



B. J. VANIJYA MAHAVIDYALAYA

(Autonomous)

(Grant-in-Aid)

(Affiliated to Sardar Patel University)

Vallabh Vidyanagar- 388 120, Dist. Anand, Gujarat, India

Accredited with CGPA of 2.78 on four-point scale at B++ Grade by NAAC

Syllabus as per the NEP 2020 with effect from June – 2026

Bachelor of Business Administration (B.B.A.) (General)

Semester – I

Course Code	UMB1MAPPM01	Title of the Course	Principles and Practice of Management
Total Credits of the Course	04	Hours per week	04

Course Learning Outcomes (CLO): Having completed this course, the students will be able to

CLO 1	Apply fundamental management concepts, theories, managerial roles, skills, functions (POSDCORB), and levels of management to organizational situations.
CLO 2	Analyse and apply planning techniques, decision-making processes, and goal-setting approaches (MBO) to solve managerial problems effectively.
CLO 3	Analyze organizational structures, authority relationships, delegation processes, and staffing functions to design and manage effective organizational systems.
CLO 4	Evaluate leadership styles, motivation theories, communication effectiveness, and controlling processes to improve organizational performance and decision-making.

Course Content

Unit No.	Description	Weightage (%)	CLO(s)
1.	Introduction To Management - Management Concept: Meaning & Definition of Management, Significance of Management. - Evolution of Management Thought: Pre-Scientific, Scientific Management (F.W. Taylor), Classical Theory (Henri Fayol's 14 Principles), Neo-Classical (Hawthorne Experiments), Modern Approaches (Systems Approach, Contingency Approach). - Management v/s Administration: Similarities and Differences. - Managerial Roles & Skills: Mintzberg's Managerial Roles, Skills of a Manager (Conceptual, Technical, Human). - Functions of Management (POSDCORB) - Levels of Management (First, Middle & Top levels).	25%	CLO 1
2.	Planning And Decision Making - Planning: Meaning & Definition of Planning, Importance of Planning, Types of Plans, Planning Process. - Decision-Making: Meaning, Types, Decision-making Process, and Techniques. - Goal Setting: Management by Objectives (MBO) - Concept and Process.	25%	CLO 2



3.	Organizing and Staffing - Organizing: Organizing: Meaning, Process, Principles, and Importance. - Organizational Structures: Line, Functional, Line & staff, Matrix, Divisional, Committee, Team - Concept of Power: Bases of Power, Authority, Responsibility, Accountability - Delegation of Authority: Features and Steps - Centralization vs. Decentralization. - Staffing: Nature & Purpose of Staffing, Overview of Recruitment & Selection process.	25%	CLO 3
4.	Directing and Controlling - Directing/Leading: Meaning & Definition of Leadership, Qualities of a good leader, Leadership styles (Autocratic, Democratic and Free Rein) - Motivation: Meaning & Definition of Motivation, Importance of Motivation, Theories of Motivation (Need Hierarchy Theory by Maslow, Two Factor Theory by Herzberg and Theory X & Theory Y by McGregor) - Communication: Meaning & Definition of Communication, Importance of Communication, Process of Communication, Barriers to effective Communication, Principles of effective Communication - Controlling: Meaning & Definition of Controlling, Importance of Controlling, Process of Controlling.	25%	CLO 4

Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g. Power Point Presentation, Audio-Visual Presentation), Lectures, Group Discussions, Quizzes, Assignments, Case Study and Browsing E- Resources.
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Internal and External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)
1	Class Test (at least one)	15 (30%)
2	Quiz (at least one)	15 (30%)
3	Active Learning	05 (10%)
4	Home Assignment	05 (10%)
5	Class Assignment	05 (10%)
6	Attendance	05 (10%)
Total Internal (%)		50 (100%)
Final Examination		50 (100%)

Notes:

- ❖ Multiple Choice Questions will be based on Bloom's Taxonomy Level 1 & 2.
- ❖ Class test and written examination questions will be based on various levels of Bloom's Taxonomy.

CLO-PLO Matrix (Course Learning Outcomes-Programme Learning Outcomes)

CLO	PLO										
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11
CLO 1	3	2	2	1	1	1	2	1	1	---	2
CLO 2	3	3	3	1	1	1	3	2	1	---	2
CLO 3	3	3	3	1	1	2	3	2	1	---	2
CLO 4	3	3	3	2	1	2	3	2	1	1	2

(Scale: 3: Strong, 2: Moderate, 1: Low, ---: No Correlation)

Suggested Learning Material Books:

Sr. No.	Title	Author(s)	Edition	Publisher
1	Principles and Practice of Management	L. M. Prasad	9th Edition	Sultan Chand & Sons
2	Business Organization & Management	C. B. Gupta	14th Edition	Sultan Chand & Sons
3	Principles and Practice of Management	P. Subba Rao	12th Edition	Himalaya Publishing House
4	Principles and Practices of Management	V. K. Kaul	Latest Edition	Vikas Publishing House
5	Principles and Practice of Management	R. S. N. Pillai & S. Kala	Latest Edition	S. Chand Publishing
6	Modern Business Organization & Management	S. A. Sherlekar & V. S. Sherlekar	Latest Edition	Himalaya Publishing House
7	Principles of Management	T. Ramasamy	Latest Edition	Himalaya Publishing House
8	Principles of Management	P. C. Tripathi	5th Edition	McGraw Hill Education
9	Essentials of Management: An International, Innovation, and Leadership Perspective	Harold Koontz, Heinz Weihrich & Mark V. Cannice	11th Edition	McGraw Hill
10	Management	James A. F. Stoner, R. Edward Freeman & Daniel R. Gilbert	6th Edition	Pearson Education

Online Resources (Open Sources)

Sr. No.	Description of Resource (APA Style)	Web Link
1	Shaw, J. D., Bansal, P., & Gruber, M. (2024). Advancing management theory through interdisciplinary research: Challenges and opportunities. <i>Academy of Management Journal</i> , 67(6).	https://doi.org/10.5465/amj.2024.4006
2	Harvard Business Review. (2025–2026). Decision Making and Problem Solving (Topic Collection).	https://hbr.org/topic/subject/decision-making-and-problem-solving
3	Mandel, D. G. (2023). Improving strategic planning: The crucial role of enhancing relationships between management levels. <i>Administrative Sciences</i> , 13(10), 211.	https://doi.org/10.3390/admsci13100211
4	Drucker, P. F. (1954). Management by Objectives and Self-Control. In <i>The Practice of Management</i> .	https://archive.org/details/practiceofmanage00druc
5	Chandler, A. D. (1962). Strategy and Structure: Chapters in the History of the Industrial Enterprise.	https://archive.org/details/strategystructur00chan
6	Breaugh, J. A. (2013). Employee Recruitment. <i>Annual Review of Psychology</i> , 64, 389–416.	https://doi.org/10.1146/annurev-psych-113011-143757
7	Maslow, A. H. (1943). A Theory of Human Motivation. <i>Psychological Review</i> , 50(4), 370–396.	https://doi.org/10.1037/h0054346



