

Savitribai Phule Pune University, Pune

Faculty of Commerce and Management

Bachelor of Business Administration

(BBA)

Revised Curriculum (2024 Pattern as per NEP-2020)

w.e.f. Academic Year: 2024-2025

Preamble:

In an era characterized by rapid technological advancements and dynamic business environments, the Bachelor of Business Administration (BBA) program at Savitribai Phule Pune University, Pune is designed to equip students with the foundational knowledge and practical skills necessary to excel in various business domains. This curriculum reflects the integration of core business principles with contemporary management practices, preparing students to meet the challenges and opportunities of the modern business world. The BBA program aims to provide a comprehensive education that combines theoretical knowledge with practical application. The curriculum covers essential areas such as management, finance, marketing, human resource management, agriculture business, and service management. This multidisciplinary approach ensures that students develop a broad understanding of business operations and strategic decision-making. A distinctive feature of this program is its emphasis on experiential learning. Students engage in hands-on projects, practical sessions, and internships that allow them to apply theoretical concepts in real-world business scenarios. This experiential learning approach not only enhances their practical skills but also prepares them for the demands of the business industry. The program also focuses on developing essential soft skills such as communication, teamwork, and leadership. Courses in business communication, soft skills development, and business ethics are designed to foster these abilities, ensuring that graduates can effectively navigate professional environments and lead diverse teams. Furthermore, the BBA program encourages students to adopt a holistic perspective on business issues. Courses on environmental awareness, democracy awareness, and gender sensitization promote a sense of social responsibility and ethical decision-making. This holistic approach ensures that graduates are not only proficient in business practices but also mindful of their impact on society and the environment. Through a blend of rigorous academics, practical experience, and skill development, the BBA program aims to create well-rounded professionals who are equipped to drive innovation and growth in their respective fields. Graduates of this program will be prepared to pursue successful careers in management, entrepreneurship, finance, marketing, and other business-related areas. In essence, the BBA program at [Institution Name] is committed to nurturing a new generation of business leaders who are adept at navigating the complexities of the global business landscape, driving sustainable growth, and promoting ethical business practices worldwide.

Following aspects highlight the importance of commercial education:

- 1. Academic Rigor and Excellence:** Commercial education provides a rigorous academic curriculum that equips students with a comprehensive understanding of business theories, principles, and practices. Through innovative teaching methods and experiential learning opportunities students excel in dynamic and competitive global business environments.
- 2. Ethical Leadership and Social Responsibility:** Students are instilled the importance of ethical decision-making, integrity, and corporate social responsibility. Our program emphasizes the significance of ethical

leadership and the impact of business practices on society and the environment.

3. Critical Thinking and Problem-Solving Skills: We foster the development of critical thinking, analytical reasoning, and problem-solving skills essential for effective decision-making in complex business situations. Students learn to evaluate information, analyze data, and formulate strategic solutions to real-world challenges.

4. Global Perspective and Cultural Awareness: Recognizing the interconnectedness of the global economy, we emphasize the development of a global mindset and cultural competence among the students. Our curriculum integrates international business concepts and opportunities for cross-cultural learning experiences.

5. Professional Development and Career Readiness: Through internships, professional development workshops, and networking opportunities, students are facilitated the acquisition of practical skills and industry-specific knowledge necessary for professional growth and advancement.

6. Innovation and Entrepreneurship: Encouraging creativity and innovation, we inspire entrepreneurial thinking and the ability to identify and seize opportunities in the marketplace. Our program supports aspiring entrepreneurs in developing business plans and launching ventures that contribute to economic growth and innovation.

7. Continuous Learning and Adaptation: Committed to continuous improvement and adaptation to meet the evolving demands of the business world. Our faculty engage in scholarly research and professional development to ensure that our curriculum remains relevant and responsive to industry trends and technological advancements.

8. Constant Learning: Commerce is a field that requires continuous learning and adaptation to stay competitive. Business education instills a mindset of lifelong learning, encouraging individuals to stay updated about industry trends, new technologies, and evolving business practices.

Objectives of the Programme:

1. To equip students with a comprehensive understanding of core business principles, including management, finance, marketing, human resource management, and operations.
2. To foster the ability to analyze business problems, develop strategic solutions, and make informed decisions using critical thinking and analytical skills.
3. To provide hands-on experience through practical sessions, projects, internships, and case studies to apply theoretical knowledge in real-world business scenarios.
4. To improve written and verbal communication skills essential for professional business environments, including report writing, presentations, and interpersonal communication.
5. To instill leadership qualities and teamwork skills, preparing students to lead and collaborate effectively in diverse business settings.
6. To incorporate modern technological tools and practices in business operations, including computer applications, IT for business, and AI/ML for business.
7. To promote ethical business practices, corporate social responsibility, and environmental awareness to ensure graduates act with integrity and social responsibility.
8. To offer a range of elective courses to provide a broad perspective on business issues, integrating knowledge from various disciplines like economics, law, and management.
9. To equip students with the skills and knowledge required for successful careers in management, entrepreneurship, finance, marketing, and other business-related areas.
10. To lay a strong foundation for those who wish to pursue higher studies in business and management.
11. To encourage a mindset of continuous learning and adaptability to stay current with business trends, technological advancements, and evolving market conditions.
12. To nurture entrepreneurial thinking and skills, preparing students to identify opportunities, develop business plans, and launch and manage their own ventures.
13. To foster critical thinking skills to identify, analyze, and solve complex business problems innovatively and efficiently.

Program Outcomes:

1. Graduates will have a thorough understanding of fundamental business principles, including management, finance, marketing, and human resources.
2. Graduates will be able to analyze business problems, develop strategic plans, and make data-driven decisions to address complex business challenges.
3. Graduates will demonstrate the ability to apply theoretical knowledge to practical situations through hands-on projects, internships, and real-world case studies.
4. Graduates will possess strong written and verbal communication skills, essential for business reporting, presentations, and professional interactions.
5. Graduates will exhibit leadership qualities and the ability to work effectively in teams, contributing to collaborative efforts and leading projects.
6. Graduates will be adept at using modern business technologies and information systems, enhancing business operations and decision-making processes.
7. Graduates will understand and uphold ethical standards in business practices, demonstrating a commitment to corporate social responsibility and environmental sustainability.
8. Graduates will integrate knowledge from various disciplines, providing a holistic approach to solving business problems and making informed decisions.
9. Graduates will be well-prepared for professional careers in management, finance, marketing, entrepreneurship, and other business fields, equipped with the necessary skills and knowledge.
10. Graduates will have a commitment to continuous learning and professional development, staying current with industry trends, technological advancements, and evolving market conditions.
11. Graduates will demonstrate entrepreneurial skills, including the ability to identify opportunities, develop business plans, and manage new ventures.
12. Graduates will possess strong critical thinking abilities, enabling them to identify, analyze, and solve complex business problems with innovative and effective solutions.

Introduction

The BBA Degree Program (2024 Pattern) will be introduced in the following order:

Sr. No.	BBA Degree Program	Academic Year
A	First Year BBA	2024-2025
B	Second Year BBA	2025-2026
C	Third Year BBA	2026-2027
D	Fourth Year BBA	2027-2028

The program will be offered in following Specializations:

1. Finance Management (FM)
2. Human Resource Management (HRM)
3. Marketing management (MM)
4. Agri Business Management (ABM)
5. Services Management (SM)

Eligibility

- a) No Candidates shall be admitted to the First Year of the BBA Degree Program (2024 Pattern) unless he / she has passed the Higher Secondary School Certificate Examination of the Maharashtra State Board or equivalent or University with English as a passing Course.
- b) No candidate shall be admitted to the Third Semester Examination of the Second Year unless he / she has cleared First Two Semesters satisfactorily for the course at the college affiliated to this University.

- c) No student shall be admitted to the Third Year BBA (Fifth Semester) Degree Program (2024 Pattern) unless he / she has cleared all the papers of First and Second Semester Examination of FYBBA
- d) No candidate shall be admitted to the Fifth Semester Examination of the Third Year unless he / she has cleared first Two Semesters satisfactorily of Second Year for the Program at the college affiliated to this University.
- e) No candidate shall be admitted to the Fourth Year BBA (Seventh Semester) Degree Program (2024 pattern) unless he / she has cleared all the papers of Third and Fourth Semester Examination of SYBBA

Teaching Methodology

The Teacher can use the following Methods as Teaching Methodology:

- Class Room Lectures
- Guest Lectures of Professionals, Industry Experts etc.
- Teaching with the help of ICT tools
- Visits to various Professionals Units, Companies and Business / Industry Units
- Group Discussion / Debates
- Assignments, Tutorials, Presentations, Role Play etc.
- YouTube Lectures developed by MHRD, UGC, Government of Maharashtra, University etc.
- Analysis of Case Studies

Examination

- 1) A student cannot appear for Semester End Examination unless he / she has maintained at least 75% attendance during the teaching period of that course. If a student fails to maintain attendance up to 75%, at the time of filling of Examination Forms, an undertaking from the student should be taken stating that he / she will be allowed to appear for Examination subject to fulfillment of required attendance criteria during the remaining period of teaching of the course.
- 2) Each credit will be evaluated for 25 Marks.
- 3) Each course will have a distribution of 30:70 for CIE and SEE.
- 4) To pass a course, the student must obtain at least 40% Percent marks in the CIE and SEE separately.
- 5) If a student misses CIE examination, he / she will have a Second Chance with the permission of the teacher concerned only. Such a Second Chance shall not be the right of the student; it will be the discretion of the teacher concerned only rather than the Head of the Department or Principal to give or not to give Second Chance to a student to appear for Internal Assessment.
- 6) A student cannot register for the Third, Fifth and Seventh Semester, if he / she fails to complete 50% credits of the total credits expected to be ordinarily completed within Two Semesters.
- 7) No student shall be admitted to the Fifth Semester Examination of the Third Year unless he / she has cleared First Two Semesters.
- 8) No student shall be admitted to the Fourth Year BBA (Seventh Semester) Degree Program (2024 Pattern) unless he / she has cleared all the papers of Third and Fourth Semester Examination of S.Y. BBA and has satisfactorily kept terms for the Third Year (Fifth and Sixth Semester).
- 9) There shall be revaluation of the Answer Scripts of Semester-End Examination but not of Answer Scripts of Internal Assessment Papers as per Ordinance No. 134 A and B.

