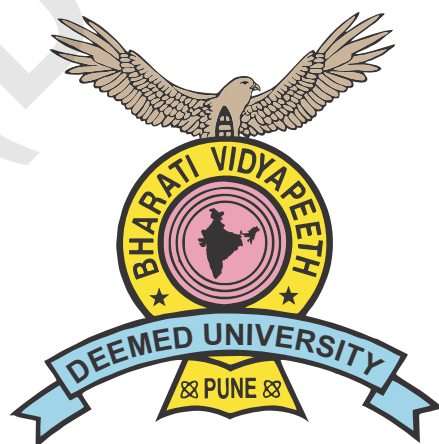


BACHELOR IN BUSINESS ADMINISTRATION

IN CENTRE FOR DISTANCE & ONLINE EDUCATION

MODE OF LEARNING - DISTANCE EDUCATION



PROGRAMME GUIDE

BHARATI VIDYAPEETH (DEEMED TO BE UNIVERSITY), CENTRE FOR DISTANCE & ONLINE EDUCATION

5th floor, Bharati Vidyapeeth Bhavan, L.B.S. Marg, Pune-411030.

Website : bharatividyaapeethdistance.com

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Bharati Vidyapeeth (Deemed to be University) Centre for Distance and Online Education (BVDU CDOE) is a distinguished institution committed to providing quality education through distance and online modes. Established and recognized under Section 3 of the UGC Act, 1956, BVDU CDOE offers a variety of programs whose Degrees, Diplomas, and Certificates are acknowledged by all members of the Association of Indian Universities (AIU). These qualifications are considered equivalent to those awarded by traditional Indian Universities, Deemed Universities, and Institutions. This recognition is in accordance with UGC Circular No. F. 6-2(3)/2005 (DEB-III) dated September 27, 2016, which underscores the equivalence and validity of qualifications earned through distance and online education

The University reserves the right to change the rules and procedures described in this Programme Guide. However, learners will be informed about any change through the BV(DU) CODE Website.

Design, Development and Coordination

CDOE Faculty



PRINT PRODUCTION

BHARATI PRINTING PRESS

Bharati Vidyapeeth Educational Complex, Erandwane, Paud Road, Pune-411038.

July 2024

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Published by **The Registrar**, on behalf of the Bharati Vidyapeeth (Deemed to be University), Pune.

BHARATI VIDYAPEETH (DEEMED TO BE UNIVERSITY)
CENTRE FOR DISTANCE & ONLINE EDUCATION, PUNE (INDIA)

DISTANCE EDUCATION BUREAU

F.No. 13-14/2023 (DEB 11)

08th February, 2024

List of Category-I HEIs entitled to offer Open and Distance Learning (ODL) programmes for academic year 2023-24. academic session beginning February, 2024.

- I. UGC in its 563rd Commission meeting held on 22nd November 2022 decided that Category-I HEIs (notified by UGC as per UGC (Categorization of Universities (only) for Grant of Graded Autonomy) Regulations, 2018 and its amendments) willing to offer programmes under Open and Distance Learning (ODL) mode from Jan-Feb 2023 academic session shall submit information to UGC. HEI is also required to submit an affidavit for ensuring compliance to all the provisions of the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments.
- II. Based on the above Commission decision, all Category-I HEIs willing to offer Open and Distance Learning programmes for academic year 2023-24 academic session beginning February, 2024, submitted the information along with prescribed fees, affidavit and supporting documents to the UGC. The information collected from the HEIs was only to ascertain conformity to the following provisions:
 1. Verification of Category-I Higher Educational Institutions (HEIs) entitlement as notified by UGC.
 2. Permissibility of proposed programmes to be offered under ODL mode.
 3. Adherence to UGC Notification of Specification of Degrees, 2014 and its amendments.
 4. Prior approval of Regulatory Authority, wherever applicable.
- III. The name of Category-I HEIs, along with the programmes found in compliance to University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments for offering Open and Distance Learning programmes for academic year 2023-24 academic session February, 2024 and onwards is enclosed herewith.
- VI. The HEIs are entitled to offer the ODL programmes for the period, till they are Category-I HEIs as per the relevant UGC notifications/regulations and if not, **they shall discontinue the programmes and inform the same to UGC.** The learners already enrolled in the currently entitled programmes shall be allowed to complete the programmes in the manner laid down as per the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments.
- V. **Programmes under the purview of other regulatory authorities have been considered on the basis of NOC/ approval/recommendation received from the respective regulatory authority. The HEI shall strictly abide by the conditions such as the number of seats, valid academic year, etc. mentioned in the relevant regulatory authority letter.**

- VI. Higher Education Institution shall write 'UGC entitled as per University Grants Commission (Categorization of Universities (only) for Grant of Graded Autonomy) Regulations, 2018 and its amendment(s)' instead of 'UGC recognised' at all places.
- VII. The Higher Educational Institution shall scrupulously abide by all the terms and conditions as stipulated under Parts III, IV and V of the University Grants Commission (Open and Distance Learning Programmes and Online Programmes)-Regulations, 2020 and its amendments (including any amendments thereto) and shall take steps as stipulated under Annexure-I to VIII & Annexure-X of the said regulations.
- VIII. The Higher Educational Institution shall scrupulously abide by all the terms and conditions a' stipulated under Parts III, IV and V of the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 (including any amendments thereto) and shall take steps as stipulated under Annexure-I to VIII & Annexure-X of the said Regulations.

UGC decision on last date of admission for offering ODL and Online programmes for academic session beginning February, 2024 academic session and the last date to upload the student admission details on UGC-DEB web portal is as under:

- **Last Date for Admission: 31st March, 2024.**
- **Last Date for Submission of Student Data on the Portal: 15th April, 2024.**

The Higher Educational Institutions have submitted an affidavit to the effect that in case any information, documentary evidence submitted/produced by the Higher Educational Institution is found to be false or wrong at a later stage or in case there is any violation of University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments by the HEI, the Higher Educational Institution shall be solely liable and responsible for any such contravention/violation and for any consequences thereof (including career consequences of Learner). In such events, the HEI may also be subject to the consequences stipulated under Regulation 7 of University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 (including any amendments thereto).

(Prof. Manish R. Joshi)
Secretary

ACADEMIC YEAR 2023-24, SESSION BEGINNING FEBRUARY,

- | |
|--|
| 1) BACHELOR OF BUSINESS ADMINISTRATION |
|--|
- 2) BACHELOR OF COMPUTER APPLICATIONS
- 3) MASTER OF BUSINESS ADMINISTRATION
- 4) MASTER OF COMPUTER APPLICATIONS

Dear Learner,

We welcome you to the **Bharati Vidyapeeth (Deemed to be University) Centre for Distance & Online Education (CDOE)**. Let us first compliment you for joining the **Master of Business Administration (MBA) online programme**, a unique professional training programme designed to equip you with the skills and knowledge necessary to excel in the dynamic business environment. You are now a proud student of **BV(DU)**, which has established itself as a pioneer in the field of open and distance learning.

This programme has been developed and maintained by the **Centre for Distance & Online Education (CDOE)**, a Centre of Excellence in Distance Education, and is engaged in staff development, programme evaluation, and research in Open and Distance Education. It is also a capacity-building/capacity-sharing institution in the spheres of open and distance education.

The MBA online programme offers a flexible learning schedule that allows you to balance your professional commitments and personal life while pursuing your academic goals. Our curriculum is designed to provide a comprehensive understanding of business management principles, including finance, marketing, human resources, operations, and strategic management. You will have access to a range of online resources, including lectures, study materials, and interactive sessions with faculty members.

To support your learning journey, we offer a robust student support system. This includes academic counseling, virtual workshops, webinars, and forums where you can interact with peers and faculty. Our dedicated faculty and administrative staff are committed to helping you achieve academic excellence and are available to assist you with any challenges you may encounter.

We are sure you will make all sincere efforts to successfully complete this programme. The first step towards this direction is to carefully read this **'Programme Guide'**. You might have many questions about the programme in your mind. We have tried to present this programme guide in a manner that would answer your questions. After having read this, if you still have any questions unresolved, please do not hesitate to contact CDOE faculty or the appropriate university officials as detailed inside.

We wish you all the best in your endeavor for the successful completion of this programme.

Bharati Vidyapeeth (Deemed to be University)
Centre for Distance & Online Education, Pune (India)

BHARATI VIDYAPEETH UNIVERSITY
BHARATI VIDYAPEETH BHAVAN,
LBS MARG, PUNE – 30.

Internal Communication Sheet

From
Registrar

To
The Director
Distance Education,
Bharati Vidyapeeth University, Pune – 30.

This is to inform you that the University authorities have approved the following 20 programmes to be offered under the mode of Distance Education from the Academic Year 2007-2008 onwards.

- | | | | |
|-----|-----------------|---|--|
| 1. | BA | - | Bachelor of Arts |
| 2. | B.Com | - | Bachelor of Commerce |
| 3. | M.Com | - | Master of Commerce |
| 4. | MA (English) | - | Master of Arts (English) |
| 5. | MA (Economics) | - | Master of Arts (Economics) |
| 6. | MA (Sociology) | - | Master of Arts (Sociology) |
| 7. | B.Lib.&I.Sc. | - | Bachelor of Library & Information Science |
| 8. | M.Lib.&I.Sc. | - | Master of Library & Information Science |
| 9. | BBA | - | Bachelor of Business Administration |
| 10. | BCA | - | Bachelor of Computer Application |
| 11. | MBA (Executive) | - | Master of Business Administration (Executive) |
| 12. | PGDBM | - | Post Graduate Diploma in Business Management |
| 13. | PGDFM | - | Post Graduate Diploma in Finance Management |
| 14. | PGDMM | - | Post Graduate Diploma in Marketing Management |
| 15. | PGDIBM | - | Post Graduate Diploma in International Business Management |
| 16. | MMS | - | Master of Management Studies |
| 17. | LLM | - | Master of Law |
| 18. | DTL | - | Diploma in Taxation Law |
| 19. | DLL | - | Diploma in Labour Law |
| 20. | DIPL | - | Diploma in Intellectual Property Law |

Ref. No. BVU/A1/4876/2006-07

Date : 08 / 01 / 2007

G. Rajeshwar
Registrar

To,

- 1) The Director, School of Distance Education
- 2) The Heads of all Constituent Units
- 3) The Controller of Examinations

CONTENT

Sr.No.	Particulars	Page No.
I	BBA (Honors) Four Year Degree Program	1
II	Vision Statement	1
III	Mission	1
IV	Learning Outcome based Curriculum Framework (LOCF)	1
V	Qualification Descriptors	2
VI	Duration of Program, Credit Requirements and Options	3
VII	Academic Bank Of Credits (ABC)	4
VIII	Eligibility Requirements	5
IX	Grading System for Programmes under Faculty of Management Studies	5
X	Standard of Passing	7
XI	Award of Honors	8
XII	ATKT Rules	8
XIII	Specialization	9
XIV	Internships – I and II	9
XV	Course Structure	10
XVI	List of Electives	14
XVII	Question Paper Pattern for University Examinations	16
	Semester I	17
	Semester II	36
	Semester III	56
	Semester IV	75
	Semester V	96
	Semester VI	110
	Semester VII	123
	Semester VIII (H)	134
	Semester VIII (R)	142
	BBA Elective / Specialization	149

BHARATI VIDYAPEETH (DEEMED TO BE UNIVERSITY), PUNE

Faculty of Management Studies

Bachelor of Business Administration (Honors) Four Years Revised Course Structure (To be effective from 2023-2024)

I. BBA (Honors) Four Year Degree Program:

The Bachelor of Business Administration (Honors) Program is four-year degree Program offered by Bharati Vidyapeeth (Deemed to be University), Pune and conducted at its Constituent Units in Pune, New Delhi, Navi Mumbai, Karad, Kolhapur, Sangli, and Solapur. All the Constituent units have excellent faculty, Laboratories, Library, and other facilities to provide proper learning environment. The University is accredited by NAAC with an A⁺ grade. The Bachelor of Business Administration (BBA) total 160 credits is designed to provide a strong practical understanding of the principles, theories and tools necessary to succeed in businesses. The BBA Program focuses on imparting to Students/Learners the ability to demonstrate leadership, understand human relationships, and problem-solving abilities essential for success in any business endeavor. While designing the BBA Program, the above facts are considered and the requirements for higher studies and immediate employment are visualized. This effort is reflected in the Vision and Mission statements of the BBA Program of course, the statements also embody the spirit of the vision of Hon'ble Dr. Patangraoji Kadam, Founder-Chancellor Bharati Vidyapeeth (Deemed to be University), Pune which is to usher in — “Social Transformation Through Dynamic Education.”

II. Vision Statement

- To prepare the Students/Learners to cope with the rigor of Graduate Programs in India and Abroad as well as to prepare them for managing Businesses globally and as Entrepreneurs who will also be sensitive to societal concerns.

III. Mission

- To impart sound conceptual knowledge and skills in the field of Business Management Studies that can be leveraged for enhancing career prospects and higher education in the said discipline.

IV. Learning Outcome Based Curriculum Framework - Bachelor of Business Administration (Honors) Four Year Degree Program

1. Program Educational Objectives (PEOs):

- i) To impart knowledge about management concepts, theories, models, key business terms etc.
- ii) To develop decision making capabilities of the students /learners
- iii) To impart knowledge of information technology
- iv) To enable the students in identifying the business problems and provide solutions to it.
- v) To encourage the students to opt for Entrepreneurship as a career option
- vi) To enable the students in collecting, organizing and analyzing the information related to business
- vii) To develop managerial insights through Indian Ethos and values
- viii) To sensitize the students about environmental issues and sustainable consumption

2. Program Outcomes (POs):

On the successful completion of this program the students will be able to

- i) Remember management concepts, theories, models and key business terms.
- ii) Understand management principles and practices in the organizational context, to achieve organizational goals.
- iii) Apply optimum solutions to problems in the field of Business Management.
- iv) Use sustainable and ethical business practices in the Contemporary business scenario.
- v) Analyze the need for and engage in lifelong learning in the field of business management.
- vi) Evaluate entrepreneurial opportunities and leverage the knowledge in starting and managing a business enterprise

3. Graduate Attributes (GAs):

Bharati Vidyapeeth (Deemed to be University) envisions its graduates to acquire these attributes during their educational experience:

GA Code	Attribute Description
GA 01	Competence (strong foundational knowledge, skills and attitudes) in providing professional service in national and global settings.
GA 02	Ability to make decisions based upon critical thinking and reasoning.
GA 03	Readiness to respond to the needs of individuals, organizations and society and contribute to nation building as a responsible citizen.
GA 04	Serves and does research within ethical, professional and legal framework.
GA 05	Readiness to lead and be led to provide service as a professional, as a researcher, as a manager, as an educator, and as an advocate of best practices.
GA 06	Technology user in professional, educational and research work.
GA 07	Sensitivity and commitment to environmental conservation and sustainability in the professional and personal spheres.
GA 08	Values the diversity of Indian culture, ethos and knowledge
GA 09	Self-Directed and lifelong learner for continuous professional and personal development.
GA 10	Effective Communicator
GA 11	Embraces change with a resilient mindset.

V. Qualification Descriptors

Upon successful completion of the four year UG course, the Students/Learners receive a B.B.A (Honors) degree are expected to branch out into different paths seeking spheres of knowledge and domains of professional work that they find fulfilling. They will be able to demonstrate knowledge of major management functions and the ability to provide an overview of scholarly debates relating to Business Management. It is expected that besides the skills specific to the discipline, these wider life skills of argumentation and communication, attitudes and temperaments, and general values inherent in a discipline that studies human beings in their social context, in all its complexity, ultimately enable learners to live rich, productive and meaningful lives.

A degree holder in of Bachelor of Business Administration (Honors) shall work in public and private sector organizations. The career option possible in the field of Business Administration is very high. The

Students/Learners will be able to pursue higher education at the Master's Degree or any higher qualification in India or abroad. Not only this, but one will also be able to start his/her own business. The Bachelor of Business Administration (Honors) career option is very attractive and fast – paced.

The job opportunities as a Bachelor of Business Administration (Honors) are increased due to the rapid growth of entrepreneurship skills. The Students/Learners will be able to apply in the following places Information Systems Manager, Production Manager, Finance Manager, Human Resource Manager, Business Administration Researcher, Management Accountant, Business Consultant, Marketing Manager, Research and Development Manager.

VI. Duration of Program, Credit Requirements and Options:

The duration of BBA Three Year Degree Program having six semesters and BBA (Honors) Degree Program will be of four years spread across eight Semesters with multiple entry and exit options. Student should complete the 4 years degree programme within 7 years.

a) Following EXIT options are available with the students

Exit Options	Minimum Credits Requirements	NSQF Level	Bridge Course Requirement for Exit
Certificate in Business Administration – After successful completion of first year	40	5	10 credits bridge course(s) lasting two months including at least 06 credits job specific Internship that would help the learner to Acquire job ready competencies to enter the workforce.
Diploma in Business Administration – After successful completion of second year	80	6	
Bachelor's Degree – After successful completion of Third year	120	7	
Bachelor's Degree with Honors – After successful completion of fourth year	160	8	

Note : Student is free to complete some interdisciplinary courses from other institutes provided he/she should earn 50% required credits from home HEI.

Student should complete the core disciplinary courses from home University (HEI) to get exit option for UG certificate/ UG diploma/ Bachelor Degree.

b) Following Entry options are available with the students

- Students who opt Exit option at the end of 1st / 2nd / 3rd year, can re-enter the same programme within three years from Exit.
- Student with bachelor's degree can opt for bachelor's degree with Honors
- Student with bachelor's degree can opt for Bachelor degree with Honors (Research) if the student secure CGPA ≥ 9.25

National Skills Qualifications Framework (NSQF) Levels:

Exit Option	NSQF Level	Professional Knowledge	Skill
At the end of first year	5	Knowledge of facts, principles, processes, concepts in a field of work or study	Desired mathematical skills, understanding of social, political environment, and some skill in collecting and organizing information, communication
At the end of Second year	6	Factual and theoretical knowledge in the broad context within a field of work or study	Reasonably good in mathematical calculations, understanding social and political environment, good skill in collecting and organizing information , logical communication
At the end of Third year	7	Wide ranging factual and theoretical knowledge in the broad context within a field of work or study	Good logical and mathematical skill, understanding social, political and natural environment, good in collecting and organizing information , communication and presentation skills
At the end of Fourth year	8	Comprehensive, cognitive theoretical knowledge and practical skills to develop creative solutions to abstract problem	Exercise management and supervision in the context of work /study in unpredictable changes, responsible for the development of self and others

VII. ACADEMIC BANK OF CREDITS (ABC):

As per the National Educational Policy (NEP) 2020, the Academic Bank of Credit offer the flexibility of curriculum framework and interdisciplinary /multidisciplinary academic mobility of students across Higher Educational Institutes (HEIs) with appropriate credit transfer mechanism. In furtherance to these guidelines the Faculty of Management Studies, Bharati Vidyapeeth (Deemed to be University) Pune has designed a four years undergraduate program offered at its constituent units.

As a pre-requisite a student's /learners should register themselves in the website of Academic Bank of Credit. The credits earned by the student /learner will be stored in it. A Student/Learner would be required to complete the course as per the ABC (Academic Bank Credit) policy of UGC. The validity of the credit earned for a course is seven years only.

Four quadrant Approach

The course shall be conducted according to the 4-quadrant approach as per UGC (Credit framework for online learning courses) Regulation, 2016; which shall include –

- (a) **Quadrant-I** : is e-Tutorial; which shall contain: Video and Audio Content in an organized form, Animation, Simulations, video demonstrations, Virtual Labs, etc, along with the transcription of the video.
- (b) **Quadrant-II** : is e-Content; which shall contain; self-instructional material (digital Self Learning Material), e-Books, illustrations, case studies, presentations etc, and also contain Web Resources such as further references, Related Links, Open source Content on Internet, Video, Case Studies, books including e-books, research papers and journals, Anecdotal information, Historical development of the subject, Articles, etc.
- (c) **Quadrant-III** : is the Discussion forum for raising doubts and clarifying the same on real time basis by the Course Coordinator or his team.
- (d) **Quadrant-IV** : is Assessment, which shall contain; Problems and Solutions, which could be in the form of Multiple Choice Questions, Fill in the blanks, Matching Questions, Short Answer Questions, Long Answer Questions, Quizzes, Assignments and solutions, Discussion forum topics and setting up the FAQs, Clarifications on general misconceptions.

VIII. Eligibility Requirements

- Students/Learners applying for BBA (Honors) Four year Program should have passed higher secondary or equivalent examination (10 + 2) of any recognized Board satisfying the following conditions:

IX. Grading System for Programs under Faculty of Management Studies

- **Grade Points:** The Faculty of Management Studies, Bharati Vidyapeeth (Deemed to be University) has suggested the use of a 10-point grading system for all programs designed by the various Board of Studies. A grading system is a 10-point system if the maximum grade point is 10. The system is given in Table I below.

Table I: The 10-point Grading System Adapted for Programs under FMS

Range of Percent Marks	[80, 100]	[70, 79]	[60, 69]	[55, 59]	[50, 54]	[40, 49]	[00, 39]
Grade Point	10.0	9.0	8.0	7.0	6.0	5.0	0.0
Grade	O	A+	A	B+	B	C	D

Formula to calculate GP is as under:

Set $x = \text{Max}/10$ where Max is the maximum marks assigned for the examination (i.e.

100) Formula to calculate the individual evaluation

Range of Marks	Formula for the Grade Point
$8x \leq \text{Marks} \leq 10x$	10
$5.5x \leq \text{Marks} < 8x$	Truncate (M/x) +2
$4x \leq \text{Marks} < 5.5x$	Truncate (M/x) +1

- **Scheme of Examination:** For BBA Three Year / BBA (Honors), Courses having Internal Examinations (IA) and University Examinations (UE) shall be evaluated by the respective constituent units and the University at the term end for **30 (Thirty)** and **70 (Seventy)** Marks respectively. The total marks of IE and UE shall be 100 Marks and it will be converted to grade points and grades. For Comprehensive Continuous Assessment (CCA) –

The subject teacher may use the following assessment tools

- a) *Class Tests*
- b) *Presentations*
- c) *Assignments*
- d) *Case studies*
- e) *Field Assignments and*
- f) *Mini Projects*

MOOCs Policy:

As per the guidelines provided by UGC each student have to complete **TWO** MOOCs (Massive Open Online Courses) as add on Course which provides wide access to the online learning. The student of regular/online/distance programme should complete MOOCs prescribed by the institute in semester III, Sem IV, and / or Sem V. Each MOOC will be evaluated for **TWO** credits. The MOOC course fees should be borne by the respective student. On successful completion of MOOCs course, the student should produce the completion certificate to the institute on the basis of which additional Credits will be given to the students.

- Following are the sources from where students can undertake MOOCs
 1. iimb.ac.in
 2. swayam.gov.in
 3. alison.com
 4. edx.org
 5. Coursera
 6. harvardx.harvard.edu
 7. udemy.com
 8. futurelearn.com
 9. Indira Gandhi National Open University (IGNOU)
 10. National Council of Educational Research and Training (NCERT)
 11. National Institute of Open Schooling (NIOS)
 12. National Programme on Technology Enhanced Learning (NPTEL)
 13. Any other sources offering online courses suggested by institute.

X. Standard of Passing:

For all courses, both IE and UE constitute separate Heads of Passing (HoP). In order to pass in such courses and to earn the assigned credits, the Students/Learners must obtain a minimum grade point of

5.0 (40% marks) at UE and also a minimum grade point of 5.0 (40% marks) at IE. If Students/Learners fails in IE, the Students/Learners passes in the course provided, he/she obtains a minimum 25% marks in IE and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the Students/Learners pass at UE.

Students/Learners who fails at UE in a course has to reappear only at UE as backlog Students/Learners and clear the Head of Passing. Similarly, a Students / Learners who fails in a course at IE he has to reappear only at IE as backlog Students/Learners and clear the Head of Passing. To secure the GPA required for passing.

The 10 point Grades and Grade Points according to the following table

Range of Marks (%)	Grade	Grade Point
$80 \leq \text{Marks} \leq 100$	O	10
$70 \leq \text{Marks} < 80$	A+	9
$60 \leq \text{Marks} < 70$	A	8
$55 \leq \text{Marks} < 60$	B+	7
$50 \leq \text{Marks} < 55$	B	6
$40 \leq \text{Marks} < 50$	C	5
$\text{Marks} < 40$	D	0

For Regular mode – The Students performance at IE and UE will be combined to obtain GPA (Grade PointAverage) for the course. The weights for performance at UE and IE shall be 60% and 40% respectively. GPA is calculated by adding the UE marks out of 60 and IA marks out of 40. The total marks out of 100 are converted to grade point, which will be the GPA.

Formula to calculate Grade Points (GP)

Suppose that “Max” is the maximum marks assigned for an examination or evaluation, based on which GP will be computed. In order to determine the GP, Set $x = \text{Max}/10$ (since we have adopted 10 point system). Then GP is calculated by the following formulas

Range of Marks	Formula for the Grade Point
$8x \leq \text{Marks} \leq 10x$	10
$5.5x \leq \text{Marks} < 8x$	$\text{Truncate}(M/x) + 2$
$4x \leq \text{Marks} < 5.5x$	$\text{Truncate}(M/x) + 1$

Two kinds of performance indicators, namely the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA) shall be computed at the end of each term.

The SGPA measures the cumulative performance of a Student/Learner in all the courses in a particular semester, while the CGPA measures the cumulative performance in all the courses since his/her enrollment.

The CGPA of Students/Learners when he /she completes the Program is the final result of the Students/Learners.

The SGPA is calculated by the formula

$$SGPA = \frac{\sum C_k * GP_k}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the Students/Learners in the course. In the above, the sum is taken over all the courses that the Students/Learners has undertaken for the study during the Semester, including those in which he/she might have failed or those for which he/she remained absent.

The SGPA shall be calculated up to two decimal place accuracy.

The CGPA is calculated by the following formula

$$CGPA = \frac{\sum C_k * GP_k}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the Students/Learners in the course. In the above, the sum is taken over all the courses that the Students/Learners has under taken for the study from the time of his/her enrollment and also during the semester for which CGPA is calculated.

The CGPA shall be calculated up to two decimal place accuracy. The formula to compute equivalent percentage marks for specified CGPA= (Final CGPA-0.5)*10

XI. Award of Honors:

Students/Learners who have completed the minimum credits specified for the Program shall be declared to have passed in the program. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed.

The criteria for the award of honors are given below.

Range of CGPA	Final Grade	Performance Descriptor	Equivalent Range of Marks (%)
$9.5 \leq CGPA \leq 10$	O	Outstanding	$80 \leq \text{Marks} \leq 100$
$9.0 \leq CGPA \leq 9.49$	A+	Excellent	$70 \leq \text{Marks} < 80$
$8.0 \leq CGPA \leq 8.99$	A	Very Good	$60 \leq \text{Marks} < 70$
$7.0 \leq CGPA \leq 7.99$	B+	Good	$55 \leq \text{Marks} < 60$
$6.0 \leq CGPA \leq 6.99$	B	Average	$50 \leq \text{Marks} < 55$
$5.0 \leq CGPA \leq 5.99$	C	Satisfactory	$40 \leq \text{Marks} < 50$
CGPA below 5.0	F	Fail	Marks below 40

XII. ATKT Rules

- i) For admission to Semester V of BBA Third year, Students/Learners should pass all the courses under Sem I and II.
- ii) For admission to Semester VII of BBA Fourth year, Students/Learners should pass all the courses under Sem ,III and IV.

XIII. Specialization:

BBA Three Year Degree Program / BBA (Hons.) Four Year Degree Program 2022 offers Dual Specialization to the students in the third year of both the programs. The students are required to select **Two Specializations** from the list provided on the next page;

Prerequisite for offering a Specialization

- There must be minimum **10 (Ten) students** for a particular specialization

List of Specializations:

Specialization may be chosen from the following list;

List of Specialization
Marketing Management
Financial Management
Human Resource Management
International Business Management
Production & Operations Management
Information Technology Management
Agribusiness Management
Retail Management
Project Management
Business Analytics Management
Event Management
Hospitality Management

XIV. INTERNSHIPS:

1. Internship I

At the end of Semester IV, each student shall undertake Internship I in an Industry for **60(Sixty Days)**. It is mandatory for the students to seek written approval from the Faculty Guide about the Topic & the Organization before commencing the Internship. During the Internship students are expected to take necessary guidance from the faculty guide allotted by the Institute. To do it effectively they should be in touch with their guide through e- mail or telecon. Internship Project should be a research based project.

The *learning outcomes and the utility to the organization* must be highlighted in Internship Project Report. (Details are Mentioned in Syllabus)

2. Internship II

At the end of Semester V, the students are required to undertake Internship II of **60 days** in an organization. The Evaluation of the same will be done in Semester VI. (Details are Mentioned in Syllabus)

XV BBA (Honors) PROGRAM STRUCTURE w.e.f. 2023-24**Semester -I**

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
101	Principles of Management	DSC	IE&UE	3	30	70	100
102	Language-I	AEC	IE&UE	3	30	70	100
103	Micro Economics	DSC	IE&UE	3	30	70	100
104	Business Accounting.	DSC	IE&UE	3	30	70	100
105	Foundations of Mathematics	DSC	IE&UE	3	30	70	100
106	Fundamental of Information Technology	DSC	IA	3	100		100
107	Community Work-I / Role of NGO in Rural Development / Technology for societal wellbeing	VBC	IA	1	100	-	100
108	Indian Ethos for Leadership Excellence	VBC	IA	1	100	-	100
	Total No. of Credits			20	450	350	800

Semester –II

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
201	Business Environment	DSC	IE&UE	3	30	70	100
202	Business Communication	AEC	IE&UE	3	30	70	100
203	Macro Economics	DSC	IE&UE	3	30	70	100
204	Cost Accounting	DSC	IE&UE	3	30	70	100
205	Business Statistics	DSC	IE&UE	3	30	70	100
206	Business Ethics	DSC	IA	3	100		100
207	Universal Human Value	VBC	IA	1	100	-	100
208	Data Analysis Tools for Business /Accounting Software/Content Writing	SEC	IA	1	100	-	100
	Total No. of Credits			20	450	350	800

Semester –III

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
301	Marketing Management	DSC	IE&UE	3	30	70	100
302	Organizational Behavior	DSC	IE&UE	3	30	70	100
303	Production and Inventory Management	DSC	IE&UE	3	30	70	100
304	Human Resource Management	DSC	IE&UE	3	30	70	100
305	Agri-Business Management	AEC	IA	2	100	-	100
306	Goods and Service tax Compliances / Advance Data Analysis Tools / Financial Modeling	SEC	IA	2	100	-	100
307	Constitution of India and Human Rights	VBC	IA	2	100	-	100
308	Physical Education and Yoga	VBC	IA	2	100	-	100
	Total No. of Credits			20	520	280	800

The student should complete TWO MOOCs (Massive Open Online Courses) as add on Course which provides wide access to the online learning. The student will complete MOOCs prescribed by the institute in semester III, Sem IV, and / or Sem V, Additional Credits will be given to the student as per MOOCs Policy.

Semester –IV

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
401	International Business	DSC	IE&UE	3	30	70	100
402	Design Thinking and Innovation Management	DSC	IE&UE	3	30	70	100
403	Research Methodology	DSC	IE&UE	3	30	70	100
404	Corporate Law	DSC	IE&UE	3	30	70	100
405	Financial Management	DSC	IE&UE	3	30	70	100
406	Data Science/ Technical Analysis for investment in Stock Market / Digital Marketing	AEC	IA	2	100	-	100
407	Cyber Security	SEC	IA	2	100	-	100
408	Psychology and Life skills	SEC	IA	1	100	-	100
	Total No. of Credits			20	450	350	800

Semester -V

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
501	Strategic Management	DSC	IE&UE	3	30	70	100
502	Introduction to Operations Research	DSC	IE&UE	3	30	70	100
503	Environmental Studies and Sustainable Development	DSC	IE&UE	3	30	70	100
504	First Elective – 1 st Subject	DSE	IE&UE	3	30	70	100
505	Second Elective – 1 st Subject	DSE	IE&UE	3	30	70	100
506	Internship I (60 days)	AEC	IA	4	100		100
507	Media Literacy/ Enhancing Personal and Professional Skills	AEC	IA	1	100	-	100
	Total No. of Credits			20	350	350	700

Semester –VI

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
601	Project Management	DSC	IE&UE	3	30	70	100
602	Entrepreneurship Development & Startup Management	DSC	IE&UE	3	30	70	100
603	Artificial Intelligence For Managers	DSC	IE&UE	3	30	70	100
604	First Elective – 2 nd Subject	DSE	IE&UE	3	30	70	100
605	Second Elective- 2 nd Subject	DSE	IE&UE	3	30	70	100
606	Chanakya Neeti	VBC	IA	2	100		100
607	Income Tax Act Compliances	SEC	IA	2	100	-	100
608	Hindustani Classical Music /Indian Dance/ Hindustani Classical Instrumental	VBC	IA	1	100	-	100
	Total No. of Credits			20	450	350	800

Semester -VII

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
701	Project Assessment and Business Plan	DSC	IE&UE	3	30	70	100
702	Mergers & Acquisitions	DSC	IE&UE	3	30	70	100
703	Sectorial Research and Analysis	DSC	IE&UE	3	30	70	100
704	First Elective -3 rd Subject	DSC	IE&UE	3	30	70	100
705	Second Elective – 3 rd Subject	DSC	IE&UE	3	30	70	100
706	Intellectual Property Rights (IPR)	AEC	IA	3	100	-	100
707	Research writing & Publication-I	DSC	IA	1	100	-	100
708	Negotiation	AEC	IA	1	100	-	100
Total No. of Credits				20	450	350	800

Semester –VIII Semester VIII (with Honors)

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
H-801	Global Leadership and Culture	DSC	IE&UE	3	30	70	100
H-802	First Elective - 4 th Subject	DSE	IE&UE	3	30	70	100
H-803	Second Elective – 4 th Subject	DSE	IE&UE	3	30	70	100
H-804	Data Visualization Tools	SEC	IA	3	100	-	100
H-805	Internship II (60 days)	AEC	IA	8	100	-	100
Total No. of Credits				20	290	210	500

Semester –VIII (with Research)

Course Code	Name of the Courses	Type of Course	Format	Credits	IE	UE	Total Marks
R-801	Research Project/Dissertation	DSC	IA	10	400	-	400
R-802	Software and Tools for Research	DSC	IA	3	100	-	100
R-803	Data Visualization Tools	SEC	IA	3	100	-	100
R-804	Research Writing and Publication - II	DSC	IA	4	100	-	100
Total No. of Credits				20	400	300	700

Types of Courses:

- DSC - Discipline Specific Core
- AEC - Ability Enhancement Course
- DSE - Discipline Specific Elective
- SEC - Skill Enhancement Course
- VBC - Value Based Course

XVI. LIST OF ELECTIVES**Elective: Marketing Management**

SEM	Code.	Name of the Course
V	MK01	Consumer Behaviour
VI	MK02	Services Marketing
VII	MK03	Sales & Distribution Management & B2B
VIII	MK04	Integrated Marketing Communication

Elective: Financial Management

SEM	Code.	Name of the Course
V	FM01	Investment Analysis & Portfolio Management
VI	FM02	Management of Financial Services
VII	FM03	Corporate Finance
VIII	FM04	International Financial Management

Elective: Human Resource Management

SEM	Code.	Name of the Course
V	HR(E) 01	Training and Development
VI	HR(E) 02	Performance & Compensation Management
VII	HR(E) 03	Management of Industrial Relations
VIII	HR(E) 04	Cross Cultural HRM

Elective: International Business Management

SEM	Code.	Name of the Course
V	IB01	Regulatory Aspects of International Business
VI	IB02	Export Import Policies, Procedures and Documentation
VII	IB03	International Marketing
VIII	IB04	Global Business Strategies

Elective: Production and Operations Management

SEM	Code.	Name of the Course
V	PM01	Quality Management
VI	PM02	Business Process Re-engineering
VII	PM03	Logistics & Supply Chain Management
VIII	PM04	World Class Manufacturing Practices

Elective: Information Technology Management

SEM	Code.	Name of the Course
V	IT01	System Analysis & Design
VI	IT02	Information System Security & Audit
VII	IT03	RDBMS with Oracle
VIII	IT04	Enterprise Business Applications

Elective: Agribusiness Management

SEM	Code.	Name of the Course
V	AM01	Rural Marketing
VI	AM02	Supply Chain Management in Agribusiness
VII	AM03	Use of Information Technology in Agribusiness Management
VIII	AM04	Cooperatives Management

Elective: Retail Management

SEM	Code.	Name of the Course
V	R01	Introduction to Retailing
VI	R02	Retail Management & Franchising
VII	R03	Merchandising, Display & Advertising
VIII	R04	Supply Chain Management in Retailing

Elective: Project Management

SEM	Code.	Name of the Course
V	PR01	Project Risk Management
VI	PR 02	Software Project Management Tools
VII	PR 03	Managing Large Projects
VIII	PR 04	Social Cost and Benefit Analysis of Project

Elective: Business Analytics Management

SEM	Code.	Name of the Course
V	BA01	Business Analytics for Managers
VI	BA 02	Multivariate Statistics
VII	BA 03	Data Warehousing and Data Mining
VIII	BA 04	Applied Analytics

Elective: Event Management

SEM	Code.	Name of the Course
V	EM 01	Event Marketing
VI	EM 02	Event Risk Management
VII	EM 03	Customer Relationship in Event Management
VIII	EM 04	Human Resource in Event Management

Elective: Hospitality Management

SEM	Code.	Name of the Course
V	HM 01	Food Service Operation
VI	HM 02	Tour Operations Management
VII	HM 03	Hospitality Marketing Management
VIII	HM 04	Accommodation Operations Management

XVII. Question Paper Patterns for University Examination: (Distance)

The pattern of question paper for the courses having University Examinations will be as follows:

Title of the Course**Day:****Total Marks: 100 *****Date:****Time: 03 Hours****Instructions:**

1. Section I Question No 1 is Compulsory.
2. Attempt any TWO questions from Section II. Each question carries 20 Marks.
3. Attempt any TWO questions from Section III. Each question carries 20 Marks

SECTION – I	
Q 1. includes 10 objective type subquestions covering all units of course, each subquestion carries 2 marks	(20 marks)
SECTION – II	
<i>It should contain 4 questions covering the syllabus & should test the conceptual knowledge of the students</i>	
Question	Marks
Q.2	(20 marks)
Q.3	(20 marks)
Q.4	(20 marks)
Q.5 Write Short Notes on ANY FOUR a) b) c) d) e) f)	(20 marks)
SECTION – III	
<i>It should contain 03 questions covering the entire syllabus & should be based on application of the Concepts</i>	
Q.6.....	(20 marks)
Q.7.....	(20 marks)
Q.8.....	(20 marks)

Note :

1. Answer book for the Section I will be separate and student should return this answerbook within first half an hour.
2. Answers to section II and III should be written in the same answerbook.
3. *Marks obtained out of 100 marks will be converted to 70 as per BVDU, Pune Examination Section Scaling down method.

