



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India UGC-NAAC Accredited 'A' Grade Institute
ISO 9001:2015 Certified

Department of Management (UG)

Session 2025 - 2026

Bachelor of Business Administration

(Foreign Trade)

Syllabus

Semester I



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Bachelor of Business Administration (Foreign Trade)

Programme Educational Objectives

PEO1: To equip students with a solid understanding of the principles, practices, and regulations governing international trade, including import-export procedures, customs, tariffs, and trade agreements.

PEO2: To develop skills in managing global business operations, including logistics, supply chain management, international finance, and cross-cultural communication.

PEO3: To understand analysis of international markets, assessment of global business opportunities, and dynamics of different economies and their impact on trade.

PEO4: To train students in formulating effective strategies for international business expansion, market entry, and risk management in the global marketplace.

PEO5: To familiarize students with international business laws, trade policies, and compliance requirements essential for conducting business across borders.



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Bachelor of Business Administration (Foreign Trade)

Programme Outcomes

On completion of the programme, students will be able to:

PO1: Demonstrate a comprehensive understanding of global markets, including factors influencing international trade, global economic trends, and the impact of policies on foreign trade.

PO2: Acquire knowledge about international logistics, customs regulations, tariffs, trade agreements, and documentation required for global trade transactions.

PO3: Understand the dynamics of international market required for effective communication skills to interact and negotiate with diverse stakeholders in the global business environment.

PO4: Demonstrate the ability to analyze market trends, assess risks, and make informed decisions related to international business operations and market entry strategies.

PO5: Get equipped with skills in conducting business internationally and managing trade globally.



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Shri Vaishnav Institute of Management & Science, Indore				
Department of Management (UG)				
BBA (FT) I Semester (Course Details)				
Session July-December 2025				
S. No.	Course Type	Course Code	Subject	Total Credit
1	Major 1	Not Available	Principles and Practices of Management	6
2	Minor 1	Not Available	Business Statistics	4
3	Multidisciplinary Course	Not Available	Artificial Intelligence for Everyone (Theory)	2
			Artificial Intelligence for Everyone (Practical)	1
4	Skill Enhancement Course	Not Available	Personality Development	1
			Personality Development (Practical)	2
5	Ability Enhancement Course	Not Available	Hindi Language and Sanskrit	2
6	Internship/Apprenticeship /Project Work/Community Engagement	Not Available	Project Work	2



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PART – A: Introduction				
Program: BBA (FT)		Class: I Year	Year: I	Semester: I
Subject: Principles and Practices of Management			Theory / Practical: Theory	
1	Course Code	NA		
2	Course Title	Principles and Practices of Management		
3	Course Type (Core Course/DSE/Minor/MID/SEC/VOC)	Core Course (Major - 1)		
4	Pre-Requisite (if any)	Not Required		
5	Course Objectives	<ul style="list-style-type: none">1. To provide students with an understanding of the global business environment and managerial functions.2. To equip students with knowledge of planning and decision-making techniques for competitive business operations.3. To familiarize students with various organizational structures and their significance.4. To develop analytical skills to evaluate business strategies and improve employee performance.5. To enable students to understand and apply management concepts in practical scenarios.		
6	Course Outcomes (CO)	<p>CO1: Students will be able to assess the global context for planning, coordinating, and monitoring managerial behavior.</p> <p>CO2: Students will be able to apply planning and decision-making techniques to ensure competitiveness of businesses.</p> <p>CO3: Students will be able to differentiate various organizational structures and explain their significance.</p>		



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		CO4: Students will be able to analyze business strategies to evaluate and improve employee performance. CO5: Students will be able to apply management concepts and practices to real-life situations.	
7	Credit Value	06	
8	Total Marks	Max. Marks: 100	Min. Passing Marks: 35



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PART – B: Content of the Course		
No. of Lectures per week: Theory (06 Hours per week)		
Total No. of Lectures required: T: 90 Hours		
Unit	Topics	No. of Lectures
I	<p>Management in Indian Knowledge Tradition- Management in Indian ethos, Indian models, spiritual values and management. Modern Concept of Management- Meaning, definitions, importance, and functions.</p> <p>Activity 1: Students will be divided in groups. They will interview a manager of an organization to collect information on his/her role as a manager and make a report on it.</p> <p>Activity 2: Students will be divided in groups. Each group will visit a business enterprise and find out the Indian traditional values (like Dharma, Karma Yoga, and Trust) they have integrated into their management practices. The group will then submit a brief write-up on their findings.</p>	18
II	<p>Planning- Meaning, Definitions, Importance, Types and Process. Difference between Planning and Forecasting. Management by Objectives (MBO)-Meaning, Definitions, and Process. Strategies and Policies.</p> <p>Activity 1: A classroom activity in which students will be divided in groups to prepare a plan on a given task like, plan a college event/prepare for exam/etc. The activity is followed by debriefing by the faculty on clarity of goals, missing steps, order of steps, contingency plan etc.</p> <p>Activity 2: Students will be divided in groups. Each group will be given a task. The group members will divide the main task in sub-tasks with its respective purpose. All sub-tasks & their objectives must align with the main task.</p>	18



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III	<p>Organization- Meaning, Definitions, Importance. Organizational Structures- Types, Departmentalization, Meaning and Concept. Organizational Behavior- Indian and Western Perspectives. Authority And Responsibility- Concept and Definitions.</p> <p>Activity 1: Students will be divided in groups. Each group will visit a business enterprise and find out the organizational structure and departments. The groups will prepare a flowchart for the same.</p> <p>Activity 2: Students will be divided into groups. Each group has to create a poster depicting an ideal organization depicting- structure of the organization, behavior with employees, team work, communication and leadership etc.</p>	18
IV	<p>Recruitment of Employees-Meaning, Sources, Selection Process, Interviews, Training, Evaluation and Placement. Training- Meaning, Types.</p> <p>Activity 1: Students will be divided in groups. Each group will visit a business enterprise to know the recruitment & selection process, followed in their organization. The groups will prepare a brief write-up on their findings.</p> <p>Activity 2: Students will be divided in groups. They will make a poster/college based on the training methods.</p>	18
V	<p>Directing- Meaning, Definition, Objectives, and Nature. Controlling - Meaning, Definition, Types and Process.</p> <p>Activity 1: Students will be paired in groups of 2 students each. One student will be blind-folded; the other student will give directions to complete the task. At the completion of activity, the faculty will debrief on clarity of instruction, communication method, mutual trust & teamwork.</p> <p>Activity 2: Students will be divided in groups. They will visit the previously visited organization to collect information on the control process followed by the organization.</p>	18



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Readings:	
1. Awasthi, Paritosh (Dr.), Sethi, Dinesh (Dr.), Mandloi, Jagatsingh (Dr.), & Dhand, Shweta, Prabandh Ke Siddhant, Madhya Pradesh Hindi Granth Academy, Bhopal (Latest Edition).	
2. Dhand, Rakesh (Dr.), Yadav, Pragya (Dr.), & Gautam, Rajni (Dr.), VyavasayaPrabandh (BBA) (Pratham Varsh), Madhya Pradesh Hindi Granth Academy, Bhopal (Latest Edition).	
3. Jhalani, Rajeev Kumar (Dr.), & Chandel, Yogita (Dr.), Principles of Management, Devi Ahilya Prakashan, Indore (Hindi Medium) (Latest Edition).	
4. Mehta, C.M. (Dr.), Business Organization, Ram Prasad and Sons, Bhopal (Hindi Medium) (Latest Edition).	
5. Newman, W.H., & Warren, E.K., The Process of Management: Concepts, Behaviour and Practices, Prentice-Hall India (PHI) (Latest Edition).	
6. Sachdev, Rita (Dr.), Prabandh Ke Siddhant, Madhya Pradesh Hindi Granth Academy, Bhopal (Latest Edition).	
Textbooks:	
1. Agrawal, R.D., Organization & Management, McGraw Hill, New Delhi (1982).	
2. Kothari, Milind (Dr.), PrabandhkiyaAvdharna, Madhya Pradesh Hindi Granth Academy, Bhopal (Latest Edition).	
3. Tripathi, P.C., & Reddy, P.N., Principles of Management (7th Edition), Tata McGraw-Hill (TMH), New Delhi (2012).	
Reference Books:	
1. Stoner, James A.F., & Freeman, R. Edward, Management (6th Edition), Pearson Prentice Hall (Latest Edition).	
2. Koontz, H., & Wehrich, H., Management (International Student Edition), McGraw-Hill, Tokyo (1980).	
Suggestive Digital Platform Web Links:	
<ul style="list-style-type: none">• http://ndl.iitkgp.ac.in/he_document/e_adhyayan/eadhyayan/IN_e_A_1_M_107_P_a_P_o_M_165_166?e=0 principles%20and%20practices%20of%20management • http://ndl.iitkgp.ac.in/he_document/libretexts/libretexts/IN_L_1_C_B_3_L_L_172_P_o_M_1197_1198?e=16 principles%20and%20practices%20of%20management • http://ndl.iitkgp.ac.in/he_document/nptel/nptel/110105146_umvuqofmio8?e=18 principles%20and%20practices%20of%20management • http://ndl.iitkgp.ac.in/he_document/openstax_cnx/openstax/IN_O_1_P_o_M_246_247?e=0 principles%20of%20management 	
Suggested Equivalent Online Courses: Through NPTEL, SWAYAM Portal.	



