

THE MAHATMA GANDHI UNIVERSITY
BACHELOR IN BUSINESS ADMINISTRATION (HONOURS)
SYLLABUS

(As per AICTE Norms)

MGU-BBA (Honours)

(2024 Admission Onwards)



Faculty: Management Sciences

**Expert Committee: Business Administration/Management
Studies(UG)**

**Programme: Bachelor in Business Administration
(Honours)**

**Mahatma Gandhi University
Priyadarshini Hills
Kottayam – 686560, Kerala, India**

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MGU-BBA (HONOURS)

Syllabus

Semester V								
Course Code	Course	Type	Credits	Hours/week	Hour Distribution/Week			
					L	T	P	O
MG5BBA CCR300	Strategic Management (Business Administration)	CC	3	4	2	0	2	0
MG5BBAC CR301	Logistics and Supply Chain Management (Business Administration)	CC	3	4	2	0	2	0
	Discipline Specific Electives - I (Business Administration)	DSE	4	5	3	0	2	0
	Discipline Specific Electives - II (Business Administration)	DSE	4	5	3	0	2	0
MG5SECB BA300	Design Thinking and Innovation (Practical)	SEC	2	4	0	0	4	0
MG5BBAS EC301	AI for Business (Business Administration)	SEC	2	3	1	0	2	0
MG5BBAS EC302	Internship (Business Administration)	SEC	4	0	0	0	0	0
	Major Project [evaluation in sixth semester]	SEC	0					0
			22	25				
Semester VI								
	Event Management	CC	3	5	1	0	4	0
	Introduction to GST (Business Administration)	CC	2	3	1	0	2	0
	Project Management (Business Administration)	CC	2	2	2	0	0	0
	Discipline Specific Electives - III (Business Administration)	DSE	4	5	3	0	2	0
	Discipline Specific Electives - IV (Business Administration)	DSE	4	5	3	0	2	0
	Major Project [Initiated in 5th Semester] (Business Administration)	SEC	3	5	1	0	4	0
			18	25				

Specialisation:

Course Code	Specialisation	Course Name
MG5BBADSE300	Finance	Banking and Insurance
MG5BBADSE301	Marketing	Consumer Behaviour
MG5BBADSE302	Human Resource Management	Change Management and Organisational Development
MG5BBADSE303	Supply Chain Management	Inventory Management
MG5BBADSE304	Business Analytics	Data Analysis Using R
MG5BBADSE305	International Business	EXIM Policy and Documentation

Note:

To be eligible for the award of a specialisation, a learner must acquire 12 credits in the discipline-specific electives of a particular specialisation. The Discipline Specific Electives - I of Semester 5 should be the college's main specialisation, and Discipline Specific Electives – II has to be taken based on the second specialisation. The Discipline Specific Electives – III and The Discipline Specific Electives – IV of semester 6 will be based on the college's main specialisation. Those who have not opted for a second specialisation can choose any of the elective papers as their DSE-II course in the 5th Semester.

Upon completing the three-year BBA degree, students will have the opportunity to obtain a single specialisation (4 credits from Sem 5 courses and 8 credits from Sem 6 courses).



MGU-BBA (HONOURS)

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SEMESTER 5

MGU-BBA (HONOURS)

Syllabus



Mahatma Gandhi University
Kottayam

Programme	Bachelor in Business Administration (Honours)					
Course Name	Strategic Management					
Type of Course	Core Course					
Course Code	MG5BBACCR300					
Course Level	300-399					
Course Summary	This course introduces students to the fundamentals of strategic management and helps them understand how organizations formulate, implement, and evaluate strategies in a dynamic business environment. The course combines conceptual learning with practical applications through case studies, simulations, industry analysis, and strategic planning exercises.					
Semester	5	Credits			3	Total Hours
Course Detail	Learning Approach	Lecture	Tutorial	Practical	Others	60
		2		1		
Pre-requisites						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	To introduce the concepts and importance of strategic management.	U	1
2	To develop analytical and strategic decision-making skills.	A	2
3	To familiarize strategic analysis tools and frameworks.	A	1
4	To formulate and implement business strategies.	An	5

***Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)**

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
Foundation of Strategic Management		14 Hrs	
1.1	Meaning, Nature, and Scope, Evolution and Importance of Strategic Management. Vision, Mission, Goals, and Objectives; Strategic Management Process.	4	1
1.2	Levels of Strategy: Corporate Strategy, Business Strategy, Functional Strategy; Role of Managers in Strategic Decision Making; Strategic Thinking and Competitive Advantage	3	1
1.3	<i>Practical Components:</i> Mission and vision statement analysis of companies; SWOT analysis workshop; Case study discussion on successful business strategies; Group activity: Designing vision and mission statements; Strategic thinking exercises; Industry observation assignment.	7	1
Strategic Analysis and formulation		24 Hrs	
2.1	Environmental Analysis: Internal Environment and External Environment PESTLE Analysis; Porter's Five Forces Model. Resource-Based View of the Firm; Value Chain Analysis; Competitive Strategies; Corporate Strategies	6	2
2.2	Corporate-level strategies: stability, expansion, retrenchment, and combination; Portfolio analysis: BCG Matrix and GE-McKinsey Matrix;	7	2
2.3	Diversification, vertical integration, merger, acquisition, and strategic alliances; Blue Ocean Strategy; Functional strategies in marketing, finance, operations, and human resources.	3	2
2.4	<i>Practical Components:</i> PESTLE analysis of an industry; Porter's Five Forces analysis exercise; Value chain mapping activity; Competitive strategy comparison workshop; Group presentation on corporate strategies; Analysis of real business cases; Strategic formulation simulation, Corporate Strategy Case Study; BCG Matrix and GE-McKinsey Matrix Exercise; Merger and Acquisition Analysis.	8	2
Strategy Implementation, Evaluation, and Control		22 Hrs	
3.1	Introduction to Strategy Implementation, Meaning of Strategy Implementation, Difference between Strategy Formulation and Strategy Implementation, Importance of Effective Implementation, Challenges in Strategy Implementation, Steps in the Implementation Process.	5	4
3.2	Meaning of Strategic Evaluation, Importance of Performance Measurement, Strategic Evaluation Process, Key Performance Indicators (KPIs), Balanced Scorecard Approach: Financial Perspective, Customer Perspective,	5	4

	Internal Business Perspective, Learning and Growth Perspective		
3.3	Resource Allocation and Strategic Control, Meaning of Resource Allocation, Types of Organizational Resources: Financial Resources, Human Resources, Technological Resources, Physical Resources; Strategic Budgets and Resource Prioritization; Meaning and Importance of Strategic Control.	6	4
3.4	<i>Practical Components:</i> Strategy Implementation Case Analysis; Leadership and Change Management Role Play; Organizational Resource Allocation Exercise; Strategic Control and KPI Development Workshop; Balanced Scorecard Preparation; Group Presentation on Strategic Evaluation; Mini Strategic Audit Project	6	4

Text Books (Latest Editions): (in APA format)

1. John.R.Karsnitz, Stephen O'Brien and John P. Hutchinson, –Engineering Design, Cengage learning (International edition) Second Edition, 2013. Page 100 of 154
2. Roger Martin, "The Design of Business: Why Design Thinking is the Next Competitive Advantage", Harvard Business Press, 2009.
3. Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve – Apply", Springer, 2011
4. Idris Mootee, "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School", John Wiley & Sons 2013.
5. Yousef Haik and Tamer M.Shahin, –Engineering Design Process, Cengage Learning, Second Edition, 2011.
6. Book, Solving Problems with Design Thinking, Ten Stories of What Works (Columbia Business School Publishing) Hardcover – 20 Sep 2013 by Jeanne Liedtka (Author), Andrew King (Author), Kevin Bennett (Author).