BBA SEMESTER I

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023 – 2024			
Semester	Course Code	Course Title	
I	101	Principles of Management	
Prepared By		Dr. Pritam Kothari AKIMS	
Type of Course	Credits	Evaluation	Marks
DSC	03	IE: UE	30:70
Course Objectives:			
- To understand basic concepts of management. - To study ethical principles and standards. - To understand the application of management principles - To impart knowledge about assessment of available choices related to ethical principles and standards			
Course Outcomes:			
After completing the course the students shall be able to CO1: Integrate management principles into management practices. CO2: Assess managerial practices and choices relative to ethical principles and standards CO3: Develop plans, implement, and control the deviations. CO4: Decide the most effective plan of actions to deal with specific situation			
Unit	Sub Unit		
1. Management & Evolution of Management Thought	The Definition of Management : Its nature and purpose Managerial functions at different organizational levels, Managing Science or art, the functions of Managers Evolution of Management thought – Management thought in antiquity, Fredrick Taylor and Scientific Mgt., Sources of Taylor and their contribution, Contribution of Fayol, the emergence of Human Relations school.		
2. Planning	The nature of planning – Types of plan, purpose or mission, objectives – a hierarchy of objectives, key Result Areas the process of setting objectives. The nature and purpose of strategies and policies. Steps in planning – Being aware of opportunities, developing premises, Decision making – Decision Making Process, Types		
3. Organising	Formal and informal organization, Process of Organizing, Organization structure – Formal Informal Organisation, Authority - delegation of functional authority, the nature of decentralization, the determinants of decentralization, difference between delegation and decentralization, Advantages of delegation.		
4. Leading	Defining leadership, ingredients of leadership, Trait approach to leadership, Behavioral approach to leadership, and different styles of leadership		

5. Controlling	The basic control process - feed forward control and feedback control, requirements for effective controls – tailoring controls to individual managers and plan, ensuring flexibility of controls, fitting the control system to the organization culture, control techniques - the Budget, traditional non – budgetary control devices
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Heinz Weihrich & Harold Koontz	Principles and Practice of Management		McGraw-Hill
2	Prasad L.M	Principles and Practice of Management		Sultan Chand & Sons.
3	Stephen P Robbins, David A Decanzo	Fundamentals of Management,		Pearson Education
4	Kaul, Vijay Kumar	Principles and Practice of Management		Vikas Publishing House

Online Resources:

Online Resources No.	Web site address
1	www.managementstudyguide.com

MOOCs:

Resources	Web site address
1	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2023 –2024			
Semester	Course Code	Course Title	
I	102	Language - I	
Prepared By		Dr. Amarja Nargunde_IMRDA	
Type of Course	Credits	Evaluation	Marks
AEC	03	IE: UE	30:70
Course Objectives:			
- To enable the learners in actively participating in the discussions and debates - To encourage the learners for giving impromptu speeches and prepared presentations - To enable the learners to read, comprehend and summarize the articles - To impart knowledge on the writing formats, writing skills and preparing power-point presentations			
Course Outcomes:			
After completing the course, the students shall be able to CO1: Understand and read English better CO2: Write accurately and speak fluently CO3 Participate actively in discussions and debates CO4: Give presentations			
Unit	Sub Unit		
1. Grammar and Translation	Grammar and Translation Construction of sentences with there is, there are, it is etc. Usage of articles, tenses and prepositions etc. Translation of sentences, & passages from mother tongue to English General errors in Sentence Constructions Synonyms, Antonyms, use of appropriate words, Idioms & Phrases		
2 Reading, listening and Comprehension Skills	Reading short passages aloud and discussion Listening of conversations and answering questions Comprehension of Short Passages Comprehensions of texts, judgments and other passages of more general nature		
3 Speaking Skills	Introducing oneself Conversations between two student on a given topic/role play Impromptu speech on a given topics Debates and Logical reasoning		
4 Writing Skills	Writing correctly (Grammar, Punctuation) Paragraph Writing Letters – Structure & Layout (Business & Official letters) Essay writing Resume writing		
5 Presentation techniques	Preparing PowerPoint presentations Preparing for class-room presentations		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	B.M. Sheridan	Speaking and Writing in English	2017	The Readers Paradise
2	Ellen Kaye	Maximize Your Presentation Skills: How to Speak, Look, and Act on Your Way to the Top	2002	Currency
3	Thomson and Martinet	<i>A practical English Grammar</i>	1970	The English Language Book Society and Oxford University Press
4	Wren and Martin,	<i>English Grammar and Composition</i>	latest edition	S. Chand, Delhi
5	Mike Gould	<i>Cambridge Grammar and Writing Skills Learner's Book 8</i>	2019	Cambridge University Press

Online Resources:

Online Resources No.	Web site address
1	https://www.passporttoenglish.com
2	https://www.youtube.com/user/EnglishLessons4U
3	http://www.5minuteenglish.com/grammar.htm
4	https://learnenglish.britishcouncil.org/skills/writing/a1-writing
5	https://www.skillsyouneed.com/presentation-skills.html

MOOCs:

Resources	Web site address
1	https://www.my-mooc.com/en/mooc/english-grammar-style-uqx-write101x-3/
2	https://www.my-mooc.com/en/mooc/business-english-making-presentations/
3	https://www.my-mooc.com/en/mooc/english-for-effective-business-speaking/
4	https://www.my-mooc.com/en/mooc/english-for-business-and-entrepreneurship/
5	https://www.my-mooc.com/en/mooc/english-doing-business-asia-writing-hkustx-eba102x-1/

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year 2023 –2024			
Semester	Course Code	Course Title	
I	103	Micro Economics	
Prepared By		Dr. Vrushali Kadam_YMIMS	
Type of Course	Credits	Evaluation	Marks
DSC	03	IE : UE	30:70
Course Objectives:			
- To impart knowledge of basic microeconomic concepts. - To understand the importance of economic analysis in the formulation of business policies - To instill the economic reasoning for finding solutions to business problems			
Course Outcomes:			
At the successful completion of the course the learner will be able to CO1: Understand basic microeconomic concepts. CO2: Apply economic analysis in the formulation of business policies CO3: Use economic reasoning for finding optimum solutions to identified business problems			
Unit	Sub Unit		
I Introduction to Micro Economics	Business economics – meaning nature and scope; Micro and macro; Basic economic problems; Market forces in solving problems; Circular flow of income and expenditure; Tools for analysis (Functional relationships, Schedules, Graphs, Equations)		
II Demand Analysis and Utility Concept	Concept of demand ; Law of demand; Factors affecting demand; Exceptions to law of demand; Market demand ;Changes in demand ;Elasticity of demand (Price, Income, Cross), Concept of Utility, Cardinal & Ordinal Utility, Law Of Diminishing Marginal Utility		
III Supply and Cost & Revenue concepts	Concept of supply, Factors affecting supply, Law of supply, Exceptions of law of supply. Types of cost, Fixed and variable, Accounting and economic, Total cost, marginal cost, average cost, implicit & explicit cost, real and money cost, Short run and long run, Average revenue, total and marginal revenue. Opportunity cost, Money cost, , Law of returns to scale, Economies and diseconomies of scale, Law of Variable proportions		
IV Market Analysis	Features of markets, Pure, Perfect, Monopoly,, Duopoly, Oligopoly, Monopolistic competition Equilibrium of firm and industry under perfect competition, Price determination under monopoly, Price and output determination under monopolistic competition		
V Theories of Distribution	Marginal productivity theory of distribution, Rent– modern theory of rent, Role of trade union and collective bargaining in wage determination, Interest –liquidity theory of interest Profits-Dynamic, Innovation, Risk and uncertainty bearing theories of profits		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	D N Dwivedi	Managerial Economics	2015	Vikas Publishing
2 National	G S Gupta	Managerial Economics: Micro	2004	McGraw
		Economic		Hill
3 National	H L Ahuja	Managerial Economics	2017	S. Chand
4 International	D. Salvatore	Managerial Economics	2015	Oxford
5 International	A Koutsoyiannis	Micro Economics	1979	Mac Millan

Online Resources:

Online Resources No.	Web site address
1	www.rbi.org.in
2	www.economicshelp.org
3	www.federalreserve.gov
4	www.economist.com
5	www.bbc.com
6	International Journal of Economic policy in Emerging Economies https://www.inderscience.com/jhome.php?jcode=ijepee

MOOCs:

Resources No.	Web site address
1	Swayam –IIT https://swayam.gov.in/nd1_noc20_mg20/preview
2	Swayam –IIM https://swayam.gov.in/nd2_imb19_mg16/preview
3	EDX –IIM https://www.edx.org/course/introduction-to-managerial-economics-2
4	Coursera https://www.coursera.org/specializations/managerial-economics-business-analysis

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2023 –2024			
Semester	Course Code	Course Title	
I	104	Business Accounting	
Prepared By		Dr. Sonali Dharamadhikari_IMED	
Type of Course	Credits	Evaluation	Marks
DSC	03	IE: UE	30:70
Course Objectives:			
- To impart knowledge about fundamentals of Financial Accounting. - To orient to the Accounting mechanics involved in preparation of Books of Accounts and Financial Statements of a sole proprietor - To understand and apply methods and accounting of Depreciation - To encourage the students to opt for Entrepreneurship as a career option in Accounting			
Course Outcomes:			
After successful completion of the course the learner will be able to CO1: Learners will be able to demonstrate an understanding of the fundamentals of Financial Accounting and Accounting Principles CO2: Demonstrate the ability to prepare Financial Statements of a sole proprietor CO3: Identify entrepreneurial opportunities and leverage the knowledge of Business Accounting in starting and managing a business enterprise			
Unit		Sub Unit	
1. Introduction to Financial Accounting		Definition and Scope of Financial Accounting Objectives of Financial Accounting Users of Financial Statements, Limitations of Financial Accounting Generally Accepted Accounting Principles (GAAP): Accounting Concepts, Accounting Conventions Accounting Standards - Meaning – objectives – Indian Accounting Accounting Concepts, Accounting Conventions Accounting Standards - Meaning – objectives – Indian Accounting	
2 Journal & Subsidiary Books		Double Entry Book keeping system, Types of Accounts, Rules of Accounts, Preparation of Journal, Simple and Combined Journals entries. Subsidiary Books: Purchase Book, Sales Book, Purchase Return Book, Sales Return Book, Cash Book	
3 Ledger Posting and Trial Balance		Meaning and Utility of Ledger, Format of Ledger Account, Procedure of posting Journal entries to Ledger Accounts, Balancing of Ledger Account, Preparation of Trial Balance	
4 Depreciation		Meaning of Depreciation Causes of Depreciation Methods of charging depreciation: Written Down Value & Straight-Line Method, Accounting treatment of Depreciation	
5 Preparation of Final Accounts		Meaning and Users of Final Accounts Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietor	

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher
1	Arulanandam M.A. and Raman K.S,	Advanced Accountancy		Himalaya Publishing House
2	Dr. P.C. Tulsian	Financial Accounting		S Chand & Co
3	Reddy, A	Fundamentals of Accounting.	2014	Himalaya Publishing House
4	Porter, G.A., & Norton, C.L.	Financial Accounting (IFRS update)	2013	Cengage Learning
5	Jawahar Lal & Seema Srivastava	Financial Accounting	2013	Himalaya Publishing House

Online Resources

Online Resources No.	Web site address
1	https://www.moneycontrol.com/
2	www.icaai.org
3	https://www.ifrs.org/
4	https://icmai.in/icmai
5	https://www.rbi.org.in/

MOOCs:

Resources No.	Web site address
1	https://www.coursera.org/learn/wharton-accounting
2	https://www.classcentral.com/course/whartonaccounting-769
3	https://swayam.gov.in/nd2_cec19_cm04/preview
4	https://swayam.gov.in/nd1_noc19_mg36/preview
5	https://www.coursera.org/learn/accounting-for-managers

Programme: BBA CBCS–Revised Syllabus w.e.f.- Year2023–2024			
Semester	Course Code	Course Title	
I	105	Foundation of Mathematics	
Prepared By		Dr.Vishal Deshmukh_YMIM	
Type of Course	Credit s	Evaluation	Marks
DSC	03	IE: UE	30:70
Course Objectives:			
- To develop knowledge of key theories, concepts in Mathematics. - To enhance ability to problem solving - To build ability to apply mathematical concept for business applications.			
Course Outcomes:			
After successful completion of the course the learner will be able to CO1: The applications of commercial arithmetic in business. CO2: The applications of profit, loss, discount, commission, brokerage to solve business problems. CO3: The calculations of simple interest, compound interest. CO4: The applications of matrices and determinants in business.			
Units	Topic		
1	Commercial Arithmetic: Ratio: Definition, meaning. Working examples Proportion: Definition, Types of proportion, Working examples Percentage: Meaning, Working examples, Partnership: Meaning, Working examples		
2	Business Mathematics: Profit: Meaning, Working examples, Loss: Meaning, Working examples, Discount: Meaning, Types of Discount, Working examples Commission: Meaning, Types of Commission agents, Working examples, Brokerage: Meaning, Working examples, Payroll: Meaning, Working examples		
3	Financial Mathematics: Simple Interest: Meaning, Working examples Compound Interest: Meaning, Working examples on Interest Compounded Continuously, Compound Amount at changing rate Matrices and Determinants & Simultaneous Linear equations: Matrix: Definition of a Matrix, Matrix operations, Working examples Determinants: Definition, Properties of determinants.		
4	Applications in Business Problem, Solution of Simultaneous equations, Working examples		
5	Time Value of Money and Simple Annuity: Introduction of Annuity, Types of Annuity, Amount and Present Value of Immediate (NPV), Annuity, Annuity Due,		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	YearEdition	Publisher
1	Dr. Amarnath Dikshit & Dr. Jitendrakumar Jain	Business Mathematics		Himalaya Publishing House
2	Nirmala M, Gurunath Rao Vaidyaand Nirmala Joseph (2021);	Business Mathematics		Jayvee International Publications, Bangalore.
3	Dr. Sancheti & Kapoor	Business Mathematics and Statistics,		Sultan Chand
4	Agrawal	Business Mathematics		Himalaya Publishing House
5	Azharuddin	Business Mathematics		Vikas Publishers

Online Resources:

Online Resources No.	Website address
1	https://en.wikipedia.org/wiki/Business_mathematics
2	https://www.universiteitleiden.nl/.../mathematics/mathematics-and-science-based-business
3	https://www.tru.ca/distance/courses/math1091.html

MOOCs:

Resources No.	Website address
1	www:/Alison
2	www/SWAYAM
3	www/NPTEL

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year2023 –2024			
Semester	Course Code	Course Title	
I	106	Fundamentals of Information Technology	
Prepared By		Dr. Rajita Dixit_CDOE	
Type of Course	Credits	Evaluation	Marks
DSC	03	IA	100
Course Objectives:			
- To impart the IT skills and Knowledge required for managers. - To help the students develop the use of Tools like Microsoft Word, Microsoft Excel and Powerpoint - To orient the students about the E-Commerce technology and its applications in Business world. - To help the students understand various Information Systems implemented in organizations - To acquaint the students with various current trends and concepts of computer Technology. - To recognize and describes functions of basic computer hardware components. - To explain the role of technology in today's business environment - To familiarize the emerging trends in computer field			
Course Outcomes:			
After successful completion of the course the learner will be able to CO1: Gain the basic knowledge of Computer Technology CO2: Know the basics of computer technology and Networking CO3: Practically use the tools like Microsoft Word, Microsoft Excel and Power point CO4: Understand the E-commerce technology and its applications CO5: Understand the implementation of Information Systems in organizations CO6: Get familiarity with new terms and trends of computer technology			
Unit	Sub Unit		
1 Introduction to Computers	Introduction, Definition, Evolution and generation of computers, characteristics, Generations of computers, classification of computers, applications of computers, Advantages of computers. Block diagram of computer.		

2 Hardware and software (computer Organization)	Hardware: Primary Vs Secondary, Storage, Data storage & retrieval methods. Primary Storage: RAM ROM,PROM, EPROM, EEPROM. Secondary Storage: Magnetic Tapes, Magnetic Disks. Cartridge tape, hard disks, Floppy disks Optical Disks, Compact Disks, Zip Drive, Flash Drives. Software and its needs, Types of S/W. System Software: Operating System, Utility Programs Programming. Language: Machine Language, Assembly Language, High Level Language their advantages & disadvantages. Operating System: Functions, Measuring System Performance, Assemblers, Compilers and Interpreters. Batch Processing, Multiprogramming, Multi-Tasking, Multiprocessing, Time Sharing, DOS, Windows, Unix/Linux.
3 Data communication	Communication Process, Data Transmission speed, Communication Types (modes), Data Transmission Medias, Modem and its working, characteristics, Types of Networks, LAN, Topologies, Computer Network Protocols, Concepts relating to networking.
4 Introduction to E- commerce	Brief history of e-commerce, definitions of e- commerce, technical components and their functions, e- commerce versus traditional business, requirements of e- commerce. Advantages and disadvantages of e-commerce, Value chain in e- commerce, current status of e-commerce in India. Types of business models (B2B, B2C,C2B,C2C) with examples
Unit 5: MS- (Microsoft) Office	MS-Word, MS- Excel, MS- PowerPoint

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher
1	Ramesh Bahel	Information Technology for Managers		Tata Macgraw Hill
2	Pradeep K. Sinha	Computer Fundamentals		BPB Publications
3	A. K. Saini, Pradeep	Computer Application		Anmol Publications
	Kumar	in Management		
4	Henry C. Lucas	Information Technology for Management		McGraw-Hill/Irwin ,2009
5	David T. Bourgeois	Information Systems for Business and Beyond		Saylor Foundation , 2014
6	C.S.V. Murthy	E-Commerce		Himalaya Publishing House

Online Resources:

Online Resources No.	Website address
1	https://www.webopedia.com/
2	http://intronetworks.cs.luc.edu/current/ComputerNetworks.pdf

MOOCs:

Resources No.	Website address
1	https://www.coursera.org/browse/information-technology
2	https://www.udemy.com
3	https://alison.com

Programme: BBA CBCS – Revised Syllabus w.e.f – 2023-2024			
Semester	Course Code	Course Title	
Sem I	107	Role of NGO in Rural Development	
Name of Faculty		Dr. Jagadish Patil_IMRDA	
Type	Credits	Evaluation	Marks
VBC	1	IA	100
Course Objectives: (CO)			
- To explain the students about the concept of voluntary action, need and role of NGO's in rural development and its importance. - To identify the relation between corporate sector and rural development and also explain different case studies. - To examine the role of different funding agencies to promote NGO's to attain rural development in different fields.			
Course Outcomes:			
The student will be able to understand –			
CO1: The students will understand the distinction between voluntary organizations and NGOs and also role of NGOs in Rural Development.			
CO2: The students will understand the approaches and different kinds of companies' participation under CSR to develop rural sector.			
CO3: The students will have a clear idea about different kinds of funding agencies for NGO's nationally and internationally.			
Unit	Contents		
1	Concept of Voluntary Action: Non-Governmental Organizations: Meaning, Definition, Different types of NGO's– NGOs and Development Functionaries – Distinction between Voluntary Organizations and Non Governmental Organizations – Role of NGOs in Rural Development - Interface between NGOs and GOs: Role Transformation of NGOs and Withdrawals strategies.		
2	Registration of NGOs: Societies Registration Act of 2001 – Memorandum of Association – Rules and Regulations, General Body, Governing Body - Powers – Duties – Tenure of Office – Funds – Income Tax Exemptions – Winding up of NGOs; NGO Registration under Foreign Contribution Regulation Act (FCRA) – Guidelines and Procedure.		
3	Corporate Sector and Rural Development: Corporate Social Responsibility: Meaning, Definition, Concept of Corporate Social Responsibility (CSR), Approaches to CSR,Potential business benefits,CSR: Initiatives and Examples- Anand Corporate Service Ltd, APTECH Ltd, ICICI Bank Ltd, Infosys technologies Ltd, Mahindra & Mahindra and Larsen & Toubro (L&T) Ltd.Role of Corporate Social Responsibility sector in Rural Development, Criticism on CSR.		
4	Funding Agencies for NGOs - Problems and Prospects: Council for Advancement of Peoples Action and Rural Technology (CAPART) – International Donor Agencies: Department For International Development (DFID) –Bread for the World (BFW) – Humanist Organization for Social Change (HIVOS) – United Nations Development Programme (UNDP), Role of NGOs in Women Empowerment and Disabilities Sector-Problems and Prospects of NGOs.		
5	Strategic Planning among NGOs – Need and Significance: Individual Behavior, Personality, Functions and Conflict, Sources of Frustration – Coping Devices of Individual Behavior, Repression,Rationalization, Sublimation and Goal substitution; Role Concepts – Social Institutions, Personal of Institutions, The Nature of Role, Social Rules,Components of roles, Role Satisfaction.		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
2	John Farrington	Non- governmental organization and the State in Asia: Rethinking roles in sustainable agricultural Development.	2014	Taylor and Francis
3	Mark A Robinson	Evaluating the impact of NGOs in Rural poverty alleviation: Indian country study, overseas Development Institute, London	1991	Overseas Development Institute, Regent's College

Online Resources:

Online Resources	Website address
1	- https://www.mapsofindia.com/my-india/india/ngos-and-rural-development-in-india
2	- https://www.ssrn.com/abstract=2178989
3	- http://imrda.bharativedyapeeth.edu/media/pdf/page_no_114_to_220.pdf

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year2023 –2024			
Semester	Course Code	Course Title	
I	107	Community Work - I	
Prepared By		Dr. Vijay Phalke_IMED	
Type of Course	Credits	Evaluation	Marks
VBC	1	IA	100
Course Objectives:			
- To understand the role of Government in Education, Slums, Environmental awareness, etc. - To make students aware about various NGOs working towards Education, Slums, Environmental awareness, etc. - To create a sense of empathy, sensitivity towards unprivileged elements of the society. - To create an urge in the students in contributing towards community development. - To encourage students to adopt practices contributing to less carbon footprints. - To have holistic development of students through societal inclusion feeling - To create a responsible citizen who thinks of societal development along with their own development and betterment.			
Course Outcomes:			
After completing the course the students shall be able to CO1: Understand the role of Government in Education, Slums, Environmental awareness, etc. CO2: Increase awareness about various NGOs working towards Education, Slums, Environmental awareness, etc. CO3: Create a sense of empathy, sensitivity towards unprivileged elements of the society. CO4: Contribute meaningfully towards community development CO5: Adopt practices that are contributing to less carbon footprints. CO6: Develop holistically and become a responsible citizen of the country.			
Unit	Sub Unit		
1 Community work through Education	Teaching at Schools, Teaching at Orphanages, Teaching to poor children, study the role of government in the education sector study the NGOs particularly working in education sector		
2 Community Work for Slums	Learn the government facilities ,NGOs which are working for the slums and try to connect any NGO		
3 Community Work for Environment	Role of Govt. and NGOs which are working to save the environment, Initiatives like Clean your city drive, Cycle day, Awareness of Dry and wet waste classification, Tree Plantation Drive, Environment awareness activities etc.		
4 COMMUNITY HOURS	Participate in community service trips/events organized at institute, state level etc , Volunteer at events like fundraising activities, fairs, festivals, slums, non- profit organization etc, Submit a report on a particular type of Community Work Through Entrepreneurship Development (CWTED) activity.		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher
1	Rhonda Phillips, Rtrebo niooti P	An Introduction to Community Development	2014	
2	Manohar S. Pawar	Community Development in Asia and The Pacific	200	

Online Resources:

Online Resources No.	Website address
1	https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/tool-enterprise-directory.pdf
2	https://www.ahaprocess.com/solutions/community/events-resources/free-resources/

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
I	108	Indian Ethos for Leadership Excellence	
Prepared By		Dr.Shyam Shukla_IMED	
Type	Credits	Evaluation	Marks
VBC	1	IA	100
Course Objectives:			
- To impart knowledge on the ethical values that helps in creating excellent business leaders. - To study the ethical ways of managing the business through the learnings from Bhagwat Geeta and great ruler like Shri Chhatrapati Shivaji Maharaj - To study resource management techniques			
Course Outcomes:			
After successful completion of the course the learner will be able to CO1: Provide ethical and excellent leadership to an organization CO2: Manage the business activities by following the ethical ways of doing business. CO3: Manage and allocate resources in an optimum manner			
Unit	Sub Unit		
1	Bhagwad Gita Tata Group – A case study		
2	Tata Group – A case study		
3	Shri Chatrapti Shivaji Maharaj- The Legend		
4	Mahatma Gandhi		

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Gita Press	Srimad Bhagwad Gita	1 January 2015	Geeta Press Gorakhpur
2	HBR	Tata Group Harvard Case Solution & Analysis		HBR

Online Resources

Online Resources No.	Website address
1	https://totallyhistory.com/world-history/

MOOCs:

Resources No.	Website address
1	https://www.mooc.org
2	Swayam
3	Ethical Leadership In A Changing World https://www.my-mooc.com/en/mooc/ethical-leadership-in-a-changing-world/

BBA SEMESTER II

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
II	201	Business Environment	
Prepared By		Dr. Pralhad K. Mudalkar_IMK	
Type	Credits	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objectives:			
- To understand basic concepts of Business Environment. - To enable students to understand business and society. - To enable students to discuss the contemporary issues in business. - To enable students to examine and evaluate business in International Environment.			
Course Outcomes:			
CO1: Students would be acquainted with business objectives, dynamics of business and environment, various types of business environment and its analysis. CO2: Students would describe and discuss Corporate Social Responsibility, Corporate Governance and Social Audit. CO3: Students would be acquainted with various strategies of Global Trade. They would also discuss Foreign Trade in India, Foreign Direct Investments and its implications on Indian Industries.			
Unit	Contents		
1	Introduction to Business Environment: Business Environment – Concept – Significance –Factors - Internal and external environment, micro environment, macro environment. -Types of environment. – Environmental influence on Business.		
2	Economic and Political Environment: Economic Environment: Nature of economy, structure of the economy, economic policies, economic conditions.Political Environment: Economic roles of the government, government and legal environment, economic roles of government of India.		
3	Technological and Social Environment: Technological Environment: Concept and significance of technological environment, regulation of foreign investment and collaboration. Social Environment: Business and society, business and culture, language, culture and organizational behaviour, other social/cultural factors, social responsibility of business		
4	Financial and Legal Environment: Financial Environment - Financial System – Commercial banks - Financial Institutions – RBI- Stock Exchange.Legal Environment of Business – Implementation s on business – Corporate Governance.		
5	Global Environmen t: Global Trends in Business and Management - MNCs - Importance, Advantages and Weakness of MNCs - Foreign Capital and Collaboratio n - Trends in Indian Industry.		

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Francis Cherunilam	Business Environment	2010	Himalaya Publishing House
2	K. Aswathappa	Essential of Business Environment	2017	Himalaya Publishing House
3	Sherlekar S.A.	Modern Business Organization and Management	2016	Himalaya Publishing House
4	A.C. Fernando	Business Environment	2011	Pearson Education India
5	Prof.M.B.Shukla	Business environment text and cases	2012	Taxmann's
6	Veena Keshav Pailwar	Business Environment	2014	PHI Learning Pvt. Ltd.

Online Resources

Online Resources No.	Website address
1	www.managementstudyguide.com
2	https://www.youtube.com/watch?v=vfNGr5gCbdw
3	https://www.youtube.com/watch?v=2YFf6hiTcXE
4	https://www.youtube.com/watch?v=xCff_WC6se4

MOOCs:

Resources No.	Website address
1	www.mooc.org
2	Swayam

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023 –2024			
Semester	Course Code	Course Title	
II	202	Business Communication	
Prepared By		Dr. Shraddha Vernekar_IMED	
Type of Course	Credits	Evaluation	Marks
AEC	3	IE:UE	30:70
Course Objectives:			
- To provide an Outline of effective organization communication - To introduce the learner to the objectives of business communication - To develop the students to acquire necessary skills of Business Etiquettes for handling day to-day managerial responsibilities and evaluate the facilitators of business Communication. - To develop important skills such as critical thinking, problem-solving, and essentials of communication skills in any organization setting. - To recognize the significance of identifying the target audience and the communication's objective, and choose the best communication channels.			
Course Outcomes:			
After completing the course the students shall be able to CO1: Student should be able to understand the basic concepts of communication and transform their communication abilities. CO2: The students should be able to demonstrate effective business writing techniques. CO3: The student should be able to pick the right organizational formats and channels to employ when creating and delivering business messages. CO4: The student should be able to grasp both verbal - nonverbal signs and create visually appealing content. CO5: Deliver an effective oral business presentation.			
Unit	Sub Unit		
1 Introduction to Business Communication	Introduction, Essentials of Business Communication, Role of Communication in Organizational Effectiveness, Basic Forms of Communication, Process of Communication, Barriers to Effective Communication and ways to overcome them. Principles of Effective Business Communication- 7C 's, Organizational Communication, Flow of Communication in Organization, Guidelines for Effective Communication		
2 Verbal & Nonverbal Communication in Organization	Verbal and Non verbal Communication, Importance of Non verbal Communication, Advantages of Verbal Communication, Perspectives in Communication: Introduction, Visual Perception, Language, Other factors affecting our perspective - Past Experiences, Prejudices, Feelings, Environment		

3 Business Correspondence	General Principles of Writing, Meeting - Agenda, Notice, Minutes, Office Memorandum, Office Orders, Press Release, Business Letter Writing -Need, functions & kinds, layout of letter writing, Types of letter writing, Writing Resume, Job Application letter, Report writing, Types of Business Reports, Format of Business Reports.
4 Speaking Skills	Spoken skills, Dealing with Fears, Presentation skills, Oral presentation, Techniques for effective presentations, Individual and group presentation, Qualities of Skillful Presenter, Debates, Speeches, Interview, Group Discussion, Para language, Exercise for oral Communication, Use of Phonetics in Business Communication
5 Reading Skills & Listening Skills	Listening: Importance of Listening, Types of Listening, Barriers to Listening and overcoming them, listening situations, Developing Listening Skills, Active Listening, Becoming an Active Listener, Listening in Difficult Situations. Reading Skills for effective business communication, Types of reading, Techniques of Reading, Exercises to improve Reading Skills

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Publisher
01	N Gupta & K Jain	Business Communication	Sahitya Bhawan Publication
02	V. K. Jain & O Biyani	Business Communication	S Chand
03	Urmila Rai and S. M Rai	Effective Communication	Himalaya Publishing House
04	Shirley Taylor	Communication for Business	Pearson Education, New Delhi
05	Rajendra Pal and J. S. Korlhalli	Essentials of Business Communication	Sultan Chand & Sons
06	Scott Mclean	Business Communication for success	Flat World Knowledge

Online Resources:

Online Resource No.	Website address
1	http://www.notesdesk.com/notes/business-communications/business-communication-andits-types/ MOOCs: https://swayam.gov.in/ https://alison.com/ https://edX.com/

MOOCs:

Resource No.	Website address
1	https://swayam.gov.in/
2	https://alison.com/
3	https://www.edx.org/course/business-communications-ubcx-bus2x https://Coursera.com/
4	https://www.coursera.org/courses?languages=en&query=business%20communication

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
II	203	Macro Economics	
Prepared By		Neetu Jain_IMR	
Type	Credits	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objectives:			
- To Study the behavior and working of the economy as a whole - To Study relationships among broad aggregates - To apply economic reasoning to problems of business and public policy			
Course Outcomes:			
CO1: Remember management concepts, theories, models and key business terms. CO2: Understand management principles and practices in the organizational context, to achieve organizational goals. CO3: Apply optimum solutions to problems in the field of Business Management. CO4: Use sustainable and ethical business practices in the Contemporary business scenario. CO5: Analyze the need for and engage in lifelong learning in the field of business management. CO6: Evaluate entrepreneurial opportunities and leverage the knowledge in starting and managing a business enterprise.			
Unit	Sub units		
1 Basic Concept of Macro Economics	Definition, Nature and Scope, Importance and Limitations of Macroeconomics, Macro economic variables.		
2 National Income Accounting:	Circular Flow of Income (Four Sector Model), Measurement of National Income, Stock and flow, Gross Domestic Product (GDP), Gross National Product (GNP), Net Domestic Product (NDP), Net National Product (NNP), Personal Income and Personal Disposable Income		
3 Theory of Income and Employment	Classical Theory of Income and Employment, Say's Law of Market, Keynesian Theory of Income and Employment, Components of Aggregate Demand and Aggregate Supply, Investment Multiplier.		
4 Money:	Money: Functions of Money, Quantity Theory of Money, Determination of money supply and demand. Business Cycle: Nature, Characteristics and Phases of Business Cycle, Inflation and Deflation: Meaning, Causes and Control		
5 Macro-Economic Policies:	Monetary Policy – Objectives and Instruments, Fiscal Policy - Objectives and Instruments		

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.National	Ahuja H. L.	Macro Economy: Theory and Policies	2006	S Chand and Co, New Delhi
2. National	D. N. Dwivedi	Macro Economy	2006	Tata McGraw Hill, New Delhi
3.National	Samuelson	Economics	2007	Tata McGraw Hill, New Delhi
4.International	DornbuschRudiger	Macro Economics	2004	Tata McGraw Hill, New Delhi
5.International	Eugene Diulio	Macro Economics	1998	Tata McGraw Hill, New Delhi
6. International	Alex M. Thomas	Macroeconomics An Introduction	2021	Cambridge University Press

Online Resources

Online Resources No.	Website address
1	https://www.investopedia.com/terms/m/macroeconomics.asp

MOOCs:

Resources No.	Website address
1	https://www.mooc.org
2	https://swayam.gov.in/

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023 –2024			
Semester	Course Code	Course Title	
II	204	Cost Accounting	
Prepared By		Dr. Sonali Dharmadhikari_IMED	
Type	Credits	Evaluation	Marks
DSC	3	IE:UE	30:70
Course Objectives:			
- To impart knowledge about basic cost concepts and elements of cost. - To orient about preparation of Cost Sheet - To provide basic knowledge of budgetary Control and preparation of Flexible and Cash Budget - To facilitate usage of Marginal Costing for Decision Making - To orient students about importance of standard costing and calculation of Variances and their analysis. - To encourage the students to opt for Entrepreneurship as a career option in Cost and Management Accounting			
Course Outcomes:			
After completing the course the students shall be able to CO1: Learners will able to demonstrate an understanding of the fundamentals of Cost Accounting Principles CO2: Preparation of Cost Sheet and ascertainment of cost CO3: Application of Technique of Budgetary Control and Standard Costing CO4: Using Marginal Costing for decision making CO5: Identify entrepreneurial opportunities and leverage the knowledge of Cost and Management Accounting in starting and managing a business enterprise			
Unit	Sub Unit		
1.Introduction to Cost Accounting	Nature, Scope and Objectives of Cost Accounting Distinction between Financial Accounting and Cost Accounting Basic concepts of Cost Accounting: Cost Centre, Cost Unit etc. Role of a Cost accountant in an organization		
2. Elements of Cost and Cost Sheet	Elements of Cost Classification of Costs. Preparation of Cost Sheet		
3. Budgetary Control	Meaning and objectives of Budget, Definition, Meaning and objectives of Budgetary control, Advantages and disadvantages of Budgetary Control, Types of Budget, Preparation of flexible budget and cash budget.		
4. Marginal Costing	Definition and Meaning of Marginal Cost and Marginal Costing, Importance and Limitations of Marginal Costing, Contribution, P/V Ratio, Break Event Point, Margin of Safety, Cost Volume Profit Analysis		
5. Standard Costing	Definition and Meaning of Standard Costing, Advantages and Limitations of Standard Costing, Variance Analysis – Material and labour Variances Reasons of Material and Labour Variances		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	S. N. Maheshwari	Fundamentals of Cost Accounting	2009	Sultan Chand & Sons
2	V. Rajasekaran	Cost Accounting	2010	Pearson Education India
3	P. Periasamy	Financial Cost And Management Accounting	2014	Himalaya Publishing House
4	M.N. Arora	Cost And Management Accounting	2021	Vikas Publishing House
5	Mitchell Franklin, Patty Graybeal, Dixon Cooper	Principles of Accounting	2019	12th Media Services
6	Mike Piper	Accounting Made Simple	2017	Create Space Independent Publishing Platform

Online Resources

Online Resources No.	Web site address
1	https://icmai.in/icmai/
2	https://www.edx.org/learn/cost-accounting
3	https://www.classcentral.com/course/swayam-cost-accounting-13968

MOOCs:

Resources No.	Web site address
1	https://onlinecourses.nptel.ac.in/noc20_mg53/preview : Cost Accounting
2	https://www.coursera.org/courses?query=cost%20accounting : Cost Accounting
3	https://www.udemy.com/topic/cost-accounting/ : Cost Accounting

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
II	205	Business Statistics	
Prepared by		Dr. Indurani_IMR	
Type	Credits	Evaluation	Marks
DSC	3	IE:UE	30:70
Course Objectives:			
- To familiarize the students with the basic statistical tools and their application in business decision-making. - To develop the quantitative skills of the students so as to make them skilled at understanding data, comparing two or more datasets and predicting business data etc. - To make the learner familiar with the processes needed to develop, report, and analyze business data.			
Courses Outcomes:			
After completing the course the students shall be able to CO1: Students will be able to solve problems in Statistics using appropriate concepts CO2: Students will be able to effectively apply the statistical tools for business applications			
Unit	Sub Unit		
Unit - I	Measures of Central Tendency: Arithmetic mean, median, Mode, Examples on Individual data, Ungroup ed data, and Grouped data. Examples on missing frequency		
Unit- II	Measures of Dispersion: Range, quartile deviation, mean deviation, standard deviation, variance. Examples on Individual data, Ungrouped data, and Grouped data Correlation		
Unit- III	Correlation Analysis: Meaning of correlation, Types of correlation, Methods of studying correlation, scatter diagram, Karl Pearson's coefficient of Correlation, Rank Correlation		
Unit- IV	Regression Analysis: Meaning and applications, Lines of regression, regression coefficients, Business applications, Distinction between Correlation and regression, working examples		
Unit- V	Probability: Basic Concepts in probability, definition of probability, random experiment, sample space, independent events, mutually exclusive events, conditional probability, Baye's Theorem. Examples on throwing die, tossing coin, playing cards		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	YearEditi	Publisher Company
1	S.P.Gupta	Business Statistics	2016	Himalaya Publishing House
2	Robert S. Witte, John S. Witte	Statistics	2014	John Wiley & Sons
3	B.L.Agarwal	Basic Statistics	2013	New Age International Ltd.

