



UNIVERSITY OF JAMMU

(NAAC ACCREDITED 'A ++' GRADE' UNIVERSITY)
Baba Sahib Ambedkar Road, Jammu-180006 (J&K)

Academic Section

Email: academicsectionju14@gmail.com

NOTIFICATION

(26/May/Adp./07)

In supersession to this office Notification No. F.Acd./II/26/580-604 dated 22.04.2026, It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation of the approval of the Academic Council, is pleased to authorize the following:

- The existing syllabi and Courses of Studies of **Bachelor in Business Administration (BBA) Four Year Innovative Undergraduate Programme (Design Your Degree)** of Semester-V as notified vide no. F.Acd./II/25/12005-018 dated **04.11.2025** is applicable for the academic session 2025-2026 only.
- Adoption of the revised syllabi and courses of study of **Bachelor in Business Administration (BBA) Four Year Innovative Undergraduate Programme (Design Your Degree)** of Semester V and VI (as given in the annexure) for the examinations to be held in the years as per details given below:-

Subject	Semester	For the examinations to be held in the year
Business Administration (BBA) (Design Your Degree)	Semester- V Semester-VI	December 2026, 2027 and 2028 May 2026, 2027 and 2028

The Syllabi of the courses are also available on the University website:
www.jammuuniversity.in

Sd/-
DEAN ACADEMIC AFFAIRS

No. F. Acd/II/26/

Dated: 07/05/2026

Copy for information and necessary action to:-

1. Director/Convener, Board of Studies in Design Your Degree
2. All members of the Board of Studies.
3. C.A. to the Controller of Examinations
4. Director, Computer Centre, University of Jammu
5. Joint Registrar/Deputy Registrar/Asst. Registrar (Conf. /Exams. UG)

Abuoca
Joint Registrar (Academic)

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UNIVERSITY OF JAMMU

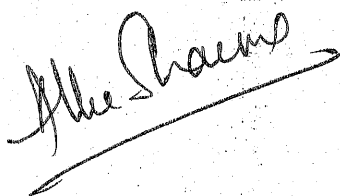
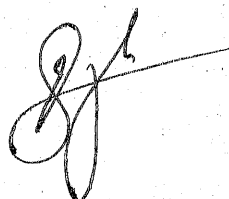
COURSE STRUCTURE OF BACHELOR IN BUSINESS ADMINISTRATION (BBA) UNDER DESIGN YOUR DEGREE (DYD)

SEMESTER V (36 credits)						
S.NO	Course Code	Course Title	No. of Credits	Course type	L-T-P/EL	Total Marks
1	UMJDBT-511	Principles and Practices of Management and Organization Behaviour	4	Major	3-0-1	100
2	UMJDBT-512	Financial Accounting	4	Major	3-0-1	100
3	UMJDBT-513	Marketing Management	4	Major	3-0-1	100
4	UMJDBT-514	Business Economics	4	Major	3-0-1	100
5	UMJDBT-515	Legal and Ethical Issues in Business	4	Major	3-0-1	100
6	UMJDBI-516	Summer Internship	4	Major	0-0-4	100
7	UMJDBP-517**	Project 1	6	Major	0-0-6	150
8	UMJDBP-518**	Project 2	6	Major	0-0-6	150

SEMESTER VI (32 credits)						
S.NO	Course Code	Course Title	No. of Credits	Course type	L-T-P/EL	Total Marks
1	UMJDBT-611	Human Resource Management	4	Major	3-0-1	100
2	UMJDBT-612	Operations Management	4	Major	3-0-1	100
3	UMJDBT-613	Financial Management	4	Major	3-0-1	100
4	UMJDBT-614	Business Environment and Public Policy	4	Major	3-0-1	100
5	UMJDBT-615	Innovation and Entrepreneurship	4	Major	3-0-1	100
6.	UMJDBP-616**	Project 1	6	Major	0-0-6	150
7.	UMJDBP-617**	Project 2	6	Major	0-0-6	150

*L- Lecture, *T- Tutorial, *P/EL- Practical / Experiential Learning

** Guidelines Attached

UNIVERSITY OF JAMMU

**COURSE STRUCTURE OF BACHELOR IN BUSINESS ADMINISTRATION (BBA)
UNDER DESIGN YOUR DEGREE (DYD)**

SEMESTER VII (32 credits)						
S.NO	Course Code	Course Title	No. of Credits	Course type	L-T-P/EL	Total Marks
1	UMJDBT-711	Strategic Management	4	Major	3-0-1	100
2	UMJDBT-712	Consumer Behaviour	4	Major	3-0-1	100
3	UMJDBT-713	HRD Systems & Strategies	4	Major	3-0-1	100
4	UMJDBT-714	Financial Markets and Services	4	Major	3-0-1	100
5	UMJDBT-715	Logistics and Supply Chain Management	4	Major	3-0-1	100
6	UMJDBP-716**	Project 1	6	Major	0-0-6	150
7	UMJDBP-717**	Project 2	6	Major	0-0-6	150

SEMESTER VIII (Hons) (32 credits)						
S.NO	Course Code	Course Title	No. of Credits	Course type	L-T-P/EL	Total Marks
1	UMJDBT-811	Project Management	4	Major	3-0-1	100
2	UMJDBT-812	Business Research Methods	4	Major	3-0-1	100
3	UMJDBT-813	Marketing of Services	4	Major	3-0-1	100
4	UMJDBT-814	International Financial Management	4	Major	3-0-1	100
5	UMJDBT-815	Negotiation Skills	4	Major	3-0-1	100
6	UMJDBP-816**	Project 1	6	Major	0-0-6	150
7	UMJDBP-817**	Project 2	6	Major	0-0-6	150

SEMESTER VIII (Research) (20 credits)						
S.NO	Course Code	Course Title	No. of Credits	Course type	L-T-P/EL	Total Marks
1	UMJDBT-811	Project Management	4	Major	3-0-1	100
2	UMJDBT-812	Business Research Methods	4	Major	3-0-1	100
3	UMJDBP-818	Research Project	12	Major	0-0-12	300

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COURSE STRUCTURE OF BACHELOR IN BUSINESS ADMINISTRATION (BBA) (Revised) UNDER DESIGN YOUR DEGREE (DYD)

SEMESTER V (36 credits)						
S.NO	Course Code	Course Title	No. of Credits	Course type	L-T-P/EL	Total Marks
1	UMJDBT-511	Principles and Practices of Management and Organization Behaviour	4	Major	3-0-1	100
2	UMJDBT-512	Financial Accounting	4	Major	3-0-1	100
3	UMJDBT-513	Marketing Management	4	Major	3-0-1	100
4	UMJDBT-514	Business Economics	4	Major	3-0-1	100
5	UMJDBT-515	Legal and Ethical Issues in Business	4	Major	3-0-1	100
6	UMJDBI-516	Internship	4	Major	0-0-4	100
7	UMJDBP-517**	Project 1	6	Major	0-0-6	150
8	UMJDBP-518**	Project 2	6	Major	0-0-6	150

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5	UMJDBT-615	Innovation and Entrepreneurship	4	Major	3-0-1	100
6	UMJDBP-616**	Project 1	6	Major	0-0-6	150
7	UMJDBP-617**	Project 2	6	Major	0-0-6	150

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**COURSE STRUCTURE OF BACHELOR IN BUSINESS ADMINISTRATION (BBA) (Revised)
UNDER DESIGN YOUR DEGREE (DYD)**

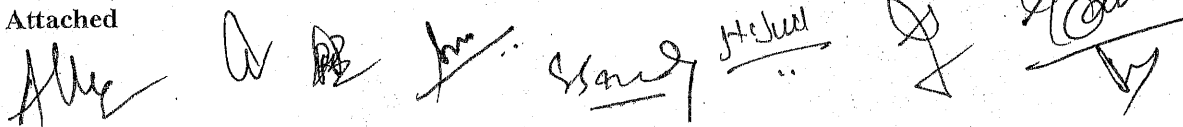
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SEMESTER VIII (Hons) (32 credits)						
S.NO	Course Code	Course Title	No. of Credits	Course type	L-T-P/EL	Total Marks
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2	UMJDBT-812	Business Research Methods	4	Major	3-0-1	100
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4	UMJDBT-814	International Financial Management	4	Major	3-0-1	100
5	UMJDBT-815	Negotiation Skills	4	Major	3-0-1	100
6	UMJDBP-816**	Project 1	6	Major	0-0-6	150
7	UMJDBP-817**	Project 2	6	Major	0-0-6	150

SEMESTER VIII (Research) (20 credits)						
S.NO	Course Code	Course Title	No. of Credits	Course type	L-T-P/EL	Total Marks
1	UMJDBT-811	Project Management	4	Major	3-0-1	100
2	UMJDBT-812	Business Research Methods	4	Major	3-0-1	100
3	UMJDBP-813	Research Project	12	Major	0-0-12	300

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor In Business Administration (BBA) (Revised)
- Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-511

Credits: 04

Contact Hours: 60

Course Title: Principles and Practices of
Management and Organization Behaviour

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Course Description

This course aims to provide an integrated overview of **management principles** and **organizational behaviour (OB)** concepts essential for effective functioning in modern organizations. It covers foundational topics of management and core managerial functions, and essential OB topics including personality, motivation, leadership, group dynamics, and organizational culture. The course emphasizes understanding human behavior in a workplace setting and how management practices influence employee performance, satisfaction, and productivity. Through case studies, group discussions, and practical examples, students will develop critical thinking and decision-making skills relevant to real-world business contexts.

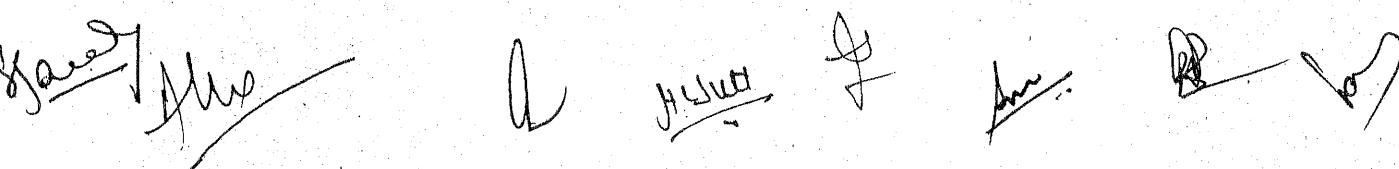
Course Objectives:

1. Understand the core concepts, nature, and significance of management in organizations.
2. Comprehend the fundamental managerial functions: planning, organizing, staffing, directing, and controlling.
3. Analyze individual and group behavior within organizations to identify factors that influence perception, attitude, personality, motivation, and performance of individuals.
4. Examine the role of leadership, organizational culture, and structure in shaping employee behavior and organizational effectiveness.

Course Outcomes:

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

1. Define and explain the principles and functions of management.
2. Apply management functions to managerial scenarios.
3. Critically assess individual and group behaviour in organizational contexts using



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Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-541

Credits: 04

Contact Hours: 60

Course Title: Principles and Practices of Management and Organization Behaviour

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

appropriate analytical tools.

4. Identify motivational strategies and leadership styles suitable for different organizational scenarios and design interventions for managing change and resolving conflicts.

Course Contents

Module I: Introduction to Management

Management thoughts; Management levels; Management skills, Social responsibility of managers, Managerial Ethics.

Module II: Functions of Management

Planning; Organising; Staffing; Directing; Controlling.

Module III: Organisational Behaviour

Organizational behaviour models: Cognitive framework, Behaviouristic framework and Social cognitive framework; Individual Behaviour: Perception, Attitude, and Personality.

Module IV: Group Behavior and Organisational Dynamics

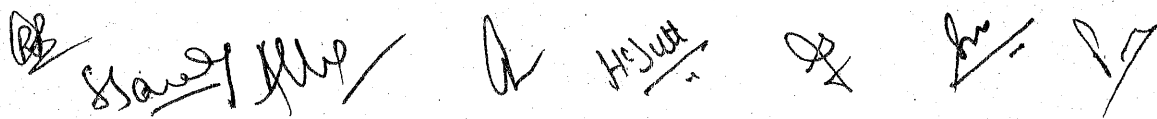
Group Behaviour: Motivation, Leadership, Group dynamics, Stress and Conflict; Organisational dynamics: Organisational culture, Organisational change, Organisational power and politics.

Guidelines for Assessment and Evaluation
For
Semesters V - VIII of FYUGP (DYD)

1 Assessment and Evaluation Model

Features of this Model of Assessment and Evaluation are:

- Domain knowledge: Tested through class tests and end-sem examination.
- Creativity: Assignments, seminars, open-ended examination questions.
- Hands-on experience: Practical tasks and project work to build real-world problem-solving skills.



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Four Year Innovative Undergraduate Program
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Bachelor In Business Administration (BBA) (Revised)
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(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-511

Credits: 04

Contact Hours: 60

Course Title: Principles and Practices of Management and Organization Behaviour

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Following scheme of assessment and evaluation shall be followed for the last two years of FYUGP (DYD):

1.1 Continuous Internal Assessment (CIA) - 40 Marks

This ensures sustained engagement and assessment beyond the final exam. CIA shall have the following components:

- Class Tests and Quizzes (10 Marks): This shall focus on concepts clarity, analytical ability comprising 2 or 3 short written or online tests.
- Assignments and Creative Tasks (10 Marks): This shall be focussed on Problem-solving or reflective assignments and Open-ended questions to assess creativity.
- Practical and Hands-on Activities (15 Marks): This shall have the activities like Lab work, field tasks, coding assignments, design exercises, case study etc.
- Seminar and Presentation (5 Marks): This shall have individual or group presentation to be evaluated for communication, originality, creativity, and depth.