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Syllabus as per the NEP 2020 with effect from June – 2026

Bachelor of Business Administration (B.B. A.) (General)

Semester – I

Course Code	UMB1MAAFM02	Title of the Course	Accounting for Management
Total Credits of the Course	04	Hours per week	04

Course Learning Outcomes (CLO): Having completed this course, the students will be able to

CLO 1	Explain and classify fundamental accounting concepts, principles, and terminology to develop a clear conceptual framework of accounting and its applications.
CLO 2	Interpret and evaluate accounting principles, conventions, and standards including Ind AS and IFRS for effective financial reporting and decision-making.
CLO 3	Apply the steps of the accounting cycle, including journalizing, posting, and preparation of trial balance, to record and summarize financial transactions accurately.
CLO 4	Prepare financial statements of a sole proprietorship by applying appropriate accounting principles and formats to present financial information effectively.

Course Content

Unit No.	Description	Weightage (%)	CLO(s)
1.	Conceptual Frame work: • Meaning Objectives, Scope & Areas of Accounting • Advantages & Limitations of Accounting • Business Transactions, Classification of Accounts and rules of debit & Credit • Distinction between Capital and revenue expenditures and incomes • Basic Accounting Terms: Assets, Liabilities, Capital, Expenditure, Debtors, Creditors, Goods, Cost, Gain, Stock, Purchase, Sales, Loss, Profit, Voucher, Discount, Transaction, Drawing, Depreciation, Reserves & Surplus, Provisions • Create vouchers for the Purchase and sales of Assets and stock.	25%	CLO 1



2.	Accounting Principles & Accounting Standards: • Concepts and Conventions of Accounting • Overview of Accounting Standards, IND AS, • International Financial Reporting Standards (IFRS) Introduction of Accounting Standards issued by ICAI: • Ind AS 1 Presentation of Financial Statements • Ind AS 2 Inventories • Ind AS 7 Statement of Cash Flows	25%	CLO 2
3.	Accounting Cycle: • Introduction of Journal, Subsidiary books and Ledgers • Types of errors taking place in accounts (Theory & Examples) • Examples on recording transactions into journal, Posting into ledgers, Balancing and preparation of Trail Balance.	25%	CLO 3
4.	Final Accounts of Sole Proprietor: (Theory and Examples) • Meaning, Features, Purpose • Preparation of Final Accounts of Non-Manufacturing Entities	25%	CLO 4

Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g. Power Point Presentation, Audio-Visual Presentation), Lectures, Group Discussions, Quizzes, Assignments, Case Study and Browsing E- Resources.
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Internal and External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)
1	Class Test (at least one)	15 (30%)
2	Quiz (at least one)	15 (30%)
3	Active Learning	05 (10%)
4	Home Assignment	05 (10%)
5	Class Assignment	05 (10%)
6	Attendance	05 (10%)
Total Internal (%)		50 (100%)
Final Examination (%)		50 (100%)

Notes:

- ❖ Multiple Choice Questions will be based on Bloom's Taxonomy Level 1 & 2.
- ❖ Class test and written examination questions will be based on various levels of Bloom's Taxonomy.

CLO-PLO Matrix (Course Learning Outcomes-Programme Learning Outcomes)

CLO	PLO										
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11
CLO 1	3	2	2	1	1	---	1	---	---	---	1
CLO 2	3	3	3	1	1	---	2	1	---	---	2
CLO 3	3	3	2	1	2	---	2	---	---	---	2
CLO 4	3	3	3	2	2	---	3	1	---	---	2

(Scale: 3: Strong, 2: Moderate, 1: Low, ---: No Correlation)

Suggested Learning Material Books:

Sr. No.	Title	Author(s)	Year / Edition	Publisher
1	Advanced Accounting	Shukla, Grewal & Gupta	2024, 20th Edition	S. Chand Publishing
2	Financial Accounting	S. N. Maheshwari & S. K. Maheshwari	2023, 8th Edition	Vikas Publishing House
3	Financial Accounting	Deepak Sehgal	2023, 6th Edition	Vikas Publishing House
4	Financial Accounting	P. C. Tulsian	2023, 3rd Edition	McGraw Hill Education
5	Basic Financial Accounting	J. R. Monga	2022, Revised Edition	Mayur Paperbacks
6	Financial Accounting	Bhushan Kumar Goyal	2023, Revised Edition	Taxmann Publications
7	Financial Accounting and Analysis	Dr. Prasanta Athma	2022, 1st Edition	Himalaya Publishing House (HPH)

Online Resources (Open Sources)

Sr. No.	Description of Resource	Web Link
1	NPTEL – Financial Accounting Course (National Programme on Technology Enhanced Learning)	https://nptel.ac.in/courses/110105148
2	UGC e-PG Pathshala – Financial Accounting Module	https://ugcmoots.inflibnet.ac.in/view_module_ug.php/249
3	IFRS Foundation – International Financial Reporting Standards (IFRS), Accounting Standards, and Learning Resources	https://www.ifrs.org
4	Ministry of Corporate Affairs (MCA), Government of India – Company Financial Statements, Corporate Filings, and Regulatory Information	https://www.mca.gov.in
5	SWAYAM (UGC MOOCs) – Online Courses in Financial Accounting and Related Commerce Subjects	https://swayam.gov.in



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Syllabus as per the NEP 2020 with effect from June – 2026

Bachelor of Business Administration (B.B.A.) (General)

Semester – I

Course Code	UMB1MIMEM01	Title of the Course	Micro Economics for Management
Total Credits of the Course	04	Hours per week	04

Course Learning Outcomes: Having completed this course, the students will be able to	
CLO 1	Explain and analyse fundamental economic concepts, including the nature, scope, and subject matter of economics, along with micro and macroeconomic frameworks, production possibility curve, types of goods, and factors of production, to understand their application in real-world economic situations.
CLO 2	Analyse and evaluate demand and supply mechanisms, including their determinants and shifts, to determine equilibrium price and assess the impact of changes in demand and supply conditions.
CLO 3	Apply and analyse utility analysis and indifference curve approach, to determine consumer's equilibrium under budget constraints.
CLO 4	Analyse and evaluate cost and revenue concepts to support effective managerial and pricing decisions.