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Part – D: Assessment and Evaluation	
Internal Assessment Continuous Comprehensive Evaluation (CCE): Class Test/Assignment/Presentation As per ordinance 14 (1)	Total Marks: 30
External Assessment: End Semester Exam Time: 03 Hours	Section (A): Very Short Answer Type Questions/MCQs – (06 Marks) Section (B): Short Answer Type Questions – (40 Marks) Section (C): Long Answer Type Questions – (24 Marks)
Total Marks	(Internal Assessment + External Assessment): $30+70=100$
Credit Value	06
Minimum Passing Marks	35



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PART – A: Introduction				
Program: BBA (FT)		Class: I Year	Year: I	Semester: I
Subject: Business Statistics			Theory / Practical: Theory	
1	Course Code	NA		
2	Course Title	Business Statistics		
3	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Minor 1		
4	Pre-Requisite (if any)	Not Required		
5	Course Objectives	<ul style="list-style-type: none">1. To develop an understanding of statistical research tools and their application in conducting systematic research and investigations.2. To equip students with the ability to analyze professional and technical reports and make rational, data-driven decisions.3. To provide knowledge of measures of central tendency and their role in effectively summarizing and interpreting data.4. To enable students to examine data variability using measures of dispersion5. To introduce methods of quantization, correlation and regression for analyzing relationships among variables, supporting effective decision-making and forecasting.		
6	Course Outcomes (CO)	<p>CO1: Students will be able to understand how to perform research using statistical research tools.</p> <p>CO2: Students will be able to equip with knowledge about analyzing professional reports and make decisions based on the reports analyzed.</p> <p>CO3: Students will be able to illustrate measures of central tendency for summarizing the data.</p>		



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		<p>CO4: Students will be able to examine data variability using measures of dispersion and interpret their significance in various contexts.</p> <p>CO5: Students will be able to learn about quantization, analysis of relationships among variables for decision making and forecasting.</p>
7	Credit Value	04
8	Total Marks	Max. Marks: 100 Min. Passing Marks: 35



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PART – B: Content of the Course		
No. of Lectures per week: Theory (04 Hours per week)		
Total No. of Lectures required: T: 60 Hours		
Unit	Topics	No. of Lectures
I	<p>Introduction to Statistics- Evolution of Statistics in India, Role of Statistical Methods in Indian Agriculture, Contribution of Ancient Indian Mathematicians in Statistics. Meaning, Definition and Scope of Statistics, Statistical Investigations and Laws of Statistics.</p> <p>Activity 1: Students will be divided into groups. They will find out examples related to limitations of statistics and make a poster/collage on it.</p> <p>Activity 2: Students will be divided into groups. They will prepare a flow chart of the Steps of Statistical Investigation with an appropriate example.</p>	10
II	<p>Collection & Presentation of Data - Collection of Data, Methods of Data Collection, Primary and Secondary Data, Presentation of Data and Frequency Distribution.</p> <p>Activity 1: Students will be divided into groups. Each group will be given a topic on which they will prepare a Questionnaire.</p> <p>Activity 2: Students will be divided into groups. They will be given a topic based on which they will be carrying out a survey among their classmates/college students. Students will then prepare an appropriate table and graph to represent the data collected by them.</p>	12



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III	<p>Measures of Central Tendencies – Methods of calculation of Mean, Median and Mode and its utility. Methods of Calculation of Geometric Mean and Harmonic Mean and its utility.</p> <p>Activity 1: Students will be divided into groups. Students will record data related to any sports activity of their choice. Using the recorded data, they will calculate the mean, median, mode and geometric mean.</p> <p>Activity 2: Students will be divided into groups. They will visit the nearest grocery market. Find out the price per kilogram if they purchase only 1 kilogram & price per kilogram if they purchase 10 kilograms of any vegetable/fruit from different shopkeepers. They will then calculate the mean, median and mode of the prices.</p>	12
IV	<p>Measures of Dispersion- Standard Deviation and Mean Deviation- Meaning and Scope. Skewness – Concept and Methods.</p> <p>Activity 1: Students will be divided into groups. Students will record data related to any sports activity of their choice. Using the recorded data, they will calculate the Standard Deviation & Mean Deviation.</p> <p>Activity 2: Students will be divided into groups. Students will create a themed collage using cut-outs to visually represent symmetric, positively skewed, and negatively skewed data distributions.</p>	13
V	<p>Correlation Analysis – Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation - Methods. Regression - Lines of Regression, Methods.</p> <p>Activity 1: Students will be divided into groups. Students will measure their height (in cm.) and record their shoe size (in cm.). Using the collected data, they will calculate the correlation coefficient between height and shoe size.</p> <p>Activity 2: Students will be divided into groups. Students will find out the average temperature of a city and electricity bill of any household in the city for few months. Using regression analysis, they will calculate a regression coefficient between temperature and electricity bill.</p>	13



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Readings:	
<ol style="list-style-type: none">1. Berenson, Mark L. & Levine, David M. (2022). Basic Business Statistics: Concepts and Applications. Pearson.2. Bhardwaj, R.S. (2019). Business Statistics. Excel Books.3. Elhance, D.N. (2018). Fundamentals of Statistics. Kitab Mahal.4. Gupta, S.C. (2023). Fundamentals of Statistics. Himalaya Publishing House.5. Gupta, S.P. (2023). Business Statistics. Sultan Chand & Sons.	
Textbooks:	
<ol style="list-style-type: none">1. Kothari, S.L. & Kothari, Milind (2021). Sankhyaki Ke Siddhant. MP Hindi Granth Academy.2. Mehta, C.M., Dave, Dinesh, Mathur, Neha, Agrawal, Hariom & Rathore, Krishnopal (2020). Sankhyaki. MP Hindi Granth Academy.3. Mehta, C.M., Dave, Dinesh, Krishna, Gopal, Agrawal, Hariom & Mathur, Neha (2022). VyavsayikSankhyaki. MP Hindi Granth Academy.4. Shukla, S.M. & Sahai, H.S. (2021). Business Statistics (Hindi & English). Sahitya Bhawan Publications.	
Reference Books:	
<ol style="list-style-type: none">1. Tulsian, P.C. (2022). Statistical Analysis. S. Chand Publications.2. Vohra, N.D. (2020). Business Statistics. Tata McGraw Hill.	
Suggestive Digital Platform Web Links:	
<ul style="list-style-type: none">• http://ndl.iitkgp.ac.in/he_document/openstax/IN_O_1_I_B_S_2_114_115• http://ndl.iitkgp.ac.in/he_document/nptel/IN_N_1_M_18419_N_B_S_21411_21412• http://ndl.iitkgp.ac.in/he_document/dishtavo/D_D_I_S_F_H_T_A_V_O_B_O_C_B_S_I_G_C_347554921• http://ndl.iitkgp.ac.in/he_document/fossee/IN_R_T_C_7_B_S_F_C_D_M_b_K_B_514_515	
Suggested Equivalent Online Courses: Through NPTEL, SWAYAM Portal.	



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Part – D: Assessment and Evaluation	
Internal Assessment Continuous Comprehensive Evaluation (CCE): Class Test/Assignment/Presentation As per ordinance 14 (1)	Total Marks: 30
External Assessment: End Semester Exam Time: 03 Hours	Section (A): Very Short Answer Type Questions/MCQs – (06 Marks) Section (B): Short Answer Type Questions – (40 Marks) Section (C): Long Answer Type Questions – 24 Marks)
Total Marks	(Internal Assessment + External Assessment): $30+70=100$
Credit Value	04
Minimum Passing Marks	35



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PART – A: Introduction		
Program: BBA (FT)	Class: I Year	Year: I Semester: I Session: 2025 –26
Subject: Artificial Intelligence (AI) for Everyone Theory / Practical: Theory		
1	Course Code	NA
2	Course Title	Artificial Intelligence (AI) for Everyone
3	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	MD-ID Artificial Intelligence (AI) for Everyone (Computer Science)
4	Pre-Requisite (if any)	Not Required
5	Course Objectives	<ol style="list-style-type: none">1. To introduce students to the fundamentals of Artificial Intelligence.2. To differentiate AI techniques and tools from traditional approaches.3. To develop practical skills in using AI tools for various applications.4. To demonstrate the applicability of AI in diverse fields such as agriculture, healthcare, and education.5. To develop understanding of emerging AI trends, collaboration skills, career opportunities, and ethical perspectives.
6	Course Outcomes (CO)	<p>CO1: Students will be able to explain the essentials of Artificial Intelligence.</p> <p>CO2: Students will be able to differentiate between traditional approaches and AI techniques/tools.</p> <p>CO3: Students will be able to demonstrate the use of AI tools for different purposes.</p> <p>CO4: Students will be able to apply AI</p>



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		applications in fields like agriculture, healthcare, and education. CO5: Students will be able to identify AI trends, adapt skills, explore careers, and apply ethical thinking.
7	Credit Value	02
8	Total Marks	Max. Marks: 100 Min. Passing Marks: 35