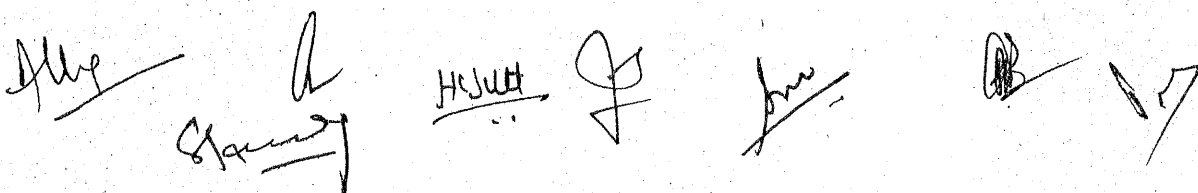
1.2 End-Semester Examination - 60 Marks

This is designed to test comprehensive domain knowledge and applications. The question paper shall have three sections:

- Section A - 20 Marks: Short answer questions to test fundamentals and breadth of domain knowledge.
- Section B - 20 Marks: Problem-solving and applications of the domain knowledge. The problems need to be conceptual numerical and case-based related to real world applications.
- Section C - 20 Marks: This is to be devoted to essay/analytical questions (choice-based) and have to be Open-ended, requiring synthesis, critical thinking, and creativity.

Suggested Readings (Latest Editions):

1. Luthans, F., Organizational Behaviour, Tata McGraw-Hill, New York.
2. Durai, P., Principles of Management, Text and Cases, Pearson Education, New Delhi.
3. Koontz, H., Essentials of Management, Tata McGraw-Hill, New Delhi.
4. Robbins, S.P., Sanghi, S. & Judge, T.A., Organizational Behavior, Pearson Education, New Delhi.
5. Aswathappa, K., Organizational Behaviour, Himalaya Publishing House, New Delhi.



University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-512

Course Title: FINANCIAL ACCOUNTING

Credits: 04

Maximum Marks: 100

Contact Hours: 60

Internal Evaluation: 40

External Evaluation: 60

Course Description:

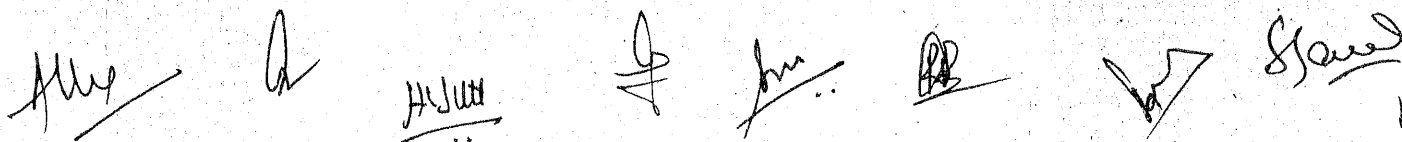
This course intends to introduce basic accounting principles and practices. The students will have knowledge about the fundamental accounting processes such as journalizing, ledger posting, preparation of trial balance and final accounts in sole trading and company form of business. It also deals with providing an overview of accounting standards on sustainability accounting as value creation for business.

Course Objectives:

1. To provide an understanding of application of various principles and practice of accounting.
2. To demonstrate the knowledge on the process of accounting cycle and basic steps involved in accounting.
3. To apply the knowledge of systematic maintenance of books of accounts to real life business.
4. To estimate Annual Financial statements of Sole proprietorship and Company form of business.

Course Outcomes: On having completed this course student should be able to:

1. Identify the application of various principles and practice of accounting in preparation of accounting statements.
2. Demonstrate the knowledge on the process of accounting cycle.
3. Apply the knowledge of systematic maintenance of books of accounts to real life business.
4. Estimate Annual Financial statements of Sole proprietorship and Company form of business.



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Four Year Innovative Undergraduate Program
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Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-512

Course Title: FINANCIAL ACCOUNTING

Credits: 04

Contact Hours:60

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Course Contents:

Module I: Introduction to Accounting, Accounting system and process

Meaning, Need for accounting and accounting information system, Stakeholder using accounting information, Qualitative aspects of financial accounting, Accounting standards (outline), Branches of Accounting, Types of Business Organisations, Accounting concepts and conventions, Accounting concept of income and expenditure, Classification of capital and revenue- expenditure and income, accounting equation of assets equals capital and liabilities, accounting process, contingent assets and liabilities, Fictitious assets.

Module II: Recording transactions and Trial balance

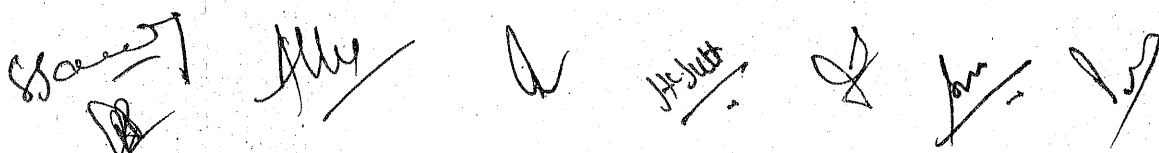
Transactions -nature, Entry in Journal, Purchases, sales, Returns, Receivables, and payables, Inventory, Depreciation and amortizations, reserves, Intangible assets accounting, GST transactions, Entry in Ledger, Accounting accuracy through Trial balance, correction of errors.

Module III: Final Accounts

Preparation of Trading and Profit and Loss account, cash books, and Balance Sheet of sole trading concerns, importance of disclosures in final accounts.

Module IV: Company Final Accounts

Introduction to company – kinds, share capital, issue of shares, schedules to accounts, Financial Statements as per Companies Act- 2013, Provisions as to preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical).



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Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-512

Course Title: FINANCIAL ACCOUNTING

Credits: 04

Contact Hours: 60

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.

Guidelines for Assessment and Evaluation
For
Semesters V - VIII of FYUGP (DYD)

1 Assessment and Evaluation Model

Features of this Model of Assessment and Evaluation are:

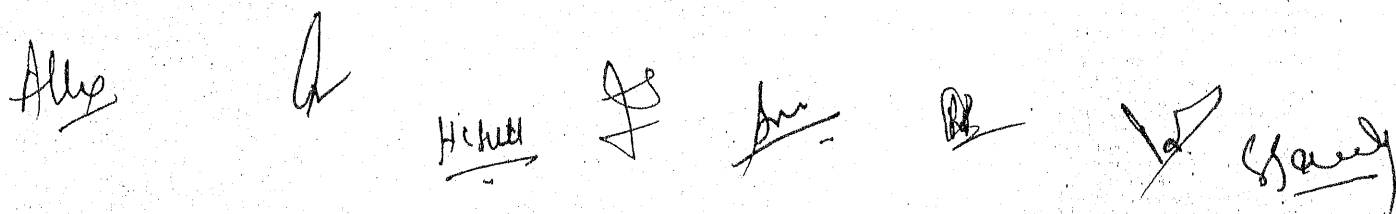
- Domain knowledge: Tested through class tests and end-sem examination.
- Creativity: Assignments, seminars, open-ended examination questions.
- Hands-on experience: Practical tasks and project work to build real-world problem-solving skills.

Following scheme of assessment and evaluation shall be followed for the last two years of FYUGP (DYD):

1.1 Continuous Internal Assessment (CIA) - 40 Marks

This ensures sustained engagement and assessment beyond the final exam. CIA shall have the following components:

- Class Tests and Quizzes (10 Marks): This shall focus on concepts clarity, analytical ability comprising 2 or 3 short written or online tests.
- Assignments and Creative Tasks (10 Marks): This shall be focussed on Problem-solving or reflective assignments and Open-ended questions to assess creativity.
- Practical and Hands-on Activities (15 Marks): This shall have the activities like Lab work, field tasks, coding assignments, design exercises, case study etc.
- Seminar and Presentation (5 Marks): This shall have individual or group presentation to be evaluated for communication, originality, creativity, and depth.



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Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-512

Course Title: FINANCIAL ACCOUNTING

Credits: 04

Maximum Marks: 100

Contact Hours:60

Internal Evaluation: 40

External Evaluation: 60

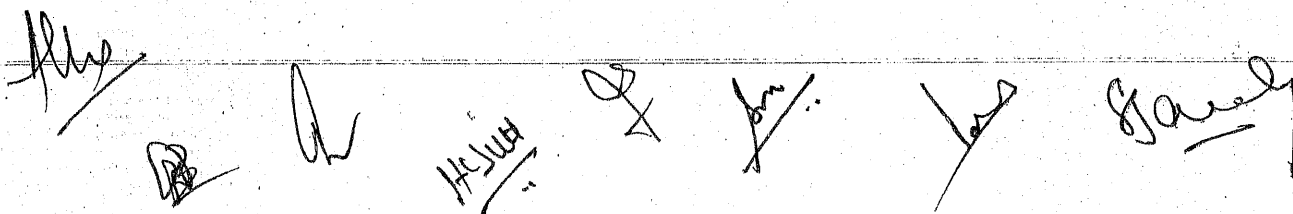
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This is designed to test comprehensive domain knowledge and applications. The question paper shall have three sections:

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Suggestive Reading (Latest Editions):

1. Jain S.P., & Narang K.L., Basic Financial Accounting, New Delhi, Kalyani Publishers.
2. Gupta, A., Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.
3. Maheshwari, S.N. & Maheshwari, S.K., Financial Accounting, Vikas Publishing House, New Delhi.
4. Bhattacharya, A.K., Essentials of Financial Accounting, PHI.
5. Accounting for Sustainability: www.ifac.org
6. Bartelmus, Peter & Seifert, E.K., Green Accounting, London, Routledge Publications.
7. IFRS sustainability standards: www.ifrs.org.



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Four Year Innovative Undergraduate Program
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Bachelor In Business Administration (BBA)(Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-543

Course Title: Marketing Management

Credits: 04

Contact Hours:60

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Course Objectives:

1. To understand the marketing philosophies and environment.
2. To provide critical insights about the product and service development.
3. To acquaint the students with pricing, promotion and distribution mechanism.
4. To integrate various channel levels.

Learning Outcomes: After completing this course students will be able to:

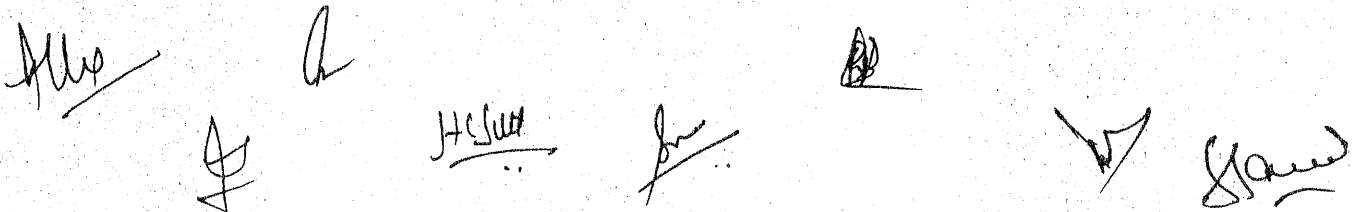
1. analyse and interpret marketing environment and strategies.
2. formulate product and service strategies.
3. develop pricing structure and manage integrated marketing communication.
4. critically evaluate channel decisions.

Module I: UNDERSTANDING MARKETING

Marketing concepts; Company orientation towards market place; Marketing strategies and plan; Marketing and customer value; Corporate and division strategic planning; Customer experience; Marketing environment; Market segmentation, Targeting and Positioning; AI for marketing.

Module II: PRODUCT STRATEGY AND SERVICES

Product Levels: Product classification; Differentiation; Product life cycle; New product development; Product mix; Packaging and Labeling; Managing services; Service dominant logic; GAP Model; Service failures and recovery.



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Semester V
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Course Code: UMJDBT-513

Course Title: Marketing Management

Credits: 04

Contact Hours: 60

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Module III: PRICING AND COMMUNICATION STRATEGY

Understanding pricing; Adapting the price; Setting the price; Managing communication; Advertising; Sales promotion; Events; Public relations; Personal communication: Direct and personal selling; Managing digital communication.

Module IV: CHANNEL MANAGEMENT

Channel management: Channel levels, Channel- management decision, Channel conflict; Managing retailing and wholesaling; Omnichannel retailing; Market Logistics.

Guidelines for Assessment and Evaluation
For
Semesters V - VIII of FYUGP (DYD)

1 Assessment and Evaluation Model

Features of this Model of Assessment and Evaluation are:

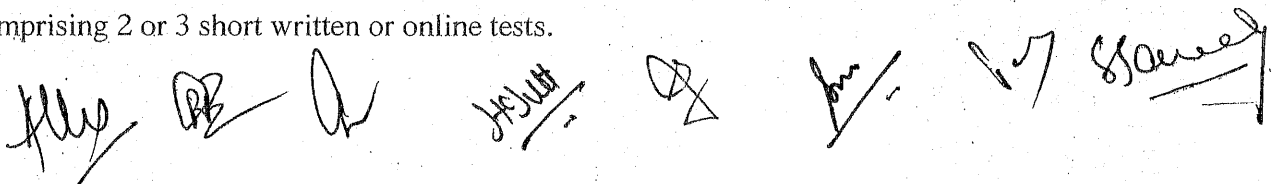
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Following scheme of assessment and evaluation shall be followed for the last two years of FYUGP (DYD):

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Course Code: UMJDBT-513

Course Title: Marketing Management

Credits: 04

Contact Hours: 60

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

- Assignments and Creative Tasks (10 Marks): This shall be focussed on Problem-solving or reflective assignments and Open-ended questions to assess creativity.
- Practical and Hands-on Activities (15 Marks): This shall have the activities like Lab work, field tasks, coding assignments, design exercises, case study etc.
- Seminar and Presentation (5 Marks): This shall have individual or group presentation to be evaluated for communication, originality, creativity, and depth.