4	B.V.Gnedenko, A.YaKinchin, W.R.Stahi	An elementary Introduction to the theory of Probability	2014	Martino Fine Books
5	Boris V.Gnedenko	Theory of Probability	2020	CRC Press
6	S.C.Gupta	Fundamentals of Statistics	2018	Himalaya Publishing House

Online Resources

Online Resources No	Website address
1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commcermates.com

MOOCs:

Resources No	Websiteaddress
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Programme: BBA 2022- Revised Syllabus w.e.f. - Year 2023–2024			
Semester	Course Code	Course Title	
II	206	Business Ethics	
Prepared By		Dr. Pravin Mane_IMED	
Type	Credits	Evaluation	Marks
DSC	3	IA	100
Course Objectives:			
- To examine the ethical dimensions of business activities. - To study ethical principles and standards. - To understand the applications of ethical and corporate Governance principles - To impart knowledge about “what rules guide firms” related to ethical principles and standards.			
Course Outcomes:			
At the successful completion of the course the learner will be able to CO1: Expose students to the individual reasoning processes of others when resolving ethical dilemmas. CO2: Examine the consequences of unethical and ethical business decisions. CO3: Relate the issues of an ethical controversy in business to moral philosophy, corporate culture, and social responsibility. CO4: Interpret ethical rules as related to business situations.			
Unit No	Unit Details		
1 Introduction to Business Ethics	Definition, Meaning, nature of ethics, meaning of moral values and ethics, types of ethics, importance of ethics, business ethics – meaning and nature, importance of ethics in business, meaning of functional ethics, types of ethics according to functions of business – marketing ethics, foreign trade ethics and ethics relating to copyright.		
2 Application of Ethical theories in business	Ethical decision making: decision making: utilitarianism, Deontology, virtue ethics (Aristotle), importance and relevance of Trusteeship Principle in modern Business, ethical issues in Finance, ethics in advertising.		
3 Introduction to corporate governance	Definition and conceptual framework of corporate Governance, business Ethics –an important dimension to corporate Governance, Fair and unfair Practices. Mechanism – Corporate Governance System, Indian Model of Governance, Obligation towards society and stakeholders. Emphasis on Corporate Governance (Transparency, Accountability and Empowerment)		
4 Genesis and implementation of corporate Governance in India	Introduction principles – Good Governance in Ancient India, Protection of Interest of customers and Investors, Historical Perspective of corporate Governance and Issues in Corporate Governance. Values: meaning, types and Value system in Business. Implementation of Corporate Governance: Role of board of Directors and board structure, SEBI Growth of Corporate Governance, Role of Government, Corporate Governance and CSR,		
5 Global Scenario	Business Ethics in Global Economy Ethics in context of Global Economy, ethics, and Business Development, Role of Business Ethics in Building a civilized society, corporate governance and issues Related to scams. Corruption: Meaning, causes and effects. Frauds and scams in Banks, insurance companies, Financial Institutions, Measures to overcome fraud and corruption, Zero Tolerance of corruption.		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Fraedrich,& Ferrell	Business ethics: Ethical Decision Making & cases	2015	Cengage Learning
02	Robert Almeder	Business ethics	2001	Corporate values and society-James Humber
03	Robert E . Federick	Companion to Business Ethics	2017	Blackwell publishers limited, UK
04	J.P.Mahajan	Management : theory and practice	2011	Ane books Pvt. Ltd. Daryaganj, Delhi
05	Ananda Das Gupta	Business Ethics: Text and cases from the Indian Perspective	2013	Springer
06	K.Viyyanna Rao, G.Naga Raju	Business Ethics and Corporate Governance	2017	I.K. International Publishing House Pvt. Limited

Online Resources:

Online Resource No.	Website address
1	https://www.ethicssage.com/ethics-resources.html
2	https://maag.guides.ysu.edu/businessethics/web
3	https://www.researchgate.net/publication/226607374businessethicsresources on the internet

MOOCs:

Resource No.	Website address
1	www.udemy.com
2	https://www.coursera.org
3	my-mooc.com

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
II	207	Universal Human Value	
Prepared by		Dr. Shyam Shukla_IMED	
Type	Credits	Evaluation	Marks
VBC	1	IA	100
Course Objectives:			
- To orient students about basic Human Aspirations - To facilitate students to understand the essential complementarity between 'VALUES' and 'SKILLS' - To develop Holistic perspective among students towards life and profession based on a correct understanding of the Human reality and the rest of existence. - To orient students role of a human being in ensuring harmony in society and nature			
Course Outcomes:			
At the successful completion of the course the learner will be able to			
CO1: Understand the importance of value education and can apply in their personal and professional life			
CO2: Distinguish between values and skills, happiness and accumulation of physical facilities, the Self and the Body, Intention and Competence of an individual, etc.			
CO3: Analyze the value of harmonious relationship based on trust and respect in their life and profession			
Unit	Unit Contents		
I Introduction : Value Education, Basic Human Aspiration, its fulfillment through All encompassing Resolution	Need for Value Education, Guidelines for Value Education and Importance of Value Education Concept of Values and Skills. The basic human aspirations and their fulfillment through Right understanding and Resolution, Right understanding and Resolution as the activities of the Self, Self being central to Human Existence; All- encompassing Resolution for a Human Being, its details and solution of problems in the light of Resolution		
Right Understanding (Knowing) Knower, Known & the Process	The domain of Right Understanding starting from understanding the human being (the knower, the experiencer and the doer) and extending up to understanding nature/existence –its interconnectedness and co-existence; and Finally understanding the role of human being in existence (human conduct). Intention and Competence of an individual Understanding the human being comprehensively as the first step and the core theme of this course; human being as co-existence of the self and the body; the activities and potentialities of the self; Basis for harmony/contradiction in the self Case Studies on Universal Human Values		

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	R R Gaur, R Asthana, G P	A Foundation Course in Human Values and Professional Ethics	2019	Excel Books, New Delhi.
2	A N Tripathy,	Human Values,	2003	New Age International
3	P L Dhar, RR Gaur	Science and Humanism	1990	Commonwealth Publishers.
4	E G Seebauer & Robert L. Berry	Fundamentals of Ethics for Scientists & Engineers,	2000	Oxford University Press

Online Resources

Online Resources No.	Website address
1	https://www.ohchr.org/

MOOCs:

Resources No.	Website address
1	https://www.mooc.org
2	Swayam

Programme: BBA CBCS–Revised Syllabusw.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
II	208	Data Analysis Tools for Business	
Prepared By		Dr. Shabnam Mahat_AKIMS	
Type	Credits	Evaluation	Marks
SEC	1	IA	100
Course Objectives:			
- To understand basic concepts of data analysis. - To study statistics for data analytics - To understand different distribution and its types - To impart knowledge about use of excel for data analytics.			
Course Outcomes:			
At the successful completion of the course the learner will be able to			
CO1: Integrate data analysis into business.			
CO2: Assess use of statistics for data analytics			
CO3: Develop plans, implement and control data analysis with excel			
Unit	Contents		
1.	Introduction to Data Analysis: Introduction, Importance of data Analytics, types of data analyticsdescripti ve, diagnostics, predictive, prescriptive, benefits of data analytics to decision making Types of data : Qualitative and Quantitative, Continuous and Discrete, Types of Variables : numerical, categorical, nominal, ordinal, Independent & dependent variables, Active and attribute variables, Continuous, discrete and categorical variables, Extraneous variables and Demographic variables		
2.	Introduction to Excel : Entering Data, deleting data - cells, rows, columns. Basic and custom Sorting, filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables. Important Formulas in Excel, Understanding Logical Functions Commonly used functions: Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, Count A, Count Blank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sumif Creating charts: Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter,3D etc.		

REFERENCE BOOKS

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	R N Prasad, Seema Acharya	Fundamentals of Business Analytics		Wiley
2	Conrad G. Carlberg; Business	Analysis with Microsoft Excel and Power BI	5th edition	Pearson Education
3	Gert Laursen, Jesper Thorlund	Business Analytics for Managers	2010	Wiley
4	U. Dinesh Kumar	Business Analytics The Science of Data-driven Decision Making	2017	Wiley

5	Bhimasankaram Pochiraju, Sridhar Seshadri	Essentials of Business Analytics	2019	Springer
6	GerKoole	An Introduction to Business Analytics	2019	MG Books Amsterdam

Online Resources

Online Resources	Website address
1	W3schools
2	geeksforgeeks.com
3	www..bharatskills .gov.in

MOOCS

MOOCS	Website address
1	Excel tutorials
2	Udemy.com
3	Microsoft.com
4	Alison
5	Coursea
6	https://www.mooc.org/

Programme: BBA CBCS – Revised Syllabus w.e.f-Year 2023–2024			
Semester	Course Code	Course Title	
II	208	Accounting Software	
Prepared By		Dr. Ranpreet Kaur_IMED	
Type	Credits	Evaluation	Marks
SEC	01	IA	100
Course Objectives: (CO)			
- To introduce basic accounting using Tally to create company, enter accounting voucher entries including advance voucher entries, do reconciliation of bank statement, do accrual adjustments, and also print financial statements, etc. in Tally. - To learn modern accounting software's, banking and auditing software			
Learning Outcomes:			
At the successful completion of the course the learner will be able to:			
CO1: Use Tally to for recording accounting data, statement, billing and ratio analysis. CO2: Use Tally for Inventory management.			
CO3: Decide the most effective software of actions to deal with specific purpose			
Unit	Contents		
1 Accounting in Tally	Introduction to Accountancy– Introduction to Tally fundamentals– Maintenance of company Data – Concept of Ledger–Configuration of chart of Accounts – Maintaining Stock Details – How to make entries in Cash book – Purchase book – Sales book – Invoice – Purchase return book – Sales return book – Petty cash book – Configuration in tally-Trial Balance- GST		
2 ERP	Introduction to different ERP applications like Tally9ERP, QuickBooks, Fresh Books, Profit Books Accounting Desktop and Online. Audit management software, Front Accounting (FA) - a free and open source accounting software, Banking ERP Software, Oracle NetSuite ERP: accounting software		

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Tally Education Pvt. Ltd	Tally Essential	2021	By official Tally
2 - International	David Otley and Kenneth Merchant Clive Emmanuel	Readings in accounting for management control	1992	Springer
3 – International	James T. Mackey (Author), Michael F. Thomas (Author)	Management Accounting: A Road of Discovery Hardcover	1999	South Western Pubisher

Online Resources

Online Resources	Website address
1	https://www.coursera.org/learn/accounting-and-reporting-fundamentals
2	https://www.goskills.com/Excel/Resources/Excel-skills-for-accountants
3	https://learnmech.com/fundamentals-of-tally-erp-9-tutorial-pdf-free-download/

MOOCS

MOOCS	Website address
1	https://swayam.gov.in
2	https://www.edx.org
3	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2022 – 2023			
Semester	Course Code	Course Title	
II	208	Content Writing	
Prepared by		Bharati Jadhav_CDOE	
Type of Course	Credits	Evaluation	Marks
SEC	01	IA	100
Course Objectives:			
- To understand basic concepts of content writing. - To study do's and don'ts of content writing - To understand processes and principles of content writing - To impart knowledge about ethics in writing			
Course Outcomes:			
At the successful completion of the course the learner will be able to CO1: Understand basics of content writing. CO2: Develop basic skills of content writing CO3: To understand processes and principles of content writing CO4: Students should be able to write good content			
Unit	Sub Unit		
I Basics of Content writing	What is content writing, Importance of Content writing Print and Web Content Writing Scope and Challenges in content writing Principles and processes of content writing Understanding audience in content writing		
II Types of content writing	The process of Content Writing getting the brief, ideating, researching, structuring, formatting Editing and Proof- Reading— following company style sheet, grammar, copy flow, restructuring, market research Writing Styles - Non-fiction (Essays, Reports), Advertising, Newspapers Writing blogs, case studies, and white papers Corporate Communications -- Writing for business to business(B2B), business to consumer (B2C), press releases, newsletters – focus on language, jargon, writing style, target audience, formal and informal language		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Kounal Gupta	The Only CONTENT WRITING HANDBOOK You'll Ever Need	2020	Henry Harvin Education
02	Joseph Robinson	Content Writing Step-By- Step: Learn How To Write Content That Converts And Become A Successful Entertainer Of Online Audiences	2020	Independently Published
03	Aan Handley	Everybody Writes	2014	Wiley
04	William Zinsser	The Content Code: Six essential strategies to ignite your content, your marketing, and your business	2020	Harper Perennial
05	Prafull Sharma	The One-Page Content Marketing Blueprint	2019	Axeman Publishing
06	Alfred Merton	Everybody Writes	2021	Zen Mastery Srl

Online Resources:

Online Resource No.	Websiteaddress
1	https://www.mindler.com/blog/how-to-become-a-content-writer-in-india/
2	https://www.clearvoice.com/blog/10-types-content-writers-use/

MOOCs:

Resource No.	Website address
1	https://www.mooc.org

BV(DU) / CDOE

BBA SEMESTER III

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023 –2024			
Semester	CourseCode	Course Title	
III	301	Marketing Management	
Prepared By		Yogesh Gurav_IMED	
Type	Credits	Evaluation	Marks
DSC	3	IE: UE	30:70
Course Objectives:			
- To understand the core concepts of Marketing and approaches to Marketing. - To differentiate the Marketing and Selling processes. - To study the Marketing Environment and understand its influence on Marketing Decisions. - To study the concept of Segmentation, Targeting and Positioning. - To understand the Marketing Mix Elements and their utility in marketing. - To impart knowledge on Marketing Planning. - To study the concept of Marketing Research and Marketing Information System			
Course Outcomes:			
After completing the course successfully, the learner will be able to			
CO1: Demonstrate an understanding of core concepts of marketing and the approaches to marketing efforts.			
CO2: Understand the dynamic nature of the marketing environment and its influence on the formulation of marketing strategies.			
CO3: Identify the market segments, formulate targeting strategies and product positioning in the market.			
CO4: Make sound marketing mix decisions.			
CO5: Understand the Marketing Planning process. CO6: Develop a marketing research plan			
Unit	Sub Unit		
Unit I Basics of Marketing	Definition and meaning of Marketing. Core concepts of Marketing - Need, Want, Demand, Value, Exchange, Customer satisfaction & Customer delight, Difference between Marketing and Selling. Approaches to Marketing - Product or commodity approach, Functional approach in terms of production, selling, marketing, Societal marketing approach, Institutional approach. Marketing environment - Micro and Macro marketing environment.		
Unit II Segmentation, targeting and Positioning	Segmentation, Targeting and Positioning: Meaning, need and importance, bases for consumer market segmentation and industrial market segmentation. Evaluation of identified segments and selection of target market. Targeting Strategies: Levels of market segmentation: segment marketing, niche marketing, local marketing and individual marketing. Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the product.		

Unit III Marketing Mix	Marketing Mix: Concept. Seven Ps of marketing mix. Product – meaning, levels of product, product mix- product line – decisions: line stretching, filling, pruning. Product life cycle (PLC) – Concept, stages in PLC. Price – meaning, objectives of pricing, pricing approaches- cost based, competition based, and market based. Pricing strategies- skimming pricing, penetrative pricing, psychological or odd pricing, perceived value pricing, loss leader pricing etc. Place- Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, factors considered for the selection and motivation of dealers and retailers. Promotion- Elements of promotion mix: advertising- 5 Ms. of Advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event marketing and sponsorship
Unit IV Marketing Research	Marketing Research: Basic concepts – Research design, Sampling design, Sources of data- Primary and secondary, data collection Need and Importance of Marketing Research. Marketing Research Process. Types of Marketing Research. Marketing Information System- an overview
Unit V Marketing Planning	Marketing Planning: Marketing Planning Process, contents of a marketing plan.

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Dr. Rajan Saxena	Marketing Management	2019, Sixth edition	McGraw Hill Publications
2	V.S. Ramaswami and S. Namakumari	Marketing Management- Indian Context *Global Perspective	2017, fifth edition	McGrawHill Publications
3	Philip Kotler, Garry Armstrong, Prafulla Agnihotri	Principles of Marketing	2020, Eighteenth edition	Pearson Education
4	Philip Kotler, Kevin Lane Keller	Marketing Management	2018, seventeenth edition	Pearson Education India

Online Resources:

Online Resources No.	Website address
1	https://managementhelp.org
2	https://bookboon.com/en/marketing-and-law-ebooks

MOOCs:

Resources No.	Website address
1	https://swayam.gov.in/nd1_noc19_mg48/preview

Programme: BBA CBCS– Revised Syllabus w.e.f.Year 2023 –2024			
Semester	Course Code	Course Title	
III	302	Organizational Behavior	
Prepared By		Vrushali Kadam_YMIM	
Type of Course	Credits	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objectives:			
- To expose the students to the fundamentals of Organizational Behaviour (OB) - such as working with people, nature of organizations, communication, leadership - To help students in understanding of the role of OB in business organization. - To enable the students to put the ideas and skills of OB into practice.			
Course Outcomes:			
At the successful completion of the course the learner will be able to CO1: To understand the importance of organizational behavior in managerial functions. CO2: To demonstrate the foundations of Individual Behaviour and various factors influencing individual behaviour viz. learning, personality, perception, attitude and motivation. CO3: To understand how employees behave in organizations and help to correct their individual behaviour and group behaviour. CO4: To influence people to get the work done through proper communication and control and motivate and lead employees towards organizational goals.			
Unit	Contents		
1.	Definition, Why to study OB, Evolution of the Concept of OB, Contributions to OB by major behavioral science disciplines, Challenges and Opportunities for OB Managers, Models of OB study		
2	Attitude – Definition, Components of Attitude, Major Job Attitude, Job Satisfaction. Personality – Definition, Personality Determinants, MBTI, Big – Five Model, Values – Meaning, Formation, Types of Values, Perception - Definition, Perceptual Process, Factors influencing perception,		
3	Motivation - Concept of Motivation, Definition, Theories of Motivation - Maslow's Need Theory, ERG Theory, Theory X and Theory Y, Two Factor Theory, McClelland's Theory, Equity Theory, Vroom's Expectancy Theory. Leadership - Concept of Leadership, Difference between Leader and Manager, Leadership Styles, Theories of Leadership – Ohio State and Michigan Studies, Blake and Mouton Theory, Traits of Good Leader		
4	Groups – Meaning, Why do people join Groups, Types of Groups, Stages of Group Development. Teams – Meaning, Groups vs Teams, Creating effective teams. Conflict – Concept, Conflict Process, Strategies for Resolving Conflicts Communication – Meaning, Barriers to effective communication		
5	Culture - Definition, Need and importance of Cross Cultural Management Stress – Meaning, Causes of Stress and its Management.		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
1	Kavita Singh	Organizational Behaviour: Text and Cases	3 rd Edition	Vikas Publishing House Pvt. Ltd.
2	K. Aswathappa	Organisational Behaviour	12 th Revised Edition	Himalaya Publishing House Pvt. Ltd.
3	Robbins, Timothy Judge, Seema Sanghi	Organizational Behaviour	12 th Edition	Prentice Hall
4	Fred Luthans	Organizational Behaviour	11 th Edition	Tata McGraw Hill

Online Resources:

Online Resource No.	Website address
1	https://legalpaathshala.com/category/organizational-behaviour/

MOOCs:

Resource No.	Website address
1	https://onlinecourses.nptel.ac.in/noc20_mg51/preview
2	https://www.coursera.org/learn/organisational-behaviour-know-your-people
3	https://www.classcentral.com/course/swayam-organisation-behaviour

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
III	303	Production & Inventory Management	
Prepared By		Sanjay Jadhav IMK	
Type Of Course	Credit	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objective:			
- To understand fundamentals of production and inventory management. - To develop understanding of the strategic importance of production and operationmanagement. - To understand various inventory control systems - To learn EOQ concepts. - To appoint students with the concepts like SCM, JIT, Quality Assurance and ISOcertification, etc.			
Course Outcomes:			
At the successful completion of course, the learner will be able to CO1: Understand various concepts of the production & inventory management. CO2: Analyze the important of production and inventory management. CO3: And compare various issues particular to manufacturing industry. CO4: Develop numerical ability to solve examples on EOQ CO5: Describe the advantages of maintenance management, SCM, JIT, QA & ISO Certification.			
Unit	Sub units		
I	Introductionto Production & Inventory Management Nature, scope, importance & production & functionsof production at inventory management. Production & operations, services, production systems Classification of production system		
II	Production Planning &Control Objectives, Coordination of PPC with other departments Job sequencing, assembly line balancing		
III	Plant Location & Plant Layout: Meaning, objectives of plant location Factors affecting on plant location and plant lay out Objectives, types of the plant layout		
IV	Inventory Management: Concept, importance, classification of inventory systems EOQ model, with numerical examples Basic concept of material requirement planning		
V	Emerging Trends in Production & Inventory Management: Supply chain management, JIT (Just In Time) Enterprise resource planning Total quality management, quality circles in service operations		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.	L. C. Zhamb	Production & Operations Management	2009	Everest Publishing House
2.	Anurag Singh Parihar	Inventory Management Planning – Production Planning and Control	2021	Notion PublisherHouse
3.	Chunnawala & Patel	Production & Operations Management	2004	Tata McGraw
4.	Raj Wadhwa	Production Management & Inventory Control	2012	Kanishka Publish House
5.	Narasimhan & Seetharama L.	Production Planning & Inventory Control	1996	PHI Learning Pvt. Ltd.

Online Resources:

Online Resources No.	Website Address
1	• http://www.yourarticlelibrary.com
2	• https://en.wikipedia.org
3	• https://managementhelp.org

MOOCS

MOOCS	Website Address
1	• www.swayam.gov.in
2	• www.coursera.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
III	304	Human Resource Management	
Prepared by		Dr. Hema Mirji_IMED	
Type of Course	Credits	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objectives:			
- To explain the Functions of HRM and Quality of a good Human Resource Managers - To explain the process of HRP, Recruitment and Selection. - To discuss the concept of training and development. - To illustrate the components of CTC and incentive plans. - To develop the knowledge of Managing Conflicts & motivation.			
Course Outcomes:			
CO1: Able to apply Human resource Management functions for effective management of organization.			
CO2: Ability to understand and apply various manpower forecasting techniques. CO3: Enrich the techniques of recruitment, selection and interview and ability to conduct there cruitment process.			
CO4: Develop the knowledge of training & development and able to appraise the performance of the employees.			
CO5: Understand the components of CTC.			
CO6: Ability to resolve the conflicts in the Organization.			
Unit No.	Sub unit		
Unit: I Human Resource Management	Evolution of HRM, Definition, Nature, Scope, Objectives and Functions of HRM, Organizationand functions of HR Department. Quality of a good Human Resource Managers		
Unit II Human Resource Planning	Importance and benefits of HRP, Steps in Human resource planning process, Factors affecting HRP, Jobanalysis, job description and job specification, Job Analysis – importance and methods.		
Unit III Recruitment and Selection	Meaning, Sources of Recruitment, Recruitment Process, Outsourcing, - Selection Process - Test Types - Interview Types , Career Planning - Process - Career Development - Placement and Induction.		
Unit IV Training & Development/ Performance Appraisal	Training – need for training, benefits of training, Methods of training. Performance Appraisal – meaning, definition, objectives, methods and limitations of performance appraisal		
Unit V Compensation & Benefit Management	Compensation & Benefit Management – components of CTC, Understanding Stock Options and designing incentive plans.		

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Aswathappa	HUMAN RESOURCE MANGEMENT	2010	Tata McGraw Hill, NewDelhi
02	Snell, Bohlander & Vohra	HUMAN RESOURCES MANAGEMENT	2010	Cengage, NewDelhi
03	Pravin Durai	HUMAN RESOURCE MANGEMENT	2010	Pearson, New Delhi
04	Alan Price	HUMAN RESOURCE MANAGEMENT	2007	Cengage Learning, New Delhi
5	Garry Dessler & Varkkey	HUMAN RESOURCE MANAGEMENT	2009	Pearson, New Delhi

Online Resources:

Online Resource No.	Website address
1	https://www.coursera.org/specializations/human-resource-management
2	https://www.humanresourcesedu.org/what-is-human-resources
3	https://fiuonline.fiu.edu/.../online.../master-of-science-in-human-resources-management
4	https://www.slideshare.net/Farrah1978/job-analysis-job-design-job-specification

MOOCs:

Resource No.	Website address
1	https://www.class-central.com › Coursera
2	https://www.coursera.org/specializations/human-resource-management
3	https://www.my-mooc.com/.../mooc/managing-human-resources-hospitality-hkpolyux
4	https://www.classcentral.com/course/managing-human-resources-5462
5	https://swayam.gov.in/nd1_noc20_mg15/preview

Programme: BBA CBCS–Revised Syllabus w.e.f.- Year 2023–2024			
Semester	Course Code	Course Title	
III	305	Agri-Business Management	
Prepared By		Pratap Desai_ IMRDA	
Type of Course	Credits	Evaluation	Marks
AEC	02	IA	100
Course Objectives:			
- To understand basic concepts of Agri Business management. - To understand essential standards of agri-business management. - To expose learners about micro and macro environmental forces and their impact on agri-business. - To impart knowledge about Agri Business Industry.			
Course Out comes:			
At the successful completion of the course the learner will be able to CO1: Integrate management principles into Agri Business practices. CO2: Enhance learners awareness about the Agri-input supply Industries in India CO3: Support the understandings about agro-processing industries in India			
Unit No.	Subunit		
I Introduction to Agri-business	Nature and scope of Agri-business, Importance of Agri- business Management, Difference between farm and non-farm sectors, Demand for agri products and it's determining factors		
II Agricultural Economics	Role of agriculture in Indian economy; problems and policy changes relating to farm supplies, farm production, agro processing, agricultural marketing, agricultural finance etc. in the country		
III Agriculture and its	Green Revolution – concepts, importance and its effects, Crop Pattern of India,		
Structure	Factors Influencing Agriculture –Areas of Crop Specialization - Regional Analysis, Impact of Climate Change on Agricultural , Value chain in agriculture.		
IV Globalization and Agriculture	Globalization and Changing Structure of Agro Products, Agricultural Product Competitiveness Export Orientation		
V New trends in Agribusiness	Contract farming & Precision Farming, Types and Scope of Contract & Precision farming, New Methods of Cultivation- Cooperative Farming, Organic Farming, Genetically Modified Food, Farmer Producers' Organizations (FPO)		

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Francis Cherunilam.	Business Environment.	2003	Himalaya Publ.
02	Shete, N. B.	Financing Agri-Business.	2000	Himalaya Publ.
03	Dr Shoji Lal Bairwa and Dr Ch and ra Sen and Dr L K Meena and Dr Meera Kumari	Agribusiness Management Theory And Practices	2019	Write And Print Publications
04	Smita Diwase	Agi-Business Management	2017	Everest Publishing House

Online Resources:

Online Resource No.	Website address
1	www.managementstudyguide.com

MOOCs:

Resource No.	Website address
1	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
III	306	Goods and Service Tax Compliances	
Prepared By		Dr. Sonali Dharmadhikari IMED	
Type of Course	Credits	Evaluation	Marks
SEC	02	IA	100
Course Objectives:			
- To understand fundamental principles of GST law - To know GST payment procedure - To develop ability of filing GST returns			
Course Outcomes:			
At the successful completion of the course the learner will be able to CO1: Know fundamental principles of GST law CO2: Apply GST payment procedure CO3: Apply procedure of filing GST returns			
Unit	Sub Unit		
1 Introduction and Fundamental Principles of GST Law	Overview of GST in India , Constitutional mandate and Legislative Framework, Implementation of GST, Supply of Goods and supply of Services, Taxable supply, Place of Supply, Time of Supply of goods and services, Valuation		
2 Valuation and Payment in GST	Transaction values, Valuation rules, Time of GST Payment, GST Payment procedure, Challan Generation, Tax deducted at source (TDS), Tax collected At Source(TCS)		
3 GST Returns	Concept of GST Return, GSTN Portal Overview, returns under GST, Preparation and filing of returns process, Refunds under GST		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.	Taxman	GST Manual with GST Law Guide & Digest of Landmark Rulings (Set of 2 Volumes) (Budget 2019 Edition)	2019	Taxman
2.	V.S. Datey	GST Ready Reckoner (6th Edition 2018)	2018	Taxman
3.	Aditya Singhania and Aditi Singhania	GST Audit & Annual Return (2nd Edition January 2019)	2019	Taxman

Online Resources:

Online Resources No.	Web site address
1	www.gstn.org
2	www.gstindiaonline.com
3	www.gstcentre.in

MOOCs:

ResourcesNo.	Web site address
1	https://www.mooc.org

BV(DU) / CDOE

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
III	306	Advanced Data Analysis Tools	
Prepared By		Dr. Sonali Dharmadhikari_IMED	
Type of Course	Credits	Evaluation	Marks
SEC	02	IA	100
Course Objectives:			
- To understand the tool of Model evaluation - To apply the technique of Smoothing - To learn Generalized linear and additive models			
Course Outcomes:			
At the successful completion of the course the learner will be able to CO1: Use model evaluation tool			
CO2: Apply smoothing technique			
CO3: Apply Generalized linear and additive models			
Unit	Sub Unit		
1 Model evaluation	Statistical inference, prediction, and scientific inference; in- sample and out-of-sample errors, generalization and over- fitting, cross- validation; evaluating by simulating; the bootstrap; penalized fitting; mis-specification checks		
2 Smoothing	Kernel smoothing, including local polynomial regression; splines; additive models; kernel density estimation		
3 Generalized linear and additive models	Logistic regression; generalized linear models; generalized additive models		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
2.	C. P. Kothandaraman	Heat and Mass Transfer Data Book	2022	New Age
2.	Meredith Zozus	THE DATA BOOK	2020	CRC Press

Online Resources:

Online Resources No.	Web site address
1	https://www.analyticsinsight.net/
2	https://www.newsearchtoday.co/

MOOCs:

Sources No.	Web site address
1	https://www.mooc.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
III	306	Financial Modeling	
Prepared By		Dr. Sonali Dharmadhikari IMED	
Type of Course	Credits	Evaluation	Marks
SEC	02	IA	100
Course Objectives:			
- To understand concepts of Mathematical tools - To use of Excel as a tool in financial modeling - To study basic concepts of financial modeling			
Course Outcomes:			
At the successful completion of the course the learner will be able to CO1: Know concepts of Mathematical tools CO2: Use excel as a tool in Financial Modeling CO3: Apply financial modeling			
Unit	Sub Unit		
Mathematical Tools	Basic probability, random variables – discrete and continuous random variables, expectation and variance, binominal, normal, and lognormal variables, Multivariate distributions – conditional probability and distributions, independence, covariance, conditional expectation. Sampling – sample mean and variance, large sample approximation s, data fitting.		
Excel as a Tool in Financial Modeling	Excels concepts – Basic commands. Functions – math's, logical, look up, text and financial. Chart, diagram, picture, background, auto format, conditional formatting, style, filter, sort. Formulas and macros. What if analysis, pivot table, pivot chart, scenario, goal seek, problem solver tool, advanced filter.		
Financial Modeling Basic Concepts	Introduction, advance functions of MS-Excel as a tool in financial modeling. Components of a financial model, building the template, filling in the historical data, identifying assumptions and drivers, forecasting various schedules and financial statement, building the supporting schedules, various approaches to valuation, key ratios, financial ratios and company analysis, building cases and sensitivity analysis:- looking at the probabilistic analysis of the best and worst		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1		Mathematical Finance, Workbook from NSE.	2021	NSE
2		Financial Valuation and Modeling, Workbook from NSE.	2021	NSE
3	Shmuel Oluwa	Hands-On Financial Modeling with Microsoft Excel 2019	2019	PACKT

Online Resources:

Online Resources No.	Web site address
1	https://www.nobledesktop.com/
2	https://www.nseindia.com/
3	https://www.bseindia.com/static/about/BSE_Ebooks.aspx

MOOCs:

Resources No.	Web site address
1	https://www.mooc.org

BV(DU) / CDOE

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
III	307	Constitution of India & Human Rights	
Prepared By		Dr.Shyam Shukla_IMED	
Type	Credits	Evaluation	Marks
VBC	2	IA	100
Course Objectives:			
i) To impart knowledge about Constitution of India . ii) To develop decision making capabilities of the students /learners iii) To impart knowledge of human rights. iv) To enable the students in identifying the business problems and provide solutions to it. v) To enable the students in collecting, organizing and analyzing the information related to business vi) To develop managerial insights through Indian Ethos and values vii) To sensitize the students about environmental issues and sustainable consumption			
Course Outcomes:			
At the successful completion of the course the learner will be able to CO1: Demonstrate an understanding of Constitution of India. CO2: Communicate effectively with various stakeholders of business CO3: Make sound business decisions. CO4: Collaborate with others in the organizational context, manage resources and lead them in the pursuit of organizational goals CO5: Identify the need for and engage in lifelong learning in the field of business management CO6: Create sustainable and ethical business policies			
Unit	Contents		
1	Constitution of India- Introduction		
2	Constitution of India- Fundamental rights & duties		
3	Human Rights – UDHR		
4	National Human Rights Commission		
5	International Human Rights Treaties		

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
01	Government of India	The Constitution of India	2012	Government of India
02	Jack Donnelly	Universal Human Rights	2013	Cornell University Press, 3rd Edition.
03	Asruti Singh, Shivani Singh	National Human Rights Commission : Prevention of Human Rights Violation,	2014	LAP Lambert Academic Publishing
04	Philip Alston	The Future of UN Human Rights Treaty Monitoring	2000	Cambridge University Press

Online Resources

Online Resources No.	Website address
1	https://cdn1.sph.harvard.edu/wp-content/uploads/sites/134/2016/07/Human-Rights- A-brief-intro-2016.pdf

MOOCs:

Resources No.	Website address
1	https://www.mooc.org
2	Swayam

BV(DU) / CDOE

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year 2023–2024			
Semester	Course Code	Course Title	
III	308	Physical Education and Yoga	
Prepared by		Netaji Jadhav & Vijay Phalke_IMED	
Type of Course	Credit s	Evaluation	Marks
VBC	02	IA	100
Course Objectives:			
- To Improve personal fitness through participation in sports and yoga activities. - To Follow sound nutritional practices for maintaining good health and physical performance.			
Course Outcomes:			
The practical exercises, the underpinning knowledge and the relevant soft skills associated with the identified competency are to be developed in the student for the following Course Outcomes(COs) achievement: CO1: Practice physical activities and yoga for strength, flexibility and relaxation. CO2: Use techniques for increasing concentration and decreasing anxiety for stronger academic performance. CO3: Perform yoga exercises in various combination and forms			
Unit	Sub Unit		
Introduction to Physical fitness	- Aims & Objectives of Physical Education - Changing trends in Physical Education - Meaning & Importance of Physical Fitness & Wellness - Components of Physical fitness - Components of health related fitness - Components of wellness - Preventing health threats through lifestyle change - Concept of positive lifestyle		
II Fundamentals of Anatomy & Physiology in sports & yoga	- Anatomy, physiology and its importance. - Effect of exercise on various body system i.e. circulatory system, respiratory system, neuro- muscular system - Concept and advantages of correct posture. - Posture deformities and corrective measures.		
III Yoga & Pranayama	- Meaning & Importance of Yoga Asanas, Pranayama & Meditation - Yoga & related Asanas -Sukhasana, Tadasana, Padmasana & Shashankasana - Relaxation techniques for improving concentration - Yog-Nidra		
IV Sports/games	- Warming up and limbering down exercises - Tournaments- Knock out, League/ Round Robin & combination - Following subtopics related to any one Game/Sport of choice of student out of: Badminton, Chess, Carrom, Table Tennis, Cricket, Kabaddi, Volley ball, Basketball, Football, Hockey, etc.		
V Sports/games	- History of the Game/Sport. - Latest General Rules of the Game/Sport. - Specifications of Play Fields and Related Sports Equipment. - Effect of anxiety & fear on sports performance		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	V.K.Sharma	Health and Physical Education	2020	NCERT Books; Saraswati House Publication, • New Delhi
02	B.K.S. Iyengar	Light on Yoga	2016	Thomson's Publication, NewDelhi

Online Resources:

Online Resource No.	Website address
1	https://www.youtube.com/watch?v=dAqQqmaI9vY&feature=youtu.be
2	https://www.youtube.com/watch?v=c8hjhRqIwHE

MOOCs:

Resource No.	Website address
1	https://www.mooc.org

BBA SEMESTER IV

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year 2023–2024			
Semester	Cours e Code	Course Title	
IV	401	International Business	
Prepared By		Pritam Kothari_AKIMS	
Type of Course	Credits	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objectives:			
• Enable students build strong foundation in concepts of international trade and business • Help students understand social, cultural and economic factors that lead to trade between countries • Help students study various economic integrations for promoting regional trade and investments			
Course Outcomes:			
After completing the course the students shall be able to CO1: To enable the students to take decisions related to global issues and policies. CO2: To be able to Interpret Foreign trade policy and avail incentives offered under various schemes. CO3: To recall the role and functions of Global Institutions IMF, WTO and World Bank. CO4: To comprehend the exchange rates practically and its implications on trade.			
Unit	Sub Unit		
1	Definition of International Business, Nature and Scope of International, , Stages of Internationalization, Differences between Domestic and International Business Business, Exporting, Importing and Countertrade Settlement through NOSTRO and VOSTRO Accounts, Advantages and Disadvantages		
2	Globalization Definition of Globalization, Globalization of Market, Globalization of Production, Drivers of Globalization International Trade Theories Mercantilism, Absolute Cost Advantage, Comparative Advantage, Huckscher Ohlin Theory, Product Life cycle Theory, Porter’s Diamond Theory		
3	Types of Exchange Rate – Real and Nominal exchange Rate, Fixed vs. Flexible Exchange Rate, Managing Float, Factors affecting Foreign Exchange Rate ,		
4	Balance of Trade and Balance of Payments, International Monetary Fund (IMF) – Objectives and functions., World Bank – Objective and Functions / Globalization in Marketing and International Human Resource		
5	Evolution, Structure and Functions of : North Atlantic Free Trade Agreement (NAFTA), South Asian Association for Regional Co- operation (SAARC), European Union (E.U.) / G-20 / BRIC, World Trade Organization (WTO)		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Rakesh Mohan Joshi (IIFT)	International Business	2009	OXFORD
2	V.K Bhalla	International Business	2013	S. Chand
3	K. Aswathappa	International Business	6 th Edition 2017	McGraw Hill Education
4	Donald Ball and MichealGeringe	International Business: The Challenge of Global Competition	9 th Edition	McGraw Hill Education
5	Charles W. L. Hill	International Business: Competing in the Global Market	10 edition 2017	McGraw Hill Education

Online Resources:

Online Resources No.	Website address
1	www.imf.org
2	www.wto.org
3	www.trademap.org
4	www.commerce.nic.in
5	www.dgft.gov.in

MOOCs:

Resources	Web site address
1	https://www.openlearning.com/courses/GFMA2023/
2	EDX https://www.edx.org/course/international-businessenvironment-and-global-st
3	EDX https://www.edx.org/learn/internationalbusiness
4	COURSERA https://www.coursera.org/learn/internationalbusiness

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
IV	402	Design Thinking and Innovation Management	
Prepared By		Dr. Shital Deshmukh_YMIM	
Type of Course	Credits	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objectives:			
• Inculcate the fundamental concepts of design thinking • Develop the students as a good designer by imparting creativity and problem solving ability • Conceive, conceptualize, design and demonstrate innovative ideas using prototypes			
Course Outcomes:			
At the successful completion of the course the learner will be able to			
CO1: Demonstrate the critical theories of design, systems thinking, and design methodologies			
CO2: Produce great designs, be a more effective engineer, and communicate with high emotional and intellectual impact			
CO3: Understand the diverse methods employed in design thinking and establish a workable design thinking framework to use in their practices			
CO4: Conceive, organize, lead and implement projects in interdisciplinary domain and address social concerns with innovative approaches			
Unit No.	Sub unit		
I	Design Process: Traditional design, Design thinking, Existing sample design projects, Study on designs around us, Compositions/structure of a design, Innovative design: Breaking of patterns, Reframe existing design problems, Principles of creativity Empathy: Customer Needs, Insight-leaving from the lives of others/standing on the shoes of others, Observation		
II	Design team: Team formation, Conceptualization: Visual thinking, Drawing/sketching, New concept thinking, Patents and Intellectual Property, Concept Generation Methodologies, Concept Selection, Concept Testing,		
III	Prototyping : Opportunity identification Prototyping: Principles of prototyping, Prototyping technologies, Prototype using simple things, Wooden model, Clay model, 3D printing; Experimenting/testing.		
IV	Creativity in Innovation: Creativity - meaning, Creativity Process , Components of creative performance Types of creativity and Techniques of creative problem solving (workshops and exercises) Design Thinking: Solution based approach to problem Solving		
V	Innovation in Entrepreneurship: Innovation: Meaning & significance of innovation Types of innovation, Innovation Diffusion theory, Innovation in Organizations Drivers of Innovation Bottom up and Top down Innovation Horizontal versus vertical Innovation		

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Tim Brown, Change	Design: How Design Thinking Transforms Organizations and Inspires Innovation	2022	Harper Collins Publishers Ltd.
02	Idris Mootee	Design Thinking for Strategic Innovation	2013	John Wiley & Sons Inc
03	Gavin Ambrose, Paul Harris	Basics Design - 8: Design Thinking, illustrated, reprint,	2010	AVA Publishing,
04	Christian Muller Rotenberg	“Handbook of Design Thinking	2018	Kindle Direct Publishing
05	Happen, Porus Munshi,	Making Breakthrough Innovations	2020	Marico Innovation Foundation
06	Navi Radjou and Jaideep Prabhu,	Frugal Innovation	2022	Hachette India

Online Resources:

Online Resource No.	Website address
1	https://www.mindtools.com/brainstm.html
2	https://www.quicksprout.com/
3	https://support.microsoft.com/en-us/kb/273814
4	http://www.vertabelo.com/blog/documentation/reverse-engineering
5	https://www.youtube.com/watch?v=2mjSDIBaUIM
6	https://docs.oracle.com/cd/E11108_02/otn/pdf

MOOCs:

Resource No.	Website address
1	https://www.mooc.org

Programme:BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
IV	403	Research Methodology	
Prepared By		Dr. Bajirao Patil_YMIM	
Type of Course	Credits	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Outcomes:			
CO1: Develop understanding on various applications of research for managerial decision making CO2: Explain key research and summarize the research articles and research reports CO3: Have basic awareness of data analysis-and hypothesis testing procedures CO4: Design questionnaires and administer simple survey based projects CO5: Describe sampling methods, measurement scales and instruments, and appropriate uses of each			
Unit	Sub units		
1	Introduction to Research Methodology Meaning, definition and objectives of research, motivations for research, types of research, Importance of research in managerial decision making, research in Research in functional / business areas. Qualities of a good researcher.		
2	Research Process Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis Research design : Meaning, characteristics, importance of research design. Development and designing of tools of data collection Designing of research projects – research proposal.		
3	Sampling and Data Collection Census and sample survey. Need and importance of sampling, Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys. Advantages and Limitations of different methods of data collection. Use of secondary data, precautions while using secondary data.		
4	Processing and Analysis of Data Meaning, importance and steps involved in processing of data. Statistical tools and techniques for analysis of data Analysis and Interpretation of data –Interpretations of results, Concept of Univariate, Bi-variate and multivariate analysis of data.		
5	Report Writing Importance of research reports, types of reports, Format of a research report, Precautions in writing a research report. Plagiarism and its types. References and Bibliography. Dissemination of research results. Ethical issues in conducting research.		

