

**SCHEME OF EXAMINATION
&
SYLLABI
OF
4- Year
BACHELOR OF BUSINESS ADMINISTRATION
PROGRAMME**

(Based on Curriculum and Credit Framework and formative assessment guidelines for UG Programs under NEP 2020)



**MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)**

This revised syllabus will be applicable on the students w.e.f. session 2024-25 (3rd Semester onwards)

PROGRAMME SPECIFIC OUTCOMES

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

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

**SCHEME OF EXAMINATION OF
BACHELOR OF BUSINESS ADMINISTRATION PROGRAMME
(Based on National Education Policy (NEP) - 2020)**

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

First Year: First Semester

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

the students of other streams/ UTDs. Likewise, the students of Business Administration will opt Minor and Minor (Vocational) from the other streams/ UTDs. The discipline of the Minor selected in First semester will remain the same throughout the course.

7. A student while selecting the minor discipline has to ensure that the courses of the opted minor discipline do not match with the major courses of his/her opted programme.

8. The formative assessment criteria for **Skill-Enhancement Course in Semester I to III** will be as follows:

Written Test (2X10)	= 20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	= 25 Marks
Case Study/ Mini Project (1X15)	= 15 Marks
Assignment/ Seminar/ Presentation (1X10)	= 10 Marks
Attendance (Criteria as mentioned above in 2(c))	= 05 Marks

9. The formative assessment criteria for **Multi-Disciplinary Course in Semester I to III** will be as follows:

Written Test (2X10)	= 20 Marks
Class Assignment/ Case Study/ Mini Project (2X10)	= 20 Marks
Book Review/ Essay/ Seminar (1X10)	= 10 Marks
Quiz/ Group Discussion/ Debate (2X10)	= 20 Marks
Attendance (Criteria as mentioned above in 2(c))	= 05 Marks

First Year: Second Semester

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

follows:	Written Test (2X10)	= 20 Marks
	Lab Work (Practical File)/ Field Work (Report)/ Portfolio	= 25 Marks
	Case Study/ Mini Project (1X15)	= 15 Marks
	Assignment/ Seminar/ Presentation (1X10)	= 10 Marks
	Attendance (Criteria as mentioned above earlier)	= 05 Marks
3. The formative assessment criteria for Multi-Disciplinary Course in Semester I to III will be as follows:	Written Test (2X10)	= 20 Marks
	Class Assignment/ Case Study/ Mini Project (2X10)	= 20 Marks
	Book Review/ Essay/ Seminar (1X10)	= 10 Marks
	Quiz/ Group Discussion/ Debate (2X10)	= 20 Marks
	Attendance (Criteria as mentioned above earlier)	= 05 Marks
Total Credits (22+22=44+4) for UG Certificate (Business Administration)		48

Second Year: Third Semester (Revised in 2025-26)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC3)						
25IMSI403DS01	Cost and Management Accounting	70	30	-	100	3-1-0
25IMSI403DS02	Corporate Governance	70	30	-	100	3-1-0
25IMSI403DS03	Disaster Management	70	30	-	100	3-1-0
Discipline Relevant/Allied – Minor (MIC3)						
Students may opt for one course @ four credits from the pool of Minor Courses designed at the central level by the University.						
Multidisciplinary Courses (MDC3)						
Students may opt for one course @ three credits from the pool of Multidisciplinary Courses by selecting out of any of the broad fields (Life Sciences, Physical Sciences, Arts, Humanities and Social Sciences, Commerce & Management, and Interdisciplinary Studies) designed at the central level by the University which they have not studied at the 12th-level or the opted course is not related to their major and minor stream under this category.						
Ability Enhancement Course (AEC3)						
Students may opt for one course @ two credits from the pool of Ability/Language Enhancement Courses designed at the central level by the University.						
Skill Enhancement Course (SEC3)						
25IMSI403SE01	Business Etiquettes	---	75	---	75	1-0-2
Note:						
1. The formative assessment criteria for Skill-Enhancement Course in Semester I to III will be as follows:						
	Written Test (2X10)	= 20 Marks				
	Lab Work (Practical File)/ Field Work (Report)/ Portfolio	= 25 Marks				
	Case Study/ Mini Project (1X15)	= 15 Marks				
	Assignment/ Seminar/ Presentation (1X10)	= 10 Marks				
	Attendance (Criteria as mentioned above earlier)	= 05 Marks				
2. The formative assessment criteria for Multi-Disciplinary Course in Semester I to III will be as follows:						
	Written Test (2X10)	= 20 Marks				
	Class Assignment/ Case Study/ Mini Project (2X10)	= 20 Marks				