1.2 End-Semester Examination - 60 Marks

This is designed to test comprehensive domain knowledge and applications. The question paper shall have three sections:

- Section A - 20 Marks: Short answer questions to test fundamentals and breadth of domain knowledge.
- Section B - 20 Marks: Problem-solving and applications of the domain knowledge. The problems need to be conceptual numerical and case-based related to real world applications.
- Section C - 20 Marks: This is to be devoted to essay/analytical questions (choice-based) and have to be Open-ended, requiring synthesis, critical thinking, and creativity.

Suggestive Readings

1. Kotler. P. & Keller, K.J., Marketing Management, Pearson India.
2. Ramaswamy, V.S. & Namakumari, S., Marketing Management, Sage Publication.
3. Panda. T.K., Marketing Management: Text and Cases, Excel Books.
4. Kotler. P. & Armstrong, G., Principles of Marketing, Prentice Hall of India.

University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-514

Course Title: Business Economics

Credits: 04

Contact Hours: 60

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Course Title: Course Objectives:

- To equip students with economic tools for effective managerial decision-making.
- To analyze demand, cost, production, and market conditions from a managerial perspective.
- To understand the influence of market structures and macroeconomic environment on business strategies.

Course Learning Outcomes (CLOs):

By the end of this course, students will be able to:

- Apply economic principles to managerial decisions.
- Analyze demand and forecasting techniques in a business context.
- Interpret cost behavior and production efficiency.
- Make pricing and output decisions under various market conditions and macroeconomic scenarios.

Module I: Introduction to Managerial Economics and Demand Analysis

Nature, Scope, and Significance of Managerial Economics; Fundamental Concepts: Opportunity Cost, Marginal and Incremental Analysis, Time Perspective; Objectives of the Firm: Profit Maximization vs. Value Maximization; Demand Analysis: Determinants of Demand, Law of Demand; Elasticity of Demand: Price, Income, and Cross Elasticity; Demand Forecasting Techniques (Qualitative & Quantitative)

Module II: Production and Cost Analysis

Production Function: Short-run and Long-run; Laws of Production: Law of Variable Proportions, Returns to Scale; Isoquants, Isocosts and Optimal Input Combination; Cost Concepts: Fixed, Variable, Marginal, Average, Total Costs; Short-run and Long-run Cost Curves; Economies and Diseconomies of Scale; Break-even Analysis and Managerial Application

Module III: Market Structures and Pricing Strategies

Market Structures: Features and Pricing under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly (Kinked Demand Curve, Price Leadership), Pricing Strategies: Cost-based, Penetration, Skimming, Price Discrimination, Price-output Determination in Short and Long Run

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Course Code: UMJDBT-514

Course Title: Business Economics

Credits: 04

Contact Hours:60

Maximum Marks: 100

Internal Evaluation:40

External Evaluation:60

Module IV: Profit Management and Macroeconomic Environment

Profit Concepts: Accounting vs. Economic Profit; Theories of Profit: Risk and Uncertainty, Innovation Theory; Managerial Use of Profit Forecasting; Business Cycles: Phases, Causes, and Effects; Basic Macroeconomic Concepts: GDP, Inflation, Interest Rate, Exchange Rate; Impact of Fiscal and Monetary Policies on Business Decision-Making

Guidelines for Assessment and Evaluation

For

Semesters V - VIII of FYUGP (DYD)

1 Assessment and Evaluation Model

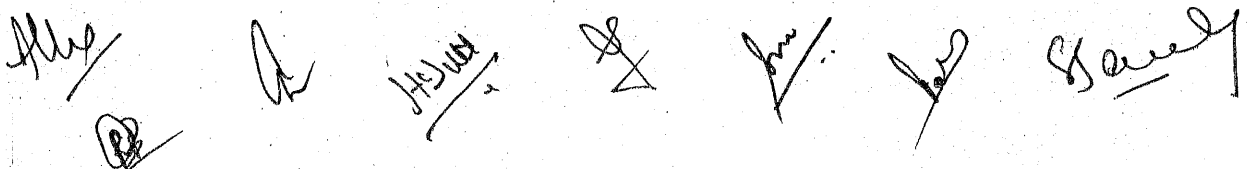
Features of this Model of Assessment and Evaluation are:

- Domain knowledge: Tested through class tests and end-sem examination.
- Creativity: Assignments, seminars, open-ended examination questions.
- Hands-on experience: Practical tasks and project work to build real-world problem-solving skills.

Following scheme of assessment and evaluation shall be followed for the last two years of FYUGP (DYD):

1.1 Continuous Internal Assessment (CIA) - 40 Marks

This ensures sustained engagement and assessment beyond the final exam. CIA shall have the following components:



University of Jammu
Four Year Innovative Undergraduate Program
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Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-5#4

Course Title: Business Economics

Credits: 04

Contact Hours:60

Maximum Marks: 100

Internal Evaluation:40

External Evaluation:60

- **Class Tests and Quizzes (10 Marks):** This shall focus on concepts clarity, analytical ability comprising 2 or 3 short written or online tests.
- **Assignments and Creative Tasks (10 Marks):** This shall be focussed on Problem-solving or reflective assignments and Open-ended questions to assess creativity.
- **Practical and Hands-on Activities (15 Marks):** This shall have the activities like Lab work, field tasks, coding assignments, design exercises, case study etc.
- **Seminar and Presentation (5 Marks):** This shall have individual or group presentation to be evaluated for communication, originality, creativity, and depth.

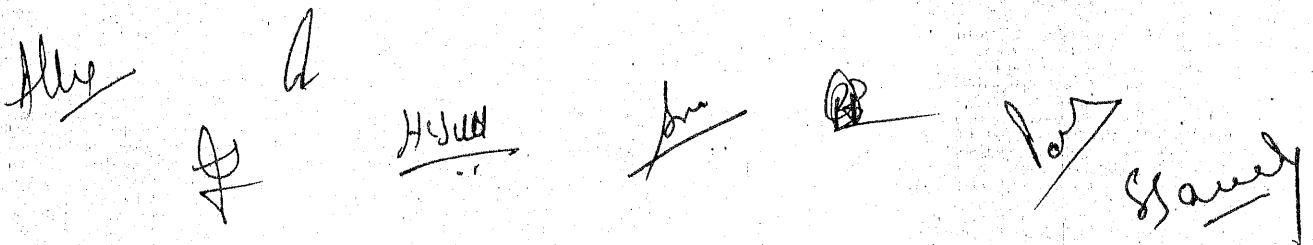
1.2 End-Semester Examination - 60 Marks

This is designed to test comprehensive domain knowledge and applications. The question paper shall have three sections:

- **Section A - 20 Marks:** Short answer questions to test fundamentals and breadth of domain knowledge.
- **Section B - 20 Marks:** Problem-solving and applications of the domain knowledge. The problems need to be conceptual numerical and case-based related to real world applications.
- **Section C - 20 Marks:** This is to be devoted to essay/analytical questions (choice-based) and have to be Open-ended, requiring synthesis, critical thinking, and creativity.

Suggested Readings:

- Ahuja, H. L. (2022). *Managerial Economics* (9th ed.). New Delhi: S. Chand & Company Ltd.
- Atmanand. (2007). *Managerial Economics*. New Delhi: Excel Books.
- Dean, J. (1951). *Managerial Economics*. Englewood Cliffs, NJ: Prentice Hall.
- Dwivedi, D. N. (2020). *Managerial Economics* (8th ed.). New Delhi: Vikas Publishing House.
- Salvatore, D. (2020). *Managerial Economics in a Global Economy* (9th ed.). New York: Oxford University Press.
- Hirschey, M. (2015). *Managerial Economics* (13th ed.). Boston, MA: Cengage Learning.



University of Jammu
Four Year Innovative Undergraduate Program
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Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-514

Course Title: Business Economics

Credits: 04

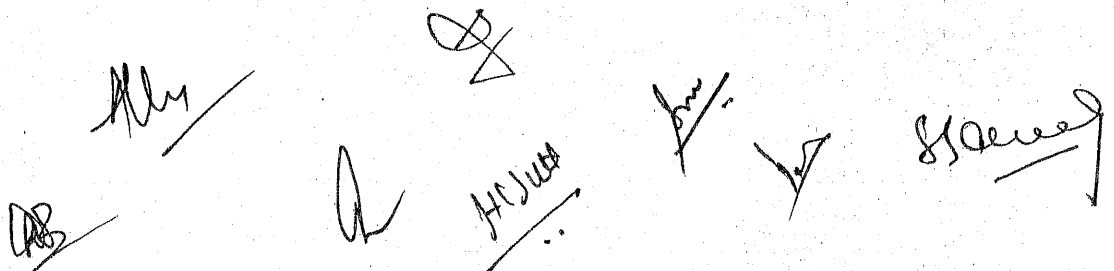
Maximum Marks: 100

Contact Hours:60

Internal Evaluation:40

External Evaluation:60

- Keat, P. G., Young, P. K. Y., & Erfle, S. E. (2013). *Managerial Economics: Economic Tools for Today's Decision Makers* (7th ed.). New Jersey: Pearson Education.
- Mehta, P. L. (2016). *Managerial Economics: Analysis, Problems and Cases* (9th ed.). New Delhi: Sultan Chand & Sons.
- Petersen, C. H., & Lewis, W. C. (2004). *Managerial Economics* (4th ed.). New Delhi: Pearson Education.
- Samuelson, W. F., & Marks, S. G. (2015). *Managerial Economics* (8th ed.). Hoboken, NJ: Wiley India.
- Thomas, C. R., & Maurice, S. C. (2016). *Managerial Economics* (12th ed.). New York: McGraw-Hill Education.
- NPTEL Video Lectures (Online resource)



University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-515

Course Title: Legal and Ethical Issues in Business

Credits: 04

Contact Hours: 60

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Course Description:

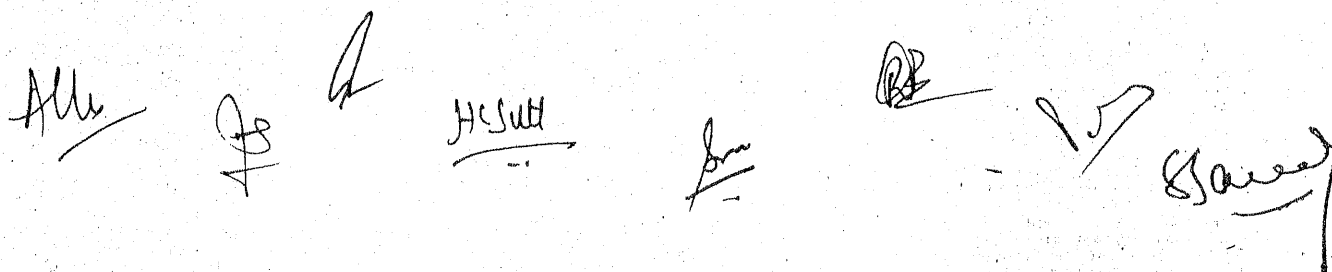
This course intends to introduce the students to the key legal and ethical issues encountered in business. It covers the Indian Contract Act (1872) including contracts, agency, and remedies; and the Sale of Goods Act (1930) focusing on ownership transfer, conditions, warranties, and remedies. The course also provides overview about business ethics, including theories, workplace ethics, ethical decision-making, and corporate social responsibility. Additionally, it addresses ethics across functional areas like marketing, HR, finance, and technology, with special focus on diversity, inclusion, and workplace behaviour.

Course Objectives:

1. To familiarize students with the fundamental principles of contract law under the Indian Contract Act (1872) including formation, performance, discharge, and remedies.
2. To enable students to understand the legal framework of the Sale of Goods Act (1930). covering ownership transfer, conditions, warranties, and remedies in business transactions.
3. To develop an understanding of business ethics, its need, benefits, and the application of ethical theories in decision-making and corporate social responsibility.
4. To sensitize students to ethical behavior in the workplace and across various functional areas such as marketing, finance, human resources, and production.

Course Outcomes: On having completed this course, student should be able to:

1. explain the key concepts and provisions of the Indian Contract Act (1872) including contracts, agency, and remedies.



University of Jammu
Four Year Innovative Undergraduate Program
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Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-5#5

Course Title: Legal and Ethical Issues in Business

Credits: 04

Contact Hours:60

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation:60

2. analyze the legal provisions of the Sale of Goods Act (1930) and apply them in practical business transactions.
3. evaluate ethical issues and dilemmas in business decision-making and assess corporate social responsibilities.
4. formulate ethical solutions for workplace situations and functional business challenges, considering diversity, inclusion, and fair practices.

Module I: THE INDIAN CONTRACT ACT (1872)

General principles; Offer and acceptance; Competence of contracting parties; Consent; Consideration; Void agreements; Performance of contracts; Discharge of contracts; Quasi-contracts; Remedies for breach of contract; Contracts of agency.

Module II: THE SALE OF GOODS ACT (1930)

General principles; Conditions and warranties; Transfer of ownership; Performance of contract of sale; Remedial measures; Auction sale.

