



GU/Acad –PG/BoS -NEP/2026-27/162

Date: 23.06.2026

CIRCULAR

Ref. No.: GU/Acad –PG/BoS -NEP/2025-26/223 dated 04.07.2025

In supersession to the above referred Circular, the syllabus of Semester III and VI of the **Bachelor of Business Administration** Programme approved by the Academic Council in its meeting held on 24th April, 12th & 13th May 2026, is attached.

The Syllabus of Semester I and II approved earlier by the Standing Committee of the Academic Council in its meeting held on 24th & 25th June 2025 is also attached.

The Dean & Vice-Dean (Academic) of the Goa Business School and the Principals of the affiliated Colleges offering the **Bachelor of Business Administration** Programme are requested to take note of the above and bring the contents of the Circular to the notice of all concerned.

(Ashwin V. Lawande)
Deputy Registrar – Academic

To,

1. The Dean, Goa Business School, Goa University.
2. The Vice-Dean (Academic), Goa Business School, Goa University.
3. The Principals of Affiliated Colleges offering the Bachelor in Business Administration Programme.

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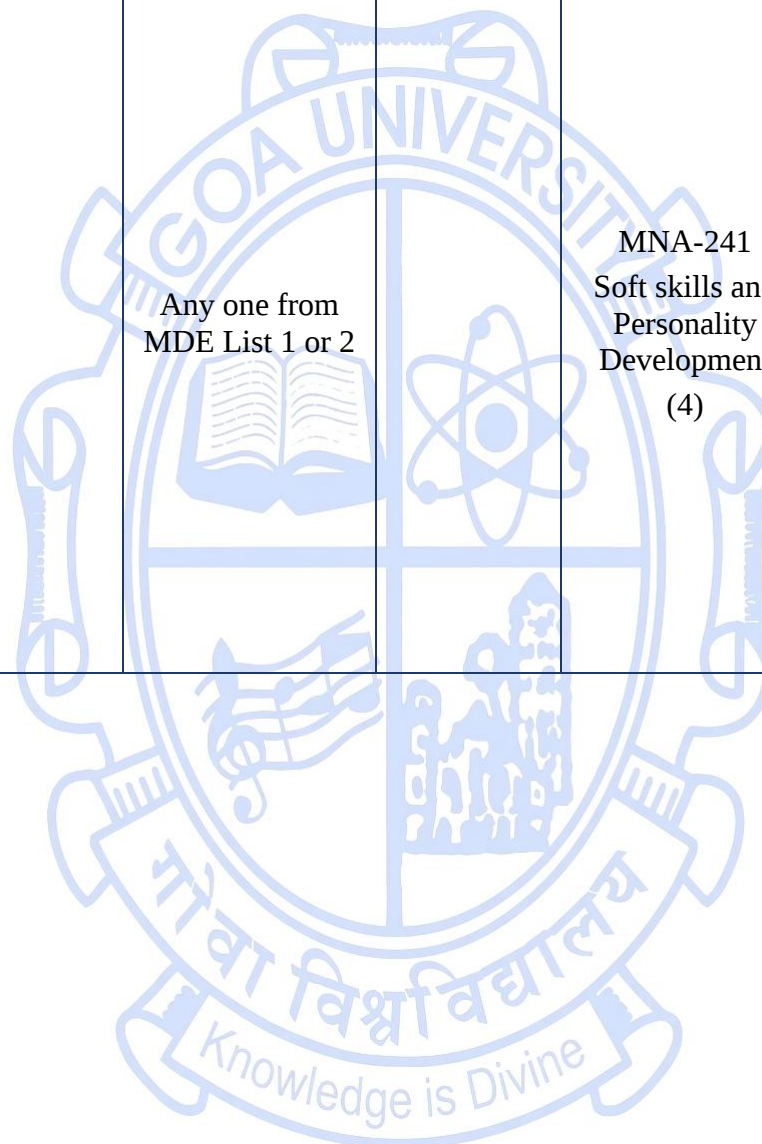
1. Chairperson, BoS in Management Studies, Goa University.
2. Controller of Examinations, Goa University.
3. Assistant Registrar Examinations (UG), Goa University.
4. Directorate of Internal Quality Assurance, Goa University for uploading the Syllabus on the University website.

PROGRAMME STRUCTURE FOR BBA (Effective from Academic Year 2025-26)

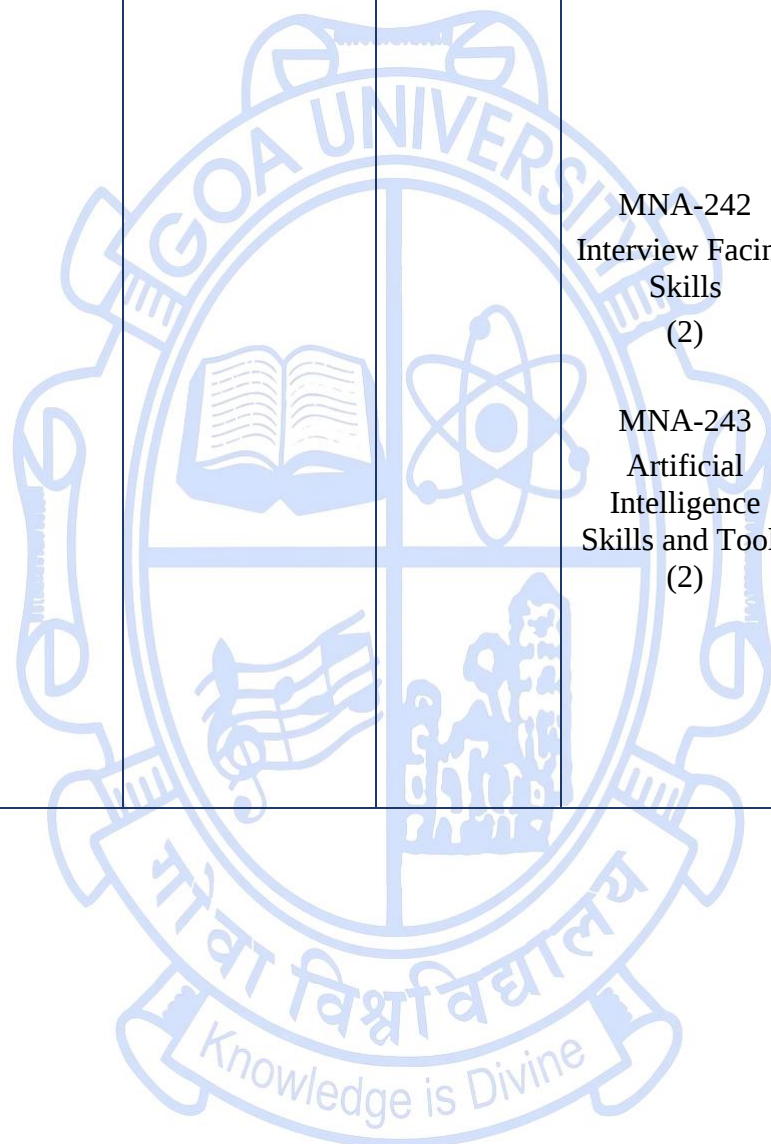
Semester	Core Courses	OE	MDE	AEC	SEC	DSE	VAC	Total Credits
I	MNA-100 Management Process and Organisational Behaviour (4) MNA-101 Human Resource Management (4) MNA-102 IT Skills for Business (4)		Any one from MDE List 1 (2)	ENG-151 Communicative English: Spoken and written (2) ENG-152 Digital Content Creation in English (2)			To Be Opted from the approved list (2)	20

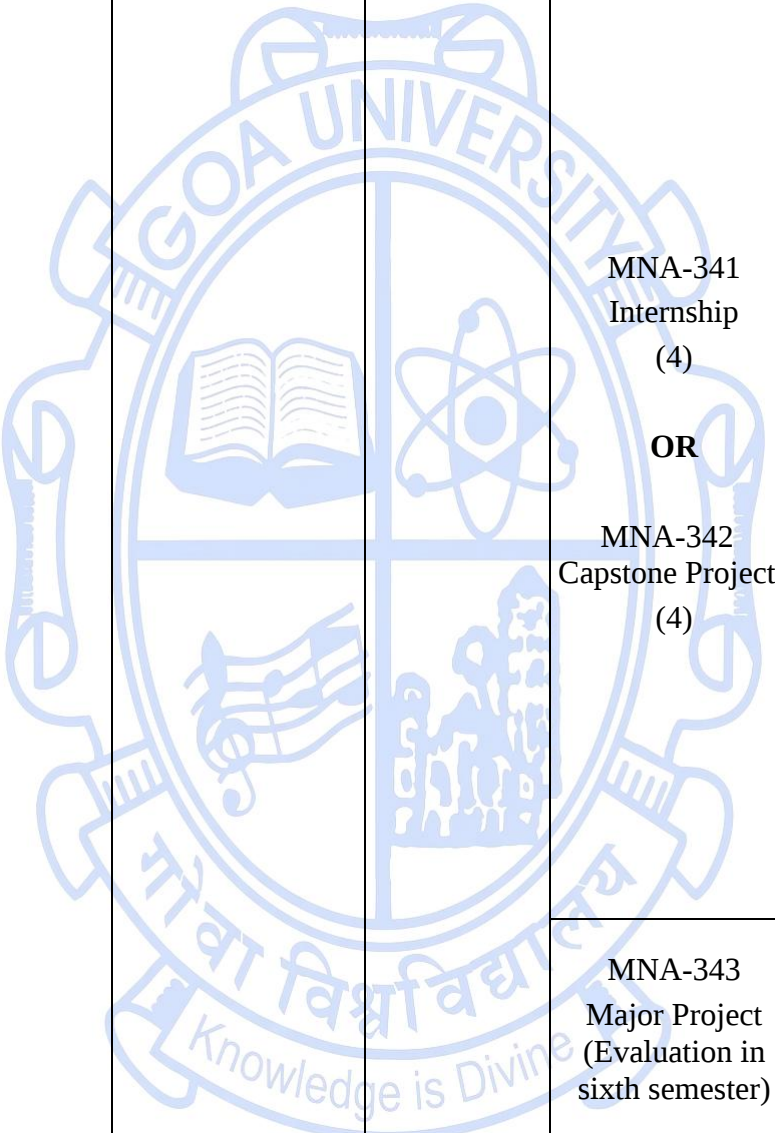
II	MNA-103 Marketing Management (4)							
	MNA-104 Financial Statement Analysis (4)		Any one from MDE List 1 or List 2	ENG -251 Functional English I: Communicat ive English 1.1 (2)	MNA-141 Public Speaking and Presentation Skills (2)		To Be Opted from the approve d list (2)	20
	MNA-105 Business Environment (4)							

III	MNA-200 Production and Operations Management (4)							
	MNA-201 Financial Management (4)		Any one from MDE List 1 or 2		MNA-241 Soft skills and Personality Development (4)		To Be Opted from the approved list (2)	20
	MNA-202 Business Statistics (4)							

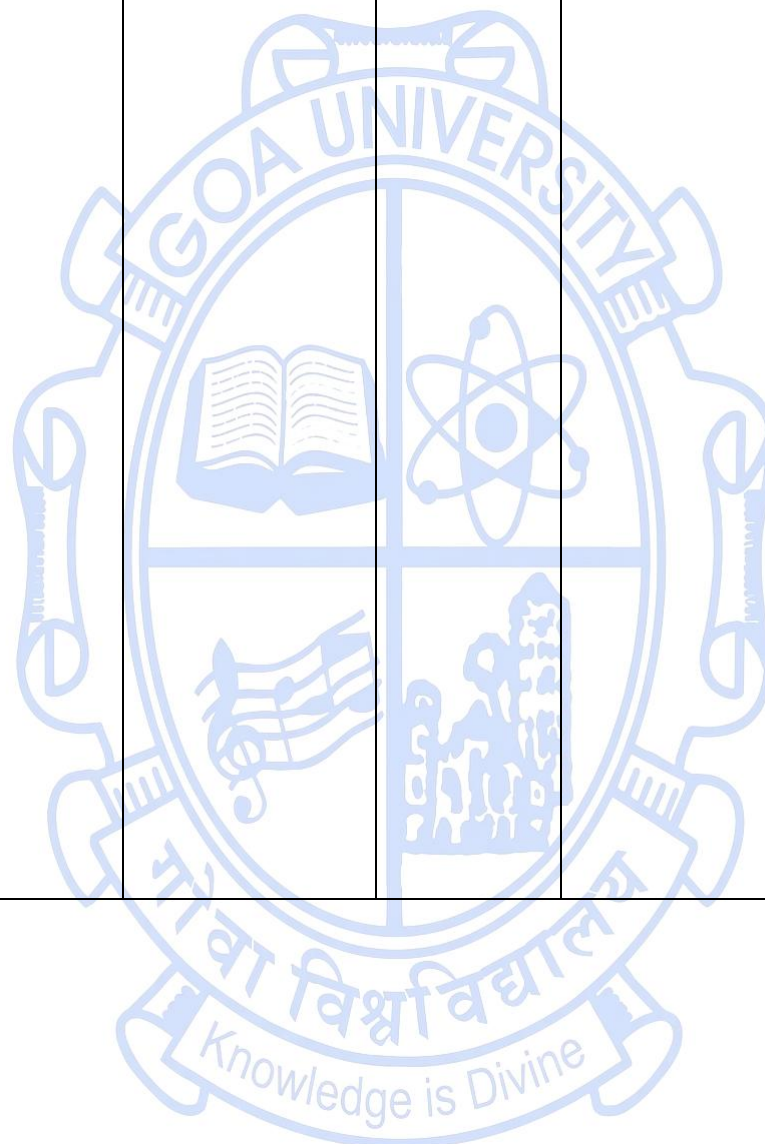


IV	MNA-203 Business Research Methodology (4)							
	MNA-204 Economics for Management (4)				MNA-242 Interview Facing Skills (2)			
	MNA-205 Strategic Management (4)				MNA-243 Artificial Intelligence Skills and Tools (2)			
	MNA-206 Case Analysis (2)						To Be Opted from the approved list (2)	20



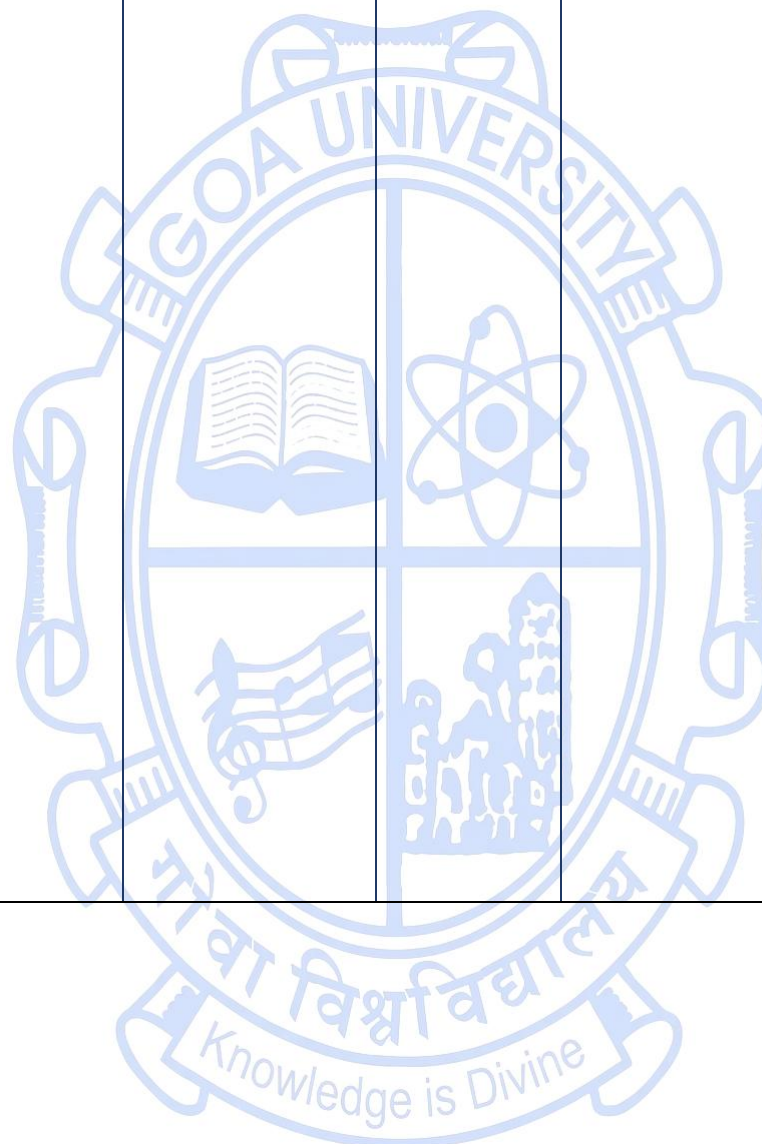
V	MNA-300 Management Accounting (4) MNA-301 Management Information Systems (4)			MNA-341 Internship (4) OR MNA-342 Capstone Project (4)	MNA-361 Consumer Behaviour (4) OR MNA-362 Talent Acquisition and Employee Engagement (4) OR MNA-363 Stock Market Options (4)		20
				MNA-343 Major Project (Evaluation in sixth semester)	MNA-364 Retail, Sales and Distribution Management (4)		

						OR MNA-365 Leadership and Team Building (4) OR MNA-366 Banking and Insurance (4)		
						MNA-367 Business Ethics and Sustainability (Audit Course)**		



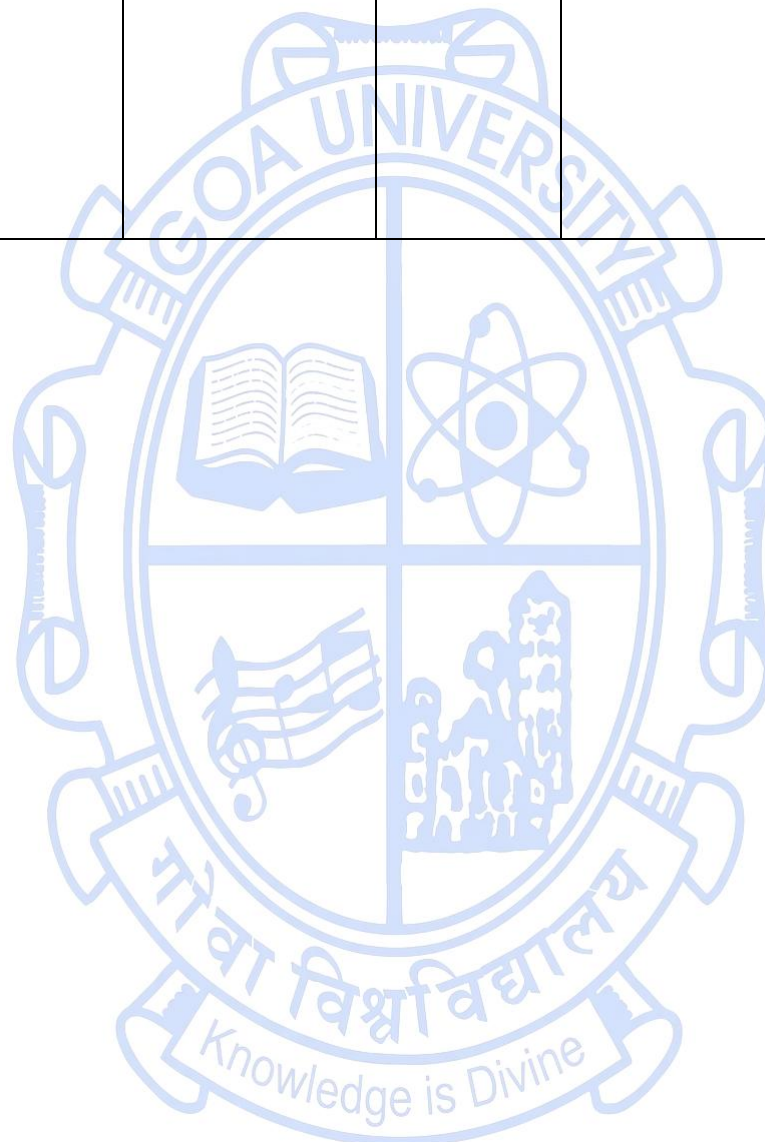
VI	MNA-302 Legal Aspects of Business (4) MNA-303 Entrepreneurship (2)				MNA-344 Innovation and Design Thinking (2) MNA-343 Major Project (Initiated in the fifth semester) (4)	MNA-368 Services Marketing (4) OR MNA-369 Learning and Development (4) OR MNA-370 Taxation (4) MNA-371 Integrated Marketing Communications (4) OR		20
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						MNA-372 Performance Management and Competency Mapping (4) OR MNA-373 Security Analysis and Portfolio Management (4) MNA-374 Digital and Social Media Marketing (Audit Course – 4 Non-Credits)		
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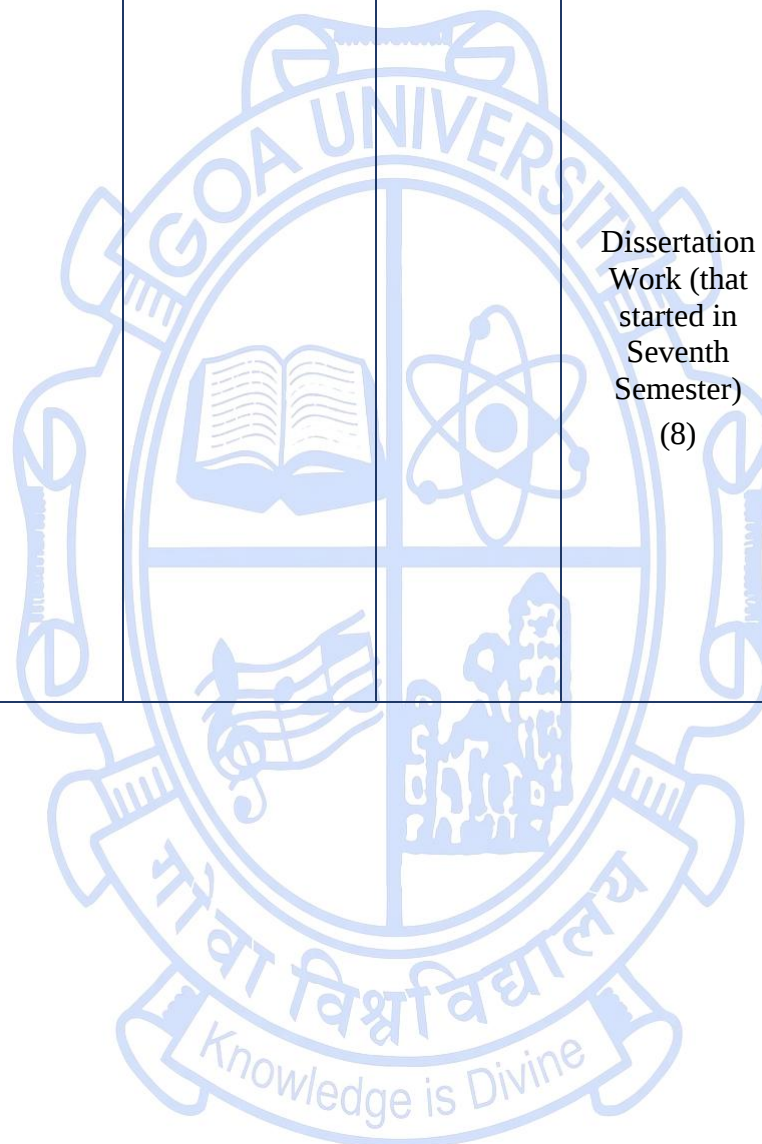


VII	MNA-400 Quantitative Techniques for Decision Making (4)	MNA-481 AI for Business (4) OR MNA-482 Diversity Equity and Inclusion (4) OR MNA-483 Digital Ethnography and Online Communities (4)	MNA-441 Dissertation Work (Evaluation in Eight Semester) MGT-442 Summer Internship (4)		MNA-461 Product and Brand Management (4) OR MNA-462 Organizational Development and Change Management (4) MNA-463 Marketing Analytics (4) OR MNA-464 Finance Analytics (4)		20
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						OR MNA-465 HR Analytics (4)		
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VIII				Dissertation Work (that started in Seventh Semester) (8)		MNA-466 Data Analytics Using R/Python (4) MNA-467 Social Media and Web Analytics (4) MNA-468 International Trade Policy and Strategy (4)		20
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MULTIDICIPLINARY ELECTIVE COURSES

Sr No	Course Code	Title of the Course
MDE LIST 1		
1	MNA-121	Cultural Heritage of Goa-I
2	MNA-122	Cultural Heritage of Goa-II
3	MNA-123	Vedic Mathematics
4	MNA-124	Indian Health and Wellness
5	MNA-125	Indian Political Environment
MDE LIST 2		
1	MNA-126	Individual and Society
2	MNA-127	Emotional Intelligence
3	MNA-128	Relationship Psychology
4	MNA-129	Critical Thinking
5	MNA-130	Vector Graphics Designing
6	MNA-131	Theatre Art
7	MNA-132	Music Appreciation

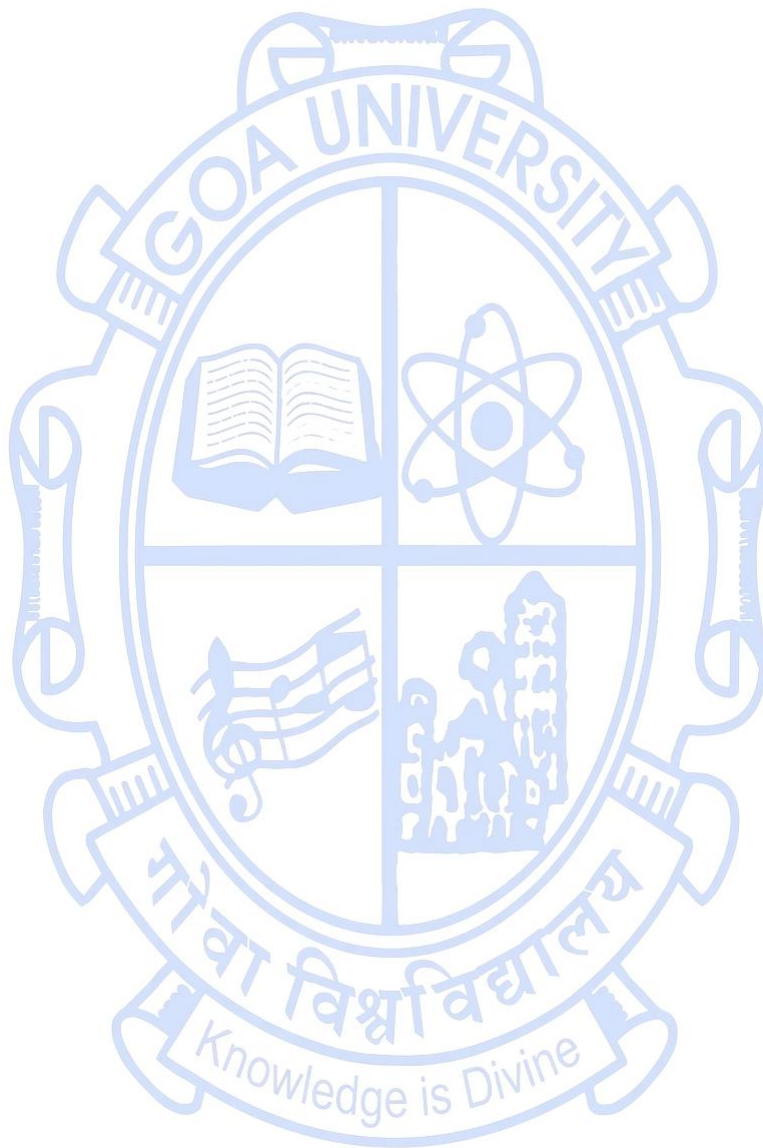
SEMESTER I

CORE COURSES

Name of the Programme : Bachelor of Business Administration
Course Code : MNA-100
Title of the Course : Management Process and Organisational Behaviour
Number of Credits : 4
Effective from AY : 2025-26

Prerequisites for the Course	Nil		
Course Objectives	To equip participants with an understanding about Managerial Processes and determinants of Employee Behaviour at workplace.		
Content	Unit I: Introduction and Functions of Management Basic concepts and its role in decision making, Planning, Organizing, Staffing, Leading and Controlling.	15	hours
	Unit II: Organization Structure and Design Role in Individual and Interpersonal behavior at work-place	10	hours
	Unit III: Introduction to Determinants of Individual Behaviour Perception, Personality, Attitudes, Learning, Self-Concepts, Theories/ Models for understanding these determinants	15	hours
	Unit IV: Group Dynamics, Tools for Interpersonal Analysis Fundamentals of Leadership and Motivation and their application, Theories/ Models/ Styles Organizational Change and Development, Models of Change, Organizational Culture, Conflict and Negotiations, Power and Politics in Organization	20	hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.		
Suggested Readings	1. Robbins S., Coulter M.: 'Introduction to Management'. Prentice Hall, 11th edition or Latest Edition 2. Robbins S., Coulter M. and Vohra N.; 'Management', Pearson, 9th edition or Latest Edition 3. Harold Koontz, Heinz Weihrich: 'Essentials of Management: An International and leadership perspective', Mcgraw Hill Education, 8th edition or Latest Edition		
Course Outcomes	At the end of the course, the participants will be able to: 1. Understand the functions and responsibilities of managers and their role in decision making 2. Get an insight into Organization Structure and Design and its impact on Individual and Interpersonal behavior		

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| | <ol style="list-style-type: none">3. Analyzing Individual Behavior, and its implications for organizational behavior.4. Analyzing Group behavior, and its implications for organizational behavior. |
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Name of the Programme : Bachelor in Business Administration

Course Code : MNA-101

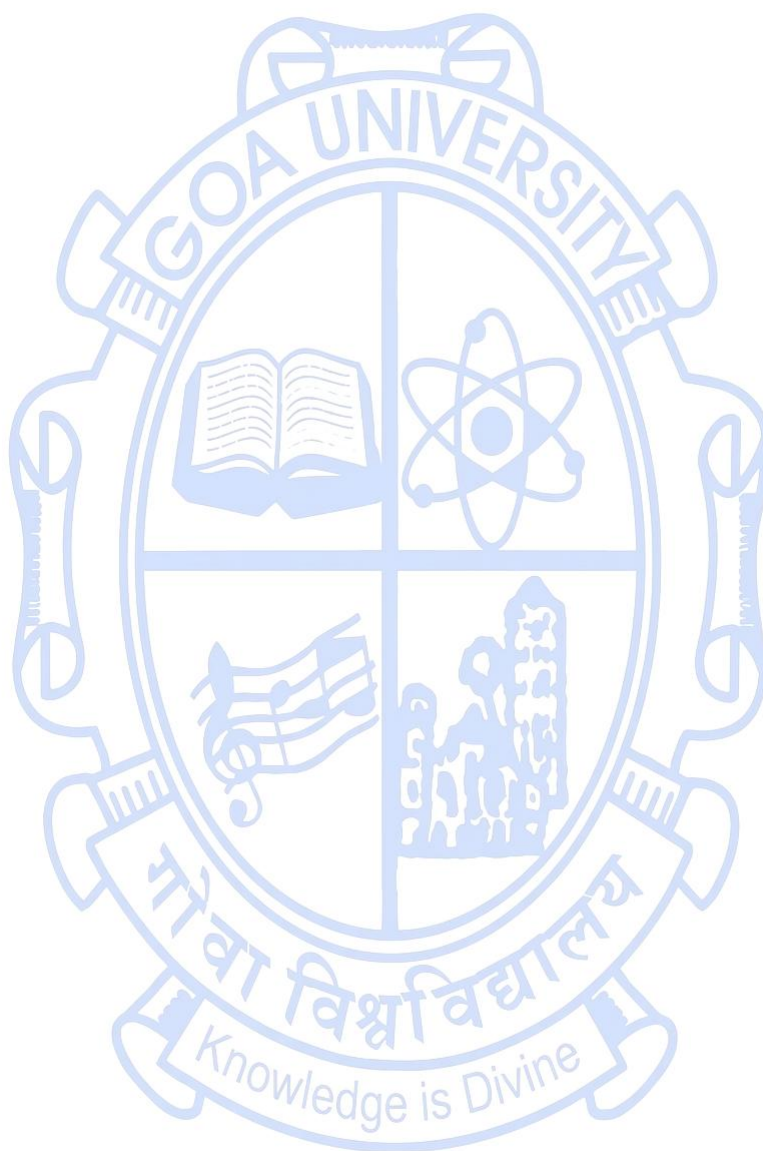
Title of the Course : Human Resource Management

Number of Credits : 4 Credits

Effective from AY : 2025 – 26

Prerequisites for the Course	Nil	
Course Objectives	To equip participants with the necessary skills and techniques for effective Human Resource Management, within an organization.	
Content	Unit I: Introduction and Planning Introduction to Human Resource Management-Objectives, Functions, Organization of HR Department, Environment & Strategic Role of HRM, Manpower planning, Job Analysis & job Design, Succession Planning.	15 Hours
	Unit II: Recruitment & Selection Definition, Sources of Recruitment, Process of Recruitment and Selection, Types of Selection Tests, Interviews, Technology in hours Recruitment and Selection, Evaluation, Employee Placement Trade Unions, Resolving Disputes.	15 Hours
	Unit III: Training and Development and Performance Management Training Process, Training Need Analysis, Training Design, Types of Training, Methods of Training, Training Evaluation. Performance Management: Setting KRA's/KPA's, Appraisal Process, Methods and its applicability, Rewards.	15 Hours
	Unit IV: Compensation, Employee Benefits and Industrial Relations Job Evaluation, Wage Mix, Compensation Structure, Performance Linked Pay, Employee Benefit programs, hours Introduction to Industrial Relations, Importance & Approaches,	15 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings	1. K. Aswathappa, 'Human Resource Management', Tata McGraw-Hill Education, 6th or Latest Edition. 2. Snell, Bohlander, Vohra, 'Human Resource management', - Cengage learning, 1st or Latest Edition 3. Gary Dessler, 'Human Resource Management', Pearson publication, 2020 or Latest Edition.	
Course Outcomes	At the end of the course, the participants will be able to: 1. Define the concept of HR and its integration with business performance.	