Course Content			
Unit No.	Description	Weightage (%)	CLO(s)
1.	Nature, Scope and Subject matter of Economics: • Robbins Definition, Growth Definition • Nature, Scope and Subject matter of Economics • Micro & Macro Economics - Concepts, Merits and Demerits • Production Function, Production Possibility Curve • Meaning and Types of Goods and Utility • Price & Value, Wealth & Welfare • Factors of Production and Factors Payments- Concept and Characteristics	25%	CLO 1



2.	Product Pricing: • Demand: Law of Demand, Determinants of Demand, Change & Shift in Demand Curve (Increase and Decrease of Demand & Expansion and Contraction of Demand) • Supply: Law of Supply, Determinants of Supply, Change & Shift in Supply Curve (Increase and Decrease of Supply & Expansion and Contraction of Supply) • Equilibrium Price determination.	25%	CLO 2
3.	Consumer Behavior: • Consumer Surplus • Properties of Indifference Curve • Marginal Rate of Substitution • Budget Line • Consumer's Equilibrium • Law of Diminishing Marginal Utility	25%	CLO 3
4.	Costs & Revenues • Cost Concepts, Total Cost, Fixed Cost, Variable Cost Average Cost & Marginal Cost, Opportunity Cost, Sunk Cost, Incremental Cost, Implicit Cost and Explicit Cost, Accounting Cost, Economic Cost • Revenue Concepts: Total Revenue, Average Revenue and Marginal Revenue, Incremental Revenue.	25%	CLO 4

Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g. Power Point Presentation, Audio-Visual Presentation), Lectures, Group Discussions, Quizzes, Assignments, Case Study and Browsing E- Resources.
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Internal and External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)
1	Class Test (at least one)	15 (30%)
2	Quiz (at least one)	15 (30%)
3	Active Learning	05 (10%)
4	Home Assignment	05 (10%)
5	Class Assignment	05 (10%)
6	Attendance	05 (10%)
Total Internal (%)		50 (100%)
Final Examination		50 (100%)

Notes:

- ❖ Multiple Choice Questions will be based on Bloom's Taxonomy Level 1 & 2.
- ❖ Class test and written examination questions will be based on various levels of Bloom's Taxonomy.

CLO-PLO Matrix (Course Learning Outcomes-Programme Learning Outcomes)

CLO	PLO										
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11
CLO 1	3	2	2	1	1	---	1	1	---	1	2
CLO 2	3	3	3	1	1	---	2	1	---	1	2
CLO 3	3	3	3	1	1	---	2	1	---	---	2
CLO 4	3	3	3	1	1	---	2	2	---	---	2

(Scale: 3: Strong, 2: Moderate, 1: Low, ---: No Correlation)

Suggested Learning Material Books:

Sr. No.	Title	Author(s)	Year / Edition	Publisher
1	A Textbook of Economic Theory	H. L. Ahuja	2020 / Revised Edition	S. Chand Publishing (S Chand Publishing)
2	Microeconomics for Management Students	R. H. Dholkiya & A. N. Oza	2018 / Reprint	Oxford University Press (Delhi University Library System)
3	Advanced Economic Theory	M. L. Jhingan	2016 / 12th Edition	Himalaya Publishing House
4	Principles of Economics	N. Gregory Mankiw	2021 / 9th Edition	Cengage Learning
5	Microeconomic Theory	S. K. Mishra & V. K. Puri	2019 / Latest Revised Edition	Himalaya Publishing House

Online Resources (Open Sources)

Sr. No.	Description of Resource	Web Link
1	Economics Discussion – Articles and Study Resources on Economics	https://www.economicsdiscussion.net/
2	Economics Help – Microeconomics Essays and Learning Resources	https://www.economicshelp.org/microessays/
3	Deal Hub – Factor Pricing Glossary and Business Economics Resources	https://dealhub.io/glossary/factor-pricing/



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Syllabus as per the NEP 2020 with effect from June – 2026

Bachelor of Business Administration (B.B.A.) (General)

Semester – I

Course Code	UMB1MCSR02	Title of the Course	Corporate Social Responsibility
Total Credits of the Course	04	Hours per week	04

Course Learning Outcomes: Having completed this course, the students will be able to	
CLO 1	Develop ethical awareness and conceptual understanding of social responsibility to support responsible and value-based business decision-making.
CLO 2	Apply legal and regulatory knowledge to ensure corporate compliance, accountability and responsible organizational governance.
CLO 3	Demonstrate managerial and governance competencies required for transparency, ethical leadership and effective corporate governance practices.
CLO 4	Integrate sustainability, innovation and social responsibility into strategic business planning for sustainable organizational development.

Course Content			
Unit No.	Description	Weightage (%)	CLO(s)
1.	Introduction • Meaning and Definition of CSR, History and Evolution of CSR • Scope of CSR, Factors affecting the growth of CSR • Reasons for Social Responsibility CSR activities – Nature, types, impact on development programme • Corporate responsibility towards various group of stakeholders • Chronological evolution of CSR in India • Limitations of CSR, Arguments in favour and Against of Corporate Social Responsibility	25%	CLO 1
2.	Legislation of Corporate Social Responsibility • Legislation in India and the world • Provision for Corporate Social Responsibility in Companies Act 2013 – Section 135 • Scope for CSR Activities under Schedule VII • Appointment of Independent Directors on the Board and Computation of Net Profit's Implementing Process in India. • The regulatory environment in India Counter trends.	25%	CLO 2



3.	Corporate Governance • Introduction, Historical Background • Factors behind the origin of Corporate Governance • Important issues and Need of Corporate Governance • Reason for the growing demand for corporate Governance, & factors influencing corporate governance. • Regulatory framework on corporate governance in India • SEBI Guidelines and CLAUSE 49 • Corporate Governance in India • Issues of corporate governance • Models of Corporate Governance. • Global issues in corporate Governance	25%	CLO 3
4.	Contemporary CSR • Current Trends and Opportunities in CSR • Future Trends in CSR in India • CSR as Strategic business tool for sustainable development • Roles of intuitions in CSR: Government, NGOs, Education intuitions & role of Media • Review of successful corporate initiatives and challenges of CSR • Case Studies of major CSR activities by any two industrial units in India	25%	CLO 4

Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g. Power Point Presentation, Audio-Visual Presentation), Expert Lectures, Group Discussions, Quizzes, Assignments, Case Study and Browsing E- Resources.
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Internal and External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)
1	Class Test (at least one)	15 (30%)
2	Quiz (at least one)	15 (30%)
3	Active Learning	05 (10%)
4	Home Assignment	05 (10%)
5	Class Assignment	05 (10%)
6	Attendance	05 (10%)
Total Internal (%)		50 (100%)
Final Examination		50 (100%)

Notes:

- ❖ Multiple Choice Questions will be based on Bloom's Taxonomy Level 1 & 2.
- ❖ Class test and written examination questions will be based on various levels of Bloom's Taxonomy.