A.T.K.T. Rules

The present relevant ordinances issued by the SPPU pertaining to ATKKT are applicable.

University Terms:

The dates for the commencement and conclusion of the First and the Second Terms shall be as determined by the University Authorities. Only duly admitted students can keep the terms. The present relevant ordinances pertaining to grant of terms will be applicable.

Verification and Revaluation

The candidate may apply for verification and revaluation or result through Principal of the College which will be done by the University as per ordinance framed in that behalf.

Restructuring of Courses

This revised course structure shall be made applicable to the colleges implementing 'Restructured Programme at the Undergraduate Level from June 2024. The Colleges under the Restructured Programme which has revised their structure in the light of the "2024 Pattern" shall be introduced with effect from Academic Year 2024-25.

Standard of Passing

- A candidate is required to obtain 40% Marks in Internal Assessment, Practical Examination and Semester End University Examination.
- It means that passing separately at Internal Assessment, Practical Examination and Semester End University Examination is compulsory.

Methods of Evaluation, Passing, and Evaluation Criteria

The evaluation of students will be done on Three Times during each Semester:

- Internal Assessment (Internal)
- Practical Examination (If applicable)
- Semester End University Examination (External)

For Semester End University Examination, question papers will be set for Seventy Percent of the Total Marks allotted for the course.

Evaluation will be done on a continuous basis Three Times during each Semester. Internal Assessment will be of Thirty Percent of the Total Marks allotted for the subject. The colleges need to adopt any Two Methods out of the following Methods for Internal Assessment:

- Offline Written Examination
- Power Point Presentations
- Assignments / Tutorials
- Oral Examination
- Open Book Test
- Offline MCQ Test
- Group Discussion
- Analysis of Case Studies

Credit Structure for FYBBBA

FYBBA Semester I								
Course Type	Course	Paper Title	Hours / Week	Credits	Internal	External	Total	
Major Mandatory (06)	Major Mandatory 1 (Compulsory)	Principles of Management	3	2	15	35	50	
	Major Mandatory 2 (Select Any one Specialization)	Finance: Principles of Finance	3	2	15	35	50	
		Marketing: Principles of Marketing						
		HRM: Principles of Human Resource Management						
		Agri. Bussi.: Agriculture and Indian Economy						
		Service Mgmt.: Essentials of Services Management						
	Major Mandatory 3 (Select Any one Specialization other than selected in Major Mandatory 2)	Finance: Principles of Finance	3	2	15	35	50	
		Marketing: Principles of Marketing						
		HRM: Principles of Human Resource Management						
		Agri. Bussi.: Agriculture and Indian Economy						
		Service Mgmt.: Essentials of Services Management						
	Open Elective (OE)	Open Elective 1	Business Mathematics -I	3	2	15	35	50
		Open Elective 2	Business Statistics - I	3	2	15	35	50
	Vocational Skill Development Course (VSC)	Vocational Skill Development Course	Information Technology for Business	3	2	15	35	50
	Skill Enhancement Course (SEC)	Skill Enhancement Course (SEC)	Soft Skills Development	3	2	50	0	50
Ability Enhancement Course (AEC)	Ability Enhancement Course (AEC)	Business Communication skills - I	3	2	15	35	50	
Value Education Course (VEC)	Value Education Course (VEC)	Environmental Awareness	3	2	15	35	50	
Indian Knowledge System (IKS)	Indian Knowledge System (IKS)	Generic IKS	3	2	50	0	50	
Co-Curricular Courses (CC)	Co-Curricular Courses (CC)	Physical Education - I	@ Department	2	50	0	50	
		Total	-	22	270	280	550	
FYBBA Semester II								
Course Type	Course	Paper Title	Hours / Week	Credits	Internal	External	Total	

Major Mandatory (06)	Major Mandatory 4 (Compulsory)	Business Cost Accounting	3	2	15	35	50
	Major Mandatory 5 (As per the specialization selected in Semester I)	Finance: Business Accounting	3	2	15	35	50
		Marketing: Consumer Behavior and Sales Management					
		HRM: Organizational Behavior					
		Agri. Bussi.: Essentials of Rural Development					
	Major Mandatory 6 (As per the specialization selected in Semester I)	Service Mgmt.: Essentials of Services Management	3	2	15	35	50
		Finance: Business Accounting					
		Marketing: Consumer Behavior and Sales Management					
		HRM: Organizational Behavior					
		Agri. Bussi.: Essentials of Rural Development					
Service Mgmt.: Essentials of Services Management							
Minor	Minor 1	Business Economics - I	3	2	15	35	50
Open Elective (OE)	Open Elective 3	Business Mathematics - II	3	2	15	35	50
	Open Elective 4	Business Statistics - II	3	2	15	35	50
Vocational Skill Development Course (VSC)	Vocational Skill Development Course (VSC) (Practical)	Computerized Accounting using Tally	5	2	50	0	50
Skill Enhancement Course (SEC)	Skill Enhancement Course (SEC)	Basics of Stock Market/ Cross - Cultural Communication/ AI and ML for Business	3	2	15	35	50
Ability Enhancement Course (AEC)	Ability Enhancement Course (AEC)	Business Communication skills - II	3	2	15	35	50
Value Education Course (VEC)	Value Education Course (VEC)	Democracy Awareness & Gender Sensitization	3	2	50	0	50
Co-Curricular Courses (CC)	Co-Curricular Courses (CC)	Physical Education - II	@ Department	2	50	0	50
		Total	-	22	270	280	550

Please note Credit Structure for SYBBA and TYBBA for all specialization will be shared separately

Detail Syllabus

Semester I					
Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
I	BBA101T	Major Mandatory	Principles of Management	02	3

Course Objectives

1.	To understand basic concept regarding organization Business Administration
2.	To examining application of various management principles
3.	To develop managerial skills among the students
4.	To develop managerial thinking and cultivate business acumen.
5.	To identify new systems and trends in modern management.

Course Outcome

C01	Express themselves effectively in routine and special real business interactions and principles of management
C02	Demonstrate appropriate use of administration, management.
C03	Ability to organize various programs, meetings and events
C04	Apprise the pros and cons of major managerial functions
C05	Create and deliver effectiveness of quality management

Unit	Title and Contents	No. of Lecture Hours
1	Nature of management Meaning, importance, functions, types of Management as an art, science and social system Universality of concept of management and organization Evolution of management thoughts Concept of managerial thoughts Contribution of Taylor, Mayo and Fayol and Drucker and Indian Management Ethos	15

2	Major managerial Functions Planning, need types, methods, advantages, merits Forecasting. need types, methods, advantages, merits Decision making types of process and techniques Directions nature and principles and Motivation -nature, principles and theories Organizing -concept delegation of authorities' decentralization concepts and importance	15
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Reference Material

Text Books

1. Taxmann's Principles of Management Text and Cases, Neeru Vasishth, Vibhuti Vasishth

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Principles of Management	M.P. Waghmare	Nirali Publication	Mumbai
2	Management Concepts and Strategies	J.S. Chandan Vikas	Publishing House Pvt. Ltd.	New Delhi
3	Principles of Management	Harold Koontz, Heinz Wehrich, A. Ramachandra Arysri	McGraw hill companies	New Delhi
4	Management A Global and Entrepreneurial Perspective	Heinz Wehrich, Mark V. Cannice, Harold Koontz	McGraw hill companies	McGraw hill companies
5	Management - 2008 Edition	Robert Kreitner, Mamata Mohapatra	Biztantra - Management For Flat World	New Delhi
6	Introduction to Management	John R. Schermerhorn	Wiley India Pvt. Ltd.	New Delhi
7	Principles of Management	P.C. Tripathi, P.N. reddy	McGraw hill companies	New Delhi
8	Management Text and Cases	R. Satya Raju, A. Parthasarthy	PHI learning Pvt. Ltd	New Delhi
9	Management (Multi-Dimensional Approach)	H. R. Appannaiah, G. Dinakar, H.A. Bhaskara	Himalaya Publishing House	Mumbai

Other Learning Material

E- Resource

- <https://ndl.iitkgp.ac.in>
- <https://2012books.lardbucket.org/pdfs/management-principles-v1.0.pdf>
- https://drive.google.com/drive/folders/1tb_wXGeLNpNnvBhxTyrVpdAPGrX46Un

Semester I					
Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
I	BBA102FINT	Major Mandatory	Principles of Finance	2	3

Course Objectives

1.	To cultivate right approach towards money, finance, and their role in business
2.	To develop right understanding regarding various sources of finance and their role and utility in business.
3.	To develop basic skills as to concept of capital structure and concept of capital structure
4.	To understand basics of recent concepts in finance
5.	To basic business operations in finance department

Course Outcome	Blooms Taxonomy
CO1	Remembering traditional, modern, role of finance manager
CO2	Understand the sources of Finance, recent trends in business finance
CO3	Identify the capital structure and factors affecting capital structure
CO4	Analyzing the difference between shares, debentures
CO5	Evaluate consequences of over- capitalization and Under Capitalization.

