers & Distributors. • Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2022). <i>Financial accounting: IFRS edition</i> (4th ed.). Wiley.					

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for 26L6.0-MGT-102

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	3	2	1	2	-	1	1	2	2	-
CLO ₂	3	3	1	3	1	2	1	2	3	2
CLO ₃	3	2	1	3	1	2	1	1	3	1
CLO ₄	3	3	1	3	1	3	2	1	3	1

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devoted
Employability	5
Entrepreneurship	3
Skill Enhancement	12
Communication Development	-
Indian Knowledge System	-
Environmental Awareness/SDGs	1
Current Issues and Social Awareness	4
Gender issues	-
Public policies	2
Any Other	-

Part A - Introduction			
Name of Subject	Business Administration		
Semester	I		
Nature of Course	Theory		
Nomenclature of the Course	Managerial Economics		
Course Code	26L6.0-MGT-103		
Course Type	CC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs) After completing this course, the learner will be able to:	CLO ₁	Explain the principles of Ancient Indian Economy and Kautilya's economic thought and governance.	
	CLO ₂	Apply the concepts of demand and consumer equilibrium, elasticity, cost and revenue, and break-even analysis to support effective business and managerial decisions.	
	CLO ₃	Analyze production functions, market structures, and pricing strategies to evaluate price and output decisions under different competitive conditions.	
	CLO ₄	Interpret national income concepts, GDP, business cycles, inflation, unemployment, and evaluate their implications for business decisions.	
	Theory	Practical	Total
Credits	4	0	4
Teaching Hours per week	4	0	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Duration (in Hours)	3		
Part B- Contents of the Course			
Instructions for Paper- Setter: The paper setter shall prepare 9 questions selecting two questions from each unit with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory, comprising 7 short answer type questions carrying two marks each (total 14 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt five questions: the compulsory question no. 1 and 1 question from the each of the four units.			
Unit	Topics	CLO/s Attempt	Contact Hours
I	Basic understanding of Ancient Indian Economy, Wealth and its various aspects as per Vedic Philosophy; Kautilya's view on Ways of Financial Management and Economic Governance, Proposition of Welfare states and Good Governance by Kautilya as the foundation of strong Indian Economy; Relevance of Kautilya's Arthashastra in making of modern and advanced India. Managerial economics: Introduction, Nature, Scope, and Applications, Managerial Economics in decision making.	1	14

II	Theory of demand and consumer equilibrium- utility and indifference curve analysis; demand function; elasticity of demand and its significance in decision making; demand forecasting and its techniques. Theory of cost: Types of costs, production cost, selling cost, R&D cost, Short run and Long run cost curves, revenues curve of a firm; Relation between cost and revenue; Break-even point.	2	16
III	Production function- Law of variable proportions; Laws of return; Output-cost relations; Isoquant curves. Market Structure and Competition: Price and output determination under perfect competition; monopoly; monopolistic competition and oligopoly. Pricing Decision: Objectives of pricing. Cost-based pricing, Demand-based pricing, Competition-based pricing, Price discrimination, Peak-load pricing, Penetration and Skimming pricing.	3	14
IV	National Income and Economic Activity: Meaning and concepts of national income, GDP, GNP, NNP, national income and per capita income, Nominal and real GDP, Business cycle: phases and characteristics, Economic growth and development. Inflation: Meaning, types and causes, Demand-pull and cost-push inflation, Effects of inflation on business decisions, Meaning and types of Unemployment.	4	16
Total Contact hours			60
Evaluation Methods			
Internal Assessment: 30 Marks		End Term Examination: 70 Marks	
• Class Participation:	5	Written Examination: 70	
• Seminar/presentation/assignment/quiz/ class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):			
• Baye, M. R., & Prince, J. T. (2023). <i>Managerial economics and business strategy</i> (11th ed.). McGraw Hill. • Dwivedi, D. N. (2022). <i>Managerial economics</i> (9th ed.). Vikas Publishing House. • Froeb, L. M., McCann, B. T., Shor, M., & Ward, M. R. (2023). <i>Managerial economics: A problem-solving approach</i> (6th ed.). Cengage Learning. • Geetika, Ghosh, P., & Roy Choudhury, P. (2021). <i>Managerial economics</i> (3rd ed.). McGraw Hill. • Salvatore, D. (2019). <i>Managerial economics: Principles and worldwide applications</i> (9th ed.). Oxford University Press. • <i>Harvard Business Review</i>. (n.d.). Harvard Business Publishing. https://hbr.org • <i>Journal of Economic Perspectives</i>. (n.d.). American Economic Association. https://www.aeaweb.org/journals/jep • <i>The Economic Journal</i>. (n.d.). Royal Economic Society. https://academic.oup.com/ej			

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for 26L6.0-MGT-103

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	3	2	2	2	2	2	1	3	1	3
CLO ₂	2	2	1	3	3	2	2	1	3	1
CLO ₃	3	3	2	2	2	2	1	3	1	2
CLO ₄	2	2	2	3	3	2	3	3	3	3

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devotes
Employability	12
Entrepreneurship	08
Skill Enhancement	09
Communication Development	04
Indian Knowledge System	10
Environmental Awareness/SDGs	04
Current Issues and Social Awareness	08
Gender issues	04
Public policies	06
Any Other	

Part A – Introduction			
Name of the Programme	Business Administration		
Semester	1		
Nature of Course/Course Composition	Theory + Practical		
Nomenclature of the Course	Business Statistics and Analysis		
Course Code	26L6.0-MGT-104		
Course Type	CC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs) After completing this course, the learner will be able to:	CLO ₁	Understand the fundamental statistical concepts and techniques for analyzing business data.	
	CLO ₂	Analyze business relationships using correlation, regression, and time-series techniques and make forecasts.	
	CLO ₃	Apply probability concepts and probability distributions to solve business-related problems.	
	CLO ₄	Utilize MS Excel statistical functions and analytical tools for data analysis and visualization.	
	Theory	Practical	Total
Credits	3	1	4
Teaching hours per week	3	2	5
Internal Assessment Marks	25	05	30
End Term Exam Marks	50	20	70
Max. Marks	75	25	100
Examination Duration (in Hours)	3	2	
Part B- Contents of the Course			
<u>Instructions for Theory Paper-Setter</u>			
The paper setter shall prepare 7 questions selecting two questions from each of the three units with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory question comprising 4 short answer type questions carrying two marks each (total 08 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt four questions: the compulsory question no. 1 and 1 question from the each of the three units.			
<u>Instructions for Practical Examiner</u>			
Write-up and execution of the practical will be conducted as per the nature of the practical by the external examiner, with consideration given to the Course Learning Outcomes.			
Unit	Topics	CLO Attempt	Contact Hours
I	Introduction to Statistics: Basic concepts, Statistics in business, Data measurement; frequency distribution, measures of central tendency: mean, median, mode, geometric mean and harmonic mean; measures of dispersion: range, quartile deviation, mean deviation and standard deviation; Skewness: meaning and coefficient of skewness	1	15
II	Correlation analysis: Meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation; Regression analysis: meaning, types and measurement; Difference between correlation and regression; Time series analysis: components and measurement of trend and seasonal variations.	2	15