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 25

Sl. No	Component	Activity	Max. Marks
1	Exam	CO based exams/Quiz	10
2	Practical Activities & Participation	Based on practical component	5
3	Presentation & Viva	Based on practical	10

	component and other topics	
Total Marks		25

B. End Semester Assessment (ESA) - Maximum Marks: 50

Sl. No	Component	Activity	Max. Marks
1	Written Examination 1.5 hour	Very short answers: 10 questions of 2 marks each Short Essay: 2 out of 4 Essay question: 2 questions of 10 marks each from a choice of 4 questions (long essay and case study)	10*2=20 2*5=10 2*10=20
Total Marks			50



MGU-BBA (HONOURS)

Syllabus



Mahatma Gandhi University
Kottayam

Programme	Bachelor in Business Administration (Honours)					
Course Name	Logistics And Supply Chain Management					
Type of course	Core Course					
Course Code	MG5BBACCR301					
Course Level	300-399					
Course Summary	The course covers logistics, strategic fit, network design, sourcing, pricing, and demand management, emphasising the impact of digital transformation on supply chain strategies and operations. Through case studies and practical insights, students will learn to design effective supply chain networks, optimise e-commerce operations, and manage global challenges.					
Semester	5	Credits			3	Total Hours
Course Detail	Learning Approach	Lecture	Tutorial	Practical	Others	
		2		1		60
Pre-requisites						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	Understand the role of supply chain management	U	1

	and network design in aligning organizational strategy, operational efficiency, and global competitiveness.		
2	Analyse sourcing, pricing, forecasting, and coordination strategies to improve supply chain responsiveness and cost efficiency.	An	2
3	Analyse integrated supply chain operations and apply appropriate logistics and coordination strategies to real-world business scenarios.	An	5
*Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transactions (Units)

1 Introduction to Supply Chain Management		20 Hrs	
1.1	Introduction to Supply Chain Management concepts, Role of supply chain management in organisations, Understanding supply chain drivers and metrics, Alignment of supply chain strategies with organizational objectives, Operational capabilities and competitive advantage through supply chains.	5	CO1
1.2	Supply Chain Network Design: Distribution network design concepts, E-business applications in supply chains, Global supply chain networks and market responsiveness, Challenges in designing efficient and responsive supply chain systems.	5	CO1
1.3	Practicum: Supply Chain Mapping Exercise (of a selected company showing suppliers, manufacturers, distributors, retailers, and customers.), Case Analysis on Supply Chain Drivers, Supply Chain Metrics Study (Identify and compare key supply chain metrics such as lead time, fill rate, inventory turnover, and order cycle time for different industries.), Network Design Simulation (Design a basic distribution network for a product considering warehouse location, transportation routes, and customer coverage.), E-Business Supply Chain Review, Global Supply Chain Case Discussion or any other similar	10	CO1

	practicum activities, AND case study analysis		
2: Sourcing, Pricing and Supply Chain Coordination		20 Hrs	
2.1	Sourcing and Pricing Strategies: Sourcing decisions in supply chains, Strategic sourcing approaches, Pricing management and pricing models, Revenue management and cost-efficiency in supply chains, E-commerce dynamics in sourcing and pricing.	5	CO2
2.2	Demand and Supply Coordination: Demand forecasting concepts and technique, Aggregate planning strategies, Sales and Operations Planning (S&OP), Coordination mechanisms across the supply chain, Balancing demand and supply efficiently.	5	CO2
2.3	<i>Practicum</i> Vendor Selection Exercise (Evaluate suppliers using criteria such as cost, quality, reliability, and delivery performance.), Sourcing Strategy Comparison activity, Pricing Models/ Strategy Analysis, Demand Forecasting Activity, Aggregate Planning Exercise (Develop an aggregate production and inventory plan for a manufacturing or retail business.), Sales and Operations Planning (S&OP) Simulations, or any other similar practicum activities, AND case study analysis.	10	CO2
3: Integrated Supply Chain Planning and Applications		20 Hrs	
3.1	Integrated Supply Chain Planning: Synchronization of forecasting, planning, sourcing, and distribution decisions, Integration of supply chain activities across business functions, Supply chain responsiveness in dynamic global markets, Contemporary challenges in logistics and supply chain systems.	5	CO3
3.2	Practical Applications: Case-based analysis of supply chain strategies, Practical assessment specified in the syllabus, Application of supply chain concepts in real-world and e-commerce	5	CO3

	contexts.		
3.3	<p>Practicum:</p> <p>Integrated Supply Chain Case Study (of real-world supply chain disruptions), Logistics Process Observation (Visit a warehouse, retail outlet, logistics hub, or distribution center and prepare an observation report.), Supply Chain Software Demonstration (Explore basic features of ERP, inventory management, or logistics tracking software.), Inventory Management Exercise (Calculate reorder levels, safety stock, and EOQ using sample business data.), Supply Chain Risk Analysis (Identify operational risks in a supply chain and propose mitigation strategies.), Mini Project / Practical Assessment on the logistics and supply chain practices of a local business, e-commerce firm, or service organization and present findings or any other similar practicum activities, AND case study analysis.</p>	10	CO3

References

Textbooks (Latest Editions):

1. Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.
2. Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson

Syllabus ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 25

Sl. No	Component	Activity	Max. Marks
1	Exam	CO based exams/Quiz	10
2	Practical Activities & Participation	Based on practical component	5

3	Presentation & Viva	Based on practical component and other topics	10
Total Marks			25

B. End Semester Assessment (ESA) - Maximum Marks: 50

Sl. No	Component	Activity	Max. Marks
1	Written Examination 1.5 hour	Very short answers: 10 questions of 2 marks each Short Essay: 2 out of 4 Essay question: 2 questions of 10 marks each from a choice of 4 questions (long essay and case study)	10*2=20 2*5=10 2*10=20
Total Marks			50

MGU-BBA (HONOURS)

Syllabus



Mahatma Gandhi University
Kottayam

Programme	Bachelor in Business Administration (Honours)					
Course Name	Design Thinking and Innovation					
Type of Course	Skill Enhancement Course					
Course Code	MG5SECBBA300					
Course Level	300-399					
Course Summary	Traditionally, the word “design” was used to describe the appearance and style of things like books, websites, products, buildings, interiors, and fashion. Today, design also includes creating services, strategies, and systems. As business and social problems become more complex and involve many different people, an approach called “Design Thinking” is becoming important for finding effective solutions. This course helps students understand design thinking in a simple way and teaches them how to use it in business practice.					
Semester	5	Credits			2	Total Hours
Course Details	Learning Approach	Lecture	Tutorial	Practical	Others	60
		0	0	2	0	
Pre-requisites	NA					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	Understand the principles, mindset, processes, and tools of design thinking and apply empathy, creativity, and problem-solving techniques to identify and analyze real-world problems.	An	1
2	Develop, prototype, test, and implement innovative and user-centered solutions using design thinking methodologies across business, service, and social sectors.	An	2

***Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)**

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
Foundations and Approaches of Design Thinking		30 Hrs	
1.1	<p><i>Practical Components:</i> Creativity and observation exercises; Empathy interview and persona development; User observation and ethnographic study; Brainstorming and idea generation workshop; Mind mapping and visualization activities; Problem identification and framing exercises; Assumption testing activities; Low-fidelity prototype creation; Group discussions on innovation cases; Reflection exercises on design thinking mindset.</p> <p>Concepts that should be understood:</p> <ul style="list-style-type: none"> • Introduction to Design Thinking: Concept, Purpose, Principles, and Process. • Stages and Importance of Design Thinking, Benefits of Design Thinking and Innovation • Design Thinking Mindset, Fundamental Concepts: Empathy, Ethnography, Divergent and Convergent Thinking, Visual Thinking, Assumption Testing, Prototyping. • Design Thinking Resources: People, Place, Materials Organizational Fit. 	30	CO1
Design Thinking Methodology, Processes, and Applications		30 Hrs	
2.5	<p><i>Practical Components:</i> Journey mapping workshop, Value chain analysis exercise, Concept development activities, Team-based innovation challenge, Rapid prototyping workshop, Prototype testing and feedback session, Customer co-creation simulation</p> <p>Concepts that should be understood:</p> <ul style="list-style-type: none"> • Designing for Growth Framework: What Is- What If- What Wows -What Works. • Design Thinking Tools and Methods: Visualization, Journey Mapping, Value Chain Analysis, Mind Mapping, Brainstorming, Concept Development, Rapid Prototyping, Customer Co-Creation, Learning Launch. • Design Thinking Processes: Double Diamond Process, d-school 5-Stage Process. • Applications of Design Thinking: Manufacturing Sector, Service Sector, Social Sector; • Learning, Validation, and Co-Creation. 	30	CO2

Text Books (Latest Editions):

1. John.R.Karsnitz, Stephen O'Brien and John P. Hutchinson, –Engineering Design, Cengage learning (International edition) Second Edition, 2013. Page 100 of 154

2. Roger Martin, "The Design of Business: Why Design Thinking is the Next Competitive Advantage", Harvard Business Press, 2009.
3. Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve – Apply", Springer, 2011
4. Idris Mootee, "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School", John Wiley & Sons 2013.
5. Yousef Haik and Tamer M. Shahin, –Engineering Design Process, Cengage Learning, Second Edition, 2011.
6. Book, Solving Problems with Design Thinking, Ten Stories of What Works (Columbia Business School Publishing) Hardcover – 20 Sep 2013 by Jeanne Liedtka (Author), Andrew King (Author), Kevin Bennett (Author).