Unit	Title and Contents	No. of Lecture Hours
1	1.Introduction to finance: 1.1Definition - Nature and scope of finance function, 1.2 Financial Management - Meaning - Approaches: - Traditional, Modern, Role of finance manager. 1.3 External: - Shares, Debentures, Public Deposits, borrowing from banks: - meaning, types, advantages and limitations of these sources, 1.4 Internal: - Reserves and surplus, Bonus shares Retained earnings	15
2	2.Recent Trends in business finance: 2.1Venture Capital - Meaning, Objectives, Merits and Demerits, Uses Leasing - 2.2 Meaning, Objectives, Merits and Demerits, Uses 2.3 Microfinance - Meaning, Objectives, Merits and Demerits, Uses 2.4 Mutual Funds- Meaning, Objectives, Merits and Demerits, Uses	15

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Financial management - Theory and Practice	Prasanna Chandra	McGraw Hill Education	New Delhi
2	Financial Management	I.M. Pandey	Vikas Publishing House Pvt. Ltd.	New Delhi
3	Financial Management	Rajiv Srivastava , Anil Misra	Oxford - University Press	New Delhi
4	Financial Management	P.V. Kulkarni , B.G. Satyaprasad	Himalaya Publishing House	Mumbai

Other Learning Material

E-Resource <https://www.pdfdrive.com/principles-of-finance-d16726868.html>

Semester I					
Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
I	BBA102MART	Major Mandatory	Principles of Marketing	2	3

Course Objectives	
1.	To develop understanding regarding marketing environment in the country.
2.	To develop appropriate conceptual background.
3.	To help understand recent trends in marketing.
4.	To understand basic business operations in marketing department

Course Outcome	
CO1	Remembering traditional, modern, role of marketing manager
CO2	Understand the recent trends in business marketing
CO3	Identify the various marketing strategies
CO4	Analyzing the P's of marketing
CO5	Evaluate marketing segmentation

Unit	Title and Contents	No. of Lecture Hours
1	<p>1. Concepts and functions of marketing</p> <p>1.1 Marketing concepts, its objectives, importance and functions of marketing.</p> <p>1.2 Core Concepts of Marketing- Need, want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer Loyalties.</p> <p>1.3 Concept of Marketers and Prospects, Key Customer Markets, Marketplaces, Market spaces, Meta Markets.</p> <p>1.4 Linkage of Marketing functions with all functions in the organization. Company orientation towards market place- Production, Product, Marketing, Selling, Holistic Marketing Orientation</p> <p>1.5 Various Approaches of marketing</p> <p>1.6 Challenges and opportunity of marketing manager in international market</p>	15
2	<p>2. Marketing Environment</p> <p>2.1 Concept of Environment -Macro and Micro environment - Components and Characteristics, Needs.</p> <p>2.1 Trends and Major Forces Impacting on Micro and Macro Environment</p> <p>2.3 Need for analyzing Marketing Environment</p> <p>2.4 Analyzing the Demographic, Economic, Socio-cultural, Natural, Technological and Political-Legal Environment</p>	15

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Marketing and Salesmanship	Dr. M. P. Waghmare	Prashant Publication	Mumbai
2	Marketing Management	Philip Kotler & Kevin Lane Keller	Pearson India	South Asia
3	Marketing Management	V.S. Ramaswamy, S. Namakumari	Macmillan	New Delhi
4	Marketing In India Text and cases	S. Neelamrgham	Vikas Publication	New Delhi
5	Textbook of Marketing	Keith Blois	Oxford	New Delhi

Semester I					
Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
I	BBA101HRMT	Major Mandatory	Principles of Human Resource Management	2	3

Course Objectives

1.	To cultivate right approach towards human resource, and their role in business
2.	To develop right understanding regarding various sources of acquiring human resources and their role and utility in business.
3.	To develop basic skills of human resource management
4.	To understand basics of recent concepts in HRM
5.	To basic business operations in HRM department

Course Outcome

CO1	Remembering traditional, modern, role of HR manager
CO2	Understand the sources of acquiring human resources
CO3	Identify the skills of HR Manager
CO4	Analyzing the difference between Personnel and HRM
CO5	Evaluate career planning process

Unit	Title and Contents	No. of Lecture Hours
1	Introduction to HRM 1.1 Introduction to HRM- Meaning, Definition, Features, Scope, Objectives, Importance, 1.2 Principles of HRM, Evolution of HRM, Functions of HRM, 1.3 Challenges of HRM, Role of HR Manager, Difference between HRM & Personnel Management.	15
2	Job Analysis- 2.1 Meaning, Definition, Objectives, Benefits, Methods, 2.2 Job Analysis Components- Job Description, Job Specification, Job Evaluation 2.3 Human Resource Planning (HRP)- Meaning, Definition, Objectives, Process, 2.4 Factors Influencing the Estimation of Human Resource in Organization, Advantages & Limitations/Barriers of HRP. Caselets on Job Analysis & Human Resource Planning	15

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place

1	Human Resource and Organisational Behaviour	Dr. M. P. Waghmare	Thakur Publication	Pune
2	Human Resource Management	L. M. Prasad	Sultan Chand & Company Ltd.	New Delhi
3	Human Resource Management	K. Ashwathappa	Tata McGraw Hill	New Delhi
4	Personnel Management	C. B. Mamoria	Himalaya Publishing House Mumbai	Mumbai
5	Personnel & Human Resource Management	A. M. Sharma	Himalaya Publishing House Mumbai	Mumbai

Semester I					
Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
I	BBA102AGBT	Major Mandatory	Agriculture and Indian Economy	2	3

Course Objectives	
1.	To understand importance of agriculture in Indian economy.
2.	To impart knowledge in the field of agriculture marketing.
3.	To understand various problems and prospects Indian agriculture.

Course Outcome		Blooms Taxonomy
CO1	Remembering traditional, modern, role of Agri-business manager	Remembering
CO2	Understand the recent trends in Agri-Business	Understanding
CO3	Identify the Agri-Business Market	Applying
CO4	Analyzing the difference Indian and International agricultural Practices	Analyzing
CO5	Evaluate Problems and Prospects of Indian Agriculture.	Evaluating

Unit	Title and Contents	No. of Lecture Hours
1	Agriculture and economic Development 1.1 Importance and role of Agriculture in Indian economy 1.2 Green revolution 1.3 Interdependence between agriculture and industry. 1.4 Trends in agriculture production and productivity. 1.5 Co-Operative credit system; NANBARD 1.6 Role of commercial bank, Self-Help Group- meaning and Impact 1.7 Agriculture Finance 1.8 Agricultural credit: Challenges, Opportunities, Strategies.	15
2	Agricultural Growth in India 2.1 Agricultural Market, Marketing policy 2.2 Regulated market, Marketing channels 2.3 Behavior of agricultural prices 2.4 Objectives of agricultural price policy. 2.5 Recent trends in agricultural growth in India. 2.6 Inter-regional variations in growth of output and productivity 2.7 Cropping Pattern shifts 2.8 Problems and prospects of Indian agriculture. 2.9 International trade in agricultural commodities.	15

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Fundamentals of Rural Development	Dr. M. P. Waghmare	Thakur Publication	Pune
1	Agricultural Economics	Bilgrami S.A.	Himalaya Publishing House	Delhi
2	Indian Economy	Dhingra I.C.	Sultan Chand	Delhi
3	Indian Agricultural Development since Independence	Dantwala M.L. et.al	Oxford & IBH	New Delhi
4	Trade Liberalization and Indian Agriculture	Gulati A. and t. Kelly	Oxford University Press	New Delhi

Semester I					
Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
I	BBA102SEMT	Major Mandatory	Essentials of Services Management	2	3

Course Objectives	
1.	To recognize and understand various service-based industries.
2.	To understand the importance of ITES in service sector.
3.	To enhance knowledge of global trends in outsourcing.
4.	To understand factors crucial to service delivery & recovery.
5.	To basic business operations in Service Industry.

Course Outcome	
CO1	Remembering traditional, modern approaches of service industries
CO2	Understand the Service sectors
CO3	Recognize Delivery and recovery systems
CO4	Analyzing the operations in service industries
CO5	Evaluate needs and wants of service management

Unit	Title and Contents	No. of Lecture Hours
1	<p>Foundation of Services Marketing</p> <p>1.1 Introduction - The services concept Nature of Services, Importance of Services Marketing</p> <p>1.2 Distinctive Characteristics of Services - Customer Participation-Perishability, Intangibility, Heterogeneity, Non-transferrable Ownership.</p> <p>1.3 Classification of Services, Core Vs. Supplementary Services, B2B and B2C services.</p> <p>1.4 The Product-Service Systems, Service Management Elements.</p> <p>1.5 Services Marketing Triangle, External versus Internal Orientation of Service Strategy, Positioning the Service Offering, Important Vs. Determinant attributes.</p> <p>1.6 Positioning and Brand Creation, Positioning Maps, Designing and Managing Service as a Process.</p>	15
2	<p>Delivering Quality Services and Value Process</p> <p>2.1 Service based components of quality, perceived quality, Implementing TQM in service sector & its effect.</p> <p>2.2 Service performance failure - concept of service failure & recovery, customer response to service failure & recovery, service recovery following customer complaints, solving problems & preventing recurrence.</p> <p>Creating service value and defining its benefits.</p> <p>2.3 Service Value Chain: Introduction, significance.</p> <p>2.4 Case studies related to service value chain in Banking &</p>	15

	Insurance, Hospital & Health Care, Travel & Tourism, Hotel & Catering.	
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Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Competitive Advantage	Porter, Michael E.	The Free Press	New York
2	Service Marketing and Management	Dr. B. Balaji	S. Chand & Co.	Delhi
3	Service Sector Management: An Indian Perspective	C. Bhattacharjee	Google Book library Online source	

Semester I					
Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
I	OE-103-MTS	Open Elective	Business Mathematics - I	2	3

Note: This course is taken from OE basket of Faculty of Science and Technology.

Course Objectives	
1.	To provide solid Mathematical Foundation for BBA Students in Business and Finance.
2.	To help the students for various mathematical topics with Practical Business Application.
3.	To enhance problem - solving Skills and ability for Academic and Professional Success.
4.	To make students understands mathematics behind commerce and Management.
5.	To foster conceptual Clarity and Confidence in Mathematical Competence.

Course Outcome The student will be able to	
CO1	understand the Concepts of Ratio, Proportion, Percentage and Partnership.
CO2	apply the mathematical concepts to solve real-world financial problems.
CO3	understand the equated monthly instalments (EMI) for loans and mortgages.
CO4	apply the simple and compound interest for various financial instruments.
CO5	analyze models related to Finance and can solve them.
CO6	remember the computation of Dividend and Return on Investment in shares.