III	Probability: Basic concepts and approaches, addition, multiplication and Bayes' theorem. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distribution.	3	15
Practical	Module 1: Introduction to MS Excel (5 Hours) Excel Interface, Workbook and Worksheet, Data Entry, Cell Referencing, Basic Formulae, Relative, Absolute and Mixed References, Sorting and Filtering. Use of Excel Functions like SUM(), AVERAGE(), MAX(), MIN(), COUNT(), COUNTA(). Use of Excel Tools like COUNTIF(), FREQUENCY(), Pivot Table, Histogram Chart. Practical Exercise: Prepare monthly sales data of any company and calculate Total Sales, Average Sales, Maximum Sales, Minimum Sales. Prepare frequency distribution of marks of 100 students. Create: Frequency Table, Histogram, Pie Chart. Module 2: Measures of Central Tendency & Dispersion (8 Hours) Mean, Median, Mode, Geometric Mean, Harmonic Mean through Excel Functions like MEDIAN(), MODE.SNGL(), GEOMEAN(), HARMEAN() Range, Quartile Deviation, Mean Deviation, Standard Deviation through MS Excel Functions like QUARTILE.INC(), STDEV.S(), STDEV.P(), ABS(). Practical Exercise: Analyze employees' salary dataset. Calculate Arithmetic Mean, Median, Mode, Geometric Mean & Harmonic Mean and Interpret results. Using sales data of any company and Calculate Range, Quartiles, Standard Deviation Coefficient of Variation and Interpret business risk. Module 3: Skewness and Data Visualization (7 Hours) Positive Skewness, Negative Skewness, Symmetrical Distribution through Excel Function SKEW(). Practical Exercise: Calculate skewness of customer income data and interpret whether data are positively or negatively skewed. Module 4: Correlation & Regression Analysis (5 Hours) Scatter Plot, Pearson Correlation, Spearman Rank Correlation, Linear Regression, Trend Line, Prediction through Excel Tools like Data Analysis ToolPak, Regression, Trendline through Excel Functions like CORREL() RANK.EQ(), FORECAST.LINEAR(), SLOPE(), INTERCEPT(). Practical Exercise: Relationship between Advertising Expenditure Sales Revenue (Use Hypothetical Data). Draw Scatter Diagram and Interpret results. Practical: Predict future sales based on advertising expenditure. Interpret: R^2, Regression Equation & Significance Module 5: Time Series Analysis (5 Hours) Components of Time Series, Trend, Seasonal Variation through Excel Tools and functions like Moving Average, Trendline, Forecast Sheet, TREND(), FORECAST.LINEAR(). Practical Exercise:: Monthly sales data of five years and Calculate Moving Average, Trend Values, Seasonal Index, Forecast Next Year Sales. Prepare Line Chart and Trend Chart.	4	30
Total Contact Hours			75

Evaluation Methods					
Internal Assessment:30	TH-25	PR-5	End Term Examination: 70	TH-50	PR-20
Class Participation:	5	0	Lab record	NA	05
Seminar/presentation/assignment/quiz/class test etc.:	5	NA	Viva-Voce	NA	05
Seminar/Demonstration/Viva-voce/Lab records etc.:	NA	5	Written Examination	50	NA
Mid-Term Exam:	15	NA	Write-up and execution of the practical	NA	10
Part C-Learning Resources					
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):					
Books:					
- Chandan, J. S. (1998). <i>An introduction to statistical methods</i>. Vikas Publishing House. - Gupta, C. B., & Gupta, V. (2013). <i>Business statistics</i>. S. Chand & Company. - Gupta, S. P., & Gupta, M. P. (2018). <i>Business statistics</i>. Sultan Chand & Sons. - Hooda, R. P. (2003). <i>Statistics for business and economics</i>. Vikas Publishing House. - Kothari, C. R. (1990). <i>Quantitative techniques</i>. Vikas Publishing House. - Levin, R. I., & Rubin, D. S. (2011). <i>Statistics for management</i> (7th ed.). Prentice Hall of India. - Sharma, I., Bhardwaj, K., Yadav, S., & Garg, M. (2026). <i>Business statistics and logic</i>. Mahavir Publications.					
E-Resources/LMS:					
- Khan Academy. (n.d.). <i>Statistics and probability</i>. https://www.khanacademy.org/math/statistics-probability - SWAYAM. (n.d.). <i>Study Webs of Active Learning for Young Aspiring Minds</i>. https://swayam.gov.in - UGC-INFLIBNET Centre. (n.d.). <i>e-PG Pathshala</i>. https://epgp.inflibnet.ac.in - National Programme on Technology Enhanced Learning. (n.d.). <i>NPTEL courses</i>. https://nptel.ac.in					

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for 26L6.0-MGT-104

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	3	1	1	3	1	2	1	3	2	1
CLO ₂	3	2	2	3	1	3	2	3	2	1
CLO ₃	3	3	2	3	2	3	2	3	2	1
CLO ₄	2	2	3	2	2	2	3	2	3	2

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devoted
Employability	18
Entrepreneurship	6
Skill Enhancement	20
Communication Development	5
Indian Knowledge System	3
Environmental Awareness/SDGs	3
Current Issues and Social Awareness	6
Gender issues	2

Public policies	5
Any Other	7

Part A – Introduction			
Name of the Programme	Business Administration		
Semester	I		
Nature of Course/Course Composition	Theory + Practical		
Nomenclature of the Course	Business Communication and Personality Development		
Course Code	24L6.0-MGT-105		
Course Type	CC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs) After completing this course, the learner will be able to:	CLO ₁	Develop basic communication skills required in organisations	
	CLO ₂	Demonstrate proficiency in written business communication.	
	CLO ₃	Apply personality development, leadership qualities, professional etiquette, and employability skills for personal and professional growth.	
	CLO ₄	Develop effective oral communication and professional skills.	
	Theory	Practical	Total
Credits	3	1	4
Teaching hours per week	3	2	5
Internal Assessment Marks	25	05	30
End Term Exam Marks	50	20	70
Max. Marks	75	25	100
Examination Duration (in Hours)	3	2	
Part B- Contents of the Course			
<u>Instructions for Theory Paper-Setter</u>			
The paper setter shall prepare 7 questions selecting two questions from each of the three units with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory question comprising 4 short answer type questions carrying two marks each (total 08 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt four questions: the compulsory question no. 1 and 1 question from the each of the three units.			
<u>Instructions for Practical Examiner</u>			
Write-up and execution of the practical will be conducted as per the nature of the practical by the external examiner, with consideration given to the Course Learning Outcomes.			
	Topics	CLO Attempt	Contact Hours
Unit-I	Business communication: Nature, importance, process of communication and types of business communication: verbal and non-verbal, communication barriers and ways to overcome barriers, principles of effective communication, listening and deterrents to listening, essential of a good listener, Ethics in business communication.	1	15
Unit-II	Internal and external communication: Types of business letters, Memorandum, Agenda, Circular, Order, Notice, minutes, sales letter, enquire and replies, complaints and follow up, agency correspondence, correspondence with government authorities. Meetings and conference communication, Telephone and professional conversation skills.	2	15

Unit-III	Concept and importance of personality development, Self-awareness and self-assessment, Self-confidence, positive attitude, and self-motivation, Goal setting and time management, Leadership and decision-making skills, Professional etiquette, grooming, and workplace ethics, Problem-solving, creativity, and critical thinking, Career planning and employability skills.	3	15		
Practical	1. Presentation, and Extempore (5 Hours) 2. Debate (3 Hours) 3. CV/Resume Writing (2 Hours) 4. Mock Interview (Interview skills and interview etiquette) (6 Hours) 5. Group Discussion (4 Hours) 6. Role playing (5 Hours) 7. Group and Team building through management games and exercises (5 Hours)	4	30		
Total Contact Hours			75		
Evaluation Methods					
Internal Assessment:30	TH-25	PR-5	End Term Examination: 70	TH-50	PR-20
Class Participation:	5	0	Lab record	NA	05
Seminar/presentation/assignment/quiz/class test etc.:	5	NA	Viva-Voce	NA	05
Seminar/Demonstration/Viva-voce/Lab records etc.:	NA	5	Written Examination	50	NA
Mid-Term Exam:	15	NA	Write-up and execution of the practical	NA	10
Part C-Learning Resources					
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):					
- Chaturvedi, P. D., & Chaturvedi, M. (2024). <i>Business communication: Skills, concepts, cases, and applications</i>. Pearson. - Guffey, M. E., Loewy, D., & Dwivedi, V. (2025). <i>Business communication: Process & product</i> (11th ed.). Cengage Learning. - Newbold, C., & Richards, J. L. (2025). <i>Business and professional communication: A human-centered approach</i>. SAGE Publications. - Marriott, S., Knapton, H., & Hartley, P. (2023). <i>Professional and business communication: Personal strategies for the post-digital future</i> (3rd ed.). Routledge. - Bovee, C. L., & Thill, J. V. (2020). <i>Business communication today</i> (14th ed.). Pearson. - Lesikar, R. V., Flatley, M. E., Rentz, K., & Lentz, P. (2012). <i>Business communication: Making connections in a digital world</i> (13th ed.). McGraw-Hill/Irwin. - Raman, M., & Sharma, S. (2015). <i>Technical communication: Principles and practice</i> (3rd ed.). Oxford University Press. - Herta, D. (2018). <i>Personality development and communication skills</i>. Himalaya Publishing House. - Kaul, A. (2015). <i>Effective business communication</i>. Prentice Hall India Learning Private Limited.					