CLO-PLO Matrix (Course Learning Outcomes-Programme Learning Outcomes)

CLO	PLO										
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11
CLO 1	2	1	2	1	---	1	2	1	1	3	2
CLO 2	2	2	3	1	---	1	3	2	1	3	2
CLO 3	2	2	3	2	1	2	3	2	1	3	3
CLO 4	2	3	3	2	1	2	3	3	1	3	3

(Scale: 3: Strong, 2: Moderate, 1: Low, ---: No Correlation)

Suggested Learning Material Books:

Sr. No.	Title	Author(s)	Year / Edition	Publisher
1	Corporate Social Responsibility: Concept and Cases – The Indian Experience	C. V. Baxi & Ajit Prasad	2013 1st Edition	Excel Books
2	Microeconomics for Management Students	Ravindra H. Dholakia	2005 1st Edition	Oxford University Press
3	Macroeconomics for Management Students	Anindya Nag	2007 1st Edition	Macmillan Publications
4	Corporate Social Responsibility Cases	S. Raj	2012 1st Edition	ICFAI University Press
5	The World Guide to CSR: A Country-by-Country Analysis of Corporate Sustainability and Responsibility	Wayne Visser & Nick Tolhurst	2010 1st Edition	Greenleaf Publishing

Online Resources (Open Sources)

Sr. No.	Description of Resource	Web Link
1	NPTEL – Corporate Social Responsibility (CSR) – Online course covering concepts, principles, practices, and implementation of Corporate Social Responsibility	https://onlinecourses.nptel.ac.in/noc25_mg139/preview
2	NPTEL – Corporate Social Responsibility – Archived online course on CSR, including sustainability, ethics, stakeholder engagement, and responsible business practices	https://onlinecourses-archive.nptel.ac.in/noc17_mg20/preview



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Syllabus as per the NEP 2020 with effect from June – 2026

Bachelor of Business Administration (B.B. A.) (General)

Semester – I

Course Code	UMB1MDBMT01	Title of the Course	Business Mathematics – I
Total Credits of the Course	04	Hours per week	04

Course Learning Outcomes (CLO): Having completed this course, the students will be able to

CLO 1	Students will be able to understand, apply, and analyse the principles of set theory and determinants, including their properties, to solve business-related problems such as systems of linear equations and evaluating the feasibility of business plans.
CLO 2	Student will be able to manipulate matrices effectively, including matrix operations, determinants, inverses, and transpose, and apply them in various business applications, such as production planning and financial analysis.
CLO 3	Students will be able to understand, apply and analyse' coordinate geometry concepts (distance, slope, equations, and intersection of lines) to solve and interpret business-related problems.
CLO 4	Students will be able to apply mathematical concepts and techniques in the field of finance, such as understanding interest rates and calculating present and future values of annuities.

Course Content

Unit No.	Description	Weightage (%)	CLO(s)
1.	Set Theory and Determinant: Set Theory: Sets, Subsets, Equality of two sets, null set, universal set, power set, complements of a set, union and intersection of sets, difference of two sets. Venn Diagram (Concept only), Laws of algebra of sets, De 'Morgan laws and Cartesian Product of two sets. Application of set theory in commerce. Determinant: Meaning of 2×2 Determinant, Expansion of third order determinant, properties of determinant (without proof), Cramer's Method for solving system of linear equations for two and three variables only.	25%	CLO 1
2.	Matrix: Definitions of matrix, Type of matrices: Row matrix, Column Matrix, Square Matrix, Null Matrix, Transpose of Matrix, Symmetric Matrix, skew symmetric Matrix, Diagonal Matrix, Scalar Matrix, Identity Matrix, Adjoin of Matrix, Inverse of Matrix, Addition, Subtraction, Scalar product and Multiplication of Matrices, Solution of linear equations for two and three variables. Application of Matrix in commerce.	25%	CLO 2



3.	Co-ordinate Geometry: Cartesian Co-ordinate System, Distance between two points (without proof), slope of line, slope of parallel and perpendicular lines, Intersect point of two lines, Equations of line (1) Two Point Form (2) Point and Slope form (3) Intercept and slope form (4) Two Intercept form and example on it. Application of Coordinate Geometry in commerce.	25%	CLO 3
4.	Mathematics in Finance: Compound Interest, Nominal and Effective Rates of Interest, Continuous compounding, Concept of Present value and Amount of a Sum, Annuity (only for a fixed period of time), Present and Future value of Annuity, Sinking funds (with equal payments and equal time intervals)	25%	CLO 4

Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g. Power Point Presentation, Audio-Visual Presentation), Lectures, Group Discussions, Quizzes, Assignments, Case Study and Browsing E- Resources.
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Internal and External Examination Evaluation

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Notes:

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CLO-PLO Matrix (Course Learning Outcomes-Programme Learning Outcomes)

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CLO2	2	2	2	–	2	–	2	1	–	–	1
CLO3	1	2	2	–	1	–	2	–	–	–	–
CLO4	2	2	2	1	2	–	2	1	1	–	1

(Scale: 3: Strong, 2: Moderate, 1: Low, ---: No Correlation)

Suggested Learning Material Books:

Sr. No.	Title	Author(s)	Year / Edition	Publisher
1	Statistics: Theory, Methods and Applications	D. C. Sancheti & V. K. Kapoor	2010 7th Revised Edition	Sultan Chand & Sons, New Delhi
2	Business Mathematics	V. K. Kapoor	2009 19th Revised Edition	Sultan Chand & Sons, New Delhi

3	Business Mathematics	R. S. Soni	2009	Pitamber Publishing House
4	Business Mathematics	Trivedi & Trivedi	2011	Pearson India Limited, New Delhi
5	Business Mathematics	Dr. K. R. Kachot	2015	Mahajan Publication House

Online Resources (Open Sources)

Sr. No.	Description of Resource	Web Link
1	A to Z math – Online Mathematics Learning and Problem-Solving Resource	https://atozmath.com/default.aspx
2	e-PG Pathshala (INFLIBNET) – E-learning Resources for Higher Education	https://epgp.inflibnet.ac.in/error/InternalError.aspx?aspxerrorpath=/
3	SWAYAM MOOCs – Mathematics & Statistics Courses	https://swayam.gov.in/explorer?category=Math_and_Sciences



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Syllabus as per the NEP 2020 with effect from June – 2026

Bachelor of Business Administration (B.B.A.) Semester – I

Course Code	UMB1MDFSP02	Title of the Course	Fundamental of Strategic Planning
Total Credits of The Course	04	Hours per week	04

Course Learning Outcomes: Having completed this course, the students will be able to	
CLO 1	Analyse the nature, scope, and importance of business policy to evaluate its role in guiding organizational decision-making and achieving long-term objectives.
CLO 2	Evaluate strategic intent, including vision, mission, and objectives, to assess the effectiveness of strategies at different hierarchical levels within an organization.
CLO 3	Analyse the external business environment using tools such as Porter's Five Forces Model to determine industry competitiveness and strategic positioning.
CLO 4	Evaluate internal strengths and weaknesses using SWOT and value chain analysis to determine sources of competitive advantage and strategic sustainability.