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| | <ol style="list-style-type: none">2. Derive a deep insight into Human Resource planning and its linkage to an effective Recruitment process.3. Understand of Training needs assessment and the training process.4. Get an in depth understanding of a good Performance Management System.5. Evaluate various components of employee compensation and benefits and their role in attracting and retaining competent people.6. Assess Industrial Disputes and methods of settlement of the same. |
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Name of the Programme : Bachelor in Business Administration

Course Code : MNA-102

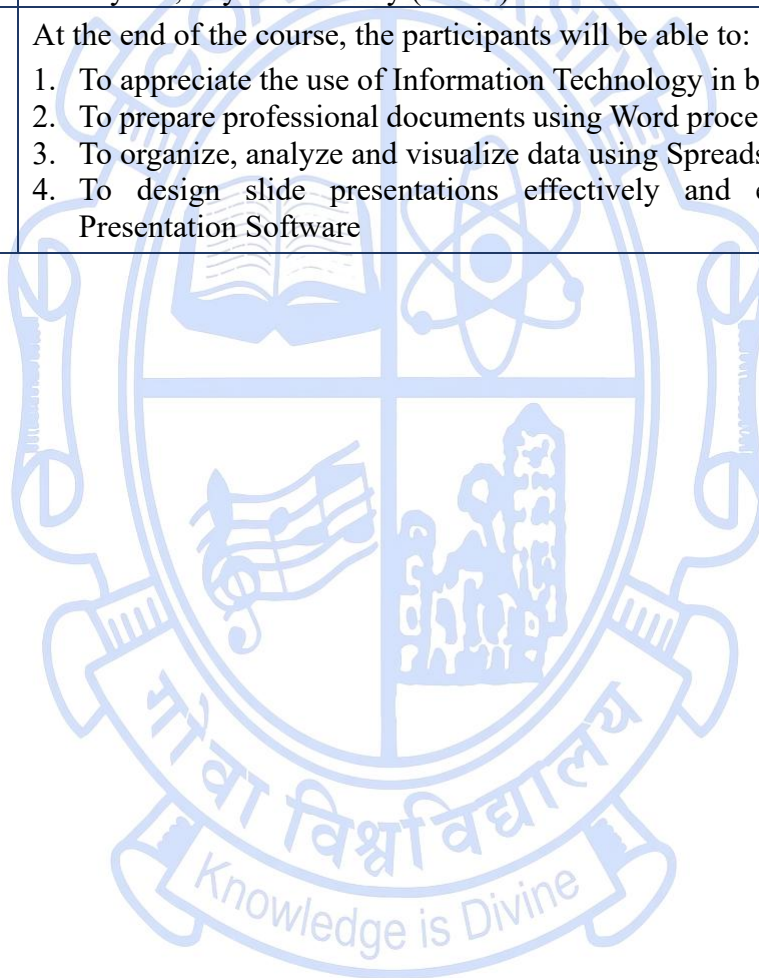
Title of the Course : IT Skills for Business

Number of Credits : 4 Credits

Effective from AY : 2025-26

Prerequisites for the Course	Nil	
Course Objectives	By the end of this course, students should be able to: 1. Explain how information technology shapes the business environment 2. Create and format professional documents using word processing software. 3. Organize, analyze, and visualize data with spreadsheet tools. 4. Design and deliver effective presentations using presentation software.	
Content	Unit 1: Fundamentals of Information Technology for Business Introduction to Information Technology, Hardware and Software Fundamentals, Networking and Internet Basics, Data Management and Databases, IT in Business Functions, Cybersecurity and Data Privacy, Emerging Technologies in Business.	15 hours
	Unit 2: Word Processing Document creation and editing, Character Formatting, Paragraph Formatting, Styles and themes, Using tables, images, and other graphic elements, Page layout settings and sections, Using spelling, grammar check, find and replace, and thesaurus, Inserting headers, footers, page numbers, hyperlinks, bookmarks, cross reference, etc. Reviewing documents with track changes and comments, Creating table of contents, citations, bibliography, and index, Mail merge, Printing, exporting to PDF, and protecting documents.	15 hours
	Unit 3: Spreadsheet Spreadsheet interface, Worksheets and workbooks, Data entry and editing, Formatting cells and ranges, Managing worksheets and cell operations, Formulas and function categories, Cell referencing techniques, Sorting and filtering data, Conditional formatting, Data validation, Working with structured tables, Creating and customizing charts, Basic data analysis tools, Building simple dashboards, Printing, exporting, and protecting sheets.	20 hours
	Unit 4: Presentation Slide creation, Text and object formatting, Applying themes and layouts, Inserting images, charts, tables, Smart Art Graphics, and media, Using transitions and animations, Slide master and templates, Adding speaker notes and comments, Hyperlinks and navigation, Running slide shows with timings, Printing and exporting presentations.	10 hours

Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Suggested Readings	1. Joan Lambert, Curtis Frye, Microsoft Office Step by Step (Office 2021 and Microsoft 365), 1st Edition, Pearson 2. Bucki Lisa A., Walkenbach John, Wempen Faithe, Alexander Michael, Kusleika Dick, (2013), Microsoft Office 2013 Bible, Wiley India Pvt Ltd. 3. Beth Melton, Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch, Eric Legault, Ben M. Schorr, Ciprian Adrian Rusen, Microsoft Office Professional 2013 Step by Step, Microsoft Press (ebook) 4. David P. Bourgeois, 2014, Information Systems for Business and Beyond, Saylor Academy (ebook)
Course Outcomes	At the end of the course, the participants will be able to: 1. To appreciate the use of Information Technology in business 2. To prepare professional documents using Word processing Application 3. To organize, analyze and visualize data using Spreadsheet Application 4. To design slide presentations effectively and efficiently using Presentation Software



SEMESTER II

CORE COURSES

Name of the Programme : Bachelor in Business Administration

Course Code : MNA-103

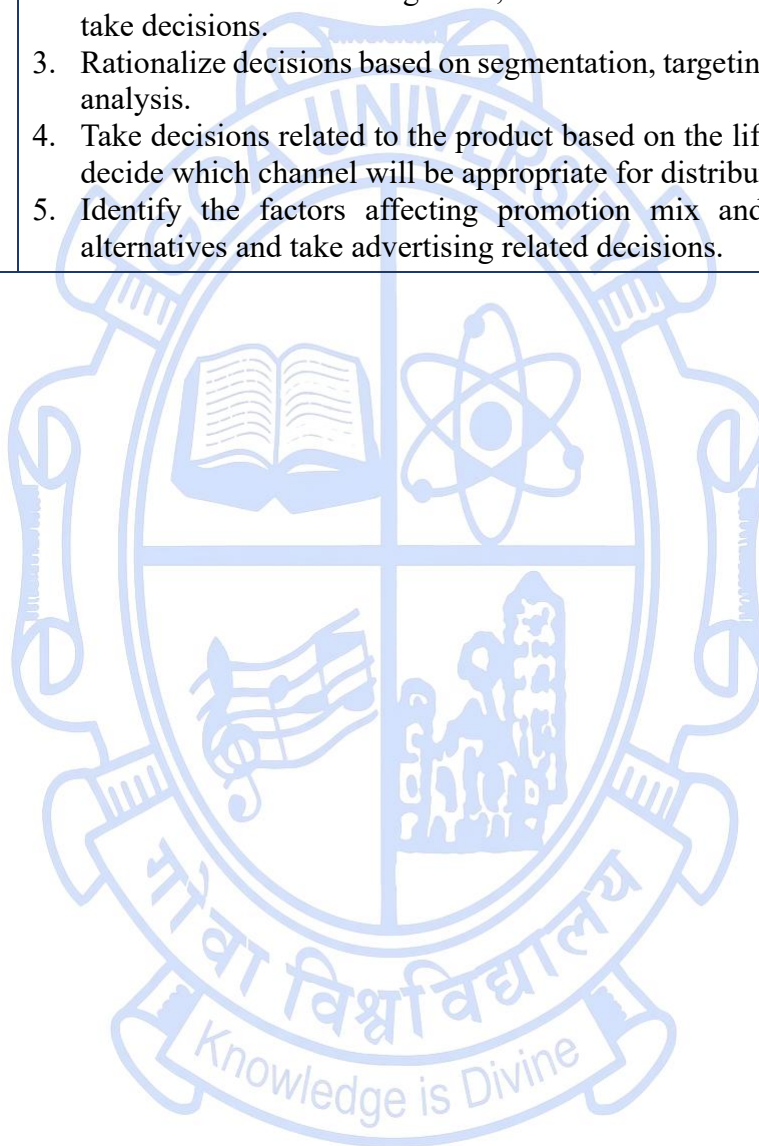
Title of the Course : Marketing Management

Number of Credits : 4 Credits

Effective from AY : 2025 – 26

Prerequisites for the Course	Nil		
Course Objectives	To enable participants to have competence in understanding and using Marketing Frameworks, Theories and Tools for analyzing and decision making in the area of Marketing.		
Content	Unit I: Introduction What is marketing, What is marketed, Who markets, Role of Marketing, Needs, Wants and Demands. Marketing Management Process. Importance of Marketing Environment, Internal Environment, External Environment – Micro Environment - Macro Environment	15 hours	
	Unit II: Marketing Dynamix Marketing Mix for Products & Services. Consumer Behaviour and Consumer markets: Segmentation, Targeting and Positioning, types of segmentation, basis for Segmentation.	15 hours	
	Unit III: Product and Pricing Content: Product Planning and Product Mix: Concepts of a product, Levels of a Product, Product Life Cycle, Branding, Significance hours of price, Factors affecting pricing, Pricing Policy	15 hours	
	Unit IV: Distribution and Promotion Place (Distribution): Importance of Channel, Types of Channel, Channel Management, Channel Conflict. Integrated Marketing Communication: Role of Marketing Communication, factors affecting promotion mix. Types of promotion, Advertising, Personal selling, Sales, Promotion and Public Relations, Introduction to digital and social media for marketing, Marketing control, Creating customer value, satisfaction and loyalty.	15 hours	
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.		

Suggested Readings	1. Kotler Philip, Keller Kevin, Koshy Abraham; Marketing Management; Pearson Education India, 15th edition or Latest Edition. 2. V. S. Ramaswami, S. Namakumari; Marketing Management – Global Perspective Indian Context, Macmillan, 4th edition or Latest Edition. 3. Dr. R. B. Rudani; Basics of Marketing Management – Theory and Practice, S. Chand and Company Ltd: 2010 or Latest Edition
Course Outcomes	At the end of the course, the participants will be able to: 1. Take decisions based on the Marketing Mix. 2. Divide the market into segments, check attractiveness and accordingly take decisions. 3. Rationalize decisions based on segmentation, targeting and positioning analysis. 4. Take decisions related to the product based on the life cycle stage and decide which channel will be appropriate for distribution. 5. Identify the factors affecting promotion mix and come up with alternatives and take advertising related decisions.



Name of the Programme : Bachelor in Business Administration

Course Code : MNA-104

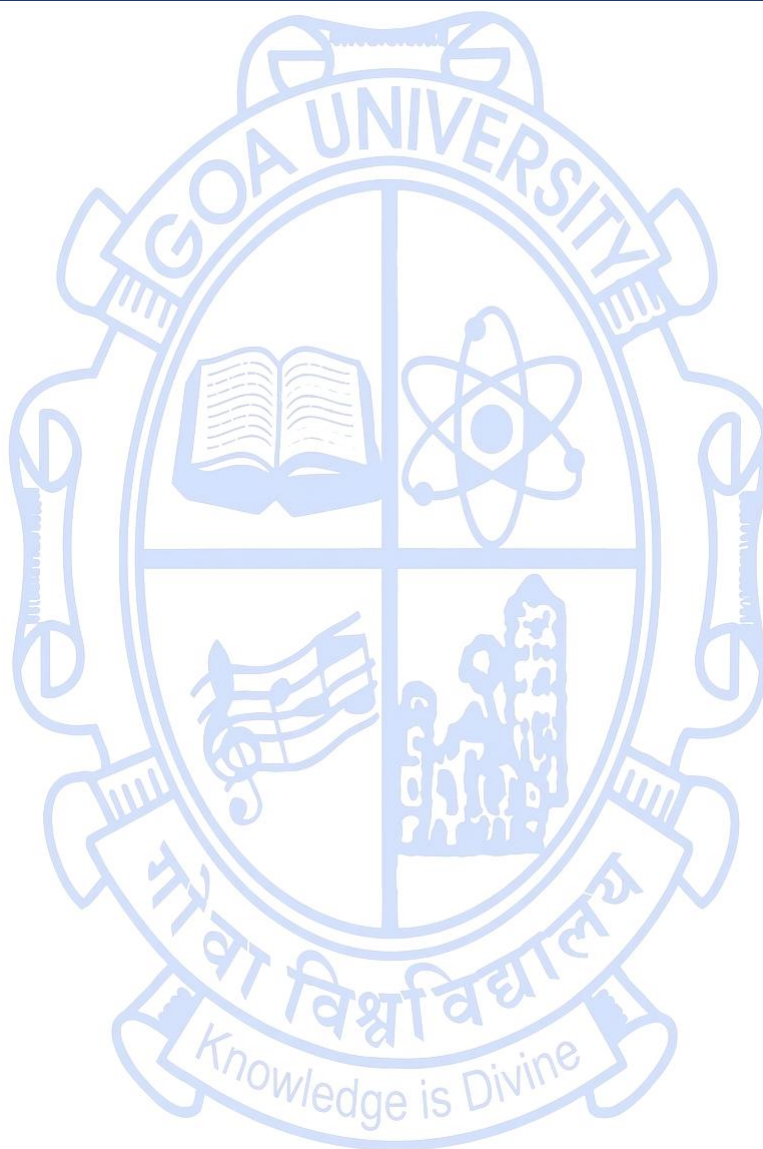
Title of the Course : Financial Statement Analysis

Number of Credits : 4

Effective from AY : 2025 – 26

Prerequisites for the Course	Nil	
Course Objectives	To equip participants with the necessary skills and techniques in evaluation, analysis and interpretation of Financial Statements.	
Content	Unit I: Basics of Accounting Concepts and Conventions of Accounting, Introduction to Basic Accounting Standards & IFRS, Reading of Annual Report - Balance Sheet, Profit and Loss Account (Vertical Form)	15 hours
	Unit II: Basic Techniques of Analyzing Financial Statements Preparation of Comparative Statement, Common Size Statement, Trend Analysis of Financial Statements, Cash Flow Statement	15 hours
	Unit III: Ratio Analysis Computation of ratios (Liquidity, Activity, Profitability, Leverage Ratios), Inter firm comparisons using ratio analysis	15 hours
	Unit IV: Interpretation of Annual Reports Understanding annual reports through interpretation of balance sheet, profit and loss account, director's report, auditor's report (including financial auditing as a concept) and notes to accounts	15 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings	1. Srinivasan N. P., Murugan M. S., Accounting for Management, S. Chand & Company Pvt Ltd, New Delhi, January 2011 or latest edition 2. N Ramchandran, Ram Kumar Kakani: 'How to Read a Balance Sheet', Tata McGraw-Hill Professional: Finance Made Easy Series, 2nd or Latest Edition 3. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Profit and Loss Account', Tata McGraw-Hill Professional: Finance Made Easy Series, 2nd or Latest Edition 4. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Cash Flow Statement', Tata McGraw-Hill Professional: Finance Made Easy Series, 2nd or Latest Edition 5. Chandra Prasanna; 'Managers' Guide to Finance and Accounting'; Tata McGraw-Hill Publishing Company Limited; New Delhi; 10th or Latest Edition	

Course Outcomes	At the end of the course, the participants will be able to: 1. Interpret financial statements from annual report of a company. 2. Analyse financial statements to assess financial strength of a company using tools like comparative statement, common size statement, trend analysis and Cash Flow Statement. 3. Compute and analyse different financial ratios and their interpretation 4. and application in decision making. 5. Compare firms based on financial ratios and other parameters for effective inter – firm analysis.
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Name of the Programme : Bachelor in Business Administration

Course Code : MNA-105

Title of the Course : Business Environment

Number of Credits : 4

Effective from AY : 2025 – 26

Prerequisites for the Course	Nil	
Course Objectives	To equip the participants with understanding of the business environment to take informed business decisions.	
Content	Unit I: Introduction to Business Environment: Definition and meaning of business – Scope of Business – Characteristics of Business – Business goals – Factors influencing the Business Environment – Environmental Analysis (Internal & External).	10 hours
	Unit II: Impact of Government policies New Agricultural strategy of 1960s (Green Revolution) – Food security and PDS in India - New Agricultural Policy In the context of liberalization Traditional, SSI, Village, Cottage and Modern industries -Industrial Policy Resolution in India till 1991 - New Industrial Policy and its impacts. Relationship between business and government, Promotional and entrepreneurial roles of the government, Privatization and commercialization of Indian Infrastructure – Infrastructure development in India.	15 hours
	Unit III: Financial System and Technology Structure of Financial System, Role of Financial System in Economic Development, Financial Markets and Financial Instruments, Regulatory Frame Work, Problems and Reforms, Factors influencing the technological environment, Role and hours impact of technology on business, Transfer of technology, Factors of legal environment namely laws and regulations, consumer protection, IPR's and environment regulations.	10 hours
	Unit IV: International Business & World Financial Environment Overview and types of international business, Theories and institutions, Trade and investment, Tariff and non-tariff barriers, forex market mechanism, exchange rate determination.	15 hours
	Unit V: Regional Blocks and Trading Agreements' Global Competitiveness Business and corporate social responsibility to shareholders, employees, consumers and community, Role of regional blocks hours and trading agreements towards Global competition and HRD	10 hours

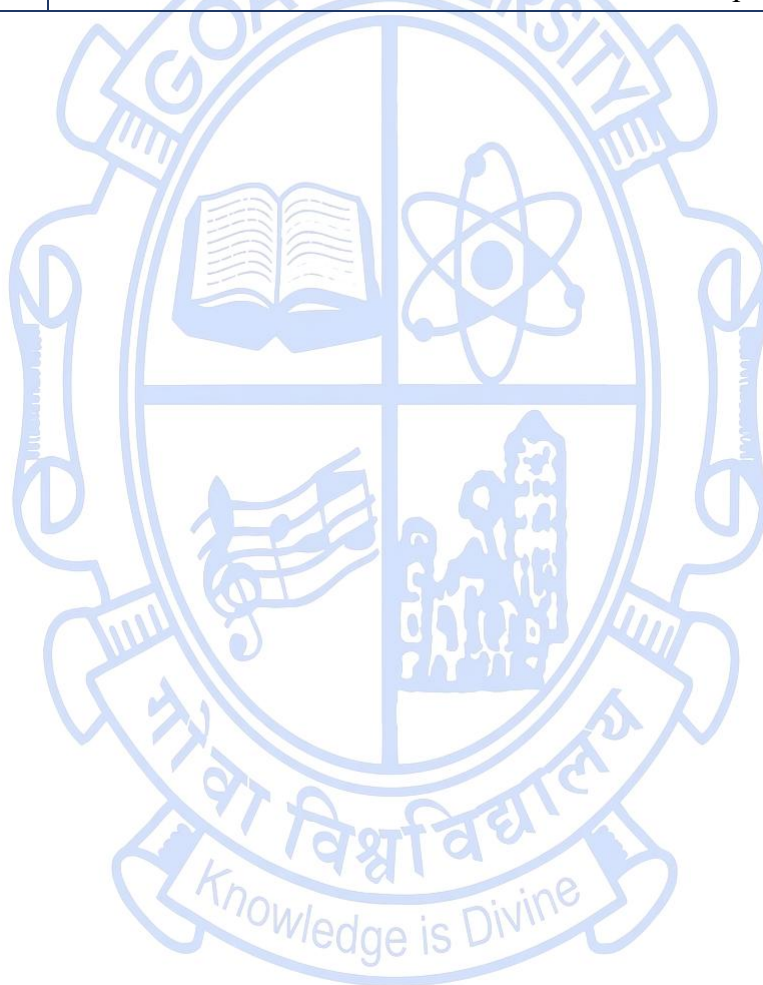
	development.	
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings	1. Cherunilam, Francis 'Business Environment, Text and Cases' Himalaya Publishing House, 28th edition, (2019) or latest edition 2. Dr. SarojUpadhyay, 'Business Environment', Asian Books Pvt. Ltd, (2010) or latest edition 3. V K Puri and S K Mishra 'Indian Economy –Cases' Himalaya Publishing House, 39th revised and updated edition (2022) or latest edition 4. Paul, Justin, 'Business Environment Text and Cases', Tata McGraw Hill, New Delhi, 4th edition, (2018) or latest edition 5. A.N. Agarwal 'Indian Economy', New Age International Publishers, 43rd edition, (2019) or latest edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. To identify the constituents of business environment and their impact on business. 2. To demonstrate the range and complexity of the external influences on business activity. 3. To integrate the various financial and economic concepts in the business environment. 4. To analyze various components of national and international business and its implications on the business environment.	

SKILL ENHANCEMENT COURSES

Name of the Programme : BBA
Course Code : MNA-141
Title of the Course : Public Speaking and Presentation Skills
Number of Credits : 2 Credits
Effective from AY : 2025-26

Pre-requisites for the Course:	Nil	
Course Objectives:	By the end of this course, students should be able to: 1. Build self-confidence and reduce anxiety associated with public speaking. 2. Organize and deliver effective and engaging oral presentations. 3. Master vocal variety, body language, and eye contact for impactful delivery. 4. Adapt speech content and tone for different audiences and purposes. 5. Use visual aids and presentation tools effectively.	
Content:	Unit 1: Introduction to Public Speaking 1. Importance of public speaking for business students 2. Types of speeches: Informative, Persuasive, Special Occasion 3. The communication process & overcoming stage fear 4. Characteristics of an effective speaker 5. Self-assessment of speaking style	5 Hours
	Unit 2: Crafting the Speech 1. Selecting a topic and analyzing the audience 2. Structuring a speech: Introduction, Body, Conclusion 3. Using evidence, stories, and rhetorical devices 4. Preparing speech outlines and cue cards 5. Language, tone, and style in formal speaking	5 Hours
	Unit 3: Delivery Techniques 1. Verbal and non-verbal communication skills 2. Managing nervousness and building stage presence 3. Voice modulation, pace, pitch, pauses, and articulation 4. Body language: gestures, facial expressions, and posture 5. Practice through individual short speeches	10 Hours
	Unit 4: Business Presentations 1. Planning and delivering business presentations 2. Use of PowerPoint and visual aids (charts, graphs, videos) 3. Group presentations and Q&A handling 4. Presenting reports, proposals, and case studies 5. Feedback and peer evaluation	10 Hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self- study/ Case Studies etc. or a	

	combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Readings:	1. Carnegie, Dale. The Quick and Easy Way to Effective Speaking 2. Lucas, Stephen. The Art of Public Speaking, McGraw Hill 3. Gallo, Carmine. Talk Like TED 4. Weissman, Jerry. Presenting to Win 5. Reynolds, Garr. Presentation Zen
Course Outcomes:	At the end of the course the students will be able to: 1. Demonstrate confidence and competence in public speaking. 2. Write and structure impactful speeches and presentations. 3. Deliver content using appropriate vocal and physical techniques. 4. Use digital tools and visual aids to enhance presentations. 5. Provide and receive constructive feedback for improvement.



MULTIDICIPLINARY ELECTIVE COURSES FOR SEMESTER I & II

LIST 1

Name of the Programme : Bachelor of Business Administration
Course Code : MNA-121
Title of the Course : Cultural Heritage of Goa-I
Number of Credits : 2
Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course Objectives:	1. Understand the basic topography of Goa, the social assets of Goa, state identities, modes of transportation and housing, and the architecture of historic places in Goa. 2. Gain insight into the pre-Portuguese and Portuguese eras and the customs and traditions in Goa. 3. Understand the traditional systems of land ownerships and the intangible heritage of Goa. 4. Gain insight into the liberation movements and Post Portuguese era.	
Contents:	UNIT I: Understanding Goan culture 1. The basic topography & social assets in Goa, & the State Identities 2. Modes of housing & modes of transportation 3. Architecture - Temples, Churches, Mosques, Palaces, Forts. 4. Pre-Portuguese Goan culture: Dress, Cuisine, Drinks, Amusement. 5. Goan weddings - customs and traditions	10 hours
	UNIT II: Portuguese Era and Traditional systems 1. Portuguese Era: Influence of Portuguese elements on Goan culture & society 2. Gaunkari System & Comunidades 3. Intangible Heritage - Phrases, idioms from Goan society 4. Customs of birth and death, significance of Goan names	10 hours
	UNIT III: Liberation Movements & Post Portuguese era 1. Liberation Movement - Revolts during Portuguese rule, Operation Vijay; 2. State Administrators, Language issue, Opinion Poll, Goan identity, 3. Medium of Instructions	10 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations / self-study/case studies etc or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

Books for reference	Books for Reference: 1. Kaleidoscopic Goa: A cultural atlas. Dr. Pandurang Phaldessai; Vasantao Dempo Education & Research Foundation; Latest Edition 2. A historical sketch of Goa - Denis L Cottineau Kluegen W. Twigg, ;1831 3. Operation Vijay – Shrikant Ramani ; Broadway Book Centre; Latest Edition 4. Who's Who of Freedom Fighters (Part 1 & 2) - Dir. Arts & Culture ; Latest Edition 5. Goa remembered, vignettes of fading traditions - Angelo Pereira ; M. Lobo 1995 6. Magnificent monuments of Old Goa-Patrick J. Lobo; Rajhauns Vitaran ; Latest Edition 7. A Socio-Cultural History of Goa :From the Bhojas to the Vijayanagar - V.R. Mitragotri ; Institute Menezes Braganza Institute Menezes Braganza ;1999 8. Portuguese & their artillery in Goa – Abhijit Ambekar ; Broadway Publishing ;2015 9. Snapshots on Indo Portuguese History - (Part 1 to 4) Vasco Pinho; Self Published ; Latest Edition 10. Inside Goa – Manohar Malgaonkar & Mario Miranda; Architecture Autonomous ; Latest Edition 11. Purabhilekh Puratattv Magazines - Dir. Of Archives, Goa 12. Articles from popular local newspapers and magazines.
Course outcomes:	At the end of the course, the learner will be able to: 1. Demonstrate a thorough grasp of the basic topography of Goa, the social assets of Goa, state identities, modes of transportation and housing, and the architecture of historic places in Goa. 2. Gain insight and practical knowledge into the pre-Portuguese and Portuguese eras and the customs and traditions in Goa. 3. Understand the traditional systems of land ownerships and the intangible heritage of Goa. 4. Understand the liberation movements and Post Portuguese era.

Name of the Programme : Bachelor of Business Administration

Course Code : MNA-122

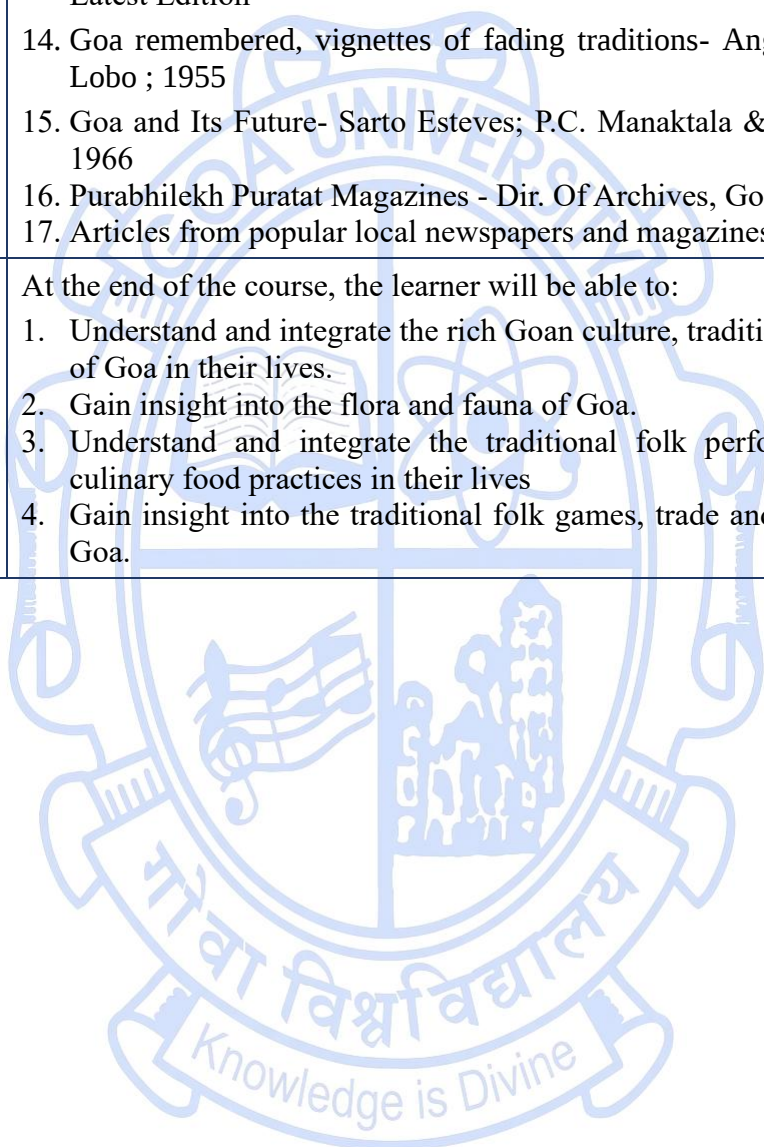
Title of the Course : Cultural Heritage of Goa-II

Number of Credits : 2

Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course objectives:	1. Understand the rich Goan culture, traditions and festivals of Goa 2. Gain insight into the flora and fauna of Goa 3. Understand the traditional folk performing arts and culinary food of Goa 4. Gain insight into the traditional folk games, trade and occupations of Goa.	
Contents:	UNIT I: Customs, traditions and Festivals of Goa 1. Ornaments, dress, customs & traditions of Goan Hindus & Christians 2. Festivals of Goan Hindus, Muslims & Christians	10 hours
	UNIT II: Flora, Fauna, Performing Arts and Culinary Food 1. Flora & Fauna of Goa, Sahayadri Range/ Western Ghats 2. Goa's folk performing arts & theatres 3. The culinary art and food in Goa & cultural effects on ethnic cuisine	10 hours
	UNIT III: Folk Games, Trades and Occupations 1. Folk Games of Goa 2. Trades & occupations	10 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Books for reference	Books for reference: 1. Ethnography of Goa, Daman & Diu - A B de Braganza Pereira; Penguin Group; 2008 2. Natural History of Goa – Rajendra Kerkar; Broadway Publication House; Latest Edition 3. Birds of Goa – Heinz Lainer & Rahul Alvares; The Goa Foundation ; Latest Edition 4. The cultural history of Goa- by Anant Ramkrishna Dhume.;Self Published ; Latest Edition 5. Legends of Goa - Mario Cabral e Sa; India book House ; Latest Edition 6. 100 years of Konkani Theatre – Wilson Mazarello; Govt. of Goa, Directorate of Art & Culture ; Latest Edition 7. Goa - A Tryst with Trade - Dr. Pratima Kamat; Goa Chamber of Commerce and Industry ; Latest Edition 8. Lok Sarita – Vinayak Khedekar ;Kala Academy; Latest Edition	

	9. Feasts, Festivals & Observances in Goa - Maria Lourdes Bravo Rodrigues. L& L publications; 2004 10. Traditional Occupations of Goa– Pantaleao Fernandes; The Word Publication ; Latest Edition 11. Kaleidoscopic Goa: A cultural atlas - Dr. Pandurang Phaldessai; Rajhauns Vitaran ; Latest Edition 12. Aparanta - Land beyond the End ;Dipti Salgaoncar; - House of Salgaoncar's ; Latest Edition 13. Lived heritage shared space – Angelo Costa Silveira; Yoda Press ; Latest Edition 14. Goa remembered, vignettes of fading traditions- Angelo Pereira; M. Lobo ; 1955 15. Goa and Its Future- Sarto Esteves; P.C. Manaktala & Sons Pvt. Ltd ; 1966 16. Purabhilekh Puratat Magazines - Dir. Of Archives, Goa 17. Articles from popular local newspapers and magazines.
Course outcomes:	At the end of the course, the learner will be able to: 1. Understand and integrate the rich Goan culture, traditions and festivals of Goa in their lives. 2. Gain insight into the flora and fauna of Goa. 3. Understand and integrate the traditional folk performing arts and culinary food practices in their lives 4. Gain insight into the traditional folk games, trade and occupations of Goa.