Unit	Title and Contents	No. of Lecture Hours
1	Ratio, Proportion, Percentage 1.1 Introduction to Ratios and Proportions, Applications of Ratios and Proportions, Percent- ages and its applications. 1.2 Concept of Commission and Brokerage, Types of Commission, Partnership, Practical applications.	15

2	<p>Interest and Dividend</p> <p>2.1 Simple interest and compound Interest. 2.2 Equated Monthly Instalments (EMI), EMI on reducing balance, EMI on at and floating rate of interest. 2.3 Concept of shares and dividends, Types of Shares, Problems on dividend and return on investment on shares.</p>	15
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References

1. Practical Business Mathematics by S. A. Bari, New Literature Publishing Company, New Delhi, India.
2. Mathematics for Commerce by K. Selvakumar, Notion Press, Chennai, India.
3. Business Mathematics with Applications by Dinesh Khattar and S. R. Arora, S. Chand Publishing, New Delhi, India.
4. Fundamentals of Business Mathematics by M. K. Bhowal, Asian Books Pvt. Ltd, New Delhi.
5. Business Mathematics by D.C. Sancheti and V. K. Kapoor, Sultan Chand and Sons. 6. Business Mathematics by J. K. Singh, Himalaya Publishing House.

Semester I					
Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
I	OE-103-STS	Open Elective	Business Statistics - I	2	3

Note: This course is taken from OE basket of Faculty of Science and Technology

Course Objectives	
1.	To understand role and importance of statistics in various business situations
2.	To develop skills related with basic statistical technique
3.	To learn some elementary statistical methods for data collection, presentation and analysis of data.
4.	To develop right understanding regarding data interpretation
5.	To familiarize the students with applications of Statistics in Business and Management

Course Outcome	
CO1	understand basic concepts in statistics
CO2	collect, present, analyze and interpret the data and graphs
CO3	deal data in business problems
CO4	evaluate feasibility business problems using statistical techniques
CO5	prepare business report using various statistical techniques

Unit	Title and Contents	No. of Lecture Hours
1	<p>Frequency Distribution</p> <p>1.1 Raw data, variable, discrete variable, continuous variable, constant, attribute with illustration.</p> <p>1.2 Classification- Concept and definition of classification, objectives of classification, types of classification.</p> <p>1.3 Frequency Distribution- Discrete and Continuous frequency distribution, Cumulative frequency and Cumulative frequency distribution.</p> <p>1.4 Graphs & Diagram- Histogram, Ogive curve, Pie-Diagram, Bar Diagram, Multiple bar Diagram, Sub-divided bar diagram</p>	10
2	<p>Measure of Central Tendency</p> <p>2.1 Concept and meaning of Measure of Central Tendency, Objectives of Measure of Central Tendency, Requirements of good Measure of Central Tendency.</p> <p>2.2 Types of Measure of Central Tendency, Arithmetic Mean (A.M), Median, Mode for discrete and Continuous frequency distribution, Merits & Demerits of A.M., Median, Mode, Numerical Problem.</p> <p>2.3 Determination of Mode and Median graphically.</p> <p>2.4 Empirical relation between mean, median and mode.</p> <p>2.5. Combined Mean</p> <p>2.6. Numerical Problems</p>	10

3	Measure Dispersion Concept of Dispersion, Measures of Dispersion - Range, Variance and Standard Deviation (S.D.) for Grouped and ungrouped data, Measures of relative dispersion- Coefficient of range and coefficient of Variation, Examples.	10
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Sr. No	Title of the Book	Author/s	Publication	Place
1.	Business Mathematics and Statistics -I	Dr. M. P. Waghmare	Thakur Publication	Pune
2.	Business Statistics	Girish Phatak	Tech - Max	Pune
3.	Statistics for Business	Dr. S. K. Khandelwal	International Book House	New Delhi
4.	Fundamentals of Business Statistics	J.K. Sharma	Pearson	New Delhi
5.	Business Statistics	G.C. Beri	The McGraw-Hill companies	New Delhi

Semester No.	Course Code	Type of Course	Course Title	Credits	Lectures per week
I	BBA101VSC	Vocational Skill Development Course (VSC)	Information Technology for Business	02	03

Course Objectives:

1. To understand the Role of Information Technology in Business:
2. To apply acquired IT skills to solve real-world business problems.

Course Outcome:

Student will be able to

CO1	Understand the evolution of IT and its use in Business
CO2	Understand the basics of e-commerce
CO3	Understand advanced IT tools used in business

Unit	Title and Contents	No. of Lecture Hours
1	Introduction to Information Technology in Business Introduction to Information Technology in Business Overview of information technology and its role in business Evolution of technology and its impact on business	10
2	E-Business and E- Commerce Introduction to e-business and e-commerce Online business models Payment systems and security Digital marketing and social media	10
3	Information Technology Tools Meeting/Video conferencing tools (Zoom, Microsoft Teams) Collaborative tools for document sharing and editing Document Management Tools	10

References

1. Enterprise Systems for Management by Luvai Motiwalla, Guido Tabellini, Jeffrey Thompson, Pearson Education
2. e-Business 2.0 Roadmap for Success by Dr. Ravi Kalakota, Marcia Robinson, Pearson Education
3. Management of Information Technology by Carroll W. Frenzel and John C. Frenzel, fourth Edition, Thomson Press
4. E-commerce - A Managerial Perspective by P. T. Joseph, Prentice Hall India Publications

Semester No.	Course Code	Type of Course	Course Title	Credits	Lectures per week
I	BBA101AEC	Ability Enhancement Course (AEC)	Business Communication Skills-I	02	03

Course Objectives:

1. To understand what the Need and Significance of communication in personal and business world
2. To understand system of communication and their utility
- 3.

Course Outcome:

Student will able

CO1	To understand the concept, process, and importance of communication
CO2	To apply gain knowledge of media of communication in businesses
CO3	To develop skills of effective communication - both written and oral

Unit	Title and Contents	No. of Lectures
1	Introduction 1.1 Meaning, Definition of Communication 1.2 Need for effective communication 1.3 Process of Communication 1.3 C's of effective communication, 1.4 Types of Communication- 1.4.1 Verbal communication- Formal and Grapevine, 1.4.2 Nonverbal communication: -Gestures, Postures, Facial Expression, Eye Contacts, Body Language (Kinesics), Silence, Tips for Improving Non-Verbal Communication 1.5 Barriers to communication 1.6 over coming barriers to communication 1.7 Listening Skills- Types of Listeners, Tips to be good listener. 1.8 Different Media of Communication- E-mails, social media, Fax communication, Video Conferencing, Blogs	15
2	Writing Skills 2.1 Written Communication-Merits and Merits 2.2. Report Writing- Meaning Definition of Report Importance of good report, Qualities of a good report, Tips for writing good report 2.3 Email Correspondence - Writing effective emails. 2.4 Appropriate email subject lines 2.5 Email etiquette and conventions 2.6 Practice writing and receiving emails.	15

	2.7 Business Letters - Structure and Components of Business letters, Drafting Business letters.	
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References

1. Business Communication, R.K. Madhukar, Vikas Publishing House
2. Business Communication, Homai Pradhan, N.S. Pradhan, Himalaya Publishing House
3. Business Communication, K.K. Sinha, Taxman Publications

Semester No.	Subject Code	Type of Course	Course Title	Credits	Lectures per week
I	BBA101VEC	Value Education Course (VEC)	Environmental Awareness	02	03

Course Objectives:

- 1) To provide an opportunity to acquire the knowledge, values, attitudes, commitment, and skills needed to protect and improve the environment
- 2) To develop conscious towards a cleaner and better managed environment

Course Outcome:

CO1	To understand Environmental pollution.
CO2	To apply and promote green practices at home and at work

Unit	Title and Contents	No. of Lectures
1	Introduction - Environmental studies Definition, scope importance and need for public awareness. (Multidisciplinary nature of environmental studies) 2 Environmental Pollution - Definition, Causes, effects on human, water, soil, air (Mother Earth) Air pollution, Water pollution, Soil pollution Marine pollution, Noise pollution, Thermal pollution, nuclear hazards	15
2	Various Government initiatives for conservation of Environment. Controlling measures), Solid waste Management: Causes, effects, and control measures of urban and industrial wastes. Role of an individual in prevention of pollution. Pollution case studies. Disaster management: floods, earthquake, cyclone, and landslides.	15

Savitribai Phule Pune University, Pune

Faculty of Commerce and Management

Bachelor of Business Administration BBA

Revised Curriculum (2024 Pattern as per NEP-2020)
w.e.f. Academic Year: 2024-2025

FYBBA Semester II

Credit Structure

FYBBA Semester II									
Course Type	Course		Paper Title	Hours / Week	Credits	Internal	External	Total	
Major Mandatory (06)	Major Mandatory 4 (Compulsory)	BBA201T	Business Cost Accounting	3	2	15	35	50	
	Major Mandatory 5 (As per the specialization selected in Semester I)	BBA202FINT	Finance: Business Accounting	3	2	15	35	50	
		BBA202MART	Marketing: Consumer Behavior and Sales Management						
		BBA202HRMT	HRM: Organizational Behavior						
		BBA202AGBT	Agri. Bussi.: Essentials of Rural Development						
		BBA202SEMT	Service Mgmt.: Essentials of Services Management						
	Major Mandatory 6 (As per the specialization selected in Semester I)	BBA203FINT	Finance: Business Accounting	3	2	15	35	50	
		BBA203MART	Marketing: Consumer Behavior and Sales Management						
		BBA203HRMT	HRM: Organizational Behavior						
		BBA203AGBT	Agri. Bussi.: Essentials of Rural Development						
		BBA203SEMT	Service Mgmt.: Essentials of Services Management						
	Minor	Minor 1	BBA201MIN	Business Economics - I	3	2	15	35	50
	Open Elective (OE)	Open Elective 3	OE-103-CS-T	Introduction to Google Apps I	3	2	15	35	50
		Open Elective 4	OE-155-CS-P	AI Tools for Business	5	2	15	35	50
Vocational Skill Development Course (VSC)	Vocational Skill Development Course (VSC) (Practical)	BBA201VSC	Computerized Accounting using Tally Prime	5	2	15	35	50	
Skill Enhancement Course (SEC)	Skill Enhancement Course (SEC)	BBA201SEC	Basics of Stock Market	3	2	15	35	50	
Ability Enhancement Course (AEC)	Ability Enhancement Course (AEC)	BBA201AEC	Business Communication skills - II	3	2	15	35	50	
Value Education Course (VEC)	Value Education Course (VEC)	BBA201VEC	Democracy Awareness & Gender Sensitization	3	2	15	35	50	
Co-Curricular Courses (CC)	Co-Curricular Courses (CC)	BBA201CC	Physical Education - II	@ Department	2	15	35	50	
Total				-	22	165	385	550	