Course Content			
Unit No.	Description	Weightage (%)	CLO(s)
1.	Business Policy • Nature of Business • Nature of Business Policy • Features of Business Policy • Scope of Business Policy • Importance of Business Policy • Purpose of Business Policy • Essentials of An Effective Business Policy • Need of Business Policy	25%	CLO 1
2.	Strategic Intent • Nature & Characteristics of Effective Strategies • Hierarchical Levels of Strategy • Strategic Management Process • Nature of Strategic Intent • Attributes of Strategic Intent • Strategic Intent: Process, Vision, Mission & Objectives	25%	CLO 2



3.	Analysis of External Environment • Nature of Environment • Categories of Business Environment • Objectives of Environmental Appraisal • Process of Environmental Analysis • Factors Affecting Competitive Environment • Porter's 5 Forces Model • Strategies Groups Within Industries	25%	CLO 3
4.	Analysis of Internal Environment • Process of Internal Environment Appraisal • Strengths & Weaknesses- What do they Convey? • Measuring Strengths & Weaknesses • Distinctive Competencies & Competitive Advantage • SWOT Analysis • Value Chain Analysis • Sustaining Competitive Advantage • Generic Building blocks of Competitive Advantage • Avoiding Failure of Strategies	25%	CLO 4

Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g. Power Point Presentation, Audio-Visual Presentation), Lectures, Group Discussions, Quizzes, Assignments, Case Study and Browsing E- Resources.
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Internal and External Examination Evaluation

Sr. No.	Details of the Evaluation/Exam Pattern	50 Marks (%)
1	Class Test (at least one)	15(30%)
2	Quiz (at least one)	15(30%)
3	Active Learning	05(10%)
4	Home Assignment	05(10%)
5	Class Assignment	05(10%)
6	Attendance	05(10%)
Total Internal (%)		50(100%)
Final Examination		50(100%)

Note:

- ❖ Multiple Choice Questions will be based on Bloom's Taxonomy Level 1 & 2.
- ❖ Class test and written examination questions will be based on various levels of Bloom's Taxonomy.

CLO-PLO Matrix (Course Learning Outcomes-Programme Learning Outcomes)

CLO	PLO										
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11
CLO1	3	2	2	1	1	—	2	2	1	—	1
CLO2	3	2	2	1	1	—	2	3	1	1	2
CLO3	2	2	3	1	2	—	3	2	1	2	2
CLO4	2	2	3	1	2	—	3	3	1	2	2

(Scale: 3: Strong, 2: Moderate, 1: Low, ---: No Correlation)

Suggested Learning Material Books:

Sr. No.	Title	Author(s)	Year / Edition	Publisher
1	Business Planning and Policy	C. B. Mamoria, Satish Mamoria & P. Subba Rao	2022 2nd Edition	Himalaya Publishing House
2	Strategic Management and Business Policy	V. Pithadiya	2015 1st Edition	Biztantra
3	Strategic Management	M. Jeyarathnam	2019 6th Revised Edition	Himalaya Publishing House
4	Strategic Management	K. Aswathappa & G. S. Reddy	2008	Himalaya Publishing House
5	Strategic Management	P. Subba Rao	2018 1st Edition	Himalaya Publishing House
6	Strategic Management	H. R. Appannaiah, P. N. Reddy & H. R. Ramanath	2007	Himalaya Publishing House
7	Strategic Management	T. P. R. Murty & W. Firdose	---	Himalaya Publishing House

Online Resources (Open Sources)

Sr. No.	Description of Resource	Web Link
1	SWAYAM – Government of India online learning platform offering MOOCs across various disciplines, including Management and Commerce	https://swayam.gov.in
2	NPTEL – Online courses in Management, Engineering, Humanities, and Sciences offered by IITs and IISc	https://nptel.ac.in
3	INFLIBNET e-PG Pathshala – E-learning platform providing postgraduate study materials and e-content developed by UGC	https://epgp.inflibnet.ac.in
4	INFLIBNET e-Books – Digital repository of e-books and learning resources for higher education	https://ebooks.inflibnet.ac.in
5	Ministry of Education, Government of India – Official portal for education policies, initiatives, and higher education resources	https://www.education.gov.in



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Syllabus as per the NEP 2020 with effect from June – 2026

Bachelor of Business Administration (B.B.A.) (General)

Semester – I

Course Code	UMB1AECSM01	Title of the Course	Communication Skills for Management – I
Total Credits of the Course	02	Hours per week	02

Course Learning Outcomes: Having completed this course, the learners will be able to

CLO 1	Analyze short stories and create well-organized responses using appropriate skills to communicate ideas effectively and confidently.
CLO 2	Explain, illustrate, and examine key communication concepts and processes with appropriate examples.

Course Content

Unit No.	Description	Weightage (%)	CLO(s)
1.	Text: A collection of short stories Name of the Text: Contemporary Short Stories Ed. L. A. Hill (Oxford University Press) - The Happy Prince by Oscar Wilde - The Mark of Vishnu by Khushwant Singh - The Halfyard Ham by A.E. Coppard - Uneasy Homecoming by Will F. Jenkins - The Trust Property by Rabindranath Tagore (Text-based descriptive questions may be asked)	50%	CLO 1
2.	Introducing Business Communication: - Concept, Definitions and Attributes of Communication - Objectives of Communication - Importance of Communication in Business - The Process of Communication (Communication Cycle) - Talk Tactics - The Ten Commandments of Effective Communication (General questions may be asked)	50%	CLO 2

Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g. Power Point Presentation, Audio-Visual Presentation), Lectures, Group Discussions, Quizzes, Assignments, Case Study and Browsing E- Resources.
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Internal and External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	25 Marks (%)
1	Class Test (at least one)	10(40%)
2	Quiz (at least one)	05(20%)
3	Active Learning	-
4	Home Assignment	05(20%)
5	Class Assignment	-
6	Attendance	05(20%)
Total Internal (%)		25(100%)
Final Examination (%)		25(100%)

Notes:

- ❖ Multiple Choice Questions will be based on Bloom's Taxonomy Level 1 & 2.
- ❖ Class test and written examination questions will be based on various levels of Bloom's Taxonomy.