END SEMESTER EXAM REPORT FORMAT

- The practical exam can be conducted as a Design Challenge-Based Examination
- Where students are given a real-life situation in the beginning of the semester.
- The examination is based on practical application of Design Thinking concepts and tools.
- Students may use charts, sketches, diagrams, sticky notes, and visual representations wherever necessary.
- The examination may be conducted individually or in groups as decided by the course instructor.
- The focus of evaluation will be on creativity, user-centered thinking, innovation, and problem-solving approach.

For preparation of report following format shall be used:

Chapter 1 – PROBLEM IDENTIFICATION AND EMPATHY ANALYSIS

A real-life problem scenario shall be provided to the students.

Example Scenarios

- Improving college canteen experience
- Reducing waiting time in hospitals
- Enhancing public transport experience
- Waste management in campus
- Improving online learning engagement

Students are required to:

- Identify the target users/stakeholders.
- Observe and define the major user problems or pain points.
- Prepare a brief empathy analysis based on user needs, feelings, and expectations.
- Write a clear problem statement.

Chapter 2 – IDEATION AND CONCEPT DEVELOPMENT

Based on the identified problem, students shall:

1. Generate multiple innovative ideas using brainstorming or mind mapping techniques.
2. Select the most feasible and innovative idea.
3. Explain how the proposed idea addresses the identified user problem.
4. Prepare a simple concept note or visual representation of the solution.

Chapter 3 – PROTOTYPE DEVELOPMENT

Students shall develop a low-fidelity prototype/model of the proposed solution using sketches, flowcharts, storyboards, mock interfaces, or simple physical models.

- The prototype should include:
- Main features of the solution
- User interaction process
- Expected benefits to users

Chapter 4 - TESTING, FEEDBACK, AND REFLECTION

Students shall:

1. Explain how the solution can be tested with users.
2. Identify possible improvements based on feedback.
3. Reflect on the Design Thinking process used during the examination.
4. Present the final solution before the examiner for the final exam.

Scheme of evaluation – (REPORT FORMAT)

	Marks
Problem Identification & Empathy	2
Ideation & Concept Development	5
Prototype Development	3
Testing, Feedback & Reflection	12
Total	15 Marks

ASSESSMENT

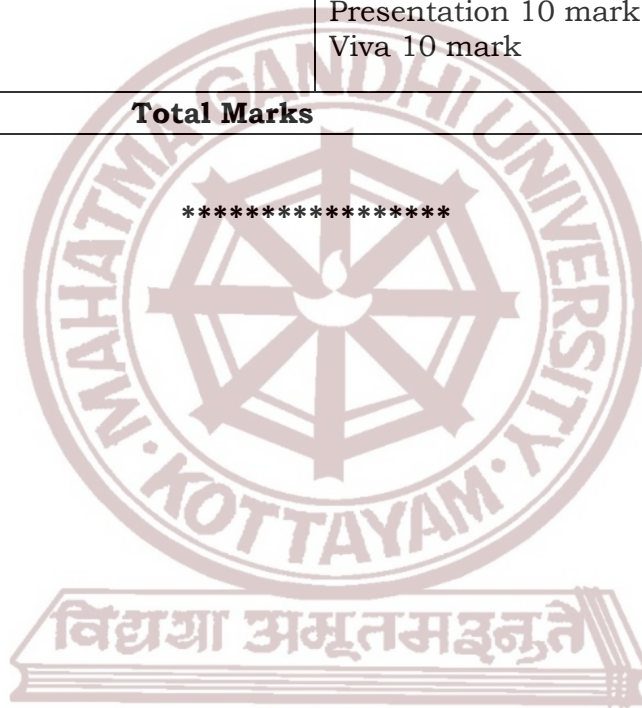
A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 15

Sl. No	Component	Activity	Max. Marks
1	Assignments / Observation Report	Based on practical component	5
2	Practical Activities & Participation	Based on practical component	5
3	Presentation & Viva	Based on practical	5

	component and other topics	
Total Marks		15

B. End Semester Assessment (ESA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Written Examination 1 hour	Report presentation and viva voce Exam Report 15 marks Presentation 10 mark Viva 10 mark	35
Total Marks			35



MGU-BBA (HONOURS)

Syllabus



Mahatma Gandhi University
Kottayam

Programme	Bachelor in Business Administration (Honours)			
Course Name	AI for Business			
Type of Course	SEC			
Course Code	MG5BBASEC301			
Course Level	300-399			
Course Summary	Traditionally, the word “design” was used to describe the appearance and style of things like books, websites, products, buildings, interiors, and fashion. Today, design also includes creating services, strategies, and systems. As business and social problems become more complex and involve many different people, an approach called “Design Thinking” is becoming important for finding effective solutions. This course helps students understand design thinking in a simple way and teaches them how to use it in business practice.			
Semester	5	Credits	2	Total Hours
Course Details	Learning Approach	Lecture	Tutorial	Practical Others
		1		1
Pre-requisites				

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	Annual PO No	MGU PO
1	Understand the concepts, tools, and technologies of Artificial Intelligence and apply AI-based solutions in various business functions and decision-making contexts.	U	4	1
2	Evaluate ethical, strategic, and operational implications of AI in business and develop responsible and innovative AI-driven business solutions.	A	5	2

***Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)**

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
Introduction to Artificial Intelligence in Business		22 Hrs	
1.1	Meaning and evolution of AI, AI vs Automation vs Data Analytics, Importance of AI in modern business, AI-driven digital transformation, Overview of AI tools and platforms.	2	CO1
1.2	AI Technologies and Business Decision-Making; Introduction to: Machine Learning, Natural Language Processing (NLP), Predictive Analytics, Generative AI, AI and business intelligence, AI in decision support systems	2	CO1
1.3	Applications of AI in Business Functions: AI in: Marketing: Personalized advertising, Customer analytics, Chatbots Finance: Fraud detection, Credit scoring, financial forecasting Operations: Supply chain optimization, Inventory management Human Resource Management: AI recruitment tools, Employee analytics, Performance management	3	CO1
1.4	<i>Practical Components:</i> Exploring AI business tools such as: ChatGPT, Google Gemini, Microsoft Copilot, Canva AI, AI-assisted business communication exercise, AI-based customer segmentation activity, Chatbot interaction and evaluation, Business decision-making simulation using AI tools, Group discussion on AI adoption in companies, Mini project: Solving a business problem using AI	15	CO1
AI Strategy, Ethics, And Future Business Applications		23 Hrs	
2.1	AI Strategy and Organizational Adoption; AI adoption in organizations; AI and competitive advantage; AI-driven innovation; Human-AI collaboration; Challenges in implementing AI in business.	2	CO2
2.2	Ethical, Legal, and Social Implications of AI: Ethical issues in AI; Bias and fairness in AI systems; Data privacy and security; Transparency and accountability; Responsible AI practices	3	CO2
2.3	Emerging Trends and Future of AI in Business Generative AI and business creativity; AI in e-commerce and digital platforms; AI and entrepreneurship; Smart workplaces and future jobs; AI and sustainable business practices	3	CO2

2.5	<i>Practical Components:</i> AI ethics case study analysis; Prompt engineering workshop for business tasks; AI-based social media campaign design; AI productivity tools comparison exercise; Bias identification in AI-generated outputs; AI-powered resume and presentation development; Team project: AI business innovation proposal; Presentation on “Future of AI in Business Administration”	15	CO2
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Text Books (Latest Editions):

1. Bernard Marr, Matt Ward, “Artificial Intelligence in Practice”, Wiley, 2019
2. Rajendra Akerkar, “Artificial Intelligence for Business”, Springer, 2019
3. Doug Rose, “Artificial Intelligence for Business”, Pearson FT Press, 2020
4. Raj Venkatesan and Jim Lecinski, “The AI Marketing Canvas”, Stanford Business Books, 2021
5. Livia Rainsberger, “AI – The New Intelligence in Sales”, Springer, 2022
6. Bahaeddin A. M. Alareeni, Islam Elgedawy, “Artificial Intelligence and Finance”, Springer, 2023

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 15

Sl. No	Component	Activity	Max. Marks
1	Assignments / Observation Report	Based on practical component	5
2	Practical Activities & Participation	Based on practical component	5
3	Presentation/ Viva	Based on practical component and other topics	5
Total Marks			15

B. End Semester Assessment (ESA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
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1	Written Examination 1 hour	Multiple choice question	1*20=20
		Case study	1*10=15
Total Marks			35



MGU-BBA (HONOURS)

Syllabus

DISCIPLINE-SPECIFIC ELECTIVES

	<p>Mahatma Gandhi University Kottayam</p>
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Programme	Bachelor in Business Administration (Honours)					
Course Name	Banking and Insurance					
Type of course	DISCIPLINE-SPECIFIC ELECTIVE (FINANCE)					
Course Code	MG5BBADSE300					
Course Level	300-399					
Course Summary	<p>This course provides a thorough examination of the principles, practices and regulatory structures governing the banking and insurance sectors in India. Students will be oriented with the functions, procedures, products and services of banks and insurance companies. This course aims to facilitate a comprehensive understanding of the banking and insurance sectors, equipping students for careers in banking, insurance, financial services, or related fields.</p>					
Semester	5	Credits			4	Total Hours
Course details	Learning Approach	Lecture	Tutorial	Practicum	Others	
		3		1	0	75