Name of the Programme : Bachelor of Business Administration

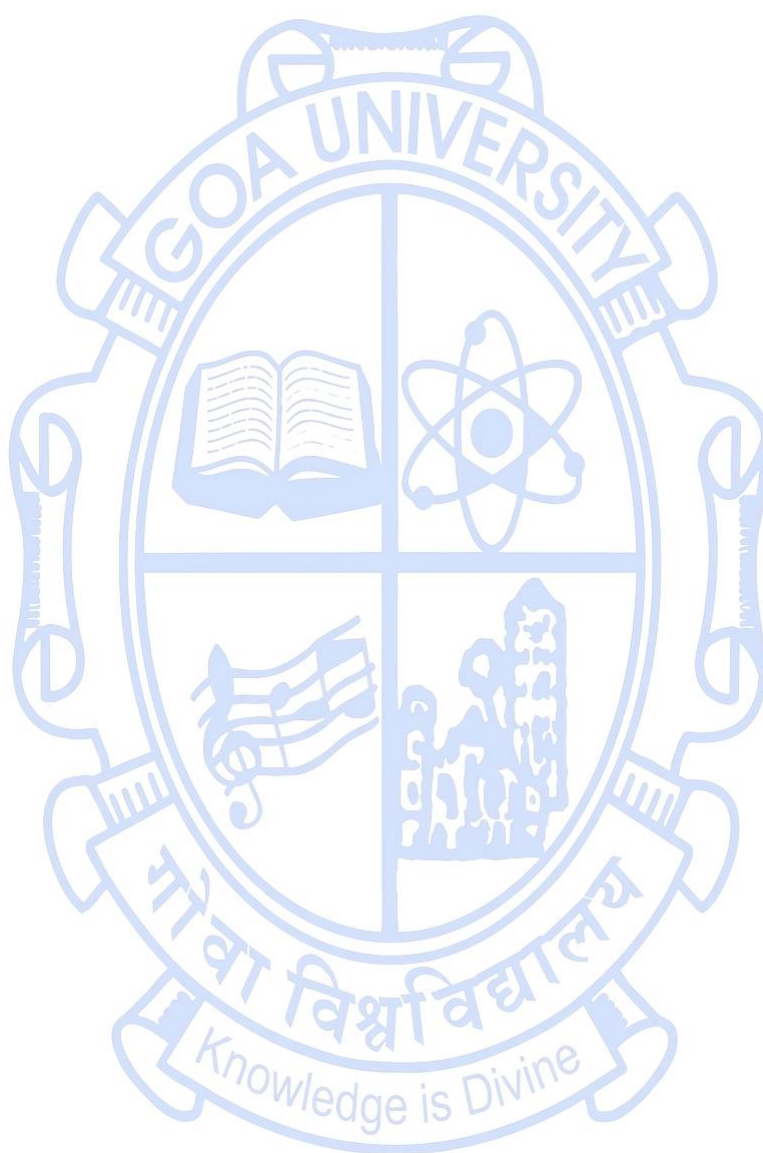
Course Code : MNA-123

Title of the Course : Vedic Maths

Number of Credits : 2

Effective from AY : 2025 - 26

Prerequisites for the course	NIL	
Objective	To equip the students with different perspective to solving mathematical problems using Vedic maths.	
Contents	Unit 1: Basic techniques in Vedic Maths 1. History and evolution of Vedic mathematics. Introduction to basic techniques 2. Various techniques used to carry out basic operations covering addition, subtraction, multiplication and division – Bases and complements, Subtraction, multiplication by series of 999, multiplication by 11, 12 etc,	10 hours
	Unit 2: Advance techniques for numerical operations 1. Multiplication by numbers near the base, General multiplication, checking of answers by using digital roots, division by numbers near the base, general division, comparison of fractions	10 hours
	Unit 3: Application of Vedic maths techniques 1. Finding out squares, cubes, square roots and cube roots 2. Solution of simultaneous equations. 3. Use of techniques for answering competitive examinations	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Bhatia Dhaval; Vedic Mathematics Made Easy, Jaico Publishing House; Mumbai, India, 2016 or later edition 2. Singhal Aditi; How to Become A Human Calculator?; Eurasia Publishing House, First Edition or later edition, 3. Thakur Rajesh Kumar; Vedic Mathematics for Students Taking Competitive Exams; Unicorn Books, 2015 or later edition 4. Gupta Atul; The Power Of Vedic Maths With Trigonometry; Jaico Books; Second or later editions	
Course Outcomes	At the end of the course, the participants will be able to: 1. Use Vedic maths techniques to perform basic numerical operations 2. Use advance techniques to perform Multiplication , divisions of big numbers. 3. Use techniques to solve simultaneous equations. 4. Answer numerical aptitude test without using calculators.	



Name of the Programme : Bachelor in Business Administration

Course Code : MNA-124

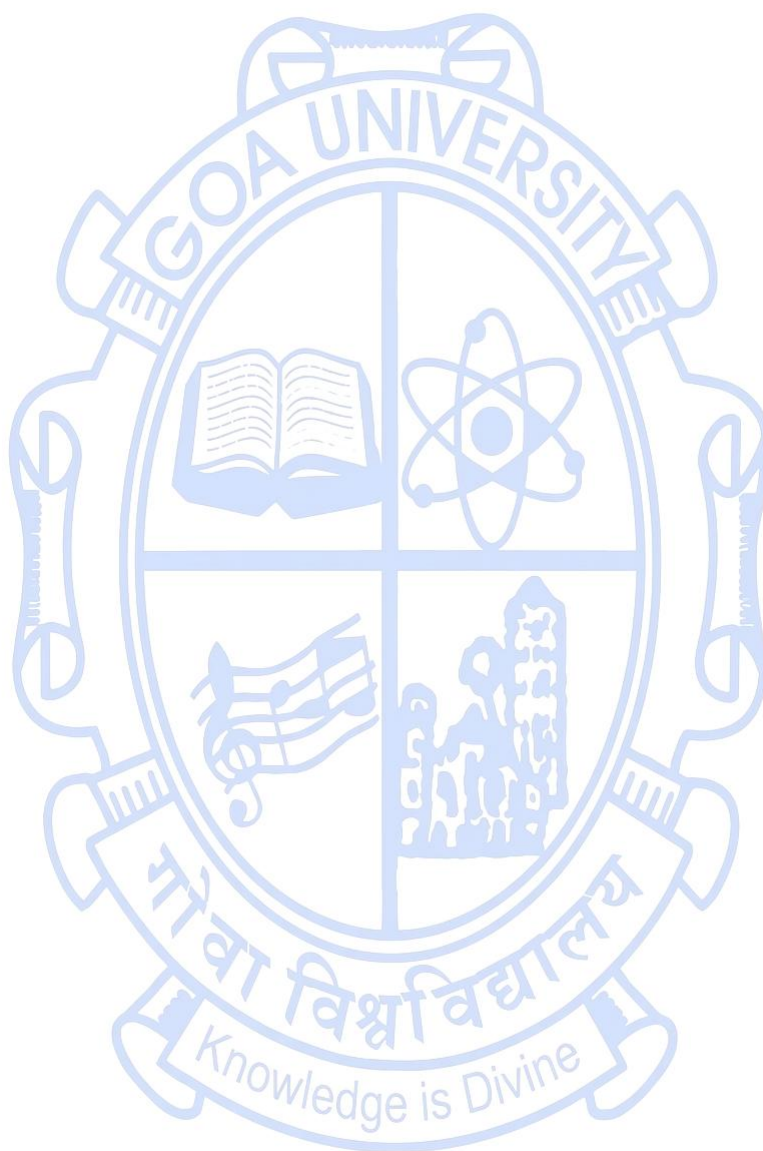
Title of the Course : Indian Health and Wellness

Number of Credits : 2 Credits

Effective from AY : 2025-26

Pre-requisites for the Course	Nil	
Course Objectives	1. To understand the importance of a healthy lifestyle. 2. To familiarise students about physical and mental health. 3. To create an awareness of various lifestyle related diseases. 4. To provide understanding of stress management.	
Contents	Unit 1: Introduction to Health & Wellness Definition of Health Importance of health in everyday life Components of health – physical, social, mental, spiritual and its relevance Concept of wellness Mental health and wellness Determinants of health behaviour	10 Hours
	Unit 2: Mind Body, Well-Being and Indian System of Well-Being Mind body connection in health – concept and relation Implications of mind-body connection Wellbeing – why it matters? Digital wellbeing Health beliefs of India, Health systems in India – AYUSH. Perspective of indigenous people towards health Happiness and well-being in India	15 Hours
	Unit 3: Deficiency & Diseases Malnutrition, under nutrition and over nutrition, Body system and common diseases ,Sedentary lifestyle and risk of disease , Modern lifestyle and associated health risks	5 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings.	1. Carr, A. Positive Psychology: The science of happiness and human strength. UK: Routledge (2011 or later edition) 2. C. Nyambichu & Jeff Lumiri, , Lifestyle Disease: Lifestyle Disease management (2018 or later edition)	

Course Outcomes	At the end of the course participants will be able to 1. Understand the concept and nature of health, wellness and its various implications 2. Demonstrate adequate knowledge on well-being and promotion of healthy behavior.
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Name of the Programme : Bachelor of Business Administration

Course Code : MNA-125

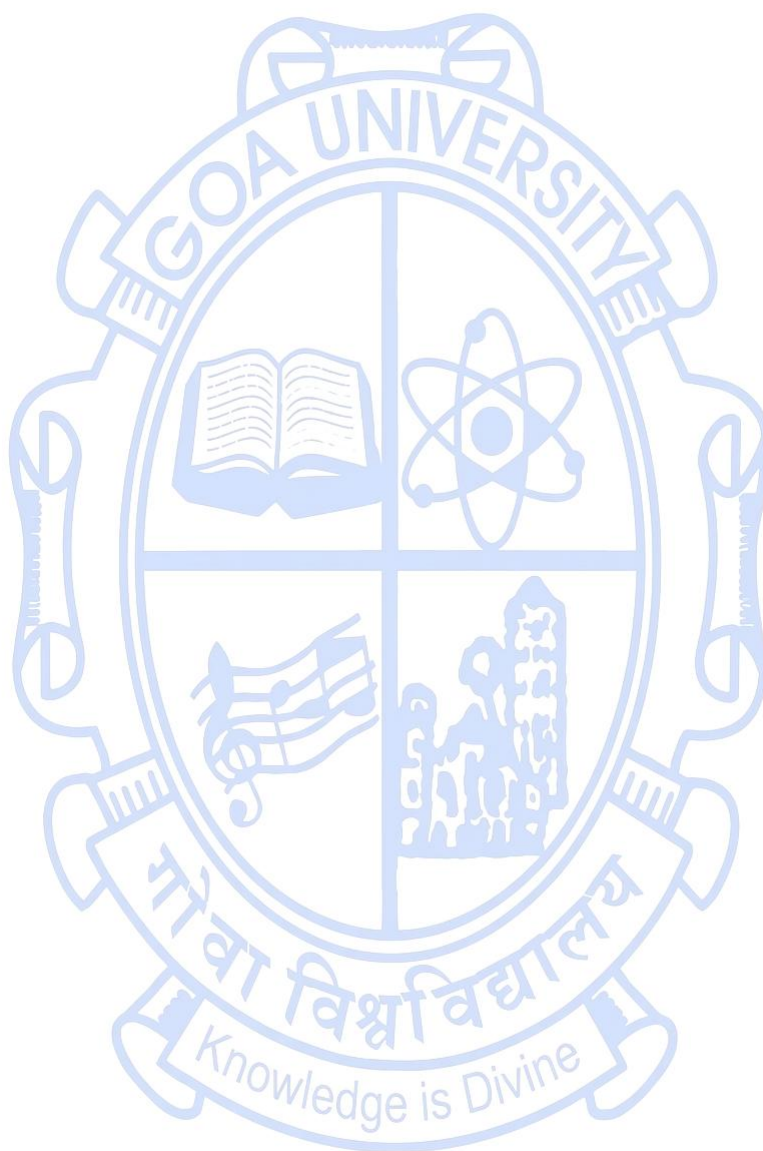
Title of the Course : Indian Political Environment

Number of Credits : 2

Effective from AY :2025 - 26

Prerequisites for the course	NIL	
Course Objectives	To equip the students with functioning of Indian democracy and various forces impacting the Indian Political System	
Contents	Unit 1: Constitution, Governance & Democracy. Introduction to Indian Constitution, Welfare State and Directive Principles of State Policy, The Working of Parliamentary Government, Federalism, Centre – State Relations, Special Status, President Rule (Article 356), Organization of States, New States & Border Disputes	10 hours
	Unit 2: Democratic Decentralisation and Local Self-Government Concept and Evolution of Democratic Decentralization in India, Panchayat Raj & 73rd Constitutional Amendment, Urban Local Bodies & 74th Constitutional Amendment, Challenges to Local Governance and Decentralization	10 hours
	UNIT 3 : Elections, Judiciary & Democracy Challenges, Election Procedure in India, Election & Voting Behaviour, Reservation Judicial Review & Judicial Activism, Obstacles/Hurdles to Indian Democracy	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Indian Polity M. Laxmikanth, McGraw Hill Education 2021 and latest 2. India Since Post- Independence by Paul Brass Publisher – Cambridge University Press, 2006 or later edition 3. The Oxford Companion to Politics in India: Student Edition by Jayal & Mehra Publisher – UBSBD, 2011 or later edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of the constitutional framework and governance structures of India. 2. Analyze the working of federalism, centre-state relations, and special provisions in the Indian context. 3. Evaluate electoral processes, judicial mechanisms, and identify key challenges facing Indian democracy	

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| | 4. Examine the structure, functioning, and significance of democratic decentralization in rural and urban local self-governance. |
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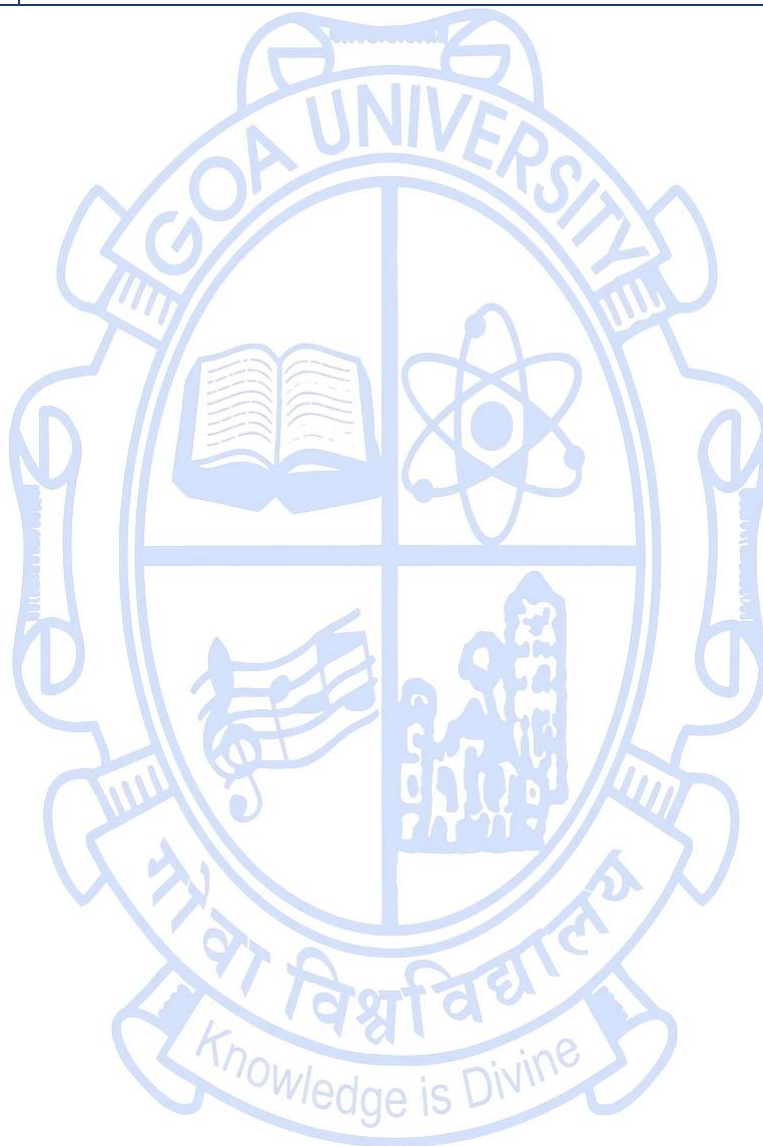


LIST 2

Name of the Programme : Bachelor of Business Administration
Course Code : MNA-126
Title of the Course : Individual and Society
Number of Credits : 2
Effective from AY : 2025-26

Prerequisites for the course	NIL	
Course Objective	To sensitise the students on how social forces affect individual behaviour in everyday lives.	
Contents	Unit1:Foundations of Society Origin of Society, Features of Society, Role of Individuals in Society, Norms & Values, Sociological, Functionalist & Conflict Perspectives: Origin, Ideologies & Theories, Culture and its Components, Aspects, Characteristics, Culture Change	10 hours
	Unit 2: Social Processes and Institutions Socialization , Types of Socialization, Agencies, Social Control and Deviance , Forms of Deviance, Crime & Delinquency, White Collar Crime, Stratification , Forms of Social Stratification, Caste, Class, Gender, Theories of Social Stratification, Gender and Inequality Gender as Social Construction, Social Structure of Gender Inequality, Gender & Development.	10 hours
	Unit 3 : Social Dynamics and Social Change Status and Role , Interrelationship between Status & Role, Multiple Roles, Role Set, Role Conflict, Status Set, Social Mobility Meaning, Horizontal & Vertical Mobility, Importance of Social Mobility, Social Change – Concepts & Types, Social Change in Goa. Social Policy , Government Policy: Relation to Education, Economy, Science & Technology, Future of Society – The Challenges of Present Society, Contemporary Social Issues of India	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Sociology, a brief Introduction : Schaefer, Tata McGraw- Hill, 6 th or later edition 2. Sociological Theory ,George Ritzer, Tata McGraw- Hill, 5 th or later edition 3. Sociology:Themes & Perspective , M. Haralmbos, R. M. Heald, Oxford University Press – New Delhi, 1997 or later edition. 4. Essential Sociology by Nitin Sangwan, Seema ,LexisNexis, 2021 & latest	
Course Outcomes	At the end of the course, the participants will be able to:	

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| | <ol style="list-style-type: none">1. Understand the basic concepts, theories and perspectives of sociology and their relevance to the structure and functioning of society.2. Examine the role of individuals, culture, norms, values, and socialization in shaping social behavior and institutions.3. Analyze key issues related to social stratification, gender inequality, deviance, crime, and social mobility using scientific and objective methods.4. Evaluate contemporary social changes, policies, and challenges with reference to Indian society and the local context of Goa. |
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Name of the Programme : Bachelor in Business Administration

Course Code : MNA-127

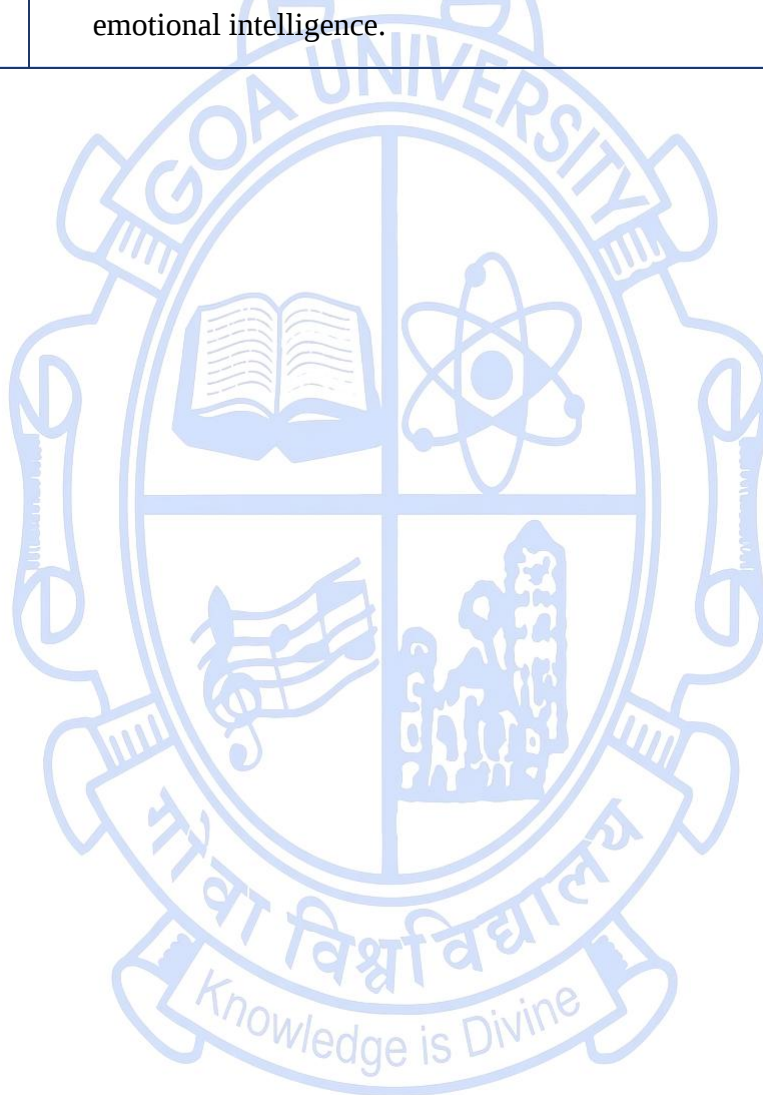
Title of the Course : Emotional Intelligence

Number of Credits : 2 Credits

Effective from AY : 2025-26

Pre-requisites for the Course	Nil	
Course Objectives	To enable participants to have competence in understanding emotions of self & others and manage personal & professional situations in an emotionally intelligent way by using EI framework.	
Contents	Unit 1: Understanding Emotional Intelligence Understanding Difference between EQ and IQ, 5 Dimensional Trait EI Model, Science of Emotions and their understanding, Working of EQ brain, Self-Awareness Tactics: Understanding Components of Self, Exploration through Johari Window, Mapping Key Characteristics of Self, Stages – Self Awareness/Self-Acceptance/Self Realization.	10 Hours
	Unit 2: Self Regulation and Motivation Self-Regulation: Basics of Managing Emotions, Using Coping Thoughts and Relaxation Techniques for Managing Emotions, Perceiving emotions correctly, Using emotions to facilitate thinking, Developing Empathy, Internal Motivation: Initiative and the commitment to complete a task, Perseverance in the face of adversity Being Perceptive of other's emotions and taking an active interest in their concerns, ability to anticipate in someone's needs, Managing Stress.	10 Hours
	Unit 3: Developing Social Competence and Measurement Application of EI at family, school, workplace; Social Skills - Articulating Emotions using Language, Creating powerful impressions, Body Language, Disagreeing Constructively, Developing Social Competency, Emotional Intelligence Measurements and Assessment Instruments: Determining EQ, Emotional Intelligence Assessment Tools, Administration and Interpretation of EI measures and assessment tools.	10 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References/ Readings	1. Goleman, D. (Year). <i>Emotional intelligence</i> (10th ed. or later). Bantam Books. 2. Stein, S. J., & Book, H. E. (Year). <i>The EQ edge: Emotional intelligence and your success</i> (3rd ed. or later). Wiley.
Course Outcomes	At the end of the course participants will be able to 1. Identify self-awareness traits using tools like the Johari Window. 2. Apply techniques for managing emotions and building internal motivation. 3. Demonstrate empathy and respond effectively to others' emotions. 4. Use communication and social skills to build relationships and assess emotional intelligence.



Name of the Programme : Bachelor in Business Administration

Course Code : MNA-128

Title of the Course : Relationship Psychology

Number of Credits : 2 Credits

Effective from AY : 2025-26

Pre-requisites for the Course	Nil	
Course Objectives	1. Understand the fundamental concepts of relationships, exploring their significance, the impact of early relationships, and key theoretical perspectives. 2. Analyze and apply prominent relationship theories (social exchange, attachment, social penetration) to interpret determinants of friendship, attraction, marriage stages, and professional dynamics. 3. Develop practical skills in effective communication, collaboration, and emotional intelligence for navigating challenges and understanding relationship breakdowns in diverse contexts.	
Contents	Unit I: Understanding Human Relationships 1. Defining relationships and understanding the importance of relationships 2. Early relationships' and their impact on later relationships 3. Theoretical perspectives in the study of close relationships: Social exchange and Equity approaches, Cognitive-behavioral approaches, Attachment approaches 4. What people bring into relationships: attachment styles, conflict, and communication skills, attributions.	10 Hours
	Unit 2: Close and Professional Relationships 1. Perspectives on close relationships: Ingredients of close relationships, the internet and relationships. 2. Friendship and love: Determinants of friendship and attraction, Social penetration theory, Sexual orientation and Love, Theories of love, the course of romantic love. 3. Marriage: Affective structure, Stages of marriage, Challenges to the traditional model of Marriage 4. Professional Relationships: Effective communication and collaboration, Leadership impact relationships, Role of Emotional intelligence.	10 Hours
	Unit 3: Threats to Relationships and Relationship Satisfaction 1. Threats to Relationships: Loneliness and Social Isolation, The Process of Dyadic Coping, Lying and Deception in Close Relationships, Extradynamic Relations and Jealousy, Intimate Violence	10 Hrs

	- Determinants of Relationship satisfaction: Social Exchange and equity, Intimacy, Self-disclosure, Social comparison, - Social networks, Attachment, Inter-dependence theory, Communication	
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	- Baron, R. A., Branscombe, N. R., & Byrne, D. Bhardwaj, G. (2008). Social psychology. (12th ed.). New Delhi: Pearson Education, Indian subcontinent adaptation 2009. - Baron, R.A., Byrne, D. & Bhardwaj. G. (2010). Social psychology (12thEd).New Delhi: Pearson. - Crisp, R.J., Turner, R.N. (2014). Essential social psychology, Third Edition, New-Delhi: Sage Publications India Private Ltd.	
Course Outcomes	At the end of the course participants will be able to - Demonstrate a thorough grasp of fundamental relationship concepts, including the significance and lasting impact of early relationships; - Apply prominent relationship theories (social exchange, attachment, social penetration) to interpret determinants of friendship, attraction, marriage stages, and professional dynamics; - Develop practical skills in effective communication and collaboration; - Apply emotional intelligence to navigate challenges and understand relationship breakdowns in diverse contexts.	

Name of the Programme : Bachelor of Business Administration

Course Code : MNA-129

Title of the Course : Critical Thinking

Number of Credits : 2

Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course objectives:	To enable the participants to gain competence in successfully identifying the causes of complex personal and professional problems using logical, verifiable cause-and-effect	
Contents:	Unit I: Basic Logical Concepts in Critical Thinking 1. Explanations, Arguments and Reasoning, Use of Explanations, arguments and reasoning, arguments and disagreements, 2. Use of language in logical reasoning. 3. Arguments and Disagreements	10 hours
	Unit II: Key Skills in Critical Thinking 1. Symbols of Conjunction, Negation, Disjunction, Conditional and Biconditional 2. Traditional square of opposition of proposition	10 hours
	Unit III: Fallacies, Myths and Beliefs 1. Fallacies, myths and beliefs, reasoning errors. 2. Sources of Thought: Its Factors and Conditions	10 hours
Pedagogy	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations / self-study/case studies etc or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Books for Reference	Books for Reference: 1. Introduction to logic - Copi Irving and Cohen carl, Publisher – Pearson, 11 th or later edition 2. How to Improve your Critical Thinking & Reflective Skills- Weyers, Publisher - Pearson , 2012 or later edition 3. The Critical Thinking Toolkit, Caroselli, Publisher – Amazon Books, 2011 or later edition.	
Course outcomes:	At the end of the course, the learner will be able to: 1. Gain competence in identifying and constructing arguments and explanations. 2. Use the knowledge of critical thinking to symbolize propositions and arguments. 3. Identify errors and fallacies in reasoning.	