CLO-PLO Matrix (Course Learning Outcomes-Programme Learning Outcomes)

CLO	PLO										
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11
CLO 1	1	2	2	3	1	2	1	---	2	---	1
CLO 2	2	3	2	3	2	1	1	---	1	---	1

(Scale: 3: Strong, 2: Moderate, 1: Low, ---: No Correlation)

Suggested Learning Material Books:

Sr. No.	Title	Author(s)	Year / Edition	Publisher
1	Contemporary Short Stories	L. A. Hill	2009, Revised Edition	Oxford University Press
2	Essentials of Business Communication	Rajendra Pal & J. S. Korlahalli	2012, 10th Edition	Sultan Chand & Sons
3	Principles and Practice of Business Communication	R. A. Doctor & A. H. Doctor	2010, 1st Edition	A. R. Sheth & Company
4	Business Communication	U. S. Rai & S. M. Rai	2016, Revised Edition	Himalaya Publishing House
5	Developing Communication Skills	Krishna Mohan & Meera Banerji	2013, 2nd Edition	Macmillan India Ltd.
6	Effective Business Communication	Asha Kaul	2015, 2nd Edition	Prentice Hall (Pearson Education)
7	Business Communication	Asha Kaul	2009, 1st Edition	Prentice Hall of India Pvt. Ltd.
8	Effective Business Communication	M. V. Rodrigues	2001, 1st Edition	Concept Publishing Company
9	Writing with a Purpose	M. L. Tickoo & J. Sasikumar	2004, Revised Edition	Oxford University Press

10	Business Communication and Report Writing	R. P. Sharma & Krishna Mohan	2002, 1st Edition	Tata McGraw Hill Education
11	Communication Skills	Sanjay Kumar & Pushplata	2011, 1st Edition	Oxford University Press

Online Resources (Open Sources)

Sr. No.	Description of Resource	Web Link
1	American Literature – Short Stories for Students (Free collection of classic and contemporary short stories for reading comprehension, language learning, and literary analysis.)	https://americanliterature.com
2	BBC Learning English – Vocabulary and Grammar Lessons (Interactive learning resources for English grammar, vocabulary, pronunciation, listening, speaking, and business communication.)	https://www.bbc.co.uk/learningenglish
3	Project Gutenberg – Free eBooks of Classic Literature (A digital library providing free access to classic literary works, novels, short stories, and reference books.)	https://www.gutenberg.org
4	SWAYAM – Effective Business Communication (IIM Bangalore) (Online course covering professional communication, presentations, interpersonal communication, report writing, and workplace communication skills.)	https://onlinecourses.swayam2.ac.in/imb21_mg55/preview
5	SWAYAM – Business Communication (JAIN University) (Online course focusing on business communication, written correspondence, presentations, and communication strategies.)	https://onlinecourses.swayam2.ac.in/imb24_mg111/preview
6	SWAYAM – Communication and Business Correspondence (Savitribai Phule Pune University) (Online course covering business letters, reports, official correspondence, and professional communication practices.)	https://onlinecourses.swayam2.ac.in/cec24_cm06/preview



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Syllabus as per the NEP 2020 with effect from June – 2026

Bachelor of Business Administration (B.B.A.) (General)

Semester – I

Course Code	UMB1SESMT01	Title of the Course	Stress Management
Total Credits of the Course	02	Hours per week	02

Course Learning Outcomes: Having completed this course, the students will be able to

CLO 1	Analyze the concept of stress by examining its meaning, nature, characteristics, types, and theoretical frameworks, including contemporary forms such as digital and academic stress, and evaluate their impact on individual performance and well-being.
CLO 2	Apply and evaluate appropriate stress management techniques by identifying causes of stress and selecting suitable coping strategies across individual, academic, organizational, and entrepreneurial contexts to enhance well-being and performance.

Course Content

Unit No.	Description	Weightage (%)	CLO(s)
1.	Understanding Stress and Its Dynamics • Meaning, nature, and Characteristics of stress • types of stress (Eustress & Distress) • Theories of Stress: Stimulus-based theory, Response-based theory • Stress-performance relationship (Yerkes-Dodson Law) • Emerging issues: Digital stress and academic stress • Case analysis on stress-performance relationship	25%	CLO 1
2.	Stress Management Techniques and Applications • Causes of stress management: Individual Stressors, Organizational Stressors, Group Stressors and Extra Organizational Stressors. • Stress Management: Individual Coping Strategies, Organizational Coping Strategies. • Application of stress management: Stress management in workplace, Student stress management, Stress management for entrepreneurs • Case Study Analysis: Given a situation (student under stress) - Suggest coping strategies	25%	CLO 2

Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g. Power Point Presentation, Audio-Visual Presentation), Lectures, Group Discussions, Quizzes, Assignments, Case Study and Browsing E- Resources.
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Internal and External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	25 Marks (%)
1	Class Test (at least one)	15 (30%)
2	Quiz (at least one)	15 (30%)
3	Active Learning	05 (10%)
4	Home Assignment	05 (10%)
5	Class Assignment	05 (10%)
6	Attendance	05 (10%)
Total Internal (%)		50 (100%)
Final Examination (%)		25 (100%)

Notes:

- ❖ Multiple Choice Questions will be based on Bloom's Taxonomy Level 1 & 2.
- ❖ Class test and written examination questions will be based on various levels of Bloom's Taxonomy.

CLO-PLO Matrix (Course Learning Outcomes-Programme Learning Outcomes)

CLO	PLO										
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11
CLO 1	---	1	3	1	---	2	2	1	3	1	1
CLO 2	---	3	3	1	---	3	3	2	3	1	2

(Scale: 3: Strong, 2: Moderate, 1: Low, ---: No Correlation)

Suggested Learning Material Books:

Sr. No.	Title	Author(s)	Year / Edition	Publisher
1	Organizational Behaviour	Stephen P. Robbins & Timothy A. Judge	2017, 17th Edition	Pearson Education
2	Comprehensive Stress Management	Jerrold S. Greenberg	2016, 13th Edition	McGraw-Hill Education
3	Stress, Appraisal, and Coping	Richard S. Lazarus & Susan Folkman	1984, 1st Edition	Springer Publishing Company
4	Emotional Intelligence: Why It Can Matter More Than IQ	Daniel Goleman	1995, 1st Edition	Bantam Books
5	Wherever You Go, There You Are: Mindfulness Meditation in Everyday Life	Jon Kabat-Zinn	2005, Revised Edition	Hyperion
6	Developmental Issues in Contemporary India	M. R. Biju	2010, 1st Edition	Concept Publishing Company, New Delhi
7	Principles and Practice of Stress Management	Paul M. Lehrer, Robert L. Woolfolk & Wesley E. Sime	2007, 3rd Edition	The Guilford Press, New York

Online Resources (Open Sources)

Sr. No.	Description of Resource	Web Link
1	SWAYAM / NPTEL – Online Courses on Stress Management, Emotional Well-being, Yoga, and Mental Health	https://swayam.gov.in / https://nptel.ac.in
2	World Health Organization (WHO) – Mental Health Resources, Guidelines, and Well-being Information	https://www.who.int/health-topics/mental-health
3	Harvard Health Publishing – Evidence-based Stress Management, Mindfulness, and Mental Health Guides	https://www.health.harvard.edu/topics/stress
4	Mindfulness and Guided Meditation Platforms (e.g., Headspace, Calm, Insight Timer) for Stress Reduction and Emotional Well-being	https://www.headspace.com / https://www.calm.com / https://insighttimer.com



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Syllabus as per the NEP 2020 with effect from June – 2026

Bachelor of Business Administration (B.B.A.) (General)

Semester – I

Course Code	UMB1SEBST02	Title of the Course	Business Startup
Total Credits of the Course	02	Hours per week	02

Course Learning Outcomes: Having completed this course, the students will be able to

CLO 1	Students will be able to explain and analyze the concepts of entrepreneurship and business startups and evaluate their role in economic development.
CLO 2	Students will be able to apply and analyze idea generation techniques and evaluate the feasibility of business ideas using appropriate tools.