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for 24L6.0-MGT-105

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	2	1	3	2	2	1	2	1	3	1
CLO ₂	2	2	3	2	1	2	2	2	3	1
CLO ₃	2	1	3	2	3	2	2	2	3	1
CLO ₄	2	1	3	2	3	1	3	3	3	2

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devoted
Employability	7
Entrepreneurship	3
Skill Enhancement	7
Communication Development	20
Indian Knowledge System	-
Environmental Awareness/SDGs	-
Current Issues and Social Awareness	2
Gender issues	-
Public policies	2
Any Other	-

Part A - Introduction			
Name of Subject	Business administration		
Semester	I		
Nature of Course	Theory		
Nomenclature of the Course	Business Environment		
Course Code	26L6.0-MGT-106		
Course Type	DEC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs) After completing this course, the learner will be able to:	CLO ₁	Gain knowledge of various constituents of the environment and their impact on businesses	
	CLO ₂	Understand the minor and major factors affecting the business in various streams	
	CLO ₃	Gain knowledge of economic reforms, and its impact on economic welfare	
	CLO ₄	Present a business environmental analysis and recommendations to reduce the risk of the identified issues.	
	Theory	Practical	Total
Credits	4	0	4
Teaching Hours per week	4	0	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Duration (in Hours)	3		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The paper setter shall prepare 9 questions selecting two questions from each unit with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory, comprising 7 short answer type questions carrying two marks each (total 14 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt five questions: the compulsory question no. 1 and 1 question from the each of the four units.			
Unit	Topics	CLO/s Attempt	Contact Hours
I	Introduction: Nature, structure and glimpses of business environment; macro and micro indicators; assessing risk in business environment; Sectors of Indian economy; relative size and growth of public and private sector.	1	15
II	Economic Reforms: Liberalisation, Privatisation and Globalisation; Economic Policy: Monetary policy, Fiscal Policy; Inflation: CPI, WPI, current inflationary position and its impact on business sector.	2	15
III	Indian Financial System: Financial markets- Capital market, money market; Financial Regulations: SEBI regulations for capital market, RBI, FCRA	3	15
IV	Competitive environment: Composition, duties, powers and functions of CCI and Competition Act, 2002; EXIM Policy, Balance of payments trends; foreign trade and investment.	4	15
	Total Contact hours		60
Evaluation Methods			

Internal Assessment: 30 Marks		End Term Examination: 70 Marks
• Class Participation:	5	Written Examination: 70
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):		
• Acharya, S. (1999). <i>India's macroeconomic management in the nineties</i>. Indian Council for Research on International Economic Relations. • Ahluwalia, I. J., & Little, I. M. D. (Eds.). (1998). <i>India's economic reforms and development: Essays for Manmohan Singh</i>. Oxford University Press. • Datt, R. (Ed.). (2001). <i>Second generation economic reforms in India</i>. Deep & Deep Publications. • Khan, M. Y. (2000). <i>Indian financial system</i> (2nd ed.). Tata McGraw-Hill. • Cherunilam, F. (2019). <i>Business environment: Text and cases</i>. Himalaya Publishing House. • Paul, J. (2018). <i>Business environment: Text and cases</i>. McGraw Hill Education. • Wetherly, P., & Otter, D. (2018). <i>The business environment: Themes and issues in a globalizing world</i> (4th ed.). Oxford University Press. • Morrison, J. (2017). <i>The global business environment: Challenges and responsibilities</i> (4th ed.). Palgrave. • Hill, C. W. L., & Hult, G. T. M. (2023). <i>International business: Competing in the global marketplace</i> (14th ed.). McGraw Hill. • Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2004). <i>International business: Environments and operations</i> (10th ed.). Pearson Education.		

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for 26L6.0-MGT-106

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	2	2	3	3	3	2	2	3	3	3
CLO ₂	3	2	2	3	3	2	2	3	3	1
CLO ₃	2	2	3	1	3	3	2	3	3	3
CLO ₄	2	1	3	3	3	2	1	3	3	3

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devoted
Employability	10
Entrepreneurship	08
Skill Enhancement	07
Communication Development	06
Indian Knowledge System	05
Environmental Awareness/SDGs	05
Current Issues and Social Awareness	05
Gender issues	04
Public policies	03
Any Other	-

Part A - Introduction			
Name of Subject	Business Administration		
Semester	I		
Nature of Course	Theory		
Nomenclature of the Course	Indian Economy		
Course Code	26L6.0-MGT-107		
Course Type	DEC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs) After completing this course, the learner will be able to:	CLO ₁	Explain the foundations of international business by integrating Indian Knowledge System perspectives	
	CLO ₂	Analyze international trade theories, the role of multinational corporations and globalization	
	CLO ₃	Evaluate foreign market entry strategies, country selection factors and foreign investment decisions	
	CLO ₄	Gain the knowledge on regional economic groups	
	Theory	Practical	Total
Credits	4	0	4
Teaching Hours per week	4	0	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Duration (in Hours)	3		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u>			
The paper setter shall prepare 9 questions selecting two questions from each unit with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory, comprising 7 short answer type questions carrying two marks each (total 14 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt five questions: the compulsory question no. 1 and 1 question from the each of the four units.			
Unit	Topics	CLO/s Attempt	Contact Hours
I	Indian Knowledge System (IKS) and International Business: Introduction to Indian Knowledge System and its relevance to management, Historical evolution of Indian trade and commerce, India as an ancient centre of global trade and commerce, Silk route and maritime spice route, Trade relations of ancient India with Rome, Greece, Southeast Asia, China, Central Asia and the Middle East, Role of ports, markets, guilds (Shrenis) and merchant communities.	1	12
II	Meaning, nature, scope and importance of international business, Domestic business vs. international business, Drivers and dimensions of globalization, Internationalization of firms, Benefits, challenges and risks of international business, Emerging trends in global business, Theories of international trade; Multinational Corporation;	2	16

III	Foreign market entry strategies(Modes of Entry into International Markets); country evaluation and selection; factors affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in IB. Balance of Payment.	3	16
IV	International Strategic Management; Decisions concerning global manufacturing and material management; Institutional support to international business- IMF, World Bank and WTO; Regional integrations for international trade- USMCA, SAFTA, EU, SAARC, BRICS and G-20.	4	16
	Total Contact hours		60
Evaluation Methods			
Internal Assessment: 30 Marks		End Term Examination: 70 Marks	
• Class Participation:	5	Written Examination: 70	
• Seminar/presentation/assignment/quiz/ class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):			
• Banik, N. (2022). <i>The Indian economy: A macroeconomic perspective</i> (2nd ed.). SAGE Publications.			
• Basu, K. (2012). <i>An economist in the real world: The art of policymaking in India</i> . MIT Press.			
• Datt, R., & Sundharam, K. P. M. (2024). <i>Indian economy</i> . S. Chand Publishing.			
• Dhingra, I. C. (2023). <i>Indian economy</i> . Sultan Chand & Sons.			
• Jalan, B. (2004). <i>The Indian economy: Problems and prospects</i> . Penguin Books India.			
• Kapila, U. (Ed.). (2024). <i>Indian economy since independence</i> (35th ed.). Academic Foundation.			
• Mishra, S. K., & Puri, V. K. (2023). <i>Indian economy</i> . Himalaya Publishing House.			
• Bhagwati, J., & Panagariya, A. (2013). <i>Why growth matters: How economic growth in India reduced poverty and the lessons for other developing countries</i> . PublicAffairs.			
• Dreze, J., & Sen, A. (2013). <i>An uncertain glory: India and its contradictions</i> . Princeton University Press.			
• Joshi, V., & Little, I. M. D. (1996). <i>India’s economic reforms, 1991–2001</i> . Oxford University Press.			
• Panagariya, A. (2008). <i>India: The emerging giant</i> . Oxford University Press.			
• Ahluwalia, M. S. (2019). <i>Backstage: The story behind India’s high-growth years</i> . Roli Books.			