Book Review/ Essay/ Seminar (1X10)	= 10 Marks
Quiz/ Group Discussion/ Debate (2X10)	= 20 Marks
Attendance (Criteria as mentioned above earlier)	= 05 Marks
Total Credits	
24	

Second Year: Fourth Semester (Revised in 2025-26)

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

Third Year: Fifth Semester (Revised in 2025-26)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC5)						
26IMSI405DS01	Business Policy and Strategy	70	30	-	100	3-1-0
26IMSI405DS02	Principals of Marketing	70	30	-	100	3-1-0
26IMSI405DS03	Introduction to Human Resource Management	70	30	-	100	3-1-0
26IMSI405DS04	Business Statistics	70	30	-	100	3-1-0
Major Discipline Relevant (Vocational) – Minor (MIC5 (VOC))						
Students may opt for one course @ four credits from the pool of Minor and Minor (Vocational) Courses designed at the central level by the University.						
Internship						
26IMSI405IN01	Summer Internship Report	--	--	100	100	4
<p>Note:</p> <ol style="list-style-type: none"> Four credits of internship earned by a student during summer internship after the 2nd semester or 4th semester will be counted in the 5th semester of a student who pursues a 3-year UG Programme without taking exit option. The criteria for Internship Evaluation will be as follows: After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period as per MDUR Internship Regulations 2025. The report shall be signed by the Internship Supervisor from respective UTD/ Centre/ College and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoDs/ Directors/ Principals. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of non-availability of respective mentor, the available relevant mentor as decided by the concerned HoD/ Director/ Principal may be utilized for the purpose of evaluation. Suggested distribution of marks will be as below: <i>Assessment by Mentor - 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks)</i> <i>Internship Report - 40 Marks</i> <i>Viva-Voce - 30 Marks</i> 						
Total Credits						24

Third Year: Sixth Semester (Revised in 2025-26)

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

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

Fourth Year: Seventh Semester (Revised in 2025-26)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC7)						
27IMSI407DS01	Management Process and Organizational Behaviour	70	30	-	100	3-1-0
27IMSI407DS02	Finance for Managers	70	30	-	100	3-1-0
27IMSI407DS03	Managerial Economics	70	30	-	100	3-1-0
27IMSI407DS04	Business Environment	70	30	-	100	3-1-0
27IMSI407DS05	Business Research Methods	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC4)						
27IMSI407SE01	Business Ethics and Communication Skills	-	100	-	100	2-0-2
Vocational Course (MIC7 (VOC))						
27IMSI407MV01	IT for Managers-1	50	-	50	100	2-0-2
Internship						
27IMSI407IN01	Internship Report	-	--	100	100	4
Total Credits						24
Note:						

1. The students are required to choose either SEC-4 or MIC7 (VOC) or Internship.
2. In the 7th and 8th Semester, students shall be offered three optional papers (Skill-Enhancement Course/ Vocational Course/ Internship) in each semester. Each student must choose one subject in each semester. The subject opted in the 8th semester shall be the continuation of the subject opted in the 7th semester.
3. The formative assessment criteria for ***Skill-Enhancement Courses in 7th and 8th Semester*** will be as follows:

Written Test (2X10)	= 20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	= 30 Marks
Case Study/ Mini Project (1X15)	= 15 Marks
Assignment/ Seminar/ Presentation (3X10)	= 30 Marks
Attendance (Criteria as mentioned above in 2(c))	= 05 Marks
4. The criteria for ***Internship Evaluation*** will be as follows:

After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period as per MDUR Internship Regulations 2025. The report shall be signed by the Internship Supervisor from respective UTD/ Centre/ College and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoDs/ Directors/ Principals. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of non-availability of respective mentor, the available relevant mentor as decided by the concerned HoD/ Director/ Principal may be utilized for the purpose of evaluation.

Suggested distribution of marks will be as below:

Assessment by Mentor- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks)