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PART – B: Content of the Course		
No. of Lectures per week: Theory (02 Hours per week)		
Total No. of Lectures required: T: 30 Hours		
Unit	Topics	No. of Lectures
I	<p>Introduction to Artificial Intelligence - What is AI? History and Evolution, Traditional AI vs. Generative AI, AI vs. Augmented Intelligence, Key milestones and Personalities (Turing, McCarthy), Overview of Generative AI.</p> <p>IKS: Intelligence in Indian philosophy – Nyaya Darshan.</p> <p>Activity: Create a concept map of AI Evolution using free mind-mapping tools.</p>	06
II	<p>Everyday Applications of AI - AI in daily life: smart phones, online shopping, recommendation systems, AI chat bots and smart assistants, Case studies: AI in education, healthcare, agriculture.</p> <p>IKS: Traditional Indian expert systems (e.g., Jyotisha logic).</p> <p>Activity: Analyze how AI tools work in Google Maps or YouTube suggestions.</p>	06
III	<p>Introduction to AI Tools - Applications of AI in different industries, Generative AI Tools and Applications Overview: ChatGPT, Google Bard GitHub Copilot, AI in spreadsheet, text-editor and presentation applications, AI in image, text, and code generation, Open-source tools: NumPy, Pandas (basics).</p> <p>Activity: Hands-on demo using ChatGPT and Bard for summarizing articles.</p>	06



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IV	Ethical Use of AI - Privacy, bias, misinformation, and plagiarism risks, Overview of plagiarism checking tools (e.g., Grammarly, Turnitin), Guidelines for ethical use in academics and research. Activity: Discussion on AI misuse in exams or content generation.	06
V	Future of AI and Human Skills - Emerging AI trends (LLMs, robotics, NLP), Human-AI collaboration and skill requirements, Careers in AI and digital economy. IKS: Long-term thinking from Indian philosophy in AI ethics. Activity: Discussion or presentations on AI-driven future careers and human–AI collaboration.	06



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Reading:	
1. Mitchell, M., Artificial Intelligence: A Guide for Thinking Humans. Farrar, Straus and Giroux, (2019). 2. Tegmark, M., Life 3.0: Being Human in the Age of Artificial Intelligence. (First Edition), Penguin Books (2017).	
Textbooks:	
1. Goswami, Saptarsi, Das, Amit Kumar, & Chakrabarti Amlan, AI For Everyone A Beginner's Handbook For Artificial Intelligence Pearson (2024). 2. Russell, S., & Norvig, P., Artificial Intelligence: A Modern Approach (4th Edition). Pearson (2021). 3. Paul R. Daugherty & H. James Wilson, Human + Machine: Reimagining Work in the Age of AI. Harvard Business Review Press (2018).	
Reference Books:	
1. Ethem Alpaydin, Introduction to Machine Learning (4th Edition). MIT Press (2021). 2. Floridi, L., The Ethics of Artificial Intelligence. Oxford University Press (2021).	
Suggestive Digital Platform Web Links:	
<ul style="list-style-type: none">• https://openai.com• https://gemini.google.com• https://indiaai.gov.in• https://www.geeksforgeeks.org/introduction-to-artificial intelligence/• https://chat.openai.com	
Suggested Equivalent Online Courses: Through NPTEL, SWAYAM Portal.	



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Part – D: Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE): Class Test/Assignment/Presentation As per ordinance 14 (1)		Total Marks: 30
External Assessment: End Semester Exam Time: 03 Hours	Section (A): Very Short Answer Type Questions/MCQs – (06 Marks) Section (B): Short Answer Type Questions – (40 Marks) Section (C): Long Answer Type Questions – (24 Marks)	Marks: 70
Total Marks	(Internal Assessment + External Assessment): $30+70=100$	
Credit Value	02	
Minimum Passing Marks	35	



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PART – A: Introduction		
Program: BBA (FT)	Class: I Year	Year: I Semester: I Session: 2025 –26
Subject: Artificial Intelligence (AI) for Everyone Theory / Practical: Practical		
1	Course Code	NA
2	Course Title	Artificial Intelligence (AI) for Everyone
3	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	MD-ID Artificial Intelligence (AI) for Everyone (Computer Science)
4	Pre-Requisite (if any)	Not Required
5	Course Objectives	<ol style="list-style-type: none">1. To provide hands-on experience in developing AI applications like chat bots.2. To enable practical use of AI tools in everyday tasks.3. To teach students to generate digital content using AI platforms.4. To facilitate learning of AI tools for creating presentations and documents efficiently.5. To create awareness of ethical AI use, including plagiarism detection.
6	Course Outcomes (CO)	<p>CO1: Students will be able to develop simple chat bots using AI tools.</p> <p>CO2: Students will be able to apply AI tools to perform daily work tasks.</p> <p>CO3: Students will be able to generate digital content using AI applications.</p> <p>CO4: Students will be able to create professional presentations using AI tools such as Excel, PowerPoint, and Canva.</p>



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		CO5: Students will be able to detect plagiarism using AI-supported software tools.	
7	Credit Value	01	
8	Total Marks	Max. Marks: 100	Min. Passing Marks: 35



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PART – B: Content of the Course	
No. of Lectures Practical (1 hour per week)	
Total No. of Lectures required: P: 30 Hours	
Topics	No. of Lectures
Suggestive AI based Exercise for Laboratory: Exercise 1: Introduction to AI via ChatGPT and Gemini -Explore different prompts in ChatGPT, Gemini, Experiment with translation, explanation, and summarization. Exercise 2: AI in Everyday Use - Search and test: AI in Gmail, Google Photos, or Netflix, Write a short reflection on any 3 AI services you use daily. Exercise 3: Content Generation Tools - Use Canva AI, DALL-E, Notion AI, or similar for visual/text generation, Compare results of two tools on the same input. Exercise 4: AI Ethics and Plagiarism Tools - Use Quillbot / Grammarly to paraphrase, Check originality using PlagScan or Scribbr Exercise 5: Mini Project - Create a slide deck on AI for agriculture/education using AI tools, Present your findings in the class.	30



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Reading:	
1. Haenlein, M., Kaplan, A., Tan, C., Artificial Intelligence: The Insights You Need from Harvard Business Review. (2019).	
Textbooks:	
1. Poole, D., Mackworth, A., & Goebel, R., Artificial Intelligence: Foundations of Computational Agents (2nd Edition). Cambridge University Press, (2021).	
2. Russell, S., & Norvig, P., Artificial Intelligence: A Modern Approach (4th Edition). Pearson (2021).	
Reference Books:	
1. Nilsson, N. J., The Quest for Artificial Intelligence. Cambridge University Press (2010).	
Suggestive Digital Platform Web Links:	
<ul style="list-style-type: none">• https://openai.com• https://gemini.google.com• https://indiaai.gov.in• https://www.geeksforgeeks.org/introduction-to-artificial-intelligence/• https://chat.openai.com	
Suggested Equivalent Online Courses: Through NPTEL, SWAYAM Portal.	



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Part D: Assessment and Evaluation	
Suggested Continuous Evaluation Method:	
External Assessment	Marks
Viva Voce on Practical (20 Marks)	100
Practical Record File (20 Marks)	
Table Work/Exercise Assigned (60 Marks)	
Total Marks: 100	



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PART – A: Introduction				
Program: BBA (FT)		Class: I Year	Year: I	Semester: I
Subject: Personality Development			Theory / Practical: Theory	
1	Course Code	NA		
2	Course Title	Personality Development		
3	Course Type (Core Course/DSE/Minor/MID/SEC/VOC)	VOC		
4	Pre-Requisite (if any)	Open for all		
5	Course Objectives	<ul style="list-style-type: none">1. To help students acquire essential life skills for personal and professional success.2. To enable students to recognize the significance of human values in everyday life.3. To develop employability skills, including problem-solving, critical thinking, and adaptability.4. To improve students' communication abilities—verbal, non-verbal, and written—for diverse contexts.5. To enable students to comprehend and leverage technology for enhancing personality and professional competencies.		
6	Course Outcomes (CO)	<p>CO1: Students will be able to cultivate skills necessary for leading a successful personal and professional life.</p> <p>CO2: Students will be able to recognize and apply human values in personal and social contexts.</p> <p>CO3: Students will be able to develop core skills that enhance their employability.</p> <p>CO4: Students will be able to communicate</p>		



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		effectively in academic, professional, and social settings. CO5: Students will be able to utilize technology to support personality development and personal growth.	
7	Credit Value	01	
8	Total Marks	Max. Marks: 100	Min. Passing Marks: 35



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PART – B: Content of the Course		
No. of Lectures per week: Theory (01 Hour per week)		
Total No. of Lectures required: T: 15 Hours		
Unit	Topics	No. of Lectures
I	<p>Indian Knowledge System and Personality - Personality-Meaning, characteristics and importance, Human values and personality development-Empathy, compassion, spirit of service, Components of personality development in the Indian knowledge system.</p> <p>Activity 1: Assignment on the life sketch of any one of the great soul (Patanjali, Vedvyas, Gautam Buddha, Mahaveer Swami, Kabirdas, Gurunanakdev).</p> <p>Activity 2: Chart making on the Components of Personality.</p>	5
II	<p>Personality Development - Agencies of Personality Development - Family Atmosphere-Parenting style, family values and emotional support, Peer Group-Team Spirit, Self image, Social learning, Formal Education-Scout and guide, N.S.S., N.C.C., Sports, Personal Efforts and Yoga-Self motivation, Goal, meditation and sound health.</p> <p>Barriers of Personality Development.</p> <p>Activity 1: Pictorial Presentation of various yoga mudras and reports.</p> <p>Activity 2: Group discussion and report writing on Personality development.</p>	5