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	To understand the evolution, structure, functions and roles of banking and insurance sectors in India, including RBI	U	10

	regulations, Basel norms and risk management practices.		
2	To analyse retail banking operations such as account opening, KYC, AML, banking products, credit scoring, CRM and digital banking services.	An	3
3	To apply the principles and procedures of life insurance including policy types, premium calculation, nomination, revival and claim settlement.	A	1
4	To understand and apply concepts of general insurance including fire, marine, motor, health and liability insurance along with underwriting and claim settlement procedures.	A	1
*Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Introduction to Banking and Insurance		21 Hrs	
1.1	Evolution, structure and development of banking in India, Types of Banks-commercial Banks-Public sector Bank, private sector Bank, Foreign Banks, Rural Banks, Co-operative Banks. Role and significance of banks in economic development and growth. Reserve Bank of India (RBI) - Objectives -Functions -Role in economic development	4	CO1
1.2	Banking product and services - Fund-based products- Fee-based products, Types of bank accounts: Savings account, Current account, Fixed deposit, Recurring deposit. Deposits, Loans and Securities: Types of deposits, Types of advances/loans, Collateral securities Bank investment and asset liability management balance sheet and income statement of commercial banks, CAMEL rating and banking ratios, Basel norms and capital Adequacy, SLR, CSR and CAR, Risk Management in banks.	6	CO1
1.3	Introduction to Insurance- Evolution and development of insurance in India -Meaning of insurance and assurance - General principles of insurance -Important insurance terms-Classification of risks -Risk Management Techniques - IRDA – Duties -powers-Functions-Banking regulation Act	3	CO1

	(Amendment)2020		
1.4	<p>Practicum Activities: Visit a nearby commercial bank and observe its day-to-day banking operations. Collect information regarding: Types of bank accounts, - Deposit schemes, Loan products, Digital banking services. OR</p> <p>Prepare a comparative analysis of Public sector banks, Private sector banks, Rural/Co-operative banks Prepare and submit a detailed practicum report.</p> <p>OR any other practicum activity</p> <p>AND Case Study Analysis</p>	8	CO1
2: Retail Banking		15 hrs	
2.1	Introduction to Retail Banking -Account Opening Process and Required Documents - KYC and AML -Retail Banking Products and Services-Credit Scoring and CIBIL Scoring-	2	CO2
2.2	Retail product marketing strategies -loan tie-ups – Personal Loans, Education Loans, Vehicle Loans, Home loans. Delivery Channels- Branch Banking, ATM, POS, Internet-banking, Mobile-Banking.	3	CO2
2.3	Customer relationship management- Retail banking technology – Loan origination, disbursement and settlement procedures	3	CO2
2.4	<p>Practicum Activities:</p> <p>Role Play on Customer Relationship Management Scenario, Digital Banking Assistance Desk recreation, Account opening assistance to local population, Compare the application requirements for various loans at various banks,</p> <p>Or any other practicum activity</p> <p>AND Case Study Analysis</p>	7	CO2
3: Life Insurance		20 hrs	
3.1	Introduction to Life Insurance - Principles of Life Insurance, Features of Life Insurance Contracts -Life Insurance Products: Traditional Policies, Unit Linked Policies (ULIP), Individual Policies, Group Policies, With Profit and Without Profit Policies. Types of Life Insurance Policies: Term Insurance, Whole Life Insurance, Endowment Insurance, Annuities and Pension Plans	4	CO3

3.2	Special Insurance Policies: Policies for Children, Policies for Women, Policies for Handicapped Persons Mortality Table and Premiums - Meaning of Mortality Table, Types of Premiums, Premium Payment Options, Factors Affecting Premium Calculation. Policy Conditions -Assignment, Nomination, Surrender of Policy, Policy Lapse and Revival, Paid-up Value.	5	CO3
3.3	Insurance Application and Acceptance Procedure-Insurance Claims: Survival Benefits, Death Claims, Maturity Claims Early and Non-Early Claims, Documents Required for Claims, Accidental and Unnatural Death Claims, Presumption of Death. Marketing of Insurance- Different Marketing Channels, Bancassurance	4	CO3
3.4	Practicum Activities: Preparation and verification of documents required for insurance application and policy acceptance OR Study of procedures involved in survival benefit, maturity, and death claim settlements and prepare reports and presentations OR Any other practicum Activities AND Case Study Analysis	7	CO3
4: General Insurance		19 hrs	
4.1	Introduction to General Insurance - Growth and Importance of General Insurance - Basics of General Insurance - Fire Insurance, Marine Insurance, Motor Insurance. Health Insurance and Mediclaim - Personal Accident Insurance - Liability and Burglary Insurance. Rural, Agricultural and Engineering Insurance- Aviation and Miscellaneous Insurance	6	CO4
4.2	Rural, Agricultural and Engineering Insurance- Aviation and Miscellaneous Insurance -Underwriting and Premium Rating: Proposal Forms, Cover Notes, Insurance Certificates, Endorsements, Premium Calculation. Settlement of Insurance Claims: Claim Procedure, Claim Forms and Documents, Investigation and Assessment, Arbitration, Loss Minimization and Salvage	5	CO4
4.3	Practicum Activities: Project / Model Development of banking services or Insurance claim settlement process OR Digital banking system flow and prepare documents, report and presentation OR Any other practicum Activities AND Case Study Analysis	8	CO4

References

Textbooks (Latest Editions)

1. Indian Institute of Banking and Finance; Risk Management. Macmillan India Ltd.
2. Koch, T. W., & MacDonald, S. S.; Bank Management. Cengage Learning.
3. Rose, P. S., & Hudgins, S. C. Bank; Management and Financial Services. McGraw Hill.
4. Indian Institute of Banking and Finance; Principles & Practices of Banking. Macmillan Indian Ltd.
5. Indian Institute of Banking and Finance; Banking Products & Services. Taxman Publications Pvt. Ltd.
6. Trieschmann, J. S., Hoyt, R. E., & Sommer, D. W; Risk Management & Insurance. Cengage Learning.
7. Insurance Institute of India; Principles of Insurance. Mumbai.
8. Insurance Institute of India; Practice of Life Insurance. Mumbai.
9. Insurance Institute of India; Practice of General Insurance. Mumbai.

ASSESSMENT

Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes		10
2	Practical Activities and participation	Based on practicum component	20
Total Marks			30

End Semester Assessment (ESA) - Maximum Marks: 70

Sl. No	Component	Activity	Max. Marks
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15

	<p>Long Essay</p> <p>(a choice between two options for each question- answer two long essay questions, one from each pair (9a/9b))</p>	1 X 20=20
	<p>Compulsory Case Study analysis</p>	1 X20=20
<p>Total Marks</p>		70



MGU-BBA (HONOURS)

Syllabus



Mahatma Gandhi University
Kottayam

Programme	Bachelor in Business Administration (Honours)					
Course Name	Consumer Behaviour					
Type of course	DISCIPLINE-SPECIFIC ELECTIVE (MARKETING)					
Course Code	MG5BBADSE301					
Course Level	300-399					
Course Summary	This course provides a comprehensive study of consumer behavioural concepts and models designed to help understand, evaluate, and predict consumer behaviour. Students will explore the complexities of consumer decision-making and learn to translate these insights into effective marketing strategies specifically tailored to the Indian context.					
Semester	2	Credits			4	Total Hours
Course Detail	Learning Approach	Lecture	Tutorial	Practical	Others	
		3		1	0	75
Pre-requisites						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	To develop a fundamental understanding of consumer behaviour frameworks and their impact on digital environments.	A	1
2	To apply consumer decision-making models to predict post-purchase behaviour and formulate marketing strategies.	A	2
3	To analyse external factors like culture, social class, and family influences on purchasing decisions.	An	7