Name of the Program : Bachelor in Business Administration

Course Code : MNA-130

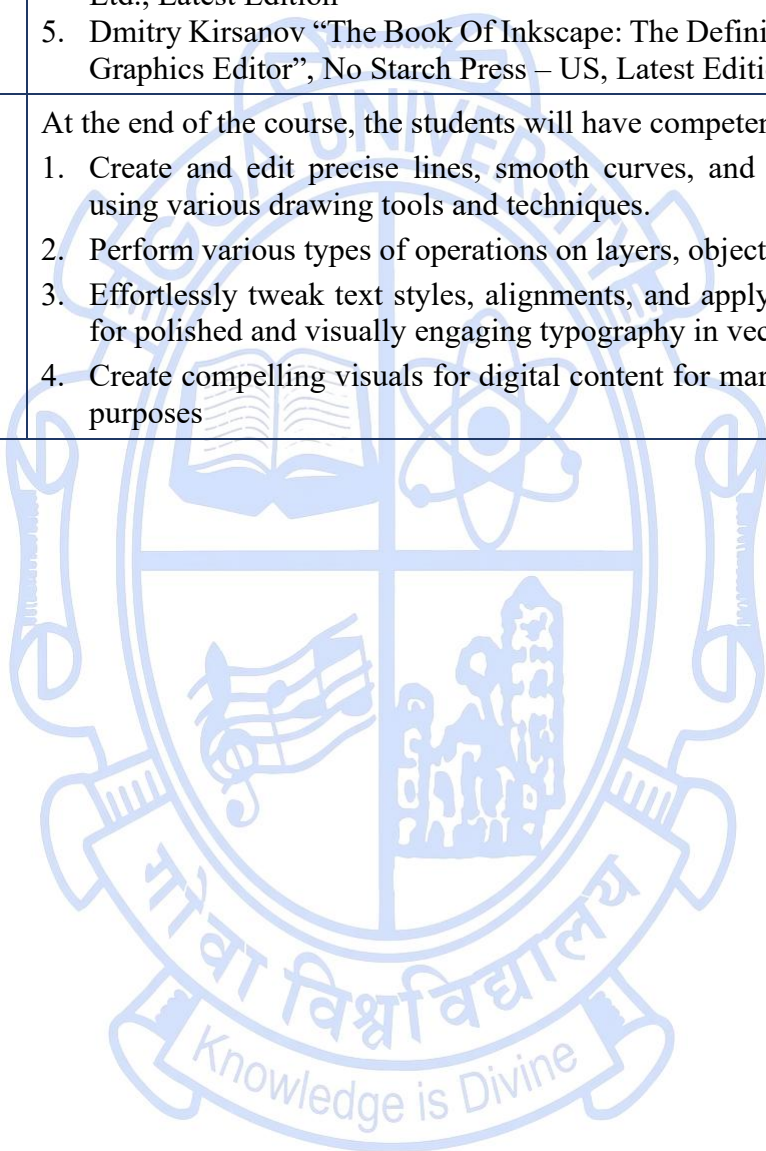
Title of the Course : Vector Graphic Designing

Number of Credits : 2 Credits

Effective from AY : 2025 – 26

Pre-requisites for the Course:	Nil	
Course Objectives:	To develop ability to use vector graphics software to create or edit vector graphics such as illustrations, diagrams, line arts, charts, logos and complex paintings	
Content:	Unit 1: Introduction to vector graphic designing, creating and editing basic shapes Installation and Overview of vector graphics software. Understanding interface. Creating and saving a file. Create basic shapes like rectangle, square, circle, ellipse, polygons, stars. Fill color, Learn about the different types of handles – resize, rotate, skew, Modify shapes using handles Fill color in objects, Give objects an outline, Various types of Gradients, Giving Patterns and Stroke paint and style	8 hours
	Unit 2: Objects, Layers, Text and Boolean operations Copy and paste object, Duplicate and clone objects, Group and Order various objects, Multiple selection and invert selection, Clipping and Masking. Layers and layer palette, Add a new layer, Rename a layer, Position a layer above or below other layers, Lock a layer, Hide a layer, Various modes, Add various filters, Create Boolean operations. Align and distribute various objects - Align objects with reference to something, Arrange objects in rows and columns, Set spacing between objects, Create a tile pattern. Inserting text, Formatting text, Aligning text, Spacing and bullet, Making a simple flyer, Manual kerning, Horizontal kerning, Vertical shift, Character rotation, Spell check, Superscript, Subscript, Reflected text, Labeled text, Change the text case	10 hours
	Unit 3: Patterns, Bezier tool, tracing bitmaps, page setting, and applications Patterns using Cloning, Pattern along Path, Patterns using Spray tool, Path Effect Editor. Drawing using Bezier tool, Modes of Bezier tool, Shapes of the paths, Node tool, Add, edit, delete nodes, Join and break paths. Text on path, Text on shape, Image inside text, Text in perspective, Cutout text Create an A4 Poster/3-fold brochure/ CD label - Page size setting, Orientation and Guides, Saving the document and exporting in various formats Difference between raster and vector image, Various raster and vector formats, Convert raster image to vector	12 hours

	Warli art for Textile design, Mango pattern for Textile design	
Pedagogy:	Laboratory work/ self study/ assignments, etc. or a combination of some of these.	
References / Readings:	1. Inkscape tutorials from “https://inkscape.org/gallery/=tutorial/” 2. Tavmjong Bah, Inkscape: Guide to a Vector Drawing Program, Pearson Education, Inc., 2nd Edition or Later. 3. Spoken tutorial course on Inkscape - IIT Bombay 4. Bethany Hiitola, “Inkscape -Beginner’s Guide”, Packt Publishing Ltd., Latest Edition 5. Dmitry Kirsanov “The Book Of Inkscape: The Definitive Guide to the Graphics Editor”, No Starch Press – US, Latest Edition	
Course Outcomes:	At the end of the course, the students will have competence to : 1. Create and edit precise lines, smooth curves, and complex shapes using various drawing tools and techniques. 2. Perform various types of operations on layers, objects and paths 3. Effortlessly tweak text styles, alignments, and apply creative effects for polished and visually engaging typography in vector graphics 4. Create compelling visuals for digital content for marketing and other purposes	



Name of the Programme : Bachelor of Business Administration

Course Code : MNA-131

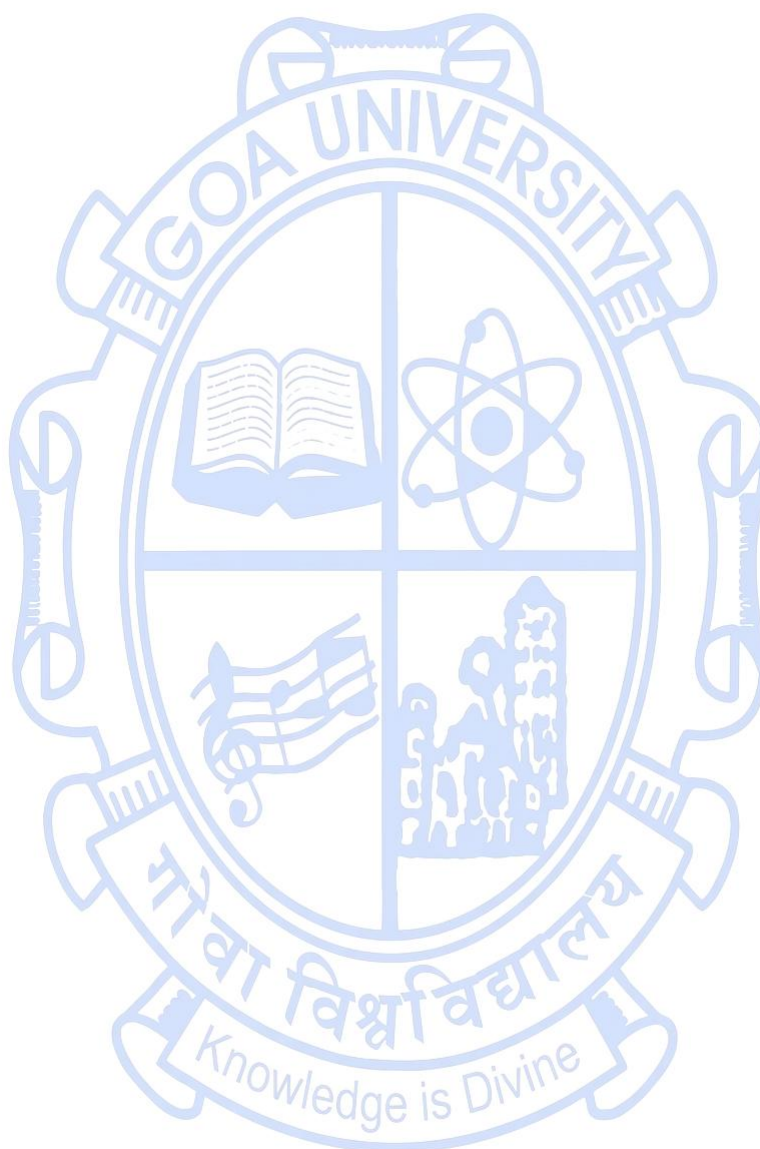
Title of the Course : Theatre Art

Number of Credits : 2

Effective from AY : 2025-26

Prerequisites for the course	NIL	
Course Objective	To equip participants with developing the skills to create scripts, enact characters, apply performance techniques, direct dramatizations, and critically evaluate drama productions.	
Contents	Unit 1: Foundations of Performance & Script Creation Introduction to Drama & Performance Styles (classical, modern, improvisational, experimental), Ideation: Creating a Storyline and Concept, Character Development Techniques, Script Writing: Structure, Dialogue, and Plot, Group Discussion & Peer Review on Story & Script	10 hours
	Unit 2: Voice, Body Language, and Nonverbal Communication Voice Modulation Techniques (pitch, tone, volume, pauses), Diction and Pronunciation Exercises, Body Language & Gestures in Performance, Nonverbal Communication and Emotional Expression, Incorporating Background Score and Sound Effects, Practice Sessions with Feedback	10 hours
	Unit 3 : Directing, Rehearsal & Performance Fundamentals of Directing and Blocking, Rehearsal Techniques, improvisation & Scene Work, Dramatizing and Enacting the Script, rehearsal and Final Performance.	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. The Storyteller's Start-Up Book: Finding, Learning, Performing, and Using Folktales - Margaret Read MacDonald ; August House Pub ;Latest Edition 2. 'An Actor Prepares' – Constantin Stanislavski, Bloomsbury ; Latest Edition 3. 'The Actor's Scenebook' – Michael Schulman & Eva Mekler, Bantam Books ;Latest Edition 4. 'The Jumbo Book of Drama' – Deborah Dunleavy, Kids Can Press ;Latest Edition 5. 'The Complete Works of William Shakespeare' – Ramboro Books ;Latest Edition 6. 'The Collected Plays of Neil Simon' Volume 1&2 – Penguin ;Latest Edition 7. (Art Ebook)'The Seven Ages of the Theatre' – Richard Southern, Hill & Wang ;Latest Edition	

Course Outcomes	At the end of the course, the participants will be able to: 1. Understand nuances in different performance styles. 2. Develop Creativity in Storytelling and Scriptwriting 3. Master Performance Techniques 4. Apply Directing and Dramatization Skills
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Name of the Programme : Bachelor of Business Administration

Course Code : MNA-132

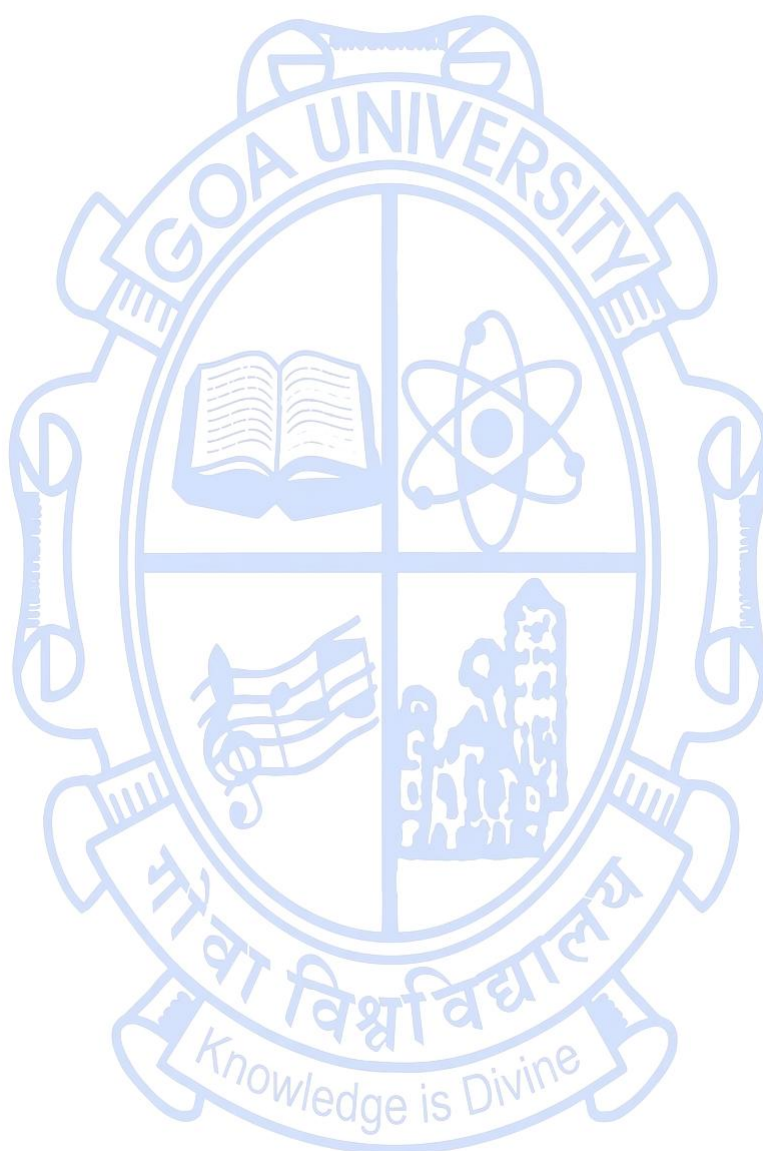
Title of the Course : Music Appreciation

Number of Credits : 2

Effective from AY : 2025-26

Prerequisites for the course	NIL	
Objective	To equip participants with developing the skills to create scripts, enact characters, apply performance techniques, direct dramatizations, and critically evaluate drama productions.	
Contents	Unit 1 Foundations of Music: What is Sound/Music, Facets of Music – Dynamics, Texture, Form, Expression. The Art of Listening to Music – Active vs passive listening, developing listening skills, Fundamentals of Music Rhythm: Beat, Tempo, Meter, Melody: Scales, Intervals, Phrases, Harmony: Chords, Progressions, Timbre: Tone color and sound quality	10 hours
	Unit 2 : Musical Instruments & Genres Introduction to Musical Instruments : Strings, Woodwind, Percussion, Brass, Electronic Instruments (EDM), Genres of Music – Classical, Folk, Jazz, Blues, Rock, Pop, EDM, World Music Different Musical Eras and History of Music	10 hours
	Unit 3: Appreciation of Music Appreciating forms, styles and genres of Classical Music, Film Music, Fusion Music, Sonata, Symphony, Concerto, Opera	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Music Videos from Dave Conservatoire. 2. Music Videos from Stephen Titra. 3. Baugh's Music Theory videos from YouTube. 4. The Young Person's Guide to the Orchestra. Harcourt Childrens Books, 1996 or later edition 5. How Music Works series by Howard Goodall, Channel 4 Network; 2010 or later edition 6. Indian Classical Music Videos by Anuja Kamat	
Course Outcomes	At the end of the course, the participants will be able to: 1. Understand and explain the basic elements and structure of music. 2. Identify various musical instruments and differentiate between genres and styles. 3. Appreciate the historical development of music and analyze different musical eras.	

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| | 4. Develop active listening skills and critically appreciate classical, film, and fusion music. |
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ABILITY ENHANCEMENT COURSES

(Additional Course- Foreign Language The credits of this course will not be counted for SGPA/CGPA calculation. However, a minimum pass grade is compulsory for this course.)

Name of the Programme : Bachelor of Business Administration

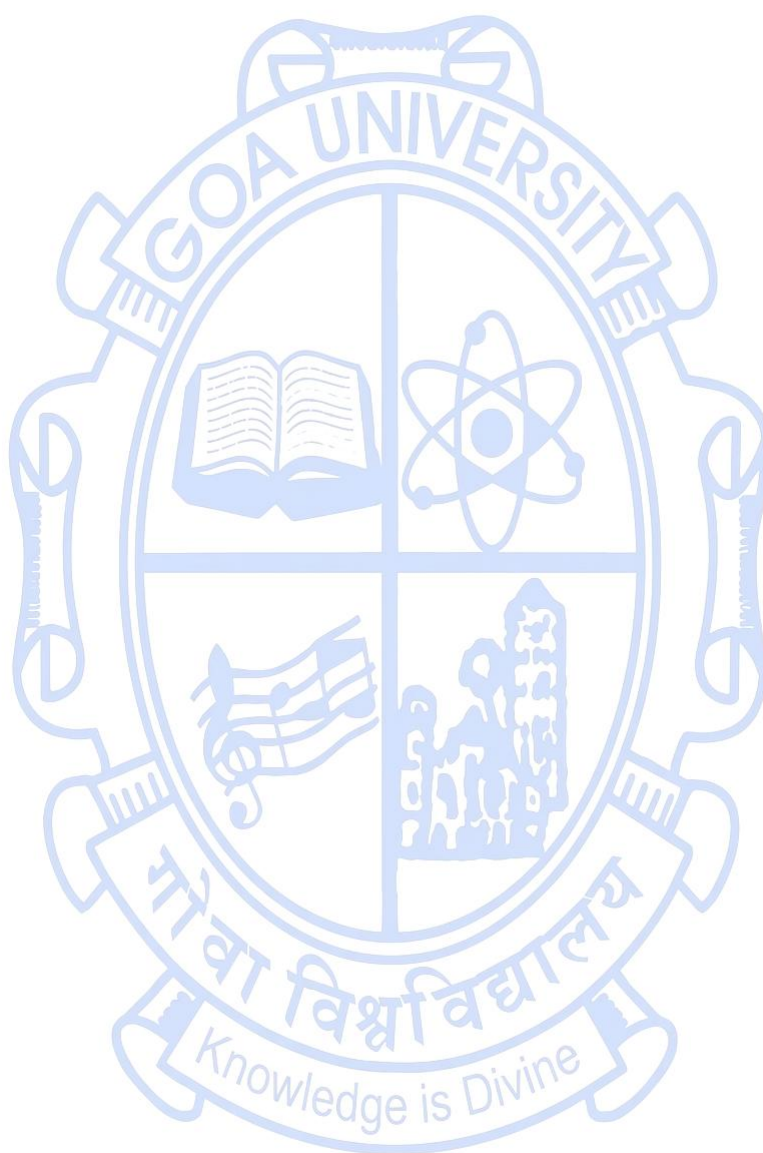
Course Code : GER-151

Title of the Course : Introduction to German Language-I

Number of Credits : 2

Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course objective:	At the end of the course, the student will develop basic communicative competencies (reading, writing, listening, and speaking) in German that will enable the student to engage in simple conversations.	
Contents:	Unit-I: Introduction to basics in German • Personal Details/welcome • small talk in a coffeehouse – ordering and paying, • Cities, countries, languages – sightseeing in Europe.	10 hours
	Unit-II: People, Houses, Time, Transportation • People and Houses – apartment and furniture • Appointments/dates and time, • Orientation in the city – transportation,	10 hours
	Unit-III: Professions, vacations, grammar • Professions – talking about profession, work and hobbies, • Vacations and holidays • Grammar: Simple clauses, ‘W’ questions and ‘Yes / No’ questions, conjugation of words in present tense, nouns and articles, negation, simple past tense	10 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers/ assignments/ presentations/self-study/case studies etc or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Books for reference	Books for reference: 1. Hermann Funk, Studio D A1, Cornelsen, 2005 or later edition 2. Von Angelika G. Beck , Langenscheidt German in 30 Days: Book + CD, Goyal Publishers and Distributors Pvt. Ltd. , 2007 or later edition	
Course Outcomes:	At the end of the course, the learner will be able to: 1. Use basic communicative competencies (reading, writing, speaking and listening) in German to engage in simple conversations.	



Name of the Programme : Bachelor of Business Administration
Course Code : GER-152
Title of the Course : Introduction to German Language-II
Number of Credits : 2
Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course objective:	At the end of the course, the student will develop communicative competencies (reading, writing, listening, and speaking) in German that will help the student to comprehend German sentences, extract socio-cultural information from simple texts, accompanied by exercises concerning phonetic particularities in communicative contexts.	
Contents:	Unit-I: Introduction to language course and sightseeing • Language course- Naming things • Sightseeing- Directions	10 hours
	Unit-II: Food, clothing and Festivals • Food and shopping for food • Clothing, dressing according to weather • Festivals in Germany and India	10 hours
	Unit-III: Grammar • Grammar: Compound nouns, past of “sein” – possessive articles (Nom.) – articles (Dat., Acc.) • graduation with “zu” – questions • prepositions of time – separable verbs – past of “have“ – prepositions with Dat.- numbers • indefinite article, Joining sentences to form sub-ordinate clause, Imperative, Conditional	10 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers/ assignments /presentations/ self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Books for reference	Books for reference: 1. Hermann Funk, Studio D A1, Cornelsen, 2005 or later edition 2. Von Angelika G. Beck ,Langenscheidt German in 30 Days: Book + CD, Goyal Publishers and Distributers Pvt. Ltd. , 2007 or later edition	
Course Outcomes:	At the end of the course, the learner will be able to: 1. Use basic communicative competencies (reading, writing, speaking and listening) in German that will help the learner to comprehend German sentences, extract socio-cultural information from simple texts, accompanied by exercises concerning phonetic particularities in communicative contexts.	

Name of the Programme : Bachelor of Business Administration
Course Code : POR-151
Title of the Course : Conversational Portuguese
Number of Credits : 2
Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course objective:	At the end of the course, the student will develop basic communicative competencies (reading, writing, listening, and speaking) in Portuguese that will enable the student to engage in simple conversations.	
Contents:	Unit-I: Introduction to self, verbs and phrases • Introduction to oneself, name and reply • Different verbal forms like 'Chamar-se' • Introduction of the verbs (first person, third person, singular) • Irregular forms of verbs	10 hours
	Unit-II: Making of phrases • Making of phrases • Possessives and demonstratives • Phrases and prepositions • Making of positive and negative phrases, prepositional phrases • Present continuous and construction of phrases. • Adverbial phrases	10 hours
	Unit-III: Articles, Questions, Variables • Cardinal numbers • Indefinite articles, conjunction, muitos and its uses • Question with interrogatives • Demonstratives invariables and variables • Preposition of time, reflexive verbs and pronouns.	10 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers/ assignments/ presentations/self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Books for reference	Books for reference: 1. Coimbra Isabel & Coimbra Olga Mata; Portugues Sem Fronteiras, Vol.1, LIDEL EdicoesTecnicas, Lda. 2013 or later edition	
Course Outcomes:	At the end of the course, the learner will be able to: 1. Use basic communicative competencies (reading, writing, speaking and listening) in Portuguese language to engage in simple conversations.	

SEMESTER III

CORE COURSES

Name of the Programme : Bachelor of Business Administration
Course Code : MNA-200
Title of the course : Production Operations Management
Number of credits : 4
Effective from AY : 2026-27

Prerequisites for the course	Nil	
Course Objective	To equip the participants with the skills and techniques of Production and Operations Management in a Manufacturing and Service setup	
Contents	Unit I: Strategy, Products and Capacity Introduction to Operations and Supply Chain Management (OSCM) – Elements of OSCM, Distinguishing operations verses supply chain processes; Operations and Supply chain strategy – Competitive dimensions, Notion of Trade-offs, marketing – operations link; Design of Products and services – product development process, designing products and services; Project Management – organizing project teams and tasks, Network planning models Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT), Strategic Capacity Management- Capacity planning, evaluating capacity alternatives	15 Hours
	Unit II: Manufacturing and Service Processes Manufacturing processes – types and organization of manufacturing processes, Break-even analysis, process flow; Facility Layout – common layout formats, layout planning for manufacturing and services; Service processes- designing service organizations, different service design approaches; Process Design and Analysis – process analysis, types of processes, measuring process performance; Six sigma Quality – Total quality management, cost of quality, analytical tools for six-sigma	15 Hours
	Unit III: Supply Chain Processes Lean Supply Chains – lean production, Toyota production system, components of supply chain with lean focus, lean supply chain design principles, lean services; Logistics, Distribution and Transportation – decisions related to logistics, locating logistics facilities, plant location methods, locating service facilities; Global Sourcing and procurement – strategic sourcing, the Bullwhip effect, outsourcing, measuring sourcing performance	10 Hours
	Unit IV: Supply and Demand Planning Enterprise Resource Planning systems (ERP) – Understand ERP system, ERP and connection between functional units, supply chain planning and ERP; Forecasting – Time series analysis,	10 Hours

	Simple moving average and weighted moving average method; Sales and Operations Planning – sales and operations planning activities, aggregate operations plan, production planning strategies, aggregate planning techniques	
	Unit V: Supply and Demand Control Inventory Management – purposes of inventory, inventory costs, Inventory control system, Single period and multi-period inventory systems, P-Model, Q-model, price break model, ABC classification, inventory accuracy and cycle counting; Material Requirement Planning (MRP)– Master production scheduling, MRP structure, Bill of materials, MRP schedule; Workcenter scheduling – nature and importance of workcenters, job sequencing, priority rules and techniques, personnel scheduling in services.	10 Hours
Pedagogy	Lectures/tutorials/laboratory work/field work/outreach activities/project work/viva/seminars/ assignments/presentations (in topics incidental to syllabus)/self-study/case studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning	
References/ Readings	1. Aswathappa K. and Bhat K.S., ‘Production and Operations Management’, Himalaya Publishing House, 2021 or Latest Edition 2. Chary S.N., Production and Operations Management, McGraw Hill Education (India), 2019, or Latest Edition 3. Chase R.B., Shankar R., and Jacobs F.R. ‘Operations and Supply Chain Management’ Tata McGraw Hill, 2023, or Latest Edition 4. Chunawalla S.A. and Patel D.R., Production and Operations Management, Himalaya Publishing House, 2025, or Latest Edition 5. Panneerselvam R., Production and Operations Management, PHI Learning, 2017, or Latest Edition	
Course Outcomes	At the end of the course, the participants will be able to 1. Demonstrate understanding of the components of the operations in the supply chain 2. Evaluate the manufacturing/service process design 3. Apply lean concepts to manufacturing and service processes 4. Analyse scheduling problems using priority rules and more specialised techniques. 5. Create and evaluate an aggregate operations plan	

Name of the Programme : Bachelor of Business Administration

Course Code : MNA-201

Title of the Course : Financial Management

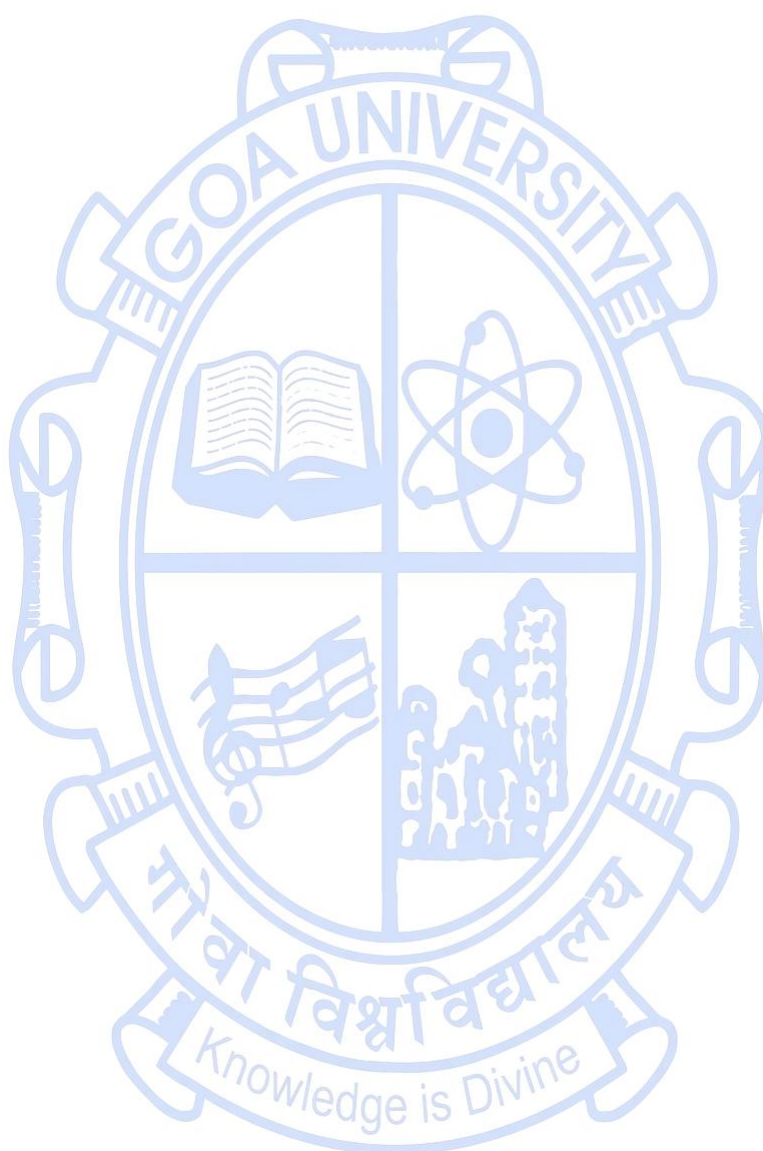
Number of Credits : 4

Effective from AY : 2026-27

Prerequisites for the Course	Nil	
Course Objective	To equip participants with skills in financial management tools for making business decisions	
Contents	Unit I: Introduction to Financial Management: Basics of Finance, Meaning of Finance, Nature and Scope of Financial Management, Importance of Financial Management in Business. Goals of Financial Management: Profit Maximisation v/s Wealth Maximisation, Time Value of Money (TVM) – Concept: Meaning and importance.	05 hours
	Unit II: Long-Term Financing: Introduction: Meaning and importance of long-term finance, Sources of Long-Term Finance, Equity Shares (Ordinary Shares), Preference Shares, Debentures, Term Loans. Cost of Capital: Concept, Meaning, and Importance in Financial Decisions. Components of Cost of Capital: Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Cost of Retained Earnings, Combined Cost of Capital, Weighted Average Cost of Capital (WACC), Capital Asset Pricing Model (CAPM). Dividend Policy: Meaning and Objectives, Practical Considerations in Dividend Policy, Stability of Dividend, Forms of Dividend.	15 hours
	Unit III: Financing Decisions (Capital Budgeting) Investment Decisions: Meaning and importance, Nature of Capital Budgeting. Capital Budgeting Evaluation Methods: Traditional Methods, Payback Period, Accounting Rate of Return (ARR), Discounted Cash Flow Methods (DCF), Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI). Comparison of Techniques: NPV vs IRR. Leverage Analysis: Operating Leverage, Financial Leverage, and Combined Leverage. Impact of the Leverage Effect on Profit and Risk Analysis: Analysing Alternative Financial Plans. Basic Practical Problems in Capital Budgeting and Leverage Calculations.	15 hours

	Unit IV Working Capital Management: Introduction to Working Capital: Meaning, Significance, Types (Gross & Net Working Capital), Determinants of Working Capital. Operating Cycle: Meaning and Stages of the Operating Cycle, Calculation of Operating Cycle, Estimation of Working Capital Requirements (Basic Practical Problems), Credit Management: Nature of Credit Policy, Objectives of Credit Policy. Credit Policy Variables, Credit Standards, Credit Period, Cash Discount, Credit Evaluation, Monitoring Receivables: Ageing schedule, Collection policies	15 hours
	Unit V: Short-Term Financing: Inventory Management: Meaning and nature of inventories, need for holding inventories, Objectives of Inventory Management, Inventory Control Techniques, Economic Order Quantity (EOQ), Reorder Point Modern Inventory Approaches ABC Analysis, Just in Time (JIT) Outsourcing. Computerised Inventory Control Systems. Basic Practical Problems (EOQ and Reorder Level calculations). Cash Management: Meaning and facets of cash management. Motives for holding cash, Cash Planning, Cash budgets, Cash Control, managing cash collections and disbursements, investing surplus cash in marketable securities and managing deficits.	10 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	1. Chandra P., Financial Management: Theory and Practice, Tata McGraw-Hill, 2022 or Latest Edition 2. Khan M. Y. and Jain P. K., Financial Management: Text, Problems and Cases, McGraw Hill Education, 2022 or Latest Edition 3. Pandey, I. M., Financial Management, Pearson India Education Services, 2025 or Latest Edition 4. Paramasivan, C. and Subramaniam, T., Financial Management, New Age International Pvt. Ltd., 2022 or Latest Edition 5. Ross, Stephen A., Westerfield, Randolph W. and Jordan, Bradford D., Fundamentals of Corporate Finance, Tata McGraw-Hill, 2023 or Latest Edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of the objectives of financial management and the impact of time on it. 2. Evaluate various sources of long-term sources of finance and the level of leverage to the firm. 3. Evaluate projects using capital budgeting techniques.	