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for 26L6.0-MGT-107

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	3	2	2	3	2	2	1	3	1	3
CLO ₂	2	2	1	2	3	2	2	1	3	1
CLO ₃	2	3	2	3	2	2	1	3	1	2
CLO ₄	3	2	2	2	3	2	3	3	2	3

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devoted
Employability	10
Entrepreneurship	09
Skill Enhancement	09
Communication Development	08
Indian Knowledge System	09
Environmental Awareness/SDGs	07
Current Issues and Social Awareness	08
Gender issues	05
Public policies	06
Any Other	

SEMESTER- II

Part A – Introduction			
Name of the Programme	Business Administration		
Semester	II		
Nature of Course/Course Composition	Theory + Practical		
Nomenclature of the Course	Business Research Methods		
Course Code	26L6.0-MGT-104		
Course Type	CC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs) After completing this course, the learner will be able to:	CLO ₁	Understand fundamental concepts, problems, objectives, questions, and hypotheses related to business research.	
	CLO ₂	Understand research designs, measurement scales, data collection tools, and reliability and validity assessment techniques	
	CLO ₃	Apply appropriate sampling, hypothesis testing, parametric and non-parametric statistical techniques to analyze business research data.	
	CLO ₄	Use statistical software to conduct regression and factor analysis, interpret statistical outputs, and research Project.	
	Theory	Practical	Total
Credits	3	1	4
Teaching hours per week	3	2	5
Internal Assessment Marks	25	05	30
End Term Exam Marks	50	20	70
Max. Marks	75	25	100
Examination Duration (in Hours)	3	2	
Part B- Contents of the Course			
<u>Instructions for Theory Paper-Setter</u>			
The paper setter shall prepare 7 questions selecting two questions from each of the three units with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory question comprising 4 short answer type questions carrying two marks each (total 08 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt four questions: the compulsory question no. 1 and 1 question from the each of the three units.			
<u>Instructions for Practical Examiner</u>			
Write-up and execution of the practical will be conducted as per the nature of the practical by the external examiner, with consideration given to the Course Learning Outcomes.			
	Topics	CLO Attempt	Contact Hours
Unit-I	Business Research: Definition, types of business research; the basics of research – concept, constructs, definitions, variables, propositions and hypothesis, theory and models; Research – identification of research problem, statement of research objective and hypothesis, formulation research question, the role of business research in managerial decision	1	15

Unit-II	Research Design: Exploratory, descriptive, experimental designs and case study; measurement of variables; operational definitions and scales – nominal and ordinal scales, rating scales, ranking scales; Reliability and validity – content validity, criterion-related validity and construct validity; research tools – questionnaire, checklist, interview schedule; measurement and scaling;	2	15
Unit-III	Sampling methods – probabilistic and non-probabilistic sampling, sample design and procedures; sample size estimation. Hypothesis testing; test of significance – assumptions about parametric and non-parametric tests. Research Reports: Guidelines for preparing a good research report; Bibliography- references, appendix.	3	15
Practical	Module I: Introduction to Statistical tool with software and Data Preparation (8 Hours) Introduction to software, interface of Data View and Variable View, creating and managing datasets, importing and exporting data from Excel etc, defining variables, coding and recoding data, assigning value labels, handling missing values, computing and transforming variables, sorting, filtering and selecting cases, descriptive statistics, frequency distribution, graphical presentation of data, and preparation of datasets for statistical analysis. Module II: Reliability, Validity and Parametric Tests (8 Hours) Reliability analysis using Cronbach's Alpha, assessment of construct validity, exploratory data analysis, testing assumptions of normality, one-sample t-test, independent samples t-test, paired samples t-test, Z-test for large samples, F-test through one-way ANOVA, interpretation of output sheet, hypothesis testing, and reporting statistical results. Module III: Non-Parametric Tests and Association Analysis (7 Hours) Application of non-parametric statistical techniques including Mann-Whitney U Test, Kruskal-Wallis Test, Sign Test, Wilcoxon Signed Rank Test, Chi-Square Test for Independence and Goodness of Fit, cross-tabulation, interpretation of significance values, comparison of groups under non-normal conditions, and presentation of findings. Module IV: Regression and Factor Analysis (7 Hours) Simple and multiple linear regression analysis, interpretation of regression coefficients, coefficient of determination (R^2), ANOVA table, model significance, prediction using regression models, exploratory factor analysis (EFA), Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, Bartlett's Test of Sphericity, communalities, total variance explained, scree plot, rotated component matrix, factor interpretation, report preparation, and presentation of research findings using output sheet and charts.	4	30
Total Contact Hours			75
Evaluation Methods			
Internal Assessment:30	TH-25	PR-5	End Term Examination: TH-50 PR-20 70

Class Participation:	5	0	Lab record	NA	05
Seminar/presentation/assignment/quiz/class test etc.:	5	NA	Viva-Voce	NA	05
Seminar/Demonstration/Viva-voce/Lab records etc.:	NA	5	Written Examination	50	NA
Mid-Term Exam:	15	NA	Write-up and execution of the practical	NA	10
Part C-Learning Resources					
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS): Books: - Chawla, D., & Sondhi, N. (2016). Research methodology: Concepts and cases (2nd ed.). Vikas Publishing House. - Cooper, D. R., & Schindler, P. S. (2006). Business research methods (9th ed.). Tata McGraw-Hill. - Goode, W. J., & Hatt, P. K. (1952). Methods in social research. McGraw-Hill. - Kothari, C. R. (2004). Research methodology: Methods and techniques (2nd ed.). New Age International. - Levine, D. M., Berenson, M. L., & Stephan, D. F. (2010). Complete business statistics. McGraw-Hill. - Sekaran, U. (2003). Research methods for business: A skill building approach (4th ed.). Wiley. - Zikmund, W. G. (2003). Business research methods (7th ed.). Thomson Learning. E-resources: - SWAYAM. (n.d.). Study Webs of Active Learning for Young Aspiring Minds. https://swayam.gov.in - UGC-INFLIBNET Centre. (n.d.). e-PG Pathshala. https://epgp.inflibnet.ac.in - National Programme on Technology Enhanced Learning. (n.d.). NPTEL courses. https://nptel.ac.in					

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for 26L6.0-MGT-104

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	3	1	1	3	1	2	1	3	2	1
CLO ₂	3	2	2	3	1	3	2	3	2	1
CLO ₃	3	3	2	3	2	3	2	3	2	1
CLO ₄	2	2	3	2	2	2	3	2	3	2

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devoted
Employability	18
Entrepreneurship	6
Skill Enhancement	20
Communication Development	5
Indian Knowledge System	3
Environmental Awareness/SDGs	3
Current Issues and Social Awareness	6
Gender issues	2
Public policies	5
Any Other	7