<i>Internship Report</i>	<i>- 40 Marks</i>
<i>Viva-Voce</i>	<i>- 30 Marks</i>

Fourth Year: Eighth Semester (Four Year BBA Honors) (Revised in 2025-26)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC8)						
27IMSI408DS01	Strategic Marketing	70	30	-	100	3-1-0
27IMSI408DS02	Strategic Human Resource Management	70	30	-	100	3-1-0
27IMSI408DS03	Management Information System	70	30	-	100	3-1-0
27IMSI408DS04	Total Quality Management	70	30	-	100	3-1-0
27IMSI408DS05	Emotional Intelligence	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC5)						
27IMSI408SE01	Personality and Soft Skills Development	-	100	-	100	2-0-2
Vocational Course (MIC8 (VOC))						
27IMSI408MV01	IT for Managers-2	50	-	50	100	2-0-2
Internship						
27IMSI408IN01	Internship Report	-	--	100	100	4
Total Credits						24
Note:						
<ol style="list-style-type: none"> The students are required to choose either SEC-5 or MIC8 (VOC) or Internship. In the 7th and 8th Semester, students shall be offered three optional papers (Skill-Enhancement Course/ Vocational Course/ Internship) in each semester. Each student must choose one subject in each semester. The subject opted in the 8th semester shall be the continuation of the subject opted in the 7th semester. The formative assessment criteria for Skill-Enhancement Courses in 7th and 8th Semester will be as follows: <ul style="list-style-type: none"> Written Test (2X10) = 20 Marks Lab Work (Practical File)/ Field Work (Report)/ Portfolio = 30 Marks Case Study/ Mini Project (1X15) = 15 Marks Assignment/ Seminar/ Presentation (3X10) = 30 Marks Attendance (Criteria as mentioned above in 2(c)) = 05 Marks The criteria for Internship Evaluation will be as follows: <p>After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period as per MDUR Internship Regulations 2025. The report shall be signed by the Internship Supervisor from respective UTD/ Centre/ College and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoDs/ Directors/ Principals. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of non-availability of respective mentor, the available relevant mentor as decided by the concerned HoD/ Director/ Principal may be utilized for the purpose of evaluation.</p> <p>Suggested distribution of marks will be as below:</p> <p><i>Assessment by Mentor- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks)</i></p> <p><i>Internship Report - 40 Marks</i></p> <p><i>Viva-Voce - 30 Marks</i></p> 						
Total Credits (22+22+24+24+24+20+24+24) for Four Year BBA Honors						184

Fourth Year: Eighth Semester (Four Year BBA Honors with Research) (Revised in 2025-26)

Course Code	Title of the Course (s)	Formative Assessment	Summative Assessment	Practical/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC8)						
27IMSI408DS01	Management Information System	70	30	-	100	3-1-0
27IMSI408DS02	Total Quality Management	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC5)						
27IMSI408SE01	Personality and Soft Skills Development	-	100	-	100	2-0-2
Vocational Course (MIC8 (VOC))						
27IMSI408MV01	IT for Managers-2	50	-	50	100	2-0-2
Internship						
27IMSI408IN01	Internship Report	-	--	100	100	4
Research Project/ Dissertation						
27IMSI408PD01	Research Project/ Dissertation	-	--	300	300	12
Total Credits						24
<p>Note:</p> <ol style="list-style-type: none"> The students are required to choose either SEC-5 or MIC8 (VOC) or Internship. The topic of the Research Project to be submitted for evaluation in the eighth Semester shall be submitted by the student along with a brief synopsis after finalization in the 7th Semester in consultation with the faculty member allotted as Research Supervisor by the Director. Any student opting for a dissertation has to submit a synopsis to the Institute/ College prepared in consultation with his/ her Research Supervisor and appear before a Research Advisory Committee (RAC) constituted by the Director/Principal of the concerned Department/College. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by UG BOS of IMSAR. Students undertaking the research project/dissertation may have their research findings patentable, presented at conferences or seminars, or published in peer-reviewed journals. The criteria for Internship Evaluation will be as follows: After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period as per MDUR Internship Regulations 2025. The report shall be signed by the Internship Supervisor from respective UTD/ Centre/ College and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoDs/ Directors/ Principals. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of non-availability of respective mentor, the available relevant mentor as decided by the concerned HoD/ Director/ Principal may be utilized for the purpose of evaluation. Suggested distribution of marks will be as below: <i>Assessment by Mentor- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks)</i> <i>Internship Report - 40 Marks</i> <i>Viva-Voce - 30 Marks</i> 						
Total Credits (24+24+23+23+20+20+20+20) for Four Year BBA Honors with Research						184

List of Discipline Relevant/ Allied - Minor Courses/ Minor (Vocational)

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

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Minor Courses (MIC - to be offered to other departments)						
First Semester						
24IMS401MI01	Managerial Skills	70	30	-	100	3-1-0
Second Semester						
24IMS402MI01	Corporate Leadership	70	30	-	100	3-1-0
Third Semester						
25IMS403MI01	Business Policy and Strategy	70	30	-	100	3-1-0
Fourth Semester						
25IMS404MV01	Database Management System	50	-	50	100	3-0-1
Fifth Semester						
26IMS405MV01	E-Business	50	-	50	100	3-0-1
Sixth Semester						
26IMS406MV01	Computer Networks and Web Development	50	-	50	100	3-0-1
Note:						
<ol style="list-style-type: none"> 1. The minor and minor (vocational) courses offered in I, II, III, IV, V and VI semesters shall be opted for by students from the University Teaching Departments (UTDs) other than students of Business Administration and the students of Business Administration will opt from the other UTDs. 2. A student while selecting the minor discipline has to ensure that the courses of the opted minor discipline do not match with the major courses of his/her opted programme. 						