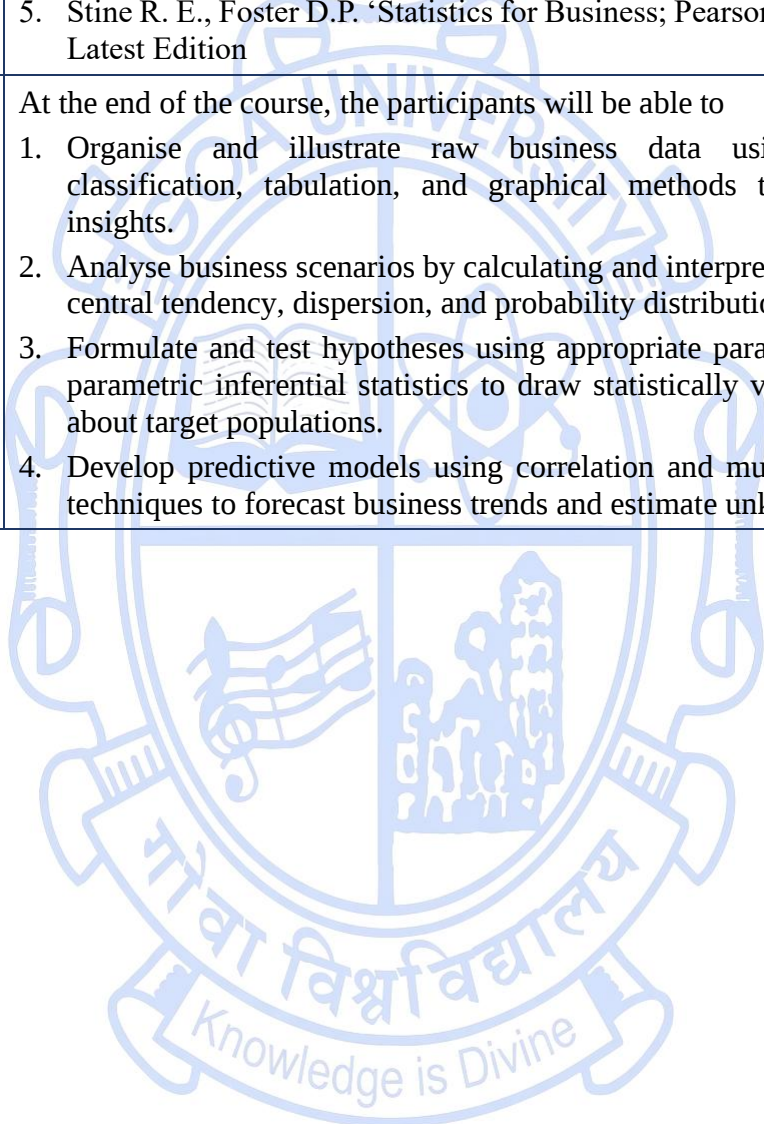
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| | <ol style="list-style-type: none">4. Analyse the operating cycle, determine the working capital requirements for a firm and employ techniques of inventory management.5. Evaluate the management of cash and inventory |
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Name of the Programme : Bachelor of Business Administration
Course Code : MNA-202
Title of the course : Business Statistics
Number of credits : 4
Effective from AY : 2026-27

Pre requisites for the course	Nil	
Course Objective	To equip participants to identify business research situations requiring statistical analysis and to use such analysis to arrive at conclusions and make decisions.	
Contents	Unit I: Classification and Tabulation of Data Introduction to Statistics, Grouping and displaying data, difference between sample and population, converting raw data to useful information, construction of data arrays and frequency distribution, graph frequency distribution with histograms, polygons and ogives	10 Hours
	Unit II: Descriptive Statistics and Probability Measures of central tendency and dispersion in frequency distribution – mean, median, mode, variance, standard deviation, Relative dispersion, Probability & Probability distributions – Theorems and types of probabilities; Discrete and continuous probability distributions- Binomial, Poisson and Normal probability distributions	15 Hours
	Unit III: Inferential Statistics Sampling and sampling distributions – random and non-random sampling, relationship between sample size and standard error. Estimation – point and interval estimates, Interval estimates and confidence interval, Testing of hypotheses –tests of means and proportions.	15 Hours
	Unit IV: Non-Parametric Tests and Analysis of Variance Chi-square and Analysis of variance - Chi-Square test of independence, Chi-Square test of goodness of fit, Analysis of variance. Non-parametric methods, The sign test for paired data, Rank sum test, Rank correlation.	10 Hours
	Unit V: Predictive statistics Simple regression and Correlation -Estimation using the regression line, Correlation analysis, and multiple regression.	10 Hours
Pedagogy	Lectures/tutorials/laboratory work/field work/outreach activities/project work/viva/seminars/ assignments/presentations (in topics incidental to syllabus)/self-study/case studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning	

References/ Readings	1. Aczel A.D., Sounderpandian J; Saravanan P., Complete Business Statistics, Tata McGraw–Hill Publishing Company Limited, 2017 or Latest Edition. 2. Levine D. M.; Stephan D.F.; Szabat K. A., Statistics for Managers Using Microsoft Excel, Pearson Education, 2018 or Latest Edition 3. Levine D. M.; ‘Statistics for Managers’; Prentice Hall of India Private Ltd., 2020 or Latest Edition 4. Srivastava T. N. and Rego S., Statistics for Management, Tata McGraw Hill Education Private Limited, 2016 or Latest Edition 5. Stine R. E., Foster D.P. ‘Statistics for Business; Pearson, India, 2020, or Latest Edition
Course Outcomes	At the end of the course, the participants will be able to 1. Organise and illustrate raw business data using appropriate classification, tabulation, and graphical methods to extract basic insights. 2. Analyse business scenarios by calculating and interpreting measures of central tendency, dispersion, and probability distributions. 3. Formulate and test hypotheses using appropriate parametric and non-parametric inferential statistics to draw statistically valid conclusions about target populations. 4. Develop predictive models using correlation and multiple regression techniques to forecast business trends and estimate unknown variables.

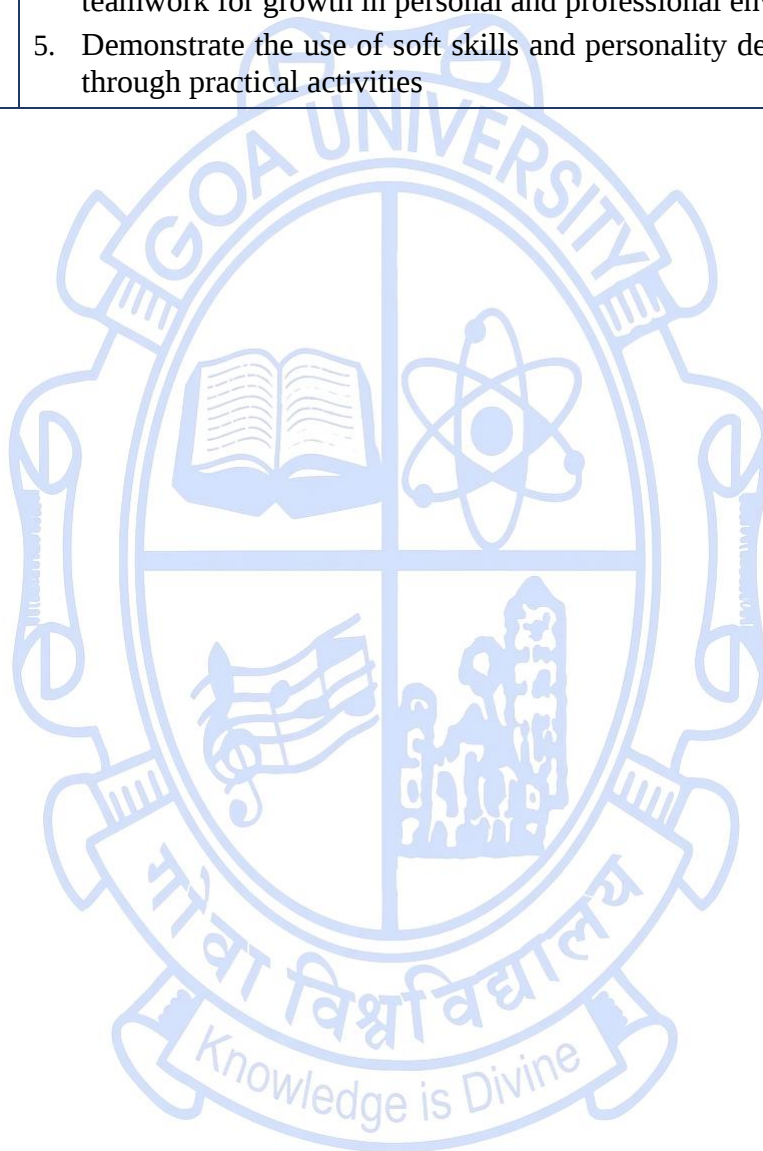


Name of the Programme : Bachelor of Business Administration
Course Code : MNA-241
Title of the Course : Soft Skills and Personality Development
Number of Credits : 3T+1P
Effective from AY : 2026-27

Pre-requisites for the Course	Nil	
Course Objectives	To equip participants with soft skills training for self-development	
Content	Unit I: Introduction to Soft Skills and communication skills Soft Skills: Meaning and Importance Types of soft skills: Self-Management Skills, Communication Skills, Leadership Skills, Negotiation Skills, Presentation Skills, Life Skills, Time Management Skills, Social Skills, Stress Management, and Creative Thinking; Importance of Soft Skills in business, Role of Soft Skills in Personal and Professional Life. Communication skills: Meaning, purpose and process of communication, key elements of communication, characteristics of communication, tools of communication, Verbal communication: listening and speaking skills Nonverbal communication: Understanding nonverbal communication, its functions, and types (kinesics, haptics, paralanguage, proxemics, chronemics, sign language, silence). Body Language: Postures and gestures, Barriers to communication, overcoming barriers.	15 hours
	Unit II: Corporate Etiquette, Time Management and interpersonal relationships Social and corporate etiquette: Meaning, types, importance and impact of social and corporate etiquette, Etiquette at interviews and Resume writing etiquette, Developing trust and integrity in humans. Time Management: Meaning, importance of Time management, Team Building: Meaning of Teamwork and Team Building, Importance of Teamwork and Team Building, Conflict Resolution Techniques, stress management Interpersonal relationships: Understanding people, Importance and types of interpersonal relationships, emotional intelligence.	15 Hours
	Unit III: Introduction to Personality Development and Self-Development	15 Hours

	Personality Development: Meaning, Gordon Allport and Sigmund Freud's Definition of Personality, Types of Personality, Personality Traits, Factors that Determine Personality, Five-Factor Model of Personality, How to Develop One's Personality, Importance of Personality Development, Tips for Personality Development Self-Development: Meaning, importance, developing potential and self-actualisation; Strengths, Weaknesses, Opportunities, Challenges analysis (SWOC), learning to maximise success using SWOC, how to do a personal, Goal Setting: Types of goals, importance of goal setting, Specific, Measurable, Achievable, Realistic, Timebound (SMART) goals	
	UNIT IV: PRACTICAL I • Verbal communication: Listening and speaking exercise between students • Nonverbal communication: students watch a speech/interview and identify the different nonverbal behaviour • Roleplays on communication barriers • Stress management: Stress Diary and stress techniques used	15 Hours
	UNIT V: PRACTICAL II • Use of time management application/planner for scheduling tasks • Roleplays on corporate etiquette • Personality assessments to measure type of personality • Personal SWOC chart • Goal vision board/ charts activity, Setting SMART goals	15 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field visit/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive to enable peer-to-peer learning.	
References/ Readings	1. Butterfield J., Soft Skills for a Digital Workplace (Written Communication), Cengage Learning India, 2023 or Latest Edition 2. Dorch P. What Are Soft Skills? New York: Executive Dress Publisher, 2013 or Latest Edition 3. Kumar S. and Lata P., Communication Skills, Oxford University Press 2018 or Latest Edition 4. Mitra B.K., Personality Development and Soft Skills, Oxford University Press, 2016 or Latest Edition 5. Soryan R., Soft Skills, S.K. Kataria & Sons, 2025 or Latest Edition	

Course Outcomes	At the end of the course, participants will be able to 1. Demonstrate understanding of the concept, types, and importance of soft skills and their role in personal and professional development. 2. Apply social and corporate etiquette in professional settings, including interviews and workplace interactions. 3. Analyse personality traits and factors influencing personality development and improve interpersonal relationships. 4. Apply self-development techniques like time management and teamwork for growth in personal and professional environment. 5. Demonstrate the use of soft skills and personality development skills through practical activities
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SEMESTER IV

Core Courses

Name of the Programme : Bachelor of Business Administration

Course Code : MNA-203

Title of the course : Business Research Methodology

Number of credits : 4

Effective from AY : 2026-27

Prerequisites for the course	Nil	
Course Objective	To equip the participants with skills to locate problem areas in organisational settings, and plan, organise, design, and conduct research to help solve the identified problems	
Contents	Unit I: Introduction to Business Research Research in business – What is research, Types of research, strategy, Process of research, Research Applications in Business decisions Features of good research study, Ethics in Research, Formulation of the Research problem and development of hypothesis, The scientific thought (inductive and deductive), Defining and formulation of Research Problem, Literature review and concept mapping, Theoretical foundation and model building	10 Hours
	Unit II: Design of Business Research Research design- the nature of research design, formulation of the research design, classification of Research design; Experimental research design - Generalization in Research, credibility, validity and reliability, Secondary data collection methods – classification of secondary data; Qualitative Research Methods - process, methods, experience survey, focus groups, descriptive studies, case study, observation method, qualitative verses quantitative research, meaning of mixed methodology	15 Hours
	Unit III: Data Collection Measurement and scaling – Types of measurement scale, classification of scales, measurement error and scale; Questionnaire and instrument design, criteria for designing, Design procedure, types of questions, physical characteristics of the questionnaire; Sampling Considerations – Sampling concepts, sampling design, calculation of sample size	15 Hours
	Unit IV: Analysis and Presentation of Data Quantitative Analysis – Basic statistical techniques, Organising, describing, analysing relationships, prediction, and testing of hypotheses, Use of Computer software in data	20 Hours

	analysis. Report Writing – Writing a good report, critical elements of a report, stylistic elements, formatting	
Pedagogy	Lectures/tutorials/laboratory work/field work/outreach activities/project work/viva/seminars/ assignments/presentations (in topics incidental to syllabus)/self-study/case studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning	
References/ Readings	1. Chawla, D. and Sondhi, N., Research Methodology: Concepts and Cases, Vikas Publishing House, 2020 or Latest Edition 2. Cooper, D. R. and Schindler, Pamela S., Business Research Methods, Tata McGraw-Hill, New Delhi, 2019 or Latest Edition 3. Sachdeva, J. K., Business Research Methodology, Himalaya Publishing House, 2019 or Latest Edition 4. Srivastava, T. N. and Rego, S., Business Research Methodology, Tata McGraw-Hill Education Private Limited, New Delhi, 2018 or Latest Edition 5. Zikmund, W.G., Babin, B.J., Carr, Jon C. and Griffin, Mitch, Business Research Methods, Cengage Learning, 2021 or Latest Edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of the relevance and role of research in business and formulate the research problem. 2. Develop the framework/design and a well -designed questionnaire with appropriate use of measurement scaling 3. Develop an appropriate sampling design and undertake research 4. Analyse and interpret the results and present them as a report appropriate for decision making.	

Name of the Programme : Bachelor of Business Administration

Course Code : MNA-204

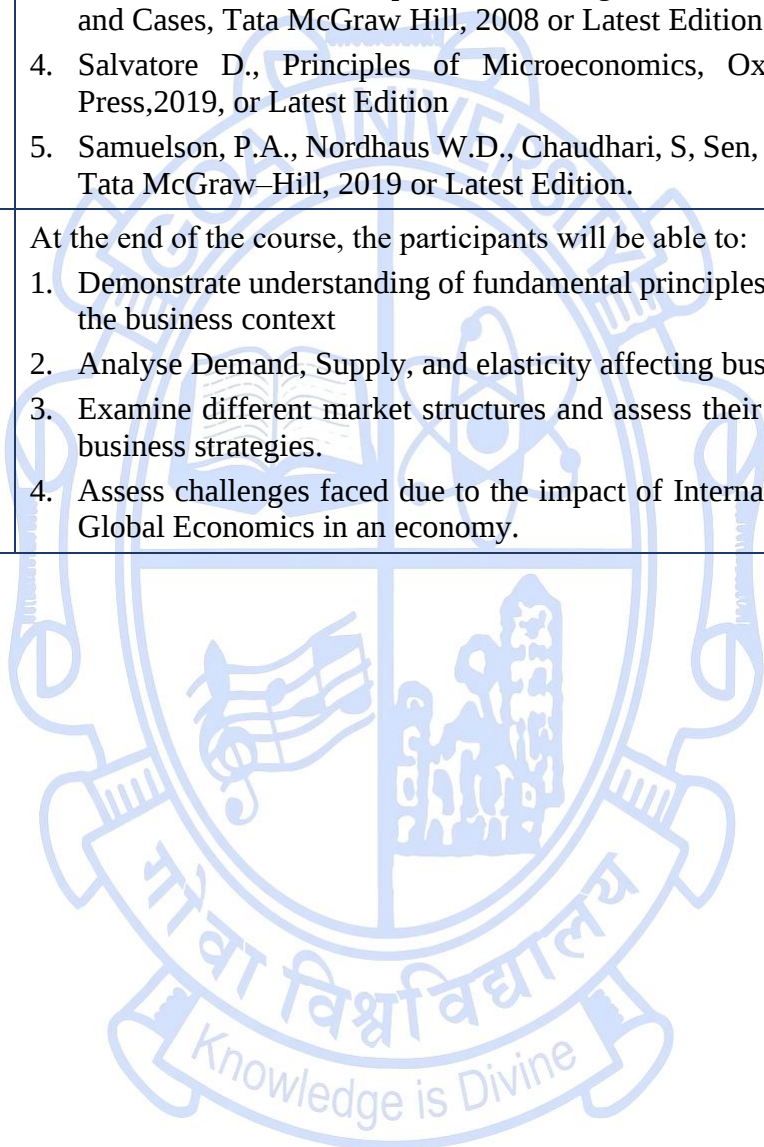
Title of the Course : Economics for Management

Number of Credits : 4

Effective from AY : 2026-27

Prerequisites for the Course	Nil	
Course Objective	To equip participants to understand and apply fundamental principles of economics in the business context, in decision-making and overall business performance.	
Contents	Unit I: Introduction to Economics and Basic Economic Principles Ceteris paribus, the invisible hand theory, importance of Economics, Normative and Positive economics, Micro v/s Macro, Scarcity and Choice, Rationality, Basic Economic Concepts: types of cost, behaviour of costs, price, output, profit, economies of scope and scale, opportunity cost, marginal analysis, The Circular Flow Model.	10 Hours
	Unit II: Demand, Supply and Elasticity Meaning of Demand and its determinants, Law of Demand, Exceptions, Law of Supply, Equilibrium, Demand function and demand forecasting, Concept of Elasticity, Types of Elasticity and Types of Demand elasticities, Marginal Analysis, Utility analysis and indifference curve, approach, applications to Business Decision Making	10 Hours
	Unit III: Overview of Market Structures Perfect Competition, Monopoly, Duopoly, Oligopoly, Monopolistic Competition, Price output decision making, Implications for Business Strategy, Game theory.	10 Hours
	Unit IV: Introduction to Macroeconomics and Key Indicators National income and Gross Domestic Product (GDP); Gross National Product (GNP); Net National Product (NNP); Per capita income; Inflation; Unemployment; Underemployment; Business cycles and their impact on firms. Role of fiscal and monetary policy. Growth v/s Development, Indicators for both.	20 Hours
	Unit V: International Trade and Global Economics Types of Economies, Globalization v/s Protectionism, Comparative Advantage, Trade Barriers, Exchange Rates, Global Economic Institutions	10 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-	

	study/ case Studies etc., or a combination of some of these. Sessions shall be interactive to enable peer-to-peer learning.
References/ Readings	1. Dwivedi, D.N., Macroeconomics – Theory and Policy –Tata McGraw-Hill, 2016, or Latest Edition. 2. Mithani, D. M., ‘Managerial Economics’, Himalaya Publishing, 2019, or Latest Edition 3. Mote V.L., Paul, S., Gupta, G.S., Managerial Economics – Concepts and Cases, Tata McGraw Hill, 2008 or Latest Edition 4. Salvatore D., Principles of Microeconomics, Oxford University Press, 2019, or Latest Edition 5. Samuelson, P.A., Nordhaus W.D., Chaudhari, S, Sen, A; ‘Economics’; Tata McGraw–Hill, 2019 or Latest Edition.
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of fundamental principles of economics in the business context 2. Analyse Demand, Supply, and elasticity affecting businesses. 3. Examine different market structures and assess their implications for business strategies. 4. Assess challenges faced due to the impact of International Trade and Global Economics in an economy.



Name of the Programme : Bachelor of Business Administration

Course Code : MNA-205

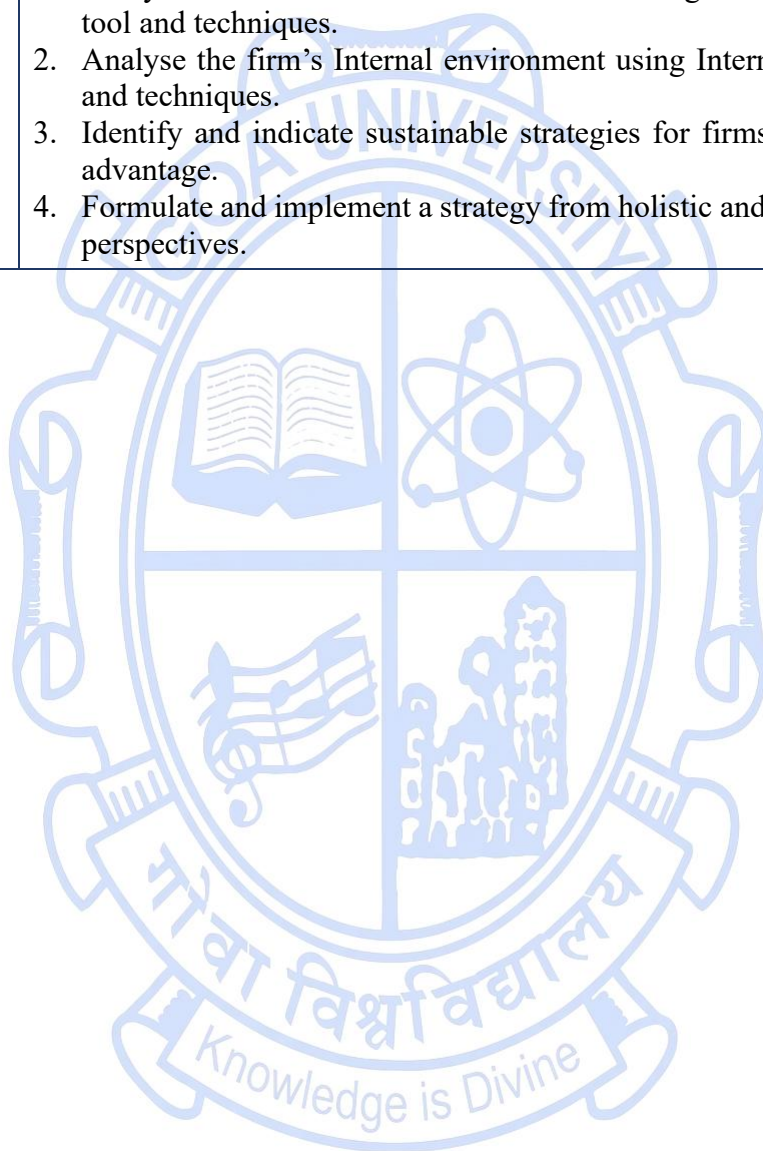
Title of the Course : Strategic Management

Number of Credits : 4

Effective from AY : 2026-27

Pre requisites for the Course	Nil	
Course Objective	To equip participants with the skills to identify and make strategic decisions within the organisation.	
Contents	Unit I: Introduction Basic concepts, Nature of strategic management: key terms, benefits and pitfalls, Dimensions of Strategic management, Strategy v/s Tactics, Strategic management process, Vision and Mission statements,	5 Hours
	Unit II: Strategic Analysis External environment: Forces impacting the external environment; application of Porter's 5 Forces model; and Political, Economic, Social, Technological, Environmental (PESTLE) Analysis in evaluating the External Environment.	15 Hours
	Unit III: Strategic Analysis Internal environment: Forces impacting the internal environment; application of the Resource-Based View (RBV) model; and the Value, Rarity, Imitability, and Organisation (VIRO) Model in evaluating the internal Environment.	15 Hours
	Unit IV: Competitive Positioning & Strategic Implementation: Competitive advantage, Generic strategy: Analysis of various strategic choices, Strategy formulation framework, Resource planning, managing resistance, and operational, Human resource, marketing, finance, R&D and MIS issues	15 Hours
	Unit V: Strategic Evaluation, Control and Innovation Organisation structure, Leadership and Culture, conflict & challenges, Strategy review, Evaluation and Control, Innovation and Entrepreneurship	10 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ case Studies etc., or a combination of some of these. Sessions shall be interactive to enable peer-to-peer learning.	
References/ Readings	1. David, F.R., Strategic Management cases and concepts; Pearson Education New Delhi, 2024 or Latest Edition. 2. Hill, CW. L.; Schilling, M.A.; Jones, G. R., Strategic Management: Theory & Cases, Cengage Learning, 2023 or Latest Edition.	

	3. Hitt, H., Ireland, Management of Strategy -Concepts and Cases, Cengage learning, 2017 or Latest Edition. 4. Kazmi, A., Strategic Management and Business Policy, McGraw-Hill, 2020 or Latest Edition. 5. La Pearce, J.A., Robinson, R.B. & Mittal, A., ‘Strategic Management: Formulation, Implementation and Control’, Tata McGraw-Hill Publishing Company, 2017, or Latest Edition.
Course Outcomes	At the end of the course, the participants will be able to: 1. Analyse the firm’s External environment using the external analysis tool and techniques. 2. Analyse the firm’s Internal environment using Internal analysis tools and techniques. 3. Identify and indicate sustainable strategies for firms for competitive advantage. 4. Formulate and implement a strategy from holistic and multi-functional perspectives.



Name of the Programme : Bachelor of Business Administration

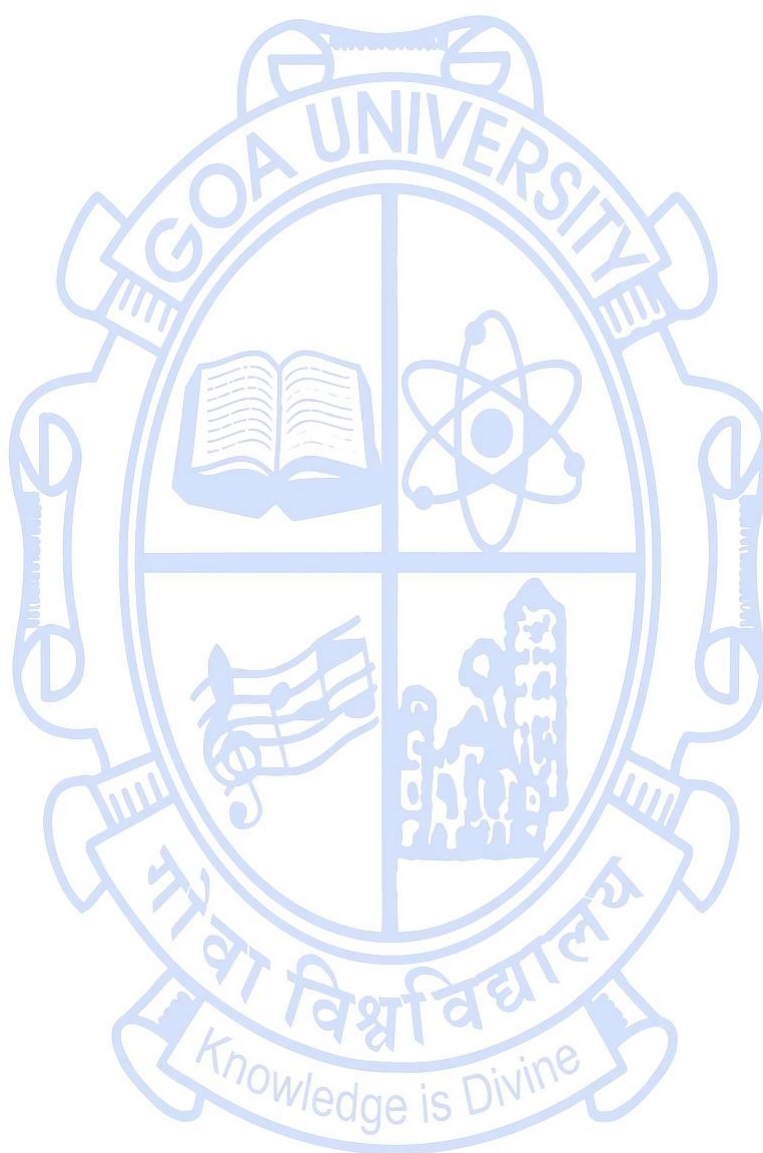
Course Code : MNA-206

Title of the course : Case Analysis

Number of credits : 2

Effective from AY : 2026-27

Prerequisites for the course	Nil	
Course Objective	To equip participants with the competence to analyse managerial situations and arrive at solutions that can be implemented, using knowledge and frameworks integrated from various courses.	
Contents	Unit I: Identification of Problem Identification of the protagonist (decision maker), problems/ decision areas in the case, Major and minor problems, identification of theoretical concepts applicable in the given case	10 Hours
	Unit II: Identification of Alternatives Identify the alternative solutions available to the organisation, with reference to its long- and short-term objectives.	10 Hours
	Unit III: Evaluation of Alternatives and Arriving at a Solution. Evaluation of alternative solutions by identifying the criteria for evaluation, selecting the optimum solution with justification.	10 Hours
Pedagogy	Lectures/tutorials/laboratory work/field work/outreach activities/project work/viva/seminars/ assignments/presentations (in topics incidental to syllabus)/self-study/case studies, etc., or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning	
References/ Readings	1. Kanore, L., Mastakar, P., Indian Business Case Studies Volume III (Indian Business Case Studies, 3), 2022 or latest edition 2. Kunte B., Tumuluri S., Pawar V.P., Indian Business Case Studies Volume II: 2 (Indian Case Studies in Business Management, 2022 or Latest Edition 3. Pachpande, A., Kulkarni, J.A., Pachpande S.; Indian Business Case Studies Volume I (Indian Case Studies in Business Management 2022 or Latest Edition 4. Schmidt, M.J., Business Case Essentials, Solution Matrix Ltd, 2020 or latest edition. 5. Yin R., Case Study Research: Design and Methods, Sage Publications, 2014 or latest edition	
Course Outcomes	At the end of the course, participants will be able to 1. Identify the core and peripheral problems in the given case. 2. Identify relevant theoretical concepts to be applied to the case. 3. Design and suggest alternative solutions. 4. Evaluate alternatives and recommend an optimal solution.	