Module III: INTRODUCTION TO BUSINESS ETHICS

Ethics and morals; Law vs. ethics; Business ethics: Need, benefits and theories; Three components of business: Economic, legal and ethical; Workplace ethics: Ethical corporate behaviour; Ethical leadership; Ethical decision making; Ethical dilemmas; Social responsibility of business.

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-515

Course Title: Legal and Ethical Issues in
Business

Credits: 04
Contact Hours: 60

Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

Module IV: WORKPLACE ETHICS AND ETHICS OF FUNCTIONAL AREAS

Factors Influencing ethical behavior at work; Diversity and inclusion in workplace; Accommodating different abilities and faiths; Sexual identification and orientation; Animal rights and the implication for business; Ethics in marketing and consumer protection; Ethics in accounting and finance; Ethics in HR, production and information technology.

Guidelines for Assessment and Evaluation

For

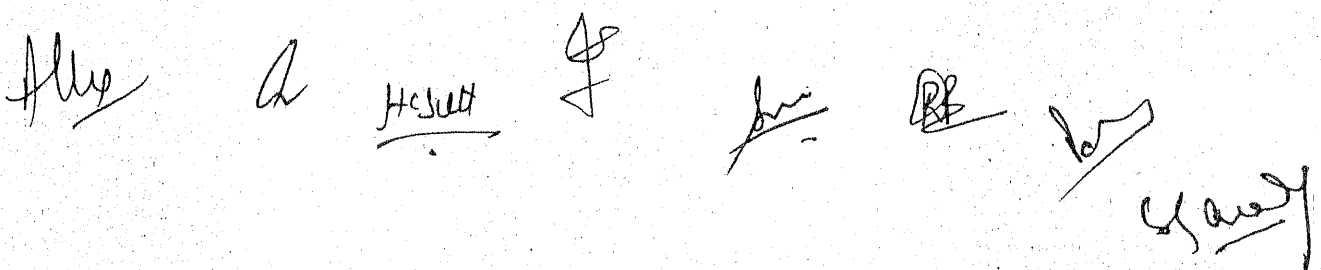
Semesters V - VIII of FYUGP (DYD)

1 Assessment and Evaluation Model

Features of this Model of Assessment and Evaluation are:

- Domain knowledge: Tested through class tests and end-sem examination.
- Creativity: Assignments, seminars, open-ended examination questions.
- Hands-on experience: Practical tasks and project work to build real-world problem-solving skills.

Following scheme of assessment and evaluation shall be followed for the last two years of FYUGP (DYD):



University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-515

Course Title: Legal and Ethical Issues in Business

Credits: 04

Contact Hours:60

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation:60

1.1 Continuous Internal Assessment (CIA) - 40 Marks

This ensures sustained engagement and assessment beyond the final exam. CIA shall have the following components:

- **Class Tests and Quizzes (10 Marks):** This shall focus on concepts clarity, analytical ability comprising 2 or 3 short written or online tests.
- **Assignments and Creative Tasks (10 Marks):** This shall be focussed on Problem-solving or reflective assignments and Open-ended questions to assess creativity.
- **Practical and Hands-on Activities (15 Marks):** This shall have the activities like Lab work, field tasks, coding assignments, design exercises, case study etc.
- **Seminar and Presentation (5 Marks):** This shall have individual or group presentation to be evaluated for communication, originality, creativity, and depth.

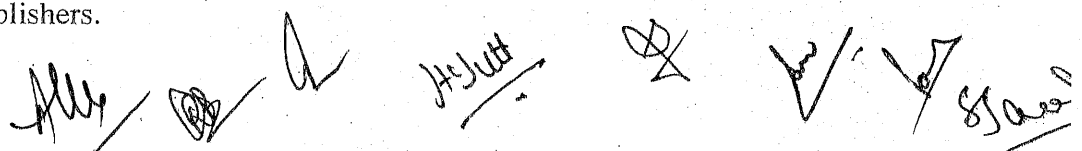
1.2 End-Semester Examination - 60 Marks

This is designed to test comprehensive domain knowledge and applications. The question paper shall have three sections:

- **Section A - 20 Marks:** Short answer questions to test fundamentals and breadth of domain knowledge.
- **Section B - 20 Marks:** Problem-solving and applications of the domain knowledge. The problems need to be conceptual numerical and case-based related to real world applications.
- **Section C - 20 Marks:** This is to be devoted to essay/analytical questions (choice-based) and have to be Open-ended, requiring synthesis, critical thinking, and creativity.

Suggestive Reading (Latest Editions)

1. Maheshwari, S.N. & Maheshwari, S.K., A Manual of Business Laws, Himalaya Publishing House.
2. Gulshan S.S. & Kapoor, G.K., Business Laws including Company Law, New Age International Publishers.



University of Jammu
Four Year Innovative Undergraduate Program
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Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-545

Course Title: Legal and Ethical Issues in
Business

Credits: 04

Contact Hours: 60

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

3. Tulsian, P.C. & Tulsian, B., Business Law, McGraw Hill Education.
4. Fernando, A.C., Business Ethics: An Indian Perspective, Pearson Education of India.
5. Ghosh, B.N., Business Ethics and Corporate Governance, Tata McGraw Hill Education.
6. Weiss, J.W., Business Ethics: A Stakeholder and Issues Management Approach, Berrett-Koehler Publishers.

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBI-516

Course Title: Internship

Credits: 04

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Internship Guidelines:

To foster analytical thinking, managerial skills, problem-solving ability, and application of business and computational techniques in real-world scenarios, students enrolled in the **BBA (Bachelor In Business Administration)** program are required to undertake an internship during Semester V as per the following guidelines:

1. Nature of Internship

- Students shall undertake an industry-oriented internship in areas such as Business Management, Marketing, Finance, Human Resource Management, Business Analytics, Entrepreneurship, or related domains.
- The internship may be carried out in recognized organizations, corporate firms, startups, financial institutions, or government/private sector establishments.

2. Duration

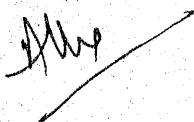
- The internship shall be of minimum **2 months (8 weeks)** duration.
- It shall be completed within the stipulated period as prescribed by the department.

3. Internship Report

- At the end of Semester V, students are required to submit a detailed internship report.
- The report must be duly certified by the internship guide/mentor and should include the work carried out, methodology adopted, business insights gained, and outcomes achieved.

4. Evaluation

- The internship shall be evaluated at the end of the semester through report assessment and viva voce.



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Bachelor In Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBI-516

Course Title: Internship

Credits: 04

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

- The evaluation will be conducted jointly, carrying a total of **100 marks**, distributed as follows:
 - **Internal Evaluation:** 40 Marks
 - **External Evaluation:** 60 Marks

5. Mandatory Requirement

- Successful completion of the internship and submission of the report is mandatory for progression and award of the degree.
- Non-compliance may lead to withholding of results or requirement to repeat the internship.

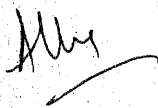
6. Required Documents

Students shall submit:

- Internship Completion Certificate
- Certified Internship Report
- Any additional feedback/document, if applicable

Note:

The internship is expected to reflect the integration of **business knowledge, managerial skills, data-driven decision-making, and analytical techniques** in addressing real-world organizational problems.



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Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBP-517
Credits: 06
Contact Hours: 60

Course Title: Project 1
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

Guidelines for Interdisciplinary Major Projects

To promote transdisciplinarity, experiential learning, skill development and local to global relevance—the essence of the DYD program—the BOS of SIIEDC resolves to have at least two semester long major projects carrying 150 marks each in semesters V to VIII.

1. Objectives

1. Integrate theoretical knowledge across disciplines.
2. Encourage research-oriented and inquiry-driven learning.
3. Develop analytical, digital, and communication competencies.
4. local, regional, or global developmental challenges.
5. Enhance employability and innovation skills.

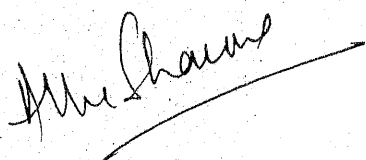
2. Nature and Scope of Projects

Projects may include interdisciplinary academic research, mathematical or computational modelling, design thinking and technological solutions, community engagement initiatives, policy analysis or educational innovation and entrepreneurship or sustainability-focused projects. Each project must clearly demonstrate integration of at least two courses of the current semester. Transdisciplinary project in collaboration are also encouraged.

3. Structure and Supervision

A group of 3-5 students shall work on the project where interdisciplinary team formation is encouraged. One Primary Mentors shall guide the project at least one from another discipline(s)/course(s) may be appointed where required. The project shall be conducted over one semester with the following suggested indicators:

- Proposal Development and Approval
- Literature Review and Conceptual Framework
- Methodology Design



University of Jammu
Four Year Innovative Undergraduate Program
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Bachelor in Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBP-517	Course Title: Project 1
Credits: 06	Maximum Marks: 150
Contact Hours: 60	Internal Evaluation: 100
	External Evaluation: 50

- Implementation/Analysis
- Mid-Term Review
- Final Report Submission
- Presentation and Viva-Voce

4. Proposal Guidelines

Each project proposal shall include

- Title and thematic area.
- Courses/disciplines integrated.
- Problem statement and motivation.
- Objectives and expected outcomes.
- Brief literature review.
- Methodology and tools.
- Timeline with milestones.
- Ethical considerations (if applicable).

Approval shall be granted by the DYD Academic/Project Committee.

University of Jammu
Four Year Innovative Undergraduate Program
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Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBP-5/7
Credits: 06
Contact Hours: 60

Course Title: Project 1
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

5. Evaluation Scheme (Credits-6) Marks: 150

A. Continuous Assessment – 40 Marks

Proposal quality and originality	10
Literature review	10
Methodology planning	10
Progress, logbook & mentor assessment	10

B. Final Report – 60 Marks

Problem formulation and clarity	10
Interdisciplinary integration	10
Methodology and analysis	20
Innovation and societal/technological relevance	10
Writing quality and references	10

Mr Sharma

University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBP-513
Credits: 06
Contact Hours: 60

Course Title: Project 1
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

C. Presentation & Viva Voce – 50 Marks

Conceptual understanding	15
Implementation/results/outcome	15
Communication skills	5
Response to questions	10
Collaboration/team work	5

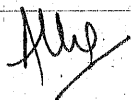
Students shall submit a hardbound copy of the project report, along with a soft copy containing the PDF of the report and all relevant datasets, source code, and design artefacts. In addition, students must submit the presentation slides prepared for the project evaluation and a duly maintained project diary/logbook certified by the mentor(s).

6. Academic Integrity and Ethics

To meet academic integrity and professional ethics, proper citation and avoidance of plagiarism are mandatory. Also responsible use of AI tools must be declared.

7. Role of the DYD Project Committee

The committee shall approve project proposals, ensure interdisciplinary balance, monitor the progress, standardize evaluation procedures and maintain a repository of DYD projects.



University of Jammu
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Semester V
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Course Code: UMJDBP-517
Credits: 06
Contact Hours: 60

Course Title: Project 1
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

8. Timeline of the Project:

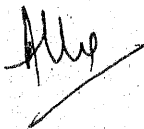
The project work is required to be initiated in the following phases:

- Week 1-3: Proposal preparation and approval
- Week 4-6: Literature review, data collection and methodology
- Week 8-12: Implementation/Analysis
- Week 13: Final submission and viva-voce.

9. Outcomes:

By the end of 8th semester, the students shall have atleast any one of the following outcomes:

- a) Application for Intellectual Property Rights (IPR) such as design patent, copyright, etc.
- b) Submission of a high-quality research article in a Scopus / SCI / SCIE indexed journal, with the manuscript accepted for review/publication.
- c) Conversion of the idea into a start-up, including submission of an application to an incubator for start-up support.



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Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBP-512
Credits: 06
Contact Hours: 60

Course Title: Project 2
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

Guidelines for Interdisciplinary Major Projects

To promote transdisciplinarity, experiential learning, skill development and local to global relevance—the essence of the DYD program—the BOS of SIIEDC resolves to have at least two semester long major projects carrying 150 marks each in semesters V to VIII.

1. Objectives

1. Integrate theoretical knowledge across disciplines.
2. Encourage research-oriented and inquiry-driven learning.
3. Develop analytical, digital, and communication competencies.
4. local, regional, or global developmental challenges.
5. Enhance employability and innovation skills.

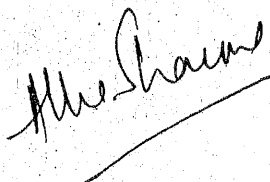
2. Nature and Scope of Projects

Projects may include interdisciplinary academic research, mathematical or computational modelling, design thinking and technological solutions, community engagement initiatives, policy analysis or educational innovation and entrepreneurship or sustainability-focused projects. Each project must clearly demonstrate integration of at least two courses of the current semester. Transdisciplinary project in collaboration are also encouraged.

3. Structure and Supervision

A group of 3-5 students shall work on the project where interdisciplinary team formation is encouraged. One Primary Mentors shall guide the project at least one from another discipline(s)/course(s) may be appointed where required. The project shall be conducted over one semester with the following suggested indicators:

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- Literature Review and Conceptual Framework
- Methodology Design



University of Jammu
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Bachelor in Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBP-512
Credits: 06
Contact Hours: 60

Course Title: Project 2
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

- Implementation/Analysis
- Mid-Term Review
- Final Report Submission
- Presentation and Viva-Voce

4. Proposal Guidelines

Each project proposal shall include

- Title and thematic area.
- Courses/disciplines integrated.
- Problem statement and motivation.
- Objectives and expected outcomes.
- Brief literature review.
- Methodology and tools.
- Timeline with milestones.
- Ethical considerations (if applicable).