Part A – Introduction			
Name of the Programme	Business Administration		
Semester	II		
Nature of Course/Course Composition	Theory + Practical		
Nomenclature of the Course	Financial Management		
Course Code	26L6.0-MGT-202		
Course Type	CC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs) After completing this course, the learner will be able to:	CLO ₁	Explain the concepts of financial management and the Time Value of Money and apply them to financial decision-making.	
	CLO ₂	Evaluate investment opportunities by applying capital budgeting techniques and estimate the cost of capital using appropriate financial models.	
	CLO ₃	Analyze capital structure, dividend policy, and working capital management to support strategic financial decisions in organizations.	
	CLO ₄	Demonstrate practical proficiency in using MS Excel to perform financial modelling, including Time Value of Money, Capital Budgeting, Cost of Capital, Capital Structure, Dividend Policy, and Working Capital Analysis using real-world corporate data.	
	Theory	Practical	Total
Credits	3	1	4
Teaching hours per week	3	2	5
Internal Assessment Marks	25	05	30
End Term Exam Marks	50	20	70
Max. Marks	75	25	100
Examination Duration (in Hours)	3	2	
Part B- Contents of the Course			
<u>Instructions for Theory Paper-Setter</u>			
The paper setter shall prepare 7 questions selecting two questions from each of the three units with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory question comprising 4 short answer type questions carrying two marks each (total 08 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt four questions: the compulsory question no. 1 and 1 question from the each of the three units.			
<u>Instructions for Practical Examiner</u>			
Write-up and execution of the practical will be conducted as per the nature of the practical by the external examiner, with consideration given to the Course Learning Outcomes.			
	Topics	CLO Attempt	Contact Hours
Unit-I	Financial Management-Nature, Scope, Functions, Objectives of Financial Management, Modern approaches of Financial Management, Principles of Foundation of Finance, Role of Finance	1	15

	in Business; Types of Business in India; Time Value of Money; Sources of Finance-short term, medium term and long term.		
Unit-II	Investment Decisions- Capital Budgeting: Importance, Difficulties, Determining Cash Flows, Methods of Capital Budgeting; Risk Analysis (risk adjusted discount rate method and certainty equivalent method); Cost of Capital: Weighted Average Cost of Capital.	2	15
Unit-III	Capital Structure Decisions: Introduction to Leverage, Operating, Financial & Combine Leverage; Capital Structure Theories - NI, NOI, Traditional and M-M theories; Dividend Policy: Determinants and Dividend Models -Walter, Gordon & M.M. models; Short Financial Planning; Working Capital- meaning, need, determinants	3	15
Practical	Module I: Time Value of Money (TVM) (3 Hours) Computation of Present Value (PV), Future Value (FV), Annuity, Perpetuity, and Loan Amortization using Excel. Application of various Excel financial functions use for TVM. Module II: Capital Budgeting Analysis (7 Hours) Preparation and evaluation of capital investment proposals using MS Excel; Estimation of Payback Period, Discounted Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), and Modified IRR (MIRR); Sensitivity Analysis, Scenario Analysis, Goal Seek, and Data Tables for investment decision-making. Case Study of Capital budgeting using real corporate project data. Module III: Cost of Capital Estimation Using Real Company Data (5 Hours) Estimation of Cost of Debt; Cost of Equity using: Dividend Discount (Dividend Growth) Model, Capital Asset Pricing Model (CAPM), Weighted Average Cost of Capital (WACC), Collection and analysis of financial data from the annual reports of listed companies using MS Excel. Module IV: Dividend Policy Analysis (5 Hours) Analysis of dividend payout ratio, retention ratio, dividend yield, earnings per share (EPS), and dividend per share (DPS); Trend analysis of dividend policy using financial statements of selected listed companies; Visualization of dividend trends using Excel charts and dashboards. Module V: Capital Structure Analysis (5 Hours) Analysis of debt-equity mix, financial leverage, operating leverage, combined leverage, interest coverage ratio, and capital gearing. Comparative analysis of capital structure of selected companies using real financial data. Graphical presentation and interpretation using Excel. Module VI: Financial Dashboard and Data Visualization (5 Hours) Importing financial data from company annual reports; Data cleaning and organization using Excel. Creation of Pivot Tables, Pivot Charts, Slicers, and Interactive Dashboards. Visualization of key financial indicators using Line Charts, Column Charts, Waterfall Charts, Scatter Plots, and Sparklines. Mini Project (Hands-on Practical) Each student shall undertake a practical project involving a listed company by Estimating the Cost of Capital (WACC); Conducting Capital Budgeting Analysis; Analyzing Dividend Policy and Capital Structure; Preparing	4	30

	financial dashboards and visualizations using MS Excel; and resending findings through a written report and classroom presentation.				
Total Contact Hours					75
Evaluation Methods					
Internal Assessment:30	TH-25	PR-5	End Term Examination: 70	TH-50	PR-20
Class Participation:	5	0	Lab record	NA	05
Seminar/presentation/assignment/quiz/class test etc.:	5	NA	Viva-Voce	NA	05
Seminar/Demonstration/Viva-voce/Lab records etc.:	NA	5	Written Examination	50	NA
Mid-Term Exam:	15	NA	Write-up and execution of the practical	NA	10
Part C-Learning Resources					
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):					
• Pandey, I. M. (2024). <i>Financial management</i> (12th ed.). Vikas Publishing House. • Khan, M. Y., & Jain, P. K. (2023). <i>Financial management: Text, problems and cases</i> (9th ed.). McGraw Hill Education. • Titman, S., Keown, A. J., & Martin, J. D. (2025). <i>Financial management: Principles and applications</i> (14th ed.). Pearson. • Chandra, P. (2026). <i>Financial management: Theory and practice</i> (12th ed.). McGraw Hill Education. • Van Horne, J. C., & Wachowicz, J. M., Jr. (2008). <i>Fundamentals of financial management</i> (13th ed.). Pearson Education. • Brigham, E. F., & Houston, J. F. (2025). <i>Fundamentals of financial management</i> (17th ed.). Cengage Learning. • Kishore, R. M. (2023). <i>Financial management</i> (14th ed.). Taxmann Publications. • Sharma, I. (2025). <i>Financial management</i>. Mahavir Publishing Company. • Ross, S. A., Westerfield, R. W., Jordan, B. D., Lim, J., & Tan, R. (2022). <i>Fundamentals of corporate finance</i> (13th ed.). McGraw Hill. • Brigham, E. F., & Ehrhardt, M. C. (2024). <i>Financial management: Theory and practice</i> (17th ed.). Cengage Learning. • Berk, J., & DeMarzo, P. (2023). <i>Corporate finance</i> (6th Global ed.). Pearson. • Emery, D. R., Finnerty, J. D., & Stowe, J. D. (2019). <i>Corporate financial management</i> (5th ed.). Pearson. • Block, S. B., Hirt, G. A., & Danielsen, B. R. (2022). <i>Foundations of financial management</i> (18th ed.). McGraw Hill.					