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III	<p>Communication Skills and Personality Development - Communication Skills: Meaning, Characteristics, types, importance, Role of communication Skills in Personality Development - Stage, confidence, Body language, Voice modulation.</p> <p>Activity 1: Pictorial report writing on any cultural or academic program held in college.</p> <p>Activity 2: Deliver a short speech and evaluate peers on stage confidence, body language, and voice modulation.</p>	5
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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Readings:	
<ol style="list-style-type: none">1. Andrews, Sudhir (1988).How to Succeed at Interviews.21st (rep.) Tata McGraw-Hill,New Delhi.2. Covey, Stephen.(1989).The 7Habits of Highly Effective People. NY: Free Press3. Hindle, Tim (2003).Reducing Stress. Essential Manager Series. Dk Publishing.	
Textbooks:	
<ol style="list-style-type: none">1. माडडन, स्टैट, 'व्यक्तित्वकाविकास', आनंदपेपरबैतस।2. Peter S.J., Francis (2011).Soft Skills and Professional Communication. Tata McGraw-Hill Education, New Delhi3. शमाड़, पी. के. (2014). व्यक्तित्व विकास. भारती श्री प्रकाशन।	
Reference Books:	
<ol style="list-style-type: none">1. Lucas, Stephen (2001).Art of Public speaking. Tata-Mc-GrawHill, New Delhi.2. Smith.(2004). Body Language. Rohan Book Company, Delhi.	
Suggestive Digital Platform Web Links:	
<ul style="list-style-type: none">• Basics of Communication:https://www.glowandlovelycareers.in/en/course-detail/niit-156/basics-of-communication• Social Etiquettes: https://www.glowandlovelycareers.in/en/course-detail/englishedge-904/social-etiquette• Self-Presentation:https://www.glowandlovelycareers.in/en/course-detail/niit-161/self-presentation	
Suggested Equivalent Online Courses: Through NPTEL, SWAYAM Portal.	



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Part – D: Assessment and Evaluation	
Internal Assessment Continuous Comprehensive Evaluation (CCE): Class Test/Assignment/Presentation As per ordinance 14 (1)	Total Marks: 30
External Assessment: End Semester Exam Time: 02 Hours	Section (A): Very Short Answer Type Questions/MCQs – (06 Marks) Section (B): Short Answer Type Questions – (40 Marks) Section (C): Long Answer Type Questions – (24 Marks)
Total Marks	(Internal Assessment + External Assessment): $30+70=100$
Credit Value	01
Minimum Passing Marks	35



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PART – A: Introduction					
Program: BBA (FT)		Class: I Year	Year: I	Semester: I	Session: 2025 –26
Subject: Personality Development			Theory / Practical: Practical		
1	Course Code	NA			
2	Course Title	Personality Development			
3	Course Type (Core Course/DSE/Minor/MID/SEC/VOC)	VOC			
4	Pre-Requisite (if any)	Open for all			
5	Course Objectives	<ul style="list-style-type: none">1. To enhance students' self-awareness and build self-confidence through structured activities and reflective practices.2. To develop students' communication skills—including verbal, non-verbal, and written forms—and help them overcome personal barriers such as fear of failure and negative self-image.3. To strengthen students' public speaking abilities, including body language, stage presence, and voice modulation.4. To cultivate teamwork, empathy, leadership qualities, and interpersonal sensitivity for effective collaboration.5. To enable students to set and achieve personal and professional goals using techniques of self-motivation, time management, and self-discipline.			
6	Course Outcomes (CO)	<p>CO1: Students will be able to demonstrate improved self-awareness and self-confidence through structured activities and reflective practices.</p> <p>CO2: Students will be able to apply effective communication skills—including verbal, non-verbal, and written forms—in academic and</p>			



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		<p>professional contexts while overcoming barriers such as fear of failure, negative self-image, and lack of confidence.</p> <p>CO3: Students will be able to exhibit positive body language, stage presence, and voice modulation in public speaking or group interaction scenarios.</p> <p>CO4: Students will be able to collaborate effectively in team settings, showing empathy, leadership, and interpersonal sensitivity.</p> <p>CO5: Students will be able to set personal and professional goals, and implement techniques for self-motivation, time management, and self-discipline.</p>
7	Credit Value	02
8	Total Marks	Max. Marks: 100 Min. Passing Marks: 35



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PART – B: Content of the Course	
No. of Lectures per week: Practical (02 Hours per week)	
Total No. of Lectures required: P: 60 Hours	
Topics	No. of Lectures
1. Conduct a survey of a nearby Anganwadi, Government School, or Primary Health Centre and submit a report. 2. Prepare your family genealogical tree and write a report on your family traditions. 3. Conduct an educational visit to a nearby NGO, Old Age Home, Charitable Hospital, Orphanage, or Women Police Station. Observe its functioning and prepare a report. 4. Prepare a fact-based write-up on an inspiring incident of a great personality (e.g., Swami Vivekananda, Mahatma Gandhi, Vinoba Bhave, A.P.J. Abdul Kalam, Ahilya Bai Holkar, Tantya Bheel, Lata Mangeshkar). 5. Compose a human value-based story that includes meaningful conversations. 6. Educational field visit to a local place of historical significance and make a presentation.	60



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Part – C: Learning Resources

Textbooks, Reference Books, Other Resources

Suggested Readings:

1. Andrews, Sudhir (1988). How to Succeed at Interviews. 21st rep. Tata McGraw-Hill, New Delhi.
2. Covey, Stephen (1989). The 7 Habits of Highly Effective People. NY: Free Press.

Textbooks:

1. Hindle, Tim (2003). Reducing Stress. Essential Manager Series, DK Publishing.
2. Lucas, Stephen (2001). Art of Public Speaking. Tata McGraw-Hill, New Delhi.

Reference Books:

1. Petes, S.J., Francis (2011). Soft Skills and Professional Communication. Tata McGraw-Hill Education, New Delhi.
2. Smith, B. (2004). Body Language. Rohan Book Company, Delhi.

Suggestive Digital Platform Web Links:

- <https://www.google.com/forms/about/>
- <https://www.google.com/sheets/about/>
- <https://www.microsoft.com/en-us/microsoft-365/word>
- <https://www.canva.com/graphs/family-trees/>
- <https://www.google.com/slides/about/>
- <https://www.microsoft.com/en-us/microsoft-365/powerpoint>
- <https://prezi.com/>

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Part D: Assessment and Evaluation	
Suggested Continuous Evaluation Method:	
External Assessment	Marks
Viva Voce on Practical (20 Marks)	100
Practical Record File (20 Marks)	
Table Work/Exercise Assigned (60 Marks)	
Total Marks: 100	



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PART – A: Introduction				
Program: BBA (FT)		Class: I Year	Year: I	Semester: I
Subject: Project Work			Theory / Practical: Practical	
1	Course Code	NA		
2	Course Title	Project Work		
3	Course Type (Core Course/DSE/Minor/MID/SEC/VOC)	Project Work (PW) PW/APCE		
4	Pre-Requisite (if any)	Open for all		
5	Course Objectives	<ul style="list-style-type: none">1. To develop practical understanding of basic management and business concepts.2. To enhance analytical and problem-solving skills through field or desk research.3. To improve teamwork, communication, and presentation skills.4. To familiarize students with local business practices and entrepreneurship.5. To cultivate data collection, interpretation, and reporting skills.		
6	Course Outcomes (CO)	<p>CO1: Students will be able to apply theoretical concepts to real-world business scenarios.</p> <p>CO2: Students will be able to demonstrate improved research and analytical skills using surveys, interviews, or observation.</p> <p>CO3: Students will be able to enhance team coordination and professional communication.</p> <p>CO4: Students will be able to gain exposure to local industries, markets, and entrepreneurial challenges.</p>		



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		CO5: Students will be able to prepare structured reports and presentations effectively.	
7	Credit Value	02	
8	Total Marks	Max. Marks: 100	Min. Passing Marks: 35



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PART – B: Content of the Course	
No. of Lectures per week: Theory (02 Hours per week)	
Total No. of Lectures required: P: 60 Hours	
Topics	No. of Lectures
As part of the Skill Based Activity students are required to undertake Project Work. It is designed to provide practical exposure, industry orientation and application of classroom learning in real business scenarios. For this, students are required to: <ol style="list-style-type: none">1. Select an Industry/Organization - Identify a suitable industry or organization for undertaking the project work.2. Observe Operations - Visit the organization to observe its operations, processes, and overall working environment.3. Understand Organizational Structure - Interact with employees at various levels to comprehend the hierarchy and organizational structure.4. Choose a Functional Area - Select a specific functional area (e.g. Export, Import or International Marketing or Operations or Finance) for detailed study.5. Collect and Analyze Data - Gather and analyze data related to the chosen area using both primary sources (interviews, discussions, surveys) and secondary sources (reports, websites, manuals).6. Prepare and Present Report - Compile a comprehensive project report that includes the company profile, observations, data analysis, key learning's and actionable recommendations.	60



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Part C: Assessment and Evaluation	
Suggested Continuous Evaluation Method:	
External Assessment	Marks
Viva Voce on Practical (20 Marks)	100
Practical Record File (20 Marks)	
Table Work/Exercise Assigned (60 Marks)	
Total Marks: 100	



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Syllabus

Master of Business Administration

(Full Time - Dual Specialization)

MBA (FT)