List of Multidisciplinary Courses

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

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Multidisciplinary Courses (to be offered to other departments)						
24IMSX01MD01	Foundations of Management	-	75	-	75	3-0-0
24IMSX02MD01	Marketing Management	-	75	-	75	3-0-0
25IMSX03MD01	Entrepreneurship and MSME	-	75	-	75	3-0-0
The formative assessment criteria for Multi-Disciplinary Course in Semester I to III will be as follows: Written Test (2X10) = 20 Marks Class Assignment/ Case Study/ Mini Project (2X10) = 20 Marks Book Review/ Essay/ Seminar (1X10) = 10 Marks Quiz/ Group Discussion/ Debate (2X10) = 20 Marks Attendance (Criteria as mentioned earlier) = 05 Marks						

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

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

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

The concerned Principal/Director of the College/Institute shall request the examiner(s) at his level and make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Principal/Director shall ensure to upload the marks awarded by the examiner(s) on the University website and also submit the hard copy of the

award list along with the attendance of the candidates and eligibility proof of examiner duly signed by both the examiner(s) and Principal/Director to the office of the Controller of Examinations within 15 days of the conduct of examinations.

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

**SYLLABI OF
BACHELOR OF BUSINESS ADMINISTRATION PROGRAMME
(Based on National Education Policy (NEP) - 2020)**

First Year: First Semester

**Business Organisation
Course Code: 24IMSI401DS01**

L-T-P
3-1-0

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

Course Objective:

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

Course Outcomes:

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

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Suggested Readings:

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

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

Basics of Accounting
Course Code: 24IMSI401DS02

L-T-P
3-1-0

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

Course Objective:

The course aims to enable students to acquire knowledge of concepts, methods and techniques of financial accounting and corporate accounting system for the purpose of managerial planning, control and decision making.

Course Outcomes:

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

1. Describe various accounting concepts, principles and techniques.
2. Record transactions and prepare financial statements.
3. Understand the conceptual framework of Corporate Accounting.
4. Record issue and redemption of shares and debentures.

UNIT-I

Meaning, advantages and limitations of accounting, Branches of accounting, users of financial accounting information, Recording of business transaction (including GST transactions), Ledger, Trial balance

UNIT-II

Preparation of Financial accounts with adjustments; Depreciation Accounting: Concept and methods (SLM AND WDM only).

UNIT-III

Accounting for share capital transaction: Issue of share, forfeiture and surrender of shares; Debentures: Issue of debentures, methods of redemption of debentures

UNIT-IV

Statutory provision regarding preparation of final accounts of company, preparation of profit and loss account and balance sheet of company as per the requirement of Schedule V1 of the Company Act 2013; Basics of Tally Software

Suggested Readings:

1. Anthony, R. N., Hawkins, D., & Merchant, K. A. (2019) "Accounting: Text and Cases" McGraw-Hill Education India.
2. Narayanaswamy, R. (2020) Financial Accounting: A Managerial Perspective, 7th ed. PHI learning
3. Goyal, B. K., & Tiwari, H. N. (2021). Financial Accounting. Taxmann Publication, New Delhi.
4. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). Financial Accounting. Vikas Publishing House Pvt. Ltd., New Delhi.
5. Mukherjee & Hanif, Corporate Accounting, Tata McGraw Hill, New Delhi
6. Monga, J.R., Corporate Accounting, Margin Paper Bank, New Delhi
7. Maheshwari, S.N., Advanced Accounting, Vikas Publications.

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

Computer Fundamentals and Office Automation Tools
Course Code: 24IMSI401SE01

L-T-P
1-0-2

Internal Assessment: 75

Note: The formative assessment criteria for this Skill-Enhancement Course will be as follows:

Written Test (2X10)	20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	25 Marks
Case Study/ Mini Project (1X15)	15 Marks
Assignment/ Seminar/ Presentation (1X10)	10 Marks
Attendance	05 Marks
TOTAL	75 Marks

Course Objectives:

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

Course Outcomes:

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

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Suggested Readings:

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

First Year: Second Semester

**Managerial Skills
Course Code: 24IMS1402DS01**

L-T-P
3-1-0

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

Course Objectives:

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

Course Outcomes:

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

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Suggested Readings:

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

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

Essentials of Economics
Course Code: 24IMSI402DS02

L-T-P
3-1-0

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

Course Objectives:

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

Course Outcomes:

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

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Suggested Readings:

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

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

Business Communication
Course Code: 24IMSI402SE01

L-T-P

Internal Assessment: 75

1-0-2

Note: The formative assessment criteria for this Skill-Enhancement Course will be as follows:

Written Test (2X10)	20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	25 Marks
Case Study/ Mini Project (1X15)	15 Marks
Assignment/ Seminar/ Presentation (1X10)	10 Marks
Attendance	05 Marks
TOTAL	75 Marks

Course Objectives:

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

Course Outcomes:

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

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Suggested Readings:

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

Second Year: Third Semester (Revised in 2025-26)

Cost and Management Accounting

Course Code: 25IMS1403DS01

L-T-P
3-1-0

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

Course Objectives:

The course aims to enable students to acquire knowledge of concepts, methods and techniques of cost and management accounting for the purpose of managerial planning, control and decision making

Course Outcomes:

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

1. To describe cost accounting concepts, methods, and techniques.
2. To analyze various costing concepts and cost classification.
3. To examine the conceptual framework of Management Accounting.
4. To analyze budgetary control system, standard costing and financial statement analysis as a tool of managerial planning.

UNIT-I

Cost Accounting—meaning, importance methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity-based costing

UNIT-II

CVP analysis— determination of break-even point, profit volume ratio, profit volume graph, margin of safety, CVP analysis in multiproduct firm, utility and limitation; marginal costing and its application in managerial decision making; elementary knowledge of target costing.

UNIT-III

Budgetary control meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour)

UNIT-IV

Management accounting— concept, need, importance and scope; analysis and interpretation of financial statements— meaning, importance and techniques, ratio analysis; fund flow analysis; cash flow analysis

Suggested Readings:

1. Thukaram Rao, M.E., *Cost and Management Accounting*, New Age Publishers
2. Singhal, A.K. and Ghosh Roy, H.J., *Accounting for Managers*, JBC Publishers and Distributors, New Delhi
3. Pandey, I.M., *Management Accounting*, Vikas Publishing House, New Delhi
4. Horngren, Sundem and Stratton, *Introduction to Management Accounting*, Pearson Education, New Delhi
5. Hansen & Mowen, *Cost Management*, Thomson Learning
6. Mittal, S.N., *Management Accounting and Financial Management*, Shree Mahavir Book Depot, New Delhi
7. Jain, S.P. and Narang, K.L., *Advanced Cost Accounting*, Kalyani Publishers, Ludhiana

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

Corporate Governance
Course Code: 25IMS1403DS02

L-T-P
3-1-0

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

Course Objectives:

1. To acquaint students with the fundamental principles and frameworks of corporate governance and its role in effective business management.
2. To provide an understanding of the social, legal, and ethical dimensions of corporate behavior in a dynamic business environment.

Course Outcomes:

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

1. Define and explain key concepts and definitions related to corporate governance.
2. Identify and evaluate the core issues addressed by governance structures and frameworks.
3. Analyse major corporate governance failures and the resulting regulatory responses.
4. Understand the role of stakeholders such as capital markets, shareholders, trustees, and rating agencies in shaping governance practices.

UNIT-I

Introduction – Concept of corporate governance, need for corporate governance, issues in corporate governance, corporate governance mechanism, corporate social responsibility, obligation to society, investors, employee, customers

UNIT-II

Board of Director – Composition and role of Board of Directors, legal aspects and liabilities, functions and duties of the board, committees of the board, role of independent directors

UNIT-III

Financial Disclosures – Code of corporate governance, accounting standards and disclosures, financial disclosure norms and practices, role of audit committee, SEBI and Government

UNIT-IV

Contemporary Issues – Corporate governance in banks, role of trustees, Cadbury Report, Greenbury Report, CII's recommendations

Suggested Readings:

1. Baxi, C V, *Corporate Governance*, Excel Books
2. Gopalaswamy, *Corporate Governance*, New Age International Pvt. Ltd.
3. Swami, Parthasarthy, *Corporate Governance*, Biztantra, New Delhi

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

Disaster Management
Course Code: 25IMS1403DS03

L-T-P
3-1-0

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

Course Objectives:

1. To develop a foundational understanding of natural and manmade disasters, their impact, and effective response strategies.
2. To equip students with knowledge of disaster preparedness, risk mitigation, and recovery planning in both public and organizational contexts.

Course Outcomes:

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

1. Identify and classify various natural and manmade disasters and understand their causes and consequences.
2. Understand the key principles and practices involved in relief operations and rehabilitation.
3. Evaluate the role of disaster management planning, local governance, and policy interventions.
4. Demonstrate the importance of proactive safety measures and business continuity planning in disaster-prone scenarios.