Detail Syllabus

Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
II	BBA201T	Major Mandatory	Business Cost Accounting	02	03

Course Objective	
1	To understand basic concept of Cost, Costing, Cost Accounting and Cost Accountancy
2	To able to Preparation of Cost Sheet
3	To understand basic Purchase Procedure and Documentation

Course Outcome	
Student will be able to	
CO1	evaluate Cost Sheet, Stock Levels and Inventory Turnover Ratio
CO2	analyze the various Methods for Issue of Material and Pricing
CO3	understand role of a Cost Accountant in Business

Unit	Title and Contents	No. of Lecture Hours
1	Introduction 1.1 Origin of Costing 1.2 Concept of Cost, Costing, Cost Accounting, Cost Accountancy and Management Accounting 1.3 Cost Accounting Standard: Meaning, Definition and Introduction 1.4 Objectives of Cost Accounting 1.5 Advantages and Limitations of Cost Accounting 1.6 Cost Units and Cost Centers 1.7 Role of a Cost Accountant in Business	08
2	Elements of Cost, Cost Sheet and Material Accounting 2.1 Elements of Cost: Material, Labour and Expenses 2.2 Classification of Cost 2.3 Preparation of Cost Sheet (With Adjustments and Problems) 2.4 Estimate, Tender and Quotation: Meaning Significance and Difference between Estimate - Tender - Quotation 2.5 Material Accounting - Store Location and Layout 2.6 Bin Card and Store Ledger 2.7 Issue of Material and Pricing Methods for Issue of Material (With Problem) 4.6.1- First in First Out (FIFO) 4.6.2- Last in First Out (LIFO) 4.6.3- Simple Average Method 2.8 Use of Software in Material Accounting	12

3	Purchase Procedure and Inventory Control 3.1 Need and Essentials of Material Control 3.2 Role of Purchase Department in Business 3.3 Purchase Procedure and Documentation 3.4 Meaning of Inventory 3.5 Methods of Inventory Control 3.6 Stock Levels 3.7 Economic Order Quantity (EOQ) 3.8 ABC Analysis 3.9 Physical Verification of Inventory 3.10 Inventory Turnover Ratio	10
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Reference Material

Reference Books

1. Cost Accounting- Principles and Practices- Tata McGraw Hill
2. Cost Accounting Theory and Problem- Mittal Shree Mahavir Book Depot
3. Cost Accounting- Principles and Practices- Kalyani Publication
4. Study Materials of Chartered Accountants Program by ICAI, New Delhi
5. Study Materials of Cost and Management Accountants by ICMA, Kolkata
6. Study Materials of Company Secretary by ICSI, New Delhi
7. Journal of Chartered Accountants by ICAI, New Delhi
8. Journal of by ICMA, Kolkata
9. Journal of by ICSI, New Delhi

Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
II	BBA202FINT	Major Mandatory	Finance: Business Accounting	2	3

Course Objectives

1.	To develop proficiency preparation of basic financial as to how to write basis accounting statement - Trading and P&L
2.	To develop understanding about accounting formats and processes.
3.	To learn about the importance of acc. In business

Course Outcome

Student will be able to

CO1	Remembering the general rules of accounting and principles
CO2	learn about importance of account in business
CO3	distinguish between different transactions and its nature

Unit	Title and Contents	No. of Lecture Hours
1	Financial Accounting 1.1 Definition and Scope 1.2 objectives 1.3 Accounting concepts 1.4 principles and conventions 1.5 Classification of accounts	15
2	Books of Accounting 2.1 Accounting Process 2.2 Journals 2.3 Ledger 2.4 subsidiary books 2.5 Trial Balance 2.6 Preparation of Final Accounts of Sole Proprietorship	15

Reference Books

1. Advance Accounting Vou- I, S.N. Maheshwari & S.K. Maheshwari, Vikas Publication, New Delhi
2. Advance Accounting Vou- I, M.C. Shukla, T.C. Grewal, S.C Gupta, S. Chand Publication, New Delhi
3. Accountancy (Vol- I), S. Kr. Paul, Central Educational Enterprises (P), Kolkata
4. Accounting (text and Cases), Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant, McGraw Hill Companies New Delhi
5. Advanced Accountancy (Volume - I), R.L. Gupta, M. Radhaswamy; Sultan Chand & Sons, New Delhi

Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
II	BBA202MART	Major Mandatory	Consumer Behavior and Sales Management	2	3

Course Objectives	
1.	To analyze the key factors influencing consumer behavior
2.	To understand the sales process and team effectiveness in sales management.
3.	To apply the knowledge of consumer behaviour to enhance marketing and sales strategies.
4.	To evaluate emerging consumer trends and segmentation techniques to strategically target and position markets.

Course Outcome Student will be able to	
CO1	identify the stages of the consumer decision-making process, steps in the sales process, and emerging consumer trends.
CO2	describe the factors influencing consumer behavior and outline the components of an effective sales process.
CO3	Assess the success of marketing strategies, sales techniques, and trends in meeting business goals and enhancing

Unit	Title and Contents	No. of Lecture Hours
1	Introduction to Consumer Behavior and Its Foundations 1.1 Foundations of Consumer Behavior: Scope, relevance, and classification of consumer behavior (routine to extensive decision-making) 1.2 Influencers of Consumer Behavior: Cultural, social, personal, and psychological factors. 1.3 Consumer Buying Behaviour Process: Need recognition, information seeking, evaluating alternatives, purchase decision, and post-purchase experience. 1.4 Emerging Trends: Digital transformation (e-commerce, social media, mobile commerce, AI personalization), experiential consumption, and ethical consumption.	15
2	Sales Management: 3.1 Sales Management: Definition, scope, sales force planning, recruitment, training, and development. 3.2 The Sales Process: Prospecting, pre-approach, engagement, presentation, objection handling, closing, and post-sale follow-up 3.3 Sales Ethics: ethical guidelines, and legal considerations in sales.	15

Reference Books

1. Consumer Behavior, S.R. Maheshwari, Dr. R. P. Puri, S. Chand Publications, New Delhi
2. Consumer Behavior: Text and Cases, S. R. S. Gupta, S. Chand Publications, New Delhi
3. Marketing Management, Philip Kotler, Lane Keller, Pearson Publishing House, New Delhi
4. Consumer Behavior, Leslie Lazar Kanuk, Pearson Publishing House, New Delhi
5. Sales and Distribution Management: Analysis and Decision Making, R. Shrinivasan, Pearson Publishing House, New Delhi

Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
II	BBA202HRMT	Major Mandatory	HRM-Organizational Behaviour	2	3

Course Objectives	
1.	To familiarize the students with the basic concepts of Individual Behavior and organizational behavior
2.	To provide students with a comprehensive exposure to Organizational behaviour, Perception and workplace issues.
3.	To acquire knowledge regarding the organizational change, development and Group Behavior.

Course Outcome Student will be able to	
CO1	Understand the different concepts of Organisational Behaviour
CO2	Understand and deal with organizational change and development.
CO3	Able to analyse individual and group behaviour

Unit	Title and Contents	No. of Lecture Hours
1	Organization Behaviour introduction. 1.1 Definition, Scope and Importance. 1.2 Disciplines contributing to OB. 1.3 Models of OB- Autocratic, Collegial, Custodial and Supportive, SOBC. 1.4 Organizational Culture & Climate	10
2	Foundation of Individual Behaviour. 2.1 Personal factors, environmental factors, organizational systems and resources. 2.2 Personality: determinants of personality, personality and OB. 2.3 Perception: Perceptual process, Attitude, values and OB. 2.4 Motivation: Nature and importance of motivation, theories of motivation, Maslow's theory, Herzberg theory, Theory X and Theory Y. 2.5 Leadership and Types	10
3	Organisational change and Development 3.1 Nature of change, levels of change and types of change 3.2 Forces for changes in organization: External and Internal forces 3.3 Resistance to Change. 3.4 Organisational Development: pre-requisites for OD, Situations appropriate for OD.	10

Reference Books

1. K. Aswathappa: Organizational Behaviour, Himalaya Publishing house, Mumbai.

- 2. Robin. S. P: Organizational Behaviour, Pearson Education, India.**
- 3. Suja R Nair: Organisational Behaviour: Text & Cases, Himalaya Publishing House, Mumbai.**
- 4. S.S. Khanna: Organisational Behaviour, S. Chand & Co, New Delhi**
- 5. Dr Anjali Ghanekar: Organizational behaviour Concepts and cases, Everest Publishing House, Pune.**

Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
II	BBA202AGBT	Major Mandatory	Agri – Busi.: Essentials of Rural Development	2	3

Course Objectives	
1.	To Understand importance of Rural Development in Indian Economy
2.	To Impart knowledge in the field of Rural Development
3.	To understand various problems and prospects Rural Development.
4.	To identify role of various institutions in the Rural Development.

Course Outcome Student will be able to	
CO1	understand the meaning, concepts Rural Development
CO2	understand the importance and need of Rural Development in the Indian Economy.
CO3	learn various opportunities in the Rural Development
CO4	understand various Essential elements & institution helping Rural Development

Unit	Title and Contents	No. of Lecture Hours
1	Concept and Programs of Rural Development 1.1 Concept of Rural Development- Meaning and Definition, Scope and Importance of Rural Development 1.2 Approaches of Rural Development, Need of Rural Development 1.3 Socio-Economic Characteristics of Rural Areas 1.4 Demographics of Rural Populations 1.5 Economic Activities in Rural Areas: Agriculture, Handicrafts, etc. 2.2 Rural Development Planning - DRDA, NGO's and Rural Development, Self Help Groups (SHG's) formation, MGNREGA, NRLM	15
3	Agricultural & Technological Development 3.1 Importance of Agriculture in Rural Development, Agricultural Policies and Reforms, Sustainable Agricultural Practices 3.2 Agri-business Enterprises-Issues and prospectus Micro-financing 3.3 ICT for Rural Development - Opportunities and Challanges	8
4	Opportunities & Challenges in Rural Development 4.1 Poverty and inequality in rural areas, Limited access to education and healthcare, Environmental degradation and climate change 4.2 Sustainable agriculture and natural resource management, Rural tourism and cultural heritage	7

Reference Books

1. Rural Development: Principles, Policies and Management, K. Subbarao, Sage Publications
2. Rural Development in India, S.S. Singh, Rawat Publications
3. The Rural Development Process, R.P. Singh, Concept Publishing
4. Rural Development: Theory and Practice, K.L. Sharma, Oxford University Press
5. Essentials of Rural Development, R.K. Singh, New Age International Publishers

Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
II	BBA202SEMT	Major Mandatory	Service Mgmt.: Essentials of Services Management - II	2	3

Course Objectives

1.	To introduce services as an important business function.
2.	To learn practical aspects in business service sector.
3.	To understand the service environment and the quality in services.
4.	To understand recent trends & new developments in the Service Sector.