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for 26L6.0-MGT-202

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	3	2	1	2	0	1	1	0	2	0
CLO ₂	3	3	1	3	1	2	1	1	3	0
CLO ₃	3	2	1	3	1	2	1	2	3	1
CLO ₄	2	3	1	3	1	3	2	1	3	0

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devoted
Employability	3
Entrepreneurship	3
Skill Enhancement	22
Communication Development	0
Indian Knowledge System	0
Environmental Awareness/SDGs	2
Current Issues and Social Awareness	5
Gender issues	0
Public policies	5
Any Other	0

Part A - Introduction			
Name of Subject	Business Administration		
Semester	II		
Nature of Course	Theory		
Nomenclature of the Course	Human Resource Management		
Course Code	24L6.0-MGT-203		
Course Type	CC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs) After completing this course, the learner will be able to:	CLO ₁	Explain the concepts, objectives, nature, scope, functions, policies, challenges, and evolving role of Human Resource Management, including HRIS, in managing human resources effectively within modern organizations.	
	CLO ₂	Analyze the process of Human Resource Planning, Job Analysis, Recruitment, Selection, Placement, Induction, and Socialization to ensure effective acquisition and utilization of human resources.	
	CLO ₃	Evaluate the importance of employee training, development, performance appraisal, potential evaluation, career planning, and succession planning for enhancing individual and organizational performance.	
	CLO ₄	Explain the principles and practices of compensation management, employee welfare, industrial relations, employee separation, HR accounting, and HR audit to maintain effective employee relations and organizational efficiency.	
	Theory	Practical	Total
Credits	4	0	4
Teaching Hours per week	4	0	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Duration (in Hours)	3		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The paper setter shall prepare 9 questions selecting two questions from each unit with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory, comprising 7 short answer type questions carrying two marks each (total 14 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt five questions: the compulsory question no. 1 and 1 question from the each of the four units.			
Unit	Topics	CLO/s Attempt	Contact Hours
I	Introduction to HRM: concept, objectives, nature and scope of the Human Resource Management, HR Functions, Role of HR Managers, Challenges for HR, HR Policy and Its formulation, Changing role of HRM- Workforce diversity, Technological	1	16

	change, Restructuring and rightsizing, Empowerment; TQM, Managing ethical issues, HRIS.		
II	Human Resource Planning: meaning, objectives and Importance, Process of human resource planning, Problems in HR planning; Job Analysis: Job description and Job specification; Human Resource Acquisition: meaning, sources and methods of recruitment, definition and process of selection; Placement, Induction, Socialization.	2	14
III	Training: concept, needs and training methods; Development: definition, need and management development programmes; Performance Appraisal and Potential Evaluation; Career and Succession Planning.	3	15
IV	Employee Relation and Compensation Administration: Job Evaluation and Compensation Management; Incentives and Employee Benefits; Employee Welfare; Industrial Relation; Employee Separation Practices, HR Accounting and audit.	4	15
	Total Contact hours		60
Evaluation Methods			
Internal Assessment: 30 Marks		End Term Examination: 70 Marks	
• Class Participation:	5	Written Examination: 70	
• Seminar/presentation/assignment/quiz/ class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):			
• Armstrong, M., & Taylor, S. (2023). <i>Armstrong’s handbook of human resource management practice</i> (16th ed.). Kogan Page.			
• Aswathappa, K. (2021). <i>Human resource management: Text and cases</i> (9th ed.). McGraw Hill Education.			
• DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2019). <i>Fundamentals of human resource management</i> (13th ed.). Wiley.			
• Dessler, G. (2020). <i>Human resource management</i> (16th ed.). Pearson.			
• Gupta, C. B. (2020). <i>Human resource management</i> . Sultan Chand & Sons.			
• Mondy, R. W., & Martocchio, J. J. (2022). <i>Human resource management</i> (15th ed.). Pearson.			
• Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). <i>Fundamentals of human resource management</i> (9th ed.). McGraw Hill.			
• Rao, V. S. P. (2019). <i>Human resource management: Text and cases</i> (4th ed.). Excel Books.			
• Boxall, P., Purcell, J., & Wright, P. (Eds.). (2007). <i>The Oxford handbook of human resource management</i> . Oxford University Press.			
• Bratton, J., & Gold, J. (2017). <i>Human resource management: Theory and practice</i> (6th ed.). Palgrave Macmillan.			
• Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2020). <i>Human resource management</i> (11th ed.). Pearson.			
• Storey, J. (Ed.). (2016). <i>Human resource management: A critical text</i> (5th ed.). Routledge.			
• Cascio, W. F. (2018). <i>Managing human resources: Productivity, quality of work life, profits</i> (11th ed.). McGraw Hill Education.			

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for 24L6.0-MGT-203

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	3	2	2	2	2	1	3	1	2	2
CLO ₂	3	3	3	2	2	1	3	2	2	2
CLO ₃	3	3	3	3	3	2	3	2	3	3
CLO ₄	3	2	3	2	3	2	3	2	3	2

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devoted
Employability	15
Entrepreneurship	05
Skill Enhancement	10
Communication Development	05
Indian Knowledge System	03
Environmental Awareness/SDGs	02
Current Issues and Social Awareness	05
Gender issues	03
Public policies	03
Any Other	01

Part A - Introduction			
Name of Subject	Business Administration		
Semester	II		
Nature of Course	Theory		
Nomenclature of the Course	Marketing Management		
Course Code	26L6.0-MGT-204		
Course Type	CC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs) After completing this course, the learner will be able to:	CLO ₁	Understand basics of marketing that will meet the needs or goals of a business or organization	
	CLO ₂	Understand strategies for developing new and/or modified products, concepts, goods and services that respond to evolving market needs	
	CLO ₃	Understand and apply strategies for the efficient and effective placement/ distribution of products, concepts, goods, and service that respond to evolving markets	
	CLO ₄	Understand and apply an integrated marketing communications plan for a product, concept, good and/or service based on an identified market need or target.	
	Theory	Practical	Total
Credits	4	0	4
Teaching Hours per week	4	0	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Duration (in Hours)	3		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The paper setter shall prepare 9 questions selecting two questions from each unit with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory, comprising 7 short answer type questions carrying two marks each (total 14 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt five questions: the compulsory question no. 1 and 1 question from the each of the four units.			
Unit	Topics	CLO/s Attempt	Contact Hours
I	Nature and scope of marketing, Importance of. marketing, Core marketing concepts; Company orientation towards marketplace; Customer value and satisfaction, attracting and retaining customers, Customer Relationship Management, Strategic Marketing; Marketing environment; marketing research and information system.	1	16
II	Analysing consumer and business markets; Factors affecting buyer behaviour, Buying decision process; Market segmentation, Targeting, Brand positioning; Product differentiation; Product: Product Mix, Product-line decisions, Product life cycle, New Product Development Process, Marketing of services.	2	17

III	Brand: Branding decisions, Brand equity; Packaging and labelling decisions; Pricing strategies and Methods, process of price setting; Designing and managing marketing channels: Channel dynamics, Wholesaling and Retailing	3	14
IV	Developing Integrated Marketing Communication: Advertising, sales promotion; public relations; Direct marketing; Personal selling, managing and motivating sales force; Contemporary issues in marketing: digital marketing; App based marketing, Social media marketing, Rural marketing, Green marketing; Cause related marketing; Ethical issues in marketing.	4	13
	Total Contact hours		60
Evaluation Methods			
Internal Assessment: 30 Marks		End Term Examination: 70 Marks	
• Class Participation:	5	Written Examination: 70	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):			
• Etzel, M. J., Walker, B. J., & Stanton, W. J. (2007). <i>Marketing</i> (14th ed.). McGraw Hill.			
• Kerin, R. A., Hartley, S. W., Berkowitz, E. N., & Rudelius, W. (2022). <i>Marketing</i> (15th ed.). McGraw Hill.			
• Kotler, P., & Keller, K. L. (2022). <i>Marketing management</i> (16th Global ed.). Pearson.			
• Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2019). <i>Marketing management: A South Asian perspective</i> (15th ed.). Pearson India.			
• Ramaswamy, V. S., & Namakumari, S. (2023). <i>Marketing management: Indian context, global perspective</i> (7th ed.). SAGE Publications India.			