4	To analyse how internal psychological factors such as perception, motivation, and personality drive consumer actions.	An	8
*Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Understanding Consumer Behaviour		18 Hrs	
1.1	Consumer Behaviour (CB): Definition, Nature and Scope; Evolution; The Interdisciplinary Nature of CB; Significance and Importance CB for Managers: Limitations of the study of CB; Applications of CB	2	CO1
1.2	Consumer Behaviour and Marketing Concepts: Understanding Key Theories and Frameworks in Consumer Behaviour; Understanding the Indian market in a global context: Diversity and evolving consumer behaviour – changing Indian consumer	2	CO1
1.3	Value Perceptions in Consumer Behaviour - Understanding Consumer Value; Factors Influencing Value Perception, Utilitarian (functional) vs. Hedonic (emotional) value; Creating Value for Consumers; Role of Customer Experience in Shaping Value Perceptions; Link between Customer Satisfaction & Loyalty	2	CO1
1.4	Understanding the digital shift; Online Consumer Behaviour; Digital Trends in marketing; Personalisation using data and algorithms; Online Consumer experience	2	CO1
1.5	Consumerism, Consumer Rights, Legislation, Non-ethical practices exploiting consumer behaviour	3	CO1
1.6	Practicum: The Bin Archaeology: Identify 3-5 items. These can be physical products, digital purchases, services, or even empty packages rescued from a recycling bin. For each item, write a brief " <i>Behavioural Autopsy</i> " that answers the following two questions: What internal psychological need did it satisfy? What external environmental factor triggered the purchase? How is the product positioned by the firm. Present (PPT) findings in a simple table or bulleted list for each item. Write small report. OR The "Dark Pattern" Audit & Consumer Bill of Rights:	7	

	<p>Choose one popular e-commerce, food delivery, airline, or hotel booking platform operating in India (e.g., Nykaa, MakeMyTrip, Blinkit, Amazon). Navigate through the platform as if you are going to buy a product or book a service. Document and screenshot two distinct instances where the platform uses "dark patterns"—manipulative user interfaces designed to trick customers into spending more money or parting with data. (eg: <i>False Scarcity / Urgency</i>, automatically adding travel insurance or a donation fee at checkout without your explicit consent, <i>Subscription Traps, Confirmshaming</i>). For each deceptive practice found, explain which specific Consumer Right (under the Consumer Protection Act) it violates or compromises (if any) and suggest an ethical UI alternative the company <i>should</i> use instead. A brief presentation and a 1-page report can be made.</p> <p>OR any other practicum activity</p> <p>And Case Study Analysis</p>		
2: Consumer Decision Making		19 hrs	
2.1	Consumer Profile: Buyers Vs Users Vs Customer; Types of Consumers; The Changing Profile of Indian Consumers; Importance of Consumer Research in Consumer Behaviour Study	2	CO2
2.2	The Consumer Decision Process; Online Search & Decision-Making (vs traditional purchase funnel), Buying Motives of Consumers; Buying Roles; Levels of Consumer Decision-Making	2	CO2
2.3	Consumer behaviour models: Traditional Models (the learning model, Sociological model, psychoanalytical model, economical model and contemporary models (Howard-Sheth, EKB, Black Box Model, Nicosia model, Hawkins Stern model)	4	CO2
2.4	Organisational Buying Behaviour; Types of Business Buyers; Factors Influencing Business Buying Decisions; Stages of the Business Buying Process; Roles in the organisational decision process;	3	CO2
2.5	Practicum: Online vs. Offline Consumer Funnel: Students will form groups of 2–3 and be assigned a unique product category or industry sector (e.g., Electronics, Apparel, FMCG). Each group will map and contrast the consumer decision-making process across two distinct channels: the traditional brick-	8	

	<p>and-mortar storefront and the digital e-commerce/m-commerce ecosystem. Teams may present a side-by-side Comparative Funnel Matrix Diagram on a single landscape slide or poster. OR</p> <p>Role Play on Buying Behaviour Simulation: Students shall participate in a simulated organisational buying scenario where different members assume roles such as initiator, influencer, buyer, decider, gatekeeper, and user. The activity should demonstrate the stages of organisational buying and the factors influencing purchase decisions.</p> <p>OR any other practicum activity</p> <p>And Case Study Analysis</p>		
3: External Factors Influencing Consumer Behaviour		19 hrs	
3.1	Introduction to Factors Affecting Consumer Behaviour and the Decision-Making Process; Understand the interplay between internal influences, external influences and the decision-making process	2	CO3
3.2	<p>Group Dynamics & Consumer Reference Groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups,</p> <p>Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, Influencers, Rise of influencer marketing;</p> <p>Social Class Consumer Behaviour: Determinants of social class, measuring & characteristics of social class.</p>	3	CO3
3.3	Households and their composition- Definition, Family Life Cycle and Stages, Family Decision Making, Family Influence on Buying Behaviour	3	CO3
3.4	Culture: Definition, Characteristics, Element, Acculturation Vs Enculturation, Cross-Cultural Differences; Influence of Culture and Sub-culture on Consumer Behaviour-	3	CO3
3.5	<p>Practicum:</p> <p>The Influencer Deconstruction Project: Select a well-known Indian social media influencer (e.g., in tech, beauty, fitness, or travel). Track their content across 3 recent posts and analyse their strategy as a modern "Reference Group." Prepare a report or presentation. OR</p> <p>Role Play: Divide the class into groups of 3–5. Assign each group a specific stage of the Family Life Cycle (e.g., <i>Young</i></p>	8	

	<p><i>Newlyweds, Full Nest I</i> with toddlers, or <i>Empty Nesters</i> with adult children). Students must role-play the family discussion, explicitly acting out the different family decision-making roles (Information Gatherer, Influencer, Decider, Buyer, User). OR</p> <p>The Glocalisation Audit: Choose a global brand that successfully operates in India (e.g., McDonald's, Amazon, Netflix, or Samsung). Investigate how they adapted their marketing strategy to respect Indian culture and sub-cultures. Student may prepare a single-page visual infographic or landscape slide showing the global product versus its localized Indian avatar.</p> <p>OR any other practicum activity</p> <p>And Case study Analysis</p>		
4: Internal Influences on Consumer Behaviour		19 hrs	
4.1	<p>Consumer Perception: Meaning and definition; Elements; Process; Factors Influencing Perception; The Role of Perception in Consumer Decision Making; The Influence of Perception on Brand Perception and Purchase Decisions; Perception and Marketing Strategy; Perceptual Mapping-meaning (basic understanding only), Understand the applications of Perceptual Mapping in Market Segmentation, Brand Positioning, and Competitive Analysis; Perceptual Positioning</p>	3	CO4
4.2	<p>Consumer Learning: Meaning, definition, Learning Theories in Consumer Behaviour, Short term Memory, Long-term Memory, Marketing strategies adopted to stimulate short-term memory and long term learning</p> <p>Consumer Involvement: Meaning, Levels, Antecedents and Consequences</p>	3	CO4
4.3	<p>Dynamics of Consumer Motivation- Motivation and motivation theories (Revision only); The Role of Needs, Motives, and Motivation in Consumer Behaviour (Use Case studies for better understanding)</p>	2	CO4
4.4	<p>Consumer Personality: Significance of Personality in Consumer Behaviour, Personality Theories (and how it applies in consumer behaviour), Brand Personality,</p> <p>Self-Concept: Meaning, components of self-concept, Implications for Consumer Behaviour</p>	2	CO4

4.5	Consumer Attitudes: Formation of attitudes; functions performed by attitudes; models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model; attribution theory, Strategies for Attitude Change	2	CO4
4.6	<p>Practicum:</p> <p>The Competitive Grid: Select a highly competitive product sector in the Indian market (e.g., milk substitutes/plant-based milks, budget smartphones, or EV scooters). Identify 4–5 major brands competing in this space. Survey at least 10 peers to rate these brands on two key perceptual parameters (e.g., <i>Price vs. Quality</i> or <i>Health Benefits vs. Taste</i>). Draw a physical or digital Perceptual Map based on the scores. Write a brief competitive analysis explaining: Where is the market overcrowded? Is there an empty "white space" or niche a new brand could exploit? How does this map reflect current brand positioning? OR</p> <p>The 'Why' Behind the Buy: Identify a real-world business case study of a brand that successfully tapped into deep consumer needs (e.g., the historical launch of <i>Tata Nano</i> tapping into affordable safety vs. status, or <i>Maggi</i> tapping into the motivation of convenience and maternal care). Write an analytical report applying motivational frameworks to the case. Example (What latent, unfulfilled consumer <i>needs</i> or <i>motives</i> did this brand target? How did the brand resolve motivational conflict)</p> <p>OR any other practicum activity</p> <p>And Case study Analysis</p>	7	

References

MGU-BBA (HONOURS)

Text Books (Latest Editions):

1. Schiffman, L. G.; Kanuk L. L. and Kumar, S. R. Consumer Behavior. Pearson Education Inc.
2. Loudon, D. L. and Bitta, J. Albert Della. Consumer Behavior; Concepts and Applications. Tata McGraw Hill Publishing Company Limited
3. Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. Consumer Behavior (CB): A South Asian Perspective. Cengage Learning India Pvt. Limited
4. Hawkins, D. I.; Best, R. J. and Coney, K. A. Consumer Behavior: Building
5. Marketing Strategy. Tata McGraw-Hill Publishing Company Limited.