Course Outcome

Student will be able to

CO1	understand various concepts of service management in practice.
CO2	analyze relevant data in service sector.
CO3	demonstrate professionalism in services.
CO4	prepare small reports based on service market analysis

Unit	Title and Contents	No. of Lecture Hours
1	<p>Service Environment and Service Mix Elements</p> <p>1.1 Micro & Macro Service Environment: PESTEL Analysis of Service Sector, Six Market Model.</p> <p>1.2 Market Analysis & Segmentation: - Planning process, Rethinking the customer service function, Focusing & positioning target customers.</p> <p>1.3 Product: - The service products, Service Product Lifecycle and its Strategies.</p> <p>1.4 Place: -Managing Distribution Channels in Service Industry, Factors affecting choice of channel, Strategies for distribution.</p> <p>1.5 Promotion: - Objectives, Selection Criteria, Developing the promotion mix, Sales promotion tools.</p> <p>1.6 Physical Evidence: - Introduction, Elements, Role of physical evidence, Managing physical evidence as a strategy for service design.</p>	15
2	<p>Quality Management in Services and Service Research</p> <p>3.1 Steps in Service Design, Blueprinting and Service Mapping, Service life cycle.</p> <p>3.2 Defining service quality: Process vs. Technical outcome quality, Loyalty programs, customer retention strategies</p> <p>3.3 Gaps in service quality: Gap model, Advantages and Limitation of gap model</p>	8
3	<p>Technology and Innovation in Service Management</p> <p>4.1 Service Communication and Promotion, Strategies for effective service communication, Digital marketing for service businesses.</p> <p>4.2 Role of information technology in enhancing service delivery</p>	7

	4.3 Automation, self-service kiosks, mobile apps, and AI in service management. 4.4 Digital transformation in service industries.	
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Reference Books

1. Service Management: Strategy & Leadership in Service business, Richard Normann, Wiley & Sons, Ltd, New York
2. Service Marketing Operations & Management, Vinnie J. Juhari, Kirti Dutta, Oxford University Press, New Delhi.
3. Service Management, V.N. Raghu, Vasanti Venugopal, Himalaya Publishing House, Mumbai
4. Service Management Theory and Practices, Kailash Chandra Biswal G. Singaiah, Himalaya Publishing House
5. Services Marketing: People, Technology, Strategy by Wirtz Jochen, Lovelock Christopher, Chatterjee Jayanta
6. The Service-Profit Chain by Heskett, Jones, Loveman, Sasser, Schlesinger

Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
II	BBA201MIN	Minor	Business Economics	2	3

Course Objectives	
1.	To make students understand the basic concepts of economics.
2.	To impart basic knowledge of Micro and Macro Business Economics.
3.	To make students understand the applicability of various micro economic theories.
4.	To teach various types of costs of production.
5.	To provide the information about emerging dimensions of business economics.

Course Outcome Student will be able to	
C01	understand the meaning, Nature, importance and Scope of Business Economics.
C02	apply the emerging dimensions of economics while understanding the concepts of Business Economics.
C03	analyze the elasticity of demand and supply according to price and income of the consumers.
C04	evaluate the various types of markets and price discrimination.
C05	create awareness about relationship between various markets and distribution strategies.

Unit	Title and Contents	No. of Lecture Hours
1	Basic Concept of Economics 1.1 Business Economics - Meaning, Nature, Scope and Importance 1.2 Concept of Micro and Macro Economics 1.3 Theory of Demand - Meaning, Determinants of Demand, Law of Demand, Elasticity of Demand - Price, Income and Cross Elasticity, Demand Forecasting 1.4 Theory of Supply - Meaning, Determinants, Law of Supply and Elasticity of Supply 1.5 Cost of Production - Concept, Short Run and Long Run Costs, Average and Marginal Costs, Total, Fixed and Variable Costs	15
2	Forms of Market and Distribution 2.1 Pricing of Products and Services in Various Forms of Markets - Perfect Competition, Monopoly, Duopoly, Oligopoly, Monopolistic Competition 2.2 Difference between Perfect Competition and Imperfect Competition 2.3 Price Discrimination 2.4 Distribution - Introduction, Classical Theory of Distribution - Rent, Wages, Interest and Profit, Marginal Productivity Theory of Distribution 2.5 Emerging Dimensions of Economics - VUCAFU (Volatility, Uncertainty, Complexity, Ambiguity, Fear of Unknown and Unprecedented)	15

Reference Books

- 1. Business Economics (Micro); D. M. Mithani, Anjali Sane; Himalaya Publishing House**
- 2. Business Economics - I (Micro); Dr. D. D. Chaturvedi; International Book House P. Ltd.**
- 3. Business Economics; Dr. J. P. Mishra; Sahitya Bhawan Publications**
- 4. Essentials of Business Economics; D. N. Dwivedi; Vikas Publications**
- 5. Business Economics; Deepashree; Ane Books Pvt. Ltd.**
- 6. Business Economics; K. Rajgopalachar; Atlantic Publishing House**

Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
I	OE-103-CS-T	Open Elective	Introduction to Google Apps - I	2	3

Note: This course is for FYBBA students and taken from OE basket of Faculty of Science and Technology

Course Objectives	
1.	To introduce the foundations of various Google tools.
2.	To develop the ability to analyses and use the tools effectively

Course Outcome	
CO1	Use the google tools for the day to day life
CO2	Explore various applications available in the google tools.
CO3	Develop the skills to implement the skills available in the google tools.

Unit	Title and Contents	No. of Lecture Hours
1	Gmail 1.1 Configuring an E-mail Account 1.2 Composing and Sending Mail 1.3 Receiving, Replying to and Forwarding Mail 1.4 Attachments to email	02
2	Google Drive 2.1 Opening the Drive 2.2 Creating folders, google docs, google sheets, google slides 2.3 Managing Files and folders 2.4 Sharing files and folders and managing permissions 2.5 Downloading the files and folders 2.6 Uploading files and folders 2.7 Printing files	03
3	Google Docs, Sheets and Slides 3.1 Creating Google docs, sheets and slides 3.2 Formatting the documents 3.3 Managing the document permissions 3.4 Uploading/downloading the documents 3.5 Special features in the docs, sheets and slides	08
4	Google Forms 4.1 Creating a google form 4.2 Adding various styles of the questions 4.3 settings of the google form 4.4 Creating the links of the google form and sharing the link 4.5 Creating and managing the permissions 4.6 Managing the data collected through google form	07

5	Other Google Tools 5.1 Google Calendar 5.2 Google Meet 5.3 Google Chat 5.4 Google Contacts 5.5 Google Photos 5.6 Google Maps	10
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Reference Books:

1. Complete Beginners guide to Google Apps Script by Daniel Lawrie.
2. Google Apps made easy by James Bernstein
3. My Google Apps by Sherry Kinkoph Gunter

Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
I	OE-155-CS-P	Open Elective	AI Tools for Business	2	5

Note: This course is for FYBBA students and taken from OE basket of Faculty of Science and Technology

Course Objectives	
1.	To introduce students to AI applications in business.
2.	To familiarize students with popular AI tools for automation, marketing, and decision-making.
3.	To develop hands-on skills in using AI-driven business solutions.

Course Outcome	
CO1	Understand the role of AI tools in business operations.
CO2	Utilize AI-powered tools for marketing, automation, and decision-making
CO3	Apply AI solutions to business challenges through practical use cases

Unit	Title and Contents	No. of Lecture Hours
1	Introduction to AI in Business 6.1 Basics of Artificial Intelligence (AI) and Machine Learning (ML) 6.2 Role of AI in Business Decision Making 6.3 AI-powered Business Automation: Advantages & Challenges 6.4 Introduction to AI Ethics and Bias 6.5 Case Study: AI Implementation in E-commerce and Banking Sectors	5
2	AI-Powered Tools for Productivity & Automation 2.1 AI for Communication & Content Creation: ChatGPT, Google Bard, Grammarly, Canva AI 2.2 AI for Meetings & Transcription: Otter.ai, Fireflies.ai	10
3	AI in Marketing & Customer Engagement 3.1 AI for Digital Marketing & SEO: Copy.ai, Jasper AI, SurferSEO 3.2 Chatbots & AI-Powered Customer Service: Drift, HubSpot AI, Salesforce Einstein	8
4	AI for Business Analytics 4.1 AI for Data Visualization & Business Insights: Tableau AI, Power BI 4.2 Predictive Analytics & Decision Making: AI in Finance &	7

Reference Books

1. Artificial Intelligence in Business: Opportunities and Challenges" - Péter Szeredi & Attila Kiss
2. AI Superpowers: China, Silicon Valley, and the New World Order" - Kai-Fu Lee
3. The AI Advantage: How to Put the Artificial Intelligence Revolution to Work" - Thomas H. Davenport
4. 4Human + Machine: Reimagining Work in the Age of AI" - Paul R. Daugherty & H. James Wilson
5. Artificial Intelligence for Marketing: Practical Applications" - Jim Sterne

Resource Material/Other Online Courses

1. Google AI for Business (Google AI)
2. AI for Everyone (Coursera - Andrew Ng)
3. LinkedIn Learning: AI in Business Strategy

Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
II	BBA201VSCP	VSC	Computerized Accounting using Tally Prime	2	5

Course Objectives	
1.	To understand Fundamentals of Accounts
2.	To study Basic Principles of Accounts (Golden Principles of Accountancy)
3.	To study Ledger, Transaction Entries.
4.	To understand the final effect of each transaction in Balance Sheet and Profit & Loss Accounts.