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for 26L6.0-MGT-204

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	3	2	2	3	2	2	1	3	1	3
CLO ₂	3	2	1	3	2	2	2	1	3	1
CLO ₃	3	2	2	3	2	2	1	3	1	2
CLO ₄	3	2	2	3	3	2	3	3	2	3

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devoted
Employability	11
Entrepreneurship	10
Skill Enhancement	11
Communication Development	06
Indian Knowledge System	00
Environmental Awareness/SDGs	03
Current Issues and Social	05

Awareness	
Gender issues	04
Public policies	04
Any Other	-

Part A - Introduction			
Name of Subject	Business Administration		
Semester	II		
Nature of Course	Theory		
Nomenclature of the Course	International Business		
Course Code	26L6.0-MGT-205		
Course Type	CC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs ₁) After completing this course, the learner will be able to:	CLO ₁	Explain the foundations of international business by integrating Indian Knowledge System perspectives	
	CLO ₂	Analyze international trade theories, the role of multinational corporations and globalization	
	CLO ₃	Evaluate foreign market entry strategies, country selection factors and foreign investment decisions	
	CLO ₄	Gain the knowledge on regional economic groups	
	Theory	Practical	Total
Credits	4	0	4
Teaching Hours per week	4	0	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Duration (in Hours)	3		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The paper setter shall prepare 9 questions selecting two questions from each unit with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory, comprising 7 short answer type questions carrying two marks each (total 14 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt five questions: the compulsory question no. 1 and 1 question from the each of the four units.			
Unit	Topics	CLO/s Attempt	Contact Hours
I	Indian Knowledge System (IKS) and International Business: Introduction to Indian Knowledge System and its relevance to management, Historical evolution of Indian trade and commerce, India as an ancient centre of global trade and commerce, Silk route and maritime spice route, Trade relations of ancient India with Rome, Greece, Southeast Asia, China, Central Asia and the Middle East, Role of ports, markets, guilds (Shrenis) and merchant communities.	1	13
II	Meaning, nature, scope and importance of international business, Domestic business vs. international business, Drivers and dimensions of globalization, Internationalization of firms, Benefits, challenges and risks of international business, Emerging trends in global business, Theories of international trade; Multinational Corporation;	2	15

III	Foreign market entry strategies (Modes of Entry into International Markets); country evaluation and selection; factors affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in IB. Balance of Payment.	3	17
IV	International Strategic Management; Decisions concerning global manufacturing and material management; Institutional support to international business- IMF, World Bank and WTO; Regional integrations for international trade- USMCA, SAFTA, EU, SAARC, BRICS and G-20.	4	15
	Total Contact hours		60
Evaluation Methods			
Internal Assessment: 30 Marks		End Term Examination: 70 Marks	
• Class Participation:	5	Written Examination: 70	
• Seminar/presentation/assignment/quiz/ class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):			
- Ghemawat, P. (2007). <i>Redefining global strategy: Crossing borders in a world where differences still matter</i>. Harvard Business School Press. - Hill, C. W. L., & Hult, G. T. M. (2023). <i>International business: Competing in the global marketplace</i> (16th ed.). McGraw-Hill Education. - Kotabe, M., & Helsen, K. (2022). <i>Global marketing management</i> (9th ed.). Wiley. - Salvatore, D. (2020). <i>International economics</i> (13th ed.). Wiley. - Cateora, P. R., Gilly, M. C., & Graham, J. L. (2021). <i>International marketing</i> (18th ed.). McGraw-Hill Education. - Friedman, T. L. (2007). <i>The world is flat 3.0: A brief history of the twenty-first century</i>. Farrar, Straus and Giroux. - Cavusgil, S. T., Knight, G., Riesenberger, J. R., Rammal, H. G., & Rose, E. L. (2020). <i>International business</i> (3rd Asia-Pacific ed.). Pearson.			

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for 26L6.0-MGT-205

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	3	2	2	3	2	2	1	3	1	3
CLO ₂	2	2	1	3	2	3	2	1	3	1
CLO ₃	2	3	2	3	2	2	1	3	1	2
CLO ₄	3	3	2	3	3	2	2	3	2	2

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devoted
Employability	10
Entrepreneurship	09
Skill Enhancement	08
Communication Development	06
Indian Knowledge System	05
Environmental Awareness/SDGs	06

Current Issues and Social Awareness	10
Gender issues	04
Public policies	08
Any Other	

Part A - Introduction			
Name of Subject	Business administration		
Semester	II		
Nature of Course	Theory		
Nomenclature of the Course	Production and Operation Management		
Course Code	26L6.0-MGT-206		
Course Type	DEC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs) After completing this course, the learner will be able to:	CLO ₁	Understand the nature and importance of production management and decision making in production function.	
	CLO ₂	Understand production planning and control practice in organizations and various methods of production	
	CLO ₃	Understand inventory management techniques, store management and its functions.	
	CLO ₄	Gain an in-depth knowledge of ISO certification and statistical quality control in production	
	Theory	Practical	Total
Credits	4	0	4
Teaching Hours per week	4	0	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Duration (in Hours)	3		
Part B- Contents of the Course			
<u>Instructions for Paper- Setter:</u> The paper setter shall prepare 9 questions selecting two questions from each unit with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory, comprising 7 short answer type questions carrying two marks each (total 14 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt five questions: the compulsory question no. 1 and 1 question from the each of the four units.			
Unit	Topics	CLO/s Attempt	Contact Hours
I	Introduction to Operations Management: Objectives, Functions and Scope, types of production systems, operations strategy; Facility Planning, Factors Affecting Plant location and plant layout; Tools and Techniques used for Plant Layout Planning.	1	15
II	Production Planning and Control Process Planning, Aggregate Production Planning, Capacity Planning; Introduction, Capacity Planning; Product Design, and Development; Project Scheduling, Network Diagrams, Critical Path Method (CPM), Program Evaluation and Review Technique (PERT), Sales forecasting, Forecasting system- Qualitative and Quantitative methods.	2	15
III	Materials Management - Concepts, Objectives, Functions, Materials Requirement Planning (MRP)-I, Materials Requirement Planning (MRP)-II Purchasing Management - Objectives; Functions; Methods; Procedure Management - Types of Stores; Functions;	3	15

	Coding Methods. Value Analysis - Concepts Inventory Management - Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, FSN analysis. Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance.		
IV	Quality management: Introduction; Meaning, Concept of Quality, Total Quality Management (TQM), Total Productive Maintenance (TPM), Statistical Quality Control (SQC), Concept of Six Sigma and its application; Advanced Manufacturing Technologies: Just in Time (JIT), KANBAN System, Enterprise Resource Planning (ERP), TOC, Lean/ Green Manufacturing, WCM etc. and safety concepts. ISO Certification: Introduction, Process.	4	15
	Total Contact hours		60
Evaluation Methods			
Internal Assessment: 30 Marks		End Term Examination: 70 Marks	
• Class Participation:	5	Written Examination: 70	
• Seminar/presentation/assignment/quiz/ class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):			
Instructions			
• Mahadevan, B. (2015). <i>Operations management: Theory and practice</i> (3rd ed.). Pearson Education.			
• Panneerselvam, R. (2012). <i>Production and operations management</i> (3rd ed.). PHI Learning.			
• Bedi, K. (2004). <i>Production and operations management</i> . Oxford University Press.			
• Heizer, J., Render, B., & Munson, C. (2020). <i>Operations management: Sustainability and supply chain management</i> (13th ed.). Pearson.			
• Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2019). <i>Operations management: Processes and supply chains</i> (12th ed.). Pearson.			
• Gaither, N., & Frazier, G. (2002). <i>Operations management</i> (9th ed.). South-Western/Thomson Learning.			
• Dervitsiotis, K. N. (1981). <i>Operations management</i> . McGraw-Hill.			
• lack, N., Brandon-Jones, A., & Burgess, N. (2022). <i>Operations management</i> (10th ed.). Pearson.			
• Stevenson, W. J. (2021). <i>Operations management</i> (14th ed.). McGraw Hill.			
• Jacobs, F. R., & Chase, R. B. (2021). <i>Operations and supply chain management</i> (16th ed.). McGraw Hill.			
• Russell, R. S., & Taylor, B. W. (2019). <i>Operations and supply chain management</i> (10th ed.). Wiley.			
• Cachon, G. P., & Terwiesch, C. (2023). <i>Matching supply with demand: An introduction to operations management</i> (4th ed.). McGraw Hill.			
• Reid, R. D., & Sanders, N. R. (2019). <i>Operations management: An integrated approach</i> (7th ed.). Wiley.			