Approval shall be granted by the DYD Academic/Project Committee.

Muhammad Shauq

University of Jammu
Four Year Innovative Undergraduate Program
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Bachelor in Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBP-518
Credits: 06
Contact Hours: 60

Course Title: Project 2
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

5. Evaluation Scheme (Credits-6) Marks: 150

A. Continuous Assessment – 40 Marks

Proposal quality and originality	10
Literature review	10
Methodology planning	10
Progress, logbook & mentor assessment	10

B. Final Report – 60 Marks

Problem formulation and clarity	10
Interdisciplinary integration	10
Methodology and analysis	20
Innovation and societal/technological relevance	10
Writing quality and references	10

Ali Khan

University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBP-518
Credits: 06
Contact Hours: 60

Course Title: Project 2
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

C. Presentation & Viva Voce – 50 Marks

Conceptual understanding	15
Implementation/results/outcome	15
Communication skills	5
Response to questions	10
Collaboration/team work	5

Students shall submit a hardbound copy of the project report, along with a soft copy containing the PDF of the report and all relevant datasets, source code, and design artefacts. In addition, students must submit the presentation slides prepared for the project evaluation and a duly maintained project diary/logbook certified by the mentor(s).

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The committee shall approve project proposals, ensure interdisciplinary balance, monitor the progress, standardize evaluation procedures and maintain a repository of DYD projects.

Ali Shams

University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA) (Revised)
Semester V
(For the session 2026, 2027 and 2028)

Course Code: UMJDBP-518
Credits: 06
Contact Hours: 60

Course Title: Project 2
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

8. Timeline of the Project:

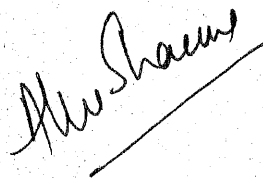
The project work is required to be initiated in the following phases:

- Week 1-3: Proposal preparation and approval
- Week 4-6: Literature review, data collection and methodology
- Week 8-12: Implementation/Analysis
- Week 13: Final submission and viva-voce.

9. Outcomes:

By the end of 8th semester, the students shall have atleast any one of the following outcomes:

- a) Application for Intellectual Property Rights (IPR) such as design patent, copyright, etc.
- b) Submission of a high-quality research article in a Scopus / SCI / SCIE indexed journal, with the manuscript accepted for review/publication.
- c) Conversion of the idea into a start-up, including submission of an application to an incubator for start-up support.



University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-611
Credits: 04
Contact Hours: 60

Course Title: Human Resource Management
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

Course Description

This course on Human Resource Management is designed to provide undergraduate Design Your Degree BBA students with a practical and experiential understanding of managing human resources in contemporary organisations. Aligned with NEP 2020 and Outcome-Based Education, the course emphasizes learning through observation, field engagement, simulations, projects and reflection. Students are introduced to core HR functions such as acquisition, development, performance management and contemporary HR practices, with special reference to organisations operating in Jammu & Kashmir. The course integrates emerging trends such as digitalisation, artificial intelligence, HR analytics and HR audit, while also highlighting ethical considerations in HR decision-making. By the end of the course, students develop practical HR skills, ethical sensitivity and professional competence required for entry-level HR and managerial roles in regional and national organisations.

Course Objectives

- Introduce students to the concepts, functions, and strategic importance of Human Resource Management in organisations.
- Enable students to observe, analyse, and understand HR practices followed in public, private, and service sector organisations, particularly in Jammu & Kashmir.
- Develop the ability to design and apply basic HR systems related to acquisition, development, and performance management of human resources.
- Provide experiential exposure to real-world HR activities through field observation, simulations, projects, and reflective learning.
- Familiarise students with contemporary HR practices, including digitalisation, AI, HR analytics, HR audit, and HR accounting.
- Instil ethical awareness, professionalism, and social responsibility in handling HR decisions and employee-related issues.
- Enhance students' employability, communication, teamwork, and problem-solving skills relevant to regional and national labour markets.

Course Outcomes

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

- Explain the nature, scope, and strategic role of HRM and analyse HR practices in organisations, with special reference to Jammu & Kashmir.
- Conduct basic job analysis and design recruitment and selection processes suitable for local and regional organisational contexts.

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-601

Credits: 04

Contact Hours: 60

Course Title: Human Resource Management

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

- Identify training needs and design simple training, development, and performance appraisal systems.
- Apply contemporary HR tools such as digital HR systems, AI applications, HR analytics, HR audit, and HR accounting in organisational scenarios.
- Demonstrate ethical sensitivity, fairness, and professionalism while addressing HR-related issues and decision-making.
- Work effectively in teams, communicate HR ideas clearly, and reflect on personal learning and professional growth in HRM.

Course Contents

Module I: Introduction to HRM through Observation & Exploration

Nature, scope and functions of HRM; Role of HR manager in contemporary organizations; HRM practices in public, private and service sector organizations; Strategic HRM; Talent Management; Human Capital Management.

Activities: HR Observation Diary; Employee Voice Interview; Digital HR Tool Exploration; Guided Reflection Discussion

Output: HR Observation Report; Comparative HR Practices Chart analyzing; Mini Case Note on Strategic HRM or Talent Management practices in J&K-based organizations; Reflective Notes.

Module II: Acquisition of Human Resources in Practice

Job analysis methods; Job description and job specification; Workforce planning techniques; Recruitment sources and methods (with regional relevance); Selection process; Interview techniques.

Activities: Job Analysis Project; Job description and job specification Preparation Task; Recruitment Simulation; Mock Interview & Resume Screening through Role-play activity.

Output: Job Analysis Report for a locally relevant job role; Job Description & Job Specification aligned with local labour availability & Regional skill requirements; Recruitment Plan Document using local recruitment sources; Interview Evaluation Sheet.

Module III: Talent Acquisition, Learning & Career Development

Training needs assessment; Training methods and techniques; Evaluation of training effectiveness; Human resource development; Career development and employee growth; Performance management process; Performance appraisal methods.

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-601
Credits: 04
Contact Hours: 60

Course Title: Human Resource Management
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

Activities: Training Needs Identification Exercise; Training Module Design; Micro-Training Delivery; Performance Appraisal Tool Design.

Output: Training Needs Assessment Note for a local organisation; Training Programme Design focusing on skill gaps commonly observed in the local workforce; Micro-Training Session Record conducted on a skill relevant to regional employment needs; Performance Appraisal Tool suitable for small organisations operating in Jammu & Kashmir.

Module IV: Contemporary HRM

Digitalization of HRM; AI in HR; HR Analytics & Data-driven decision-making; HR Audit; HR Accounting; HR Ethics.

Activities: Digital HR Tool Exploration; HR Analytics Mini Exercise; HR Audit Checklist Design, Contemporary HR Trends Discussion; Ethics Case Analysis.

Output: Digital HR Tool Review Report focusing on Applicant Tracking System/HRMS/Digital attendance/Recruitment tools; HR Analytics Interpretation Sheet; HR Audit Checklist designed for educational institutions, hospitals, hotels, or MSMEs in the region; Trend Analysis Note on emerging HR practices and digitalisation trends in J&K; Ethics case report.

Guidelines for Assessment and Evaluation

For

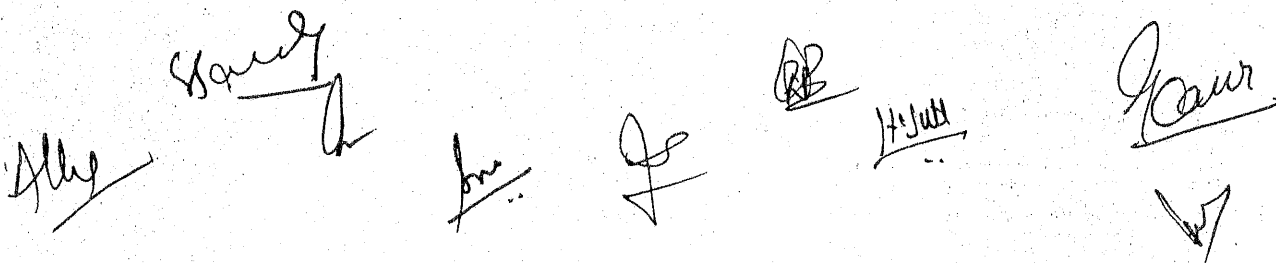
Semesters V - VIII of FYUGP (DYD)

1 Assessment and Evaluation Model

Features of this Model of Assessment and Evaluation are:

- Domain knowledge: Tested through class tests and end-sem examination.
- Creativity: Assignments, seminars, open-ended examination questions.
- Hands-on experience: Practical tasks and project work to build real-world problem-solving skills.

Following scheme of assessment and evaluation shall be followed for the last two years of FYUGP (DYD):



University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-6f1
Credits: 04
Contact Hours: 60

Course Title: Human Resource Management
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

1.1 Continuous Internal Assessment (CIA) - 40 Marks

This ensures sustained engagement and assessment beyond the final exam. CIA shall have the following components:

- Class Tests and Quizzes (10 Marks): This shall focus on concepts clarity, analytical ability comprising 2 or 3 short written or online tests.
- Assignments and Creative Tasks (10 Marks): This shall be focussed on Problem-solving or reflective assignments and Open-ended questions to assess creativity.
- Practical and Hands-on Activities (15 Marks): This shall have the activities like Lab work, field tasks, coding assignments, design exercises, case study etc.
- Seminar and Presentation (5 Marks): This shall have individual or group presentation to be evaluated for communication, originality, creativity, and depth.

1.2 End-Semester Examination - 60 Marks

This is designed to test comprehensive domain knowledge and applications. The question paper shall have three sections:

- Section A - 20 Marks: Short answer questions to test fundamentals and breadth of domain knowledge.
- Section B - 20 Marks: Problem-solving and applications of the domain knowledge. The problems need to be conceptual numerical and case-based related to real world applications.
- Section C - 20 Marks: This is to be devoted to essay/analytical questions (choice-based) and have to be Open-ended, requiring synthesis, critical thinking, and creativity.

Suggested Readings:

1. Durai, P. (2025). Human Resource Management (4th edition). Pearson Education.
2. Aswathappa, K. (2023). Human Resource Management: Text and Cases (10th edition). TATA McGraw Hill.
3. Dessler, G. & Varkkey, B. (2023). Human Resource Management (17th edition). Pearson Education.
4. Eubanks, B. (2022). Artificial Intelligence for HR (1st edition). Kogan Page Ltd.
5. Uppal, N. (2020). Human Resource Analytics: Strategic Decision Making (1st edition). Pearson Education.

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-612
Credits: 04
Contact Hours: 60

Course Title: Operations Management
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

Course Overview

Production and Operations Management (POM) is a critical functional area of management that focuses on the design, planning, control, and improvement of production systems and service operations. It deals with the efficient transformation of inputs—such as materials, labor, capital, and information—into outputs that deliver value to customers while ensuring quality, cost-effectiveness, sustainability, and competitiveness.

In the contemporary business environment, Production and Operations Management has evolved significantly with the advent of Industry 4.0, digital technologies, artificial intelligence, and data-driven decision-making. Organizations today are required to manage complex global supply chains, smart manufacturing systems, service operations, and sustainable processes while responding to uncertainty and rapid market changes.

This course provides students with a comprehensive understanding of traditional and modern concepts of Production and Operations Management, integrating analytical tools, technology-enabled practices, and strategic perspectives. The course emphasizes practical application through case studies, simulations, projects, and experiential learning.

Objective:

At the end of the course, students will be able to:

- Understand the role of production and operations management in achieving organizational efficiency and competitiveness
- Analyze production systems and operational processes in manufacturing and service organizations
- Apply quantitative and analytical techniques for planning, scheduling, and control of operations
- Understand emerging trends such as Industry 4.0, smart manufacturing, digital supply chains, and sustainable operations
- Develop problem-solving and decision-making capabilities in operations-related contexts

Course Learning Outcomes (CLOs)

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

- Explain the scope, objectives, and strategic importance of Production and Operations Management
- Analyze different types of production systems and facility layouts for operational efficiency

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (EBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-642

Credits: 04

Contact Hours: 60

Course Title: Operations Management

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

- Apply tools and techniques for capacity planning, inventory control, and material management
- Evaluate quality management systems and continuous improvement approaches
- Assess the impact of digital technologies, AI, and sustainability initiatives on modern operations

Skills / Competencies Developed

Students completing this course are expected to develop the following competencies:

- Analytical Thinker – Ability to analyze operational problems using quantitative and logical approaches
- Process Optimizer – Capability to design and improve production and service processes
- Decision Maker – Apply data-driven tools for operational planning and control
- Sustainability Thinker – Incorporate environmental and social considerations
- Collaborative Professional – Work in teams on field and industry projects

COURSE CONTENT

Module I: Operational Study of a Local Enterprise

Students (in groups of 4–5) will study a manufacturing or service organization in J&K.

Indicative Sectors:

- Handloom and handicrafts (Pashmina, carpets, wood carving)
- Food processing units (apple grading, walnut processing, saffron)
- Tourism services (hotels, houseboats, travel operators)
- MSMEs and cottage industries

Key Activities:

- Identify type of production system (job, batch, mass, service)
- Map input–process–output flow
- Analyze productivity and operational bottlenecks
- Study impact of seasonality, climate, and logistics

Concepts Covered:

- Scope of operations management
- Types of production systems

University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-612
Credits: 04
Contact Hours: 60

Course Title: Operations Management
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

- Operations strategy and competitive priorities

Module II: Infrastructure and Capacity Analysis

Students will analyze facility location, layout, and capacity decisions relevant to J&K.