UNIT-I

Natural Disasters – Flood, Earthquakes and landslides, Cyclones, Tsunami, Drought, Heat waves and sandstorms, Cold waves

UNIT-II

Manmade Disasters – War, terrorism, stampedes, riots, industrial fires, nuclear power accidents, hazardous materials and toxic emission, utility failure

UNIT-III

Relief Operations – Saving victims, conducting medical relief operations, managing relief operations, psychological issues, rehabilitation work

UNIT-IV

Proactive Measures – Planning for disaster management, local disaster management cell, business recovery plan, safety management, government response to disaster

Suggested Readings:

1. Modh, Satish, *Citizen's Guide to Disaster Management*, Macmillan India Ltd., New Delhi
2. Deshmukh, L M, *Industrial Safety Management*, Tata McGraw Hill, New Delhi

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

Business Etiquettes
Course Code: 25IMS1403SE01

L-T-P

Internal Assessment: 75

1-0-2

Note: The formative assessment criteria for this Skill-Enhancement Course will be as follows:

Written Test (2X10)	20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	25 Marks
Case Study/ Mini Project (1X15)	15 Marks
Assignment/ Seminar/ Presentation (1X10)	10 Marks
Attendance	05 Marks
TOTAL	75 Marks

Course Objectives:

1. To equip students with essential communication and behavioral skills required in professional business settings.
2. To develop foundational competencies in business writing, etiquette, and intercultural communication.

Course Outcomes:

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

1. Apply the principles of business etiquette and recognize common professional protocol errors.
2. Enhance their personal presentation by managing first impressions and aligning non-verbal communication with verbal intent.
3. Build and expand professional networks through effective social interaction and communication.
4. Engage in meaningful conversations and present themselves with confidence in business environments.
5. Develop and maintain a strong personal brand for professional success.

UNIT-I

Workshop Etiquette – Office protocol and etiquette, professional conduct, use of courteous phrases in the workplace, proper way to make introduction, business dress, grooming

UNIT-II

Communication Etiquette – Written communication manners, listening skills, body language, voice tone and eye contact, telephone etiquette, e-mail, voice mail etiquette, ways to deal with difficult people, extending, accepting and declining invitations

UNIT-III

Business Meetings and Dining Etiquette – Attending business functions, etiquette in meetings, business socialization, organizing social events for business, dining manners, banquet etiquette

UNIT-IV

Global Manners – Importance of awareness of international customs, cultural taboos and practices, traveling etiquette, business etiquette in USA, Europe, Africa, Middle East, Latin America

Suggested Readings:

1. Chaney, Lillian Hunt & Jeanethe Martin, *The Essential Guide to Business Etiquette*, Praeger, London
2. Fox, Sue, *Business Etiquette for Dummies*, Wiley Publishing Inc.
3. Dresser, Norine, *Multicultural Manners*, John Wiley & Sons Inc.
4. Langford, Beverly Y., *The Etiquette Edge*, AMACOM

Second Year: Fourth Semester (Revised in 2025-26)

Basics of International Business

Course Code: 25IMS1404DS01

L-T-P
3-1-0

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

Course Objectives:

1. To provide students with a foundational understanding of international business and its distinction from domestic operations.
2. To develop awareness about global trade environments, foreign market entry strategies, and institutional influences on international business operations.

Course Outcomes:

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

1. Understand how international factors influence domestic business decisions and policies.
2. Explain the concepts and implications of regional, economic, and political integration.
3. Apply theoretical frameworks to analyze international trade and investment decisions.
4. Assess foreign market opportunities and formulate basic strategies for global marketing, pricing, and distribution.
5. Demonstrate intercultural competence and global awareness in addressing international business challenges.

UNIT-I

International Business: An overview; Domestic versus International Business; Major risks and challenges of International Business; International Business Environment – Components and determinants; stages of internationalization of business; international business approaches, concept of globalisation

UNIT-II

Modes of entering into international business; nature of multinational enterprise and international direct investment; motives and determinants of Foreign Direct Investment; Foreign Exchange Market; determination of exchange rate; Balance of Payments

UNIT-III

Theories of International Trade – Absolute advantage theory; comparative advantage theory; factor proportions theory; Product Life Cycle theory of trade; governmental influence on trade, rationale for government intervention, instruments of trade control; role of WTO, IMF and World Bank in international trade

UNIT-IV

Assessing international markets; designing products for foreign markets; branding decisions, international promotions policy; international pricing, international logistics and distribution

Suggested Readings:

1. Rugman Alen M and Hodgetts Richard D, *International Business, A Strategic Management Approach*, McGraw Hill
2. Dunning John H, *The Globalisation of Business*, Rontledge London
3. Omkvisil and Shaw, *International Marketing*
4. Daniels John D and Radebangh Lee H, *International Business*, Pearson Education
5. Rao P Subba, *International Business*, Himalaya Publishing House

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

Indian Financial System
Course Code: 25IMS1404DS02

L-T-P
3-1-0

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

Course Objectives:

The objective of this course is to discuss the Indian financial system, financial markets including a detailed study of the working of the leading financial institutions in India.