SKILL ENHANCEMENT COURSES

Name of the Programme : Bachelor of Business Administration

Course Code : MNA-242

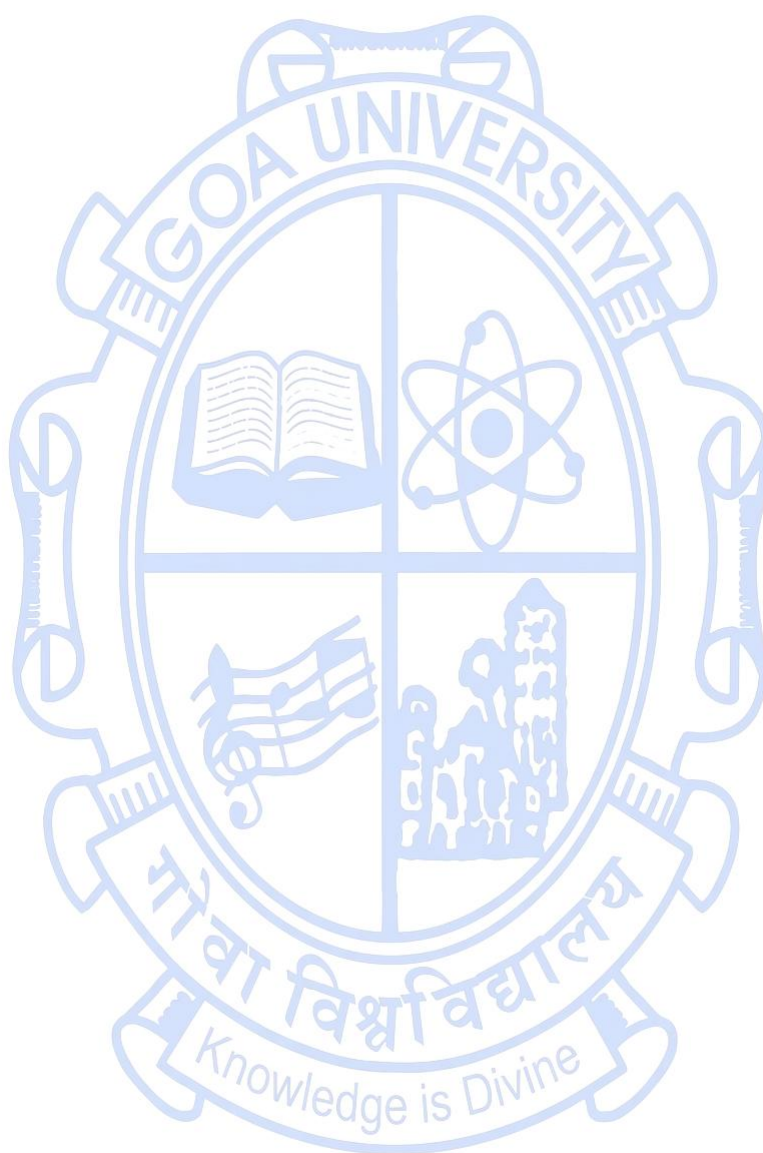
Title of the Course : Interview Facing Skills

Number of Credits : 1T+1P

Effective from AY : 2026-27

Pre-requisites for the course	Nil	
Course Objective	To equip the participants to face entry-level selection processes of organisations and to obtain feedback from the industry/ employers on the extent of their competence development.	
Content	Unit I: Pre-Interview Preparation Overview of the Job Market, Researching Industries, and Companies, Job Search Strategies. Identifying career goals and interests, self-assessment and skills inventory, selection procedures such as Group discussions and assessment centres. Importance of crafting an impressive Resume, cover letters and interviews: Resume Content and Types of Resumes and Cover Letters. Meaning and Purpose of an interview, Types of Interviews, Common Interview Questions, approaches to interviewing, use of technology in interviews, Know the company, Incorporating Technology for Resume Enhancement	5 hours
	Unit II: During an Interview Professional Etiquette: Dressing, First Impressions, Body Language, Interview Etiquette, Interview Content and process, Artificial Intelligence in interviews, note taking	5 hours
	Unit III: Post Interview Feedback post interview strategies, follow-up strategies after interviews, negotiating job offers, using career development resources, Utilizing Networking tools and building a professional network.	5 hours
	Unit IV Practical I Self-assessment exercises for identifying strengths, weaknesses, interests, and career goals, Skills inventory and employability assessment activities, Research on industries, companies, and job roles using online resources, Job search strategies using job portals, Preparation of chronological, functional, and targeted resumes, Drafting professional cover letters and job application emails. Group discussion practice on business and current affairs topics Practice of common interview questions and self-introduction techniques, mock interview simulations, LinkedIn profile	15 hours

	generation, Online portfolio generation	
	Unit V Practical II Professional etiquette, grooming, and formal dressing practice, first impression management and workplace behaviour exercises, Body language, eye contact, voice modulation, and confidence-building activities, Practice sessions on skill-based and situational interview questions, feedback from peers and faculty, Salary negotiation role plays and communication exercises. Writing professional follow-up emails and thank-you messages, feedback analysis and post-interview reflection exercises, negotiating job offers and understanding employment terms, networking activities and professional relationship-building exercises.	15 hours
Pedagogy	Lectures/ Tutorials/Mock Interviews with Executives from Industry/Field Visit to job fairs/Industry/Executive Interaction /field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self- study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Bolles R.N, What Color Is Your Parachute? Ten Speed Press, 2021 or Latest Edition 2. Dalton S., "The 2-Hour Job Search", Ten Speed Press, 2020 or Latest Edition 3. Guido, A. Byrne, J.A. Interview Hero, How to Ace Your Interviews, Find Your Voice, and Direct the Narrative of Your Life, 2018 or Latest Edition 4. Papalia, A. Interviewology: The New Science of Interviewing, Harper Business, 2024 or latest edition. 5. Suman, A.M., "Interview Facing Skills" Himalaya Publishing House. 2023 or Latest Edition.	
Course Outcomes	At the end of the course, the participants will be able to: 1. Identify personal career goals through self-assessment and skills inventory. 2. Prepare professional job application documents 3. Apply professional etiquette, communication skills, and appropriate body language to perform effectively during interviews 4. Utilise post-interview strategies such as feedback analysis, follow-up communication, salary negotiation, and develop professional networks through online portfolios and networking platforms.	



Name of the Programme : Bachelor of Business Administration
Course Code : MNA-243
Title of the Course : Artificial Intelligence Skills and Tools
Number of Credits : 2P
Effective from AY : 2026 – 27

Prerequisites for the Course	Nil	
Course Objective	To equip students with the skills to effectively use Artificial Intelligence tools for productivity, communication, content creation, and decision-making in academic and business contexts through hands-on applications.	
Contents	Unit I: Exploring AI Tools for Everyday Productivity: Exploring AI tools for academic and business use, understanding capabilities and limitations through hands-on interaction, comparing outputs across tools for tasks such as information retrieval, summarization and basic content generation, using AI tools for planning, scheduling and information organization, interacting with text and image-based tools, identifying appropriate tool selection for different use cases, recognizing errors, inconsistencies and bias in outputs, understanding safe and responsible usage including data privacy and prompt hygiene, exploring platforms for discovering AI tools and applications across domains, exposure using ChatGPT, Perplexity, Google Lens and exploratory platforms such as AIEexploria	10 hours
	Unit II: AI for Writing, Communication and Knowledge Work: Designing and refining prompts for communication tasks, generating emails, reports, blogs and business documents, editing, paraphrasing and improving clarity and tone, summarizing documents and extracting insights, synthesizing information from multiple sources, generating structured outputs such as tables and FAQs, performing basic text analysis including sentiment and categorization, adapting and translating content for different audiences, designing conversational scripts and interaction flows, developing workflows for writing, note-making and knowledge management, evaluating and improving outputs through iterative prompting Recommended tools: ChatGPT, Grammarly, QuillBot, Notion AI, Perplexity, Notebook LM, Google Translate and Gmail Smart Compose	30 hours
	Unit III: AI for Visual Communication and Content Creation: Creating visual content such as posters, infographics, presentations and social media creatives, generating and modifying images for communication purposes, editing images including background removal and layout	10 hours

	adjustments, applying templates, layouts and colour schemes for consistent design, developing visual storytelling content, extracting and reusing information from images, applications in marketing and business communication Recommended tools: Canva, Beautiful.ai, Google Lens and Google Slides	
	Unit IV: AI for Automation, Productivity and Decision Support: Automating routine tasks such as emails, reminders and scheduling, creating workflows connecting applications, generating reports from structured inputs, building rule-based decision flows, designing chatbot-style interactions, integrating AI tools to improve efficiency in workflows	10 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	1. Abshire B. and LeMaire, C., AI for Everyday IT: Accelerate Workplace Productivity, Manning Publications, 2025 or Latest edition 2. Goss,K., Automate It with Zapier and Generative AI, Packt Publishing Limited, 2023 or Latest Edition 3. Greenwood, M. Artificial Intelligence: A Practical Guide to Using AI in Everyday Life, Ochreland Publishing, 2026 or Latest Edition 4. Marr B., and Ward M., Artificial Intelligence in Practice, Wiley, 2019 or Latest Edition 5. Traskar, J. Canva AI 2026 Made Simple for Beginners: A Comprehensive Guide to Mastering AI-Powered Design, Smart Workflows, and Creating Interactive Social Media Content, Kindle Direct Publishing, 2026 or Latest Edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Apply AI tools for productivity tasks such as planning, summarization, and organization 2. Create and refine communication and content using AI tools 3. Develop visual communication artifacts using AI tools 4. Design simple workflows and automation solutions using AI tools	

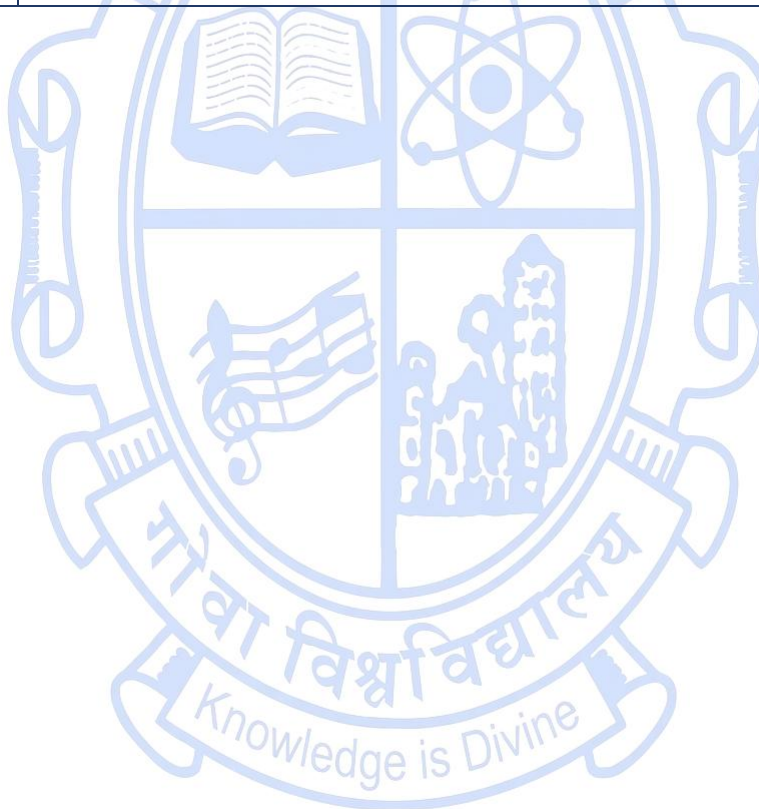
SEMESTER V

CORE COURSES

Name of the Programme : Bachelor of Business Administration
Course Code : MNA-300
Title of the Course : Management Accounting
Number of Credits : 4
Effective from AY : 2026 – 27

Prerequisites for the Course	Nil		
Course Objective	To equip the participants with Management Accounting skills to make managerial decisions.		
Contents	Unit I: Introduction to Managerial Accounting Managerial Accounting: Definition, Nature, Scope, Objectives, Functions, Advantages and Limitations, Relevance for Decision-Making, Distinction Between Financial Accounting, Cost Accounting and Management Accounting	5	hours
	Unit II Cost concepts Cost concepts, Elements of cost, Cost control, Cost information, Traditional cost management systems, Unit costing, Job Costing, Batch Costing, Process Costing, Operating Costing	20	hours
	Unit III: Budgeting and Marginal Costing Budgetary Control: Nature, Scope, Objectives, Functions, Process of Preparation of Budgets, Purchase Budgets, Production Budgets, Sales Budgets, Flexible Budgets. Marginal Costing, Advantages and Limitations. Break-Even Analysis: Cost-to-Sales Ratio, Profit Volume Ratio, Contribution, Margin of Safety, Angle of Incidence.	20	hours
	Unit IV: Standard Costing and Variance Analysis Standard Costing and Variance Analysis- Meaning, Definition, Advantages, Types of Variances, Material Cost Variance, Labour Cost Variance, Interpretation of Variances: Interrelationship, Significance.	15	hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ case Studies etc., or a combination of some of these. Sessions shall be interactive to enable peer-to-peer learning.		

Suggested Readings	1. Arora, M. N. A textbook of cost and management accounting, S. Chand & Company. 2021 or Latest Edition 2. Dubey, M. N. Management Accounting: Principles & applications. Tata McGraw-Hill Education. 2019 or Latest edition 3. Khan, M. Y., & Jain, P. K., Management Accounting, Tata McGraw-Hill Education. 2021 or Latest edition. 4. Mahajan, V. P., & Sharma, T. K. , Management Accounting with a focus on Indian industries. Vikas Publishing House Pvt Ltd. 2020 or latest edition 5. Ray, S. K.& Mitra, N., Advanced management accounting & control systems. New Age International Publishers. 2023 or Latest edition
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of different types of costing systems 2. Apply various methods of costing in organisations. 3. Prepare budgets for an organisation and analyse them to draw meaningful conclusions 4. Take managerial decisions considering the impact of costs on the operations of an organisation



Name of the Programme : Bachelor of Business Administration (BBA)

Course Code : MNA-301

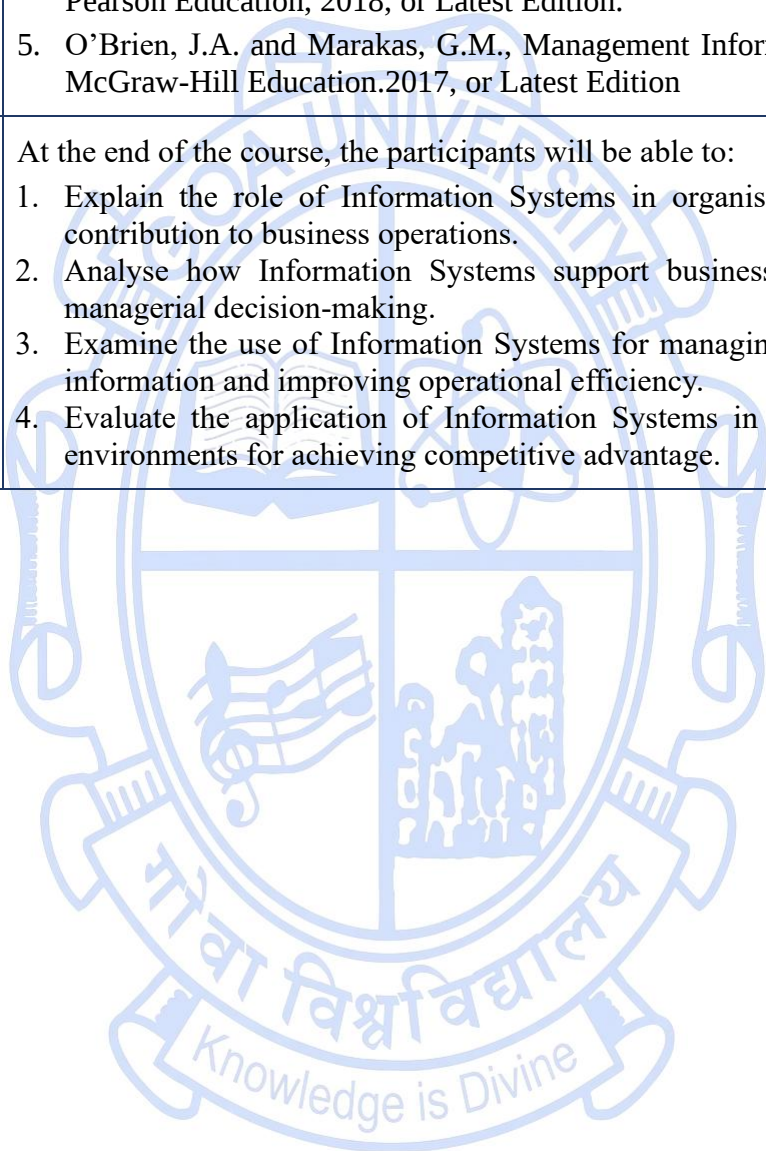
Title of the Course : Management Information Systems

No. of Credits : 4

Effective from AY : 2026–27

Prerequisites for the Course	Nil	
Course Objectives	To equip the participants to understand the role and applications of Information Systems in supporting business processes, managerial decision making, and digital business operations in modern organisations.	
Content	Unit I: Foundations of Information Systems Role of Information Systems in organisations; Data, information and knowledge; Components of Information Systems; Business processes and their relationship with Information Systems; Types of Information Systems – Transaction Processing Systems (TPS), Management Information Systems (MIS), Decision Support Systems (DSS), and Executive Support Systems (ESS).	15 hours
	Unit II: Information Systems, Organizations and Strategy Relationship between organisations and Information Systems; Impact of Information Systems on business firms; Strategic use of Information Systems; Information Systems for competitive advantage; Digital collaboration and business platforms in organisations.	15 hours
	Unit III: Enterprise Systems and Data Management Enterprise applications and business integration; Enterprise Resource Planning (ERP); Supply Chain Management (SCM); Customer Relationship Management (CRM); Data management in organisations; File system versus database approach; Database Management Systems (DBMS) and introduction to Business Intelligence.	15 hours
	Unit IV: Digital Business, E-Commerce and Security Internet and digital platforms in business; Overview of E-Commerce and its models; Mobile commerce and digital payment systems; Ethical and social issues in Information Systems; Cybercrime, privacy concerns, and protection of information resources.	15 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive to enable peer-to-peer learning.	

References/ Readings	1. Girdhar Joshi, Management Information Systems, Oxford Higher Education, 2013 or Latest Edition 2. Jawadekar W., Dubey S., Management Information System: Text and Cases, McGraw-Hill Education.2020, or Latest Edition 3. Kelly Rainer, Brad Prince & Hugh Watson, Management Information Systems : Moving Business Forward Wiley India Edition, 2015 or Latest Edition 4. Laudon, K.C. and Laudon, J.P., MIS: Managing the Digital Firm, Pearson Education, 2018, or Latest Edition. 5. O'Brien, J.A. and Marakas, G.M., Management Information Systems, McGraw-Hill Education.2017, or Latest Edition
Course Outcomes	At the end of the course, the participants will be able to: 1. Explain the role of Information Systems in organisations and their contribution to business operations. 2. Analyse how Information Systems support business processes and managerial decision-making. 3. Examine the use of Information Systems for managing organisational information and improving operational efficiency. 4. Evaluate the application of Information Systems in digital business environments for achieving competitive advantage.



DISCIPLINE SPECIFIC ELECTIVE COURSES

Name of the Programme : Bachelor of Business Administration
Course Code : MNA-361
Title of the Course : Consumer Behaviour
Number of Credits : 4
Effective from AY : 2026-27

Prerequisites for the Course	Nil	
Course Objective	To equip participants to analyse the impact of consumer decisions on marketing strategies.	
Contents	Unit I: Introduction Market Analysis Components, Consumers, Company, The Competitors, Nature of Consumer Behaviour, Consumer Behaviour theories, External Influences, Internal Influences, Self-Concept and Lifestyle, Consumer Decision Process, Organizations and Regulation, The Meaning of Consumption. Variations in Cultural Values, Other-Oriented Values, Environment-Oriented Values, Self-Oriented Values, Cultural Variations in Nonverbal Communication, Global Cultures, A Global Youth Culture	15 hours
	Unit II: External and Internal Influences Motivation as a psychological force, needs, goals, positive and negative motivation, dynamics of motivation, types and systems of needs. Theories of personality, brand personality, self-image. Consumer perception, elements and dynamics of perception. Elements of consumer learning, behavioural learning theories, cognitive learning theory. Consumer attitude formation and change, attitude formation, change, strategies of attitude change. Culture and its influence, enculturation and acculturation. Subculture and consumer behaviour, subculture and consumer behaviour Nationality, religion, age, subculture. Cross culture and consumer analysis. Types of groups, Consumption Subcultures, Brand Communities, Online Communities and Social Networks, Reference Group Influences on the Consumption Process, the Nature of Reference Group Influence, Degree of Reference Group Influence.	15 hours
	Unit III: Consumer Decision Making problem solving, routinised response behaviour, models of consumer, four views of consumer decision making, economic, passive, cognitive and emotional view. Model of consumer decision making, Input, process and output.	15 hours

	Unit IV: Organisational Buying Behaviour Definition, characteristics, buying situations, major influences on business buyers, the buying process, need recognition, definition, characteristics and quantity needed, development of product specification, search and qualification of potential sources, acquisition and analysis of proposal, evaluation and selection of the suppliers, Participants in buying behaviour.	15 hours
Pedagogy	Lectures/ tutorials/field work/ project work/vocational training /viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/Role-Plays/ Debates / Guest Lectures/self-study/ Case Studies, etc. or a combination of some of these. Sessions shall be interactive to enable peer-to-peer learning.	
References/ Readings	1. Hawkins, Best & Coney, Consumer Behaviour: Tata McGraw Hill – 2003 or Latest Edition 1. Kotler, P., Keller, K. L., Chernev, A., Sheth, J. N., & Shainesh, G. Marketing Management, Pearson. 2025 or Latest Edition 2. Kumar, S.R., Consumer Behaviour, 3rd Edition, Pearson India, 2021. 3. Nair S.R., Consumer Behaviour in Indian Perspective, Text and Cases -Himalaya Publishing – 2022 or Latest Edition 4. Schiffman L.G., Kanuk, L.L.: Consumer Behaviour, Pearson Education Pearson - 2019 or Latest Edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of the fundamental concepts of Consumer Behaviour. 2. Analyse the stages of the decision-making process 3. Evaluate the role of internal and external factors in shaping consumer behaviour. 4. Evaluate the process of organisational buying behaviour.	

Name of the Programme : Bachelor of Business Administration
Course Code : MNA- 362
Title of the Course : Talent Acquisition and Employee Engagement
Number of Credits : 4
Effective from AY : 2026-27

Prerequisites for the Course	Nil	
Course Objective	To equip participants with skills in Talent Acquisition and Employee Engagement practices to drive organizational success.	
Contents	Unit I: Introduction to Talent Acquisition Definition and importance, Talent acquisition vs recruitment, Importance of talent acquisition in strategic HRM, Current trends and challenges, Talent Management Framework, Talent acquisition metrics, Employer Value Proposition (EVP), Employer Branding	5 hours
	Unit II: Human Resource Planning and Job Analysis HR forecasting, HR supply and demand analysis, Skills gap analysis, forecasting talent needs, Job Analysis, Strategic Importance, preparing Job Description and Job Specification, Person job/organisation fit, Job Design, Succession Planning	10 hours
	Unit III: Recruitment and Selection Planning, Sources of recruitment, Screening, Interview Techniques, Assessment tools and techniques, Screening Process, Selection decision, Reference Checks, Offer and Appointments, Salary negotiation, Evaluation, Diversity and Inclusion in Hiring, mitigating bias in the hiring process, Culture Fit, Personality Fit. Use of Technology in recruitment, Applicant Tracking Systems, Social recruiting, Talent communities, Recruitment analytics, HR dashboards, AI in Recruitment, Emerging trends.	15 Hours
	Unit IV: Understanding Employee Engagement Employee Engagement: Introduction, Evolution, Essence of Employee Engagement, Categories of Engaged Employees, Drivers of Employee Engagement, Similarities & differences Job Satisfaction, Organizational Commitment, Job Involvement, Organizational Citizenship Behaviour & Employee Engagement, Engagement Models, Measuring Engagement: Measuring Engagement Levels using an appropriate scale– India vs. World, Employee surveys, pulse surveys, engagement analytics.	15 Hours

	Unit V: Employee Engagement Practices and Trends Benchmarking Employee Engagement: Benchmarking Practices in – Reward & Recognition, Communication, Learning & Development, Employee Well Being, Performance Management, Work Life Balance & Employee Engagement, Managerial Strategies for Enhancing Engagement Levels, Interventions in Employee Engagement, Building the Employee Experience, Employee journey mapping, Workplace experience Digital Engagement Tools, Human Resource Information Systems (HRIS) platforms, Collaboration platforms, Internal social networks, AI-driven HR analytics, Hybrid work engagement, Personalized employee experience, Gamification in HR.	15 Hours
Pedagogy	Lectures/ tutorials/field work/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/Role-Plays/ Debates / Guest Lectures/self-study/ Case Studies etc. or a combination of some of these Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	1. Aswathappa,K. ‘Human Resource Management’, Tata McGraw-Hill Education, 2023, 10th or Latest Edition. 2. Dessler,G. ‘Human Resource Management’, Pearson publication, 2020 or Latest Edition. 3. Morgan Jacob, The Employee Experience Advantage, Wiley, 2017 or Latest Edition. 4. Picardi,C. ‘Recruitment and Selection Strategies for Workforce Planning and Assessment’, Sage Publications, 2019 or latest edition. 5. Sengupta D., Ramadoss S. (2011). Employee Engagement, ArEmm International, First or Latest Edition. 6. Steckerl, S. ‘The Talent Sourcing & Recruitment Handbook’, Kogan Page, 2013 or Latest Edition.	
Course Outcomes	At the end of the course, the participants will be able to: 1. Plan and align talent acquisition with organisational goals. 2. Evaluate effective sourcing strategies, recruitment techniques and assessment tools to build a strong talent pipeline and Employer Brand. 3. Analyse the essence of Employee Engagement in the current work context for enhanced productivity and the challenges associated with it. 4. Create employee engagement initiatives in an organisation.	

Name of the Programme : Bachelor of Business Administration

Course Code : MNA-363

Title of the Course : Stock Market Operations

Number of Credits : 4

Effective from AY : 2026-27

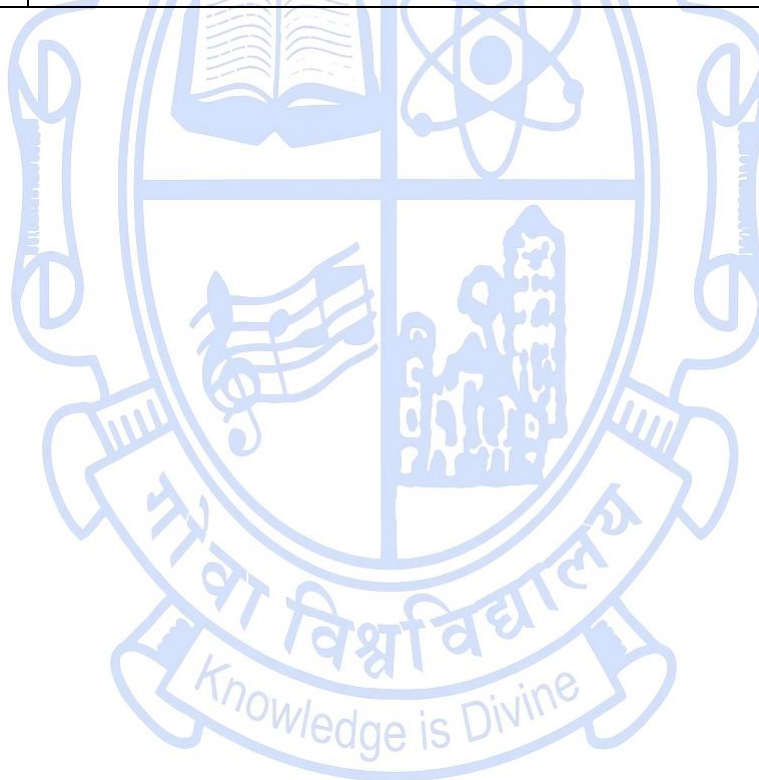
Prerequisites for the Course	Nil	
Course Objective	To equip the participants with an understanding of the products, players and functioning of the capital markets	
Contents	Unit I: Capital Markets in India An overview of the Indian Securities Market, Stock markets, Wholesale Debt Market (WDM), Meaning, History, Functions, Intermediaries-Registrars-Book Running Lead Manager (BRLM)-Merchant Banker-Underwriters Depository Participants, Depositories National Securities Depository Limited (NSDL) & Central Depository Services (India) Limited (CDSL)-Advantages & disadvantages, Investor Protection, Regulators of Capital Markets; Role & functions of SEBI; Investor Protection in Primary & Secondary Markets, Dematerialisation, Rematerialisation, Introduction to Primary Market and Secondary Markets, Initial Public Offering (IPOs).	15 hours
	Unit II: Listing of Securities Meaning – Merits and Demerits -Listing requirements, Steps, and procedures, fee – Types of Issues- rights issue, bonus issue, Follow on Public Offering (FPO)	10 hours
	Unit III: Indian Stock Exchanges Trading-Day Trading-Delivery based, order types and books – Contract notes & their content-Demat settlement – Physical short delivery – Auction-Arbitrage, BSE – Different trading systems - BSE's Online Trading System (BOLT System) – Share groups on BSE – different indices and selection criteria-SENSEX-BSE 100-BSE MIDCAP-SMALL CAP- Sectoral-IPO INDEX-DOLLEX, NSE – Market segments – National Exchange for Automated Trading (NEAT) CNX Nifty-Nifty Junior-Defty Different types of settlements – Pay –in and Pay out – Bad Delivery – Short delivery – Auction-Exchange-Promoters-Players, Multi-Commodity Exchange (MCX) and benefits.	10 hours
	Unit IV: Globalisation of Stock Exchanges & Foreign Stock Exchanges Globalisation of stock markets & online trading, Asian & European stock markets -their indices-Global Indices-National Association of Securities Dealers Automated Quotations (NASDAQ), New York Stock Exchange (NYSE) – Trading rooms – Players on NYSE trading floor – Trading technology and procedure.	5 hours

	Unit V: Construction-Stock Market Indices Meaning, Purpose and Consideration in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method) Stock market indices in India, BSE Sensex , Scrip selection criteria, Construction, Other BSE indices, NSE indices, Standard & Poor's Credit Rating Information Services of India Limited (CRISIL), NSE Index, Fifty (S&P CNX Nifty), Scrip selection criteria, Construction, Stock market indices in foreign countries	10 hours
	Unit VI: Stock Market Investments Parameters considered-Risk-Systematic & unsystematic-Types and Return, Liquidity -Types, Minimizing Risk Exposure, Fundamental and Technical Analysis, Investors-Types, Mutual Funds.	10 hours
Pedagogy	Lectures/ tutorials/field work/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ Guest Lectures/self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	1. Agarwal S, A Guide to Indian Capital Market, Bharat Publishers, 2000 or Latest Edition 2. Avadhani V. A., Investment and Securities Market in India, Himalaya Publishing House. 2022 or Latest Edition 3. Chandra P, Investment Analysis and Portfolio Management, Tata McGraw , –Hill. 2025, or Latest Edition. 4. Guruswamy S., Financial Service, Tata McGraw Hill Education Pvt Ltd. 2021 or Latest Edition. 5. Pandian P., Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd., 2024 or Latest Edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of the development of the Indian stock market 2. Identify the listing formalities for a firm to be listed on the Indian Stock Markets 3. Analyse and evaluate indices of scrips traded on the stock market 4. Evaluate the settlement process	

Name of the Programme : Bachelor of Business Administration
Course Code : MNA-364
Title of the Course : Retail, Sales and Distribution Management
Number of Credits : 4
Effective from AY : 2026-27

Prerequisites for the Course	Nil	
Course Objective	To equip the participants with skills to manage retail, sales, and distribution.	
Content	Unit I: Introduction to Retail, Strategy and Planning Overview of Retail, Functions of Retailer, Evolution of Retail, Retail Formats, Theories of Retail Development, Retail in India, Organised Retail, Retail Consumer, Factors influencing the retail shopper, Retail strategy, Retail value chain, Store Site selection, Trade Area Analysis and retail expansion.	15 Hours
	Unit II: Merchandise Management and Managing Retail Merchandising, Role of a Merchandiser, Buying methods, Lifestyle merchandising, Merchandise planning, Retail Pricing, Merchandise performance, Retail Theft and Shrinkage, Design elements, Principles of store design, Exterior and interior store design, Visual merchandising, Retail layout, Retail communication mix, Role of technology in Retail.	15 Hours
	Unit III - Sales Management Objectives of Sales Management, Relationship between Sales and Marketing, Responsibilities of Sales Management. Territory Management – Sales Strategy, Sales Planning, Sales Quota, Sales Budget. Sales forecasting: quantitative and qualitative methods. Personal Selling, Salesmanship, Closing techniques I, II, and III. Sales force Management - Recruitment and Selection, Training, Compensation management, Sales force motivation, Methods of performance appraisal.	15 Hours
	Unit IV - Distribution Management Role of Distribution, Intermediaries, Distribution Channels, Channel Intensity - Exclusive distribution, Selective distribution, Intensive distribution. Marketing Channels, Principles of Channel Management, Channel Institution – Retailing & Wholesaling Distributors/Dealers/Stockists, Designing Channel Systems, Channel Management, Power & Conflict, Channel Information System.	15 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning	

References / Readings:	1. Havaladar and Cavale Sales and Distribution Management - Tata McGraw Hill, 2022 or Latest Edition 2. Levy,M., Weitz,B., Pandit A., “Retailing Management” Tata McGraw Hill, 2023 or latest Edition 3. Pradhan, S.“Retailing Management – Text and Cases” Tata McGraw Hill, 2024 or Latest Edition 4. Still R. R., Cundiff E.W., Govoni N.A.P., Puri S, Sales and Distribution Management, Pearson Education, 2024 or Latest Edition. 5. Tanner, Honeycutt, and Erffmeyer ; Sales Management -Pearson Education Inc, publishing 2021 or Latest Edition.
Course Outcomes	At the end of the course, the participants will be able to: 1. Apply retail skills in strategic retail planning. 2. Employ effective and efficient techniques in retail merchandising and store layouts. 3. Develop a sales plan to optimise sales force efficiency and productivity. 4. Recommend suitable channels for distribution management.