**Year - I
(Semester – II)**

**w.e.f. Session January – June 2026
(Academic Year: 2025- 26)**



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Shri Vaishnav Institute of Management & Science, Indore				
Department of Management (PG)				
Master of Business Administration (Full Time)				
Year – I (Semester – II)				
Course Details				
Session: January – June 2026				
(Academic Year: 2025- 26)				
S. No.	Course Type	Course Code	Name of the Subject	Total Credit
1.	Core	FT 201	Operations Research	3
2.	Core	FT 202	Operations Management	3
3.	Core	FT 203	Entrepreneurship	3
4.	Core	FT 204	Financial Management	3
5.	Core	FT 205	Marketing Management	3
6.	Core	FT 206	Human Resource Management	3
7.	Core	FT 207	Business Ethics and Indian Ethos in Management	3
8.	Core	FT 208	Business Research Methods	3



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**Master of Business Administration
(Full Time)**

Year – I (Semester – II)

S. No.	Course Code	Name of the Subject	Credit Hours
1.	FT 201	Operations Research	3
2.	FT 202	Operations Management	3
3.	FT 203	Entrepreneurship	3
4.	FT 204	Financial Management	3
5.	FT 205	Marketing Management	3
6.	FT 206	Human Resource Management	3
7.	FT 207	Business Ethics and Indian Ethos in Management	3
8.	FT 208	Business Research Methods	3



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PART-A: Introduction			
Programme: MBA (FT)	Class: Semester- II	Year: I	Session: January- June 2026
Subject: Business Administration		Theory/ Practical: Theory	
1. Course Code	FT – 201		
2. Course Title	Operations Research		
3. Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core		
4. Pre-Requisite (if any)	Not Required		
5. Course Objectives	<ol style="list-style-type: none">1. To introduce the fundamental concepts and meaning of operations research and its role as a scientific approach to decision-making.2. To enable students to recall and define the basic concepts of linear programming, including its meaning, assumptions, terminology, and characteristics.3. To develop the ability to apply methods for obtaining an initial basic feasible solution (IBFS) such as NWCR, Least Cost Method, and Vogel's Approximation Method.4. To help students analyze queuing situations, replacement models and game theory, for management decision-making to capacity enhancement.5. To formulate real-life problems into simulation or Markov Chain Models and develop solutions to optimize decision-making or predict future system behavior.		
6. Course Outcomes (COs)	<p>On completion of the course, learners will be able to:</p> <p>CO1. Understand Operations Research and explain its meaning, nature, and importance in decision-making.</p> <p>CO2. Explain the general mathematical formulation of LPP, including objective functions, constraints, and feasible regions.</p> <p>CO3. Evaluate the mathematical formulation of Transportation and Assignment Problems, including objective functions and constraints for real life problem.</p> <p>CO4. Recall basic concepts, terminology, and assumptions of queuing models, replacement theory, and game theory.</p> <p>CO5. Apply real-life problems into simulation or Markov chain models and develop solutions to optimize processes or predict future system behavior.</p>		
7. Credit Value	03		
8. Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40	



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PART-B: Content of the Course

Number of Lectures per Week: 04

Total Number of Lectures Required: 45

Unit	Topics	Number of Lectures Required
1.	Introduction to Operations Research: Meaning, Scope of Operations Research in Management, Advantages and Limitations of Operation Research, OR Models.	9
2.	Linear Programming: Meaning of Linear Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big M- Method Duality and Post Optimality Analysis Advantage and Limitations of LPP.	9
3.	Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method. Assignment Problem: Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization) Route Allocation, Travelling Salesman Problem.	9
4.	Waiting Line Models: Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations Arid Application of M/M/C (Infinite Population). Replacement Models: Introduction Scope in Management, Single Equipment Replacement Models and Group Replacement. Game Theory: Introduction to Games, Maximin and Minima Principles, Pure and Mixed Strategies, Solution of Games Using-Algebraic and Graphical Methods.	9
5.	Simulation: Introduction to simulation, Monte Carlo Technique and Its Applications. Markov Chain Analysis: Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain.	9



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>⊕ Suggested Readings:</p> <ol style="list-style-type: none">1. V. K. Kapoor, Problems and Solutions in Operations Research, Latest Edition, New Delhi, Sultan Chand and Sons2. F. Hillier, Introduction to Operation Research, Latest Edition, TMH3. Bobby Srinivasan and CL. Sandblom, Quantitative Analysis for Business Decisions, Latest Edition, McGraw Hill Publications
	<p>⊕ Textbooks:</p> <ol style="list-style-type: none">1. Anderson, Introduction to Management Science, Cengage Learning, Latest Edition.2. Hamdy A. Taha, Operations Research: An Introduction, Pearson, Latest Edition.3. N.D.Vohra, Quantative Techniques in Management, McGraw Hill Education, Latest Edition4. H.M. Wagner, Principles of Operations Research with Application to Managerial Decisions, PHI Learning Latest Edition5. Chawla, Operation Research, Kalyani Publication Ludhiyana, Latest Edition6. Sharma Anand, Operation Research, Himalaya Publishing House, Latest Edition6. J.K. Sharma, Operations Research Theory & Applications, Macmillan India Ltd., Latest Edition.
	<p>⊕ Reference Books:</p> <ol style="list-style-type: none">1. Winston, Operation Research Application and Algorithm, Latest Edition, Cengage Learning.2. Krajewski, Ritzmen, Malhotra, Operations Management: Process & value, Latest Edition, Pearson.3. Kalawati, Operations Research, Vikas Publication Pvt. Ltd., Latest Edition.
	<p>⊕ Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none">1. https://onlinecourses.nptel.ac.in/2. https://www.classcentral.com/course/swayam-operations
	<p>⊕ Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none">1. https://www.coursera.org/2. https://www.edx.org/learn/operations/



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 20 Section (B): 60 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



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PART-A: Introduction			
Programme: MBA (FT)	Class: Semester- II	Year: I	Session: January- June 2026
Subject: Business Administration		Theory/ Practical: Theory	
1. Course Code	FT – 202		
2. Course Title	Operations Management		
3. Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core		
4. Pre-Requisite (if any)	Not Required		
5. Course Objectives	<ol style="list-style-type: none">1. To identify and understand the production function.2. To recognize and apply location models and layouts design.3. To interpret and use techniques to match supply with demand.4. To illustrate the sequencing of activities for optimum production.5. To understand and distinguish the concepts of quality management.		
6. Course Outcomes (COs)	<p>On completion of the course, learners will be able to:</p> <p>CO 1. Gain an understanding and appreciation of principles and applications relevant to the planning, design and operations of manufacturing/service firms.</p> <p>CO 2. Create and evaluate location design and layout design.</p> <p>CO 3. Organize the resources for effective cost control.</p> <p>CO 4. Plan the activities for smooth operations.</p> <p>CO 5. Apply different quality management tools.</p>		
7. Credit Value	03		
8. Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40	



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PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Introduction to Production and Operations Management: Nature of Production, Operations Management. Production Function and its Environment, Functions of Production Operations. Manager. Productivity- Definition. Types of Productivity. Factors affecting Productivity. Methods for improving Productivity. Standardized Service Strategy, Assemble-to-Order Strategy, Customized Services Strategy, Product Selection and Design, Service Design, Process and Technology Selection.	9
2.	Facilities Planning: Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis, Brown & Gibson Model) and Qualitative Model (Factor rating method, Weighted factor rating method). Layout of Manufacturing/service facility: Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix. Materials handling concepts.	11
3.	Work Measurement &Resources Requirement Planning; Work Study, Method Study and its techniques, Work Sampling and its techniques, Motion Study, Capacity Planning. Inventory Management: Concept, types, lead time, safety stock, reorder point, P- system & Q - system, EOQ, ABC & VED Analysis. Production Planning and Control: Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy. Materials Requirement Planning.	9
4.	Operations Scheduling: Production Activity Control for Mass Manufacturing (Assembly line balancing, batch processing and Job shop -n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on m machines (Graphical method - Aker's Algorithm).	7
5.	Quality Management: Evolution of Quality Concept. TQM. Quality Gurus (Juran, Crosby, Deming), KAIZEN, Statistical Process Control - Control Charts and their Applications, Acceptance Sampling, Operating Characteristics Curve and its applications. Quality Circles, Six Sigma.	9



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
1.	<p> Suggested Readings:</p> <p>Heizner, Redner, Munson, Sachan. Operations Management, Pearson.</p>
1.	<p> Textbooks:</p> <p>1. Evans. Operations Management Concepts Techniques and Applications, Cengage Learning, 2. B. Mahadevan, Operation Management: Theory and Practice Pearson Education, New Delhi. 3. Ashwathappa Production and Operation Management. Himalaya Publishing House</p>
1.	<p> Reference Books:</p> <p>1. Slack, Operations Strategy, Pearson Education 2. Norman Gaither, Operations Management, Cengage Learning, India 3. R. Panneerselvam, Production and Operations Management, PHI Learning</p>
1.	<p> Suggestive Digital Platform Web Links:</p> <p>1. Manufacturing Today (https://www.manufacturingtodayindia.com/)</p>
1.	<p> Suggested Equivalent Online Courses:</p> <p>1. Simplilearn for Lean Management, Vskills for Six Sigma, NPTEL</p>



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 32 Section (B): 48 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