Course Content			
Unit No.	Description	Weightage (%)	CLO(s)
1.	Introduction to Business Startup & Entrepreneurship: • Meaning and concept of business startup • Entrepreneurship: Definition and importance • Difference between entrepreneur, intrapreneur, and manager • Role of startups in economic development • Types of startups (small business, scalable, social, technology-based) • Characteristics and skills of successful entrepreneurs • Overview of startup ecosystem (incubators, investors, government support)	25%	CLO 1
2.	Business Idea Generation & Feasibility Analysis: • Sources of business ideas • Techniques of idea generation (brainstorming, SWOT analysis) • Opportunity identification and evaluation • Market need and gap analysis • Feasibility analysis: Technical, financial, market, and legal • Basics of business model (value proposition, customer segments) • Introduction to basic market research methods-Primary Data, Secondary Data, Importance of Market Research	25%	CLO 2



Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g. Power Point Presentation, Audio-Visual Presentation), Lectures, Group Discussions, Quizzes, Assignments, Case Study and Browsing E- Resources.
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Internal and External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	25 Marks (%)
1	Class Test (at least one)	10 (40%)
2	Quiz (at least one)	05 (20%)
3	Active Learning	-----
4	Home Assignment	05 (20%)
5	Class Assignment	-----
6	Attendance	05 (20%)
Total Internal (%)		25 (100%)
Final Examination (%)		25 (100%)

Notes:

- ❖ Multiple Choice Questions will be based on Bloom's Taxonomy Level 1 & 2.
- ❖ Class test and written examination questions will be based on various levels of Bloom's Taxonomy

CLO-PLO Matrix (Course Learning Outcomes-Programme Learning Outcomes)

CLO	PLO										
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11
CLO 1	2	2	3	1	---	1	2	3	1	1	2
CLO 2	2	3	3	1	1	2	3	3	1	1	2

(Scale: 3: Strong, 2: Moderate, 1: Low, ---: No Correlation)

Suggested Learning Material Books:

Sr. No.	Title	Author(s)	Year / Edition	Publisher
1	Entrepreneurship: Successfully Launching New Ventures	Bruce R. Barringer & R. Duane Ireland	2019, 6th Edition	Pearson Education
2	Entrepreneurship	Robert D. Hisrich, Michael P. Peters & Dean A. Shepherd	2020, 11th Edition	McGraw-Hill Education
3	Entrepreneurship: Theory, Process, Practice	Donald F. Kuratko	2021, 11th Edition	Cengage Learning
4	The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses	Eric Ries	2011, 1st Edition	Crown Business
5	The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company	Steve Blank & Bob Dorf	2020, Revised & Updated Edition	K&S Ranch Press

Online Resources (Open Sources)

Sr. No.	Description of Resource	Web Link
1	NPTEL – Entrepreneurship (MOOC offered by Indian Institute of Technology Madras covering entrepreneurship concepts, venture creation, and business planning)	https://onlinecourses.nptel.ac.in/noc24_mg93/preview
2	NPTEL – Innovation and Entrepreneurship: A Multidisciplinary Approach (Indian Institute of Technology Madras)	https://elearn.nptel.ac.in/shop/completed-courses/short-term-programs-completed/innovation-and-entrepreneurship-a-multi-disciplinary-approach-batch-2/
3	NPTEL – Innovation, Business Models and Entrepreneurship (Indian Institute of Technology Roorkee)	https://elearn.nptel.ac.in/shop/nptel/innovation-business-models-and-entrepreneurship/
4	SWAYAM – Entrepreneurship MOOCs (Government of India online learning platform offering entrepreneurship and innovation courses through NPTEL and other institutions)	https://swayam.gov.in



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Syllabus as per the NEP 2020 with effect from June – 2026

Bachelor of Business Administration (B.B.A.) (General)

Semester – I

Course Code	UMB1VAIKS01	Title of the Course	Introduction to Indian Knowledge Systems
Total Credits of the Course	02	Hours per week	02

Course Learning Outcomes: Having completed this course, the students will be able to

CLO 1	Students will be able to investigate the essence of Bhartiya spirituality as expressed through the four spiritual paths and Shastric philosophy of life, along with its reflections in lifestyle and an overview of diverse Indian Knowledge Systems, and evaluate its deeper role in nurturing unity and appreciating the timeless significance of Indian Knowledge Systems.
CLO 2	Analyze governance and public administration principles in the Arthashastra, leadership concepts in Bhartiya scriptures, ethical dimensions of Artha and Dharma, and Ayurvedic health principles, and integrate these perspectives to construct a multidisciplinary framework for contemporary professional application.

Course Content			
Unit No.	Description	Weightage (%)	CLO(s)
1.	Unit 1: Spiritual Bharat and Introduction to IKS - Bhartiya Concept of Spirituality: Gyaan Marg, Bhakti Marg, Karma Marg, Yoga Marg - Bhartiya Spiritual Thinking Leading to Unity - Bhartiya Philosophy of Life Derived from Shastras and Its Implications for Bhartiya Life Style - Introduction to IKS and Its Importance - Overview of Various Indian Knowledge Systems	50%	CLO 1
2.	Unit 2: Multidisciplinary Perspectives of Indian Knowledge Systems - Governance and Public Administration in the Arthashastra - Concept of Leadership in Bhartiya Scriptures: Bhagavad Gita, Ramayana, and Mahabharata - Artha and Dharma: Foundations of Ethical Decision-Making in Business Practices - Principles of Ayurveda for Holistic Health and Preventive Care - Relevance of Indian Knowledge Systems in the Contemporary Professional World	50%	CLO 2



Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g. Power Point Presentation, Audio-Visual Presentation), Lectures, Group Discussions, Quizzes, Assignments, Case Study and Browsing E- Resources.
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Internal and External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)
1	Class Test (at least one)	10 (40%)
2	Quiz (at least one)	05 (20%)
3	Active Learning	---
4	Home Assignment	05 (20%)
5	Class Assignment	---
6	Attendance	05 (20%)
Total Internal (%)		25 (100%)
Final Examination (%)		25 (100%)

Note:

- ❖ Multiple Choice Questions will be based on Bloom's Taxonomy Level 1 & 2.
- ❖ Class test and written examination questions will be based on various levels of Bloom's Taxonomy.