Name of the Programme : Bachelor of Business Administration
Course Code : MNA-365
Title of the Course : Leadership and Team Building
Number of Credits : 4
Effective from AY : 2026 - 27

Prerequisites for the Course	Nil	
Course Objective	To equip participants with leadership skills to strengthen team performance and effective decision-making in organisations.	
Contents	Unit I: Introduction to Leadership Meaning and importance, Leadership V/s Management, Leadership roles, functions, and responsibilities, Historical and contemporary leadership theories: Trait, Behavioral, Contingency, Transformational, and Servant Leadership, Models of Leadership; Leadership and Followership, Leadership and Power, Leadership and Personality, Leadership styles and their impact on teams and organizational culture, Analysis of leadership success stories and failures in global and Indian contexts, Self-assessment of leadership traits using instruments like MBTI, DISC, or Emotional Intelligence (EI) tests, Understanding ethical and responsible leadership	10 Hours
	Unit II: Organisational Culture & Leading Organizations Meaning and concept of culture, Elements of organisational culture, Types of culture, Functions/importance of culture, Leadership and Culture, Leading Teams: Design and Structure; Leadership and Communication; Leading Change, Leadership Development	10 Hours
	Unit III: Identifying Potential Leaders Importance, Leader Development Vs Leadership Development in Organizations; Process of leadership Development, Tools and interventions for developing leadership. Special Leadership dimensions, Identifying potential dark/ Negative leadership; Corrective measures	15 Hours
	Unit IV: Introduction and Characteristics of a Team Types of teams, Characteristics of a team, Stages of team Development, Key skills for teamwork/building, Team Decision making, Types of teams: Functional, cross-functional, virtual, project-based teams, Stages of team development) Roles within a team, Communication in teams: Active listening, feedback, and collaboration, Team effectiveness and performance metrics, Exercises in team formation, trust-building, and role allocation, Understanding team diversity, inclusion, and cultural differences, Evaluating team performance, Goal Setting of Team, Defining roles and	15 Hours

	Responsibility of team members; External and Internal factors affecting team building. Common team challenges and strategies to overcome them	
	Unit V: Conflict Management Types, managing conflict, Techniques of conflict management, Why teams fail, Power and influence, Building high-performance teams	10 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	1. Halder U.K., Leadership and Team Building, Oxford University Press, 2022 or Latest edition 2. Hughes R.L., Ginnett,R.C., Curphy G.J., Leadership: Enhancing the Lessons of Experience, Tata McGraw Hill, 2022 or latest edition 3. Murphy J., Pulling Together: 10 Rules for High-Performance Teamwork, Simple Truths, 2016 or Latest edition 4. Northouse, P.G., Leadership: Theory and Practice, 9th Edition , Sage Publications, 2021 or Latest Edition. 5. Owen J., The Leadership Skills Handbook, Kogan Page Publishing 2024 or latest edition.	
Course outcomes	At the end of the course, participants will be able to 1. Identify leadership skills required for effective decision making. 2. Analyse the leadership traits in leading teams. 3. Identify potential leaders. 4. Manage conflicts within teams.	

Name of the Programme : Bachelor of Business Administration

Course Code : MNA-366

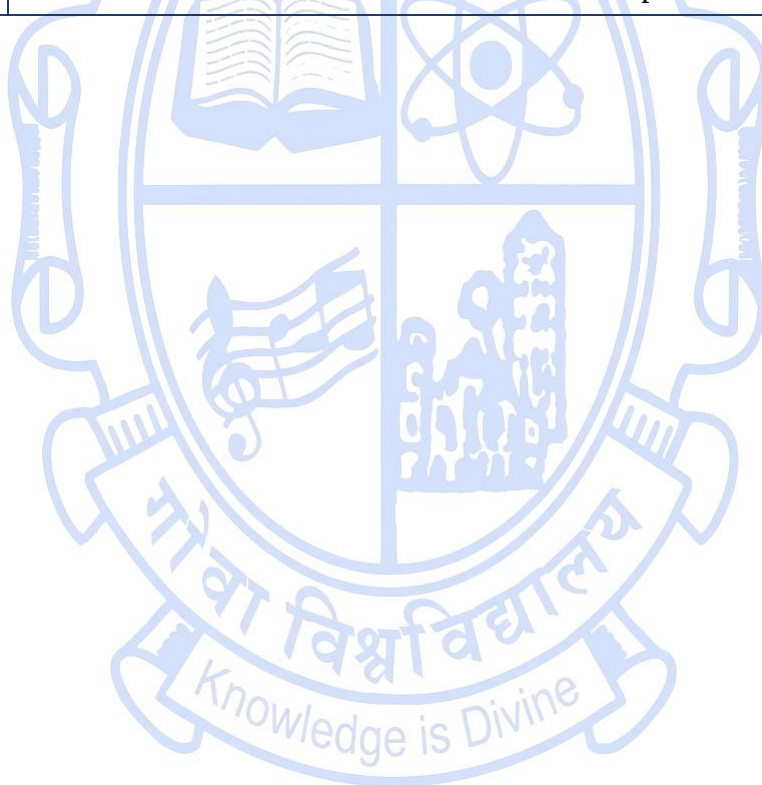
Title of the Course : Banking and Insurance

Number of Credits : 4

Effective from AY : 2026 – 27

Prerequisites for the Course	Nil	
Course Objective	To equip the participants with skills in handling banking operations and analysing basic concepts, theories, and practices of the insurance mechanism.	
Contents	Unit I: Introduction to Banking Overview of Banking, History, The structure of Indian Banking System, Basel Norms – Overview, Banking Regulation Act 1949, Role of RBI and Monetary Policy tools, Non-Performing Assets.	15 hours
	Unit II: Functions & Operations of Banks Types of customers, Types of deposits and advances, Different types of banker- customer relationships, Cheque collection services, Payment and remittance services, Cash management services, Ancillary Services, Government-sponsored schemes.	15 hours
	Unit III: Introduction to Insurance Origin, History and Growth, Purpose and Need, Meaning and Definition of Insurance, Principles of Insurance, Characteristics of Insurance, Nature, Benefits of Insurance, Functions of Insurance, Societal perspective of Insurance, Insurance as a social security tool, Economic Development and Insurance, Role of Insurance Regulatory and Development Authority of India (IRDAI) regulations	15 hours
	Unit IV: Insurance Products and Services Life Insurance – Meaning, Features of Life Insurance, Advantages of Life Insurance, Importance of Life Insurance Policies, Types of Life Insurance Policies, Procedure for taking Life Insurance Policies. General Insurance – Meaning, Importance of General Insurance, Types of General Insurance Policies, Fire Insurance, Marine Insurance, Motor Vehicle Insurance, Health Insurance -Procedure for taking Insurance Policies.	15 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References/ Readings	1. Agarwal O. P., Banking & Insurance, Himalaya Publishing House, 2019 or Latest edition 2. Gopinath M. N., Banking Principles & Operations”, Snow White Publications Pvt. Ltd.; 2023 or latest edition, 3. Mandiwal, A.K., Principles and Practices of Banking, Indian Institute of Banking and Finance, Macmillan Education; 2023, or latest edition 4. Singh A, Law of Insurance, Eastern Book Company, 2023 or Latest edition 5. Srinivasan M. N., Principles of Insurance Law, Ramaiya Publishers, 2020 or Latest edition
Course Outcomes	At the end of the course, the participants will be able to: 1. Apply historical banking insights to assess the impact of regulations on the modern Indian banking system. 2. Recommend suitable banking services for different customer types. 3. Understand the meaning, principles, functions, and social importance of insurance, along with the role of IRDAI in regulation. 4. Evaluate and recommend suitable insurance products.



Name of the Programme : Bachelor of Business Administration

Course Code : MNA-367

Title of the Course : Business Ethics and Sustainability

Number of Credits : 4

Effective from AY : 2026-27

Pre-requisites for the Course:	Nil	
Course Objectives:	To equip participants with an understanding of ethical principles in business, Corporate Social Responsibility (CSR), and sustainability practices, enabling them to analyse ethical dilemmas, integrate sustainability into business decisions, and promote responsible organisational behaviour.	
Content:	Unit I: Introduction to Business Ethics Business Ethics- Meaning and Definition of Business Ethics, Nature of Business Ethics, Role and importance of Business Ethics and values in Business, Causes of unethical behaviour, Ethical issues.	15 hours
	Unit II: Sustainable Development Goals, Ethical Environmental, Social, and Governance Framework, and Responsible Business The Sustainable Development Goals (SDGs) and Ethical Environmental, Social, and Governance Framework (ESG), a primer on SDGs, Integrating SDGs into a firm's business decisions, concept of materiality, Diversity, Equity and Inclusion (DEI), Short-termism and its long-term consequences, Environmental Economics, Climate Change and its economic implications, The Circular Economy, The Regulatory Landscape: Institutions and Governance, Gender inequity and sustainability.	15 hours
	Unit III: Moral Issues in Business Moral Issues in Business, Importance of moral issues and reasoning – Whistle Blowing, Kinds of Whistle Blowing, Ethical issues in functional areas of business. Marketing and Advertising, Truth in Advertising, Manipulation, Coercion, Trade Secrets, Corporate disclosure, Insider trading. Finance, Fairness and efficiency in Financial Market, Greenmail, Golden Parachute, Workers Rights and Duties, Workplace Safety, Sexual Harassment, Equal Employment Opportunity, Preferential hiring. Environmental Protection, Safety and acceptable risk, Environmental Harm, Pollution and its Control, Product Safety and Corporate Liability.	15 hours
	Unit IV: Corporate Sustainability Corporate Sustainability, Concepts of sustainability, Social, Environmental and Economic dimensions, Sustainability in a business context. Principles of Sustainable Development:	15 hours

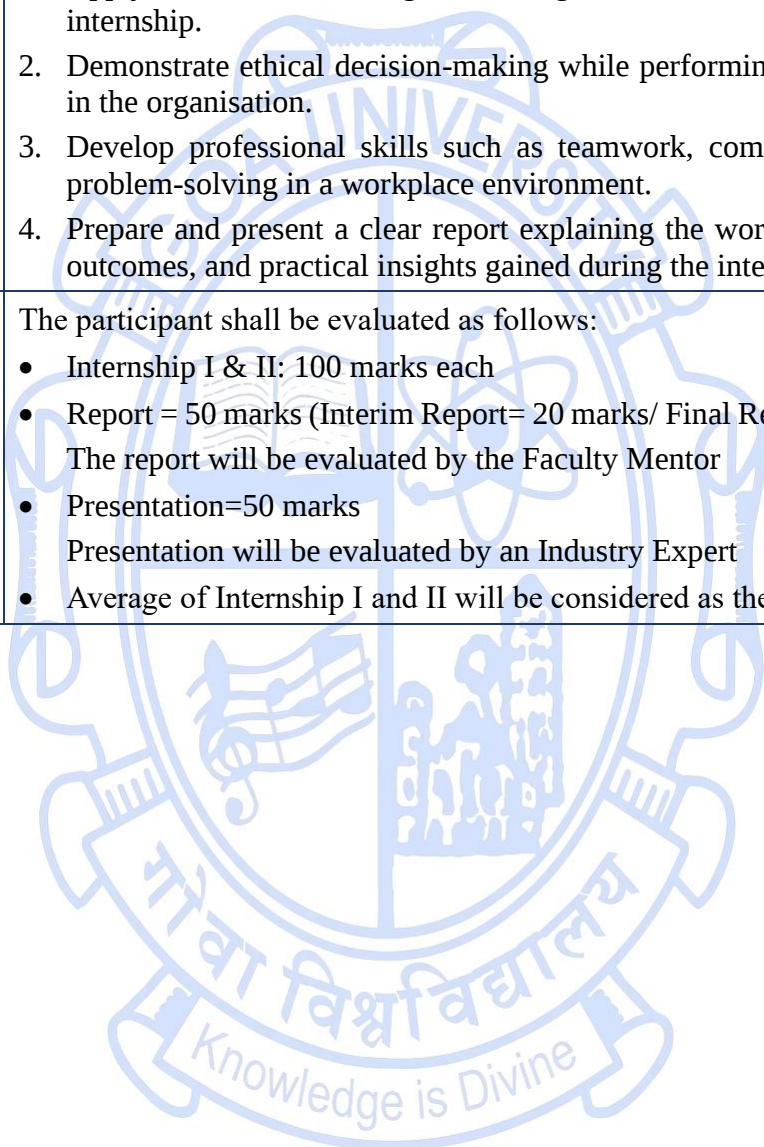
	History and emergence of the concept of Sustainable Development, Definitions, Environmental issues and crisis, Resource degradation, Greenhouse gases, Desertification, Social insecurity, Industrialization, Globalisation and Environment.	
Pedagogy:	Lectures/ tutorials/laboratory work/ field visit/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Blowfield, M, Business and Sustainability, Oxform, 2019, or Latest Edition 2. Fernando A.C., Satheesh E.K., Muralidheeran K.P., Business Ethics, An Indian Perspective, Pearson 2019 or Latest Edition 3. Ferrell O.C., Fraedrich J. & Ferrell L., Business Ethics: Ethical Decision Making and Cases, Cengage, 2019, or Latest Edition 4. Lacy P., Long J., The Circular Economy Handbook: Realising the Circular Advantage, Palgrave Macmillan, 2020 or Latest Edition 5. Paleri P., Corporate Social Responsibility: Concept, Cases and Trends, Cengage Learning India, 2019 or Latest Edition	
Course Outcomes:	At the end of the course, participants will be able to 1. Demonstrate understanding of the fundamental concepts of business ethics and ethical decision-making. 2. Analyse moral issues across different functional areas of business. 3. Evaluate CSR and sustainability practices using SDG and ESG frameworks. 4. Assess environmental, social, and governance challenges affecting modern organisations.	

SKILL ENHANCEMENT COURSES

Name of the Programme : Bachelor of Business Administration
Course Code : MNA-341
Title of the Course : Internship
Number of Credits : 4
Effective from AY : 2026 – 27

Prerequisites for the Course	Nil	
Course Objective	To equip students with the skills to apply their in-class learnings in organisations to help them make decisions, keeping ethics in mind, and to articulate their work in an efficient manner.	
Content	UNIT I At the end of the Second semester, every student shall undergo an eight-week internship in industry/Research or an Academic Institute, or in the Social Responsibility & Community Engagement Programme, encompassing Community Engagement with an NGO. The student is required to carry out an organisational study and cover an overview of the departments and processes of the organisation, and undertake a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis and Political, Economic, Social, Technological, Environmental (PESTLE) Analysis	8 weeks (5 days a week minimum)
	Unit II At the end of the Fourth Semester, every student shall undergo Summer Training/Internship/Capstone for eight weeks in an Industry/Research or Academic Institute. The participant is expected to work for eight weeks in an organisation in functional areas such as Finance, HR, Marketing, etc. The participant is expected to solve the problems faced by the organisations.	8 weeks (5 days a week minimum)
	The student shall have an academic supervisor and an organisational supervisor. S/he shall attend mentoring at least once a week with an academic supervisor to map the progress. The two Internships by a student should be in the same organization as far as possible.	
Pedagogy	Lectures/mentoring/ field work/ outreach activities/ project work/ Real-life Scenarios /Workshops/ seminars/ term papers/assignments/Expert Talks/ Presentations (in topics incidental to syllabus)/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Bovee, C.L. & Thill, J.V. Business Communication Today, Pearson Education, 2020 or Latest Edition 2. Chawla, D. and Sondhi, N., Research Methodology: Concepts and	

	Cases, Vikas Publishing House, 2020 or Latest Edition - Cooper, D. R. and Schindler, Pamela S., Business Research Methods, Tata McGraw-Hill, New Delhi, 2019 or Latest Edition - Guffey, M.E. & Loewy, D. Essentials of Business Communication, Cengage Learning, 2019 or Latest Edition - Sachdeva, J. K., Business Research Methodology, Himalaya Publishing House, 2019 or Latest Edition
Course Outcomes	At the end of the course, the participants will be able to: - Apply classroom knowledge to real organisational situations during the internship. - Demonstrate ethical decision-making while performing assigned tasks in the organisation. - Develop professional skills such as teamwork, communication, and problem-solving in a workplace environment. - Prepare and present a clear report explaining the work done, learning outcomes, and practical insights gained during the internship.
Evaluation	The participant shall be evaluated as follows: • Internship I & II: 100 marks each • Report = 50 marks (Interim Report= 20 marks/ Final Report= 30 marks) The report will be evaluated by the Faculty Mentor • Presentation=50 marks Presentation will be evaluated by an Industry Expert • Average of Internship I and II will be considered as the final marks



SEMESTER VI

Name of the Programme : Bachelor in Business Administration

Course Code : MNA-302

Title of the Course : Legal Aspects of Business

Number of Credits : 4 Credits

Effective from AY : 2026 – 27

Prerequisites for the Course	Nil	
Course Objective	To equip participants with the knowledge of the legal aspects relating to business organisations and apply relevant legal provisions in business decision-making and compliance.	
Content	Unit I: Introduction to the Indian Legal System Evolution of the Indian legal system; sources of law in India; Constitution and the Indian legal system; Fundamental Rights and Fundamental Duties under the Constitution of India; structure of the Indian judicial system; hierarchy of courts; civil and criminal cases; jurisdiction of courts; appeals; constitutional remedies including writs; Public Interest Litigation; Power of Attorney.	10 hours
	Unit II: Business Laws The Indian Contract Act, 1872 – Meaning, characteristics and kinds of a contract; essentials of a valid contract; void and voidable agreements; discharge and breach of contract and remedies; special contracts including indemnity, guarantee, bailment, pledge, and agency. Sale of Goods Act, 1930 – Contract of sale; distinction between sale and agreement to sell; conditions and warranties; rights and duties of buyer and seller; unpaid seller and rights of an unpaid seller. Negotiable Instruments Act, 1881 – Meaning, characteristics, and types of negotiable instruments; negotiation and endorsement; dishonour of negotiable instruments; key provisions relating to cheque dishonour under Section 138; and relevant landmark judicial decisions.	15 hours
	Unit III: Companies Act, 2013 Characteristics and types of companies; doctrine of lifting the corporate veil; promoters and their legal position; incorporation and formation of a company; prospectus and its contents; Memorandum of Association and Articles of Association—meaning and significance; allotment of shares, forfeiture of shares, transmission of shares, and buy-back of shares; Classification, appointment, powers, duties, and liabilities of directors, meetings and their types; committees of the Board of Directors; and winding up of a company.	15 hours

	Unit IV: Introduction to Industrial and Labour Laws Industrial Relations Code, 2020; Shops and Establishments Act; Factories Act, 1948—object, scope, and applicability of the Acts; important definitions; key provisions applicable under the Acts, with reference to recent labour reforms under the Labour Codes, 2020, Occupational Safety, Health and Working Conditions Code, 2020.	20 hours
Pedagogy	Lectures / tutorials / laboratory work / field work / outreach activities / project work / vocational training / viva / seminars / term papers / assignments / presentations (in topics incidental to syllabus) / self-study / case studies, etc., or a suitable combination of these methods. Sessions shall be interactive in nature to promote active participation, critical thinking, and peer learning.	
References/ Readings	1. Bangia R.K., Indian Contract Act, Allahabad Law Agency, 17th Edition, 2025 or latest edition. 2. Malik P.L., Labour and Industrial Law, Eastern Book Company, 21st Edition, 2026 or Latest edition. 3. Mishra S.N., Labour and Industrial Law, Central Law Publications, 30th Edition, 2024 or Latest edition. 4. Singh, A., & Malik, V, Business Law, Eastern Book Company, 2024 or Latest edition. 5. Tulsian, P. C., & Tulsian, B., Business Law McGraw Hill Education India.2014 or Latest Edition	
Course Outcomes	At the end of the course, participants will be able to: 1. Analyse the framework of the Indian legal system, business laws, and industrial laws 2. Identify and apply legal concepts applicable to business transactions and industrial relations. 3. Demonstrate understanding of the formation and legal provisions relating to companies under the Companies Act, 2013.-change 4. Develop strategies for compliance with business, company, and labour laws.	

Name of the Programme : Bachelor of Business Administration (BBA)

Course Code : MNA-303

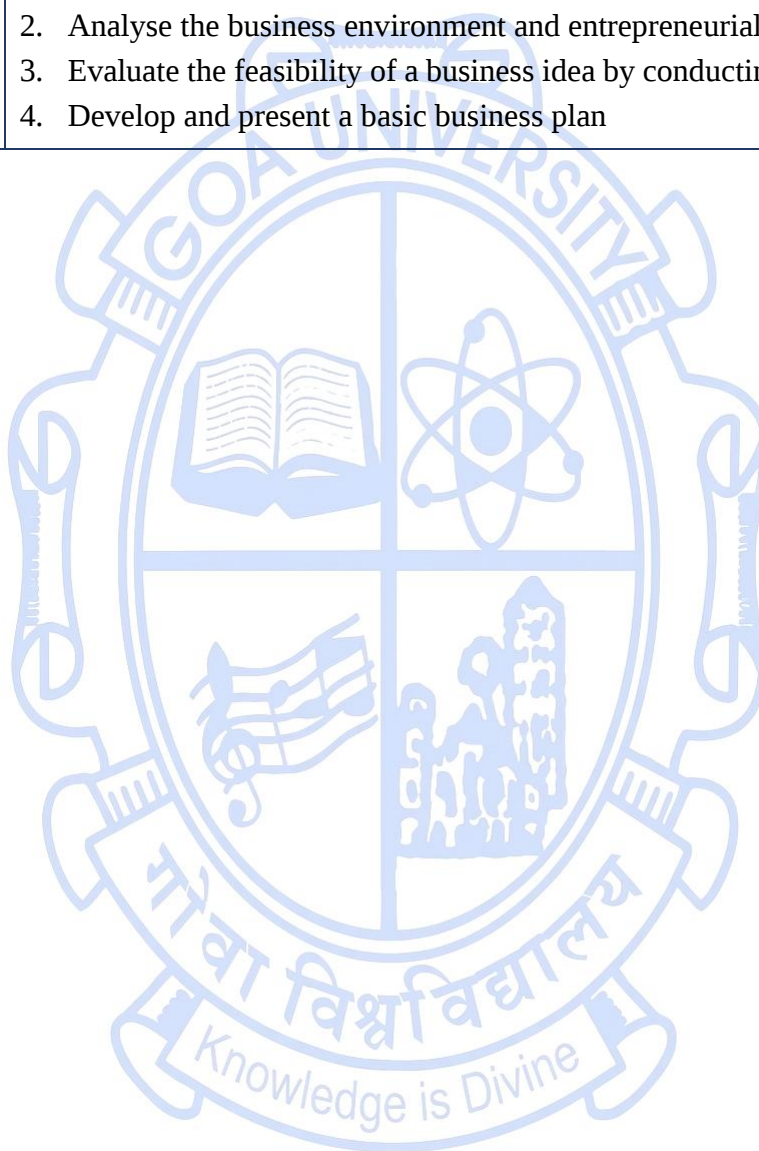
Title of the Course : Entrepreneurship

No. of Credits : 2

Effective from AY : 2026–27

Prerequisites for the Course	Nil	
Course Objectives	To equip participants with an entrepreneurial mindset and skills to develop a business model.	
Content	Unit I: Opportunity Recognition Concept of entrepreneurship; entrepreneur and entrepreneurial traits; difference between idea and opportunity; sources of business ideas; techniques for identifying business opportunities.	5 hours
	Unit II: Business Environment Business environment affecting entrepreneurship; entrepreneurial ecosystem; role of government and institutions in promoting entrepreneurship.	4 hours
	Unit III: Starting a Business Forms of business ownership, procedures for registering a business, government schemes and incentives, sources of startup finance.	5 hours
	Unit IV: Feasibility Analysis Meaning and importance of feasibility analysis; product or service feasibility; industry and target market feasibility; organizational feasibility; financial feasibility.	8 hours
	Unit V: Business Plan Purpose and importance of a business plan; components of a business plan; introduction to Business Model Canvas; preparation and presentation of a mini business plan or startup pitch.	8 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	1. Barringer, B. R., & Ireland, R. D. Entrepreneurship: Successfully launching new ventures Pearson Education, 2025, or Latest Edition 2. Charantimath, P. M. Entrepreneurial Development and Small Business Enterprises. New Delhi: Pearson Education, 2018 or latest edition) 3. Khanka, S. S. Entrepreneurial Development. New Delhi: S. Chand Publishing, 2026, or Latest Edition	

	4. Kuratko, D. F., & Hornsby, J. S. Entrepreneurship: Theory, process, and practice. Cengage Learning, 2024 or Latest Edition 5. Mukherjee, A. K. & Roy, S. Introduction to Entrepreneurship Development. New Delhi: Oxford University Press, 2021 or Latest Edition
Course Outcomes	At the end of the course, the participants will be able to: 1. Evaluate the concept of entrepreneurship, identify entrepreneurial traits, and distinguish between business ideas and viable opportunities 2. Analyse the business environment and entrepreneurial ecosystem, 3. Evaluate the feasibility of a business idea by conducting a market study 4. Develop and present a basic business plan



DISCIPLINE SPECIFIC ELECTIVE COURSES

Name of the Programme : Bachelor in Business Administration

Course Code : MNA-368

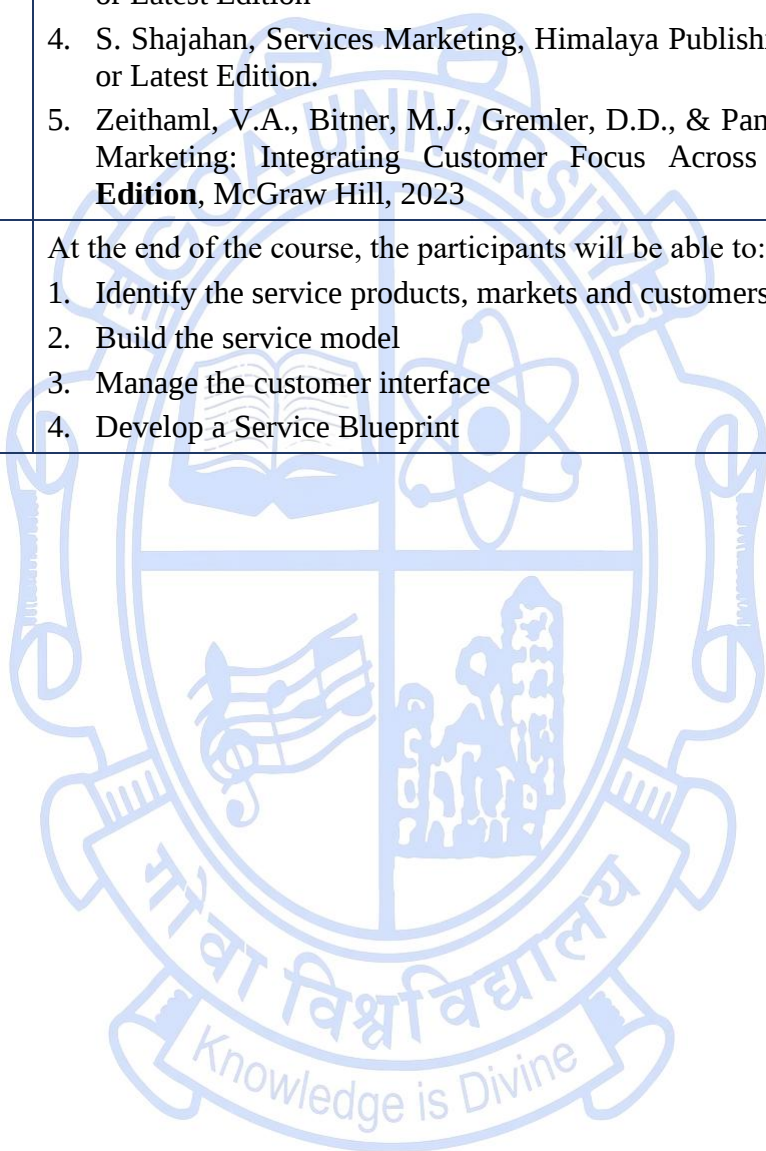
Title of the Course : Services Marketing

Number of Credits : 4

Effective from AY : 2026 – 27

Pre-requisites for the Course	Nil	
Course Objective	To enable participants to have competence in identifying and using Services Marketing Frameworks	
Content	Unit I: Introduction Categories of services, service marketing mix, service encounters, service consumption models. Developing service concept: core and supplementary services, elements of risk, role and script theory, flowcharting service usage, distributing services through physical and electronic channels, Pricing and revenue management: main foundations to pricing a service, designing effective pricing	15 hours
	Unit II: Service Process Educating and promoting the value proposition: the elements of marketing communication for services; its effect on communication strategy; positioning services in competitive markets using position maps. Designing and Managing service process: elements of a service blueprint and its relevance. Design and create a satisfying customer experience through a service blueprint, Elements of the service environment, the service escape model, managing people for service advantage, service failure, mediocrity, and success.	20 hours
	Unit III: Customer Relationship Management (CRM) The role of CRM, strategies, drawbacks, managing relationships and building loyalty: Importance of customer loyalty, the lifetime value, wheel of loyalty, membership programs, Customer feedback, designing a service guarantee, firms' response to customers.	15 hours
	Unit IV: Balancing Demand and Productive Capacity Improving service quality and Productivity, Identifying Service qualities, the Gaps model, diagnosing quality problems, and tools for measuring and improving service productivity. Organising for change management and service leadership.	10 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations (in topics incidental to syllabus)/ self-study/case studies etc	

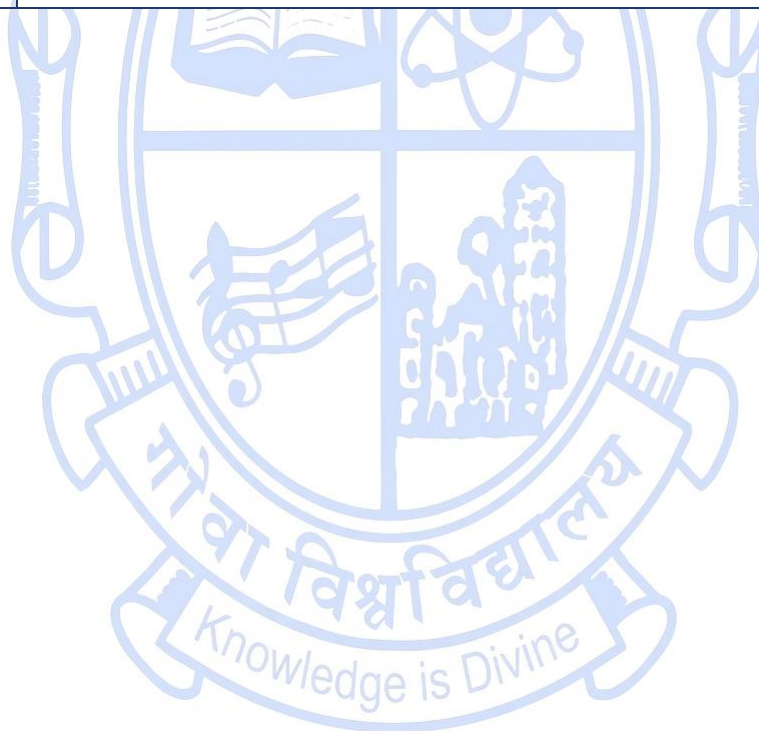
	or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References / Readings:	1. Dr. Balaji B, Services Marketing and Management (2nd revised edition) S. Chand and Company Ltd. 2022 or Latest Edition 2. Lovelock, C., Wirtz, J., & Chatterjee, J., Services Marketing: People, Technology, Strategy, 9th Edition, Pearson Education, 2022 or Latest Edition. 3. Nargundkar R., Services Marketing, McGraw Hill Education, 2023 or Latest Edition 4. S. Shajahan, Services Marketing, Himalaya Publishing House 2017, or Latest Edition. 5. Zeithaml, V.A., Bitner, M.J., Gremler, D.D., & Pandit, A., Services Marketing: Integrating Customer Focus Across the Firm, 8th Edition, McGraw Hill, 2023
Course Outcomes:	At the end of the course, the participants will be able to: 1. Identify the service products, markets and customers 2. Build the service model 3. Manage the customer interface 4. Develop a Service Blueprint



Name of the Program : Bachelor of Business Administration
Course Code : MNA-369
Title of the Course : Learning and Development
Number of Credits : 4 Credits
Effective from AY : 2026-27

Pre-requisites for the Course	Nil		
Course Objective	To equip participants with tools and techniques to create a learning environment in an organisation.		
Content	Unit I: Understanding Basics of Learning & Development Concept of Learning & Development, Learning V/s Training, Key Facets of Training, Levels of Training, Modes of Training, Understanding Learning-Concept & Dimensions, Process of Learning in a Training Program, Components of Learning, Distinguishing Features of Adult Learners, Participant's Learning Styles, Ways in which participants learn, Methods of Learning in a Training Program, Factors Influencing Learning Process.	15	hours
	Unit II: Training Design Analyze, Design, Develop, Implement and Evaluate (ADDIE) Model, Identifying and Analysing Training Needs, Setting Out Program Objectives, Steps in Preparing Action Plan for the Training Program, Key Considerations in Designing a Program, Training Calendar Design, Role of Training Department, Training Budget.	15	hours
	Unit III: Training Delivery Preparing for Delivery of the training program, Beginning an Active and Participatory Program, Delivering the Program, Concluding the Program, Training Methods & Techniques, Training Group & Its Dynamics, Trainer - Role & Functions, Training Policy, Competencies of Trainer,	15	hours
	Unit IV: Evaluation of Training Handling Problem Situations, Evaluation - Need & Purpose, Stages of Evaluation in Training Program, Measuring Participants Learning, Types of Evaluation Instruments, Evaluation Design, Types of Evaluation Techniques, Models of Training Evaluation, Calculating Return on Investment, Training Audit.	15	hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self- study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.		