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
1	Kothari C R	Research Methodology –Methods & Techniques	2014	PHI Pvt Ltd New Delhi
2	Uma Sekharan	Research Methods for business	2016	Oxford
3	Ranjit Kumar	Research Methodology	2009	Pearson Education
4	Donald Cooper and PS Schindler	Business Research Methods	2015	Tata McGraw Hill
5	Neuman, W.L.	Social Research Methods – Qualitative and Quantitative	2008	Pearson

Online Resources:

Online Resource No.	Website address
1	https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf
2	http://ebooks.lpude.in/commerce/mcom/term_2/dcom408_dmgt404_research_methodology.pdf
3	https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/
4	https://www.researchgate.net/deref/https%3a%2f%2fwww.amazon.com%2fho_w-research-todays-tips-tools-ebook%2fdp%2fb01i5jjdxc http://www.ala.org/tools/research/larks/researchmethods
5	https://www.intechopen.com/online-first/research-design-and-methodology
6	https://lecturenotes.in/m/21513-research-methodology-

MOOCs:

Resource No.	Website address
1	https://swayam.gov.in/nd2_cec20_hs17/preview
2	https://www.classcentral.com/course/researchmethods-1767
3	https://www.coursera.org/learn/research-methods

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year 2023–2024			
Semester	Course Code	Course Title	
IV	404	Corporate Law	
Prepared by		Amarja Nargunde_IMRDA	
Type of Course	Credits	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objectives:			
- To understand basic concepts of corporate management. - To understand role of regulatory authorities in corporate management. - To understand the concept of corporate governance. - To understand what is capital market and its role in the national development.			
Course Outcomes:			
At the successful completion of the course the learner will be able to CO1: Understand the process of formation of a company. CO2: Understand powers of different authorities of corporate governance. CO3: Understand Role, Relevance and significance of Capital Market. CO4: Understand the process of winding up of a company.			
Unit No.	Subunit		
I	Formation of a company, Certificate of Incorporation, Memorandum and Articles of Association, Prospectus, Doctrine of Ultra Vires, Types of Companies, Directors: Appointment, Powers and Duties of Directors, Procedure of calling meeting, Types of Meetings		
II	Audit Committee: Its Role, Prevention of Mismanagement, Insider Trading, Company Investigation, Securities and Exchange Board of India (SEBI): Constitution, Powers and Functions, Role & Powers of the Company Law Board, Role & Powers of Central Government		
III	Role, Relevance and significance of Capital Market in national development, Meaning and forms of FDI, Foreign Exchange Management Act, Rights of shareholders and debenture holders, Difference between Shares and Debentures		
IV	Importance of Corporate Governance, Corporate Governance in India, Corporate Social and Environmental Responsibility, Emerging trends		
V	Winding up of Companies, Mode of winding up of a companies, Compulsory Winding up under the Order of the Tribunal, Voluntary winding up Payment of liabilities of a company		

Reference Books:

Sr. No.	Name Of The Author	Title Of The Book	Year Of Edition	Publisher
01	Rinita Das	Avtar Singh's Company Law An Introduction	2016	Eastern Book Company
02	Dr Anil Kumar.	Corporate Laws	2022	Taxmann.
03	GK Kapoor, AP Suri.	Corporate Laws	2015	Taxmann.
04	Dr. Harleen kaur	Corporate Law	2021	Kitab Mahal

Online Resources:

Online Resource No.	Website address
1	https://icmai.in/upload/Students/Syllabus2016/Final/Paper-13-Feb-21.pdf
2	https://lawbhoomi.com/companies-act-notes-and-study-materials/

MOOCs:

Resource No.	Website address
1	https://onlinecourses.swayam2.ac.in/cec23_lw05/preview

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year 2023–2024			
Semester	Cours e Code	Course Title	
IV	404	Financial Management	
Prepared By		Shabana Memon_IMK	
Type of Course	Credit s	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objective:			
- Develop foundational skill sets necessary for effective financial decision making. - Cultivate analytical abilities to comprehend and interpret financial statements proficiently. - Enhance understanding of business operations, recognizing potential opportunities, evolution of enterprises, and exploring entrepreneurial avenues (BEDK). - Foster skills in analyzing business data, applying relevant analysis techniques, and solving problems across functional areas, emphasizing critical thinking, business analysis, problem-solving, and innovative solutions (CBPI). - Foster social responsiveness to contextual social issues/problems, including identifying problems, exploring opportunities, designing business solutions, and demonstrating ethical standards in organizational decision-making (SRE).			
Course Outcomes:			
CO1: Development of basic skillsets required for Financial Decision Making CO2: Development of analytical skillset to understand and interpret Financial Statements CO3: Graduates are able to improve their knowledge about functioning business, identifying potential business opportunities, evolution of business enterprises and exploring entrepreneurial opportunities (BEDK) CO4: Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, problem solving in the functional areas, i.e. Critical thinking-Business Analysis-Problem Solving and Innovative Solutions (CBPI) CO5: Developing Social Responsiveness to contextual social issues/ problems and exploring solutions. Graduates are expected to identify problems, explore the opportunities, design the business solutions and demonstrate ethical standards in organizational decision making.(SRE)			
Uni t	Sub units		
1	Introduction: Meaning of Financial Management, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Financing Decision and Dividend Decision		
2	Investment Decision: Capital Budgeting Decision Meaning, Importance and process of Capital Budgeting, Capital Budgeting Techniques - Problems & case studies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted Payback Period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques		
3	Liquidity Decision: Working Capital Management: Meaning, Need and Types of Working Capital, Components of Working Capital, Sources of Working Capital Financing		

4	Financing Decision: Sources of Long Term Domestic Finance: Shares, Debentures, Retained Earnings, Capital Structure: Meaning and Principles of Capital Structure Management, Cost of Capital: Meaning, Components, Cost of Debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, and Weighted Average Cost of Capital, Leverage: Concept and Types of Leverage
5	Dividend Decision: Factors determining Dividend policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, and Forms of Dividend Payment: Cash Dividend, Bonus Share and Stock Split, Stock Repurchase, Dividend Policies in Practice. Financial Statement Analysis: Meaning and Types, Techniques of Financial Statement Analysis, Trend Analysis and Ratio Analysis.

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	SheebaKapil	Fundamentals of Financial Management		Pearson Publications
2 – National	I.M. Pandey	Financial Management		Vikas Publication
3 – National	Khan and Jain	Financial Management		TATA McGraw Hill
4- National	R.P. Rustogi	Financial Management		
4 – International	Eugene F. Brigham, Michael C. Ehrhardt	Financial Management – Theory and Practice	11th edition.	
5 – International	Jonathan Berk, Peter DeMarzo and Ashok Thampy	Financial Management		Pearson Publication

Online Resources:

Online Resources No	Resources Name	Web site address
1	Google Scholar	https://scholar.google.com/
2	Gutenberg	https://www.gutenberg.org/
3	Open Culture	http://www.openculture.com/free_ebooks
4	Open Library	https://openlibrary.org/

MOOCs:

Resources No	Resources Name	Web site address
1	Alison - free technology, language, science, health, humanities, business, math, marketing and lifestyle courses.	https://alison.com/
2	Khan Academy - free online courses and lessons	https://www.khanacademy.org/
3	Future learn	http://www.openculture.com/free_ebooks
4	SWAYAM which is a India MOOCs platform for which University Grants Commission has allowed upto 20% credit transfer facility.	https://swayam.gov.in/
5	University of Florida	www.coursera.org
6	University of London	www.cefims.as.uk
7	IIM ,Bangalore	www.edx.org

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year 2023–2024			
Semester	Course Code	Course Title	
IV	406	Data Science	
Prepared By		Satyawar Hembade_IMED	
Type of Course	Credits	Evaluation	Marks
AEC	02	IA	100
Course Objectives:			
- To understanding the Role of Data Science in business. - To study the basic concept of data management and data mining techniques. - Understanding the basic concept of Data Science and its Project Life Cycle. - To understand the basic concept of machine learning. - To study various applications of data science in various business domain.			
Course Outcomes:			
At the successful completion of the course the learner will be able to CO1: Define Data science and Machine Learning along with its role in business CO2: Describe data management and handling and Data Science Project Life Cycle. CO3: Apply data visualization effectively and use R for it. CO4: Define machine Learning and describe various types of it. CO5: Apply data science in various business domain to solve real world problems.			
Unit No.	Unit Contents		
1.	Introduction to Data Science Definition of Data Science and need of it? Historical Overview of data analysis and Overview of data science process, Life cycle of Data Science project. defining the goal Roles and responsibilities in Data Science project, Data Engineer vs. Business Analyst		
2.	Data Handling Data Collection, Data Management and Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data Computing simple statistics: Means, variances, standard deviations, weighted averaging, modes, quartiles		
3.	Data Visualization Definition, importance of data visualization in data science, Exploratory Data analysis- Chart Types: Tabular data, dot and line plots, scatter plots, bar plots and pie charts Using R for Data visualization		
4.	Introduction to Data Science Definition, Applications of machine learning in data science, Types of Machine Learning - supervised learning, semi supervised learning, un- supervised learning, Linear regression, Decision Tree classifier – constructing decision Tree, Bayes Naïve Bayes		
5.	Applications of Data Science Applications of Data Science in Business domain: Using Data Science in Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics and Supply Chain Analytics.		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Pang-Ning Tan, Michael Steinbach, Vipin Kumar	Introduction to Data Mining	2021, Second Edition	Pearson Education
2	B. Uma Maheswari, R. Sujatha	Introduction to Data Science	2021	Wiley India
3	Peter Bruce, Andrew Bruce, Peter Gedeck	Practical Statistics for Data Scientists: 50+ Essential Concepts Using R and Python	2020	O'Reilly Media

Online Resources:

Online Resources No.	Website address
1	https://www.simplilearn.com/tutorials/data-science-tutorial
2	https://www.w3schools.com/datascience/default.asp
3	https://www.geeksforgeeks.org/data-science-tutorial

MOOCs:

Resources No.	Website address
1	NPTEL / Swayam
2	www.edx.com
3	www.coursera.com

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
IV	406	Technical Analysis in Stock Market	
Prepared By		Shabana Memon_IMK	
Type of Course	Credits	Evaluation	Marks
AEC	02	IA	100
Course Objectives:			
• Develop a comprehensive understanding of the risk and return relationship in investment decision making. • Equip students with the skills to make informed decisions regarding whether to maintain investments in a company or divest by selling shares. • Enable students to conduct thorough analyses of companies, examining financial data as well as quantitative and qualitative factors. • Enhance understanding of the psychological aspects involved in trading decisions.			
Course Outcomes:			
CO1: Understand the risk and return relationship CO2: Take decision on whether to stay invested in a company or sell the shares and come out. CO3: Study the companies, analyze financials, and look at quantitative and qualitative aspects. CO4: It enables to understand the psychology in trading.			
Unit	Sub units		
1	Stock Market Indices: Meaning, Purpose, and Construction in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method) – Stock market indices in India – BSE Sensex - Scrip selection criteria – Other BSE indices (briefly) – NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Stock market indices in foreign countries (Overview)		
2	Fundamental Analysis : Economic analysis, Industry analysis and Company analysis. Financial Statement Analysis: shareholder's equity- balance sheet and Income statement –cash flow – analysis of growth and sustainable earnings, Financial and Valuation Modeling: price earnings ratio – anchoring value on earnings – reverse engineering the model for active investing		
3	Technical Analysis: Meaning – Purpose - History – Importance - assumptions - News and Your Trading - Managing a Trade – Dealing with Disaster - Reward to Risk Ratio - Psychology in Trading and Planning - using Public Fear as a Trading Tool - Analysis of a Losing Trade – support vs resistance – Intraday trend – trading gap		
4	Charting Techniques: Trend-Determining Techniques – The Market Cycle Model Financial Markets and the Business Cycle - Dow Theory – Typical Parameters for Intermediate Trends –Eliot Wave theory - Price Patterns - Smaller Price Patterns - One and Two Bar Price Patterns - Trend lines – charts- types – swing trading strategies		
5	Behavioral Finance: Irrational influences – heuristic driven biases – Frame dependence – Emotional and social influences - Efficient market theory - basic concepts - Forms of EMH – Random Walk Theory – Market Inefficiencies		

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Pring, Martin J.	“Technical Analysis Explained”	4th Edition	McGraw Hill
02	Nison, Steve; Nison, Nison	“Japanese Candlestick Charting Techniques	2 nd Edition	PHP
03	Punithavathy Pandian,	“Security Analysis and Portfolio Management”		Vikas Publishing House Pvt. Ltd.
04	D., Schwager, Jack; Mark, Schwager, Jack D. & Etzkorn,	Getting Started in Technical Analysis”	1999	John Wiley & Sons,

Online Resources:

Online Resource No.	Website address
1	www.nseindia.com

MOOCs:

Resource No.	Website address
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Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2023 –2024			
Semester	Course Code	Course Title	
IV	406	Digital Marketing	
Type of Course	Credits	Evaluation	Marks
AEC	2	IA	100
Course Objectives:			
- To make students aware of the changes in the modern digital world. - To introduce students to the fundamental concepts of marketing and role of Digital marketing - To make students aware about changing consumer behavior in the digital world - To give understanding of formulation digital marketing strategy - To introduce students with various digital marketing platforms			
Course Outcomes:			
After completing the course the students shall be able to CO1: Understand the concepts of Digital marketing know the nature of digital marketing CO2: Make use of e -consumer behavior insights to meet the digital marketing needs of the modern era. CO3: Select appropriate digital marketing platform and plan digital marketing strategy CO4: Apply the concepts of SEO and SEM to build effective digital marketing plan. CO5: Choose appropriate channels of mobile marketing and affiliate marketing. CO6: Compose an e-mail with a goal of increasing reach and engagements.			
Unit	Sub Unit		
Unit I Basics of Digital Marketing	Introduction to Digital Marketing : Fundamental concepts of marketing. Digital revolution in India. Nature, scope and significance of Digital Marketing Difference between traditional marketing and digital marketing. Digital marketing platforms.		
Unit II Digital Consumer	Understanding Consumer behavior in digital world. Marketing Funnel. Digital marketing funnel. The digital revolution in India.		
Unit III Digital marketing Strategy :	STP for digital marketing. Concept of Digital/Online marketing Mix. Introduction to Digital marketing Platforms		
Unit IV SEO and SEM	WEBSITE PLANNING, SEARCH ENGINE MARKETING, SEO: SEM in digital marketing - Need & Types. Introduction to SEO- Benefits and Challenges. Difference between SEO and SEM		
Unit V E-MAIL MARKETING , MOBILE MARKETING	Email marketing- Meaning, Basics, Types and benefits. Mobile Marketing- Definition & Types.		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Dr. Rajan Saxena	Marketing Management	2019, Sixth edition	McGraw Hill Publications
2	Philip Kotler, Garry Armstrong, Prafulla Agnihotri	Principles of Marketing	2020, Eighteenth edition	Pearson Education
3.	Andreas Ramos & Steaphanie Cota,	Search Engine Marketing		McGraw-Hill Education.
4.	RushenChahal, Prof. Jayanta Chakraborti,	Digital Marketing 2.0,		Himalaya Publication, India.
5	Peter Kent	SEO For Dummies	7th Edition	Wiley
6	Jason Smith	Email Marketing in a Digital World : The Basics and Beyond	2015, 1 st edition	Business Expert Press

Online Resources:

Online Resources No.	Website address
1	https://www.youtube.com/channel/UCBDgBiaon_9MMMVCumg-v1g
2	https://www.mdgadvertising.com/marketing-insights/7-mobile-marketing-trends-to-watch-in-2020/

MOOCs:

Resources No.	Website address
1	https://onlinecourses.swayam2.ac.in/imb20_mg20/preview

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year 2023–2024			
Semester	Course Code	Course Title	
IV	407	Cyber Security	
Prepared By		Bharati Yelikar_CDOE	
Type of Course	Credits	Evaluation	Marks
SEC	02	IA	100
Course Objectives:			
- To create awareness about importance, ethical principles and standards of Cyber Security. - To understand the concept of Cyber Security in Business Organizations, security measures and procedures at different levels within your IT environment. - To manage the security issues in systematic way.			
Course Outcomes:			
CO1: The course will provide the student with an understanding of the principles of cyber security. CO2: To understand security policy, Information security management at the functional levels of organization. CO3: The basic background of Security, its implementation and techniques is required to undertake this course. CO4: Students will come to know interrelationship between the various elements of Cyber security and its role in protecting organizations information at all levels.			
Unit	Contents		
I Cyber Security and Business Application	The Definition of Cyber Security : Its importance and purpose. Need for cyber security. Layered approach to cyber security. Latest Technological Trends: Introduction to IoT How the Internet of Things (IoT) Is Changing the Cyber security Landscape ? Threats and Counter measures of IoT Cyber security concerns and solution in Smart City & Home Automation.		
II Passwords Security and Web Browser Security	What is password, Types of passwords: BIOS password System password Administrator password: User password. Types of passwords attacks, Web Browser security: Understanding web browser s, Security features of different web browser s. Internet Explore r, Google Chrome, Firefox Mozilla Opera		
III Firewall And UTM	Understanding the Firewall What exactly Unified Threat Management Is? Use of Firewall and UTM Advantages and Disadvantages of UTM		
IV Physical Security and Mobile Security in Corpora te Environ ment	Understandi ng physical security Need for physical security Physical security equipment. Mobile Security: Different Mobile platforms. Mobile security features. Application s of mobile security Different security options in mobile like encryption etc		

V Malware and Email Security (Protection against business frauds)	What is E-mail? Understanding how Email works. Types of Email. Email Security – How to set up spam filters, Prevent yourself from phishing, Use encryption. Keep your computer updated. What are Malwares? Different types of Malwares like viruses, Worms, Trojans, Adware's, Spyware s, Ransom ware Rootkits, and Keyloggers etc. How to secure system from malware ?
VI	Understanding cryptography Goals of cryptography Cryptographic methods Rotation, Substitution. Digital Signature in cryptography. Concept of Ethical Hacking Ethical hacking steps. What are cyber-crimes? Types of cyber-crimes Password related crimes Email related crimes Desktop related crimes Social networking sites related crimes Website related crimes Network related crimes. Social engineering related crimes Categories of Cyber Crime Individual, Property, Government,

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Nina Godbole and Sunit Belpure	Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives	2012	Wiley
02	Mark Stamp	Information Security: Principles and Practice	2005	Kindle Edition- Amazon Books
03	V.K. Pachghare	Cryptography and information Security	2003	PHI Learning Private Limited
04	Tony Campbell	Practical Information Security Management	2016	Amazon Books

Online Resources:

Online Resource No.	Website address
1	www.edx.com , www.coursera.com
2	https://www.youtube.com/watch?v=njPY7pQTRWg

MOOCs:

Resource No.	Website address
1	https://www.mooc.org
2	NPTEL / Swayam,

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
IV	408	Psychology & Life Skills	
Prepared By		Shyam Shukla_IMED	
Type	Credits	Evaluation	Marks
SEC	1	IA	100
Course Objectives:			
- To impart knowledge about basic of psychology. . - To develop decision making capabilities of the students /learners - To impart knowledge of Life skills. - To enable the students in identifying the business problems and provide solutions to it. - To enable the students in collecting, organizing and analyzing the information related to business - To develop managerial insights through Indian Ethos and values - To sensitize the students about environmental issues and sustainable consumption			
Course Outcomes:			
At the successful completion of the course the learner will be able to CO1: Demonstrate an understanding of Basic Psychology & life skills. CO2: Communicate effectively with various stakeholders of business CO3: Make sound business decisions. CO4: Collaborate with others in the organizational context, manage resources and lead them in the pursuit of organizational goals CO5: Identify the need for and engage in lifelong learning in the field of business management CO6: Create sustainable and ethical business policies			
Unit	Contents		
1	Psychology		
2	Know thyself		
3	Personality Development		
4	Communication		
5	Art of living		

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
01	Dr. Sachin Vernekar	How to Lead a Meaningful Life : 52 Personality Development Tips	2020	e-book Kindle Amazon
02	Dr. Shyam Shukla	Campus D'entreprise	2019	E e-book Kindle Amazon book .
03	SK MANGAL	General Psychology	2020	Sterling Publishers Pvt. Ltd.
04	Victor Langbehn	Psychology for Beginners	2019	Tim Ong

Online Resources

Online Resources No.	Website address
1	https://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf

MOOCs:

Resources No.	Website address
1	https://www.mooc.org
2	Swayam

BV(DU) / CDOE

BBA SEMESTER V

Programme: BBA CBCS – Revised Syllabus w.e.f. – 2023-2024			
Semester	Course Code	Course Title	
V	501	Strategic Management	
Prepared By		Dr.Ajay Sahni BVIMR	
Type	Credits	Evaluation	Marks
DSC	3	IE: UE	30:70
Course Objectives:			
- To understand organizations and their environments. - To know, to assess and to apply knowledge of structures/frameworks in Functional domains of management. - To evaluate and to apply strategic possibilities, probabilities, assumptions, presumptions, possibilities and limitations of theories, tools, techniques, methods, and processes. - To think strategically, to understand, to comprehend, to analyse, to evaluate and to apply the business acumen, devise strategies theoretically and practically after deliberations within the framework of existing theories, paradigms, techniques and tools, thereby critically correlating them; with a main focus on the context of Global space through cases, presentations, discussions. - To assess Data gathered for effective decision making. - To Know, to Understand, to Evaluate the Analytical tools of strategic management			
Course Outcomes: (CO)			
CO1: To Understand, assess and to apply presumptions, assumptions, probabilities, theories, tools, and techniques of strategy in Global context. CO2: To evaluate strategic implications of organizations and their environments, and application of knowledge of structures/frameworks and to apply the same in Functional domains of management. CO3: To understand the strategic requirements and correlation between business plans with strategic plans. CO4: To understand and to evaluate different alternative strategies for effective decision making. CO5: To demonstrate necessary skill set and to apply various Strategies at Corporate, Business, Functional and Operational levels.			

Unit	Subunits
1	Concept of corporate purpose. Strategic Content - mission, objectives, and goals. Process of setting Corporate Objectives. Process of Strategic Management.
2	Internal and External Environments- SWOT Analysis, Concept of PESTLE Analysis
3	Strategy Formulation – Issues and Perspectives. Identifying Strategic Alternatives of business, objectives, and goals, Environmental Analysis-Micro and Macro Environment Analysis- Concepts and Components
4	Strategy Implementation – Introduction to Business Strategies/Growth strategies. Corporate Strategies. Global Strategic Management – Issues and Perspectives.
5	Implementation of Strategies. Functional and Operational Strategies. Developing Production, Marketing, Financial strategies, and tactics. Organizational Structures.

Reference books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Azhar Kazmi & Adela Kazmi	Strategic Management	2018 4 th Edition	Rediff Books
2	Frank T. Rotharmel	Strategic Management	3 rd	Tata McGraw Hill
3	Thomas L. Wheelen, J. David Hunger	Strategic Management and Business	2013 13 th	Pearson Education/Prentice Hall

Online Resources:

Online Resources	Website address
1	https://www.coursera.org/courses?query=strategic%20management Best Strategic Management Courses & Certifications [2023] Coursera Online Learning
2	https://pll.harvard.edu/subject/strategic-management
3	https://open.umn.edu/opentextbooks/textbooks/73
4	https://onlinelibrary.wiley.com/journal/10970266
5	https://www.investopedia.com/terms/s/strategic-management.asp

MOOCs:

MOOCS	Website address
1	https://swayam.gov.in/
2	https://www.edx.org/learn/business-administration?hs_analytics_source=referrals&utm_source=mooc.org&utm_medium=referral&utm_campaign=mooc.org-topics
3	https://swayam.gov.in/nc_details/IIMB

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Programmed: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
V	502	Introduction to Operations Research	
Prepared By		Dr. Vishal Deshmukh_YMIM	
Type	Credits	Evaluation	Marks
DSC	3	IE:UE	30:70
Course Objectives:			
- To understand the different basic concepts/fundamentals of Operations Research - To understand the importance of Operations Research Tools which includes Linear Programming Problems, Assignment Problems, Transportation Problems, and their implication on Business performance - To understand the techniques of finding the optimum solution. □ To understand the Simulation Technique			
Course Outcomes(CO)			
CO1: To develop the numerical ability to find the Optimum Solution			
CO2: To have a clear understanding of various Operations Research techniques and their applications in Business.			
CO3: To analyze the importance of Operations Research Techniques in solving real-world problems. CO4: To apply the Operations Research Models for maximizing profit and minimizing the cost in the business.			
Unit	Subunits		
1	Introduction to Operations Research: Introduction, Historical Background, Meaning, Significance, Scope and Limitations of O.R. Applications of O.R. in Business and Management.		
2	Linear Programming Problem (L.P.P.): Definition and Components of LPP, Formulation of LPP, Solution of LPP by Graphical Method, Examples of Formulation of LPP, Examples of maximization and minimization, Mixed constraints examples		
3	Transportation problems (T.P.): Introduction and Formulation of TP, Initial Basic Feasible Solution (I.B.F.S.) by North West Corner Rule (NWCR), Least Cost Method (LCM), Vogel's Approximation Method (VAM), Checking Optimality by Modified Distribution Method (MODI Method), Degeneracy in TP, Special cases in TP: maximization, unbalanced TP, Working examples		
4	Assignment Problems (A.P.): Meaning, Definition of A.P., Hungarian Method of solving A.P., Assignment Problem for Maximization, minimization. Unbalanced A.P. Working examples		
5	Simulation: Introduction to simulation, Types of simulation, steps of simulation process, Monte Carlo technique, Simple working examples.		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Sharma J. K.:	Operations Research – Theory and applications		Macmillan Publication
02	R. Panneerselvam	Operations Research		Prentice- Hall of India Pvt. Ltd. New Delhi
03	Hillier and Lieberman	Introduction to Operations Research		Tata McGraw Hill Publishing Company Ltd. New Delhi
04	C.R. Kothari	Introduction to Operations Research		Vikas Publishing House

Online Resources:

Online Resource No.	Website address
1	www.springer.com
2	www.pearson.com
3	www.optimization-online.org

MOOCs:

Resource No.	Website address
1	https://www.mooc.org
2	www.coursera.org
3	www.udemy.com
4	www.syayam.gov.in

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
V	503	ENVIRONMENTAL STUDIES AND SUSTAINABLE DEVELOPMENT	
Prepared By		Dr.Seema Chaudhary_BVIMR	
Type of Course	Credits	Evaluation	Marks
DSC	3	IE: UE	30:70
Course Objectives:			
- Acquire an awareness of the total environment and its relation to economic and social issues. - Better understand challenges facing the environment and means to achieve sustainable development, and the transition to green growth. - Better understanding of natural resources. - Identify the human impacts on the ecosystem. - Acquire knowledge, skills and strong concern for the environment for its active participation in its improvement and protection			
Course Outcomes (CO)			
CO1: On the successful completion of this program the students will be able to.			
CO2: Demonstrate an understanding of management concepts, theories, models and key business terms.			
CO3: Communicate effectively with various stakeholders of business.			
CO4: Apply Information Technology applications for managing the business effectively.			
CO5: Provide optimum solutions to problems in the field of Business Management.			
CO6: Make sound business decisions.			
Unit	Contents		
1	Background and basic Definitions: Environment, ecology, natural resources. Concepts of carrying capacity and pollution Interaction between socio – economic systems Human Health and the environment Energy resources Fossil fuels, renewable energy, Nuclear energy, sustainable energy options , energy –water – food nexus and management issues.		
2	Sustainable Development: Definition, evolution and concepts Sustainable Development goals (SDGs) Green Growth		
3	Biodiversity, Agriculture and Food security: - Definitions, economic, social, ethical values of bio- diversity. - threats to bio- diversity - Water scarcity - Agrochemicals and their environmental impacts - Genetically modified crops and organic food. - Impact of climate change.		

4	Water sources, Air quality issues ,waste management and urbanization : 1. Water pollution and integrated water resources management 2. Air pollution and Strategies /technologies for air quality management. 3. solid waste management and Hazardous materials definition and management. 4. Interaction between urban services and economic systems and the environment.
5	Environmental policy : Institutions Laws and regulations. Conventions and treaties on environment and climate change

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
1 – National	Dr. Alok Satsangi	Environment Management and Disaster Management	2014	Green Leaf Publication
2 – National	Gupta A.K., Niar S.S and Chatterjee S.	Disaster management and Risk Reduction, Role of Environmental Knowledge	2013	Narosa Publishing House, Delhi.
3 – National	Dr. Ponmani S, Mrs. Bharathi VS, Dr. Balusamy A	Environmental Studies & Disaster Management	2019	Agrobios (India)
4 – International	R. Rajagopalan	Environmental Studies	2015	Oxford University Press Publication

Online Resources:

Online Resources No.	Web site address
1	www.myfootprint.org Accessed May 2019. http://www.globalchange.umich.edu/globalchange1/current/lectures/kling/ecosystem/ecosystem.html , Accessed May 2019. Series of AFED reports on Arab Environment (2008-2019) www.afedonline.or
2	https://www.undp.org/content/undp/en/home/sustainable-development-goals.html , Accessed May 2019
3	http://www.ourplanet.com , Accessed May 2019

MOOCs:

Sources.	Web site address
1	https://coursera.org/learn/sdgbusiness
2	https://coursera.org/learn/global-sustainable-development
3	https://www.udemy.com/course/legal-research-101-online-resources/

Programme: BBA CBCS – Revised Syllabus w.e.f – 2023-2024			
Semester	Course Code	Course Title	
V	506	INTERNSHIP - I	
Prepared By		Dr. Yashwant Kumar_BVIMR & Dr. Pralhad Mudalkar_IMK	
Type of Course	Credits	Evaluation	Marks
AEC	4	IA	100
Course Objectives:			
- Assist the student's development of employer-valued skills such as teamwork, communications and attention to detail. - Expose the student to the environment and expectations of performance in private/public companies or government entities. - Enhance and/or expand the student's knowledge of a particular area(s). - Expose the student to professional role models or mentors who will provide the student with support in the early stages of the internship and provide an example of the behaviors expected in the intern's workplace.			
Course Outcomes:			
CO1: Gain practical understanding of organizational dynamics, applying business concepts to real world scenarios, and effectively contributing to team projects. CO2: Develop professional skills in communication, time management, and teamwork through interactions with colleagues, supervisors, and clients during the internship. CO3: Acquire industry insights and trends, demonstrating critical thinking and problem-solving abilities in analyzing business challenges and proposing strategic solutions within the context of the host organization.			
Details:			
At the end of Semester IV, a student shall be required to start with the Internship – I based on his First electives opted by the students. Prepare a project in any one of the functional areas of business i.e. Marketing Management Human Resource Management Financial Management. International Business Management Production and Operations Management			

Information technology Management

Agri-Business Management

Business Analytics Management

Event Management

Hospitality Management

Project Management

The Summer Internship should be conducted in an organization under the guidance of a faculty member. The duration will be for 60 days. The report is to be prepared and submitted to the institute during the semester V.

GUIDELINES FOR INTERNSHIP FILE

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship program can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain a file (Internship File). The Internship File aims to encourage students to keep a personal record of their learning and achievement throughout the Programme. It can be used as the basis for lifelong learning and for job applications. Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and their own personal contribution to the organization.

General chaptalization of the report shall be as under;

- 1) Introduction
- 2) Theoretical Background
- 3) Company Profile
- 4) Research Methodology (Objectives of the study, Scope and Limitations of the study, Sample Design)
- 5) Data Analysis & Interpretation
- 6) Findings & Suggestions
- 7) Conclusion
- References
- Annexure

TECHNICAL DETAILS

1. The report shall be printed on A-4 size white bond paper.
2. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.
3. 1" margin shall be left from all the sides.
4. Considering the environmental issues, students are encouraged to print on both sides of the paper.
5. The report shall be hard bound as per the standard format of the cover page given by the Institute and shall be golden embossed.
6. The report should include a Certificate (on company's letter head) from the company duly signed by the competent authority with the stamp.
7. The report shall be signed by the respective guide(s) & the Director of the Institute 10 (Ten) days before the viva-voce examinations.
8. Student should prepare two hard bound copies of the Summer Internship Project Report and submit one copy in the institute. The other copy of the report is to be kept by the student for their record and future references.
9. In addition to this student should prepare two soft copies of their SIP reports & submit one each in

Training & Placement Department of the Institute & Library The Internship I shall be assessed out 100 Marks.

- The examiners' panel shall be decided as per the guidelines received from the University.
- The viva –voce shall evaluate the project based on

1. Actual work done by the student in the organization ii. Student's knowledge about the company & Business Environment iii. Learning outcomes for the student iv. Utility of the study to the organization

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
V	507	Media Literacy	
Type of Course	Credits	Evaluation	Marks
AEC	1	IA	100
Course Objectives:			
- Engage in critical thinking regarding the media's role in promoting human rights. - Recognize ethical challenges encountered by journalists, filmmakers, and other media professionals. - Comprehend the historical and contemporary aspects of human rights. - Utilize analytical tools to scrutinize relevant case studies and global trends. - Evaluate the relationship between human rights and media production.			
Course Outcomes: (CO)			
After completing the course the students shall be able to			
CO1: Evaluate and critically assess various media products tailored for specific audiences. CO2: Cultivate critical media literacy and skills for analyzing media content.			
CO3: Critically evaluate and enhance their own written works.			
CO4: Acquire an understanding of ideology within the context of our media system.			
CO5: Develop responsible online behavior and skills in navigating the digital environment.			
Unit	Sub Unit		
1	Introduction to Media Literacy: Understanding Media Literacy Exploring the concept of media literacy Identifying key skills and concepts related to media literacy Media Literacy Skills and Key Concepts: Developing essential skills for media literacy Grasping key concepts integral to media literacy Conditions for Media Learning: Analysing the factors conducive to effective media learning, creating an environment that fosters media literacy Deconstructing Media and Literacy Expectations: Breaking down media content to understand its components Exploring expectations related to literacy in the context of media		
2	Unit 2 - Media and the Social World The Media Triangle: Understanding the interconnected relationships among media, audience, and content, Analyzing the dynamics of the media triangle Media Logs and Historical Perspectives: Utilizing media logs to document and understand media consumption, Exploring historical perspectives to comprehend media evolution Understand, Analyze, and Evaluate: Finding Hidden Messages, Developing skills to uncover hidden messages in media content, Critically evaluating media messages for deeper meanings Fake News, Deep Fakes: Identifying and discerning fake news and deep fakes, Understanding the impact of misinformation in the media landscape		

3	Unit-3: Uses and Abuses of Digital Media Understanding Web 2.0: Digital Information Literacy, Exploring the characteristics of Web 2.0 and its impact on information literacy, Developing skills to navigate and critically assess digital information. Digital Storytelling: Analyzing the art and impact of digital storytelling, Creating and evaluating digital narratives Online Learning Communities & Connectivism: Understanding the role of online learning communities in digital media Exploring the concept of connectivism in the digital age
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Potter	Media Literacy	2013	Sage
2	McLuhan	Understanding Media: The Extensions of Man	1998	MIT Press
3	Alexander, A. & Hanson J	Taking Sides: Clashing Views in Media and Society	2007	McGraw-Hill

Online Resources:

Online Resources No.	Web site address
1	https://www.futurelearn.com/info/blog/what-is-media-literacy
2	https://www.verywellmind.com/what-is-media-literacy-5214468

MOOCs:

Sources.	Web site address
1	SWAYAM
2	COURSERA
3	Alison

Programme: BBA CBCS –Revised Syllabus w.e.f. - Year 2023–2024			
Semester	Course Code	Course Title	
V	507	Enhancing Personal and Professional Skill	
Prepared By		Dr. Hema Mirji IMED	
Type	Credits	Evaluation	Marks
AEC	1	IA	100
Course Objectives:			
- Develop an understanding of soft skills, social and thinking skills, self-discovery tools, etiquettes, and the importance of stress and time management through practical examples and application in order to improve personal and professional growth - Cultivate skills for effective collaboration and teamwork in diverse work environments.			
Course Outcomes:			
CO1: Demonstrate improved soft skills, self-awareness, and time management for personal and professional development.			
CO2: Acquire the ability to collaborate effectively in diverse work settings, fostering teamwork and enhancing productivity.			
Unit	Topics		
1	Introduction to Soft Skills Skills to Master : Meaning and importance of soft skills, Types of soft skills, Social skills, thinking skills, exhibiting and identifying soft skills, improving soft skills. Self Discovery: SWOT Analysis, JOHARI WINDOW, Developing positive attitude, Examples of positive attitudes, positive attitude and its results, Examples of negative attitudes , Negative attitude and its results.		
2	Art of Speaking(The Voice) : Importance of voice clarity, Art of public speaking, Modulation, Intonation, Inflection, How to Overcome stage fear. Importance and benefits of public speaking. telephone speaking skills.		
3	Etiquette and Mannerism: Introduction: Manners and etiquette, practicing good manners, Professional manners: Social skills, interacting with people. Politeness and amicability, sportiveness, valuing time, respectfulness, Mobile manners, Table etiquettes. Professional etiquettes: Etiquettes at meeting, dining. Technology Etiquettes: Phone, Email, Social media, Video conferencing, Web interviews.		
4	Stress and Time Management: Stress Management: Identify the stress source, signs of stress, behavior identified Time Management: The 80:20 rule. Take a good look at the people around you. Sense of time management, Three secrets of time management, Effective scheduling : Grouping of activities, Five steps to successful time management. Overcoming procrastination and time management tips for students.		
5	Team Building and Teamwork: Introduction: Aspects of team building- skills needed for teamwork –A model of team building. Team Vs. Group. Characteristics of effective team. Role of team leader, Inter group collaboration, factors shaping inter-group collaboration.		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Dr. K . Alex	Speaking and Writing in English	2017	The Readers Paradise
2	Ellen Kaye	Maximize Your Presentation Skills: How to Speak, Look, and Act on Your Way to the Top	2002	Currency
3	Thomson and Martinet	<i>A practical English Grammar</i>	1970	The English Language Book Society and Oxford University Press
4	Wren and Martin,	<i>English Grammar and Composition</i>	latest edition	S. Chand, Delhi
5	Mike Gould	<i>Cambridge Grammar and Writing Skills Learner's Book 8</i>	2019	Cambridge University Press

Online Resources:

Online Resources No.	Web site address
1	https://www.bvrit.ac.in/Freshman_Lab_Manuals/Professional%20Skills%20&%20Personality%20Development%20Lab/Professional%20Skills%20and%20Personality%20Development(PSPD).pdf
2	https://www.learningtree.com/courses/297/personal-skillstraining-for-professional-excellence/