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for 26L6.0-MGT-206

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	3	2	3	3	3	2	2	3	3	3
CLO ₂	3	2	2	3	3	2	2	3	2	1
CLO ₃	2	2	2	1	3	3	2	2	3	3
CLO ₄	2	1	3	3	3	2	1	3	3	3

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Content/s
Employability	09
Entrepreneurship	08
Skill Enhancement	07
Communication Development	05
Indian Knowledge System	05
Environmental Awareness/SDGs	05
Current Issues and Social Awareness	04
Gender issues	04
Public policies	03
Any Other	-

Part A – Introduction			
Name of the Programme	Business Administration		
Semester	II		
Nature of Course/Course Composition	Theory + Practical		
Nomenclature of the Course	Business Analytics		
Course Code	26L6.0-MGT-207		
Course Type	DEC		
Course Level	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLOs) After completing this course, the learner will be able to:	CLO ₁	Explain the concepts, scope, tools, and applications of Business Analytics and Business Intelligence in organizational decision-making.	
	CLO ₂	Apply descriptive statistical techniques, regression analysis, and their underlying assumptions and properties to analyze business data.	
	CLO ₃	Perform data handling, visualization, time series analysis, and forecasting using MS Excel to support business decision-making.	
	CLO ₄	Develop and evaluate regression models and conduct diagnostic tests using R Studio to interpret analytical results and solve business problems.	
	Theory	Practical	Total
Credits	2	2	4
Teaching hours per week	2	4	6
Internal Assessment Marks	15	15	30
End Term Exam Marks	35	35	70
Max. Marks	50	50	100
Examination Duration (in Hours)	02	02	
Part B- Contents of the Course			
<u>Instructions for Theory Paper-Setter</u>			
The paper setter shall prepare 5 questions selecting two questions from each of the two units with consideration given to the Course Learning Outcomes. Among these, question number 1 will be compulsory question comprising 7 short answer type questions carrying one mark each (total 07 marks) and covering the entire syllabus. The remaining questions will be carrying 14 marks each. Examinees will be required to attempt three questions: the compulsory question no. 1 and 1 question from the each of the two units.			
<u>Instructions for Practical Examiner</u>			
Write-up and execution of the practical will be conducted as per the nature of the practical by the external examiner, with consideration given to the Course Learning Outcomes.			
Unit	Topics	CLO Attempt	Contact Hours
Unit-I	Business Analytics: Meaning, Nature, Scope and Importance in Modern Business Decision-Making; Evolution of Business Analytics; Types of Business Analytics—Descriptive, Predictive and Prescriptive Analytics; Data-Driven Decision Making; Types of Data (Structured, Semi-Structured and Unstructured); Sources of Business Data; Types of Analytical Models. Business Intelligence (BI): Concept and Evolution of Business Intelligence; Components of	1	15

	Business Intelligence; Decision Support Systems (DSS); Business Intelligence Architecture; Applications of Business Intelligence; Popular BI Tools; Business Intelligence vs. Business Analytics.		
Unit-II	Descriptive Analytics: Data Summarization and Visualization; Measures of Central Tendency; Measures of Dispersion (Range, Variance and Standard Deviation); Data Distribution and Interpretation; Correlation Analysis. Introduction to Predictive Analytics: Simple Linear Regression—Concept, Assumptions and Properties; Regression Equation and Interpretation of Coefficients; Model Evaluation using R^2 and Standard Error; Introduction to Forecasting; Time Series Data and Its Components; Basic Time Series Forecasting Techniques.	2	15
Practical Components	Module I: Data Handling and Visualization using MS Excel (10 Hours) Data Entry and Cleaning, Sorting and Filtering, Conditional Formatting, Data Validation, Pivot Tables and Pivot Charts, Statistical Functions, Charts (Bar, Line, Pie, Scatter, Histogram), Dashboards and Business Reports. Module II: Introduction to R Studio (10 Hours) Installation and Interface of R & R Studio, Importing Data (CSV/Excel), Data Structures, Data Manipulation, Descriptive Statistics, Data Visualization using Base R and GGplot, Exporting Results. Module III: Time Series Analysis and Forecasting (10 Hours) Introduction to Time Series Data, Components of Time Series (Trend, Seasonal, Cyclical and Irregular), Time Series Visualization, Moving Average Method, Exponential Smoothing, Forecasting using MS Excel and R Studio, Forecast Accuracy Measures (MAE, MSE and RMSE). Module IV: Regression Analysis using R Studio (15 Hours) Introduction to Simple Linear Regression, Estimation and Interpretation of Regression Coefficients, Hypothesis Testing of Regression Coefficients (t-test and F-test), Goodness of Fit (R^2 and Adjusted R^2), Prediction using Regression Models. Module V: Diagnostic Tests using R Studio (15 Hours) Introduction to Econometric Problems: Multicollinearity, Autocorrelation, Heteroskedasticity and Non-Stationarity; Basic Diagnostic Tests in R Studio	3 & 4	60

Total Contact Hours					90
Evaluation Methods					
Internal Assessment:30	TH-15	PR-15	End Term Examination: 70	TH-35	PR-35
Class Participation:	5	5	Lab record	NA	5
Seminar/presentation/assignment/quiz/class test etc.:	5	NA	Viva-Voce	NA	10
Seminar/Demonstration/Viva-voce/Lab records etc.:	NA	10	Written Examination	35	NA
Mid-Term Exam:	5	NA	Write-up and execution of the practical	NA	20
Part C-Learning Resources					
Recommended Books/Journals/ e-resources/ Learning Management Systems (LMS):					

- Sahay, A. (n.d.). *Business analytics: A data-driven decision-making approach for business*. Business Expert Press.
- Kimbrough, S. O., & Lau, H. C. (n.d.). *Business analytics for decision making*. CRC Press.
- Shmueli, G., Patel, N. R., & Bruce, P. C. (n.d.). *Data mining for business intelligence: Concepts, techniques, and applications in Microsoft Office Excel with XLMiner*. John Wiley & Sons.
- Brooks, C. (n.d.). *Introductory econometrics for finance* (4th ed., if applicable). Cambridge University Press.
- Jaggia, S., Kelly, A., Lertwachara, K., & Chen, L. (n.d.). *Business analytics: Communicating with numbers*. McGraw Hill.
- Evans, J. R. (n.d.). *Business analytics: Methods, models, and decisions*. Pearson.
- James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). *An introduction to statistical learning: With applications in R* (2nd ed.). Springer.
- Provost, F., & Fawcett, T. (2013). *Data science for business: What you need to know about data mining and data-analytic thinking*. O'Reilly Media.
- Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., Anderson, D. R., Sweeney, D. J., & Williams, T. A. (n.d.). *Business analytics*. Cengage Learning.
- Albright, S. C., & Winston, W. L. (n.d.). *Business analytics: Data analysis and decision making*. Cengage Learning.

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) for

CLOs	PLO ₁	PLO ₂	PLO ₃	PLO ₄	PLO ₅	PLO ₆	PLO ₇	PLO ₈	PLO ₉	PLO ₁₀
CLO ₁	3	2	1	2	-	2	1	-	1	-
CLO ₂	2	3	-	3	-	2	1	-	2	-
CLO ₃	1	2	1	2	-	3	2	-	3	-
CLO ₄	1	3	1	3	-	3	2	-	3	-

3- High, 2- Medium, 1- Low

Content Mapping with NEP thrust areas

Field	Hours Devoted
Employability	1
Entrepreneurship	0
Skill Enhancement	60
Communication Development	0
Indian Knowledge System	0
Environmental Awareness/SDGs	1
Current Issues and Social Awareness	5
Gender issues	0
Public policies	0
Any Other	0