References / Readings:	1. Agochiya D., Every Trainer's Handbook. Sage Publications, 2018 or Latest Edition. 2. Bhattacharyya D., Training and Development. New Delhi: Sage Publications India Pvt Ltd., 2023 or Latest Edition. 3. Blanchard P.N., Thacker J.W., Ram V.A., Effective Training, Pearson, 2024 or Latest edition. 4. Janakiram B., Training and Development. Dremtech, New Delhi, 2019 or Latest Edition. 5. Rao, P. L. Human Resource Management: Text and Cases. New Delhi: Excel Books, 2019 or Latest edition
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of the fundamentals associated with the Learning and Development Process in an organisation. 2. Prepare a robust training design considering participant & organizational requirements. 3. Develop Training Modules and Deliver Training Sessions as a Trainer by effectively using varied training methods & techniques. 4. Evaluate the effectiveness of the Learning & Development Program in an organisation



Name of the Programme : Bachelor of Business Administration

Course Code : MNA-370

Title of the Course : Taxation

Number of Credits : 4

Effective from AY : 2026 – 27

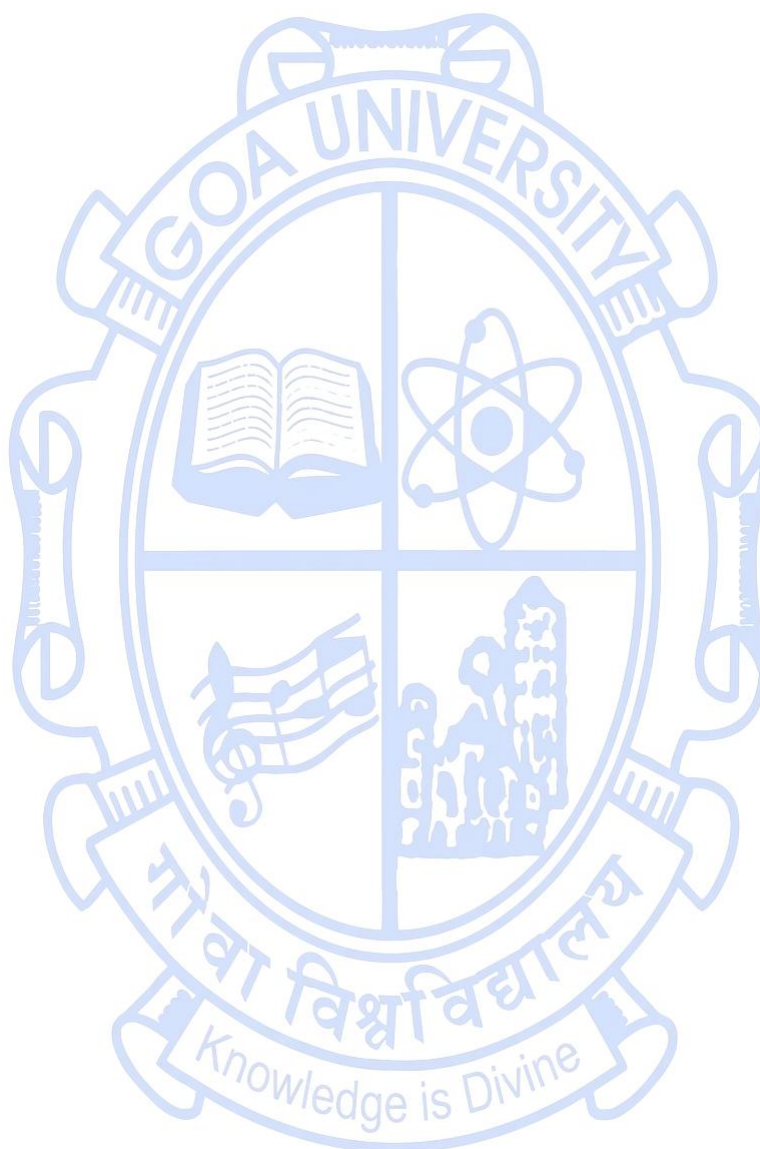
Prerequisites for the Course	Nil	
Course Objective	To equip participants with a comprehensive understanding of the fundamental principles and practical application of taxation in the Indian context.	
Contents	Unit I: Introduction to Taxation Overview of Indian Income Tax Act 1961, The Direct Tax Code (DTC) 2025, Meaning of Income, Agricultural Income, Residential Status and Incidence of Tax. Definitions: Agricultural Income, Annual Value, Assessee, Assessment, Tax Year (TY). The teacher can bring to the students' notice the change from AY and PY to TY, Business, Company, Income, Person, and Gross Total Income.	10 hours
	Unit II: Income from Salary and House Property Definition & Components of Salary, Allowances and Perquisites, Deductions under Section 16, Computation of Taxable Salary, Meaning and Definition of House Property, Computation of Income from House Property, Deductions under Section 24	15 hours
	Unit III: Income from Capital Gains and Business or Profession Meaning of Capital Assets, Transfer of Capital Assets, and Classification of Capital Assets. Profits and Gains of Business or Profession, Relevant Definitions, Deductions Expressly Allowed, Deductions Expressly Disallowed, Block of Assets Method of Depreciation.	15 hours
	Unit IV: Income from Other Sources, Computation of Total Income: Overview of Income from Other Sources under Section 56, Interest Income, Lottery and Gambling Winnings, Taxation of Gifts, Clubbing of Income, Gross Total Income, Deductions under Chapter VI-A (For the old Regime), Tax Slabs for Individuals.	15 hours
	Unit V: Goods and Services Tax Introductions and Objectives of Goods and Service Tax (GST), Central Goods and Service Tax (CGST), State Goods and Service Tax (SGST), Integrated Goods and Service Tax (IGST), Union Territory Goods and Service Tax (UTGST), GST Rate Structure, Exempted Goods and Services, Input Tax Credit, Reverse Charge Mechanism, GST Registration, Filing of Returns, E-Way Bill, Payment of Taxes and Audit Requirements	05 hours

Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Readings	1. Agrawal, R. K., Handbook on Income Tax (A.Y. 2024-2025), Bharat Law House, 2025 or Latest Edition 2. Datey V. S., Bansal K. M., & Gour M. Taxmann's Indirect Tax Laws (Good and Service Tax + FTP + Customs Law, Taxmann Publications, 2022 or Latest Edition 3. Manoharan T.N.: Students Handbook to Income Tax Law, New Delhi, Snow White 2025 or Latest Edition 4. Narang, Gaur V.P., Gaur P., Puri R., Income Tax Law & Practice, Ludhiana, Kalyani Publishing House 2025 or Latest Edition 5. Prasad B., Income Tax Law & Practice, New Delhi, New Age International, 2024 or Latest Edition 6. Singhania V. K., Direct Taxes - Law and Practice, New Delhi, Taxmann, 2025 or Latest Edition
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of basic concepts of taxation and key definitions under the Income Tax Act. 2. Compute taxable income from salary and house property, income from business or profession and income from capital gains. 3. Compute total taxable income and tax thereon. 4. Demonstrate understanding of the basics of GST.

Name of the Programme : Bachelor of Business Administration
Course Code : MNA-371
Title of the course : Integrated Marketing and Communications
Number of credits : 4
Effective from AY : 2026-2027

Prerequisites for the Course	NIL	
Course objective:	To enable the participants to design effective Integrated Marketing Communication strategies.	
Content:	Unit I: Introduction to Promotional Mix, Integrated Marketing Communications (IMC) Planning Process, Role of (IMC), IMC - Marketing Strategy and Analysis, Target Marketing Process, Developing Marketing Planning Program, Role of Client in IMC.	20 hours
	Unit II: Advertising Strategy, Platforms, and Design Type of advertising agencies, services offered by various agencies, Criteria for selecting the agencies and evaluation, Client agency relationship, Models of Communication, Response Process, Involvement and Cognitive Processing of Communication, Source, Message and Channel Factors, Creativity Strategy and Process in Advertising	20 hours
	Unit III: Media Buying, Planning, and Evaluation Determining Promotional Objectives, Defining Advertising Goals for Measured Advertising Results (DAGMAR) Approach, Budgeting methods and approaches, Media Buying, Developing the media plan, Evaluation and follow-up of Media and Emerging media trends, Measuring Advertising Effectiveness, Advertising Testing Process	20 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers/ assignments/ presentations (in topics incidental to syllabus)/ self –study/Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Belch G., Belch M. & Purani K., Advertising & Promotion- An Integrated Marketing Communications Perspective; TATA McGraw Hill; 2021 or Latest Edition 2. Clow K., Integrated Advertising, Promotion and Marketing Communications; Pearson; 2024 or Latest Edition 3. Jethwaney J. & Jain S., Advertising Management; Oxford University Press; 2015 or Latest Edition 4. Moriarty S., Wells W., Mitchell N., Advertising & IMC: Principles and Practice; Pearson; 2021 or Latest Edition 5. Narang R; Advertising, Selling & Promotion; Pearson; 2020 or Latest	

	Edition
Course outcomes:	At the end of the course, the participants will be able to: 1. Apply the key terms, definitions, and concepts used in Integrated Marketing Communications 2. Evaluate, select and schedule media for the IMC campaign plan 3. Design an IMC campaign plan 4. Evaluate the effectiveness of the IMC campaign Plan.



Name of the Program : Bachelor of Business Administration
Course Code : MNA-372
Title of the Course : Performance Management and Competency Mapping
Number of Credits : 4 Credits
Effective from AY : 2026-27

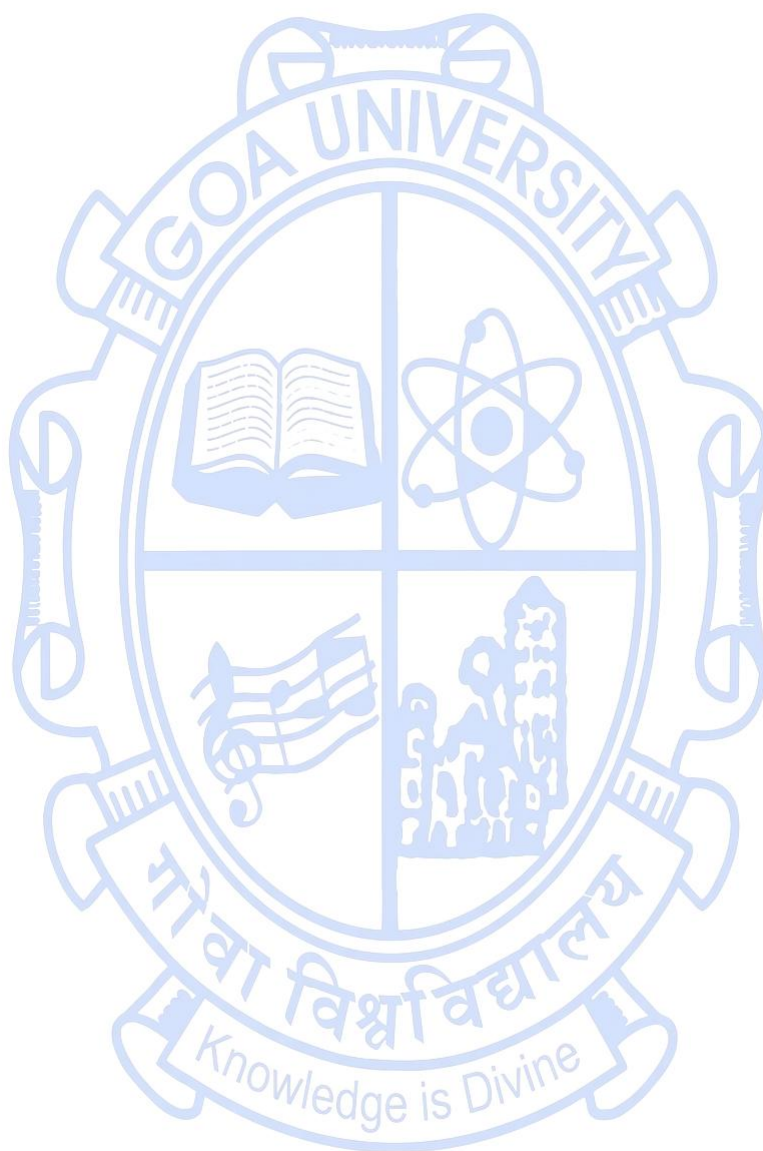
Prerequisites for the Course	Nil	
Course objective:	To equip participants to use Performance Management and Competency Mapping measures to take decisions relating to employee performance	
Content:	Unit I: Introduction to Performance Management Systems (PMS) Importance of PMS, consequences of a poor PMS, Relationship between Performance Management and Business Strategy, Interpersonal dynamics in Performance Management, Performance Management Cycle	5 hours
	Unit II: Process Setting Specific, Measurable, Achievable, Relevant, Time-bound (SMART) objectives, Understanding and Designing Performance Appraisal Systems, Performance Appraisal – Methods, Documentation, Feedback, Role of Appraisers, Conducting Performance Review meetings, Performance Feedback and Coaching, Legal and Ethical Considerations, Managing Appraiser biases.	15 hours
	Unit III: Outcomes Rewards, Career planning, Compensation, Learning & Development, Performance development plans, performance improvement plans, Performance Orientation & Culture, Auditing Performance Management Process, Best Practices	10 hours
	Unit IV: Introduction to Competency Mapping and Developing Competency Models Introduction, Features of competency methods, historical development, myths, approaches to mapping, Various Models, Development of Personal Competency Framework, Model of Managerial Competencies, sources of competency information, Interviews (Behavioural Event Interview, Behavioural Description Interviews), benchmarking, established models, Issues related to developing competency models, value addition to the organisation, outcomes, determinants of success, validation of assessments, communication with employees about Competency mapping, competency mapping and assessment centres, various exercises, tests etc	20 hours
	Unit V: Competency-Based Application	10 hours

	Using competency profiles in HR decisions, Performance Management, Recruitment and Selection, Training and Development, Benefits of using a Competency based Appraisal, and Succession Planning system	
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/ vocational training/viva/seminars/term papers/assignments/presentations (in topics incidental to syllabus)/self – study/Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Agunis H., Performance Management, Pearson Publications, 2023 or Latest Edition 2. Armstrong, M. & Taylor, S. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance. Kogan Page, 2020 or Latest Edition 3. Kandula, Srinivas R., Competency-Based Human Resource Management, Prentice Hall of India Pvt. Ltd 2013 or Latest Edition 4. Kohli, A. S. & Deb, T. Performance Management. New Delhi: Oxford University Press, 2021 or Latest Edition. 5. Sanghi S., The Handbook of Competency Mapping, Sage Publications, 2016 or Latest Edition	
Course outcomes:	At the end of the course, the participants will be able to: 1. Define SMART objectives and conduct effective appraisal interviews 2. Create an effective performance management system 3. Identify and develop competency frameworks 4. Map Competencies as per organisational role	

Name of the Programme : Bachelor of Business Administration
Course Code : MNA-373
Title of the Course : Security Analysis & Portfolio Management
Number of Credits : 4
Effective from AY : 2026 – 27

Prerequisites for the Course	Nil	
Course Objective	To equip participants with the knowledge and skills to navigate the financial markets with confidence and build an investment portfolio based on Investors Risk profile.	
Contents	Unit I: Introduction, Meaning and Scope of Investments Investment Process, Objectives; Investment Planning, Variables in Investment Decisions, Investment Avenues; Investment versus Speculation.	10 hours
	Unit II: Portfolio Analysis Economic Analysis, Industry analysis, Company Analysis, Technical Analysis, Charts.	20 hours
	Unit III: Risk-Return Analysis Meaning of Risk-Return; types of risks; measurement of risk; Beta Analysis; Markowitz two security analysis; Capital Asset Pricing Model, Portfolio construction.	15 hours
	Unit IV: Portfolio Management Meaning, Portfolio Theory, Objectives, Efficient Portfolio, Review and Revision of Portfolio; Portfolio Models – Efficient Market Hypothesis, Random Walk Theory, Dow Theory.	15 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive to enable peer-to-peer learning.	
References/ Readings	1. Avadhani V. A. Investment Analysis and Portfolio Management, Mumbai, Himalaya Publishing, 2021 or Latest Edition 2. Bhalla, V. K. Investment Management: Security Analysis and Portfolio Management. New Delhi: S. Chand Publishing 2022 or Latest Edition 3. Chandra P., Investment Analysis and Portfolio Management, New Delhi, Tata McGraw-Hill 2023 or Latest Edition 4. Gordon and Natrajan Financial Markets & Services, 2022 or Latest Edition 5. Pandian P: Security Analysis and Portfolio Management, Vikas Publishing, 2012 or Latest Edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of the Dynamic Market Conditions 2. Make Informed Investment Decisions	

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| | <ol style="list-style-type: none">3. Create a Portfolio4. Make decisions to be able to manage a Portfolio. |
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Name of the Programme : Bachelor of Business Administration

Course Code : MNA-374

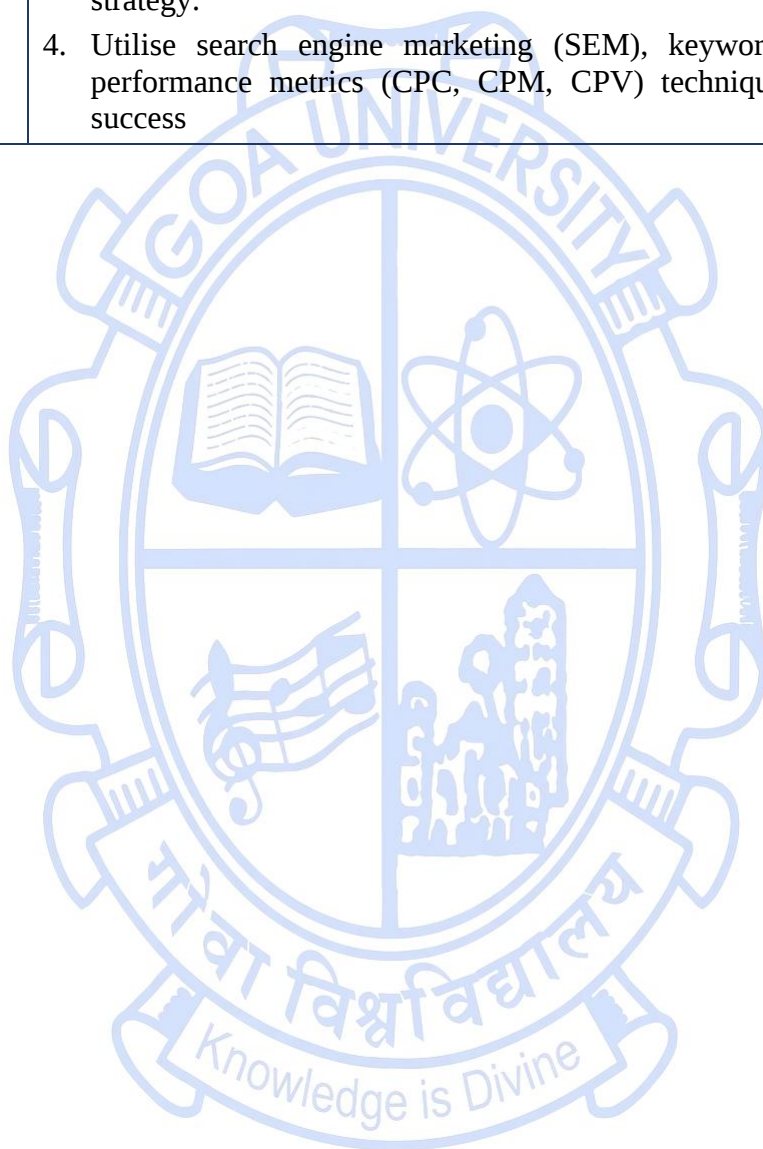
Title of the course : Digital and Social Media Marketing

Number of credits : 4

Effective from AY : 2026-27

Prerequisites for the course	Nil	
Course Objective	To enable participant to utilise the tools and techniques necessary for marketing in digital and social media.	
Contents	Unit I Introduction Importance of Digital Marketing, Recent Trends, Website Planning and Creation, Ads platforms, Various search engines and their applications, Advertising on social media, Search Engine Result Page (SERP).	15 Hours
	Unit II Digital Media Planning Search Engine Marketing (SEM), factors affecting on-page and off-page optimisation, keyword research, meta tags, meta description, link building, Media planning and budgeting to optimise cost-per-install (CPI), cost-per-order (CPO), cost-per-acquisition (CPA), click-through-rate (CTR).	15 Hours
	Unit III: Social Media Marketing Determination of the target audience, Keyword Planners -search volume, cost-per-click (CPC), Cost factors- cost-per-click (CPC), cost-per-view (CPV), cost-per-impression (CPM) and other such metrics, social media strategies on various platforms, building a social media campaign, Content Creation Strategy: types of content, ad creatives, frequency of updating social media content.	15 Hours
	Unit IV: Email, Mobile, and Content Marketing Email marketing, SMS and WhatsApp Marketing, importance of blogging, mobile marketing, building subscriber lists, app store optimisation (ASO), and Web Remarketing.	15 Hours
Pedagogy	Lectures/tutorials/laboratory work/field work/outreach activities/project work/viva/seminars/ assignments/presentations (in topics incidental to syllabus)/self-study/case studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning	
References/ Readings	1. Chaffey D., Chadwick F.E., Digital Marketing: Strategy, Implementation & Practice; Pearson; 2015 or Latest Edition. 2. Deiss R., Henneberry R., Digital Marketing for Dummies, Wiley, 2023 or latest edition 3. Enge E., Spencer S., Stricchiola J., The Art of SEO; O'Reilly Media; 2015 or Latest Edition. 4. Gupta S., Digital Marketing; McGraw-Hill; 2022 or Latest Edition. 5. Ryan D., Understanding Digital Marketing: Marketing Strategies for	

	Engaging the Digital Generation; Kogan Page; 2016 or Latest Edition
Course Outcomes	At the end of the course, the participants will be able to 1. Demonstrate understanding of the importance of digital marketing and differentiate it from traditional marketing while identifying recent trends 2. Evaluate various digital media platforms for cost optimisation and target achievement. 3. Analyse social media marketing campaigns based on the content strategy. 4. Utilise search engine marketing (SEM), keyword research, and performance metrics (CPC, CPM, CPV) techniques in campaign success



SKILL ENHANCEMENT COURSES

Name of the Programme : Bachelor of Business Administration

Course Code : MNA-343

Title of the Course : Major Project

Number of Credits : 4

Effective from AY : 2026 – 27

Prerequisites for the Course	Nil	
Course Objective	To equip students with the skills to apply their in-class learnings and analytical skills to real-world problems through research and project execution.	
Content	Project shall be a Group project. Each project group shall consist of maximum 5 students. Project and the Report shall be based on field work/ on-the-job training or similar work assigned by the teacher as per Project Guidelines issued by Goa University from time to time except for evaluation which will be as per OA 44. The student shall have project supervisor. S/he shall attend project meetings as per the schedule with the project supervisor to map the progress.	60 hours
Pedagogy	Lectures/ field work/ outreach activities/ project work/ Real-life Scenarios /Workshops/ seminars/ term papers/assignments/Expert Talks/ Presentations (in topics incidental to syllabus)/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	1. Bovee, C.L. & Thill, J.V. Business Communication Today, Pearson Education, 2020 or Latest Edition 2. Chawla D. and Sondhi N., Research Methodology: Concepts and Cases, Vikas Publishing House, 2020 or Latest Edition 3. Cooper, D. R. and Schindler, Pamela S., Business Research Methods, Tata McGraw-Hill, New Delhi, 2019 or Latest Edition 4. Guffey, M.E. & Loewy, D. Essentials of Business Communication, Cengage Learning, 2019 or Latest Edition 5. Sachdeva, J. K., Business Research Methodology, Himalaya Publishing House, 2019 or Latest Edition	

Course Outcomes	At the end of the course, the participants will be able to: 1. Apply theoretical knowledge to solve real business problems through project work. 2. Conduct field work, library research, and/or organisational study to collect and analyse relevant data. 3. Demonstrate teamwork, ethical practices, and professional responsibility while completing the project. 4. Prepare and present a well-structured project report communicating findings and recommendations effectively.
Evaluation	The participant shall be evaluated as under: • Report = 50 marks • Presentation and Viva = 50 marks The report will consist of an Interim and Final Report and will be evaluated by the Project Supervisor as below: Interim Report (Group Evaluation) - 20 marks Content: Conceptualization of Research Problem, Objectives of the study, Literature review & Methodology Final Report (Individual Evaluation)- 30 marks Content: Data Collection /Design/ Development/Field/Library work/Practical Work, Results, Analysis and Conclusion, Project meetings Attendance • Presentation and Viva=50 marks (Individual Evaluation) Presentation and Viva will be evaluated by an Industry Expert • Total Marks-100

Name of the Programme : Bachelor of Business Administration
Course Code : MNA – 344
Title of the Course : Innovation and Design Thinking
Number of Credits : 1T+1P
Effective from AY : 2026 – 27

Prerequisites for the Course	Nil	
Course Objective	To enable participants to have competence to develop creative thinking skills and apply design-based approaches/tools for identifying and implementing innovation opportunities into implementable projects.	
Contents	Unit I: Foundation to Innovation and Design Thinking Meaning and importance of innovation in modern business, Types of innovation: Product, Process, Business Model, Service, Introduction to Design Thinking and its relevance in management, Principles: Empathy, Customer-Centricity, Experimentation, Stages of Design Thinking: Empathize, Define, Ideate, Prototype, Test, Understanding customer needs: pain points, latent needs, Role of Design Thinking in global success stories	5 Hours
	Unit II: Ideation, Business Models and Innovation Tools Techniques for creative thinking: Brainstorming, Mind Mapping, Identifying opportunities and problem framing, Concept of “wicked problems” in business, Tools for innovation: Introduction to Business Model Canvas, Value Proposition Canvas, Customer journey mapping and experience design, evaluating ideas.	5 Hours
	Unit III: Prototyping, Testing and Commercialisation Prototyping: meaning, types (low-fidelity & high-fidelity), Rapid prototyping techniques in business contexts, Minimum Viable Product (MVP) concept, understanding testing with users and feedback, Iteration and redesign based on feedback loops, Basics of market validation and pilot testing, innovation implementation and scaling, Importance of Communicating ideas: pitching and storytelling for business	5 hours
	Unit IV: Practical I • Classification and comparison tables of companies into types of innovation • Report of bad customer experiences in the field through observation • Empathize stages of design thinking through on common issues in business • Problem framing canvas of wicked problems in business • Brainstorming exercise on how problems can be fixed • Mind mapping exercise	15 Hours

	Unit V: Practical II • Redesign a classroom experience using the stages of design thinking • Business model canvas poster • Analysing successful business models through presentations • Design a value proposition canvas • Customer journey experience mapping • Idea ranking matrix exercise with justifications • Innovative strategy case discussion • Paper prototype challenge • Minimal Viable Product plan • Before and after prototype comparison through feedback loops • Pilot launch strategy document for launching a product • Startup pitch presentation	15 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations (in topics incidental to syllabus)/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive to enable peer-to-peer learning.	
References/ Readings	1. Balaguruswamy, E., Developing Thinking Skills (The way to Success); Khanna Book Publishing Company; 2025 or Latest Edition 2. Brown, T. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation; Harper Business; 2019 or Latest Edition. 3. Lewrick, M., Link P, Leifer L; The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems; Wiley; 2023 or Latest Edition 4. Liedtka, J., Ogilvie, T, Designing for Growth: A Design Thinking Tool Kit for Managers; Columbia Business School Publishing; 2023, or Latest Edition. 5. Pinheiro, T; The Service Startup: Design Thinking Gets Lean; CreateSpace Independent Publishing; 2022 or Latest Edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Understand the basics of design thinking and innovation in business. 2. Identify customer needs and business problems using simple tools. 3. Generate and develop creative ideas for business solutions. 4. Create and present a basic prototype or innovative solution.	