MOOCs:

Resources No.	Web site address
1	Alisons
2	Swayam

BBA SEMESTER VI

Programme: BBA CBCS – Revised Syllabus w.e.fYear 2023–2024			
Semester	Course Code	Course Title	
VI	601	Project Management	
Prepared By		Dr. Pawan Kaul_BVIMR	
Type of Course	Credits	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objectives:			
- To understand the importance of project management in today's world. - To identify the key characteristics of a high-performance project team. - To understand the financial risks in projects. - To learn about concept of CPM/PERT in project planning. - To understand the project monitoring and close out process in project			
Course Outcomes:			
After completing the course the students shall be able to CO1: Develop the understanding of a project organization and its scope and priorities. CO2: Understanding and implementing the role of project manager in a project organization. CO3: Identify, analyse, and refine project costs to produce a budget and control project costs CO4: Plan and manage the scope, cost, timing, and quality of the project, at all times focusing on project success as defined by the project stakeholders CO5: Monitor a project's progress, identify variances and take timely action to deal with problems and opportunities			
Unit	Contents		
1 Overview of Project Management	Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Project Identification and Market feasibility		
2 Project Organization	Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution		
3 Financial analysis	Profitability analysis, Using NPV, IRR, Payback and discounted Payback period, Multi weighted scoring models		
4 Project Planning	Time and cost estimates with AON and AOA conventions, Network analysis, Float analysis, Gantt chart and PERT Analysis		
5 Project Analysis and Audit	Project Monitoring, EVA analysis, PMIS, Project Termination and Audit, Reasons for failure		

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Erik Larson and Clifford Gray	“Project Management: The Managerial Process”, 8th edition,	2020	McGraw Hill
2	Pradeep Pai	Project Management	2019	Pearson India Education services Pvt Limited
3	Nicholas & Steyn	Project Management for Business, Engineering & Technology	2012	Elsevier

Online Resources:

Online Resources	Website address
1	https://en.wikipedia.org/wiki/Project_management
2	https://www.pmi.org/about/learn-about-pmi/what-is-project-management
3	https://www.simplilearn.com/tutorials/project-management-tutorial/project-planning

MOOCs:s

Resource No.	Website address
1	https://www.mooc-list.com/tags/project-management
2	https://www.coursera.org/courses?query=project%20management

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VI	602	Entrepreneurship Development & Startup Management	
Prepared By		Dr.Rushikesh Bhagat_IMED	
Type	Credits	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objectives:			
- To understand the concept of entrepreneur & entrepreneurship for creating entrepreneurial mind set amongst youth. - To create awareness of entrepreneurship development through EDP & government schemes. - To encourage students to set up their own startup. - To aware practically about business plan preparation. - To develop sense of social responsibility in budding successful entrepreneurs.			
Course Outcome: (CO)			
CO1: Students would be able to understand the concept of Entrepreneurship and develop Entrepreneurial mind-set . CO2:Students will classify about preparation of business plan. CO3:Students will interpret EDP in systematic way in the journey of successful entrepreneur. CO4:Students will distinguish between various financial schemes and select the best of them. CO5:Students should judge various forms of ownership & Startup Management.			
Unit	Sub units		
I Introduction to Entrepreneurship	Entrepreneur – Meaning, Definition, Types, Qualities, Classifications, Problems, Ethical & Social Responsibilities. Rural Entrepreneurs. Entrepreneurs hip – Meaning, Definition, Role of Entrepreneurs hip in Economic Development, Difference between Entrepreneur & Manager.		
II Business Idea & Business Plan	Business Idea - Search for Business Idea, Identifying Business Opportunities & Evaluation. Business Plan – Meaning & Importance, Preparation of Business Plan.		
III Entrepreneurs hip Development Program (EDP)	EDP - Concept & Significance, Problems of EDP, Role of Government in organizing EDPs.		
IV Financial Support	Financial Support – Sources of Finance, All India Financial Institutions (IDBI, IFCI, ICICI, IRDBI), National Small Industries Corporation, Small Industries Development Organization, Commercial Banks, Agencies, District Industries Centre, MUDRA		
V Emerging Forms & Startup Management	Forms of Ownership – Sole Proprietorship , Partnership, Company, Co-operative, Franchising. Family Business – Concept, Structure, Types. Women Entrepreneurs hip – Role Models, Problems. Start-up Management		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	VasantH Desai	Dynamics of Entrepreneurial Development and Management	2022	Himalaya Publishing House
2	Khanka S. S.	Entrepreneurship Development	2022	Sultanchand & Sons
3	Robert D. Hisrich, Michael P. Peters	Entrepreneurship Development	2022	Tata McGraw Hill edition
4	Holt, David H	Entrepreneurship: New Venture Creation	2023	Prentice Hall of India
5	N.P. Srinivasan & G.P. Gupta	Entrepreneurial Development	2021	Sultanchand & Sons

Online Resources:

Online Resources	Website address
1	https://www.entrepreneur.com/
2	https://www.toppr.com/guides/business-studies/entrepreneurship-development/
3	https://www.shopkeep.com/blog/the-7-best-free-resources-for-planning-your-new-business
4	http://dst.gov.in/scientific-programme/t-d-tdb.htm

MOOCs:

MOOCS	Website address
1	https://startupindia.upgrad.com/
2	https://www.coursera.org/
3	https://nptel.ac.in/
4	https://swayam.gov.in/explorer

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VI	603	Artificial Intelligence for Managers	
Prepared by		Dr. Mukund Kulkarni_IMK	
Type of Course	Credits	Evaluation	Marks
DSC	3	IE:UE	30:70
Course Objectives: (CO)			
- Understand the foundational concepts and historical development of Artificial Intelligence. - Evaluate different AI technologies and their applications in business and management. - Analyse the strategic integration of AI in business models and decision-making processes. - Examine the ethical, legal, and regulatory considerations associated with AI implementation. - Apply AI tools and techniques in marketing, customer relations, operations, and supply chain management. - Develop change management strategies and skills for successful AI adoption in organizations.			
Learning Outcomes:			
After completing the course the students shall be able to CO1: Students will understand fundamental concepts of AI. CO2: Students will be able to evaluate different technologies and their applications in business. CO3: Students will be able to analyse the strategic integration of AI in business models. CO4: Students can examine ethical, legal and regulatory considerations with AI implementation. CO5: Students will be able to apply AI tools in different business operations.			
Unit	Contents		
1 Introduction to Artificial Intelligence	Overview of Artificial Intelligence, Historical Development and Milestones, Types of Artificial Intelligence: Narrow vs General AI, Applications of AI in Business and Management		
2 Foundations of AI Technologies	Machine Learning: Concepts and Algorithms, Natural Language Processing (NLP), Computer Vision, Robotics and Automation, Deep Learning: Basics and Applications		
3 AI in Business Strategy	Strategic Integration of AI in Business, Impact on Business Models, AI for Decision Making, Ethical Considerations in AI, Regulatory and Legal Aspects of AI		
4 AI in Marketing and Customer Relations	Personalization and Targeted Marketing, AI in Customer Relationship Management (CRM), Chatbots and Virtual Assistants, Predictive Analytics for Marketing		
5 AI in Operations and Supply Chain Management	AI in Operations Optimization, Predictive Maintenance and Quality Control, AI in Inventory Management, Supply Chain Optimization using AI		
6 AI Adoption and Management	Change Management in AI Adoption, Skill Development for AI Implementation, Case Studies of Successful AI Implementation, Future Trends and Innovations in AI, Project Work and Practical Applications		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1.	Stuart Russell and Peter Norvig	Artificial Intelligence: A Modern Approach	-	Pearson
2.	David L. Poole and Alan K. Mackworth	Artificial Intelligence: Foundations of Computational Agents	-	Cambridge University Press
3.	Kai-Fu Lee	AI Superpowers: China, Silicon Valley, and the New World Order	-	Houghton Mifflin Harcourt
4.	Melanie Mitchell	Artificial Intelligence: A Guide for Thinking Humans	-	Farrar, Straus and Giroux
5.	Nils J. Nilsson	Artificial Intelligence: A New Synthesis	-	Morgan Kaufmann Publishers

Online Resources:

Online Resources	Website address
1	https://towardsdatascience.com/
2	https://www.aiinbusiness.com/

MOOCs:

MOOCs	Website address
1	Swayam / NPTEL
2	Coursera

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023 –2024			
Semester	Course Code	Course Title	
VI	606	Chanakya Neeti	
Type of Course	Credits	Evaluation	Marks
VBC	2	IA	100
Course Objectives:			
- To introduce participants to the ethical and value-based principles outlined by Chanakya, with a focus on their relevance in contemporary management. - To explore the insights provided by Chanakya on education and family management and apply them to personal and organizational contexts. - To analyze Chanakya's perspectives on accounting, financial management, marketing, production and operation management, and human resource management, and integrate these principles into modern business practices. - To identify and cultivate the qualities of a leader as per Chanakya, understand the functions and roles of a leader, and apply motivation and communication strategies inspired by Chanakya in leadership roles.			
Course Outcomes:			
After completing the course the students shall be able to CO1: Understand the ethical principles and values emphasized by Chanakya. CO2: Apply Chanakyan ethics to decision-making processes in personal and professional life. CO3: Summarize key principles and insights provided by Chanakya in each business domain. CO4: Evaluate the impact of ethical leadership on organizational culture.			
Unit	Sub Unit		
1 Ethics and values laid down by Chanakya	Understand the ethical principles and values emphasized by Chanakya, Apply Chanakyan ethics to decision- making processes in personal and professional life, Evaluate the impact of ethical leadership on organizational culture.		
2 Education management and family management as per Chanakya	Analyze Chanakya's views on education and family management, Apply Chanakyan principles to enhance educational and familial dynamics, Develop strategies for incorporating educational principles in organizational training and development.		
3 Evaluate Chanakya's insights into accounting, Financial management, marketing, production, operation, and human resource management	Critically analyze and summarize Chanakya's perspectives on various aspects of business management, Relate Chanakyan principles to modern business practices.		
4 Qualities of a Leader, Functions and Role of a Leader, Motivation and Communication	Identify key leadership qualities outlined by Chanakya, Enumerate and describe the essential qualities of a leader according to Chanakya, Understand the functions and roles of a leader according to Chanakya, Apply these functions to real-world leadership scenarios, Apply motivation and communication techniques inspired by Chanakya to enhance leadership skills, Evaluate the effectiveness of these strategies in motivating and leading teams.		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Ashok R. Gadre	Chanakya on Management		Jaico Publication, Ahmedabad
2	N.M. Khandelwal	Managerial analysis of Chanakya sutras and Chanakya Niti		
3	N.M. Khandelwal	Indian Ethos and Values (Chanakya) for Managers		Pragati Prakashan

Online Resources:

Online Resources No.	Web site address
1	https://newhorizoncollege.co.in/chanakya-neeti-for-new-age-entrepreneurs/
2	https://www.youtube.com/watch?v=eXuOr30Up_s

MOOCs:

Resources.	Web site address
1	SWAYAM

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VI	607	Income Tax Act Compliances	
Prepared By		Akash Yadav_CDOE	
Type	Credits	Evaluation	Marks
SEC	2	IA	100
Course Objectives: (CO)			
1 To Impart knowledge of concept of Income Tax Act 1961 2 To provide key provisions made in the Income Tax Act 1961. 3 To Facilitate income tax planning 4 To Impart knowledge on the old and new tax regime. 5 To Enable the learners in computing the Gross Income, Net Income, and total tax liability of an individual.			
Learning Outcomes:			
After successful completion of the course the learner will be able to CO1: Define various concepts under Income Tax Act 1961. CO2: Classify various heads of Income and discuss the process of calculating Income Tax. CO3: Use Income tax rules to Compute Income from salary CO4: To organize various information for computing Tax on total Income. CO5: To Evaluate various provisions of Income Tax Act 1961.			
Unit	Contents		
1 Income Tax ACT, 1961 – An Introduction	- History of Income Tax in India - Introduction & Features - Fundamental Concepts & Definitions under Income Tax Act, 1961 - Income Exempt from Tax		
2 Income from Salary & House Property	- Chargeability - Allowances & Perquisites - Deductions from Salary. - House Property - Gross Annual Value - Self-occupied and Let out Property - Permissible deductions.		
3 Income from Business or Profession	- Meaning of Business Income - Methods of Accounting - Deductions Computations of Taxable Income from Business & Profession		
4 Income from Capital gains and Other Sources	- Meaning, types of Capital Asset. - Long term and Short-Term Capital gain - Exemptions - Income from Other sources		
5 Computation of Total Income & Tax Liability of Individual	- Computation of Total Taxable Income of an Individual - Process of filling ITR		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Dr. Vinod K & Singhania Dr. Monica Singhania	Students Guide to Income Tax including GST	2023	Taxman Publications [P] Ltd
2	Dr. Vinod K & Singhania Dr. Monica Singhania	Students Guide to Income Tax including GST – Problems & Solutions	2023	Taxman Publications [P] Ltd
3	Practical Approach to Income Tax	Dr. Girish Ahuja & Dr. Ravi Gupta	2023	CommercialLaw Publishers [India] Pvt. Ltd

Online Resources:

Online Resources	Website address
1	www.icai.org
2	www.icsi.edu
3	https://incometaxindia.gov.in/

MOOCs:

MOOCs	Website address
1	https://onlinecourses.swayam2.ac.in/
2	https://www.edx.org/
3	https://cleartax.in/

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. V. K. Singhaniya	Corporate Tax planning and Business Tax Procedures‘	2023	Taxman Publications New Delhi.
2 – National	Ahuja Girish, Gupta Ravi,	Simplified Approach to Corporate Tax planning and Management‘	2023	Bharat Law House Pvt. Ltd. New Delhi.
3 – National	Nitin Vashisht and B.B. Lal	Direct Taxes: Income Tax ,and Tax planning‘,	2023	Pearson Education
4– International	Alex Easson	Tax Incentives for Foreign Direct Investment	2023	(Kluwer Law Internation).
5 – National	Dr. Vinod K Singhania & Dr. Monica Singhania	Students Guide to Income Tax including GST – Problems & Solutions	2023	Taxman Publications [P] Ltd
6 – National	Dr. Girish Ahuja & Dr. Ravi Gupta	Practical Approach to Income Tax	2023	Commercial Law Publishers [India] Pvt. Ltd

Online Resources:

Online Resources No	Web site address
1	https://www.investopedia.com/terms/c/corporatetax.asp
2	https://cleartax.in/s/corporate-tax
3	https://incometaxindia.gov.in/

MOOCs:

Resources No	Web site address
1	https://cleartax.in/
2	www.classcentral.com
3	https://onlinecourses.swayam2.ac.in/
4	www.edx.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2023 – 2024			
Semester	Course Code	Course Title	
VI	608	Hindustani Classical Music/Indian Dance/ Hindustani Classical Instrumental	
Type of Course	Credits	Evaluation	Marks
VBC	1	IE:UE	30:70
Course Objectives:			
- To introduce students to the rich cultural heritage of Hindustani classical music, Indian dance, and Hindustani classical instrumental music. - To provide students with a basic understanding of the principles, concepts, and techniques of Hindustani classical music, Indian dance, and Hindustani classical instrumental music. - To familiarize students with the prominent styles, gharanas, and maestros of Hindustani classical music, Indian dance, and Hindustani classical instrumental music. - To develop an appreciation for the aesthetic nuances, emotional depth, and spiritual essence embedded in Hindustani classical music, Indian dance, and Hindustani classical instrumental music. - To cultivate skills in critical listening, analysis, and interpretation of Hindustani classical music, Indian dance, and Hindustani classical instrumental music.			
Course Outcomes:			
After completing the course the students shall be able to CO1: To introduce students to the rich cultural heritage of Hindustani classical music, Indian dance, and Hindustani classical instrumental music. CO2: To provide students with a basic understanding of the principles, concepts, and techniques of Hindustani classical music, Indian dance, and Hindustani classical instrumental music. CO3: To familiarize students with the prominent styles, gharanas, and maestros of Hindustani classical music, Indian dance, and Hindustani classical instrumental music. CO4: To develop an appreciation for the aesthetic nuances, emotional depth, and spiritual essence embedded in Hindustani classical music, Indian dance, and Hindustani classical instrumental music. CO5: To cultivate skills in critical listening, analysis, and interpretation of Hindustani classical music, Indian dance, and Hindustani classical instrumental music.			
Unit	Sub Unit		
1 Introduction to Hindustani Classical Music	Historical overview of Hindustani classical music Elements of Hindustani classical music: Raga, Tala, Swara Major ragas and their characteristics Overview of vocal and instrumental traditions Notation system: Sargam and Tabla Bols		
2 Principles of Indian Dance	- Evolution of Indian dance forms: Bharatanatyam, Kathak, Odissi, Manipuri, etc. - Elements of Indian classical dance: Nritta, Nritya, Natya - Mudras (hand gestures) and Abhinaya (expression) - Fundamentals of rhythm and footwork - Famous dance compositions and choreographers		
3 Hindustani Classical Instrumental Music	- Overview of Hindustani classical instruments: Sitar, Sarod, Flute, Tabla, etc. - Techniques and repertoire of selected instruments - Role of improvisation in instrumental music - Notable instrumentalists and their contributions - Comparative study of vocal and instrumental styles		
4 Gharanas and Maestros	- Significance of Gharanas (schools) in Hindustani classical music - Overview of major Gharanas and their distinctive features - Contributions of legendary musicians: Ustad Allauddin Khan, Pandit Ravi Shankar, Ustad Bismillah Khan, etc. - Listening sessions and analysis of performances by maestros		

5 Cultural Context and Appreciation	• Socio-cultural influences on Hindustani classical music and dance • Spiritual dimensions and philosophical underpinnings • Impact of technology and globalization on traditional art forms • Role of patronage and preservation efforts • Appreciation and critique of contemporary interpretations
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Namita Devidayal	"The Music Room"		
2	<i>Leela Venkataraman</i>	<i>"Indian Classical Dance: The Renaissance and Beyond" by</i>		
4	Joep Bor	<i>"The Raga Guide: A Survey of 74 Hindustani Ragas"</i>		
5	<i>The Sitar</i>	<i>Manfred Junius</i>		

Online Resources:

Online Resources No.	Web site address
1	Online resources: Sangeet Natak Akademi, SPIC MACAY, Khan Academy of Music and Arts

MOOCs:

Resources.	Website address
1	SWAYAM

BBA SEMESTER VII

Programme: BBA CBCS – Revised Syllabus w.e.f Year 2023–2024			
Semester	Course Code	Course Title	
VII	701	Project Assessment and Business Plan	
Name of Faculty		Archana Bhaushet Sakure-Ubhe_DMS	
Type	Credits	Evaluation	Marks
DSC	3	IE:UE	30:70
Course Objectives: (CO)			
- To proficient project assessors. - To strategic business planners. - To effective communicators with stakeholders. - To financial planning and risk management experts. - To successful project implementer.			
Learning Outcomes: After successful completion of the course:			
CO1: Students should be able to demonstrate understanding of project assessment. CO2: Learners should develop competence in business plan creation. CO3: Learners should apply strategic planning principles. CO4: Students should effectively communicate with stakeholders. CO5: Participants should gain a solid understanding of master financial planning and risk management.			
Unit	Subunits		
1	Introduction to Project Assessment and Business Planning: Overview of project assessment and business planning, Importance of strategic planning in project success, Purpose, scope and objective of the project assessment, Approach and methodology		
2	Fundamentals of Project Assessment: Defining project goals and objectives, Stakeholder analysis and communication strategies, Project Categorization, Prioritization of Projects		
3	Business Plan Essentials: Components of a business plan, Market analysis, customer segmentation, and value proposition		
4	Financial Planning and Risk Management: Budgeting, financial projections, and funding sources, Risk assessment and mitigation strategies		
5	Implementation and Final Project: Execution strategies for projects and business plans, Final project development, presentation, and peer evaluation, Feedback / Forward System, Practice Case Study		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Steven D. Peterson, Peter E. Jaret	Business Plans Kit For Dummies	2020	For Dummies
2	Writing Winning Business Plans	Garrett Sutton	2012	NOLO
3	HBR Guide to Project Management	Harvard Business Review	2013	Harvard Business Review Pres
4	The Art of Project Management	Scott Berkun	2005	O'Reilly Media
5	The Lean Startup	Eric Ries	2011	Crown Business
6	Business Model Generation	Alexander Osterwalder, Yves Pigneur	2010	Wiley

Online Resources:

Online Resources No.	Web site address
1	https://www.pmi.org/
2	https://www.bplans.com/
3	https://www.mindtools.com/
4	https://academy.hubspot.com/
5	https://www.projectmanager.com/
6	https://www.investopedia.com/

MOOCs:

Sr. No.	Resources	Web site address
1	Coursera	https://www.coursera.org/learn/business-plan https://www.coursera.org/micro-credential/specializations/strategic-business-management https://www.coursera.org/learn/entrepreneurship-strategy https://www.coursera.org/learn/agile-meets-design-thinking
2	edX	https://www.edx.org/micromasters/ritx-project-management https://www.edx.org/professional-certificate/business-model-canvas
3	Udemy	https://www.udemy.com/course/business-plan-template

Programme: BBA CBCS –Revised Syllabus w.e.f. - Year 2023–2024			
Semester	Course Code	Course Title	
VII	702	Mergers & Acquisitions	
Type	Credits	Evaluation	Marks
DSE	3	IE: UE	30:70
Course Objectives:			
- The objective of this course is to build awareness and basic knowledge of how mergers and acquisitions happen. - To understand the procedure of implementation from proposal through valuation to integration. - To exercise your analytical comprehension of methodologies presented in the core finance curriculum. - To Understand your legal obligations in terms of mergers and acquisitions - To Study how to enforce provisions encapsulated in the mergers and acquisitions agreement in the event of non-compliance - To induce synergy into their respective organizations by encouraging networking, collaboration, participation, and ultimately organizational synergy via the mergers and acquisition process			
Course Outcomes:			
On the completion of the Course, the students will be able to: CO1: Acquire conceptual understanding of Mergers CO2: Know about strategic perspective & strategic approaches to M & A. CO3: Become aware of the concept of Corporate Restructuring and its methods CO4: Know about the Merger Process and process of merger integration CO5: Know about various Valuation Approaches CO6: Know about the methods of financing mergers.			
Unit	Subunits		
1	Mergers-in the nature of acquisitions and amalgamations, types of merger motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M&A activities understanding cross border acquisitions M&A-strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model- trends in merger activities India and abroad.		
2	Corporate restructuring – different methods of restructuring – joint ventures –sell off and spin off – divestitures – equity carve out – leveraged buy outs(LBO) – management buy outs – master limited partnerships – employee stock ownership plans / stock option plan(ESOP)- detailed understanding of all types of restructuring. Merger Process: Dynamics of M&A process- identification of targets negotiation-closing the deal. Five-stage model – due diligence (detailed discussion). Process of merger integration – organizational and human aspects –managerial challenges of M & A		
3	Valuation – cost of capital- traditional valuation approaches – discounted cash flow valuation – asset based valuation- brand valuation-firm valuation- equity valuation- FCFE and FCFF- relative valuation-adjusted present value - (Including problems) Methods of financing mergers – cash offer, share exchange ratio – (Including problems) - mergers as a capital budgeting decision.		

4	Takeovers, types, hostile takeover approaches, Takeover defenses –bid resistance strategies-bid defense strategies—pre offer defenses-poison pill defense-shark repellents- post offer defenses- greenmail-white knight- financial defensive measures – Coercive offers and defense – anti- takeover amendments – impact of takeover defenses on shareholder value.
5	Legal and regulatory frame work of M & A – provisions of Companies Act 2013, – SEBI Takeover Code, Provisions of Competition Act. Taxation of Mergers, Acquisitions and Amalgamations: Amalgamation, Demerger – Special provisions for computation of cost of acquisition- Conditions for availing loss and depreciation – Tax Neutrality. Accounting aspects of Mergers: Principal methods of Accounting for mergers and acquisitions – Pooling of Interests Method – Advantages and Disadvantages; Purchase method – advantages and Disadvantages – Use of Purchase method, determination of Purchase price, accounting method in India (Including problems).

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Sudi Sudarsanam,	Value Creation From Mergers And Acquisitions	2009	Pearson Education
2 – National	P Mohan Rao	Mergers And Acquisitions	2013	Deep And Deep Publications
3 – International	Fred Weston, Kwang S Chung, Susan E Hoag	Mergers, Restructuring and Corporate Control	2002	Pearson Education

Online Resources:

Online Resources No	Web site address
1	https://proschoolonline.com/blog/types-of-mergers-and-acquisitions-a-complete-summary
2	https://corporatefinanceinstitute.com/resources/valuation/mergers-acquisitions-ma/#:~:text=In%20a%20merger%2C%20two%20companies,of%20the%20target%20company's%20board.
3	https://cleartax.in/s/mergers-and-acquisitions
4	https://www.mondaq.com/india/corporate-and-company-law/1210798/mergers-and-acquisitions-in-india--a-brief-overview
5	https://www.pwc.nl/nl/assets/documents/pwc-mergers-acquisitions.pdf

MOOCs:

Resources No	Subject	Web site address
1	Merging cultures through M&A	https://info.culture.io/ebook-culture
2	Introduction to Mergers & Acquisitions	https://gtacademy.in/post-graduate-programme-in-finance-and-accounting-2023.html
3	The social side of mergers and acquisitions	https://single-ebooks.springernature.com/search?query=mergers+and+acquisitions

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VII	703	Sectorial Research and Analysis	
Name of Faculty		Dr. Bhawna Duggal_BVIMR	
Type	Credits	Evaluation	Marks
DSC	3	IE : UE	30:70
Course Objectives:			
- Students will apply the fundamental concepts of economics, management, and strategy in the process of analysing the problems and issues faced by business firms. - Students will learn how to evaluate, analyse, and integrate the organizational, technological, and informational structure of business firms. - Students will learn how business firms use knowledge and information, with applications to evaluating decisions made by firms. - Business research methods and databases will be presented, and case studies used within the texts.			
Course Outcomes:			
CO1: Students will understand about the qualitative and quantitative dimensions with regards to company analysis. CO2: Students will learn how business firms use knowledge and information, with applications to evaluating decisions CO3: Students will Know about the top down and bottom up approach to fundamental research and will also be able to analyse the fundamentals of risk and return, valuation principles and philosophy of various corporate actions. CO4: Students will assess and integrate diverse facets of economics, management, and strategy in the process of analysing the problems and issues faced by business firms and decisions made by firms.			
Unit	Subunits		
1	Introduction: Sector Analysis meaning, Importance, Methods for Conducting Sector Analysis – Top down analysis, bottom Up analysis, Quantitative analysis, Qualitative Analysis; Value Chain Meaning and Importance		
2	Gathering and Analyzing Data for Sector Analysis Market Research Techniques – Primary Research - Surveys, Interviews, focus groups, observational research, Experiments, etc., Secondary Research.		
3	Understanding Market Trends and Drivers Identifying Key Competitors and Market Players- Industry associations AND Trade shows, online research, customer feedback, industry reports, Direct Observation		
4	SWOT Analysis and PESTLE analysis for Sector Analysis. Developing a Market Strategy- identify target market, Define Value Proposition, Choose Marketing Channels, Develop Message, set budget and goals, measure and ; Conclusion and Future Outlook for Sector Analysis- Key Takeaways, future outlook, etc.		
5	A field assignment may be given to student to undergo sectorial research in industry – airline, automobile, garment supply chain, etc.		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Michel R. Baye and Jeffrey T. Prince	Managerial Economics and Business Strategy	Eighth Edition	McGraw-Hill
2	Azar Kazami	Strategic Management		McGraw-Hill

Online Resources:

Online Resources No.	Website address
1	https://fastercapital.com/content/Market-Research
2	https://www.equitymaster.com/research-it/sector-info/
3	https://www.strike.money/fundamental-analysis/sector-analysis
4	https://www.arx.cfa/en/research/2019/8/view-sector-analysis-posts

MOOCS:

MOOCS	Website address
1	MOOC.org
2	https://www.coursera.org/courses?query=market%20research
3	https://www.udemy

Programme: –BBA Honors Syllabus w. e. f.-Year 2023–2024			
Semester	Course Code	Course Title	
VII	706	Intellectual Property Rights (IPR)	
Prepared by		Dr. Amruta Sane_YMIM	
Type	Credits	Evaluation	Marks
AEC	3	IA	100
Course Objectives:			
- To inform the learners with the basic concepts of Intellectual Property Rights. - To make the students aware of their rights for the protection of their invention. - To develop capabilities in the learners in IPR related issues and alert them with the evolving issues in IPR and the justification for the protection of IPR			
Course Outcomes:			
CO1: To create awareness of acquiring the different types of Intellectual property rights. CO2: To protect the intellectual property from outside use or wrongly profiting.			
Unit	Sub unit		
1	Introduction to intellectual property rights(IPRs): Meaning, nature and basic concepts of intellectual property, main forms of intellectual property, Difference between Tangible and In-tangible property, need for Intellectual Property, TRIPS & GATT		
2	Copyright: Origin, Definition & Types of Copy Right, Registration procedure, Assignment & license, Terms of Copy Right, Piracy, Infringement, Remedies, Copy rights with special reference to software		
3	Patents : Nature of patents and conditions for patentability, Procedure for obtaining patents, Rights of a patentee, Patent infringements, Remedies and Penalties, Patents from an international perspective, Patents Cooperation Treaty		
4	TRADE MARKS— Origin, Meaning & Nature of Trade Marks, Types, Registration of Trade Marks, Infringement & Remedies, Offences relating to Trade Marks, Passing Off, Penalties		
5	Designs and Geographical Indications: Meaning and nature of design, Industrial Designs - Registration and piracy, Geographical Indication of Goods & Appellations of Origin		

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publish
1.	G.B. Reddy	Intellectual Property Rights and the Law	Reprint 2023	Gogia Law Agency
2.	Dr. B.L.Wadehra	Law relating to Intellectual Property	Reprint 2011	Universal Law Publishing Co
3.	Dr.S.R. Myneni	Law of Intellectual Property	2019-20	Asian Law House

Programme: BBA CBCS–Revised Syllabus w.e.f. - Year2023 – 2024			
Semester	Course Code	Course Title	
VII	707	Research Writing & Publication-I	
Type	Credits	Evaluation	Marks
DSC	1	IA	100
Course Objectives:			
- To create awareness towards various concepts in Writing and Presenting Research Work. - To enable students to plan writing research. - To enable students to organize resources towards writing research papers. - To enable students write various sections of research paper effectively. - To enable students to find various opportunities for publishing the research work.			
Course Outcomes:			
After completion of this course, students will be able to: CO1: Know the basic concepts of writing a research paper and the understand the best practices in writing and Publishing research paper ethically. CO2: Understand the principles and practices of writing research paper effectively. CO3: Know the ethical ways of writing research paper by providing proper citations to the original contributors. CO4: Discuss data interpretation and analysis of their research paper effectively and find various avenues for publishing their research work.			
Unit	Sub units		
1	Introduction to Research Writing: Definition, Purpose, Objectives, Introduction to concepts - Research Question, Literature Review, Thesis Statement, Methodology The Research Writing Process - Selecting a Research Topic, formulating a Research Question, conducting a Literature Review, Designing and Conducting Research, Writing the Research Paper, Editing and Proofreading		
2	Drafting Research Paper: Steps to follow, challenges, Create plan for writing, Allocate Time for Research,		
3	Writing the Methodology and Results Sections: Contents of Methodology section – Overview, Research Design, Sample, Data Collection, Data Analysis, Ethical Considerations, Procedure, Validity and Reliability, Contents of Results Section: Organization, Use of Visuals, Textual Presentation, Numbers and Statistics, Tables and Figures, Consistency, Limitations		
4	Editing, Proof Reading and Finalizing: Revision strategies, Proofreading techniques, Peer review and feedback, Check for Plagiarism, Formatting research paper, Creating a bibliography or works cited page		
5	Identifying Research Publishing Opportunities: Introduction to Research Publishing Opportunities, Overview of the importance of publishing in academia, Understanding the publication landscape: journals, conferences, workshops, Types of publications: journal articles, conference papers, books, etc.		
6	Identifying Research Publishing Opportunities: Networking and Collaborations, Collaborative opportunities for research and publication, Journal Selection and Evaluation, Understanding different types of journals (e.g., open access, subscription- based), Assessing journal credibility and impact factor, Exploring journal rankings and their significance, Ethical Considerations and Responsible Publishing		

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1National	O R Krishnaswami, M Ranganatham P N Harikuamr	Research Methodology	2018	Himalaya Publishing House Pvt. Ltd.
2International	Louis Cohen Lawrence Manion Keith Morrison	Research Methods in Education	2017	Taylor & Francis
3National	Donald R Cooper, Pamela S Schindler	Business Research Methods	2006	McGraw Hill India
4International	T N Srivastava, Shailaja Rego	Business Research Methodology	2017	McGraw Hill Education

Online Resources:

Online Resources No.	Website address
1	https://initiatives.iitgn.ac.in/scientificwriting/scientific-writing-resources/
2	https://authorservices.wiley.com/author-resources/Journal-Authors/Prepare/writing-resources.html
3	https://researchwriting.unl.edu/

MOOCs:

ResourcesNo.	Website address
1	Alisons
2	Swayam

Programme: BBA CBCS –Revised Syllabus w.e.f. - Year 2023–2024			
Semester	Course Code	Course Title	
VII	708	Negotiation	
Type	Credits	Evaluation	Marks
AEC	1	IE	100
Course Objectives:			
- The ability to frame a negotiation but understanding the foundations of decision making including how to frame problems and objectives; improving heuristics for judgement under uncertainty; and creating alternative decision making strategies through value creation. - The knowledge and skills to transform distributive, value-claiming negotiations into more collaborative, integrative negotiations that create value for all parties involved. - Learning to understand when to negotiate, the types of conflicts of interest and negotiation structures; types of negotiation strategies and how to improve agreements. - Understanding the various power components at the negotiation table, including subjective and objective power factors, and learn to level the playing field. - A knowledge of the power and fairness of negotiations, organizational cultures in negotiation, and the role of race, experience, age, and gender at the negotiating table. - An ability to apply a playbook of 12 critical communication skills for establishing tactical empathy and trust-based influence at the negotiation table.			
Course Outcomes:			
On the completion of the Course, the students will be able to: CO1: apply negotiation skills to obtain desired results CO2: understand the various aspects of a crisis situation for appropriate management. CO3: learn how to manage complex negotiation situations. CO4: understand the process of relationship building CO5 test and judge the legitimacy of the terms of negotiation			

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Anurag K. Agarwal	The Power of Negotiation	2023	Bloomsbury Publishing
2 – International	Beverly J. DeMarr	Negotiation and Dispute Resolution	2013	Pearson Education

Online Resources:

Online Resources No	Web site address
1	https://www.totalsuccess.co.uk/best-websites-for-negotiation-skills-resources/
2	https://www.linkedin.com/advice/0/how-do-you-find-best-negotiation-resources-opinions-on-negotiation
3	https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Negotiation

MOOCs:

Resources No	Subject	Web site address
1	Negotiation	https://www.edx.org/learn/negotiations
2	Successful Negotiation: Essential Strategies and Skills	https://www.coursera.org/learn/negotiation-skills?utm_medium=institutions&utm_source=umich&utm_campaign=adwords-successful-negotiation&utm_term=online%20negotiation%20skills%20training&gad_source=1&gclid=
3	Negotiation Skills: Become A Master Of Negotiation	https://www.udemy.com/course/negotiation-how-to-craft-agreements-that-give-everyone-more-u/?utm_source=adwords&utm_medium=udemyads&utm_campaign=LongTail_la.EN_cc.INDIA&utm_content=deal4584&utm_term=._ag_77882236543._ad_533220806582._kw._de_c._dm._pl._ti_dsa-1007766171552._li_9061696._pd._&matchtype=&gclid=Cj0KCQiAtOmsBhCnARIsAGPa5yZIS4QaEaspn5D9YVT4qDDIWrlJxX1X3lnAYjO9q7PHL3LBdAHTh2ccaArK0EALw_wcB

BBA SEMESTER VIII (H)

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VIII	801	Global Leadership and Culture	
Prepared by		Pankaj Saihni_IMR	
Type	Credits	Evaluation	Marks
DSC	3	IE:UE	30:70
Course Objectives: (CO)			
1. Develop a multi-faceted, diverse understanding of leadership perspective - both domestic and Global. 2. Critically assess existing literature regarding theories of leadership and skills necessary to demonstrate it. 3. Develop an increased awareness for working with team, understanding diversity and developing cultural intelligence to lead organizations. 4. Develop the ability to value and appreciate the influence of culture on human behavior in group and organization settings. 5. Learn to lead and develop diverse teams.			
Learning Outcomes:			
1: Able to understand basic literature of domestic and global leadership and demonstrate leadership skills. 2: Understand leadership literature and demonstrate leadership skills. 3. To develop awareness about working with team and cultural intelligence. 4. To be aware of influence of culture on human behavior in organizations and business. 5. To develop team handling skills and leading diverse teams.			
Unit	Contents		
1	Define Leader and leadership, Traits of a leader, Types of leader, What a leader should know, Global leadership, Leadership theories: Trait Theory, Behavioral, The vroom model, Situational, Transformational and Charismatic Leadership,		
2	Importance of Team work, Importance of creating shared vision of a team, Leadership in Learning Organization and Crisis, Diversity , Individual's motivating checklist, Success stories of business Leaders : Bill Gates, Rattan Tata, Karshan Bhai Patel, Narayan Murthi, Kiran Mazumdar Shaw etc.		
3	What is culture, Structure and Variability of culture, Factors influencing culture, Cultural intelligence, Impact of culture on business with reference to examples :Islamic banking ,Real estate (no 13 considered unlucky and inauspicious by few),Airline (No row 17 in Alitalia airline),Having arguments during conversation considered positive in Netherland but taken negative in Japan.		
4	Surveys design to identify traits of successful Business leader of Local /regional Industry or area. Case studies may be given to understand and analyze leadership dilemmatic situation		
5	Developing company culture as a tool to inspire excellence and accountability at all levels. Managing workforce diversity, Understanding Work Styles and Cultivating Originality. Maslow need hierarchy, MBTI Model, Foster creativity among individuals and teams and Identify “givers,” “takers,” and “matchers”		

Reference books

S · n o	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Thomas S.Bateman	Management	2011	Tata McGraw-Hill
2	Ravindranath Badi	Culture Diversity & Society	2016	Himalaya publishing- house
3	John Adair	100 greatest ideas for effective leadership	2011	Wiley
4	John Adair	Leadership Development Activities	2008	Jaico Publishing House
5	Vidya Bhushan & D.R.Sachde va	An introduction to sociology	2005	Kitab mahal,Allahabad
6	Robin Sharma	Leadership wisdom	2003	Jaico Publishing House
7	Hans Finzel	The top 10 mistakes leaders make	2010	Jaico Publishing House

Online Resources:

Online	Website address
1	https://hbr.org/2013/04/in-the-company-of-givers-and-takers
2	https://theewgroup.com/blog/what-is-cultural-intelligence/#what-is-cultural-intelligence
3	https://www.upgrad.com/leadership-and-management-certificate-program-wharton/?utm_source=GOOGLE&utm_medium=NBSEARCH&utm_campaign=IND_ACQ_WEB_GOOGLE_NBSEARCH_MV_WHT_LAM_HIT_T1&utm_content=Leadership_Development_Program&utm_term=leadership%20development%20programs&gclid=CjwKCAjwgsqoBhBNEiwAwe5w00GJ6hZTIPa0fpDcotoqazJAjIXlCOJhtljkNhXCpE9PKoscoYtbdRoCMakQAvD_BwE
4	https://www.udemy.com/course/leadership-styles/
5	https://hbr.org/search?search_type=&term=case+studies+on+leadership&term=