Indicative Cases:

- Cold storage facilities for apples in Kashmir
- Manufacturing clusters in Jammu
- Warehousing for handicrafts or agri-products
- Hospital or educational facility planning in hilly terrain

Key Activities:

- Evaluate location factors (terrain, connectivity, climate, policy)
- Analyze existing facility layout
- Assess capacity utilization and seasonal fluctuations
- Suggest layout or capacity improvements

Concepts Covered:

- Location analysis
- Facility layout types
- Capacity planning and aggregate planning
- Line balancing

Module III: Inventory and Supply Chain Optimization

Students will study material flow and inventory practices in regional supply chains.

Indicative Contexts:

- Apple, cherry, or saffron supply chains
- Handicraft raw material sourcing
- Retail or wholesale trade in remote areas
- Government procurement systems

Key Activities:

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-612
Credits: 04
Contact Hours: 60

Course Title: Operations Management
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

- Identify inventory types and costs
- Apply ABC, EOQ, and JIT concepts
- Analyze supply chain disruptions (weather, transport, border issues)
- Evaluate vendor selection and procurement practices

Concepts Covered:

- Material management
- Inventory models and control techniques
- MRP concepts
- Vendor management

Module IV- Quality Improvement and Sustainability Initiative

Students will evaluate quality management and sustainability practices in a J&K organization.

Indicative Applications:

- Quality standards in handicrafts and GI products
- Food safety and quality in agri-processing
- Service quality in tourism and healthcare
- Waste reduction and energy efficiency initiatives

Key Activities:

- Identify quality problems and root causes
- Apply QC tools (Pareto, Fishbone, Control Charts)
- Suggest TQM / Six Sigma / Lean interventions
- Integrate sustainability and green operations

Concepts Covered:

- Quality management systems
- TQM and Six Sigma
- Lean manufacturing
- Green and sustainable operations

Capstone Integrative Project (Major Project)

"Operational Excellence for J&K Enterprises"

University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-6#2
Credits: 04
Contact Hours: 60

Course Title: Operations Management
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

Students integrate learning from all modules to develop a comprehensive operations improvement plan for a selected organization or sector in J&K.

Final Output:

- Written project report
- Presentation to a review panel
- Policy or managerial recommendations

Guidelines for Assessment and Evaluation

For

Semesters V - VIII of FYUGP (DYD)

1 Assessment and Evaluation Model

Features of this Model of Assessment and Evaluation are:

- Domain knowledge: Tested through class tests and end-sem examination.
- Creativity: Assignments, seminars, open-ended examination questions.
- Hands-on experience: Practical tasks and project work to build real-world problem-solving skills.

Following scheme of assessment and evaluation shall be followed for the last two years of FYUGP (DYD):

1.1 Continuous Internal Assessment (CIA) - 40 Marks

This ensures sustained engagement and assessment beyond the final exam. CIA shall have the following components:

- Class Tests and Quizzes (10 Marks): This shall focus on concepts clarity, analytical ability comprising 2 or 3 short written or online tests.
- Assignments and Creative Tasks (10 Marks): This shall be focussed on Problem-solving or reflective assignments and Open-ended questions to assess creativity.
- Practical and Hands-on Activities (15 Marks): This shall have the activities like Lab work, field tasks, coding assignments, design exercises, case study etc.

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-602

Credits: 04

Contact Hours: 60

Course Title: Operations Management

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

- Seminar and Presentation (5 Marks): This shall have individual or group presentation to be evaluated for communication, originality, creativity, and depth.

1.2 End-Semester Examination - 60 Marks

This is designed to test comprehensive domain knowledge and applications. The question paper shall have three sections:

- Section A - 20 Marks: Short answer questions to test fundamentals and breadth of domain knowledge.
- Section B - 20 Marks: Problem-solving and applications of the domain knowledge. The problems need to be conceptual numerical and case-based related to real world applications.
- Section C - 20 Marks: This is to be devoted to essay/analytical questions (choice-based) and have to be Open-ended, requiring synthesis, critical thinking, and creativity.

Suggested Readings

- Adam, E. E., & Ebert, R. J. (1989). Production and operations management: Concepts, models, and behavior (Updated ed.). New Delhi, India: Prentice-Hall.
- Chary, S. N. (2019). Production and operations management (6th ed.). New Delhi, India: Tata McGraw-Hill Education.
- Chunawalla, S. A., & Patel, D. R. (2025). Production and operations management (9th ed.). Mumbai, India: Himalaya Publishing House.
- Aswathappa, K., & Shridhara Bhat, K. (2025). Production and operations management (3rd ed.). Mumbai, India: Himalaya Publishing House.
- Buffa, E. S., & Sarin, R. K. (2008). Modern production/operations management (8th ed.). Hoboken, NJ: John Wiley & Sons.
- Muhlemann, A., Oakland, J. S., & Lockyer, K. G. (1992). Production and operations management (6th ed.). London, UK: ELBS/Pitman.
- Panneerselvam, R. (2012). Production and operations management (3rd ed.). New Delhi, India: Prentice Hall India Learning Private Limited.

Supplementary Readings:

- J&K Industrial Policy documents
- MSME and Handicrafts Department reports
- Agricultural and Horticulture Board publications
- Tourism and infrastructure development reports of J&K

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-643
Credits: 04
Contact Hours: 60

Course Title: Financial Management
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

Course Overview:

Financial Management focuses on planning, organizing, directing, and controlling financial resources to achieve organizational objectives efficiently and sustainably. In the contemporary business environment, financial decisions must integrate profitability, risk management, sustainability, digital finance, and regional realities.

This course adopts a project-based and field-oriented approach, enabling students to apply financial management concepts to real enterprises, institutions, cooperatives, startups, MSMEs, and public sector initiatives in Jammu & Kashmir. Emphasis is placed on local industries, seasonal businesses, infrastructure constraints, government schemes, and financial inclusion issues specific to the region.

Course Objectives:

At the end of the course, students will be able to:

- Understand the role of financial management in value creation and sustainability
- Analyze financial statements and assess financial health of organizations
- Apply capital budgeting, working capital, and financing decisions in real contexts
- Evaluate risk, return, and cost of capital for business decisions
- Develop financial solutions for enterprises operating in J&K's socio-economic environment

Course Learning Outcomes (CLOs)

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

- Explain the scope and objectives of financial management
- Analyze financial performance using ratios and cash flow analysis
- Apply capital budgeting tools for investment decisions
- Manage working capital and short-term finance effectively
- Assess financing options and risk management strategies
- Prepare practical financial plans for regional enterprises

Skills / Competencies Developed

- Financial Analysis & Interpretation
- Decision-making under uncertainty
- Budgeting and financial planning
- Risk assessment and mitigation
- Industry and policy awareness (J&K specific)
- Teamwork and professional reporting

COURSE CONTENTS

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-643
Credits: 04
Contact Hours: 60

Course Title: Financial Management
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

Module I Financial Diagnosis of a Local Enterprise

Students (in groups of 4–5) will study the financial structure and performance of a local enterprise/institution in J&K.

Indicative Sectors:

- Handloom & handicrafts (Pashmina, carpets, papier-mâché)
- Horticulture and agri-processing units (apple, walnut, saffron)
- Tourism & hospitality (hotels, houseboats, travel agencies)
- MSMEs, cooperatives, startups, NGOs

Key Activities:

- Collection of basic financial data (balance sheet, income statement)
- Analysis of cost structure and revenue patterns
- Identification of seasonal income fluctuations
- Assessment of financial strengths and weaknesses

Concepts Covered:

- Scope of financial management
- Objectives and functions of finance
- Time value of money (introductory application)
- Financial statements overview

Module II Capital Budgeting Decisions

Evaluation of investment decisions relevant to J&K enterprises.

Indicative Applications:

- Cold storage facility for apples
- Expansion of a handicraft unit
- Eco-tourism or homestay project
- Machinery purchase for MSMEs

Key Activities:

- Estimation of project cost and cash flows
- Application of Payback Period, NPV, IRR, ARR
- Assessment of risk due to climate, logistics, and demand uncertainty

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-643
Credits: 04
Contact Hours: 60

Course Title: Financial Management
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

- Recommendation on project viability

Concepts Covered:

- Capital budgeting process
- Investment appraisal techniques
- Risk and uncertainty in capital budgeting
- Inflation and regional constraints

Module III Working Capital & Short-Term Financial Management

Analysis and optimization of working capital practices in local businesses.

Indicative Contexts:

- Seasonal inventory in apple and tourism businesses
- Credit sales and receivables in handicrafts trade
- Cash flow issues in startups and small traders

Key Activities:

- Estimation of working capital requirements
- Analysis of cash, inventory, receivables, and payables
- Identification of liquidity problems
- Suggestions for improving cash flow management

Concepts Covered:

- Types of working capital
- Operating cycle
- Cash management techniques
- Inventory and receivables management

Module IV Financing, Risk & Financial Sustainability

Study of financing sources, risk exposure, and sustainability of enterprises in J&K.

Indicative Applications:

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BEA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-613

Credits: 04

Contact Hours: 60

Course Title: Financial Management

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

- Bank finance and NBFC lending to MSMEs
- Government schemes (PMEGP, MUDRA, J&K Industrial Policy)
- Cooperative and SHG financing
- Risk management in tourism and agriculture

Key Activities:

- Analysis of capital structure
- Estimation of cost of capital (basic application)
- Identification of financial risks
- Evaluation of insurance and risk-mitigation strategies

Concepts Covered:

- Sources of finance (long-term & short-term)
- Capital structure theories (introductory)
- Cost of capital
- Financial risk and leverage

Capstone Major Project

“Financial Planning and Sustainability of a J&K Enterprise”

Students will prepare a comprehensive financial management report for a selected organization/sector in J&K by integrating all modules.

Project Output:

- Financial analysis and diagnosis
- Investment and financing recommendations
- Working capital improvement plan
- Risk assessment and sustainability measures
- Written report and viva-voce / presentation

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-612
Credits: 04
Contact Hours: 60

Course Title: Operations Management
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

Students integrate learning from all modules to develop a comprehensive operations improvement plan for a selected organization or sector in J&K.

Final Output:

- Written project report
- Presentation to a review panel
- Policy or managerial recommendations

Guidelines for Assessment and Evaluation

For

Semesters V - VIII of FYUGP (DYD)

1 Assessment and Evaluation Model

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- Practical and Hands-on Activities (15 Marks): This shall have the activities like Lab work, field tasks, coding assignments, design exercises, case study etc.

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-642
Credits: 04
Contact Hours: 60

Course Title: Operations Management
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

- Seminar and Presentation (5 Marks): This shall have individual or group presentation to be evaluated for communication, originality, creativity, and depth.

1.2 End-Semester Examination - 60 Marks

This is designed to test comprehensive domain knowledge and applications. The question paper shall have three sections:

- Section A - 20 Marks: Short answer questions to test fundamentals and breadth of domain knowledge.
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- Chunawalla, S. A., & Patel, D. R. (2025). Production and operations management (9th ed.). Mumbai, India: Himalaya Publishing House.
- Aswathappa, K., & Shridhara Bhat, K. (2025). Production and operations management (3rd ed.). Mumbai, India: Himalaya Publishing House.
- Buffa, E. S., & Sarin, R. K. (2008). Modern production/operations management (8th ed.). Hoboken, NJ: John Wiley & Sons.
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- MSME and Handicrafts Department reports
- Agricultural and Horticulture Board publications
- Tourism and infrastructure development reports of J&K

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-644

Credits: 04

Contact Hours: 60

Course Title: Business Environment and
Public Policy

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Course Rationale

The Business Environment and Public Policy course is designed to help BBA students understand how economic, political, legal, social, technological and ethical forces shape business decisions. Under the *Design Your Degree (DYD)* framework, the course moves beyond textbook learning and trains students to observe, analyze and engage with the real business-policy interface in their local, national and global environment. The course emphasizes experiential learning through field observation, policy tracking, case analysis, stakeholder interaction and reflective practice, enabling students to connect theory with real-world business and governance challenges.

Course Objectives

After completing this course, students will be able to:

- Understand the structure and components of the business environment.
- Analyse the role of public policy in shaping business behaviour and market outcomes.
- Examine the impact of government regulations, reforms and institutions on enterprises.
- Evaluate contemporary policy issues affecting industries, startups and MSMEs.
- Develop critical thinking, policy literacy and applied business analysis skills.

Learning Outcomes

Students will be able to:

- Explain key dimensions of the business environment and their inter-linkages.
- Interpret major public policies relevant to business operations.
- Assess policy impacts on firms, consumers and society.
- Apply environmental and policy analysis tools to real business situations.
- Communicate insights through reports, presentations and reflective notes.

Module I: Business Environment – Concepts and Frameworks

Concept and nature of business environment; importance and objectives; internal and external environment; micro and macro environment; PESTLE framework; stakeholders in business; uncertainty and risk in business decision-making; environmental scanning and strategic business response.

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Credits: 04

Contact Hours: 60

Course Title: Business Environment and Public Policy

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Module II: Economic, Social and Technological Environment

Economic systems and role of government; mixed economy and regulation; economic growth, development and business opportunities; demographic trends and consumption patterns; social change and corporate responsibility; sustainability and inclusive growth; technological change, digitalisation and impact on business models.