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PART-A: Introduction

Programme: MBA (FT)		Class: Semester- II	Year: I	Session: January- June 2026
Subject: Business Administration			Theory/ Practical: Theory	
1.	Course Code	FT – 203		
2.	Course Title	Entrepreneurship		
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core		
4.	Pre-Requisite (if any)	Not Required		
5.	Course Objectives	1. To introduce the concepts of Entrepreneurship, Entrepreneurial traits, role of Entrepreneurship in economy. 2. To understand Ventures, Venture Expansion and Exit Strategies. 3. To discuss and explain comprehensive business plan, including investment strategies. 4. To understand the support of various government bodies for Entrepreneurship eco-system. 5. To identify the strategies for risk Management regulatory legal & ethical responsibilities.		
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. Define and describe fundamentals of Entrepreneurship, Entrepreneurial traits for developing creative business ideas. CO2. Organizing entrepreneurial venture expansion and exit Strategies CO3. Develop comprehensive business plan including investment strategies. CO4. Identify Marketing strategies and Entrepreneurship eco-system. CO5. Asses venture's risk Management & regulatory responsibilities global Concerns.		
7.	Credit Value	03		
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40	



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PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Fundamentals of Entrepreneurship: Define Entrepreneurial Traits & Entrepreneurship. Entrepreneur Decision Making Process, Role of Entrepreneurship in the Economy. Concept of Start-ups, Forms of Ownership, Women Entrepreneur & Challenges.	8
2.	Planning and Organizing Entrepreneurial Venture: Process of Planning Entrepreneurial Venture, Organizing Business Research Tools and Techniques to know the feasibility of venture; Life Cycle of Venture, Growth and Challenges, Problem Solving Approaches and ways of financing new venture. New venture Expansion & Exit Strategies: Expansion Strategies: Understanding joint ventures, acquisitions, merger, franchising. Exit Strategies: Introduction, Reasons for existing and long-term preparation, short-term preparation.	8
3.	Creating a Business Plan: Define the elements of a business plan, create a basic business plan, Recognize and describe the role marketing plays in business (Digital Media), Explain a marketing plan. Explain the considerations in the purchasing cycle, Launching Formalities. Start-Up Funding & Strategies for future: Funding Alternatives for Start-up, Venture Capital System for Start-up, Designing Funding Strategy, What Investors Look For in a Pitch Funding, Current Funding Option available in global Market.	11
4.	Institutional support to Entrepreneurship: EDP Movement in India, Institutional Support System, Centre for Entrepreneurship Development (CED), National Institute for Entrepreneurship and Small Business Development (NIES BUD), Institutes for Entrepreneurship Development (FED), Science and Technology Entrepreneurship Parks (STEPs), National Alliance of Young Entrepreneurs (NAYE), Technical Consultancy Organizations (TCOs), National Small Industry Corporation (NSIC), Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI), Industrial Credit and Investment Corporation of India (ICICI). Rural Development and Self Employment Training Institute (RUDSETI), Rural Development and Human Development 'Framing programmes, Technology Transfer programme.	10
5.	Risk Management & Regulatory Global Concerns: Risk Avenues for entrepreneurs & Strategies for Risk Management, Discuss Different types of regulations that apply to businesses. Understanding legal & Ethical responsibilities of entrepreneurs, Identify key concepts and relationships in a business environment. Describe business considerations when entering the global market. Recognize and describe the value of cultural differences in local and global business.	08



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>+Suggested Readings:</p> <ol style="list-style-type: none">1. David H Holt Entrepreneurship New Venture Creation, PHI, Latest Edition.2. Raieev Roy. Entrepreneurship. Oxford University Press Latest Edition3. Desai Vasant, Dynamics of Entrepreneurship Development and Management, Himalaya Publishing House, Latest Edition.4. The Lean Startup, Eric Ries, Latest Edition.
	<p>Textbooks:</p> <ol style="list-style-type: none">1. Charanthimath. Entrepreneurship development small business enterprises, Pearson education, Latest Edition2. Kuratko& Hodgetts. Entrepreneurship in The Yew Millennium, Cengage learning. Latest Edition.3. Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House, Latest Edition.4. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers by Alexander Osterwalder and Yves Pigneur. Latest Edition.5. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Latest Edition.
	<p>Reference Books:</p> <ol style="list-style-type: none">1. Coulter, Entrepreneurship in Action, PHI Learning, Latest Edition.2. AlpanaTrehan, Entrepreneurship, Wiley India Pvt. Limited, Latest Edition3. Greene, Entrepreneurship, Cengage learning, Latest Edition.4. B. K. Mohanty Fundamentals of Entrepreneurship PHI, Latest Edition.5. Barringer, Entrepreneurship Pearson education, Latest Edition.
	<p>Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none">1. https://www.emeraldgroupublishing.com/journal/ijotb2. https://catherwood.library.cornell.edu/workplace-issues-today/3. https://market.tutorialspoint.com/course/organisational-behaviour
	<p>Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none">1. Swyam-NPTEL-https://swayam.gov.in/explorer2. Mooc Courses-https://www.coursera.org/courses?query=mooc



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 60 Section (B): 20 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



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PART-A: Introduction			
Programme: MBA (FT)	Class: Semester- II	Year: I	Session: January- June 2026
Subject: Business Administration		Theory/ Practical: Theory	
1.	Course Code	FT – 204	
2.	Course Title	Financial Management	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	<ol style="list-style-type: none">1. To explain the fundamental concepts, nature, scope, and objectives of financial management and differentiate between value maximization and profit maximization, including major financial decisions.2. To develop the ability to interpret financial statements using analytical tools such as common-size statements, ratio analysis, funds flow, cash flow, leverage and CVP analysis.3. To enable students to compute cost of capital components and examine capital structure theories for optimal financing decisions.4. To equip learners with the skills to apply time value of money and DCF/non-DCF techniques for evaluating long-term investment projects.5. To explain the concepts of working capital management, short-term financing, and dividend policies, and assess their impact on firm value.	
6.	Course Outcomes (COs)	<p>On completion of the course, learners will be able to:</p> <p>CO1. Analyze the role of financial manager in business and evaluate financial decisions related to investment, financing, and dividends.</p> <p>CO2. Apply financial analytical techniques to assess the financial health and performance of a company.</p> <p>CO3. Calculate cost of capital and evaluate suitable capital structure strategies using theoretical models.</p> <p>CO4. Analyze and select investment proposals using capital budgeting methods and principles of capital rationing.</p> <p>CO5. Evaluate working capital requirements, operating cycles, cash/receivable/inventory policies, and interpret dividend theories for corporate valuation.</p>	
7.	Credit Value	03	
8.	Total Marks 100	Maximum Marks: 100	Minimum Passing Marks: 40



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PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	<p>Introduction: Financial Concepts and Nature. Scope. Function and Objectives of Financial Management Understanding the concepts of Value Maximization and Profit Maximization. Basic Financial Decisions Investment. Financing and Dividend Decisions</p> <p>Financing Decisions: Short term sources of finance and their characteristics, Long Term sources of finance and then characteristics</p>	06
2.	<p>Financial Statement Analysis: Financial Statement Analysis of a Company, Common Size Statements, Ratio Analysis, Funds Flow Analysis, Cash Flow Analysis, Leverage Analysis, Cost-Volume-Profit (CVP)Analysis.</p>	17
3.	<p>Cost of Capital and Capital Structure Decision: Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital. Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and its Theories such as MM theory of Capital Structure.</p>	07
4.	<p>Investment Decisions: Long term Investment Decisions: Capital Budgeting: Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Evaluating Investment Proposals for Decision Making. Capital Rationing.</p>	09
5.	<p>Short term Investment Decisions: Working Capital: Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company. Operating & Cash Cycles, Risk-return trade off, working capital estimation, cash management, receivables management, inventory management.</p> <p>Dividend Decision: Dividend policies in practice and Determinants of Dividend. Theories for Relevance and irrelevance of dividend decision for corporate valuation- Walter's Model, Gordon's Model, MM Model of Irrelevancy of Dividend, Residual Theory of Dividend Cash and stock dividends</p>	06



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>⊕ Suggested Readings:</p> <p>1. Chandra Bose Fundamentals of Financial Management. PHI, Latest Edition 2. Rustagi, R P. Financial Management. Golgotha Publishing Company Latest Edition 3. Bhalla. V K. Financial Management & Policy. Anmol Publications. Delhi. Latest Edition</p>
	<p>⊕ Textbooks:</p> <p>1. I M. Pandey, Financial Management, Vikas Publication House, Latest Edition 2. M Y Khan and P.K Jain, Financial Management, Delhi, TMH. Latest Edition. 3. Brigham, Fundamentals of Financial Management, Cengage Learning. Latest Edition 4. Kulkarni. Financial Management, Himalaya Publishing House, Latest Edition 5. Sharan V Financial Management, Pearson Education; Second Edition. New Delhi. Latest Edition</p>
	<p>⊕ Reference Books:</p> <p>1. Prasanna Chandra, Financial Management, New Delhi, TMH, Latest Edition. 2. Keown, Financial Management- Principles & application, Pearson Education, Latest Edition. 3. Shapiro, Capital Budgeting & Investment Analysis, Pearson Education, Latest Edition. 4. Reddy G. S., Advanced Financial Management, Himalaya Publishing House, Latest Edition. 5. Shashi K. Gupta & R.K. Sharma, Financial Management- Theory and Practice, Kalyani Publishers, Latest Edition</p>
	<p>⊕ Suggestive Digital Platform Web Links:</p> <p>1. https://swayam.gov.in 2. https://nptel.ac.in 3. https://www.coursera.org</p>
	<p>⊕ Suggested Equivalent Online Courses:</p> <p>1. NPTEL (IIT Madras / IIT Kharagpur) 2. IESE Business School (Coursera) 3. Wharton, University of Pennsylvania (Coursera)</p>



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 32 Section (B): 48 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