Course Outcome	
CO1	Create Ledgers in Tally Prime
CO2	Pass the transaction Entries of Payment, Receipt, Contra, Sales, Purchase
CO3	Pass the entries with automatic calculation of GST.
CO4	Maintain Accounts only and Accounts with Inventory

Practical Assignments

Assignment 1.

Creation of Company

Set up a new company in Tally Prime.

Assignment 2

Creation of Ledgers under appropriate groups of Tally Prime.

Assignment 3

Pass an entry of Capital brought by cash of Rs. 200000 in Receipt.

Assignment 4

To Create Multiple ledgers under a single group.

Assignment 5

Create necessary ledgers for Purchase Invoice using New Reference Billwise option.. Creation of ledger of Party ,Purchase

Assignment 6

Creation of GST ledgers

Assignment 7

Pass the entry of Purchase in voucher.

Assignment 8

To Pass a payment entry against the Purchase Invoice using against reference option and check the reports of outstandings.

References :

<https://www.tallyofficialbooks.com/>

Semester No.	Course Code	Type of Course	Course Title	Credits	Lecture Hours/Week
II	BBA201SEC	SEC	Basics of Stock Markets	2	3

Course Objectives

1.	To make students understand the basic concepts of Stock Market.
2.	To impart the knowledge of working of SEBI.
3.	To make students understand the operations of Stock Market.
4.	To teach utility/ practical use of Demat and Various Apps dealing in Stock Exchange.
5.	To provides hands on Practical Training to the students in the Virtual Trading.

Course Outcome Student will be able to	
CO1	remember all the types of Shares and Capital Markets.
CO2	understand the basic share market terminologies.
CO3	apply various Software for virtual Trading.
CO4	evaluate the various Technical Indicators.
CO5	create new Demat Account and how to trade online.

Unit	Title and Contents	No. of Lecture Hours
1	Introduction To Share Market 1.1 Saving and Investment, Type of Investment 1.2 Shares - Concept, Types, Participants in the Share Market, Capital Market - Primary Market and Secondary Market 1.3 SEBI - Powers and Functions 1.4 Stock Exchange in India, Index - Sensex, Nifty and Sector Indices, How the Indian Stock Market Works 1.5 Demat Account Opening - Requirement, Types of Brokers 1.6 Stock Market Important Terminologies - Bonus Share, Stock Split, Dividend, Market Trends, Correction, Cash, Types of Trading, Types of Order, Diversification, Factors affecting Stock Market Works	15
2	Basics of Technological Analysis 2.1 Types of Charts, Candle Formation, Types of Candles, Types of Candlestick Pattern - Single and Double Candlestick Pattern 2.2 Chart Patterns - Reversal Pattern and Continuation Pattern 2.3 Technical Indicators - Moving Averages, MACD, RSI 2.4 Practical - 2.4.1 Demat (Opening and Trading)	15

	2.4.2 How to apply for IPO 2.4.3 Virtual Trading 2.4.4 Introducing Zerodha and GROWW App	
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References

7. Beginner's Guide to Stock Market, Sanjay Malhotra, Pramesh Universal India
8. The Intelligent Investor, Benjamin Graham, Jason Zweig, Harper Business
9. A Beginner's Guide to Stock Market, Matthew R. Kratter, Trader University
10. Share Market Dictionary, A. Sulthan, Prabhat Publication
11. Stock Market Pushkar, Raj Thakur, Invincible Publisher

Semester No.	Course Code	Type of Course	Course Title	Credits	Lectures per week
II	BBA201AEC	AEC	Business Communication Skills-II	02	03

Course Objectives:

1. Develop the skills needed for approaching different types of interviews.
2. Help the students in developing effective presentation skills.
3. Enhance the skills of public speaking amongst students.
4. Enable students to understand their own strengths and weaknesses, opportunities, and challenges.

Course Outcome:

Student will be able to

CO1	Improve oral communication and presentation skills.
CO2	Understand and deal with different types of interviews.
CO3	Students can learn how to identify their strengths and weaknesses, and how to focus on improving those areas.

Unit	Title and Contents	No. of Lectures
1	Oral Communication 1.1 Definition, merits, and demerits. 1.2 Presentation skills: Preparation for self- introduction and effective presentation. Overcoming fear during presentation. 1.3 Interview skills: Interview and types of interviews. Preparation before, during and after an interview . 1.4 Do's and Don'ts in an interview	15
2	Personality Development and communication skills. 2.1 The concept of personality - Factors affecting personality development , Importance of Personality Development. 2.2 Self Awareness - Meaning - Benefits of Self - Awareness - Developing Self - Awareness. 2.3 Attitude : meaning and types, Factors affecting attitudes ,Positive attitude - Advantages, Negative attitude- Disadvantages ,Ways to develop positive attitude. 2.4 Self SWOC Analysis - Meaning - Importance- Application .	15

References

1. Business Communication, R.K. Madhukar, Vikas Publishing House
2. Business Communication, Homai Pradhan, N.S. Pradhan, Himalaya Publishing House
3. Business Communication, K.K. Sinha, Taxman Publications

Semester No.	Course Code	Type of Course	Course Title	Credits	Lectures Hrs per week
II	BBA201VEC	VEC	Democracy Awareness and Gender Sensitisation	02	03

Course Objectives:

1. To make students understand the fundamental principles of democracy and their relationship with gender.
2. To foster democratic values like tolerance and empathy in students to tackle gender-based issues and become active, informed citizens.
3. To encourage critical thinking by making students aware of their biases and create readiness for diversity and inclusion.

Course Outcome:

Student will be able to

CO1	Students will understand the fundamentals of democracy, including equality, justice and human rights and will be able to challenge negative attitudes and stereotypes about all genders (various gender identities identified in contemporary society).
CO2	Students will develop empathy and understanding democratic values and can develop a sense of responsible citizenship and healthy relations.
CO3	Students will develop critical thinking and analytical skills, fostering them to evaluate democratic issues and can create increased readiness for diversity and inclusion.
CO4	Students will be inspired to become active citizens, by engaging in democratic processes.

Unit	Title and Contents	No. of Lectures
1	Introduction to Democracy and democratic values and principles <ul style="list-style-type: none"> • Types of democracy, Democracy, and constitution, Understanding democratic Values & Principles • Indian political system - legislature, executive, judiciary • Federal structure - central and state government, role of political parties and pressure groups in democracy • Duties of citizens and government & Future of democracy 	05
2	Challenges to Democracy and corrective measures. <ul style="list-style-type: none"> • Illiteracy, poverty, gender discrimination, casteism, communalism, corruption, criminalization in politics, violence etc. • Strengthening Democracy- Education and sensitization, Technological innovations- E-governance, digital participation etc. 	08

3	Understanding gender-related concepts, gender-based violence and democracy <ul style="list-style-type: none"> • Gender roles, social construction of Gender • Patriarchal family structure and its effects • The democratic deficit in the form of women’s participation and governance • Strategies to address deficit – Promoting Gender Equity and Equality 	08
4	Addressing challenges <ul style="list-style-type: none"> • Breaking gender stereotypes in families • Empowering women’s representation in society • Men’s participation in advocating gender equality, • Setting the approach of Reciprocity for the betterment of every individual 	09

Reference Material

1. <https://ncert.nic.in/textbook.php?iess4=0-5>
2. Democratic Politics - Text book in political science std IX
3. <https://nios.ac.in/media/documents/SecSocSciCour/English/Book2.pdf>
4. National Institute of Open Schooling - Social Science
5. <https://maharashtraboardsolutions.com/maharashtra-state-board-class-11-political-science-solutions/>
6. MHBSHC- Standard 11 - Political Science
7. Gramin Vikas Mantralay Bharat Sarkar - Gender module
8. NATIONAL COMMISSION FOR WOMEN NEW DELHI - ‘Gender Sensitization and Legal Awareness Programme

Semester No.	Course Code	Type of Course	Course Title	Credits	Lectures per week
II	BBA201CC	Co-Curricular (CC)	Physical Education - II	02	03

Details syllabus and execution guidelines for Physical Education will be shared separately

Savitribai Phule Pune University, Pune

Faculty of Commerce and Management

Bachelor of Business Administration

(BBA)

Revised Curriculum (2024 Pattern as per NEP-2020)

w.e.f. Academic Year: 2025-2026

Semester III					
Course Type	Course	Paper Title	Credits		Hours / Week
			Theory	Practical	
Major Mandatory	Major Mandatory 7	Financial Management: Management Accounting	4		4
		Marketing Management: Digital Marketing			
		Human Resource Management: Employee Management & HRM Practices			
		Agri Business Management: Rural Marketing			
		Service Management: Banking and Insurance			
	Major Mandatory 8	Supply Chain Management	4		4
Minor	Minor	Research Methodology	4		4
Open Elective (OE)	Open Elective 5	Mercantile Law	2		2
Vocational Skill Development Course (VSC)	Vocational Skill Development Course (VSC) (Practical)	Business Analytics	2		2
Ability Enhancement Course (AEC)	Ability Enhancement Course (AEC)	Modern Indian Languages 1 – Marathi/Hindi/Sanskrit	2		2
Field Projects (FP)	Project	Related to Major Mandatory 7 Course		2	4
Co-Curricular Courses (CC)	Co-Curricular Courses (CC)	NSS/NCC/Yoga Education/Health and Wellness/Fine Arts-I	2		@ Department
			Sub - Total	20	2
			Total	22	

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Major Mandatory 7	Financial Management: Management Accounting	4	4

Course Objectives	
1	To impart basic knowledge of management Accounting viz., Define key basic terms and concepts, list cost methods, identify financial statements
2	To understand differences between accounting types, cost behavior, implication of financial ratio is decision making
3	To apply various tools of management accounting viz, CVP analysis, costing for decisions, budgets for business decision making
4	To evaluate investment viability, justify outsourcing decisions, budgeting process

Course Outcome	
CO1	Recall fundamental concepts, make reports and their uses in decision-making
CO2	Explain differences between accounting types, interpret cost classifications, understand budgeting importance in business decision making
CO3	Apply CVP analysis to decision-making, use relevant costing for decisions, prepare budgets and reports
CO4	Evaluate performance, justify decisions based on financial analysis