Module III: Political, Legal and Institutional Environment

Political system and business; Constitution of India and business-related provisions; regulatory institutions; legal framework for business operations; labour laws; competition policy; consumer protection; ease of doing business; regulatory compliance and governance.

Module IV: Public Policy and Contemporary Business Issues

Meaning and objectives of public policy; policy formulation process; industrial policy; trade and investment policy; taxation and fiscal policy; MSME, startup and innovation policies; public-private partnerships; globalisation and WTO; environmental regulations; ESG norms; ethics and corporate governance.

Activity 1: Business Environment Mapping (Individual Activity)

Description: Students select a local business (shop, startup, MSME, service provider) and map its business environment using the PESTLE framework.

Deliverable: 3–4 page environment analysis note.

Skills Developed: Observation, analytical thinking, application of theory.

Activity 2: Policy Tracking Assignment (Group Activity)

Description: Groups track one public policy (e.g., GST, Startup India, MSME schemes, plastic ban and tourism policy) for one semester.

Tasks:

- Identify objectives of the policy
- Track media reports and government updates
- Analyse impact on a selected business or sector

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Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Deliverable: Policy impact presentation + short report.

Activity 3: Field Interaction with Stakeholders

Description: Students interact with entrepreneurs, traders, or officials (Municipal body, Industry Centre, GST practitioner).

Focus Questions:

- How do policies affect daily business decisions?
- What challenges do businesses face in compliance?

Deliverable: Interview summary and reflection note.

Activity 4: Case Study – Policy Shock Analysis

Description: Analysis of a sudden policy change (e.g., demonetisation, lockdown regulations, import restrictions, environmental bans).

Deliverable: Written case analysis discussing short-run and long-run business effects.

Activity 5: Mini Policy Lab (Capstone Experiential Task)

Description: Students identify a local business problem and suggest a policy or regulatory improvement.

Examples:

- Street vendors and licensing
- Waste management rules and small businesses
- Tourism regulation in local markets

Deliverable: Group policy brief (5–6 pages).

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Course Code: UMJDBT-614

Credits: 04

Contact Hours: 60

Course Title: Business Environment and Public Policy

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

Guidelines for Assessment and Evaluation

For

Semesters V - VIII of FYUGP (DYD)

1 Assessment and Evaluation Model

Features of this Model of Assessment and Evaluation are:

- Domain knowledge: Tested through class tests and end-sem examination.
- Creativity: Assignments, seminars, open-ended examination questions.
- Hands-on experience: Practical tasks and project work to build real-world problem-solving skills.

Following scheme of assessment and evaluation shall be followed for the last two years of FYUGP (DYD):

1.1 Continuous Internal Assessment (CIA) - 40 Marks

This ensures sustained engagement and assessment beyond the final exam. CIA shall have the following components:

- Class Tests and Quizzes (10 Marks): This shall focus on concepts clarity, analytical ability comprising 2 or 3 short written or online tests.
- Assignments and Creative Tasks (10 Marks): This shall be focussed on Problem-solving or reflective assignments and Open-ended questions to assess creativity.
- Practical and Hands-on Activities (15 Marks): This shall have the activities like Lab work, field tasks, coding assignments, design exercises, case study etc.
- Seminar and Presentation (5 Marks): This shall have individual or group presentation to be evaluated for communication, originality, creativity, and depth.

1.2 End-Semester Examination - 60 Marks

This is designed to test comprehensive domain knowledge and applications. The question paper shall have three sections:

- Section A - 20 Marks: Short answer questions to test fundamentals and breadth of domain knowledge.

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(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-644

Credits: 04

Contact Hours: 60

Course Title: Business Environment and Public Policy

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

- Section B - 20 Marks: Problem-solving and applications of the domain knowledge. The problems need to be conceptual numerical and case-based related to real world applications.
- Section C - 20 Marks: This is to be devoted to essay/analytical questions (choice-based) and have to be Open-ended, requiring synthesis, critical thinking, and creativity.

Recommended Readings

Module I: Business Environment – Concepts and Frameworks

- Cherunilam, F. Business Environment. Himalaya Publishing House. (Core text for concepts, PESTLE, stakeholders)
- Aswathappa, K. Business Environment. McGraw Hill Education. (Frameworks and environment scanning)
- Francis, J. Business Environment. Pearson Education. (Introductory perspectives and examples)

Module II: Economic, Social and Technological Environment

- Adhikari, M. Economic Environment of Business. Excel Books. (Economic systems, role of government)
- Mishra, S. K. & Puri, V. K. Indian Economy. Himalaya Publishing House. (Growth, development, demographics)
- Datt, R. & Sundharam, K. P. M. Indian Economy. S. Chand. (Social sector and development issues)
- Todaro, M. P. & Smith, S. C. Economic Development. Pearson. (Linking development and business context)

Module III: Political, Legal and Institutional Environment

- Tulsian, P. C. Business Law. McGraw Hill Education. (Legal framework for business)
- Kapoor, N. D. Elements of Mercantile Law. Sultan Chand & Sons. (Contracts, compliance basics)
- Singh, Avtar. Company Law. Eastern Book Company. (Corporate governance and regulation)
- Sapru, R. K. Public Policy: Formulation, Implementation and Evaluation. Sterling Publishers. (Institutions and governance)

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-615
Credits: 04
Contact Hours: 60

Course Title: Innovation and Entrepreneurship
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

Course Description: This course introduces students to the principles and practices of innovation and entrepreneurship as systematic and manageable processes. It explores how new ideas are generated, recognized, and transformed into viable products, services, and ventures. The course emphasizes opportunity identification, creativity, resource mobilization, and business model development. It also addresses social, sustainable, and corporate entrepreneurship in global and Indian contexts. Through activity-based learning, students develop entrepreneurial thinking and practical venture-creation skills.

Course Objectives

1. To enable students to identify locally relevant entrepreneurial opportunities through systematic observation and field engagement.
2. To develop creativity, innovation, and problem-solving abilities using experiential methods.
3. To equip students with practical tools for idea validation and business model development.
4. To build entrepreneurial confidence through pitching, reflection, and venture simulation.

Course Outcomes

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

1. Identify entrepreneurial opportunities emerging from real socio-economic contexts.
2. Apply innovation and design thinking tools to develop user-centric solutions.
3. Construct feasible business models grounded in market realities.
4. Demonstrate entrepreneurial competence through prototyping, pitching, and reflective practice.

Course Contents

MODULE 1: Opportunity Recognition and Entrepreneurial Mindset

Concept and types of innovation; Entrepreneurship and entrepreneurial mindset; Opportunity recognition and idea spotting; Problem-solution fit and value creation; Local economy and business environment of Jammu.

Activity 1: Jammu Problem Discovery Walk

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Four Year Innovative Undergraduate Program
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Course Code: UMJDBT-6#5
Credits: 04
Contact Hours: 60

Course Title: Innovation and Entrepreneurship
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

Students visit local markets, public places, and residential areas to observe real-life problems faced by people. They document observations in a structured format linking them with opportunity recognition. This builds contextual awareness and entrepreneurial thinking.

Activity 2: Local Entrepreneur Interaction Study

Students interview a small entrepreneur from Jammu (shopkeeper, food vendor, boutique owner, service provider etc.) to understand their journey, motivation, and mindset. The activity connects entrepreneurial theory with lived experiences. Students present learnings in class.

Activity 3: Jammu Business Ecosystem Mapping

Groups map major sectors such as education, tourism, retail, healthcare, food services, and logistics in Jammu. This helps students understand the local economic landscape and opportunity spaces. Findings are shared through posters or presentations.

MODULE 2: Creativity, Design Thinking and Idea Validation

Creativity and innovation techniques; Design thinking process and stages; Idea generation tools (brainstorming, SCAMPER, mind mapping); Customer needs analysis and empathy mapping; idea screening and validation methods.

Activity 1: Design Thinking Exercise on Local Problem

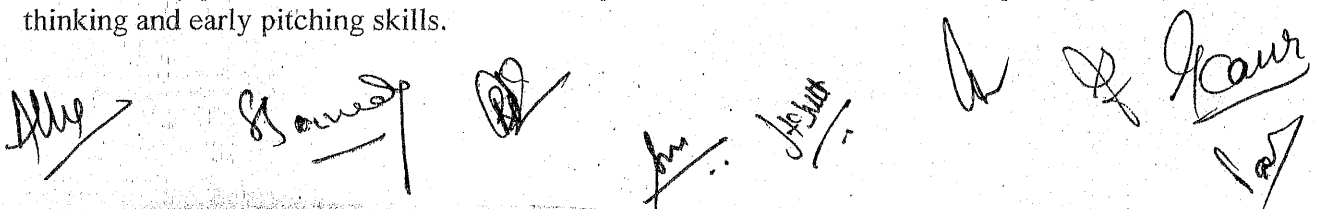
Students select one Jammu-based problem and apply empathy mapping, problem definition, and ideation. They develop user-centered solutions based on real stakeholder needs. Outputs are documented through worksheets.

Activity 2: Customer Discovery Interviews

Students conduct at least 15 interviews with potential users (students, residents, shopkeepers) to test their idea. They collect feedback on usefulness, price sensitivity, and improvement areas.

Activity 3: Idea Screening and Peer Pitch

Groups generate multiple ideas and shortlist one using feasibility, desirability, and viability criteria. They present their shortlisted idea to peers for feedback. This develops analytical thinking and early pitching skills.



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Course Code: UMJDBT-615

Credits: 04

Contact Hours: 60

Course Title: Innovation and Entrepreneurship

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

MODULE 3: Business Model Development and Market Feasibility

Business Model Canvas and its components; Value proposition design; Market analysis and competitor study; Cost structure and revenue models; Feasibility analysis of business ideas.

Activity 1: Business Model Canvas for Jammu-Based Venture

Students develop a complete Business Model Canvas using local assumptions about customers, suppliers, costs, and partners. This helps them understand how different elements of a venture are interconnected.

Activity 2: Local Market and Competitor Study

Students visit existing businesses relevant to their idea within Jammu and analyze their offerings, pricing, customer experience, and gaps. This builds practical market understanding. Findings are presented as a comparative analysis report.

Activity 3: Low-Cost Prototype Development

Groups develop a simple prototype such as packaging sample, menu, service blueprint, mock website or Instagram page. This teaches experimentation, feasibility, and learning by doing. Prototypes are demonstrated to classmates.

MODULE 4: Venture Execution, Pitching and Entrepreneurial Growth

Startup launch process and stages; Marketing strategies and customer acquisition; Communication skills and business pitching; Entrepreneurial ethics and sustainable entrepreneurship; Reflection, learning and entrepreneurial career pathways.

Activity 1: Campus Startup Simulation

Students simulate launching their venture inside campus through stalls, demos, or service delivery. They interact with real users and collect feedback. This develops execution, communication, and adaptability skills.

Activity 2: Formal Pitch Presentation to Panel

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Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-645
Credits: 04
Contact Hours: 60

Course Title: Innovation and Entrepreneurship
Maximum Marks: 100
Internal Evaluation: 40
External Evaluation: 60

Groups present structured pitches to a panel of faculty and invited local entrepreneurs. They cover problem, solution, market, model, and feasibility. Feedback from panel supports improvement and confidence-building.

Activity 3: Entrepreneurial Reflection Portfolio

Each student maintains a reflective journal throughout the course capturing learning, challenges, mindset changes, and personal growth. This strengthens metacognition and lifelong learning orientation.

Guidelines for Assessment and Evaluation

For

Semesters V - VIII of FYUGP (DYD)

1 Assessment and Evaluation Model

Features of this Model of Assessment and Evaluation are:

- Domain knowledge: Tested through class tests and end-sem examination.
- Creativity: Assignments, seminars, open-ended examination questions.
- Hands-on experience: Practical tasks and project work to build real-world problem-solving skills.

Following scheme of assessment and evaluation shall be followed for the last two years of FYUGP (DYD):

1.1 Continuous Internal Assessment (CIA) - 40 Marks

This ensures sustained engagement and assessment beyond the final exam. CIA shall have the following components:

- Class Tests and Quizzes (10 Marks): This shall focus on concepts clarity, analytical ability comprising 2 or 3 short written or online tests.

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Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBT-615

Credits: 04

Contact Hours: 60

Course Title: Innovation and Entrepreneurship

Maximum Marks: 100

Internal Evaluation: 40

External Evaluation: 60

- **Assignments and Creative Tasks (10 Marks):** This shall be focussed on Problem-solving or reflective assignments and Open-ended questions to assess creativity.
- **Practical and Hands-on Activities (15 Marks):** This shall have the activities like Lab work, field tasks, coding assignments, design exercises, case study etc.
- **Seminar and Presentation (5 Marks):** This shall have individual or group presentation to be evaluated for communication, originality, creativity, and depth.

1.2 End-Semester Examination - 60 Marks

This is designed to test comprehensive domain knowledge and applications. The question paper shall have three sections:

- **Section A - 20 Marks:** Short answer questions to test fundamentals and breadth of domain knowledge.
- **Section B - 20 Marks:** Problem-solving and applications of the domain knowledge. The problems need to be conceptual numerical and case-based related to real world applications.
- **Section C - 20 Marks:** This is to be devoted to essay/analytical questions (choice-based) and have to be Open-ended, requiring synthesis, critical thinking, and creativity.