Course Outcomes:

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

1. Understand the working of financial system.
2. Understand the structure and role of financial markets, need for regulations and implications of the same on society.
3. Critically analyze the pivotal role of banking, mutual funds and insurance industry in the financial system.
4. Interpret the role of financial regulators for efficient financial system.

UNIT-I

Financial System- Meaning, components and functions; reforms in the Indian Financial System; money market and its segments

UNIT-II

Primary market; stock exchange and its function, trading in stock exchange, NSE, BSE, depositories and custodian, new financial instruments, role and functions of SEBI

UNIT-III

Commercial banks, RRBs, risk management in banks, merchant banking and its services, NBFCs

UNIT-IV

Mutual funds, Insurance- meaning, type and principles; Role as a financial intermediary- IRDA, its role and functions.

Suggested Readings:

1. Pathak, Bharati V (2008), *The Indian Financial System*, Second Edition, Pearson Education
2. Khan, M Y, *Indian Financial System*, Fourth Edition, Tata Mc Graw Hill
3. Machiraju, H R, *Indian Financial System*, Third Edition, Vikas Publications
4. Desai, Vasant, *The Indian Financial System and Development*, Himalaya Publishing House

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

Indian Business Environment
Course Code: 25IMS1404DS03

L-T-P
3-1-0

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

Course Objectives:

1. To impart knowledge on the concept of business environment and its significance
2. To know the various environment factors and its impact on business

Course Outcomes:

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

1. Understanding the effects of government policy on the economic environment and business environment influencing factors;
2. Ability to analyze market and business environment situation and use it for identifying business development opportunities and decision-making;
3. In-depth analysis of a specific operational components of the business environment and relate it to your own organization;
4. Describing the legal and regulatory framework that regulates the international trade.

UNIT-I

Business Environment – Nature, components of business environment: internal and external environment; country risk; political risk; international impact on business environment; nature of Indian economy

UNIT-II

Economic reforms; Liberalization, privatization and globalization, monetary and fiscal policy; Competition Act 2002; Consumer protection; corporate governance

UNIT-III

Industrial policy of 1991; public sector reforms; public private partnership; SMEs– threats and challenges; industrial sickness; introduction to SEBI and investor protection

UNIT-IV

Balance of Payments scenario; foreign trade pattern and policy; environment for international direct investment; Foreign Exchange Management Act; WTO, IMF, World Bank

SUGGESTED READINGS:

1. Mishra S.K. and Puri V.K., Economic Environment of Business, Himalaya Publishing, New Delhi
2. Bedi, Suresh, Business Environment
3. Datt Ruddar and Sundaram, Indian Economy
4. Govt. of India, Economic Survey (latest year), Govt. of India, New Delhi
5. Sengupta N.K., Government and Business, Vikas Publication, New Delhi

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

Corporate Leadership
Course Code: 25IMS1404DS04

L-T-P
3-1-0

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

Course Objectives:

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

Course Outcomes:

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

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Suggested Readings:

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

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

Discipline Relevant/Allied - Minor Courses

First Semester

Managerial Skills Course Code: 24IMS401MI01

L-T-P
3-1-0

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

Course Objectives:

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

Course Outcomes:

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

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Suggested Readings:

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

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

Second Semester

Corporate Leadership Course Code: 24IMS402MI01

L-T-P
3-1-0

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

Course Objectives:

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

Course Outcomes:

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

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Suggested Readings:

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

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

Third Semester

Business Policy and Strategy Course Code: 25IMS403MI01

L-T-P
3-1-0

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

Course Objectives:

1. To familiarize the students with the concepts, theories and models of Strategy that are being followed by the organizations.
2. To enable students to determine and analyse the factors contributing to the strategic development and survival or failure of industry operation, and on the basis of such analysis evaluate long-term strategies which enable the operation to achieve its corporate objectives.

Course Outcomes:

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

1. Understand the strategic issues and policy decisions facing businesses and how current management concepts address these issues.;
2. Understand and describe the strategic management process and the difference between strategic analysis, strategy formulation and strategy implementation;
3. Analyze new knowledge and use existing knowledge to conduct strategic and competitive analysis using various tools (e.g., SWOT analysis) in a variety of industries; and
4. Evaluate the formulation of business and corporate level strategies, the different business and corporate strategic types, alternative actions, and make sound strategic decisions.

UNIT-I

Business policy as a field of study; nature and objectives of business policy; strategic management process, vision and mission, establishment of organizational direction, corporate strategy and strategic activation; strategic business units.

UNIT-II

Top management constituents board of directors, sub-committees, chief executive officer; task, responsibilities and skills of top management; corporate governance.