ASSESSMENT

Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
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1	Tests/ Quizzes		10
2	Practical Activities & Participation	Based on the practicum component	20
Total Marks			30
(2 may be done in such a way that at least one activity is given to measure each CO)			

End Semester Assessment (ESA) - Maximum Marks: 70

Sl. No	Component	Activity	Max. Marks
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (a choice between two options for each question- answer two long essay questions, one from each pair (9a/9b)	1 X 20=20
		Compulsory Case study analysis (10a)	1 X 20=20
Total Marks			70



Mahatma Gandhi University
Kottayam

Programme	Bachelor in Business Administration (Honours)					
Course Name	Change Management and Organisational Development					
Type of course	DISCIPLINE SPECIFIC ELECTIVE (HRM)					
Course Code	MG5BBADSE302					
Course Level	300-399					
Course Summary	This course describes the contemporary issues in change and the process of change. Strategic change interventions are described, followed by differentiation between change and Organizational development. The nature of planned change and models of change and OD are well defined in the course. Process of OD and Human and Techno structural interventions are well covered in the course.					
Semester	5	Credits			4	Total Hours
Course Details	Learning Approach	Lecture	Tutorial	Practical	Others	
		3		1		75
Pre-requisites						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	Understand the concepts of Organisational Change and analyse real-world organizational disruptions and employee resistance patterns by applying structural change frameworks	An	1

2	Examine the concepts and process of Organisation Development and apply systemic organisational development frameworks, multi-level diagnosis instruments, and design tailored needs assessment toolkits for operating business units	An	8
3	Analyse the structural, cultural, and socio-ecological impacts of macro-level strategic interventions that balance organisational productivity with ethics and sustainability	An	6
4	Analyse the end-to-end operational phases of an OD consultancy lifecycle and leverage modern digital/AI tools to institutionalise change.	An	5
*Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Introduction to Organisational Change		19 Hrs	
1.1	Organisational Change: Meaning- Necessity for Change- Classification of change.	4	CO1
1.2	Kurt Lewin Three Stage Model and Force Field Analysis- Systems theory, 7 Stage models, Burke-Litwin model, Porras and Robbortson	4	CO1
1.3	Change Agent-Role and Skills of a change Agent.HR Role as change agent, Resistance to Change and minimising the resistance	2	CO1
1.4	Factors affecting change, Model of Organisational Change	2	CO1
1.5	Practicum: Prepare presentations of successful and unsuccessful changes implemented along with the strategies used in Indian Organizations Conduct a <i>Change Audit</i> Interview with local businesses, Role play between change agents and resistant agents, present competency matrix of famous change agents in existing organisations, Draft a "Change Communication Blueprint for the given change scenario or any other similar practicum activities, AND case study analysis	7	CO1

2: Organisational Development		20 Hrs	
2.1	Organisational Development: Concept, meaning, definition, evolution, nature and characteristics, importance, OD vs Change, Motivational aspects of OD	4	CO2
2.2	Org. Diagnosis Needs Assessment and Analysis, Organisational Support for need assessment, operational analysis / Organisational analysis, requirement analysis, individual analysis.	4	CO2
2.3	Models of Organisational Development (Positive Model, Action Research Model, Lewin's Model, System Model, McKinsey 7S Model, Burke-Litwin Model)	4	CO2
2.4	Practicum: OD Consultant Simulation Pitch (Differentiating OD vs. Change Management); Diagnostic Tool Design (Creating Multi-level Needs Assessment Instruments); Live Campus Action Research Audit (Executing Data-Driven Field Interventions); Job Competency & Gap Analysis (Conducting Individual-Level Requirement Audits); Organisational Framework Stress-Testing (Applying System and Alignment Models to Industry Disruptions) or any other similar practicum activities, AND case study analysis	8	CO2
3: Strategic Change Interventions		19 Hrs	
3.1	Introduction to Strategic Change Interventions: Meaning, concept, objectives, importance, characteristics of strategic interventions	3	CO3
3.2	OD for Transformational Change: Structural change, cultural change, leadership-driven transformation, BPR, TQM OD for Continuous Change: Incremental change, learning organisations, coaching, mentoring, feedback systems OD for Trans-organisational Change: Mergers, alliances, networks, collaboration, organisation-environment interface	4	CO3
3.3	OD for Economic, Ecological & Social Outcomes: Triple bottom line: productivity, sustainability, CSR, ethical OD practices Human Process Interventions for OD	4	CO3

3.4	<p>Practicum</p> <p>Strategic Intervention Design Pitch (Formulating and pitching targeted intervention objectives for complex organizational crises); transformational vs. Continuous Change Simulation (Designing blueprint layouts for major shifts like BPR/TQM versus establishing continuous mentoring and learning loops); M&A Cultural Integration Playbook (Crafting collaboration and communication strategies to handle the trans-organizational friction of a corporate merger); Triple Bottom Line (TBL) OD Audit (Redesigning an organization's internal workflows to balance financial productivity with ecological sustainability and CSR); or any other similar practicum activities, AND case study analysis</p>	8	CO3
4: The Process of Organisation Development		17 Hrs	
4.1	<p>Process of Organisation Development – Objectives of OD Process, Characteristics of OD Process, Role of OD Practitioner, Steps in Organisational Development process</p>	2	CO4
4.2	<p>Entry and Contracting Phase in OD: Identification of problem, initial contact, organisational readiness, Formal agreement between client and OD consultant, Expectations of client and consultant</p>	3	CO4
4.3	<p>Action Planning and Intervention Design: setting goals and designing interventions, Selection of Interventions, Resource Planning, Risk Management</p> <p>Implementation of OD Interventions, Evaluation of OD Programmes, Evaluation Criteria, and Institutionalisation of Change. Sustainability of OD Efforts</p>	3	CO4
4.4	<p>Future of OD: Digital OD, AI in change management, agile organisations, sustainability trends</p>	2	
4.5	<p>Practicum:</p> <p>OD Diagnosis Assignment (Task: Students select an organisation (college, hospital, shop, small firm, NGO, startup) and identify OD issues. Or survey Design and Data Collection (Task: Students create a simple OD diagnostic survey (10-15 questions; 25 responses) on topics like Job satisfaction, Organisational climate, Leadership style, Communication effectiveness, Employee engagement or Role play / Debate on contemporary issues in OD such as OD in the Digital Age, OD after COVID or AI & Agile Change Roadmap (Building an implementation framework to introduce AI tools or agile restructuring while managing the</p>	7	CO4

	resulting employee anxiety) or any other similar practicum activities, or AND case study analysis		
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References

Textbooks (Latest Editions):

1. Robbins, Stephen - Organisational Behaviour Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred - Organisational Behaviour: An Evidence-Based Approach McGraw Hil Publishers Co. Ltd., New Delhi.
3. Organization Development, Principles, Processes, Performance 6. Author: Gary N. McLean, 2018, Pearson
4. Organization Development and Change with MindTap, 11e 4. Author(s): Thomas G. Cummings | Christopher G. Worley, Cengage Learning
5. Rao, VS P-Organisation Behaviour –Himalaya Publishing House.
6. Aswathappa, K.-Organisational Behaviour–Himalaya Publishing House, Mumbai, 18th Edition

ASSESSMENT

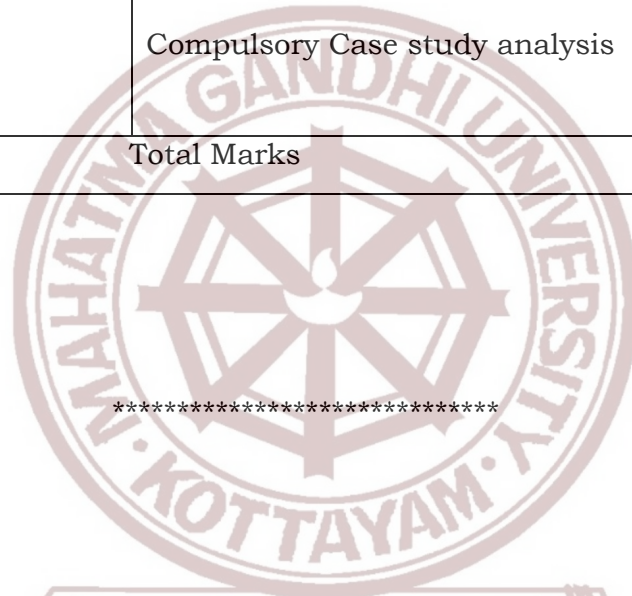
Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes		10
2	Practical Activities & Participation	Based on the practicum component	20
Total Marks			30
(2 may be done in such a way that at least one activity is given to measure each CO)			

End Semester Assessment (ESA) - Maximum Marks: 70

Sl. No	Component	Activity	Max. Marks
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15