Suggested Readings (Latest Edition)

1. Bessant, J & Tidd, J. (2021), Innovation and Entrepreneurship, Wiley, United Kingdom.
2. Carayannis, E.G., Samara, E.T. & Bakouros, Y.L (2015). Innovation and Entrepreneurship :Theory, Policy and Practice, Springer, Switzerland.
3. Barringer, B.R. & Ireland, R.D. (2025). Entrepreneurship: Successfully Launching New Ventures, Pearson, New Delhi.
4. Hisrich, R.D., Manimala, M.J., Peters, M.J., Shepherd, D.A. (2020). Entrepreneurship, McGraw Hill Education.
5. Dollinger, M.J. (2008). Entrepreneurship: Strategies and Resources, Pearson Education, New Delhi.

Ted Talks

- Simon Sinek – How great leaders inspire action
- Bill Gross – The single biggest reason why startups succeed

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- Tim Brown – Tales of creativity and play
- Tina Seelig – The little risks you can take to increase your luck
- Jia Jiang – What I learned from 100 days of rejection
- Dan Pink – The puzzle of motivation
- Seth Godin – How to get your ideas to spread
- Navi Radjou — Creative Problem-Solving in the Face of Extreme Limits

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University of Jammu
Four Year Innovative Undergraduate Program
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Course Code: UMJDBP-616
Credits: 06
Contact Hours: 60

Course Title: Project 1
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

Guidelines for Interdisciplinary Major Projects

To promote transdisciplinarity, experiential learning, skill development and local to global relevance—the essence of the DYD program—the BOS of SIIEDC resolves to have at least two semester long major projects carrying 150 marks each in semesters V to VIII.

1. Objectives

1. Integrate theoretical knowledge across disciplines.
2. Encourage research-oriented and inquiry-driven learning.
3. Develop analytical, digital, and communication competencies.
4. local, regional, or global developmental challenges.
5. Enhance employability and innovation skills.

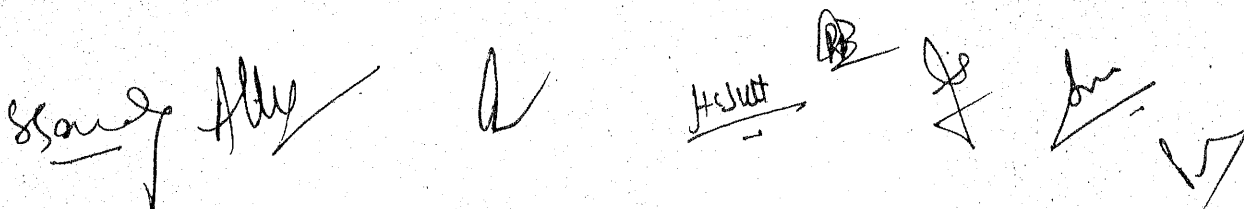
2. Nature and Scope of Projects

Projects may include interdisciplinary academic research, mathematical or computational modelling, design thinking and technological solutions, community engagement initiatives, policy analysis or educational innovation and entrepreneurship or sustainability-focused projects. Each project must clearly demonstrate integration of at least two courses of the current semester. Transdisciplinary project in collaboration are also encouraged.

3. Structure and Supervision

A group of 3-5 students shall work on the project where interdisciplinary team formation is encouraged. One Primary Mentors shall guide the project at least one from another discipline(s)/course(s) may be appointed where required. The project shall be conducted over one semester with the following suggested indicators:

- Proposal Development and Approval
- Literature Review and Conceptual Framework

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Course Code: UMJDBP-6f6
Credits: 06
Contact Hours: 60

Course Title: Project 1
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

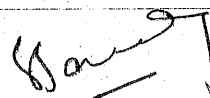
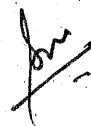
- Methodology Design
- Implementation/Analysis
- Mid-Term Review
- Final Report Submission
- Presentation and Viva-Voce

4. Proposal Guidelines

Each project proposal shall include

- Title and thematic area.
- Courses/disciplines integrated.
- Problem statement and motivation.
- Objectives and expected outcomes.
- Brief literature review.
- Methodology and tools.
- Timeline with milestones.
- Ethical considerations (if applicable).

Approval shall be granted by the DYD Academic/Project Committee.



University of Jammu
Four Year Innovative Undergraduate Program
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Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBP-616
Credits: 06
Contact Hours: 60

Course Title: Project I
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

5. Evaluation Scheme (Credits-6) Marks: 150

A. Continuous Assessment – 40 Marks

Proposal quality and originality	10
Literature review	10
Methodology planning	10
Progress, logbook & mentor assessment	10

B. Final Report – 60 Marks

Problem formulation and clarity	10
Interdisciplinary integration	10
Methodology and analysis	20
Innovation and societal/technological relevance	10
Writing quality and references	10

C. Presentation & Viva Voce – 50 Marks

Conceptual understanding	15
Implementation/results/outcome	15
Communication skills	5
Response to questions	10
Collaboration/team work	5

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Contact Hours: 60

Course Title: Project 1
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

Students shall submit a hardbound copy of the project report, along with a soft copy containing the PDF of the report and all relevant datasets, source code, and design artefacts. In addition, students must submit the presentation slides prepared for the project evaluation and a duly maintained project diary/logbook certified by the mentor(s).

6. Academic Integrity and Ethics

To meet academic integrity and professional ethics, proper citation and avoidance of plagiarism are mandatory. Also responsible use of AI tools must be declared.

7. Role of the DYD Project Committee

The committee shall approve project proposals, ensure interdisciplinary balance, monitor the progress, standardize evaluation procedures and maintain a repository of DYD projects.

8. Timeline of the Project:

The project work is required to be initiated in the following phases:

- Week 1-3: Proposal preparation and approval
- Week 4-6: Literature review, data collection and methodology
- Week 8-12: Implementation/Analysis
- Week 13: Final submission and viva-voce.

9. Outcomes:

By the end of 8th semester, the students shall have atleast any one of the following outcomes:

- a) Application for Intellectual Property Rights (IPR) such as design patent, copyright, etc.
- b) Submission of a high-quality research article in a Scopus / SCI / SCIE indexed journal, with the manuscript accepted for review/publication.
- c) Conversion of the idea into a start-up, including submission of an application to an incubator for start-up support.

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Course Code: UMJDBP-617

Credits: 06

Contact Hours: 60

Course Title: Project 2

Maximum Marks: 150

Internal Evaluation: 100

External Evaluation: 50

Guidelines for Interdisciplinary Major Projects

To promote transdisciplinarity, experiential learning, skill development and local to global relevance—the essence of the DYD program—the BOS of SIIEDC resolves to have at least two semester long major projects carrying 150 marks each in semesters V to VIII.

1. Objectives

1. Integrate theoretical knowledge across disciplines.
2. Encourage research-oriented and inquiry-driven learning.
3. Develop analytical, digital, and communication competencies.
4. local, regional, or global developmental challenges.
5. Enhance employability and innovation skills.

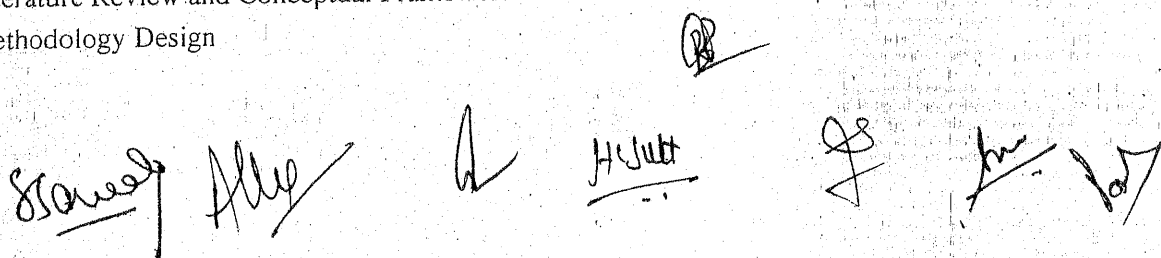
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Projects may include interdisciplinary academic research, mathematical or computational modelling, design thinking and technological solutions, community engagement initiatives, policy analysis or educational innovation and entrepreneurship or sustainability-focused projects. Each project must clearly demonstrate integration of at least two courses of the current semester. Transdisciplinary project in collaboration are also encouraged.

3. Structure and Supervision

A group of 3-5 students shall work on the project where interdisciplinary team formation is encouraged. One Primary Mentors shall guide the project at least one from another discipline(s)/course(s) may be appointed where required. The project shall be conducted over one semester with the following suggested indicators:

- Proposal Development and Approval
- Literature Review and Conceptual Framework
- Methodology Design



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Course Code: UMJDBP-617
Credits: 06
Contact Hours: 60

Course Title: Project 2
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

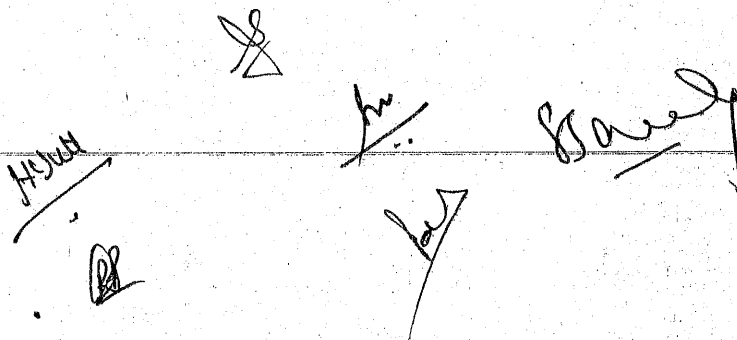
- Implementation/Analysis
- Mid-Term Review
- Final Report Submission
- Presentation and Viva-Voce

4. Proposal Guidelines

Each project proposal shall include

- Title and thematic area.
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- Problem statement and motivation.
- Objectives and expected outcomes.
- Brief literature review.
- Methodology and tools.
- Timeline with milestones.
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Course Code: UMJDBP-617
Credits: 06
Contact Hours: 60

Course Title: Project 2
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

5. Evaluation Scheme (Credits-6) Marks: 150

A. Continuous Assessment – 40 Marks

Proposal quality and originality	10
Literature review	10
Methodology planning	10
Progress, logbook & mentor assessment	10

B. Final Report – 60 Marks

Problem formulation and clarity	10
Interdisciplinary integration	10
Methodology and analysis	20
Innovation and societal/technological relevance	10
Writing quality and references	10

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University of Jammu
Four Year Innovative Undergraduate Program
(Design Your Degree)
Bachelor in Business Administration (BBA)
Semester VI
(For the session 2026, 2027 and 2028)

Course Code: UMJDBP-647
Credits: 06
Contact Hours: 60

Course Title: Project 2
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

C. Presentation & Viva Voce – 50 Marks

Conceptual understanding	15
Implementation/results/outcome	15
Communication skills	5
Response to questions	10
Collaboration/team work	5

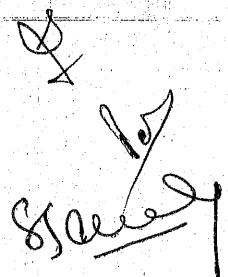
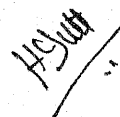
Students shall submit a hardbound copy of the project report, along with a soft copy containing the PDF of the report and all relevant datasets, source code, and design artefacts. In addition, students must submit the presentation slides prepared for the project evaluation and a duly maintained project diary/logbook certified by the mentor(s).

6. Academic Integrity and Ethics

To meet academic integrity and professional ethics, proper citation and avoidance of plagiarism are mandatory. Also responsible use of AI tools must be declared.

7. Role of the DYD Project Committee

The committee shall approve project proposals, ensure interdisciplinary balance, monitor the progress, standardize evaluation procedures and maintain a repository of DYD projects.



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Credits: 06
Contact Hours: 60

Course Title: Project 2
Maximum Marks: 150
Internal Evaluation: 100
External Evaluation: 50

8. Timeline of the Project:

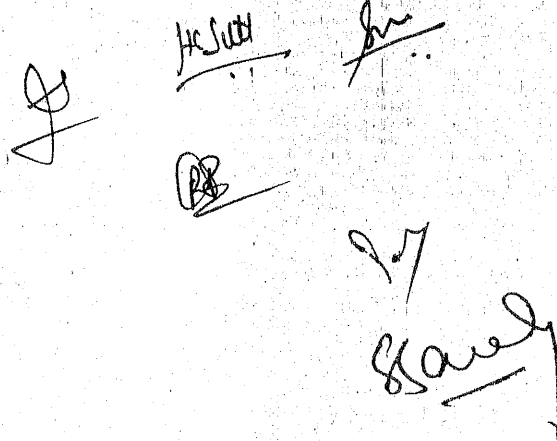
The project work is required to be initiated in the following phases:

- Week 1-3: Proposal preparation and approval
- Week 4-6: Literature review, data collection and methodology
- Week 8-12: Implementation/Analysis
- Week 13: Final submission and viva-voce.

9. Outcomes:

By the end of 8th semester, the students shall have atleast any one of the following outcomes:

- a) Application for Intellectual Property Rights (IPR) such as design patent, copyright, etc.
- b) Submission of a high-quality research article in a Scopus / SCI / SCIE indexed journal, with the manuscript accepted for review/publication.
- c) Conversion of the idea into a start-up, including submission of an application to an incubator for start-up support.

The bottom right corner of the page contains several handwritten signatures and initials. There are four distinct marks: a stylized 'J' on the left, 'H. Suth' with an arrow pointing right, a signature 'Su' with an arrow pointing left, and a signature 'Savely' at the bottom right.