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PART-A: Introduction			
Programme: MBA (FT)	Class: Semester- II	Year: I	Session: January- June 2026
Subject: Business Administration		Theory/ Practical: Theory	
1.	Course Code	FT – 205	
2.	Course Title	Marketing Management	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	<ul style="list-style-type: none">6. To illustrate the marketing environment and understand its components.7. To help students recognize different market segments and develop the ability to select and justify appropriate targeting and positioning strategies.8. To equip students to identify product and pricing strategies effectively in real-world marketing scenarios.9. To develop students' ability to distinguish between various distribution channel structures and marketing communication strategies.10. To enable students to illustrate the strategic marketing responses for market leaders, challengers, followers, and niche players by assessing competitive forces and industry dynamics.	
6.	Course Outcomes (COs)	<p>On completion of the course, learners will be able to:</p> <p>CO1. Analyze the marketing environment to determine their impact on marketing decisions.</p> <p>CO2. Evaluate different market segments and justify appropriate targeting and positioning strategies.</p> <p>CO3. Apply product and pricing strategies in real-world marketing scenarios.</p> <p>CO4. Differentiate between various distribution channel structures and marketing communication strategies.</p> <p>CO5. Design strategic marketing responses for market leaders, challengers, followers, and nichers by assessing competitive forces and industry dynamics.</p>	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



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PART-B: Content of the Course

Number of Lectures per Week: 04

Total Number of Lectures Required: 45

Unit	Topics	Number of Lectures Required
1.	Marketing Concepts: Concept, Nature, scope and importance of marketing. Marketing concept and Philosophies, building and delivering customer value and satisfaction, retaining customers: Value Chain: Scanning the Marketing Environment - macro and micro components and their impact, on marketing decision-. Marketing Mix Elements; Difference between marketing and Selling. Introduction to digital marketing, Emerging Trends in Marketing: Multi-Level Marketing, CRM, Green Marketing, Event Marketing, Rural Marketing, Global Marketing, Marketing for Non Profit Organizations.	9
2.	Market Segmentation -Targeting-Positioning and Consumer Behavior: Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy; Analyzing consumer markets & buyer behavior, factors affecting consumer behavior; types of buying decision behavior.	9
3.	Product Decision: Concept of product. Product Classification, product mix and product line decisions, Product Life Cycle Strategies, Product Diffusion Process, Equity, Repositioning, Branding, Packaging, and Introduction of Labeling. New Product Development Process. Pricing Decision: Concept of Pricing, Pricing Objectives. Factors affecting price determination, significance of pricing decisions, Pricing Methods and Strategies, Pricing policies and strategies; Discounts and rebates.	10
4.	Distribution Decisions: Functions and types of Distribution Channel, Design of Distribution Channel, channel management decisions, channel dynamics- VMS, HMS, MMS. whole selling retailing, e-tailing. Promotion Decisions: Effective Communication, Integrated Marketing Communication, Marketing Communication Process, Promotion mix - Advertising. Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing.	10
5.	Marketing Strategies for Leaders, Challenges, Followers and Nichers: Analyzing competitors-competitive forces, Identifying competitive strategies, industry concept of competition, devising the market strategies for market leaders, market challengers, market followers and market nichers.	7



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p> Suggested Readings:</p> <ol style="list-style-type: none">1. William L. Pride and O.C. Ferrell, Marketing Concepts and Strategies, Boston, Houghton Mifflin Co., Latest Edition.2. Czinkota and Kotabe, Marketing Management, Cengage Learning, India, Latest Edition.3. West, Ford, Ibrahim, Strategic Marketing, Oxford University, Latest Edition.4. Evans, Marketing Management Cengage Learning, India, Latest Edition.
	<p> Textbooks:</p> <ol style="list-style-type: none">1. V. S. Ramaswamy & S. Namakumari, Marketing Management: Indian Context – Global Perspective, SAGE Publications India2. Rajan Saxena, Marketing Management, McGraw-Hill Education3. Vijay Prakash Anand, Marketing Management: An Indian Perspective, Wiley India / Dreamtech Press [Wiley India]4. Arun Kumar & N. Meenakshi, Marketing Management, Vikas Publishing House
	<p> Reference Books:</p> <ol style="list-style-type: none">1. Kotler. Keller, Koshy. Jha. Marketing Management A South Asian Perspective. Pearson, Latest Edition.2. Kurtz. Principles of Marketing. Cengage Learning India. Latest Edition3. S. Neelamegham, Marketing in India, Vikas publishing house, Latest Edition.4. Biplo Bose, Marketing Management, Himalaya Publishing House, Latest Edition.5. Paul Baines, Chris Fill, Kelly Page, Marketing, Oxford University Press, Latest Edition. Winner Marketing Management, Latest Edition.
	<p> Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none">1. ePG Pathshala – UGC Learning Materials (https://epgp.inflibnet.ac.in)2. Case Study & Business Insight, Harvard Business Review (HBR) (https://hbr.org)3. Research Papers, Emerald Insight (https://www.emerald.com)



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 60 Section (B): 20 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



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PART-A: Introduction			
Programme: MBA (FT)	Class: Semester- II	Year: I	Session: January- June 2026
Subject: Business Administration		Theory/ Practical: Theory	
1.	Course Code	FT – 206	
2.	Course Title	Human Resource Management	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	11. To introduce students, the key terms, concepts and contemporary practices within Human Resource Management in organizational settings. 12. To recognize and understand the Human Resource Management Acquisition processes in the contemporary business scenario. 13. To understand the need for training and development processes for designing effective training programs. 14. To understand and examine the determinants of performance management and compensation management for effective employee performance. 15. To differentiate between the human resource management practices in the national and international perspective.	
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of HRM. CO2. Distinguish among the various methods for acquiring Human Resource in different organization sectors. CO3. Design effective training and development programs for effective organization performance. CO4. Appraise performance management and compensation management system in contemporary business environment to support human resource decision making. CO5. Compare national and international human resource management practices and their applicability.	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



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PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	HRM Concept: Definition. Concept, Evolution. Relevance of HRM, Human Resource Functions. HRM in current Scenario. Human Resource Policies	8
2.	Human Resource Acquisition Process: Job Analysis- Job Specification. Job Analysis Methods, Human Resource Planning, Concept and Process of HRD, Human Resource Information System. Steps of HRIS, Recruitment, Sources of recruitment. E-recruitment, Selection, Stage in Selection Process, Placement and Induction.	10
3.	Human Resource Training and Development: Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programmes.	10
4.	Appraising and Improving Performance: Basic Concepts, Objectives and Process of Performance Appraisal Systems, Performance versus Potential Appraisal, Types of Appraisal Systems, New Trends in Performance Appraisal Systems, Planning and Career Planning. Maintenance of Human Resources: Job Evaluation, Incentive and Reward System, Objectives and Major Phases of Compensation Management.	12
5.	International HRM: HR in Comparative Perspective, Challenges faced by HR Global Managers: Cross National Variations in Acquisition, Recruitment, Performance Appraisal, Training & Development. Reward Structure, and Labour Management etc.	5



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
1.	Suggested Readings: 1. Human Resource Management by Gary 2. Human Resource Management by Robert L. Mathis and John H. Jackson 3. Human Resource Management by Raymond Noe, John Hollenbeck, Barry Gerhart, and Patrick Wright
1.	Textbooks: 1. Human Resource Management by C.B. Gupta 2. Human Resource Management by Shashi Gupta 3. Human Resource Management by L.M. Prasad 4. Human Resource Management by Decenzo & Robbins 5. Human Resource Management by Biswajeet Pattanayak
1.	Reference Books: 1. Competency-Based Human Resource Management 2. Human Resource Management in Practice with 300 Models, Techniques and Tools 3. Strategic Human Resource Development
1.	Suggestive Digital Platform Web Links: 1. https://www.sultanchandandsons.com/Author/105/1/Prasad-L-M- 2. https://www.phindia.com/Books/Author/OTc4OTM1NDQzOTk5NQ 3. https://www.phindia.com/Books/Author/OTc4ODEyMDM1MzY1Nw 4. https://www.phindia.com/Books/Author/OTc4ODEyMDM0NzA1Mg
1.	Suggested Equivalent Online Courses: 1. Swayam Courses for Human Resource Management



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 60 Section (B): 20 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



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PART-A: Introduction			
Programme: MBA (FT)	Class: Semester- II	Year: I	Session: January- June 2026
Subject: Business Administration		Theory/ Practical: Theory	
1. Course Code	FT – 207		
2. Course Title	Business Ethics & Indian Ethos in Management		
3. Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core		
4. Pre-Requisite (If Any)	Not Required		
5. Course Objectives	<ol style="list-style-type: none">1. To explain the nature, purpose, and relevance of ethical reflections in business and apply major ethical theories such as duty ethics and virtue ethics to critically examine contemporary business dilemmas.2. To analyze moral responsibility, accountability, and ethical implications of managerial decisions and evaluate corporate governance practices through case-based reasoning to promote moral corporate excellence.3. To apply Indian Knowledge System Principles Dharma, Guna and Sanskara theories and analyze their influence on ethical decision-making, leadership behavior, and organizational culture.4. To apply Karma Theory and Nishkama Karma Yoga for personal and interpersonal managerial effectiveness and design leadership and professional practices based on virtues from Indian philosophy.5. To evaluate the significance of Indian cultural values such as Pancha-Rina, Purusharthas, and workplace spirituality in business and formulate socially responsible and value-driven corporate strategies for sustainable success.		