	<p>Short Essay</p> <p>(a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).</p>	3 X 5=15
	<p>Long Essay</p> <p>(a choice between two options for each question- answer two long essay questions, one from each pair (9a/9b)</p>	1 X 20=20
	<p>Compulsory Case study analysis</p>	1 X 20=20
	<p>Total Marks</p>	70



MGU-BBA (HONOURS)

Syllabus



**Mahatma Gandhi University
Kottayam**

Programme	Bachelor in Business Administration (Honours)					
Course Name	Inventory Management					
Type of course	DISCIPLINE-SPECIFIC ELECTIVE (SCM)					
Course Code	MG5BBADSE303					
Course Level	300-399					
Course Summary	This course provides a comprehensive understanding of inventory management concepts, inventory control techniques, warehouse operations, logistics systems, and safety practices used in modern business organizations. The course enables students to understand inventory planning, forecasting, storage, material handling, and digital inventory systems. The course also focuses on practical exposure through inventory analysis, warehouse activities, ERP applications, and case-based learning in the Indian business context.					
Semester	5	Credits			4	Total Hours
Course Details	Learning Approach	Lecture	Tutorial	Practical	Others	
		3		1		75
Pre-requisites						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
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1	To develop a fundamental understanding of inventory management concepts, functions, and logistics systems.	U	10
2	To apply inventory planning, forecasting, and inventory control techniques in business operations.	A	1
3	To analyse warehouse operations, inventory documentation systems, and FMCG inventory practices.	An	2
4	To understand material handling systems, safety practices, and modern digital inventory technologies.	U	2
*Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Fundamentals of Inventory Management and Logistics		19 Hrs	
1.1	Inventory Management – Meaning, Nature, Scope, Importance, and Objectives of Inventory Management	2	CO1
1.2	Types of Inventory – Raw Materials, Work-in-Progress, Finished Goods, Maintenance Inventory.	2	CO1
1.3	Inventory Costs and Inventory Control – Carrying Cost, Ordering Cost, Stock-out Cost, Overstocking and Understocking	2	CO1
1.4	Inventory Usage and Classification – ABC, FSN, and VED Classification; Sorting Inventory and Zone Allocation	3	CO1
1.5	Supply Chain and Inventory Logistics – Inventory Flow, Supply, Demand and Operations Planning	3	CO1
1.6	Practicum: Preparation of inventory classification charts, warehouse layout design, inventory flow chart, and stock-out case analysis	7	
2: Inventory Planning and Control Techniques		19 hrs	

2.1	Inventory Planning – Reorder Level, Safety Stock, Inventory Tracking Systems	2	CO2
2.2	Inventory Management Techniques – EOQ, ABC Analysis, FSN Analysis, VED Analysis	2	CO2
2.3	Just-in-Time (JIT) System and Material Requirement Planning (MRP)	2	CO2
2.4	Forecasting and Demand Planning – Forecasting Methods, Demand Estimation, Inventory Planning using Digital Tools	3	CO2
2.5	Role of ERP and Technology in Inventory Planning and Control	2	CO2
2.6	Practicum: EOQ calculation, demand forecasting using Excel, reorder level chart preparation, inventory simulation exercises	8	
Module 3: Inventory Documentation and Warehouse Operations 19 hrs			
3.1	Quality Check at Warehouse – Inventory Inspection Procedures and Inventory Audit	2	CO3
3.2	Inventory Documentation Systems – Stock Registers, Goods Receipt Notes, Dispatch Records	2	CO3
3.3	Product Labels, Barcode, RFID, and QR Code Systems in Inventory Operations	2	CO3
3.4	Technology in Inventory Picking and Digital Inventory Systems	2	CO3
3.5	FMCG Warehouse Operations – Coding Systems, Packaging and Labeling, Sorting and Segregation of Goods	2	CO3
3.6	Loading, Unloading, Material Storage Systems, and Warehouse Space Utilization	2	CO3
3.7	Practicum: Inventory documentation preparation, barcode identification, packaging demonstration, warehouse layout activity	7	

4: Material Handling Equipment and Safety Practices		18 hrs	
4.1	Introduction to Material Handling Equipment (MHE) – Types and Applications	1	CO4
4.2	Conveyors, Forklifts, Pallet Trucks, and Automated Handling Systems	2	CO4
4.3	Personal Protective Equipment (PPE) and Warehouse Health and Safety	2	CO4
4.4	Safety Lifting Techniques, Fire Safety, and Emergency Procedures	2	CO4
4.5	Sustainable and Green Warehouse Practices; Inventory Safety Standards and Compliance	3	CO4
4.6	Practicum: MHE identification, PPE demonstration, safety audit checklist preparation, warehouse hazard identification	8	

References

1. National Institute of Open Schooling (NIOS). *Inventory Management*. Ministry of Education, Government of India.
2. Chary, S. N. *Production and Operations Management*. Tata McGraw Hill Education.
3. Chopra, Sunil and Meindl, Peter. *Supply Chain Management: Strategy, Planning and Operation*. Pearson Education.
4. Richards, Gwynne. *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse*. Kogan Page Publishers. .
5. Raghuram, G. and Rangaraj, N. *Logistics and Supply Chain Management*. Macmillan India.
6. Bowersox, Donald J., Closs, David J., and Cooper, M. Bixby. *Supply Chain Logistics Management*. McGraw Hill Education.
7. Sharma, J. K. *Operations Research: Theory and Applications*. Macmillan India.

Digital Resources

1. NIOS e-Learning Resources on Inventory and Logistics
2. ERP Demonstration Platforms and Warehouse Simulation Software
3. Government of India Logistics and Supply Chain Portals
4. Barcode and RFID Demonstration Modules

ASSESSMENT

Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes		10
2	Practical Activities & Participation	Based on the practicum component	20
Total Marks			30
(2 may be done in such a way that at least one activity is given to measure each CO)			

End Semester Assessment (ESA) - Maximum Marks: 70

Sl. No	Component	Activity	Max. Marks
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (a choice between two options for each question- answer two long essay questions, one from each pair (9a/9b)	1 X 20=20
		Compulsory Case study analysis (10 a.)	1 X 20=20
Total Marks			70



Mahatma Gandhi University

Kottayam

Programme	Bachelor in Business Administration (Honours)					
Course Name	Data Analysis Using R					
Type of course	DISCIPLINE-SPECIFIC ELECTIVE (BA)					
Course Code	MG5BBADSE304					
Course Level	300-399					
Course Summary	This course provides students with a comprehensive understanding of programming for data science, primarily focusing on the R language. It enables students to proficiently handle data analysis tasks, visualise complex data insights, and apply statistical methods using diverse functions and packages. This technical foundation is essential for modern business decision-making and evidence-based management.					
Semester	5	Credits		4	Total Hours	
Course details	Learning Approach	Lecture	Tutorial	Practical	Others	
		3		1	0	75
Pre-requisites						

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	Understand the fundamental syntax, data types, and structural components of the R programming	U	2

	environment.		
2	Demonstrate the ability to create, manipulate, and merge complex data structures such as arrays, factors, and data frames.	A	2
3	Apply flow control statements and built-in functions to solve computational problems and automate data tasks.	A	1
4	Create and interpret advanced charts and graphs to visualize statistical data and communicate business insights.	C	2
*Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Introduction to Programming Fundamentals		18 Hrs	
1.1	Features of R; Installation and Environment; Comments, Reserved words, and Identifiers	2	CO1
1.2	Constants, Variables, and Operators (Arithmetic, Relational, Logical, Assignment, etc.)	3	CO1
1.3	Strings and Basic Data Types (Numeric, Integer, Complex, Logical, Character)	3	CO1
1.4	Vector Operations: Creating, Accessing, Modifying, Sorting, and Vector Arithmetic	3	CO1
1.5	Practicum: Programming Labs	7	CO1
2: Complex Data Structures: Lists, Matrices, and Data Frames		19 hrs	
2.1	Lists and Matrices: Creation, Element Access, Merging, and Matrix Operations	3	CO2
2.2	Arrays and Factors: Creating, Accessing, and Modifying Factor Components	4	CO2
2.3	Data Frames: Creating, Merging, Reshaping, and Sub-setting Data	4	CO2

2.4	Practicum: Programming Labs	8	CO2
3: Flow Control, Functions, and Logic		19 hrs	
3.1	Decision Making: If...else, Nested If, Switch statements, and 'ifelse' function	4	CO3
3.2	Loops: For, While, and Repeat loops; Loop Control (Break and Next statements)	4	CO3
3.3	Functions: Definition, Built-in Functions (Math, Character, Statistical, Date/Time), and Recursion	4	CO3
3.4	Practicum: Programming Labs	7	
4: Data Visualization: Charts & Graphs		19 hrs	
4.1	Bar Charts: Vertical, Horizontal, Categorical, Grouped, and Stacked	3	CO4
4.2	Histograms: Simple, Labelled, and Density Lines; Pie Charts (Simple and 3D)	4	CO4
4.3	Line Graphs: Simple and Multi-line graphs for trend analysis	4	CO4
4.4	Practicum: Programming Labs	8	

MGU-BBA (HONOURS)

References

1. Jeeva Jose - Beginner's Guide for Data Analysis using R Programming.
2. Paul Teetor - R Cookbook.
3. Garrett Golemund & Hadley Wickham - R for Data Science.