CLO-PLO Matrix (Course Learning Outcomes-Programme Learning Outcomes)

CLO	PLO										
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11
CLO 1	2	1	2	1	---	1	2	1	2	3	2
CLO 2	2	2	3	1	---	2	3	2	2	3	3

(Scale: 3: Strong, 2: Moderate, 1: Low, ---: No Correlation)

Suggested Learning Material Books:

Sr. No.	Title	Author(s)	Year / Edition	Publisher
1	Introduction to Indian Knowledge System: Concepts and Applications	B. Mahadevan, V. R. Bhat & N. Pavana R.	2023, 1st Edition	PHI Learning Private Limited
2	IKS: The Knowledge System of Bharata	B. C. Chauhan	2023, 1st Edition	Garuda Prakashan
3	Indian Philosophy	Sarvepalli Radhakrishnan	2008, Oxford India Edition	Oxford University Press
4	The Spiritual Life and Culture of India	A. Patra	2012, 1st Edition	Oxford University Press
5	Bhagavad Gita as It Is	A. C. Bhaktivedanta Swami Prabhupada	1983, Revised & Enlarged Edition	The Bhaktivedanta Book Trust
6	The Arthashastra (Translated by L. N. Rangarajan)	Kautilya	1992, Penguin Classics Edition	Penguin Books

7	Ayurveda: The Science of Self-Healing	Vasant Lad	1984, 1st Edition	Lotus Press
8	Ramayana	C. Rajagopalachari	1957, 1st Edition	Bharatiya Vidya Bhavan
9	Mahabharata	C. Rajagopalachari	1958, 1st Edition	Bharatiya Vidya Bhavan
10	Ayurveda: Nature's Medicine	David Frawley & Subhash Ranade	2001, 1st Edition	Lotus Press
11	Corporate Chanakya: Successful Management the Chanakya Way	Radhakrishnan Pillai	2010, 1st Edition	Jaico Publishing House

Online Resources (Open Sources)

Sr. No.	Description of Resource	Web Link
1	SWAYAM – Indian Knowledge System (IKS): Concepts and Applications (Online course offered by the Indian Institute of Management Bangalore covering the fundamentals and applications of the Indian Knowledge System.)	https://onlinecourses.swayam2.ac.in/imb25_mg108/preview
2	Indian Knowledge Systems (Vol. 1) by Kapil Kapoor & A. K. Singh (Published by the Indian Institute of Advanced Study; comprehensive reference on Indian Knowledge Systems.)	https://iks.iitgn.ac.in/wp-content/uploads/2016/01/Indian-Knowledge-Systems-Kapil-Kapoor.pdf
3	Sanskriti Magazine – Traditional Knowledge Systems of India (An overview of India's traditional knowledge systems, philosophy, science, education, and culture.)	https://www.sanskritimagazine.com/india/traditional-knowledge-systems-of-india/
4	Explore Indian Trails – Vedas, Upanishads and Puranas: How Ancient India Shaped Spiritual Wisdom for Every Mind (Educational resource on India's ancient scriptures and their contribution to Indian	https://exploreindiantrails.com/vedas-upanishads-and-puranas-how-ancient-india-shaped-spiritual-wisdom-for-every-mind/



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Syllabus as per the NEP 2020 with effect from June – 2026

Bachelor of Business Administration (B.B.A.) (General)

Semester – I

Course Code	UMB1VAAYU02	Title of the Course	Ayurveda
Total Credits of the Course	02	Hours per week	02

Course Learning Outcomes: Having completed this course, the students will be able to

CLO 1	Analyze the foundational principles of Ayurveda, including its Vedic origins, key concepts from the Charaka Samhita, Tridosha theory and its effects on the body, holistic healthcare approach, psychosomatic aspects of health, and basic diagnosis and treatment.
CLO 2	Evaluate the role of Ayurvedic lifestyle management, including water, food and digestion, Sattva–Rajas–Tamas as qualities of a person, healthcare practices, and contributions of Vagbhata and Madhava in promoting health and well-being.

Course Content

Unit No.	Description	Weightage (%)	CLO(s)
1.	Foundations of Ayurveda - Ayurveda as a Subsystem of the Atharvaveda and Rigveda - Definition and meaning of Ayurveda: Key Points from the Charaka Samhita - Concept of Tridosha and Its Effects on the Body; Concept of Holistic Healthcare; Psychosomatic Aspects of Health; and Brief Overview of Diagnosis and Treatment in Ayurveda	50%	CLO 1
2.	Ayurveda for Lifestyle and Health Management - Lifestyle Management through Ayurveda - Water, Food, and Digestion-Related Aspects - Sattva, Rajas, and Tamas: Qualities of a Person - Healthcare through Ayurveda - Brief Contributions of Vagbhata and Madhava	50%	CLO 2

Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g. Power Point Presentation, Audio-Visual Presentation), Lectures, Group Discussions, Quizzes, Assignments, Case Study and Browsing E- Resources.
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Internal and External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)
1	Class Test (at least one)	10 (40%)
2	Quiz (at least one)	05 (20%)
3	Active Learning	---
4	Home Assignment	05 (20%)
5	Class Assignment	---
6	Attendance	05 (20%)
Total Internal (%)		25 (100%)
Final Examination		25 (100%)

Notes:

- ❖ Multiple Choice Questions will be based on Bloom's Taxonomy Level 1 & 2.
- ❖ Class test and written examination questions will be based on various levels of Bloom's Taxonomy.

CLO-PLO Matrix (Course Learning Outcomes-Programme Learning Outcomes)

CLO	PLO										
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11
CLO 1	1	1	3	---	---	1	2	1	2	3	2
CLO 2	1	2	3	---	---	2	2	1	3	3	2

(Scale: 3: Strong, 2: Moderate, 1: Low, ---: No Correlation)

Suggested Learning Material Books:

Sr. No.	Title	Author(s)	Year / Edition	Publisher
1	Charaka Samhita (Translated by P. V. Sharma)	Charaka; Translated by P. V. Sharma	2017, Revised Edition	Chaukhambha Orientalia
2	Ayurveda: The Science of Self-Healing	Vasant Lad	1984, 1st Edition	Motilal Banarsidass Publishers
3	Prakriti: Your Ayurvedic Constitution	Robert E. Svoboda	1998, Revised Edition	Lotus Press
4	Basic Principles of Ayurveda	K. R. Srikantha Murthy	2008, 1st Edition	Chaukhambha Orientalia

Online Resources (Open Sources)

Sr. No.	Description of Resource	Web Link
1	Kishore, P. (1981). Clinical Research in Ayurveda: An Overview. Ancient Science of Life. An overview of clinical research methodologies and applications in Ayurveda, available through PubMed.	https://pubmed.ncbi.nlm.nih.gov/22556472/