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6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. To analyze ethical dilemmas by applying ethical principles such as duty ethics, virtue ethics, and participatory ethics to evaluate conflicts between moral demands and business interests. CO2. To evaluate corporate decision-making and accountability in contemporary ethical issues by using theories of moral responsibility and utilitarian perspectives. CO3. To apply Indian ethos and behavioral frameworks like Dharma, Guna Theory, and Sanskara Theory to enhance ethical leadership and workplace culture. CO4. To create strategies for personal and managerial effectiveness using Karma Theory, Nishkama Karma Yoga, and virtue-based leadership principles. CO5. To evaluate the role of Indian cultural values- Purusharthas, Pancha-Rina, and workplace spirituality in promoting sustainable and socially responsible business practices.
7.	Credit Value	03
8.	Total Marks: 100	Maximum Marks: 100 Minimum Passing Marks: 40



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PART-B: Content of the Course

Number of Lectures per Week: 04

Total Number of Lectures Required: 45

Unit	Topics	Number of Lectures Required
1.	The Nature and Purpose of Ethical Reflections Introduction, Definition of Ethics. Moral Behaviour. Characteristics of Moral Standards. Business Ethics Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality. Studies in Business Ethics. Role of Ethics in Business, Theory of Voluntary Mediation. Participatory Ethics, Duty ethics in the Business Environment. Theories of Virtue. Case Study: Trade in Human Organs.	7
2.	Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence. Case Study: Satyam is not really Satyam. Discussion on cases related to unethical Practices in Industry (For instance Nirav Modi, Vijay Mallaya, etc). Corporate Responsibility , Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.	8
3.	Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound, Sources of Indian Ethos in Management Vedas. Shastras, Smritis, Puranas, Upnishads, Ramayan, Mahabharat, Arthashastra, Ramcharitramanas, Panchatantra, Hitopdesh, Guru Granth Sahib, teachings of Buddha and Mahaveer. the Holy Bible, the Holy Quran etc. - examples and models from the above texts. Human Behaviour - Indian Thoughts, Guna Theory, Sanskara Theory. Case Study: The Whistleblower. Discussion on characters of Ramayana, Mahabharata Learnings and quotes of Gurunanak Dev, Buddha, Mahavir, Inspirational Stories from Indian Mythology.	14
4.	Karma Theory, Nishkama Karma Yoga and Professionalism, Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self-Management of Body, Thoughts and Emotions, Interpersonal and Group Effectiveness. Case Study: Jet Airways. Discussion on stories from Panchtantra, Hitopdesh. Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory, Models of Leadership and Motivation in Indian Thoughts. Examples from Scriptures.	8
5.	Cultural Heritage of India and its relevance for Modern Management Concept of 'Pancha - Rina' (five- fold debt) and Corporate Social Responsibility, Four-fold Life Goals (Purusharth Chatushteya) and Business, Sanskara Values Vs Skills Supremacy of Values over Skills, Role Vs. Self, Work Place Spirituality. Case Study: East India Company, Discussions on Teachings from Bhagwad Geeta.	8



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>❖ Suggested Readings:</p> <ol style="list-style-type: none">1. Shashtri J.L., Ancient Indian Traditions and Mythology, Istdi, Motilal Banarsidas, New Delhi, Latest Edition.2. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi, Latest Edition.3. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd., Latest Edition.4. Swami Jitatmananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, Latest Edition5. Swami Someswarananda, Indian Wisdom for Management, Ahmedabad, AMA. Latest Edition.6. Swami Ranganathananda, Universal Message of the Bhagvad Gita, Caicuna Advaita Ashrama. Latest Edition.7. Panchtantra Kathaye, Stories from Hitopdesh
	<p>❖ Textbooks:</p> <ol style="list-style-type: none">1. B. Nair, Prof. Raja K. C. R, and S. Balachandran, <i>Ethics, Indian Ethos and Management</i>2. N. M. Khandelwal, <i>Indian Ethos and Values for Managers</i>3. Nidhi Chandorkar and Tushar Agarwal <i>Indian Ethos in Management</i> by4. A.C Fernando, <i>Business Ethics: An Indian Perspective</i>, Pearson, Latest Edition5. Weiss, <i>Business Ethics concept & cases</i>, Cengage Learning, Latest Edition.6. Velasquez, <i>Business Ethics, Concepts & Cases</i>, PHI, Latest Edition.
	<p>❖ Reference Books:</p> <ol style="list-style-type: none">1. Murthy, <i>Business Ethics</i>, Himalaya Publishing House, Latest Edition2. Al Gini, <i>Case Studies in Business Ethics</i>, Pearson Education. Latest Edition3. Ronald D Francis, Mukti Mishra, <i>Business Ethics: An Indian Perspective</i>, The Tata McGraw Hill Companies, Latest Edition4. Srimad Bhagwad Gita, Valmiki Ramayana, Teachings of Guru Nanak Devji.



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	<p> Suggestive Digital Platform Web Links:</p> <p>Panchatantra, Hitopadesha & Indian Stories:</p> <ol style="list-style-type: none">1. Wisdom Library https://www.wisdomlib.org2. Panchatantra Online https://www.panchatantra.org3. Storyweaver – Indian moral stories https://storyweaver.org.in <p>Scriptures, Shastras & Indian Philosophical Texts</p> <ol style="list-style-type: none">1. Digital Library of India https://www.dli.gov.in2. Gita Press Official Digital Texts https://www.gitapress.org3. Sacred Texts Collection https://www.sacred-texts.com/hin/
	<p> Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none">1. NPTEL – Leadership and Influence (IIT Roorkee) https://nptel.ac.in/courses/110107080 (<i>Leadership models, behavioural perspectives, moral responsibility</i>)2. edX – Developing Leaders (Rice University) https://www.edx.org/learn/leadership (<i>Modern theories aligned with service leadership and moral governance</i>)



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 60 Section (B): 20 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



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PART-A: Introduction			
Programme: MBA (FT)	Class: Semester- II	Year: I	Session: January- June 2026
Subject: Business Administration		Theory/ Practical: Theory	
1. Course Code	FT - 208		
2. Course Title	Business Research Methods		
3. Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core		
4. Pre-Requisite (if any)	Not Required		
5. Course Objectives	<ol style="list-style-type: none">1. To introduce the fundamental concepts and need of research in organizational setting.2. To review the literature for variables and design the research process.3. To prepare data collection tool and draw sample from the population for research investigation.4. To analyze the data through statistical tools.5. To prepare the research report with arguments and recommendations suggested by results.		
6. Course Outcomes (COs)	<p>On completion of the course, learners will be able to:</p> <p>CO1. Formulate the research problem in organizational setting. CO2. Review the past studies, identify the variables and research design. CO3. Draw appropriate sample from target population. CO4. Apply statistical tests on collected data. CO5. Prepare the research report in prescribed format.</p>		
7. Credit Value	03		
8. Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40	



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PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Introduction: Business Research, Meaning and methods of research, Research Process, Identification and formulation of Research Problem. Exercise: Framing of Objective	5
2.	Research Design: Variables and types of variables, Review of Literature and Its use. Research Design and Types of research designs, Need for Research Design., Features of a good research design and, Different research design- Exploratory, Descriptive. Experimental and Survey Research. Exercise: Prepare a Literature Review	15
3.	Sampling and Tool for Data Collection: Sample Size determination & Sampling Techniques, Sampling error and Standard error. Tools for Data Collections -- Interviews, Questionnaire and Observations. Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of Data. Exercise: Developing tools for data collection	11
4.	Data Analysis: Hypothesis, Types and formulation of Hypothesis, Hypothesis Testing, Parametric Tests (Small test- t test, large sample test- z test, F test, ANOVA) and Non Parametric Test (Chi Square). Exercise: Application of appropriate data analysis technique through SPSS statistical software	10
5.	Report Writing: Research Report Writing, Types of reports and Characteristics of a research report. Exercise: Referencing of the project report as per the VI Ed. of APA Standards.	4



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>■ Suggested Readings:</p> <ol style="list-style-type: none">1. Cooper Schindler Marketing Research. Concept & Cases. Latest Edition2. Aakar Kumar. Day Marketing Research Latest Edition3. Donald Cooper & Pamela Schindler Business Research Methods. TMGH Latent Edition4. Alan Bryman & Emma Bell, Business Research Methods Oxford University Press Latest Edition.
	<p>■ Textbooks:</p> <ol style="list-style-type: none">1. William G. Zikund, Business Research Methods. Cenage earning India, Latest Edition2. Uma Sekaran, Research Methods for Business- A Skill Building Approach. Wiley Student Edition, Latest Edition.3. C R Kothari and Gaurav Garg, Research Methodology Methods and Techniques. New Age International Publishers, Latest Edition4. Bharat Jhunjhunwala, Business Statistics a Self-Study\ Textbook, S Chand & Company Ltd, Latest Edition
	<p>■ Reference Books:</p> <ol style="list-style-type: none">1. Research Methods for Business: A Skill Building Approach by Uma Sekaran, Roger Bougie
	<p>■ Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none">1. https://www.euacademic.org/BookUpload/9.pdf2. https://www.drnishikantjha.com/papersCollection/Research%20Methodology%20.pdf3. https://books.google.co.in/books?id=Ko6bCgAAQBAJ&printsec=copyright&redir_esc=y#v=onepage&q&f=false
	<p>■ Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none">1. https://www.coursera.org/learn/research-methods



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 60 Section (B): 20 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	