ASSESSMENT

Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
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1	Tests/ Quizzes		10
2	Practical Activities & Participation	Based on the practicum component	20
Total Marks			30
(2 may be done in such a way that at least one activity is given to measure each CO)			

End Semester Assessment (ESA) - Maximum Marks: 70

Sl. No	Component	Activity	Max. Marks
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (a choice between two options for each question- answer two long essay questions, one from each pair (9a/9b, 10a/10b)	2 X 20=40
Total Marks			70

Syllabus



Mahatma Gandhi University
Kottayam

Programme	Bachelor in Business Administration (Honours)				
Course Name	EXIM Policy and Documentation				
Type of course	DISCIPLINE-SPECIFIC ELECTIVE (IB)				
Course Code	MG5BBADSE305				
Course Level	300-399				
Course Summary	This course provides students with a comprehensive understanding of export-import policies, documentation procedures, institutional support systems, and export financing mechanisms. It enables learners to understand international trade regulations, export procedures, documentation practices, and financing techniques necessary for successful global business operations.				
Semester	5	Credits			Total Hours
Course Details	Learning Approach	Lecture	Tutorial	Practical	Others
		3		1	0
Pre-requisites					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
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1	Understand the structure of international trade and evaluate its role in economic development by interpreting India's foreign trade composition and applying relevant theories of international trade to real-world trade patterns.	U	1
2	Apply standardized export procedures, documentation systems, and digital trade tools to prepare and simulate end-to-end export transactions in compliance with regulatory and quality requirements.	A	10
3	Analyse the institutional export support framework in India by evaluating the roles of export promotion agencies, SEZs, and DGFT in facilitating export competitiveness and business growth.	An	2
4	Apply export financing mechanisms, international payment systems, and INCOTERMS 2020 to determine appropriate financial and risk management strategies for export transactions.	A	1
*Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Introduction to Export and Import Management		19 Hrs	
1.1	Introduction to International Trade: Meaning, Importance and Scope of Exports and Imports; Role of International Trade in Economic Development; Contribution of Exports to GDP, Employment and Foreign Exchange Earnings; Role of Imports in Industrial and Technological Development; Balance of Trade and Balance of Payments	3	CO1
1.2	Composition of India's Foreign Trade: Major Export and Import Commodities; Direction of India's Foreign Trade; India's Major Trading Partners; Emerging Export Sectors; Role of MSMEs and Government Initiatives in Export Promotion	2	CO1
1.3	Theories of International Trade: Mercantilism; Absolute Advantage Theory; Comparative Advantage Theory; Heckscher-Ohlin Theory; Product Life Cycle Theory; Relevance and Limitations of International Trade Theories	3	CO1

1.4	Features and Rationale of Export Business: Characteristics of Export Business; Domestic Trade Vs International Trade; Advantages, Risks and Challenges of Exporting; Export Opportunities in Global Markets; Ethical and Legal Considerations in Export Trade	2	CO1
1.5	Essentials for Starting Export Business: Selection of Export Product and Market; IEC Registration; Role of DGFT and Export Promotion Councils; Basic Export Documentation; Export Finance and Incentives; Introduction to Digital Export Platforms and E-commerce Exports	2	CO1
1.6	Practical Components: Foreign trade data analysis; Identification of export potential products; Comparative advantage exercises; Preparation of export business checklist; Analysis of export documentation formats; Country market study; Case study analysis of Indian exporters; DGFT portal exploration; Student seminar on India's foreign trade; Field visit or interaction with exporters/logistics firms, or any other similar practicum activities, or AND case study analysis	7	CO1
2: Export Procedure		18 hrs	
2.1	Registration of Exporters: IEC Registration, RCMC, Export Licensing Requirements, Export Procedure from Order Receipt to Shipment, Role of Customs and Export Promotion Authorities	2	CO2
2.2	Export Documentation: Principal, Auxiliary and Regulatory Documents including Commercial Invoice, Consular Invoice, Customs Invoice, Packing List, Certificate of Inspection, Certificate of Origin, Bill of Lading, Shipping Bill, GR Form, SDF Form, PP Form, Airway Bill, Excise and Customs Clearance Documents, Insurance Cover Documentation	4	CO2
2.3	Export Risk Management and Quality Compliance: Role and Functions of ECGC, Export Credit Insurance, Quality Control Measures, Export Standards, Pre-shipment Inspection and Certification Procedures	2	CO2
2.4	HS System and Electronic Documentation: Harmonized System of Classification and Coding, Importance of HS Codes, Introduction to Electronic Data Interchange (EDI), Digital Processing of Export Documentation and Customs Procedures	2	CO2
2.5	Practical Components: Preparation and verification of export documents; Filling sample shipping bill and invoice formats;	8	CO2

	HS code identification exercises; Demonstration of EDI-enabled export documentation; Mock customs clearance procedure; Case study on export quality issues; Analysis of ECGC services; Role play on export documentation process; Visit to customs office/logistics firm/freight forwarder; Documentation audit exercises, or any other similar practicum activities, or AND case study analysis		
3: Institutional Support for Export		18 hrs	
3.1	Export Promotion Infrastructure: Need for Institutional Support, Export Promotion Framework in India, Infrastructure Facilities for Export Development	2	CO3
3.2	Export Promotion Organizations: Functions and Role of Export Promotion Councils (EPCs), Federation of Indian Export Organisations (FIEO), APEDA, Commodity Boards and Other Export Development Authorities	3	CO3
3.3	Export Promotion Zones and SEZs: Concept, Features and Benefits of Export Promotion Zones (EPZs) and Special Economic Zones (SEZs); Role of SEZs in Industrial and Export Development	3	CO3
3.4	Role of DGFT and Export Houses: Functions of DGFT, Export-Import Policy Administration, Categorization and Recognition of Export Houses, Benefits and Incentives for Recognized Export Houses	2	CO3
3.5	Practical Components: Identification of export promotion agencies and their services; Analysis of SEZ models in India; DGFT portal exploration; Preparation of institutional support mapping charts; Study of APEDA and EPC activities; Case analysis of successful export houses; Seminar on export promotion policies; Group presentation on export infrastructure; Field visit to SEZ/export-oriented unit; Preparation of report on government export incentives, or any other similar practicum activities, or AND case study analysis	8	CO3
4: Export Financing		19 hrs	
4.1	Export Finance: Meaning and Importance of Export Finance, Sources of Export Finance, Pre-shipment Finance, Post-shipment Finance and Export Credit Facilities	3	CO4
4.2	Role of EXIM Bank: Functions and Services of EXIM Bank, Export Assistance Schemes, Institutional Credit Support for Exporters	2	CO4

4.3	Modes of Payment in International Trade: Cash-in-Advance, Letters of Credit (Nature and Types), Documentary Collections, Open Account, Consignment Method, Bills of Exchange and Risk Considerations in International Payments	4	CO4
4.4	Export Pricing and INCOTERMS 2020: Factors Influencing Export Pricing, Pricing Strategies in International Trade, INCOTERMS 2020 and Responsibilities of Buyers and Sellers	3	CO4
4.5	Practical Components: Preparation of export finance applications; Analysis of sample letters of credit; Identification of risks in international payment methods; INCOTERMS interpretation exercises; Export pricing calculations; Bills of exchange preparation; Banking documentation exercises; Case study on export financing problems; Comparison of international payment systems; Interaction with banking/export finance professionals, or any other similar practicum activities, or AND case study analysis	7	CO4

References

1. Divya Singh & Amit Gautam. Export Management. Himalaya Publishing House.
2. Nabhi. Export Manual. Nabhi Publications.
3. Philip R. Cateora & John M. Hess. International Marketing Management.
4. Ministry of Commerce, Government of India. Handbook of Export-Import Procedures.

Readings

1. Sudha, P., & Pradeep, V. (2023). A Study on Export Documentation and Clearance Process at Logistics Company. Central Asian Journal of Innovations on Tourism Management and Finance, 4(10), 165–182.
2. Kahiya, E. T., & Dean, D. L. (2016). Export stages and export barriers: Revisiting traditional export development. Thunderbird International Business Review, 58(1), 75–89.

ASSESSMENT

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MGU-BBA (HONOURS)

Syllabus