MOOCs:

MOOCs	Website address
1	https://learning.edx.org/course/course-v1:HarvardX+GSE2x+3T2019/home
2	https://www.coursera.org/mastertrack/global-leadership-hr-management-macquarie?irclid=XT4Vky1b6xyPTkS3aD0tdTwjUkFRqF0AXU5TzU0&irgwc=1&utm_campaign=2985301&utm_content=b2c&utm_medium=partners&utm_source=impact
3	https://www.coursera.org/learn/international-business-culture
4	https://www.udemy.com/course/components-of-organizational-culture-framework-for-leaders/
5	https://www.udemy.com/course/the-complete-guide-to-the-myers-briggs-type-indicator-mbti/
6	https://www.edx.org/executive-education/the-london-school-of-economics-and-political-science-managing-people-and-teams?index=product&queryID=76667cadf29a4b1bad402ffdeb0f587f&position=1&results_level=first-level-results&term=managing+workforce&objectID=course-611368bd-ca27-4be3-9d16-3b8cd4b08094&campaign=Managing+People+and+Teams&source=2u&product_category=executive-education&placement_url=https%3A%2F%2Fwww.edx.org%2Fsearch

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2023 – 2024			
Semester	Course Code	Course Title	
VIII	804	Data Visualization Tools	
Prepared by		Mukund Kulkarni_IMK	
Type of Course	Credits	Evaluation	Marks
SEC	03	IA	100
Course Objectives:			
- Understand the Significance of Data Visualization - Develop Proficiency in Power BI, Tableau, and Google Data Studio - Apply Best Practices in Data Visualization - Integrate Data Visualization into Business Processes			
Course Outcomes:			
After completing the course the students shall be able to CO1: Students will be able to create diverse visualizations using Power BI, Tableau, and Goo Data Studio to effectively represent different types of data. CO2: Students will demonstrate proficiency in utilizing three widely used data visualization t namely Power BI, Tableau, and Google Data Studio. CO3: Students will apply best practices in data visualization to design visually appealing and informative dashboards, ensuring clear communication of data-driven insights. CO4: Students will integrate visualizations into business processes, incorporating data visualization tools seamlessly into workflows for enhanced decision-making.			
Unit	Sub Unit		
1	Introduction to Data Visualization - Overview of Data Visualization - Importance of Visualization in Business - Types of Data Visualizations - Basic Principles of Effective Data Visualization		
2	Microsoft Power BI - Introductio n to Power BI - Connecting to Data Sources - Creating Basic Visualizations (Charts, Tables, Maps) - Advanced Power BI Features (Drill-downs, Filters) - Dashboard Creation and Sharing		
3	Tableau - Overview of Tableau - Connecting to Data in Tableau - Building Visualizations with Tableau Desktop - Interactivity and Storytelling in Tableau - Integrating Tableau into Business Processes		
4	Google Data Studio - Introduction to Google Data Studio - Connecting and Transforming Data - Creating Interactive Reports and Dashboards - Collaboration and Sharing in Google Data Studio - Integrating Google Data Studio with Google Analytics		

5	Advanced Data Visualization Techniques
	• Best Practices in Data Visualization
	• Design Principles for Effective Dashboards
	• Real-time Data Visualization
	• Case Studies: Successful Data Visualization in Business
	• Future Trends in Data Visualization

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Andy Kirk	"Data Visualization: A Handbook for Data Driven Design"	2nd (2019)	Wiley
2	Alberto Cairo	"The Truthful Art: Data, Charts, and Maps for Communication"	2nd (2019)	New Riders
3	Stephen Few	"Show Me the Numbers: Designing Tables and Graphs to Enlighten"	2nd (2012)	Analytics Press
4	Cole Nussbaumer Knaflic	"Storytelling with Data: A Data Visualization Guide for Business Professionals"	1st (2015)	Wiley
5	Nathan Yau	"Data Points: Visualization That Means Something"	1st (2013)	Wiley
6	Hadley Wickham	"ggplot2: Elegant Graphics for Data Analysis"	3rd (2016)	Springer International
7	Tamara Munzner	"Visualization Analysis and Design"	1st (2014)	CRC Press

Online Resources:

Online Resources No.	Web site address
1	http://public.tableau.com/en-us/s/gallery
2	http://docs.microsoft.com/en-us/power-bi/guided-learning/
3	http://support.google.com/datastudio/
4	http://d3js.org/
5	http://www.datavisualizationsociety.com/
6	http://www.storytellingwithdata.com/blog
7	http://www.coursera.org/learn/cs171
8	http://www.kaggle.com/datasets

MOOCs:

Resources.	Web site address
1	Swayam / NPTEL
2	Coursera

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VIII	H-805	INTERNSHIP II (Elective -II)	
Prepared By		Dr. Mukund Kulkarni IMK & Dr. Deepali Gala IMK	
Type of Course	Credits	Evaluation	Marks
AEC	8	IA	100
Course Objectives:			
- Assist the student's development of employer-valued skills such as teamwork, communications and attention to detail. - Expose the student to the environment and expectations of performance in private / public companies or government entities. - Enhance and / or expand the student's knowledge of a particular area(s). - Expose the student to professional role models or mentors who will provide the student with support in the early stages of the internship and provide an example of the behaviors expected in the intern's workplace.			
Course Outcomes:			
CO1: Gain practical understanding of organizational dynamics, applying business concepts to real-world scenarios, and effectively contributing to team projects. CO2: Develop professional skills in communication, time management, and teamwork through interactions with colleagues, supervisors, and clients during the internship. CO3: Acquire industry insights and trends, demonstrating critical thinking and problem-solving abilities in analyzing business challenges and proposing strategic solutions within the context of the host organization.			
Details			
At the end of Semester V a student shall be required to start with the Internship - II based on the second elective opted by the student. The Student needs to prepare a project in any one of the functional areas of business i.e. - Marketing Management - Human Resource Management - Financial Management. - International Business Management			

- Production and Operations Management
- Information technology Management
- Agri-Business Management
- Business Analytics Management
- Event Management
- Hospitality Management
- Project Management

The Summer Internship should be conducted in an organization under the guidance of a faculty member. The duration will be for **60 days**. The report is to be prepared and submitted to the institute during the semester VI.

GUIDELINES FOR INTERNSHIP FILE

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship program can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain a file (Internship File). The Internship File aims to encourage students to keep a personal record of their learning and achievement throughout the Programme. It can be used as the basis for lifelong learning and for job applications. Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and their own personal contribution to the organization.

General chaptalization of the report shall be as under;

- 1) Introduction
 - 2) Theoretical Background
 - 3) Company Profile
 - 4) Research Methodology (Objectives of the study, Scope and Limitations of the study, Sample Design)
 - 5) Data Analysis & Interpretation
 - 6) Findings & Suggestions
 - 7) Conclusion
- References Annexure

TECHNICAL DETAILS

1. The report shall be printed on A-4 size white bond paper.
2. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.
3. 1” margin shall be left from all the sides.
4. Considering the environmental issues, students are encouraged to print on both sides of the paper.
5. The report shall be hard bound as per the standard format of the cover page given by the Institute and shall be golden embossed.
6. The report should include a Certificate (on company’s letter head) from the company duly signed by the competent authority with the stamp.
7. The report shall be signed by the respective guide(s) & the Director of the Institute 10 (Ten) days before the viva-voce examinations.
8. Student should prepare two hard bound copies of the Summer Internship Project Report and submit one copy in the institute. The other copy of the report is to be kept by the student for their record and future references.
9. In addition to this student should prepare two soft copies of their SIP reports & submit one each in Training & Placement Department of the Institute & Library
The Internship I shall be assessed out 100 Marks.

- The examiners’ panel shall be decided as per the guidelines received from the University.

- The viva –voce shall evaluate the project based on
 - i. Actual work done by the student in the organization
 - ii. Student’s knowledge about the company & Business Environment
 - iii. Learning outcomes for the student
 - iv. Utility of the study to the organization

BBA SEMESTER VIII (R)

Programme: BBA CBCS – Revised Syllabus w.e.f. - Year 2023–2024			
Semester	Course Code	Course Title	
VIII	R-801	Research Project / Dissertation	
Prepared By		Sonali Dharmadhikar_IMED & Mukund Kulkarni_IMK	
Type	Credits	Evaluation	Marks
SEC	10	IA	400

Tentative Steps for Dissertation Submission

1. Understanding Concept of Dissertation
2. Synopsis Submission
3. Carrying out Research Work
4. Dissertation Drafting and Submission

Guidelines:

1. Research supervisors should be allotted to each student based on their subject expertise.
2. Student has to undergo minimum 50 days of research activity and maintain log book.
3. Student should give minimum three presentations.
 - a. Title Finalization
 - b. Research Methodology
 - c. Draft Finalization
4. General chapterization of the Dissertation shall be as under;
 - 1) Introduction
 - 2) Review of Literature
 - 3) Research Methodology
 - 4) Data analysis & interpretation
 - 5) Findings & observations
 - 6) Suggestions

Annexure: -

- Questionnaire
- References.
- Plagiarism Certificate

(Before preparing final report student has to undergo plagiarism checking through plagiarism software. Plagiarism percentage should not be more than 20%)

5. Technical details of Dissertation:

1. The report shall be printed on A-4 size white bond paper.
2. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.
3. 1" margin shall be left from all the sides.
4. Considering the environmental issues, students are encouraged to print on both sides of the paper.
5. The report shall be hard bound as per the standard format of the cover page given by the Institute and shall be golden embossed.
7. The report shall be signed by the respective guide(s) & the Director of the Institute 10 (Ten) days before the viva-voce examinations.
8. Student should prepare two hard bound copies of the Dissertation Report and submit one copy in the institute. The other copy of the report is to be kept by the student for their record and future references.
9. In addition to this, students is expected publish one research paper in reputed journal based on the research work.

The Dissertation shall be assessed out 100 Marks. The break-up of these marks is as under;

Sr. No.	Assessment Criteria	Marks
1	Presentation 1	10
2	Presentation 2	10
3	Presentation 3	10
4	Report Submission	20
5	Research Publication (Based on Dissertation)	20
6	Viva-voce	30
	TOTAL	100

Programme: MBACBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
VIII	R-802	Software and Tools for Research	
Prepared by:		Neetu Jain_IMR	
Type	Credits	Evaluation	Marks
DSC	3	IE:UE	30:70
Course Objectives:			
- To impart knowledge about research & tools. - To encourage the students to opt research as career. - To impart knowledge of software used in research. - To enable the students in deciding types of tests to be used depending upon data. - To encourage the students to be ethical in doing research.			
Course Outcomes:			
CO1: Remember management concepts, theories, models and key business terms. CO2: Understand management principles and practices in the organizational context, to achieve organizational goals. CO3: Apply optimum solutions to problems in the field of Business Management. CO4: Use sustainable and ethical business practices in the Contemporary business scenario. CO5: Analyze the need for and engage in lifelong learning in the field of business management. CO6: Evaluate entrepreneurial opportunities and leverage the knowledge in starting and managing a business enterprise.			
S. No	Contents		
1	Introduction Types of research tools, Basics of Behavioral Measurement: Concept, scope and need, Characteristics of a good research tool: Reliability, Validity and Norms, Questionnaires, Interviews, and observation schedules as tools of research		
2	Development and Uses of Research Tools Sampling methods- Probability sampling methods and Non - Probability sampling methods · Norm-referenced and criterion-referenced tests ,Scales: Rating scales, Attitude scales, Semantic Differential, Q Methodology ,Socio-metric techniques.		
3	Tools for Analysis Parametric tests ,Non-Parametric tests , Hypothesis testing , Discriminant Analysis		
4	Software for Data Analysis Overview ,Coding of data and Data entry , Analysis Using, Microsoft Excel , SPSS ,STATA, Jamovi ,Minitab		
5	Databases, Publication Ethics & Misconduct Databases : Indexing databases, Citation databases: Web of Science, Scopus , Violation of publication ethics, authorship and contributor ship ,Software tool to identify predatory publications developed by SPPU ,Use of plagiarism software like Turnitin, Viper, Original		

Reference Books:

Sr.No.	NameoftheAuthor	TitleoftheBook	Year Edition	Publisher Company
1.National	Kandy Woodfield (Editor	The Ethics of Online Research (Advances in Research Ethics and Integrity Book 2)	2017	Emerald Publishing Limited
2. National	Mr. Suber Peter	Open Access (MIT Press Essential Knowledge series),	2019	New age international publishers
3.National	C. R. Kothari, and Gaurav Garg	Research Methodology: Methods And Techniques	2019	New age international publishers

Online Resources

Online Resources No.	Website address
1	https://www.statisticssolutions.com/
2	https://www.ibm.com/docs/en/spss-statistics/25.0.0?topic=edition-core-features
3	https://www.scanmyessay.com/

MOOCs:

Resources No.	Website address
1	swayam.gov.in
2	edx.org

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2023 – 2024			
Semester	Course Code	Course Title	
VIII	R-803	Data Visualization Tools	
Type of Course	Credits	Evaluation	Marks
SEC	03	IA	100
Course Objectives:			
- Understand the Significance of Data Visualization - Develop Proficiency in Power BI, Tableau, and Google Data Studio - Apply Best Practices in Data Visualization - Integrate Data Visualization into Business Processes			
Course Outcomes:			
After completing the course the students shall be able to CO1: Students will be able to create diverse visualizations using Power BI, Tableau, and Google Data Studio to effectively represent different types of data. CO2: Students will demonstrate proficiency in utilizing three widely used data visualization tools, namely Power BI, Tableau, and Google Data Studio. CO3: Students will apply best practices in data visualization to design visually appealing and informative dashboards, ensuring clear communication of data-driven insights. CO4: Students will integrate visualizations into business processes, incorporating data visualization tools seamlessly into workflows for enhanced decision-making.			
Unit	Sub Unit		
1	Introduction to Data Visualization - Overview of Data Visualization - Importance of Visualization in Business - Types of Data Visualizations - Basic Principles of Effective Data Visualization		
2	Microsoft Power BI - Introduction to Power BI - Connecting to Data Sources - Creating Basic Visualizations (Charts, Tables, Maps) - Advanced Power BI Features (Drill-downs, Filters) - Dashboard Creation and Sharing		
3	Tableau - Overview of Tableau - Connecting to Data in Tableau - Building Visualizations with Tableau Desktop - Interactivity and Storytelling in Tableau - Integrating Tableau into Business Processes		
4	Google Data Studio - Introduction to Google Data Studio - Connecting and Transforming Data - Creating Interactive Reports and Dashboards - Collaboration and Sharing in Google Data Studio - Integrating Google Data Studio with Google Analytics		

5	Advanced Data Visualization Techniques • Best Practices in Data Visualization • Design Principles for Effective Dashboards • Real-time Data Visualization • Case Studies: Successful Data Visualization in Business • Future Trends in Data Visualization
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Andy Kirk	"Data Visualization: A Handbook for Data Driven Design"	2nd (2019)	Wiley
2	Alberto Cairo	"The Truthful Art: Data, Charts, and Maps for Communication"	2nd (2019)	New Riders
3	Stephen Few	"Show Me the Numbers: Designing Tables and Graphs to Enlighten"	2nd (2012)	Analytics Press
4	Cole Nussbaumer Knafl	"Storytelling with Data: A Data Visualization Guide for Business Professionals"	1st (2015)	Wiley
5	Nathan Yau	"Data Points: Visualization That Means Something"	1st (2013)	Wiley
6	Hadley Wickham	"ggplot2: Elegant Graphics for Data Analysis"	3rd (2016)	Springer International
7	Tamara Munzner	"Visualization Analysis and Design"	1st (2014)	CRC Press

Online Resources:

Online Resources No.	Web site address
1	http://public.tableau.com/en-us/s/gallery
2	http://docs.microsoft.com/en-us/power-bi/guided-learning/
3	http://support.google.com/datastudio/
4	http://d3js.org/
5	http://www.datavisualizationsociety.com/
6	http://www.storytellingwithdata.com/blog
7	http://www.coursera.org/learn/cs171
8	http://www.kaggle.com/datasets

MOOCs:

Resources.	Web site address
1	Swayam / NPTEL
2	Coursera

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1National	O R Krishnaswami, M Ranganatham P N Harikuamr	Research Methodology	2018	Himalaya Publishing House Pvt. Ltd.
2International	Louis Cohen Lawrence Manion Keith Morrison	Research Methods in Education	2017	Taylor & Francis
3National	Donald R Cooper, Pamela S Schindler	Business Research Methods	2006	McGraw Hill India
4International	T N Srivastava , Shailaja Rego	Business Research Methodology	2017	McGraw Hill Education

Online Resources

Online Resources No.	Website address
1	https://initiatives.iitgn.ac.in/scientificwriting/scientific-writing-resources/
2	https://authorservices.wiley.com/author-resources/Journal-Authors/Prepare/writing-resources.html
3	https://researchwriting.unl.edu/

MOOCs:

Resources No.	Website address
1	Alisons
2	Swayam

BBA ELECTIVE / SPECIALIZATION

ELECTIVE: Marketing Management

Programme: BBA CBCS – Revised Syllabus w.e.f – 2023-2024			
Semester	Course Code	Course Title	
V	MK01	Elective-I (Consumer Behaviour)	
Prepared by:		Dr. Kirti R. Kadam _ IMK	
Type	Credits	Evaluation	Marks
DSE	3	IE :UE	30:70
Course Objectives:			
- To understand the importance of Consumer Behaviour in the field of Marketing - To study the environmental influences on the Consumer Behaviour - To know the consumer and organizational buying decision making process - To study consumer research and its utility in Marketing Decision Making			
Course Outcomes:			
CO1: Understand the consumer's attitude towards a particular product / service in a better manner. CO2: Use the factors that influence the consumer's buying behavior in determining the marketing mix strategies. CO3: Identify new market segments to cater to their needs. CO4: Design effective marketing strategies			
Unit	Contents		
1	INTRODUCTION Meaning and definition of consumer behaviors. Meaning of customer, buying role in consumer behavior- initiator, influencer, decider, buyer and user		
2	Individual Determinants of Consumer Behavior - Decisions Motivation & Involvement: Types of Buying Motives, Motive Hierarchy, Dimensions of Involvement Personality & Self Concept: Meaning of Personality, Influence on Purchase Learning & Memory: Meaning & Principal Elements of Learning, Characteristics of Memory Systems, Recall Attitudes: Meaning & Characteristics, Strategies for Changing Attitudes Consumer Attitude – meaning of attitude, characteristics of attitude.		
3	External determinants of consumer behavior: Culture influence, subculture influence, personal influence, social class & reference group influence,		
4	Consumers' Buying Decision Making Process: Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behaviour and Post-Purchase Dissonance. Types of Buying Behaviour: Complex, Extensive, Dissonance Consumer buying Vs. Organizational buying. Consumer Behaviour Models Howard Sheth Model, Nicosia model		
5	Diffusion of innovation: meaning and definition, diffusion process. The adoption process.		

Reference Books:

Sr. No	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	David L. Loudon & Albert J. Della Bitta	Consumer Behavior	4th Edition	Tata McGraw Hill
2	Leon Schiffman, Leslie Kanuk, Ramesh Kumar,	Consumer Behavior	10th Edition	Pearson
3	Henry Assae	Consumer Behavior & Marketing Action		Thompson Learning

Online Resources:

Online Resources	Website address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.westburn-publishers.com/journals/customer-b
3	www.mheducation.com/hoghered/category.10366

MOOCs:

MOOCS	Website address
1	https://swayam.gov.in/course/3578-consumer-behaviour
2	https://alison.com/courses/applied-psychology-understanding-models-of-consumerbehavior/content

ELECTIVE: Financial Management

Programme: BBA SEM V CBCS– Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
V	FM01	Investment Analysis and Portfolio Management	
Prepared by		Manjushri Kadam_IMK	
Type of Course	Credits	Evaluation	Marks
DSE	3	IE: UE	30:70
Course Objectives:			
- Comprehensive Understanding of Capital Markets - Analytical Skills for Investment Decision-Making - Risk and Return Evaluation - Portfolio Management Fundamentals - Theoretical and Practical Aspects of Portfolio Management			
Course Outcomes:			
CO1: The student will understand the capital market and various Instruments for Investment. CO2: The student will be able to analyse the Economy, Industry and Company framework for Investment Management. CO3: The student will be able to measure the risk and return of stock or portfolio position. CO4: The student will understand Portfolio management framework CO5: The student will learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management			
Unit	Subunits		
1 Securities Market: Primary and Secondary Market	Securities Market- Meaning, Capital Market-Primary Market & Secondary Market, Its function and operations, Stock Exchange-BSE and NSE, Indices, SEBI:- Objective, Powers and Functions Concepts of Investment, Objectives of Investment, Various Alternatives of Investments, Investment Process, Financial Investments vs. Real Investments, Differentiate Investment, Speculation and Gambling.		
2 Security Analysis :	Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis Technical Analysis: Basic Principles of Technical Analysis, Use of Charts : Line Chart, Bar Chart ,Candlestick Chart ,Moving Average Fundamental V/s Technical Analysis		
3 Risk-Return Relationship:	Meaning, Types of Risk –Systematic and Unsystematic Risk, Measurement of Beta, Standard Deviation, Variance. Practical Problems on Calculation of Standard Deviation, Variance and Beta.		
4 Portfolio Management	Meaning and Concept, Process of Portfolio Management, Objectives, Factors affecting Investment Decision in Portfolio Management		

5 Portfolio Theories & Models	CAPM – Fundamental Notions of Portfolio Theory, Assumption of CAPM, Efficient Frontier with Riskless Lending and Borrowing, Capital Market Line, Security Market Line and Pricing of Securities with CAPM. B) Arbitrage Pricing Theory (APT) – The Return Generating Model, Factors Affecting Stock Return, Expected Return on Stock, APT V/s CAPM.
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini	Security Analysis Portfolio	Pearson 2018, Education 7 th edition	Pearson Education
2	Prasanna Chandra	Investment Analysis and Portfolio Management	2012, 4 th Edition	Tata McGraw Hill, New Delhi
3	Bhalla, V.K.	Investment Management: Security Analysis and Portfolio Management	2010, 17 th Edition	S.Chand& Sons,
4	Avadhani V A	Investment Analysis and Portfolio Management	2016, 10 th Edition	Himalaya Publishing House
5	Sharpe, W.F., Alexander, G.J. & Bailey, J	Investment Analysis	2017,(6 th edition),	Prentice Hall of India.

Online Resources:

Online Resources No.	Web site address
1	https://www.nseindia.com
2	https://www.moneycontrol.com
3	https://www.rbi.org.in
4	https://www.investopedia.com
5	https://www.nseindia.com

MOOCs:

Sources	Web site address
1	https://swayam.gov.in
2	https://www.edx.org
3	https://alison.com/certificate-courses

ELECTIVE: Human Resource Management

Programme: BBA CBCS – Revised Syllabus w.e.f. – 2023-2024			
Semester	Course Code	Course Title	
V	HR E (01)	Training and Development	
Prepared By		Dr. Pravin Mane_IMED	
Type	Credits	Evaluation	Marks
DSE	3	IE: UE	30:70
Course Objectives:			
Objectives of the course:			
1. To familiarize the students with the concept and practice of Training and Development and its role in modern management.			
2. To understand the various methods and applications of Training and Development			
Course Outcomes:			
Students will be able to design, implement, and evaluate training programs effectively to enhance organizational performance and employee development.			
Unit	Sub Unit		
1	Concept of training, terms – education Knowledge, Skills, attitudes, need of training, importance, objectives of training, ADDIE model, Principles of training, concept of executive development: Objectives, importance, Process of executive development		
2	Training needs analysis (TNA): Meaning and purpose of TNA, TNA at different levels, Process of TNA, output of TNA, setting training objectives, Learning theories – Reinforcement, Social learning, expectancy theory, goal theory		
3	Training and Development methods : On-the- Job & Off-the-job, job instructions training, apprenticeship, internship, demonstrations, self-directed learning, coaching, job rotation, project assignment, simulation methods, lectures, case studies, group discussion, conferences, role playing, management games, in basket exercise, sensitivity training, vestibule training, e- training.		
4	Designing training programme – considerations in designing effective training programs selection of trainers, criteria of selection of methods, selecting and preparing the training site, training material & aids, use of technology in training		
5	Evaluation of training – Need for evaluating training, Kirkpatrick evaluation criteria – reactions, learning, behavior, results, ROI, Cost-benefits analysis		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Publisher Company
1	Noe, Raymond A., and Amitabh DeoKodwani	Employee Training and Development	Tata McGraw Hill.
2	Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Prior, John, Handbook of t,	Effective Training: Systems, Strategies, and Practices,	Dorling Kindersley (India) Pvt. Ltd.
3	Prior, John,	Handbook of Training and Development	Jaico Publishing House, Bombay

Online Resources:

Resources No.	Web site address
1	https://www.researchgate.net/profile/J_Ford/publication/209409925_Transfer_of_Training_A_Review_and_Directions_for_Future_Research/links/565da94908aef619b266a51.pdf

MOOCs:

No.	Web site address
1	Diploma in Workplace Safety & Health (Advance Learning).
2	Human Resources (Open2Study).
3	Preparing to Manage Human Resources (Coursera)

ELECTIVE: International Business Management

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
V	IB01	Regulatory Aspects of International Business	
Type of Course	Credits	Evaluation	Marks
DSE	3	IE:UE	30:70
Course Objectives:			
- To equip students with a thorough understanding of the legal, regulatory, and monetary aspects of international business transactions. - To develop analytical skills in applying legal frameworks to cross-border trade scenarios. - To enhance students' awareness of the Indian regulatory landscape in the context of international business.			
Course Outcomes:			
After completing the course the students shall be able to CO1: Analyzing and Navigating Legal and Regulatory Challenges CO2: Comprehensive Understanding of Monetary Systems and Agreements CO3: Application of Knowledge to Real-World Scenarios.			
Unit	Sub Unit		
1 Introduction	International Business Transactions – International Law – Nature, its Importance, Types of International Law, Choice of Law, Conflict of Laws		
2 Framework of Statutes Governing Cross - Border Trade	Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines		
3 Inter national Banking	Regulation of International Banking, High Financial gearing, BCCI International affair, Bank for International Settlement		
4 Monetary System Regulations	Regulation of Monetary System, Period between wars, Bretton Woods, Euro, Smithsonian Agreement, Regulatory Arbitrage, Currency Board		
5 India n Scenario: Regulation and Deregulation	Indian Scenario – Process of Regulation & Deregulation, Exchange Control Manual, An Introduction to FEMA, FEDAI Role & Rules, UCPDC – ICC Publication, URC – ICC Publication Important Clauses & Interpretation		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	John Braithwaite	Global Business Regulations	2000	Cambridge University Press
2	Wolters Kluwer	Legal & Ethical Aspects of International	2014	Wolters Kluwer Law & Business
3	Eric L. Richards	Regulatory requirements under FEMA 1999 Vol II FEDAI Publication	2008	FEDAI Publications, Govt. of India

Online Resources:

Online Resources No.	Web site address
1	http://www.ipindia.nic.in/
2	https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf
3	https://dgft.gov.in/CP/
4	https://www.trademap.org/
5	https://www.google.co.in/books/edition/International_Banking_Legal_Regulatory_A/IhYsJqiKj8EC?hl=en&gbpv=1&dq=regulatory%2Baspects%2Bof%2Binternational%2B%2Bbusiness%2Bbooks%2Bindian%2Bauthor&printsec=frontcover

MOOCs:

sources.	Web site address
1	https://www.edx.org/learn/international-trade
2	http://www.openlearning.com/courses/GFML3073/

Elective: Production and Operations Management

Programme: BBA CBCS – Revised Syllabus w.e.f. – 2023-2024			
Semester	Course Code	Course Title	
V	PM 01	Quality Management	
Prepared By		Dr. Gandhali Kharge_IMED	
Type	Credits	Evaluation	Marks
DSE	3	IE:UE	30:70
Course Objectives:			
- To understand basic concepts of Quality Management. - To recognize and relate customer satisfaction with Quality parameters of product and services. - To analyse various Quality Tools and Techniques for choosing appropriate tool. - To design strategy for customer satisfaction through Total Quality Management. - To evaluate suitable quality standard system and design implementation strategy.			
Course Outcomes: (CO)			
Through learning this course students will be able CO1: To understand basic concept of quality management and know the importance of it. CO2: To examine the impact of quality parameters on customer satisfaction. CO3: To understand the various tools and techniques of use of those in industry. CO4: To design the quality management strategy. CO5: To understand the criteria for various national and international quality awards and certifications. Further students can evaluate suitable standards of quality for industry.			
Unit	Contents		
1 Introduction to Quality Management:	Basic Concepts: Definition of Quality, Dimensions of Quality, Quality Objectives, Evolution of Quality Management, Quality Control Vs Quality Assurance, Cost of Quality and Cost of Poor Quality		
2 Customer focused Quality:	Importance of Customer Satisfaction, Customer driven Quality Cycle, ACSI Model, Kano's Model, SERVQUAL Model		
3 Total Quality Management Tools:	Juran's Trilogy, PDCA Cycle, 5S, Quality Function Deployment (QFD), Poka- Yoke, KAIZEN		
4 Six Sigma:	Features of Six Sigma, Goals of Six Sigma, DEMAIC, Six Sigma Implementation		

5 Quality Awards and Quality Standards	Quality Awards: Categories and Criteria for-Juran Award, Malcolm Baldrige Award, Deming Prize, Rajiv Gandhi National Quality Award Quality Standards: ISO9001:2015, ISO14000, TS16949
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	P. N. Mukherjee	Total Quality Management	2006	PHI Learning Pvt. Ltd.
2	Gopalkrishnan N.	Simplified Six Sigma: Methodology, Tools and Implementation	2012	PHI Learning Pvt. Ltd.
3	N. Logothetis	Managing for Total Quality		Prentice Hall; International Ed Edition

Online Resources:

Online Resources	Website address
1	https://isoupdate.com/standards/iso-ts-16949/
2	https://www.iso.org
3	https://www.6sigma.us/six-sigma.php

MOOCs:

MOOCs	Website address
1	www.swayam.gov
2	www.udemy.com
3	www.coursera.com

ELECTIVE: Information Technology Management

Programme: BBA CBCS – Revised Syllabus w.e.f. – 2023-2024			
Semester	Course Code	Course Title	
V	IT 01	System Analysis & Design	
Prepared By		Dr. Shabnam Mahat_AKIMS	
Type	Credits	Evaluation	Marks
DSE	3	IE:UE	30:70
Course Objectives:			
- The objective of this course is to provide adequate understanding of systems concept, system analysis, and systems design, which would help them in having efficient and workable information system for management. - To provide an understanding of the role of system analysis and design within various systems development stages. - To understand the activities of the management and systems analyst, and in the overall development of system. To develop an understanding of how to migrate old data within newly developed system with the help of various techniques. - Working in a group which carried out a system development projects.			
Course Outcomes: (CO)			
Upon completion of this course, the students will be able to CO1: Understand an information system and the system development life cycle. CO2: To convert system requirements into technical specification. CO3: To develop creative approaches that might be taken to systems design.			
Unit	Contents		
1	System Concepts: Introduction, Characteristics of System, Elements of System, Types of System: Physical and Abstract System, Open and Closed Systems, Man-made Systems; etc. Information systems: TPS, OAS, MIS, DSS, ESS; System Analyst: Role and need of system analyst, System Analyst as an agent of change. Role of Software development firms SAP, ORACLE, BAAN, PEOPLESOFT, MICROSOFT and GOOGLE in providing ERP and Business Intelligent Software/System		
2	System Development Life Cycle Introduction to SDLC, Various phases: analysis, design, development, testing, implementation, maintenance; System documentation: Types of documentation and their importance. SDLC model : Waterfall Model, <u>RAD Model</u> <u>Spiral Model</u>, <u>Agile Model</u>, <u>Prototype Model</u>, <u>Big bang model</u>		

3	System Planning and Feasibility Study : Initial Investigations, Identification of user needs, Project Identification and Selection; Needs of Information Gathering, Determination of requirements, Information gathering tools: interviews, group communication, questionnaires, presentations and site visits. Feasibility Study: Importance of Feasibility Study, Analysis Various Consideration while conducting Feasibility Study Steps of Conducting Feasibility Study, Types of feasibility study,
4	Cost-Benefit Analysis: Tools and Techniques. Prepare System Development Planning and Feasibility report for any organization. Tools for System Analysis: Data Flow Diagram (DFD), Logical and Physical DFDs, Developing DFD; System Flowcharts and Structured charts, Structured English, Decision trees and Decision tables
5	System Design: Module specifications, Module Coupling and cohesion, Top-down and bottom-up design; Logical and Physical design, Structured design. Input design: Input data, Input media and devices; Output design: Form Design: Classification of forms, Requirements of Form design.

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Avison, D. and Fitzgerald, G.	Information systems development: methodologies, techniques and tools		McGraw-Hill
2	Elias M Awad	System Analysis and Design	Second Edition	Elisa M. Award
3	Silver and Silver	System Analysis and Design,		Addison Wesley
4	R Hawryszkiewicz	roduction to System Analysis and Design	2000, 5th edition	Pearson Education Australia
5	ry B. Shelly Thomas J. Cashman , Harry J. Rosenblatt	tems Analysis and Design,	2003, Fifth Edition	Course Technology

Online Resources:

Online Resources	Website address
1	https://www.auhd.edu.ye/upfiles/elibrary/Azal2020-01-22-12-35-12-90529.pdf
2	https://bdebooks.com/books/system-analysis-and-design-6672-by-bteb-books/
3	https://www.academia.edu/35406925/System_Analysis_And_Design_pdf
4	http://projanco.com/Library/Systems%20Analysis%20and%20Design-An%20ObjectOriented%20Approach%20with%20UML-2015.pdf

MOOCs:

MOOCS	Website address
1	https://swayam.gov.in/
2	https://www.coursera.org/

ELECTIVE: Agribusiness Management

Programme: BBA CBCS – Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
V	AM01	Rural Marketing	
Prepared by		Dr.Sanjay Manocha_BVIMR	
Type	Credits	Evaluation	Marks
DSE	3	IE: UE	30:70
Course Objectives:			
• Create a solid foundation of knowledge for rural marketing fundamentals. • Critically appraise the existing literature related to the rural marketing environment, both nationally and globally. • Develop an increased awareness for rural marketing in promoting products. • Develop the ability for understanding and appreciating the innovations being made for rural markets. • Develop a product's rural marketing campaign.			
Course Outcomes: (CO)			
CO1: To understand Rural Market & rural customer. CO2: Able to understand the fundamentals of rural marketing. CO3: To understand the marketing mix in promoting products in rural markets. CO4; To understand the technological advancements being made for rural markets CO5: Learn to apply knowledge developing marketing campaign for promoting products in rural markets			
Unit	Contents		
1	Rural Consumer, Characteristics of Rural Consumers, Rural Consumer Behavior, Factors Affecting Rural Consumer Behavior, Rural Market Profile: Segmenting the Rural Market, Targeting and Positioning.		
2	Indian rural market definition, nature, size, and scope, Significance of Rural Marketing -- Factors contributing to Growth of rural markets --- Components and classification of Rural markets, Rural demand, purchasing attributes, Rural marketing environment and Problems in rural marketing.		
3	Marketing Mix in Rural Markets: Product, its significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems. Success stories of Agripreneurs like Pramod Gautam, Sachin Kale, Harish Dhandev, Vishwanath Bobade, Rajiv Bittu etc.		
4	Innovation in Rural Markets: Its Importance and Initiatives, The intervention of IT in Rural Markets: Importance, Recent Innovation in marketing and distribution in Rural India (Research writings)		

5	Communication Challenges in Rural Areas Creating an effective profile of the target audience, deciding on communication goals, preparing the message, picking the channels to use for communication, and choosing the mix of promotions, Developing marketing materials for rural audiences mass media, alternativemedia, individualised media, rural media, media innovation, and the impact of consumer behaviour on communication methods.
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Reference books:

S.no	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	R.V. Badi, N.V.Badi	Rural Marketing	2017	Himalaya publishing house
2	Balram Dogra, <u>Karminder Ghuman</u>	Rural Marketing: Concepts and Practices	2010	Tata McGraw Hill Education Pvt Limited
3	C. S. G. Krishnamacharyulu	<u>Rural Marketing : Text And Cases 2nd Edn</u>	2010	Pearson Education India
4	<u>S. L. Gupta</u>	Rural Marketing : Text And Cases	2004	Wisdom Publications
5	<u>T P Gopalaswamy</u>	Rural Marketing - Environment, Problems and Strategies, 3/e	2009	Vikas Publishing House
6	<u>Debarun Chakraborty</u> , <u>Soumya Kanti Dhara</u> , <u>Adrinil Santra</u>	Rural Marketing in India: Texts and Cases	2021	Atlantic Publishers
7	R.V. Rajan	Don't Flirt with Rural Marketing	2013	Productivity and Quality Publishing Private Ltd

Online Resources:

Online Resources	Website address
1	https://hbr.org/2016/12/how-unilever-reaches-rural-consumers-in-emerging-markets
2	https://www.researchgate.net/publication/361901564_Rural_Marketing_Problems_Strategies
3	https://www.tutorialspoint.com/rural_marketing/rural_marketing_in_indian_economy.htm#:~:text=Rural%20marketing%20determines%20the%20carrier,from%20rural%20to%20urban%20areas.
4	https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3138396

5	https://www.researchpublish.com/upload/book/Era%20of%20Indian%20Rural%20 Market-6880.pdf
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MOOCs:

MOOCS	Website address
1	https://www.udemy.com/course/rural-marketing-promote-advertise-and-distribute/
2	https://www.edx.org/learn/environmental-science/world-bank-group-e-learning-on-digitalagriculture
3	https://www.edx.org/learn/social-science/delft-university-of-technology-ruralizationcreating-opportunities-for-new-generations-in-rural-areas
4	https://www.mooc-list.com/course/ruralization-creating-new-opportunities-rural-areas-edx
5	https://www.futurelearn.com/courses/social-innovation-in-rural-areas

ELECTIVE: Retail Management

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
V	RO1	Introduction to Retailing	
Prepared By		Dr Evelina Brajesh Sahay	
Type	Credits	Evaluation	Marks
DSC	3	IE:UE	30:70
Course Objectives:			
- To provide a comprehensive understanding of the retail industry, including its significance in the global economy, evolution, and various components. - To familiarize students with the fundamentals of retail management, including merchandising and marketing. - To explore contemporary issues and trends in retailing, such as e-commerce, sustainability, and ethical considerations - To prepare students for various career profiles in the retail sector and understand the requisite skills for each role.			
Course Outcomes:			
CO1: Gain conceptual Understanding of Retailing and its key functions. CO2: Explain the significance of retailing in the global economy and apply the fundamental principles of retail management, merchandising, and marketing. CO3: Apply contemporary retail practices and strategies to real-world scenarios, demonstrating an understanding of issues like sustainability, Omni channel retailing, and technology trends. CO4: Analyse the impact of evolving trends in the retail industry, evaluating their effects on consumer behaviour, supply chain management, and the overall success of retail businesses.			
Unit	Sub Unit		
1 Introduction to Retailing & Retail Environment	Definition and Scope of Retailing, Historical Evolution of Retailing, Evolution of Indian Retail, Organized vs. Unorganized Retail, Structure of Organized Retail, Importance of Retail to the Economy, Challenges Faced in Organized Retail, Growth prospects in Organized Retail, Understanding Retail Terminology, Major Retail Players in India & abroad.		
2 Formats & Segments	Formats & Segments Retail Formats (Hypermarkets, Supermarkets, Discount Stores, Convenience Stores, Department Stores Specialty Stores, E-Tailing, Malls etc.) ; Product Retail Segments (Consumer Durables, Home Appliances/equipment's, Professional Care Services, Pharmaceuticals, Food & Grocery, Books, Music & Gifts, Entertainment, Footwear etc.) ; Core Processes (Store Operations, Merchandising, Logistics, Marketing, Purchase, Corporate services & Others.		