UNIT-III

Formation of strategy: nature of company's environment and its analysis: SWOT analysis; evaluating multinational environment; identifying corporate competence and resources; principles and rules of corporate strategy; strategic excellence positions

UNIT-IV

Strategic analysis and choice; BCG matrix; GE-Cell Nine matrix; stop light strategic model; directional policy matrix model; grand strategy selection matrix; model of grand strategy clusters; behavioural considerations affecting strategic choice; contingency approach to strategic choice

Suggested Readings:

1. Johnson and Scholes, Exploring Corporate Strategy, Prentice Hall, New Delhi.
2. Thomson, S., Strategic Management, Tata McGraw Hill, New Delhi.
3. Sukul, Compash, Strategic Management, Vikas Publishing, New Delhi.
4. Kazmi, A., Business Policy and Strategic Management, TMH, New Delhi.
5. Wheelen, T. and J.D. Hunger, Strategic Management and Business Policy, Pearson Education, New Delhi.

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

Fourth Semester

Database Management System Course Code: 25IMS404MV01

L-T-P
3-0-1

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

Course Objectives:

1. To introduce students to the fundamental concepts, structure, and functions of database management systems.
2. To develop analytical and practical skills for data modeling, schema design, and the use of SQL and DBMS tools in real-world scenarios.

Course Outcomes:

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

1. Differentiate between traditional file systems and modern database systems, and understand their advantages and applications.
2. Define key database terminologies, features, and classifications, and explain their relevance in data management.
3. Analyze information requirements and design conceptual models using entity-relationship diagrams and data dictionaries.
4. Demonstrate an understanding of the relational model and apply normalization techniques in database design.
5. Implement a relational database schema using SQL and DBMS tools, and understand database system architecture and recovery methods.

UNIT-I

Introduction to DBMS – Concept of database, objectives, advantages, limitations, structure, functions of DBMS; entities, attributes; schemas, sub-schema, data and Database Administrator (DBA)

UNIT-II

RDBMS and SQL– Introduction, terminologies, database design goals, database modeling life-cycle, keys, normalization forms; SQL, Pitfalls in RDBMS; Object Oriented DBMS

UNIT-III

Data Modelling Architecture and Design – introduction to data models, classification of data model– hierarchical, network and relational model; queries in DBMS; Database security

UNIT-IV

Database System Architecture – centralized, client-server, parallel and distributed systems, recovery procedures in database system; remote backup systems

Suggested Readings:

1. Navathe, Fundamental of Database System, Addison Wesley
2. Rob, Database System, Thomson Learning, Mumbai
3. Singh, C.S., Data Base System, New Age Publications, New Delhi
4. Saini, S.P.S., Anish Saini, Database Management System, Vayu Education of India, New Delhi

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

MULTIDISCIPLINARY COURSES

First Semester

Foundations of Management Course Code: 24IMSX01MD01

L-T-P
3-0-0

Internal Assessment: 75

Note: The formative assessment criteria for this Multi-Disciplinary Course will be as follows:

Written Test (2X10)	20 Marks
Class Assignment/ Case Study/ Mini Project (2X10)	20 Marks
Book Review/ Essay/ Seminar (1X10)	10 Marks
Quiz/ Group Discussion/ Debate (2X10)	20 Marks
Attendance	05 Marks
TOTAL	75 Marks

Course Objectives:

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

Course Outcomes:

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

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Suggested Readings:

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

Second Semester

Marketing Management Course Code: 24IMSX02MD01

L-T-P
3-0-0

Internal Assessment: 75

Note: The formative assessment criteria for this Multi-Disciplinary Course will be as follows:

Written Test (2X10)	20 Marks
Class Assignment/ Case Study/ Mini Project (2X10)	20 Marks
Book Review/ Essay/ Seminar (1X10)	10 Marks
Quiz/ Group Discussion/ Debate (2X10)	20 Marks
Attendance	05 Marks
TOTAL	75 Marks

Course Objectives:

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

Course Outcomes

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

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

UNIT -I

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

UNIT -II

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

UNIT -III

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

UNIT -IV

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

Recommended Readings:

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

Entrepreneurship and MSME
Paper code: 25IMSX03MD01

L-T-P
3-0-0

Internal Assessment: 75

Note: The formative assessment criteria for this Multi-Disciplinary Course will be as follows:

Written Test (2X10)	20 Marks
Class Assignment/ Case Study/ Mini Project (2X10)	20 Marks
Book Review/ Essay/ Seminar (1X10)	10 Marks
Quiz/ Group Discussion/ Debate (2X10)	20 Marks
Attendance	05 Marks
TOTAL	75 Marks

Course Objectives:

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

Course Outcomes

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

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Suggested Readings:

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