3 Understanding the Demand Drivers & Success Factors	Demand Drivers (Demographics, Increasing Purchasing Power, Increasing Participation of Women in the workforce, Penetration of Credit Tools (Debit / Credit Card) , Urbanization etc.); Success Factors (Efficient Supply Chains, Ability to penetrate rural market, Leveraging Technology, Customized solutions, Investing in retail brand (store brand), Customer Relationship Management etc.
4 Contemporary Practices in Retail	Omni channel Retailing, Sustainable Retailing, Technology Trends in Retail etc.
5 Career Profiles	Organization Structure; Skills needed for various retail work profiles. (Sales Associates, Customer Service Representative, Store Manager, Department Manager, Category Manager Retail Manager, Brand Manager, Merchandisers, Store Manager etc.)

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Chetan Bajaj, Rajnish Tuli and Nidhi Varma Srivastava	Retail Management,	2016	Oxford University Press ISBN-10 0199467447 ISBN-13 978-0199467440
2	Swapna Pradhan	Retailing Management - Text And Cases	2012	Mcgraw-Hill Education SBN-10 1259004910 ISBN-13 978-1259004919
3	Piyush Kumar Sinha and Dwarika Prasad Uniyal	Managing Retailing	2018	Oxford University press, ISBN: 9780199488827

Online Resources:

Online Resources	Website address
1	https://www.retaildogma.com/learn/
2	https://www.tutorialspoint.com/retail_management/retail_management_useful_resources.htm
3	https://www.smartsheet.com/retail-management-101

MOOCs:

MOOCS	Website address
1	https://www.classcentral.com/course/wharton-retail-marketing-strategy- 48077
2	https://www.coursera.org/courses?query=retail
3	https://www.open.edu/openlearn/free-courses/full-catalogue

BV(DU) / CDOE

ELECTIVE: Project Management

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
V	PR01	Project Risk Management	
Prepared By		Dr. Rajita Dixit_CDOE	
Type	Credits	Evaluation	Marks
DSE	3	IE:UE	30:70
Course Objectives:			
- To understand how to apply customizable, industry-robust Templates to create a Risk Management Plan and Risk Register. - To understand how to Use Qualitative Risk analysis process to Identify Risk Exposure. - To understand how to Translate Risk into actual Time and Cost impact using proven Quantitative Risk Analysis Tools. - To understand how to Utilize Technique to Design your Risk Response Strategies			
Course Outcomes:			
CO1: Understand the concepts and key terms related to Project Risk Management CO2: Identify and measure risks in Project development that could impact the Project. CO3: Conduct qualitative and quantitative risk analysis and create response strategies to manage and mitigate project risks effectively. CO4: Create Risk Management Plan.			
Unit	Sub units		
1 Introduction to Project Risk Management	Background to Risk Management, Definitions of Risk and key terms, Risk as threat and opportunity, Risk management policy and processes. Risk management responsibilities		
2 Risk Management Planning	Risk Management Planning Process, Inputs to Risk Planning, Techniques for Risk Planning, Tailoring the Risk Register, Define Roles and Responsibilities, Develop Project Risk Management Plan		
3 Identify Risks	Risk identification process, Techniques in risk identification: Assumption Analysis, Constraint Analysis, checklists, brainstorming, interviews, SWOT analysis, Delphi techniques, use of historical data		
4 Risk Analysis	Risk Analysis Process, Define Quantitative Risk Analysis: Probability distribution function, Monte Carlo analysis, correlation, decision tree, Qualitative risk analysis: ,Creating a risk breakdown structure for risk categorization , analyzing projects risks for probability and impact, creating probability and impact matrix, prioritize risks, define risk register and updating risk register		

5 Planning Risk Response s	Strategies for responding to threats , : Strategies for responding to opportunities, Creating risk response for every project risk, identifying financial resources to support planned risks, documenting risk responses and updating the risk register.
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Tom Kendrik	Identifying and Managing Project Risk	3rd edition (16 April 2015)	AMACOM, United Kingdom
2	Michel Crouhy	The Essentials of Risk Management	2nd Edition 2015	McGraw-Hill Education; 2nd edition, USA
3	Yadav Manoj	101 Secrets of Project Risk Management	1st Edition 2016	Vitasta Publishing Pvt. Ltd

MOOCs:

MOOCS	Website address
1	https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/practice-standard-project-risk-management.pdf?v=1e0b5985-74af-4c57-963c-b91a9af6fecb
2	https://www.edureka.co/blog/project-risk-management/
3	https://www.oreilly.com/library/view/pmp-project-management/9780470479582/9780470479582_monitor_and_control_risks.html

ELECTIVE: Business Analytics Management

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
V	BA 01	Business Analytics for Managers	
Prepared By		Dr. Dhanashri Sahastrabudhe_IMRDA	
Type	Credits	Evaluation	Marks
DSE	3	IE:UE	30:70
Course Objectives:			
- Understand the role of Business Analytics in various business management concepts, business activities and theories, as well as process of decision making in these activities. - Understand different Information Technology Operations involved in Analytics Process. - Design a Business Analytics model to be applied to a given business scenario. - Understanding various sources of information, its quality and role in decision making in a business. - Integrating Business Analytics Model and Strategies with various scenarios in business. - Understanding role of business analyst in business. - Understanding concept of Data Warehouse.			
Course Outcomes: (CO)			
The student will be able to understand – CO1: Role of data / information in business decision making. CO2: Role and process of analytics in business decision making. CO3: Usage of Information Technology in business.			
Unit	Contents		
1	Business Analytics Model - Overview of the Business Analytics Model – Strategy Creation, Business Processes and Information Use, Types of Reporting and Analytical Processes, Data Warehouse, Data Sources: IT Operations and Development Deployment of the Business Analytics Model, Case Study: How to Make an Information Strategy for a Radio Station		
2	Business Analytics at the Strategic Level - Link between Strategy and the Deployment of Business Analytics, Four Scenarios for Strategy and Business Analytics, Information to be Prioritized, The Product and Innovation Perspective, Customer Relations Perspective, The Operational Excellence Perspective		

3	Development and Deployment of Information at the Functional Level Case Study: A Trip to the Summerhouse- Specification of Requirements, Technical Support, Lead and Lag Information, Rock art Model, Example: Establishing New Business Processes with the Rock art Model with different levels, Optimizing Existing Business Processes with example, Concept of Performance Management, Customer Relationship Management Activities, Campaign Management, Product Development, Web Log Analyses, Pricing, Human Resource Development, Corporate Performance Management, Finance, Inventory Management, Supply Chain Management, Lean, A Catalogue of Ideas with Key Performance Indicators for the Company's Different Functions. Sources of Data – What Are Source Systems, and Uses of Data, Selecting proper information for task, Failure in Quality of data collected from different Sources of Data
4	Business Analytics at the Analytical Level–Difference between Data, Information, and Knowledge, Analyst's Role in the Business Analytics Model, Three Requirements the Analyst Must Meet - Business Competencies, Tool Kit Must Be in Order (Method competencies), Technical Understanding (Data Competencies), Required Competencies for the Analyst, Analytical Methods (Information Domains), Different Analytical Method and its Selection
5	Business Analytics at the Data Warehouse Level–Concept of Data Warehouse, Architecture and Processes in a Data Warehouse, Selection of Certain Columns To Be Loaded, Staging Area and Operational Data Stores, Causes and Effects of Poor Data Quality. The Data Warehouse: Functions, Components, and Examples Alternative Ways of Storing Data, Tips and Techniques in Data Warehousing, Business Analytics in the Future

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Gert H.N. Laursen, Jesper Thorlund	Business Analytics for Managers, Taking Business Intelligence beyond Reporting	2 nd Edition, 2017	Wiley

MOOCs:

MOOCS	Website address
1	https://nptel.ac.in/courses/110105089
2	https://www.udemy.com/course/business-analytics-complete-course-w
3	https://www.mooc-list.com/tags/business-analytics
4	https://www.coursera.org/specializations/business-analytics

ELECTIVE: Event Management

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
V	EM01	Event Marketing	
Prepared By		Akhilesh Jadhav_IMRDA	
Type	Credits	Evaluation	Marks
DSE	3	IE:UE	30:70
Course Objectives:			
- Understanding the principles and concepts of event marketing - Developing event marketing strategies - Implementing event marketing tactics - Enhancing communication and interpersonal skills □ Developing critical thinking and problem-solving skills			
Course Outcomes: (CO)			
CO1: Demonstrate a comprehensive understanding of the fundamental principles and concepts that govern event marketing, including target audience analysis, market research, and the strategic role of events in marketing. CO2: Formulate effective event marketing strategies by identifying objectives, selecting target markets, and integrating event plans into broader marketing strategies. CO3: Analyze and evaluate different event marketing strategies, considering factors such as budget constraints, market trends, and organizational goals. CO4: Demonstrate proficiency in implementing various event marketing tactics, including event planning, promotion, logistics, and coordination. CO5: Apply practical knowledge of event marketing tools and channels to execute successful promotional campaigns.			
Unit	Contents		
1	Introduction to Event Marketing: Definition and scope of event marketing, Importance and benefits of event marketing, Trends and challenges in event marketing		
2	Planning and Strategy: Setting objectives and goals for events, Target audience identification and segmentation, Creating event brand and positioning, Developing event concept and theme		
3	Event Promotion and Communication: Determining event marketing channels, Creating promotional materials and content, Utilizing social media marketing for events, Implementing public relations and media relations strategies, Measuring event marketing success		
4	Event Planning, Event Execution and Evaluation: Venue selection and negotiation, Budgeting and financial management for events, On-site management and organization, Event staff training and supervision, Monitoring and evaluating event success, Post-event analysis and feedback collection.		
5	Event Sponsorship and Partnerships: Identifying potential sponsors and partners, Developing sponsorship packages and proposals, Negotiating and managing sponsorships		

Reference Book:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Anukrati Sharma and Dr. Shruti Arora	Management and Marketing: Theory, Practical Approaches and Planning	2018	Bharti Publication, New Delhi
2	Kaushalendra Saran Singh	Event Management Principles and Methods	2013	Kaniska Publication
3	Dr. Hoshi Bhiwandiwalla and Bhavana Chaudhari	Management	2017	Nirali Prakashan, Educational Publishers

Online Resources:

Online Resources	Website address
1	https://en.wikipedia.org/wiki/Event_marketing
2	https://www.marketing91.com/event-marketing/
3	https://www.invitereferrals.com/blog/event-marketing/

MOOCs:

MOOCs	Website address
1	Alison
2	Swayam
3	UpGrade

ELECTIVE: Hospitality Management

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
V	HM-01	Food Service operation	
Prepared By		Dr Ajay Bhulke	
Type	Credits	Evaluation	Marks
DSE	3	IE :UE	30:70
Course Objectives:			
- To understand Food service operation. - To understand the role and responsibility of Food service management. - To understand and manage meal experience. - To expose the concept of eating out. - To study methods of purchasing food.			
Course Outcomes:			
CO1:Understand Food service operation CO2:Focus role and responsibility of Food service management CO3:Learn to manage meal experience CO4:Familiarize with concept of eating out CO5:Recognize the methods of purchasing food			
Unit	Subunit		
1	Introduction to food service operation Origin of food service industry Commercial and non commercial Food service operation Subsidized and welfare catering establishments		
2	Food and Beverage management, Responsibilities of food and Beverage management, Job description of food and Beverage manager, Constraints on food and beverage management – External- Government/ political, economic, social, technical and Internal – food and beverage, staff, control		
3	Managing meal Experience Factors/ Reasons for using food services- such as Social, business, convenience and time. Atmosphere of food service establishment, price and Menu.		
4	Understanding eating out – Introduction, food and drink, variety in menu choice, level of service, price and value for menu, interior design, Atmosphere and mood, location and accessibility, food service employees.		
5	Food service establishments- Fine dining, Bars, night clubs and pubs, Fast food establishments – Financial policy, Marketing policy, product and service style, staffing and technology		
6	Food Menu- Introduction, type of menu, Table d' hote, A la carte, Banqueting menu, cyclic menu .		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Bernard Davis, Andrew Lockwood, Ioannis Pantelieds , Peter Alcot	Food and Beverage Management	Fourth edition	Butterworth Heinemann
2	John Cousins, Dennis Lillicrap, Suzanne Weekes	Food and beverage Service	Ninth Edition	Hodder Education

Online Resources:

Online Resources No.	Website address
1	1 https://www.greatsampleresume.com/job-responsibilities/foodservice/food-and-beveragemanager 2 https://study.com/academy/lesson/food-service-industry-definitionhistory.html
2	1 https://www.greatsampleresume.com/job-responsibilities/foodservice/food-and-beveragemanager 2 https://study.com/academy/lesson/food-service-industry-definitionhistory.html

MOOCs:

MOOCS	Website address
1	https://swayam.gov.in/

Elective : Marketing Management

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Sem	Course Code	Course Title	
VI	MK02	SERVICES MARKETING	
Prepared By		Dr. Yogesh Gurav IMED	
Type	Credits	Evaluation	Marks
DSE	03	IE:UE	30:70
Course Objectives: (CO)			
- To impart knowledge on the difference between goods and services, its characteristics, the growth of services sector in India - To provide insights on the concepts related to Services Marketing - To enable the learners in understanding the business environment and its influence on the business - To facilitate understanding of managing demand, supply and capacity in service firms - To develop in-depth understanding of identifying reasons for the gaps in service quality			
Course Outcomes:			
After successful completion of the course, the learner will be able to CO1: Understand the difference between goods and services, its characteristics, the phenomenal growth of services sector in India and the factors responsible for the same CO2: Demonstrate sound understanding of the concepts related Services Marketing and apply it in business situations CO3: Analyse the business environment and its impact on the business CO4: Manage demand, supply and the capacity in a service firm CO5: Apply strategies for bridging the gaps in service quality and deliver quality services to the customers			
Unit	Contents		
1	Introduction: Meaning of the term ‘service’, Difference between goods and services, characteristics of services / four I’s of services: its implications, growth of services sector in India and the factors responsible for it.		
2	Services Marketing: 7 Ps, Product: levels of service product, service blueprint, its components – customer actions, onstage contact employee actions, backstage contact employee actions, support processes and physical evidences, stages of new service product development Price: Pricing objectives, pricing strategies used by service firms, Place: Channels of distribution used by service firms, distribution strategies Promotion: objectives of service promotion, services marketing triangle, key planning considerations in service promotions, tools used for the promotion of services, People: Role of service personnel/employees in a service business, managing people for having service advantage – hiring right people, enable your people, enable and energize your people Process: Service as a process – flow of activities, number of steps and level of customers’ involvement Physical evidence: the concept, elements of physical evidence		
3	Service marketing environment: External / Macro Environment: factors , Internal/ Micro Environment: factors		
4	Managing demand, supply and capacity in services: Understanding capacity constraints and		
5	Service quality: meaning, determinants/ quality dimensions of service quality, GAPs Model – reasons for the gaps in service quality, strategies for bridging such gaps , SERVQUAL- an overview		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Publication	Publisher Company
1	Jochen Wirtz , Christopher Lovelock	Services Marketing	2021	World Scientific Publishing Company
2	Valarie A. Zeithaml , Mary Jo. Bitner, Dwayne D. Gremler, Ajay Pandit	Services Marketing	2018	McGraw Hill
3	Jochen Wirtz , Christopher Lovelock , Jayanta Chatterjee	Services Marketing	2017	Pearson Education

Online Resources:

Online Resources	Website address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.tandfonline.com/doi/ful
3	www.mheducation.com/hoghered/category.10366

MOOCs:

MOOCs	Website address
1	https://onlinecourses.swayam2.ac.in/imb19_mg20/preview
2	https://onlinecourses.nptel.ac.in/noc20_mg14/preview

Elective : Financial Management

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VI	FM02	Management of Financial Services	
Prepared By		Dr. Ranpreet Kaur_BVIMR	
Type	Credits	Evaluation	Marks
DSE	03	IE:UE	30:70
Course Objectives:			
- To acquaint the students about Financial System and its structure - To orient about various financial services available. - To explain the concept, types and evaluation of Mutual Fund schemes. - To describe the concept and major players of credit rating. - To brief the students about concepts related to Venture Capital Financing.			
Course Outcomes: (CO)			
CO1: Understand the role and Components of Indian Financial System. CO2: Understand and apply the knowledge of Important Financial Services for employment prospects. CO3: Demonstrate an awareness of the current mutual fund schemes and its evaluation. CO4: Understanding and analysing credit rating importance. CO5: Evaluate and create prospects for business funding through venture capital financing.			
Unit	Contents		
1	Indian Financial System Concept , structure and importance of Indian Financial System, Financial System and Economic development, Concept and Importance of Financial Services		
2	Types of Financial services: Fund Based and Fee based Leasing and Hire Purchase finance. Factoring and forfeiting. Bills Discounting. Concept and Importance of Insurance, Types of Insurance Merchant Banking, Underwriting Investment Banking		
3	Mutual Funds Concept and objectives of Mutual Funds, Concept of NAV Types of Mutual Fund Schemes Parameters for evaluation of Mutual funds Schemes Current Scenario of Mutual Fund in India		
4	Credit Rating Meaning and Importance of Credit Rating. Functions of Credit Rating agencies Factors affecting credit rating Major players of Credit Rating in India (CRISIL, ICRA, CARE)		
5	Venture Capital Financing Meaning and features of Venture Capital. Stages of Venture financing, Factors affecting Venture Capital financing. Importance of venture Capital Financing Recent Cases and examples		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 –National	E-Gordon, K Natarajan	Financial Markets and Services	Revised 6 th Edition 2010	Himalaya Publishing House
2 –National	M.Y.Khan	Financial Services,	2010	Tata McGraw Hill
3–National	G.S. Batra	Financial Service New Innovation	2015	ND publication

Online Resources:

Online Resources	Website address
1	https://www.moneycontrol.com
2	https://www.sebi.gov.in
3	https://www.investopedia.com

MOOCs:

MOOCS	Website address
1	https://swayam.gov.in
2	https://www.edx.org
3	https://alison.com/certificate-courses

Elective: Human Resource Management

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VI	HR(E) 02	Performance & Compensation Management	
Prepared By		Dr. Pravin Mane_IMED	
Type	Credits	Evaluation	Marks
DSE	3	IE:UE	30:70
Course Objectives:			
- To understand the various dimensions of Compensation Management. - To familiarize with the role of various bodies involved in Compensation Management.			
Course Outcomes:			
After completing the course, the students shall be able to CO1: Students will be able to apply the concepts of performance appraisal and compensation management practically.			
Unit	Sub Unit		
1.	Concept and objectives of performance management system, Performance appraisal and performance management, Performance Management – definition, objectives, need and measurement		
2	Process of performance appraisal, issues and challenges in performance appraisal, documentation of performance appraisal, Methods of Performance appraisal – traditional methods, modern methods with advantages and disadvantages of each - appraisal interviews, performance feedback and counseling, use of technology and e-PMS, Ethical perspectives in performance appraisal.		
3	Compensation – Definition, Classification and Types. Components of remuneration-basis pay, dearness allowance, flat and indexed DA, allowances and reimbursement, Determining Compensation, Compensation Approaches. Compensation as a Retention Strategy, Financial and non financial compensation		
4	Performance Based Pay Systems, Incentives - incentive plans, developing effective incentive plans. Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.		
5	Reward systems, Perceptions of Pay Fairness – the legal environment, Legal Constraints on Pay Systems. Employee Benefits.- retirement benefits, perquisites, non- monetary benefits.		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Publisher Company
1	Dewakar Goel,	Performance Appraisal & Compensation Management	PHI Learning, New Delhi.
2	Richard.I. Henderson	Compensation Management in A Knowledge Based World	Prentice Hall India, New Delhi.
3	Richard Thrope& Gill Homen	Strategic Reward Systems,	Prentice Hall India, New Delhi.
4	Michael Armstrong & Helen Murlis	Hand Book of Reward Management	Crust Publishing House

Online Resources:

Resources No.	Web site address
1	https://www.ideals.illinois.edu/bitstream/handle/2142/29159/onmeasurementofb1135venk.pdf?sequence=

MOOCS:

No.	Web site address
1	Modern Human Resource Management (Alison).
2	Principles of Human Resources Management (Swayam).
3	Managing employee compensation (Coursera)

Elective : International Business Management

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
VI	IB02	Export Import Policies, Procedures and Documentation	
Type of Course	Credits	Evaluation	Marks
DSE	3	IE:UE	30:70
Course Objectives:			
- To understand the basics of Export and Import. - To understand government policies and plans for carrying out international trade. - To learn the procedure for import. - To learn the procedure for export. - To know the import and export documentation formalities in India.			
Course Outcomes: (CO)			
CO1: Gain a comprehensive understanding of the fundamental concepts and basics of Export and Import. CO2: Explore and comprehend government policies and strategic plans that govern and facilitate international trade activities. CO3: Acquire knowledge and skills in the procedures involved in importing goods, including documentation, regulations, and compliance. CO4: Develop a thorough understanding of the step-by-step procedures and requirements for exporting goods, encompassing documentation, logistics, and regulatory aspects. CO5: Familiarize yourself with the intricacies of import and export documentation formalities specific to the Indian context, including legal requirements, paperwork, and compliance measures.			
Unit	Sub units		
1	Introduction: Meaning and Importance of International Trade. Definition of Export and Import, Benefits of Exports and Imports.		
2	Regulations for Export and Import: Obtaining an I.E.C. Number Foreign Trade (Development and Regulation) Act. Foreign Exchange Management Act (FEMA). DGFT Exchange Control Manual, Current Foreign Trade Policy of India		
3	Import Procedure: Various steps taken at different stages, viz. Registration Stage, Pre-import stage and other stages.		
4	Export Procedure: Various Steps taken at different stages, viz. Registration Stage, Pre-shipment stage, Shipment Stage and Post Shipment Stage.		
5	International Trade Documents: Aligned Documentation System (ADS) Proforma Invoice Commercial Invoice Packing List Shipping Bill Certificate of Origin Consular Invoice Certificate of Origin vs. Consular Invoice Commercial Invoice vs. Consular Invoice Mate's Receipt Bill of Lading Mate's Receipt vs. Bill of Lading Guaranteed Remittance (GR) Form Bill of Exchange Airway Bill Import Documents		

Reference Books:

S. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	M. I. Mahajan	A Guide on Export Policy, Procedure & Documentation	13 th Edition	Snow White Publications Pvt. Ltd.,-
2	C Rama Gopal	Export Import Procedures Documentation-and Logistics	2 nd Edition	New Age International Publisher's, New Delhi
3	Aseem Kumar	Export and Import Management		Excel Book, New Delhi

Online Resources:

Online Resources No.	Web site address
1	Handbook on Foreign Trade Policy and Guide to Export & Import-
2	Exchange Control Manual – RBI Publications -
3	Foreign Trade Policy (Latest)-

MOOCs:

Sources.	Web site address
1	https://swayam.gov.in
2	https://alison.com
3	www.coursera.org

Elective : Production Management

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
VI	PM02	Business Process Re-engineering	
Prepared By		Sanjay Jadhav_IMK	
Type of Course	Credits	Evaluation	Marks
DSE	3	IE & UE	30:70
Course Objectives:			
- Understand and Analyze Business Challenges - Master BPR Methodology - Implement Reengineering Strategies - Navigate Organizational Transformation - Integrate BPR with ERP Systems and Benchmarking			
Course Outcomes:			
After completing the course the students shall be able to CO1: Strategic Thinking and Adaptability CO2: Practical Application of BPR Methodology CO3: Effective Reengineering Implementation CO4: Analytical and Decision-Making Skills CO5: Integration of BPR with ERP Systems and Benchmarking Expertise			
Unit	Sub Unit		
1 Introduction to Business Process Reengineering:	Definition and concept of Business Process Reengineering Historical background and evolution of BPR Objectives and benefits of BPR Role of BPR in organizational transformation Phases of the BPR process Tools and techniques used in BPR Challenges and risks in BPR implementation Success factors in BPR projects		
2 Analysing Current business Processes	Techniques for process mapping Importance of process documentation Identifying bottlenecks and inefficiencies Data collection and analysis in BPR Techniques for process mapping Importance of process documentation Identifying bottlenecks and inefficiencies Data collection and analysis in BPR		
3 Redesigning Business processes	Principles of process redesign Innovation and creativity in process redesign Reducing complexity and increasing efficiency Case studies of successful process redesign Principles of process redesign Innovation and creativity in process redesign Reducing complexity and increasing efficiency Case studies of successful process redesign		
4 Organization al Change management	Principles of process redesign Innovation and creativity in process redesign Reducing complexity and increasing efficiency Case studies of successful process redesign Principles of process redesign Innovation and creativity in process redesign Reducing complexity and increasing efficiency Case studies of successful process redesign		

5 Evaluation and Continuous Improvement	Principles of process redesign Innovation and creativity in process redesign Reducing complexity and increasing efficiency Case studies of successful process redesign.
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Alexis Leon	ERP demystified	2007	Tata McGrawHill
2	Jagan Nathan Vaman	ERP in Practice	2008	Tata McGraw-Hill
3	Michael Hammer & James Champy	Reengineering the Corporation: a Manifesto for Business Revolution		
4	R.Radhakrishnan and S.Balasubramanian	Business Process Reengineering: Text and Cases		

Online Resources:

Online Resources No.	Web site address
1	https://www.coursera.org/courses?query=business%20process
2	https://alison.com/course/the-business-process-re-engineering-bpr-guide

MOOCs:

Sources .	Web site address
1	Swayam

Elective : Information Technology Management

Programme: BBA CBCS– Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
VI	IT02	Information System Security & Audit	
Prepared By		Dr. Pramod Pawar_IMED	
Type of Course	Credits	Evaluation	Marks
DSE	3	IE : UE	30:70
Course Objectives:			
- To study basic concepts of Information System - To learn & understand the Threats in Information System Security. - To manage security treats in the Organization for their Information System. - To get acquainted with the Physical Security, Network Security and Biometric Security. - To aware the various Information System Audits.			
Course Outcomes:			
After completing the course the students shall be able to CO1: Distinguish different types of Information System with different approaches. CO2: Finding threats and applies the different tools and techniques in their Organizational Information System. CO3: Apply Privacy Fundamentals, business practices' in different Information System Services. CO4: Recognize and describe Information security best practices. CO5: To analyze Security models, frameworks and standards in their Organizational Information System.			
Unit	Sub Unit		
1	Global information systems and their evolution, basics of information systems, role of the Internet and the World Wide Web. Understanding about the threats to information systems security, Building blocks of Info security, How Organizations manage security of their information systems their information systems		
2	Information Security Management in Organizations Information Security Management (ISM), Security Policy, Standards, Guidelines & Procedures ISMS. The 3 pillars CIA of Information Security Information Classification. Risk Analysis & Management, Security considerations for the mobile work force. Cryptographic techniques and Encryption, Intrusion Detection Systems and Firewalls, security of virtual private networks		
3	Security models and frameworks : A structure and framework of compressive security policy, policy infrastructure, policy design life cycle and design processes, PDCA model. introduction to the ISO 27001, SSE - CMM (systems security engineering - capability maturity model), COBIT (Control Objectives for Information and related technologies) and SAS 70 (statement on auditing standards)		
4	Information security best practices : Privacy Fundamentals, business practices' impact on data privacy, technological impact on data privacy, privacy issues in web services and applications based on web services. Staffing, audits, disaster recovery planning and business continuity planning and asset Management. Ethical issues and intellectual property concerns for information security professionals – copy right, data protection etc. matters		

5	Auditing for Security : Security Audits what are they? Need for Security audits in organizations Auditors responsibility in Security audits Types of Audits & approaches to Audits. Technology based Audits – vulnerability scanning and penetration testing. Resistance to Audits. Key success factors for Security Audits
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	HAROLD F. TIPTON	Information security Management Hand book- 5th Edition	2003	AUERBACH Publications
2	Alfred Basta, Wolf Halton	Computer security	2008	Thomson
3	LPadmavathi	Electronic Signature law	2023	Asia Law House
4	AnkitFadia	Network Security	2016	Laxmi Publication Pvt ltd
5	Michael Cross, Norrris Johnson	Security Plus study guide	2002	Syngress
6	Ron Weber, PearsonPub	Information systems control and Audit	2007	Pearson Education India Publication
7	Nina Godbole	Information Systems Security: Security Management, Metrics, Frameworks And Best Practices (With Cd)	2009	Wiley India
8	Charles CressonWood	Information Security policies made easy version 10	2005	Information Shield
9	Thomas Pettier.	Information security policies, procedures and standards	2001	

Online Resources:

Online Resources No.	Web site address
1	https://core.ac.uk/download/pdf/6673169.pdf
2	https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_security_audit.htm
3	https://www.isaca.org/resources/isaca-journal/issues/2016/volume5/informationssystem-security-audit-an-ontological-framework
4	https://en.wikipedia.org/wiki/Information_security_audit
5	https://www2.deloitte.com/me/en/pages/technology/solutions/it_audit_and_informtion_system_security_deloitte_montenegro_technology_services_solutions.html

MOOCs:

Sources	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

BV(DU) / CDOE

Elective : Agri-Business Management

Programme: BBACBCS–Revised Syllabus w.e.f.-Year 2023 – 2024			
Semester	Course Code	Course Title	
VI	AM02	Supply Chain Management in Agribusiness	
Prepared By		Dr. Aparna Marwa_BVIMR	
Type	Credits	Evaluation	Marks
DSE	3	IE:UE	30:70
Course Objectives:			
- To familiarize the student about agri business management which enables him/her to set commercial agribusiness of big farms - To develop a framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain. - To develop an understanding of basic concepts and role of Logistics and supply chain management in business. - To understand how supply chain drivers play an important role in redefining value chain excellence of Firms. - To develop analytical and critical understanding & skills for planning, designing and operations of supply chain. - To understand, appraise and integrate various supply chain strategies.			
Course Outcomes (CO)			
On the completion of the Course, the students will be able to: CO1: Understand the fundamentals of elements and functions of supply chain, role of drivers and demand forecasting. CO 2: To apply various techniques of inventory management and their practical situations. CO 3: Analyze how supply chain decisions related to facility location can be applied to various industries and designing the supply chain. CO 4: How various warehousing management system and transportation can be practiced in various industries? CO 5: How logistics and supply chain strategies can create value generation and utilize IT Applications. CO 6: How supply chain performance can be measured using various models?			
Unit	Contents		
1	Supply Chain Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.		
2	Demand Management in Supply Chain Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.		
3	Procurement Management in Agri. Supply chain Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory		

4	Logistics & Transportation Management Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third- Party Logistics (TPL/3PL); GPS Technology.
5	Concept of Information Technology Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.

Reference Books:

Sr.No.	Name of The Author	Title of the Book	Year Edition	Publisher Company
1 – National	Altekar RV.	Supply Chain Management: Concepts and Cases	2009	Prentice Hall of India.
2– National	Van Weele AJ. 2000.	Purchasing and Supply Chain Management Analysis, Planning and Practice	2013	Vikas Publ. House
3– International	Monczka R, Trent R & Handfield R.	Purchasing and Supply Chain Management	2002	Thomson Asia.

Online Resources:

Online Resources No	Website address
1	https://www.routledge.com/Agribusiness-Supply-Chain-Management/Chandrasekaran-Raghuram/p/book/9781466516748
2	www.wto.org
3	www.trademap.org
4	https://www.europeanproceedings.com/article/10.15405/epsbs.2021.12.04.22
5	www.dgft.gov.in
6	https://www.infosys.com/industries/agriculture/industry-offerings/agriculturedigital-supply-chain.html
7	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10000696/

MOOCs:

Resources No	Subject	Website address
1	Supply Chain of Agriculture	https://www.coursera.org/learn/supply-chain-ofagriculture
2	DoaneX: Sustainable Agri-food Supply Chain Management	https://www.edx.org/learn/sustainability/doaneuniversity-sustainable-agri-food-supply-chainmanagement

3	Agri Supply Chain Management	https://courseware.cutm.ac.in/courses/agri-supply-chainmanagement/
5	International Financial Environment	https://nptel.ac.in/courses/110105031/

BV(DU) / CDOE

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Sem	Course Code	Course Title	
VI	R02	RETAIL MANAGEMENT AND FRANCHISING	
Prepared By		Dr. Yogesh Gurav_IMED	
Type	Credits	Evaluation	Marks
DSE	03	IE:UE	30:70
Course Objectives: (CO)			
1. To impart knowledge on retail management concepts, retail formats, retail scenario in domestic and international markets 2. To provide insights on the demand drivers in retail sector 3. To enable the learners in understanding the issues related to customer experience management in retail sector 4. To facilitate timely decisions related to sales and inventory management 5. To encourage the learners to consider entrepreneurship as a career option			
Course Outcomes:			
After successful completion of the course, the learner will be able to CO1: Understand the retail management concepts, retail formats used in India and the retail scenario in domestic and international markets CO2: Demonstrate sound understanding of demand drivers in retail sector CO3: Analyse the issues related to Customer Experience Management in retail sector CO4: Evaluate the demand and supply in a retail business and take timely decisions related to Sales and Inventory Management CO5: Create a retail business enterprise			
Unit	Contents		
1	Introduction to Retailing: Evolution of Indian Retail, Organized vs. Unorganized Retail, Global and Indian Retail Scenario, Major Retail Players in		
2	Demand Drivers in Retail Sector: demographic dividend, rise in purchasing power, increasing		
3	Introduction to customer Experience Management in Retail: • Importance of timely response system • Practice of easy return policies in retail • Multi-channel support system for effective communication with the target market and quick resolution of customers' queries/issues. Ensuring Genuine Customer Support		
4	Sales and Inventory Management Systems in Retail: Its key features – Automation, integration of sales and inventory management efforts, easy availability of		
5	Introduction to franchising: advantages and disadvantages to franchisee and franchisor, types of franchisees, Franchise Disclosure Document (FDD) - meaning, its importance and the contents therein. Domestic and international franchising scenario		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Publication	Publisher Company
1	Swapna Pradhan	Retailing Management – Text and Cases - 06 th Edition	2020	McGraw Hill
2	Michael Levy, Barton Weitz, Dhruv Grewal	Retail Management – Indian Edition	2021	McGraw Hill
3	Manish Sidhpuria	Retail Franchising	2009	McGraw Hill

Online Resources:

Online Resources	Website address
1	https://www.vectorconsulting.in/research-publications/consumer-industry-insights/leveraging-franchisees-for-profitable-growth-in-retail/
2	https://courses.lumenlearning.com/clinton-marketing/chapter/reading-types-of-retailers/
3	https://www.primaseller.com/knowledge-base/retail-store-management/

MOOCs:

MOOCs	Website address
1	https://www.shortcoursesportal.com/disciplines/244/retail-management.html
2	https://onlinecourses.swayam2.ac.in/cec19_mg40/preview

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VI	PR 02	Software Project Management Tools	
Prepared by		Dr. Rupali Taru_ FMS Mumbai	
Type	Credits	Evaluation	Marks
DSC	3	IE:UE	30:70
Course Objectives:			
- To understand the Introduction of Software Project Management (SPM) & Stakeholders Involvement. - To learn the Project Execution, Estimation and process to assure the quality of SPM. - To understand the Project Risk Management & need of Change management - To learn about concept of Leadership & Ethics in Projects and Technology Framework. - To learn concept of SPMT and evaluate the various Project Management Software Tools			
Learning Outcomes:			
CO1: Develop the analytical view to select the require software project Management tool for business. CO2: Develop pricing, estimating, and cost control strategies and other quantitative tools. CO3: Demonstrate techniques for identifying, mitigating, and managing risk in SPM CO4: Analyse information in order to formulate effective solutions CO5: Demonstrate the different Software Project Management Tools for managing quality in projects.			
Unit	Sub Unit		
1. Introduction to software project Management:	Define Project. Define project Management. Define project Management software tools, Software project versus other types of projects, Understand the problems and concerns of software project manager, the role of management, Need of Planning, monitoring and control, identify the stake holders of a project and their objectives.		
2. Project Execution, Estimation and Quality Assurance:	Project management software tools, Developing the project schedule, Developing the project budget, Pricing and Estimating, Cost Control, Finalizing the project schedule and budget. Quality Management, Monitoring and controlling the project. The project communications plan. Project metrics. Reporting performance and progress. Information distribution.		
3. Project Risk Management & Change management:	Risk management planning. Common sources of risk on information technology projects. Risk identification. Qualitative risk analysis. Quantitative risk analysis. Risk response planning. Risk monitoring and control. Using software to assist in project risk management. The change management plan. Dealing with resistance and conflict, Outsourcing		
4. Leadership & Ethics in Projects:	Project leadership: Ethics in projects Multicultural project, Project implementation. Administrative closure. Project evaluation. Information distribution, Technology Framework in a context of s/w projects.		

5. Project Management Software Tools:	Basics, features and Framework of Project Management Software Tools, Define the scope of software project management, PMST's with special reference to Microsoft Project (Self- study Mind Genius, ClickUp, Avaza, monday.com)
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Bob Hughes, Mike Cotterell and Rajib Mall.	Software Project Management,	2011	Tata McGraw Hill, 5E, Second Reprint, ISBN-13:978-0-07-107274- 8; ISBN-10: 0-07-107274-8.
2	Walker Royce Foreword by Barry Boehm	Software Project Management, A Unified Framework	-	Addison-Wesley Pearson Education, ISBN 0-201-30958-0

Online Resources:

Online Resources	Website address
1	https://www.sciencedirect.com/science/article/pii/S1877050923004842
2	https://en.wikipedia.org/wiki/Project_management_software
3	https://thedigitalprojectmanager.com/tools/best-project-management-software/
4	https://www.journals.elsevier.com/international-journal-of-projectmanagement/most-cited-articles

MOOCs:

MOOCs	Website address
1	https://www.mooc-list.com/tags/project-management
2	https://www.coursera.org/specializations/project-management-tools-approachesskills
3	https://www.my-mooc.com/en/mooc/project-management-techniques-idbx-idb6-1x-0/

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VI	BA02	Multivariate Statistics	
Prepared By		Soham Mohite_CDOE	
Type	Credits	Evaluation	Marks
DSE	3	IE:UE	30:70
Course Objectives:			
- To develop students' ability to apply multivariate statistics to solve real-world problems. - To introduce students to the basic concepts and techniques of multivariate statistics. - To provide students with the skills necessary to use statistical software to analyse multivariate data. - To develop students' critical thinking skills when evaluating multivariate statistical results. - To introduce students to emerging trends and applications of multivariate statistics.			
Course Outcomes: (CO)			
CO1: Students will be able to apply descriptive multivariate statistics to summarize and visualize multivariate data. CO2: Students will be able to define multivariate statistics and explain its importance. CO3: Students will be able to build and evaluate multivariate regression models. CO4: Students will be able to conduct multivariate analysis of variance (MANOVA). CO5: Students will be able to classify and cluster multivariate data.			
Unit	Contents		
1	Unit 1: Introduction to Multivariate Statistics: What is multivariate statistics? Why is multivariate statistics important?, Types of multivariate data, Applications of multivariate statistics		
2	Unit 2: Descriptive Multivariate Statistics: Central tendency and dispersion measures for multivariate data, Data visualization for multivariate data, Principal component analysis, Factor Analysis		
3	Unit 3: Multivariate Regression Analysis: Simple and multiple regression analysis, Model building and selection Model evaluation and interpretation Logistic regression		
4	Unit 4: Multivariate Analysis of Variance (MANOVA): One-way MANOVA, Two - way and higher order MANOVA, Repeated-measures MANOVA		
5	Unit 5: Multivariate Classification and Clustering: Discriminant analysis, Cluster analysis		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Richard A. Johnson and Dean W. Wichern	Applied Multivariate Statistical Analysis	1 January, 2012	Prentice Hall India Learning Private Limited
2	Barbara G. Tabachnick and Linda S. Fidell	Using Multivariate Statistics by Barbara	10 April 2020.	Pearson Education.
3	T. W. Anderson	An Introduction to Multivariate Statistical Analysis	1 January, 2009	Wiley India Private Limited

Online Resources:

Online Resources No.	Website address
1	https://www.youtube.com/channel/UCtYLUtgS3k1Fg4y5tAhLbw
2	https://stats.oarc.ucla.edu/
3	https://docs.tibco.com/data-science/textbook

MOOCs:

Resources No.	Website address
1	Alisons
2	Swayam

Programme: BBA CBCS – Revised Syllabus w.e.f Year 2023–2024			
Semester	Course Code	Course Title	
Sem VI	EM 02	Event Risk Management	
Name of Faculty		Dr. Jagadish Patil_IMRDA	
Type	Credits	Evaluation	Marks
DSE	3	IE:UE	30:70
Course Objectives: (CO)			
- Describe fundamental concepts, nature and principles of Event Risk Management - Identification and Measurement of Various Types of Event Risks - Develop Strategies for management of Event Risks - Understand Event Risk Insurance and Audit			
Learning Outcomes:			
The student will be able to understand – CO1: Fundamental knowledge of event risk management. CO2: Exposure to the concepts, theories and practices in the field of Event Risk Management. CO3: Helps to develop strategic decisions for management of event risk.			
Unit	Contents		
1	Introduction to Event Risk Management – Meaning, definitions, nature and scope of Event Risk Management, Need and Importance of Event Risk management. Managerial roles and skills required for Event Risk Management. Categories of Event Risk : Opportunity Risk, Risk of uncertainty, Risk of Hazards, Operational Risk, Risk of Injury Risk of Reputation, Risks of Financial Loss, Risk of Losing Facilities, Risk of Imprisonment		
2	Event Risk Assessment - Identification and measurement of different types of event Risks, Event and Production Equipment, Crowd Management, Children Attending or Participating management, Transport and Traffic Management, Staff and Volunteer Safety, Medical Assistance Requirements and management, Risk Insurance : Public Liability Insurance, Professional Indemnity Insurance, Players Insurance, Directors and Officers Liability Insurance, Event Insurance, Indemnity , Guarantee and Warrantee		
3	Methods of Identifying Risks - Questionnaire, Organization Records, Flowcharting, Professional Expertise, On-site Investigations Risk Analysis and Prioritizing: Documenting Risk, The Risk Treatment Schedule		
4	Risk Management – Event Crisis Management, Types of Crisis: Natural Crisis, Technological Crisis, Crisis of Malevolence, Crises of Organizational Misdeeds Conducting an Event Risk Audit: Fundamental of event Risk Audit, Scope of Event Risk Audit, Conduct of Event Risk Audit		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Peter E Tarlow	Event Risk Management and Safety	2002	Wiley
2	Dr. Vineet Gera	Art of Event Management	2017, 2 nd Edition	
3	Annie Stephen, M r. Hariharan	Event Management		Himalaya Publishing House

MOOCs:

MOOCS	Website address
1	https://www.coursera.org/learn/events-management
2	https://www.udemy.com/topic/event-planning/
3	https://aaftonline.com/diploma-in-event-management
4	https://www.shiksha.com/online-courses/event-management-courses-certification-training-st593-tg353

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Programme: BBA CBCS– Revised Syllabus w.e.f.-Year2023 –2024			
Semester	Course Code	Course Title	
VI	HM02	Tour Operations Management	
	Prepared By	Sailesh G_BVHMCT	
Type of Course	Credits	Evaluation	Marks
DSE	03	IE:UE	30:70
Course Objectives:			
- To understand basic Tour Operation Management. - To study various areas such as the basics of tourism, tourism destination, entire basics of tourism, geography, - To have understanding of Basic tourism marketing, communication and other areas under tourism. □ To impart knowledge about various operational aspects of handling tourism operation			
Course Outcomes:			
CO1: At the successful completion of the course the learner will be able to CO2: Able to understand basic evolution and development of tourism industry. CO3: Assess managerial practices required for handling tourism services and operations. CO4: To develop skills to handle travel agency, tour operators and its functions. CO5: Able to explain basic tourism policy and planning and to understand impacts on tourism			
Unit	Sub Unit		
1	Introduction to Tourism Industry :Understanding Tourism, Historical Evolution and Development , Tourism System, Constituents of Tourism Industry and Tourism Organizations, Tourism Regulations, Biodiversity, Seasonality and Destinations, Maps and Chart Work, Cultural Heritage – Living Culture and Performing Arts, Use of History		
2	Basics Tourism Service and Operations with Marketing and Communication : Tourism Services and Operation - Modes of Transport, Tourist Accommodation, Informal Services in Tourism, Subsidiary Services, Travel Agency, Tour Operations, Guides and Escorts, Tourism Marketing, Role of Media, Communication Skills		
3	Tour Operation Planning,Policy and its impact : Tourism Planning and Policy - Infrastructural Development, Local Bodies, Officials and Tourism, Development, Dependency and Manila Declaration Economic Impact, Social, Environmental and Political Impacts, Threats and Obstacles to Tourism		

Appendix:**Reference Books:**

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Sunetra Roday, Archana Biwal and Vandana Joshi	Tourism Operations and Management	25 th March 1990	Oxford Press
02	Sampad Kumar Swain	Tourism Principles and Practices	24 th November 2011	Oxford Press
03	Akhil Bali	Tourism and Travel Management		Notion Press
04	Arvind Kumar	Travel Agency Management & Operations	29 th August 2019	Walnut Publication s
05	Saryu Doshi	Aspects of the Performing Arts of India	1993	Marg Publications

Online Resources:

Online Resource No.	Website address
1	https://onlinecourses.swayam.2.ac.in

MOOCs:

Resource No.	Website address
1	https://www.my-mooc.com

Elective: Marketing Management

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year 2023–2024			
Semester	Course Code	Course Title	
VII	MK0 3	Sales & Distribution Management &B2B	
Prepared By		Dr. Pritam Kothari_AKIMS	
Type of Course	Credits	Evaluation	Marks
DSE	03	IE:UE	30:70
Course Objectives:			
- To help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm, Globalization, increased competition, rapid changes in communication and information technology - To develop higher level of customer orientation for efficient sales and distribution management.			
Course Outcomes:			
After completing the course the students shall be able to CO1: The ability to create value and execute sales deals effectively CO2: The strategic skill and competencies needed for achieving sales targets CO3: The ability to avoid common mistakes made by sales professionals and negotiators CO4: The ability to work with people with different backgrounds, expectations, and values CO5: To understand and assess the challenges of turbulent business marketing CO6: To evaluate and design sustainable sales & distribution strategies			
Unit	Sub Unit		
1 Introduction to Sales Management	Nature and Importance of sales management, emerging trends in sales management, Objectives of personal selling, Personal selling process, Role and skills of sales manager,		
2 Sales Planning & Organization	Introduction, Need for Sales Organizations, their structure, Sales forecasting: meaning, methods of sales forecasting- quantitative and qualitative methods.		
3 Sales Force Management	Sales Job Analysis, Recruitment & Selection, Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales force performance appraisal		
4 Sales quotas	Need and importance of sales quotas , types of sales quotas, , Sales Territories, Sales Control Techniques- Sales analysis, Sales Audit.		
5 Distribution Management	Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, channel flows, Channel Intensity, classification of distribution channels, types of channel intermediaries, , factors affecting the design of marketing channels, Channel Conflict		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Krishna K. Havaladar, Vasant M. Cavale	Sales & Distribution Management		Tata McGrawHill Latest Edition
2	David Jobber, Geoffrey Lancaster	Selling & Sales Management		Pearson Latest Edition
3	Dr. S. L. Gupta	Sales & Distribution Management		Excel Latest Edition
4	Johnson F.M., Kurtz D.L., Scheuing E.E	Sales Management: Concepts, Practice, and Cases		Tata McGrawHill Latest Edition
5	William L. Cron, Thomas E. DeCarlo	Sales Management		Wiley Latest Edition

Online Resources:

Online Resources No.	Web site address
1	https://study.sagepub.in
2	https://www.classcentral.com/course/swayam-sales-and-distribution-management-12987
3	https://www.salesbabu.com/blog/crm-for-sales-distribution-management/

MOOCs:

Resources.	Web site address
1	https://swayam.gov.in/courses/147-principals-of-marketing-mgmt
2	https://www.coursera.org/browse/business/marketing
3	https://www.mooc-list.com/tags/marketing
4	https://www.bestmarketingdegrees.org/best-moocs-marketing

Elective: Financial Management

Programme: BBA CBCS – Revised Syllabus w.e.fYear 2023–2024			
Semester	Course Code	Course Title	
Sem VII	FM03	Corporate Finance	
Prepared by		Dr. R. D. Patil_FMS	
Type	Credits	Evaluation	Marks
DSE	03	IE:UE	30:70
Course Objectives:			
- To understand financial decision making in corporations - To analyse investment opportunities - To evaluate financial options - To comprehend risk management strategies - To apply financial tools to maximize shareholders value.			
Course Outcomes:			
CO1: Students will understand the importance to Corporate Finance in Business Management. CO2: It will create awareness among the students about various financial sources with their merits and demerits. CO3: It will help the students to analyse investment proposals on different ground. CO4: Students will understand the impact on financial and operational decisions of cost of capital. CO5: Students will learn how to analyse the financial statement and interpret the financial results.			
Unit	Contents		
1 Introduction to Corporate Finance	- Meaning of Corporate Finance - Scope and Importance of Corporate Finance - Goals of Financial Management - Role of Finance Manager - Organization of Finance Functions		
2 Sources of Corporate Finance	- Equity Share Capital, Preference Share Capital, Debenture, Public Deposits, Venture Capital. - Institutional Finance - International Sources of Finance: ADR, GDR, ECB, FCCB, FDI and FII		
3 Capital Budgeting	- Features and Significance of Capital Budgeting. - Problems and Difficulties of Capital Budgeting. - Techniques of Evaluations (Theory & Practical) – Payback Period, Discounted Pay Back Period, Accounting Rate of Return, Net Present Value, Profitability Index Method, Internal Rate of Return.		
4 Management of Earning and Capital Structure	- Dividends and Retained Earning. - Factors affecting Dividends decisions - Concept and Importance of Capital Structures, Factors affecting Capital Structure		
5 Financial Statement Analysis and Corporate Governance	- Techniques of Financial Analysis - Funds Flow Analysis and Cash Flow Analysis (Theory and Problems) - Study of Annual Report – Understanding contents and disclosures.		

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Narendra Agrawal, Stephen A Smith	Retail supply Chain Management	2015	Springer
2	John Fernie, leigh Sparks	Logistics and Retail management	2014	KoganPage
3	James B Ayers, Mary Ann Oddgaard	Retail supply Chain Management	2018	CRC Press

Online Resources

Online Resources	Website address
1	https://logisticsviewpoints.com/2023/06/01/top-6-retail-trends-supply-chain-planning-challenges-in-2023/
2	https://www.mckinsey.com/~media/mckinsey/dotcom/client_service/retail/articles/future_of_retail_supply_chains.ashx
3	https://www.91squarefeet.com/formats-of-retail/

MOOCs

MOOCS	Website address
1	coursera
2	alison
3	swayam

Elective: Human Resource Management

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VII	HR(E)03	Management of Industrial Relations	
Prepared by		Dr. Pravin Mane_IMED	
Type	Credits	Evaluation	Marks
DSE	3	IE : UE	30 : 70
Course Objectives:			
- Learners will be able to understand the meaning of industrial relations, dispute and role of trade unions. - Also they will be exposed to the concept and process of grievances and grievance handling.			
Course Outcomes:			
After completing the course, the students shall be able to Students will be able to apply the principles of industrial relations to the current scenarios.			
Unit	Contents		
1	Meaning and definition of industrial relations (IR), objectives and scope of Industrial relations, parties of IR, Evolution of IR in India, Conditions for congenial IR.		
2	Trade unions – concept, evolution and functions, types and structure of trade unions, formation of trade unions in India, problems of trade unions.		
3	Industrial disputes – concept, classification and causes, strikes, types of strikes, lockouts. Impact of industrialdisputes.		
4	Grievance – meaning and definition, causes of grievances, procedure of grievance redressal. Disciplinary action – needs, meaning, aspects of disciplinary procedure. Domestic enquiry.		
5	Settlement of industrial disputes, statutory methods as per industrial disputes act 1947, formation of works committee, functions of works committee, conciliation, meaning of conciliation, conciliation officer, voluntary and compulsory conciliation. Arbitration, Adjudication- types and process		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Publisher Company
1	Venkataraman, C.S,	Indian Industrial Relations	National Institute of Personnel Management.
2	Mamoria & Mamoria	Dynamics of Industrial Relations in India	Himalaya Publishing House
3	Sharma A.M	Aspects and legal frame work of Industrial Relation	Himalaya Publishing House

Online Resources

Resources No.	Web site address
1	http://www.pondiuni.edu.in/storage/dde/downloads/hrmiii_irm.pdf

MOOCS

No.	Web site address
1	Swayam

Elective: International Business Management

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VII	IB 03	International Marketing	
Prepared By		Dr. V. V. Desai_IMK	
Type	Credits	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objectives:			
- To develop an advanced understanding of the international marketing environment, the international marketing mix, and international marketing strategy. - To open business to larger, international audiences. On a brand level, international marketing is an opportunity for wider exposure, product awareness, and increased sales.			
Course Outcomes:			
CO1: Business persons have the responsibility to understand the complexities of global markets, but many have only studied their own home country's business practices. This course will give an outline to understand international marketing. CO2: Examining how companies enter international markets and their choices in standardizing or adapting the marketing mix. CO3: Students will be able to demonstrate an understanding of fundamental concepts of product and brand. Analyze global business opportunities and its implications on a firm's product and branding strategy. CO4: Students will learn to experience an unfamiliar market setting, build skills in using online international databases. Also measure and critically evaluate the communication effects and results with the help of International Marketing Research. CO5: Understanding quality issues related to global marketing and distribution of products. CO6: The course would develop a general perspective about managing international business both in operational as well as strategic context			
Unit	Contents		
1	Introduction to International Marketing Meaning and Definition, Nature and scope of international Marketing, · Domestic Marketing V/s International Marketing. · Environmental Analysis and its Techniques · Challenges and Opportunities in International Marketing.		
2	International Product and Pricing strategies Adoption and Standardisation - Factors encouraging adoption and standardisation · Global Branding Decisions · Packaging Strategies · CIF,FOB Pricing, · Determinants of Pricing · International pricing strategies · International Price Quotation and Payments Conditions.		
3	International Marketing Communication and Distribution System Integrated Marketing Communication Process · Modes of IMC-Tools and Techniques · International Marketing Channels-Types · Distribution Logistics and Supply Chain Management		
4	Planning for International Marketing: Market Research and Information systems- Meaning, needs and Scope · Process of International Marketing Research · Determinants of Market Selection · Market Analysis and Foreign Market Entry strategies		
5	Global Quality Standards Quality Issues in Global Markets · Global quality standards · International Agencies · Quality Issues for Indian Products in International Markets		

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	K. Aswathappa	"International Marketing"	2008	Tata McGraw-Hill Education
2	P. Kotler and S. Jha	Global Marketing: A Decision-Oriented Approach	2009	Pearson Education
3	Warren J. Keegan and Mark C. Green	Global Marketing	2019	Pearson Education
4	Subhash C. Jain	International Marketing	2022	Cengage Learning India Pvt. Ltd

Online Resources

Online Resources	Website address
1	Exchange Control Manual-RBI Publications
2	Handbook of Export Import Procedure
3	

MOOCS

MOOCS	Website address
1	Management Skills for International Business (Coursera)
2	Global Strategy: How the Global economy works (Coursera)
3	Foreign Trade Policies (Latest)
4	www.ie.port.com

Elective : Production and Operational Management

Programme: BBA CBCS – Revised Syllabus w. e. f. Year 2023–2024			
Semester	Course Code	Course Title	
VII	PM03	Logistics & Supply Chain Management	
Prepared By		Dr. Nilesh Mate_SDE	
Type	Credits	Evaluation	Marks
DSE	03	IE:UE	30:70
Course Objectives:			
- To understand fundamentals of Logistics and Supply Chain Management. - Develop a sound understanding of the important role of supply chain management in today's business environment. - Apply knowledge to evaluate and manage an effective supply chain. - Analyze and improve supply chain processes. - Design a supply chain for the businesses			
Course Outcomes:			
At the successful completion of course, the learner will be able to CO1. Understand the significance of Logistics and supply chain management in Businesses. CO 2. Apply various tools of Logistics and SCM for betterment of organizational efficiency. CO 3. Analyze the Demand through forecasting to plan the supply. CO 4. Evaluate Global Supply Chain Management. CO 5. Create supply chain strategies to achieve competitive advantage for the businesses.			
Unit	Contents		
1. Introduction to Logistics and Supply Chain Management	Definition and significance of logistics and supply chain management Historical evolution and development of supply chain management Key stakeholders and their roles in the supply chain Overview of supply chain flows (information, product, and cash) Trends and challenges in modern supply chains		
2 Supply Chain Strategy and Design	Formulating supply chain strategies to achieve competitive advantage. Supply chain network design and optimization Role of technology and data analytics in supply chain design Sustainability considerations in supply chain strategy		
3 Logistical Operations	Procurement and supplier relationship management Transportation modes and management Inventory management techniques and principles Distribution center operations and optimization Lean and agile supply chain concepts		
4. Demand Planning and Forecasting	Demand forecasting methods and models Forecast accuracy and error measurement. Collaborative demand planning and forecasting (CPFR) Inventory replenishment strategies based on demand forecasts. Case studies on demand planning in real-world scenarios		
5. Global Supply Chain Management and Sustainability	Globalization and its impact on supply chains Cross-border trade and international logistics Risk management in global supply chains Sustainable supply chain practices and corporate social responsibility (CSR) Emerging trends in logistics and supply chain sustainability		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher Company
1	Satish C. Ailawadi & Rakesh Singh	Logistics Management	2005	Prentice-Hallof India Pvt.L imited
2	D K Agrawal	Logistics and Supply Chain Management	2003	Macmillan Publishers India Limited,
3	Janat Shah	Supply Chain Management-Text and Cases	2009	Pearson Education
4	Douglas Long	International Logistics: Global Supply Chain Management	2003	Springer US
5	Donald J. Bowersox & David J. Closs	Logistical Management	1996	McGraw- Hill Companies
6	Donald Waters	Logistics-An Introduction To Supply Chain Management	2003	Palgrave Macmillan

Online Resources

Online Resources	Website address
1	www.poms.org
2	www.logisticsmgmt.com
3	www.ionlogistics.eu

MOOCs

MOOCS	Website address
1	alison.com
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Elective: Information Technology Management

BBA Semester VI			
Semester	Course Code	Course Title	
VII	IT03	RDBMS with Oracle	
	Prepared by	Dr Swati Desai_IMED	
Type	Credits	Evaluation	Marks
DSE	03	IE:UE	30:70
Course Objectives:			
- To understand various concept of RDBMS. - To understand the Structured Query Language and be able to use it with Oracle database. - To understand Procedural Language SQL (PL/SQL) and be able to use it in conjunction with an Oracle database. - To learn implementation of RDBMS concepts to real life problems to solve them			
Course Outcomes:			
At the end of this course, student should be able to: CO 1: Simple Query using sample datasets CO 2: Complex queries using SQL CO 3: Writing PL/SQL blocks CO 4: Implementation of RDBMS concepts			
Unit	Contents		
1	Introduction to oracleRDBMS: DBMS VS RDBMS, CODD's Rules, Introduction to Oracle: History, Features, Versions of oracle, introduction to oracle RDBMS, Tools of Oracle: SQL, SQL*Plus,SQL LForm,SQL Reports.		
2	SQL and Components of SQL Defining a database in SQL, Components of SQL: DDL, DML, DCL, DQL, SQL query Rules, Data types, Keywords, Delimiters, Literals. DDL Commands – Defining a database in SQL, Creating table, changing table definition, removing table. Truncating Table. DML Commands- Inserting, updating, deleting data, DQL Commands: Select Statement with all options. Renaming table, Describe Command, Distinct Clause, Sorting Data in a Table, Creating table from a table, Inserting data from other table, Table alias, and Column alias. Data Constraints: Primary key, Foreign Key, NOT NULL, UNIQUE, CHECK constraint		
3	Operators, Functions and Joins Arithmetic, Logical, Relational, Range Searching, Pattern Matching, IN & NOT IN Predicate, all, % any, exists, not exists clauses, Set Operations: Union, Union All, Minus, Intersect. Relating data through join concept. Simple join, equi join, non equi join, Self join, Outer join, Sub queries, Aggregate Functions , Numeric Functions, String Functions, Conversion functions, Date conversion functions, Date functions.		

4	Database Objects Index: Creating index, simple index, composite index, unique index, dropping indexes, multiple indexes on table, using rowid to delete duplicate rows from a table, Sequence: Creating sequence, altering sequence, dropping sequence. Views: Defining, modifying, deleting views.
5	Introduction to PL/SQL Introduction, Advantages, PL/SQL Block, PL/SQL Execution Environment, PL/SQL Character set, Literals, Data types, Variables, Constants, Displaying User Message on screen, Conditional Control in PL/SQL

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	P.S.Deshpande	SQL for oracle 9i	3 rd Edition	Dream tech Press
2 – International	Ivan Bayross	PL/SQL The Programming Language of Oracle 3rd Revised Edition	3 rd Edition	BPB Publication

Online Resources

Online Resources No	Web site address
1	https://www.w3schools.com/sql/
2	https://www.tutorialspoint.com/sql/index.htm
3	https://www.javatpoint.com/sql-tutorial

MOOCs

Resources No	Web site address
1	https://www.coursera.org/learn/intro-sql
2	https://www.coursera.org/projects/introduction-to-relational-database-and-sql
3	https://www.coursera.org/projects/intermediate-rdb-sql

Elective: Agribusiness Management

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VII	AM03	Use of Information Technology in Agribusiness Management	
Prepared by		Dr. Deepali Pisal_IMED	
Type	Credits	Evaluation	Marks
DSC	03	IE:UE	30:70
Course Objectives:			
- Gain a solid understanding of core concepts of ICT in agriculture, with a focus on used cases and potential impact. - Learn about digital tools enhancing on-farm productivity. - Understand how to empower small holder farmers through ICT/Digital Tools in market access and financial services. - Gain awareness of the forward-looking technologies and their scope in agriculture – artificial intelligence, remote sensing, crowd sourcing, and big data analytics.			
Course Outcomes:			
CO1: To understand the basic concepts of Data Analysis in agriculture, with a focus on used cases. CO2: To understand role of ICT in Agriculture. CO3: To understand AI, GIS, MIS and Knowledge Management.			
Unit	Contents		
1	Introduction to Computers: Types of Computer systems, Basic Computer operations, Networks: Internet, Intranet and Extranet Applications, Functional units of Computers, Practical data processing application in business, and Computer applications in various areas of business.		
2	The Software: Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages. Introduction to Microsoft Office, working with MS Word, MS Excel, MS Power point, Data Base, Data Base Management System.		
3	Internet, Security and E-Commerce: Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and their utilities		
4	Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; strategic importance of MIS, MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; ERP: CRM		
5	Managing Knowledge: Introduction to Knowledge Management, Organizational Learning and Memory, knowledge management activities, Approaches to Knowledge management, Information Technology in Knowledge Management, knowledge Management Systems implementation, Roles of people in knowledge management, Managerial Issues in Knowledge Management.		
6	Corporate Performance Management and Business Intelligence: A framework of Business Intelligence: Concepts and Benefits, Business Analytics: Online analytical processing reporting and querying, Data Text Web mining and Predictive Analytics, Data Visualization, Geographical Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards.		

Elective: Retail Management

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	Course Code	Course Title	
VII	R03	Merchandising, Display and Advertising	
Prepared By		Mr. Akhilesh Jadhav_IMRDA	
Type of Course	Credits	Evaluation	Marks
DSE	03	IE:UE	30:70
Course Objectives:			
The objective of this course on Merchandising Display and Advertising is to equip students with a comprehensive understanding and practical skills in the creation, implementation, and evaluation of merchandising and advertising strategies in the retail sector. The course aims to: • Introduce the concepts and historical evolution of retail merchandising and advertising, emphasizing their role and significance in the modern business landscape. • Develop the ability to design and execute effective merchandising displays using fundamental principles of design and display techniques to enhance consumer experience and sales. • Provide insights into the strategic selection and management of promotional mixes, leveraging both traditional and digital platforms to communicate the store's brand and maximize market reach. • Foster skills in planning, developing, implementing, and evaluating advertising campaigns, integrating both online and offline efforts to achieve comprehensive market penetration and brand cohesion.			
Course Outcomes:			
After completing the course the students shall be able to CO1: Demonstrate knowledge of the historical development of retail merchandising and advertising, understand evolving customer expectations, and appreciate the critical role of retail in the modern business ecosystem. CO2: Apply principles of design and display techniques to create attractive and strategic in-store and digital merchandising displays that effectively capture consumer interest and drive sales. CO3: Develop and execute communication strategies that effectively convey the store's brand identity and value proposition through a well-selected mix of promotional activities, leveraging both traditional and digital media. CO4: Exhibit proficiency in planning, budgeting for, implementing, and evaluating the effectiveness of advertising campaigns, utilizing both quantitative and qualitative metrics to inform future strategies.			

Unit	Sub Unit
1 Introduction	Introduction to Merchandising and Advertising: Overview of the course, significance in the retail sector. History and Evolution of Retail Merchandising : Tracing the changes in merchandising practices over time. Stages of Merchandise Planning: Conceptualizing, planning, execution, and analysis. Developing a Merchandise Plan: Steps in creating a strategic plan for merchandise. Elements of Merchandise Management: Inventory management, selection, pricing strategies. Issues in Merchandise Management: Common challenges and strategic solutions. Implementing the Merchandise Plan: Execution steps, monitoring, and adjustments. Fundamentals of Merchandising : Core concepts and practices in merchandising.
2 Principles of Design and Display	Basic Design Principles: Understanding color, balance, contrast, emphasis, and proportion. Merchandising Display Techniques: Techniques for effective window and in-store displays, layout strategies. Impact of Lighting, Color, and Texture: How these elements influence consumer perception. Role of Visual Merchandising and Advertising: Their importance in enhancing retail experience and sales.
3 Promoting the Store	Elements of Promotion: Overview of promotional elements and their role in retail. Communicating the Image: Strategies to communicate store image and brand identity. Selection of Promotion Mix: Choosing the right mix of advertising, sales promotion, publicity, personal selling, and relationship marketing. Display Advertisement and Sales Promotion: Understanding different types of promotions, objectives, and management. Management of Sales Promotion & Publicity: Strategies for effective promotion and publicity management.
4 Digital Merchandising and Advertising Strategies	Introduction to Digital Merchandising Techniques: Virtual displays, e-commerce visuals, and their impact. Digital Advertising Platforms and Strategies: Leveraging social media, email marketing, and online advertising. Integrating Online and Offline Efforts: Ensuring coherence between digital and physical merchandising and advertising strategies.

5 Implementing and Evaluating Advertising Campaigns	Planning and Developing Advertising Campaigns: Setting objectives, targeting, budgeting, and media selection. Creating the Message and Creative Strategy: Crafting messages that resonate with the target audience. Implementation of Advertising Campaigns: Scheduling, deployment, and the use of technology in execution. Evaluating the Effectiveness of Campaigns: Using metrics and measurement techniques, analyzing feedback, and adjusting future strategies.
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Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	David Gilbert Retail Marketing Management	David Gilbert Retail Marketing Management	-	Pearson Education
2	Agarwal, Bansal, Yadav & Kumar Retail Management	Agarwal, Bansal, Yadav & Kumar Retail Management	--	Pragati Prakashan, W.K.Road, Merut
3	Andrew J. Newman & Peter	Retailing Environment & operations	-	Change learning

Online Resources:

Online Resources.	Website address
1	https://www.smartinsights.com/ecommerce/merchandising/online-merchandising/
2	http://www.yotpo.com/blog/online-
3	http://www.tickto.com/digital-displays-retail-

MOOCs:

Resources.	Website address
1	Mooc.org
2	Coursera
3	Udemy

Elective: Project Management

Programme: BBA CBCS – Revised Syllabus w.e.fYear 2023–2024			
Semester	Course Code	Course Title	
VII	PR03	Managing Large Projects	
Prepared By		Dr. Pawan Kaul_IMR	
Type	Credits	Evaluation	Marks
DSC	3	IE:UE	30:70
Course Objectives :			
- To understand the importance of project management in today's world. - To understand the financial risks in projects. - To learn about concept of CPM/PERT in project planning - To understand the project risks, project monitoring and close out process in project - To understand the latest software's used in the managing the project			
Learning Outcomes :			
CO 1: Develop the understanding of a project organization and its scope and priorities. CO 2: Identify, analyse, and refine project costs to produce a budget and control project costs CO 3: Plan and manage the scope, cost, timing, and quality of the project, at all times focusing on project success as defined by the project stakeholders CO 4: Monitor the project risks and closing of projects CO 5: Understanding the practical application of software's for managing the projects.			
Unit	Contents		
1 Overview of Project	Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities.		
2 Project Screening	Project screening and selection , Project financial appraisal , detailed project report		
3 Project Planning	Time and cost estimates with AON and AOA conventions, Network analysis, Float analysis, Gantt chart and PERT Analysis		
4 Risk Assessment	Risk concept and identification, risk assessment, prioritizing risks, risk response planning, Project tracking and control elements, Earned Value Management, project completion and handover		
5 Project Management Software	Introduction, Advantages of Using Project Management Software, Common Features Available In Most of the Project Management Software, Study of MS project or any other project management		

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Erik Larson and Clifford Gray	“Project Management: The Managerial Process”, 8th edition,	2020	McGraw Hill
2	Pradeep Pai	Project Management	2019	Pearson India Education services Pvt Limited
3	Nicholas & Steyn	Project Management for Business , Engineering & Technology	2012	Elsevier

Online Resources

Online Resources No.	Website address
1	https://en.wikipedia.org/wiki/Project_management
2	https://www.pmi.org/about/learn-about-pmi/what-is-project-management
3	https://www.simplilearn.com/tutorials/project-management-tutorial/project-planning
4	https://hbr.org/2023/11/why-big-projects-fail-and-how-to-give-yours-a-better-chance-of-success

MOOCs:

ResourcesNo.	Websiteaddress
1	https://www.mooc-list.com/tags/project-management
2	https://www.coursera.org/courses?query=project%20management
3	https://onlinecourses.nptel.ac.in/noc19_mg30/preview

Elective: Business Analytics Management

Programme: BBA CBCS–Revised Syllabus w.e.f.-Year 2023–2024			
Semester	CourseCode	CourseTitle	
VII	BA 03	Data Warehousing and Data Mining	
		Dr. Sujata Mulik_IMED	
Type	Credits	Evaluation	Marks
DSC	3	IE:UE	30:70
Course Objectives:			
- To introduce the basic concepts of Data Warehouse and Data Mining techniques. - Examine the types of the data to be mined and apply pre-processing methods on raw data.			
Course Outcomes:			
CO1: Remembering the fundamentals of Database technology and its application in data warehousing and data mining. CO2: Creating multi-dimensional data models using star, snowflake and fact constellation schemas CO3: Understand the components, architecture and other important tools of data warehousing and data mining CO4: Process raw data to make it suitable for various data mining algorithms. CO5: Discover and measure interesting patterns from different kinds of databases CO6: Apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data.			
Unit	Contents		
1 Introduction to Data Warehousing:	Data Warehousing, Difference between operational database system and data warehouse, characteristics of data warehousing Metadata, Importance of Metadata. Data Marts, Reasons for creating Data Marts, Building Data Marts: Top down Approach & Bottom up Approach, Data Warehouse Architecture, Three Tier Architecture. Data Warehouse Schema, Star, Snow Flake & Fact Constellation Schema. OLAP, Need for OLAP		
2 Introduction to Data Pre- processing:	Importance, Objectives and Techniques, Data Cleaning, Data Integration, Data Transformation, Data Reduction		
3 Introduction to Data Mining	Introduction, Need for Data Mining, KDD Process, Data Mining Architecture, Data Mining Functionalities, Data Mining Task Primitives, Integration of a Data Mining System with a Database or Data Warehouse System		
4 Mining Frequent Items and Associations	Frequent Item Set, Closed Item Set, Association Rule Mining, Market Basket Analysis, Classification of Association Rules, Apriori Algorithm		
5 Classification and Prediction	Classification & Prediction, Issues regarding classification & Prediction, Comparing Classification Methods, Classification by Decision Tree Induction		

6 Cluster Analysis	Introduction, Cluster Analysis, Types of Data in Cluster Analysis, Partitioning Methods: K-Means Method, Applications of data mining in various sectors
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Attendance Policy**Reference Books**

Sr.No.	NameoftheAuthor	TitleoftheBook	Year Edition	Publisher Company
1	Jiawei Han and MichelineKamber	Data Mining Concepts and Techniques	2011	Harcourt India Pvt.
2	Alex Berson, Stephen J. Smith	Data Warehousing, Data Mining and OLAP	2004	McGrawHill
3	D. Hand, H. Mannila, and P. Smyth	Principles of Data Mining	2011	MIT Press

Online Resources

OnlineResourcesNo.	Website address
1	www.tutorials.com
2	http://www.quora.com
3	http://www.edureka.com

MOOCs:

Resources No.	Website address
1	NPTEL / Swayam
2	www. edx.com
3	www.coursera.com

Elective: Event Management

Programme: BBA CBCS – Revised Syllabus w.e.f. Year 2023–2024			
Semester	Course Code	Course Title	
VII	EM03	Customer Relationship in Event Management	
Prepared by		Dr. Aditi Malhotra_BVIMR	
Type	Credits	Evaluation	Marks
DSC	3	IE & UE	30:70
Course Objectives: (CO)			
- Develop in students an ability to manage effective relationships with customers in a range of business settings. - Develop a customer centric organization culture. - Demonstrate how to build long-term customer relationships - To gain formal and practical knowledge leading to possible careers in the field of event management, corporate communications, public relations. - The course aims at making the students acquire an in-depth knowledge about the management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.			
Learning Outcomes:			
CO 1: Design, develop & integrate CRM mechanism in event management CO 2: Demonstrate an understanding of CRM concepts, theories and value co- creations. CO 3: Identify managerial opportunities and creating customer profiles by using segment targeting strategies CO4: Understand the event management concepts and their practical applications with diverse event managing stakeholders. CO5: Develop the event management and planning strategies using, multidimensional event management techniques.			
Unit	Contents		
1 Introduction to CRM:	Definition, Scope, Evolution and Transformation of Customers, Touch Point Analysis, Criticality of Customer Relationships. Benefits of Customer Relationships. Customer Value: Customer Relationship Style Types of customer Value, Value Co- creation.		
2 CRM Framework	IDIC Framework, Ladder of Loyalty Customer Bonds, Customer Defections CRM Framework Lifetime Customer Value, Base Profit Analysis, Value Chain Analysis, Customer Defection. Customer Retention: Importance, Stages Measurement, Customer Expectations: Managing and Delivering.		
3 Managing Customer Relationship	Stages, Technique to Manage Relations, Custom Experience Management. Creating a Customer Profile; Knowing your Customers; Segmenting & Targeting Customers; Tools used for Segmenting & Targeting Customers. 7. Delivering the Customer Offer: Developing and Deploying CRM Strategy: CRM Program Life Cycle Building Blocks.		
4 Introduction to Event Management	Event Planning, Ideation & Costing What are Event Creatives & Collaterals? Understanding Event Types, Corporate Events Incentives, Marketing & PR Event, Sports Events, Exhibition & Trade Fairs, Music Events & Concerts, Celebrity & Artist Management		
5 Event Planning	Introduction to Event planning an management, Even Production, Role o event planner and Qualities of good event planner, Importance of organizing events and its component Techniques, Selections, Coordination, Creativity, Designing, Marketing, Sponsorships and Production of Special, Corporate and Sports Events		

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Lynn Van Wagen & Brenda Carlos	Event Management	2020	Pearson <u>ISBN 10: 0131149385 ISBN 13: 9780131149380</u>
2	Mallika Srivastava	Customer Relationship Management	2023	Vikas
3	Customer Relationship Management: Emerging Concepts, Tools And Application	Jagdish N Sheth, Parvatiyar Atul, G Shainesh	-	McGrawHill

Online Resources

Online Resources	Website address
1	https://weblibrary.miu.edu.my/upload/ebook/management%20 and business/2018_Book_CustomerRelationshipManagement.pdf
2	https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf

MOOCs:

MOOS	Website address
1	https://www.edx.org/search?q=Customer+Relationship+Management https://www.classcentral.com/search?q=customer%20relationship%20management
2	https://www.classcentral.com/search?q=event%20management
3	https://www.edx.org/learn/project-management?hs_analytics_source=referrals&utm_source=mooc.org&utm_medium=referral&utm_campaign=mooc.org-topics https://www.edx.org/search?q=Event+Management

Elective: Hospitality Management

Programme: BBA CBCS– Revised Syllabus w.e.f.- Year 2023–2024			
Semester	Course Code	Course Title	
VII	HM 03	Hospitality Marketing Management	
Prepared by		Dr. Sunita Shenge	
Type of Course	Credits	Evaluation	Marks
DSE	3	IE:UE	30:70
Course Objectives:			
The course aims to equip students with a comprehensive understanding of marketing principles, strategies for service management, customer value and satisfaction, consumer behavior, and effective communication and promotion techniques. Through an exploration of theoretical concepts and practical applications, students will learn to develop, implement, and evaluate marketing strategies in both goods and services sectors, with a focus on creating customer-oriented organizations that thrive in a globalized environment.			
Course Outcomes:			
After completing the course the students shall be able to CO1: Understand the Marketing Conceptual Framework & Consumer Behaviour CO2: Analyze Customer Value, Satisfaction, and Service Quality CO3: Understand Consumer Behavior CO4: Implement Effective Promotion and Guest Handling Strategies CO5: Apply Knowledge Practically			
Unit	Sub Unit		
1 Introduction	- Marketing conceptual framework- marketing environment -customer oriented organization. - Marketing interface with other functional are as marketing in a globalized environment .- Marketing Mix		
2	Definition - Difference between goods and Services - Characteristics of services - management strategies for service business - role of employees in service process - Internal marketing.		
3	Customer Value and satisfaction - Five gap model of service quality - Benefits of service quality - Retaining customers, handling customer complaints - Relationship marketing - Monitoring and measuring customer satisfaction		
4	Definition - Consumer Behaviour models - Factors affecting Consumer Behaviour - Cultural, Social, Personal, Psychological		

5	Guest handling - special occasion - Advertising - promoting - merchandising food and beverage - overview identifying the media - Layout and design of advertisement - highlighting the message - Target audience - food and wine display - promoting room service - Telephone selling - persuasive and suggestive selling. Guest handling - identifying guest needs - Maintaining guest history card and records - Effective public relationship - Effective social skills - personalization. Special occasions - Type of special occasions - Creativity and Innovation - Special menu - planning – Co-ordinating the activities
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Philip Kotler, Bowen and Makens	Marketing for Hospitality & Tourism		Prentice -Hall Inc
2	Neil Wearne	Hospitality Marketing		Press Pvt Ltd. - Australia

Online Resources:

Online Resources No.	Web site address
1	https://www.classcentral.com/course/edx-managing-marketing-in-thehospitality-and-tourism-industry-7332
2	https://study.com/academy/course/hospitality-marketing.htm

MOOCs:

Resources	Web site address
1	Swayam

BV(DU) / CDOE



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CENTRE FOR DISTANCE & ONLINE EDUCATION, PUNE (INDIA)

Bharati Vidyapeeth Bhavan, 5th Floor, L.B.S. Marg, Pune - 411030.

Tel.: 07969470000, 020-24407264, 8055912895

Website : bharatividyapeethdistance.com | **Email :** distance@bharatividyapeeth.edu