Unit	Title and Contents	No. of Lecture Hours
1	Introduction: 1.1 Introduction-Meaning and emergence of management accounting- definition of management accounting 1.2 Characteristics of Management Accounting-Scope of Management Accounting 1.3 Objectives of management accounting –Functions of Management accounting 1.4 Management accounting Vs Financial Accounting 1.5 Management accounting Vs Cost accounting 1.6 Tools and techniques of Management Accounting 1.7 Need and Importance of Management Accounting 1.8 Advantages and Limitations of Management Accounting	12

<p>2</p>	<p>Financial Statement introduction and analysis 2.1 Introduction to vertical financial statement (Schedule III of Companies Act 2013) and its Analysis, 2.2 Analysis and Interpretation of Financial Statements i) Study of Balance sheet and Income statement / Revenue statements in vertical form suitable for analysis ii) Relationship between items in Balance Sheet and Revenue statement 2.3 Methods of Analysis-Trend Percentage, Comparative Income Statement, Comparative Balance sheet, Common Size statements 2.4 Introduction to ratio Analysis, Advantages and limitations, Types of ratios-profitability ratios, liquidity ratios, activity ratios, leverage ratios 2.5 Practical problems on following ratios: Current Ratio, Liquid Ratio, Stock Working Capital Ratio, Proprietary Ratio, Debt Equity Ratio, Gross Profit Ratio, Operating Ratio & Net Operating Profit Ratio, Net Profit Ratio, Stock Turnover Ratio, Return on capital employed, Return on proprietor's Fund, Debtors Turnover, Creditors Turnover</p>	<p>20</p>
<p>3</p>	<p>Marginal Costing: 3.1 Marginal Costing 3.2 Advantages of Marginal Costing 3.3 Limitations of Marginal Costing 3.4 Contribution 3.5 Profit Volume Ratio (P/V Ratio) 3.6 Break-Even Point (BEP) 3.7 Margin of Safety (MOS) Problems on Contribution, P/V Ratio, BEP, and MOS</p>	<p>14</p>
<p>4.</p>	<p>Budgeting and its control: 4.1 Budget and Budgetary control: meaning, definition, role of budget and budgetary control in an organization: steps and advantages 4.2 Types of Budgets: as per time, functions and variability 4.3 Practical question on Cash Budget 4.4 Capital budgeting: Introduction, classification of capital budgeting projects, capital budgeting projects, Capital budgeting techniques with its advantages and disadvantages- Payback Period and Accounting Rate of Return Practical questions on Payback and Accounting rate of return</p>	<p>14</p>

Reference Material:**Reference Books**

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Management Accounting	E. Gorden, N. Jeyaram, N. Sundaram, R.	Himalaya Publishing House	New Delhi, Mumbai
2	Management Accounting	S.N. Maheshwari and S.K. Maheshwari	Vikas Publishing House	New Delhi
3	Cost Accounting: Principles and Practice	M. Yogendra	Himalaya Publishing House	Nagpur
4	Cost and Management Accounting	S.P. Jain and K.L. Narang	Kalyani Publishers	New Delhi
5	Principles and Practice of Management Accounting	V.K. Saxena and C.D. Vashist	Sultan Chand & Sons	New Delhi
6	Management Accounting: Text and Problems	Dr. R. Srinivasan	Tata McGraw-Hill Education	Chennai
7	Management Accounting	S.K. Aggarwal	Laxmi Publications	New Delhi
8	Financial Statement Analysis and Reporting	T.P. Ghosh	Taxman publication	New Delhi
9	Management Accounting	L.M.Pandey	Vikas Publishing House	New Delhi
10	Management Accounting	M.Y.Khan, P.K.Khan	Mcgraw Hill Education	Delhi

Other Learning Material E- Resource:

1 <https://open.umn.edu/opentextbooks/textbooks/137>

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Major Mandatory 7	Marketing Management: Digital Marketing	4	4

Course Objectives	
1	To introduce the core concepts and processes of digital marketing and its applications.
2	To develop an understanding of visibility, engagement, and traffic conversion in the digital space.
3	To explore digital marketing tools such as social media, Google Ads, YouTube, and email marketing.
4	To build foundational skills in content writing for various digital platforms.

Course Outcome	
CO1	Explain the key components and strategies of digital marketing.
CO2	Analyze the importance of visibility, engagement, and conversion in online marketing.
CO3	Design and manage basic digital campaigns using major online platforms.
CO4	Create effective and SEO-friendly content for blogs, websites, and marketing materials.

Unit	Title and Contents	No. of Lecture Hours
1	Introduction to Digital Marketing: 1.1 Concept and meaning of Digital Marketing, Digital Marketing Tools & Process, 1.2 Meaning of Visibility, Increasing Visibility, Types of visibility, and Examples of visibility. Concept of Engagement, Visitors Engagement, its importance and examples of engagement. 1.3 Inbound vs Outbound Marketing, Bringing Targeted Traffic Inbound and outbound marketing 1.4 Converting Traffic into Leads, Types of Conversion, Understanding Conversion Process.	15
2	Social Media Marketing: 2.1 Introduction of Social Media Marketing, Google AdWords, YouTube Marketing, Email Marketing 2.2 WWW, Domains, Buying a Domain, Core Objective of Website and Flow, Strategic Design of Home Page, Optimization of Websites, SEO Optimization	15

3	Content Writing: 3.1 Content Writing, Definition and importance of content writing, Types of content (web content, blogs, articles, technical content, copywriting, academic writing, creative writing, etc.), 3.2 Role of a content writer in the digital space, Skills required for a content writer	15
4	Recent trends in Digital Marketing: 4.1 AI-Powered Marketing, Use of AI tools like ChatGPT, Jasper, Copy.ai for content creation. 4.2 AI-driven analytics for customer behaviour prediction and personalization. 4.3 Chatbots and virtual assistants for customer support and engagement. 4.4 Influencer & Creator Marketing 4.5 Rise of micro- and nano-influencers for more authentic connections. 4.6 Brands collaborate with content creators for user-generated content (UGC).	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Marketing 5.0: Technology for Humanity	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan	Wiley	India
2	Digital Marketing	Dr. <u>Babu KG Raja Sabarish</u> , Dr. <u>Anbazhagan B</u> , Dr. <u>Meenakumari S</u>	Sultan Chand & Sons	India
3	Digital Marketing	Seema Gupta	McGraw Hill Education	India
4	Digital Marketing	Vandana Ahuja	Oxford University Press	India
5	Basics of E-Marketing	<u>Dr. Nishant Vachhani</u> , <u>Dr. Sanjay Bhayani</u>	Himalaya Publishing House	India

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Major Mandatory 7	Human Resource Management: Employee Management & HRM Practices	4	4

Course Objectives	
1	To understand the core functions and strategic role of HRM in modern organizations
2	To examine key HR processes—recruitment, selection, training, development, and performance management—aligned with organizational goals
3	To explore current HRM trends, including digital transformation, ethical practices, employee engagement and workforce diversity
4	To evaluate the impact of technology on HR practices and build skills to manage digital HR tools effectively
5	To develop practical HRM competencies through case studies, simulations, and experiential learning.

Course Outcome	
CO1	Demonstrate a comprehensive understanding of HRM practices, functions, and strategic importance in contemporary organizations.
CO2	Apply HRM processes like recruitment, selection, training, development, and performance appraisal aligned with organizational goals.
CO3	Analyze recent trends and ethical considerations in HRM including employee engagement and diversity management.
CO4	Evaluate the role of technological advancements in HRM and demonstrate proficiency in using digital HR tools and systems.
CO5	Apply HRM concepts through experiential learning—case studies, role plays, and real-world HR problem-solving activities.

Unit	Title and Contents	No. of Lecture Hours
1	<p>Talent Acquisition and Onboarding in the Employee Lifecycle</p> <p>1.1 Overview and significance of Human Resource Management in today's dynamic business environment</p> <p>1.2 Strategic role of HRM in achieving organizational competitiveness</p> <p>1.3 Recruitment: Meaning, definition, factors, process, sources (internal & external), and modern methods</p>	20

	<p>1.4 Selection: Process, methods, and key factors influencing selection decisions.</p> <p>1.5 Onboarding and Induction: Objectives, Process and prerequisites of effective integration</p> <p>1.6 Emerging recruitment technologies and analytics in talent acquisition</p>	
2	<p>Training, Development, and Talent Management:</p> <p>2.1 Training and Development: Training needs assessment, methods (on-the-job, off-the-job), and evaluating training effectiveness</p> <p>2.2 Career Planning and Development: Career stages, and fostering internal mobility</p> <p>2.3 Talent Management: Imperatives for Talent Management, Initiatives and Strategies for attracting, developing, and retaining top talent, Talent Management Review</p> <p>2.4 Role of HR technology in Learning and Development</p>	10
3	<p>Compensation, Performance Management, and Employee Retention :</p> <p>3.1 Compensation Management: Types of pay structures, components of compensation, Factors influencing employee compensation</p> <p>3.2 Employee Benefits: Incentives, fringe benefits, and non-monetary rewards</p> <p>3.3 Performance Management: Appraisal methods, 360-degree feedback, goal setting, KPIs and performance metrics</p> <p>3.4 Retention Strategies: Employer branding, career growth pathways, work-life balance, and Employee Value Proposition (EVP)</p> <p>3.4 Succession Planning: Identifying and grooming future leaders</p> <p>3.5 Application of HR Analytics in performance tracking and compensation decisions</p>	15
4	<p>Employee Engagement, Ethics, and Emerging HRM Trends:</p> <p>4.1 Employee Engagement: Key drivers, measurement models, and strategies for fostering employee engagement</p> <p>4.2 Job Satisfaction: Meaning, Definition, Factors, Advantages and measures to increase job satisfaction</p>	15

	<p>4.3 Ethics in HRM: Principles of fairness, equity, transparency, and handling ethical dilemmas</p> <p>4.4 Contemporary HR Practices:</p> <p style="padding-left: 40px;">Managing gig and freelance workforce</p> <p style="padding-left: 40px;">Remote and hybrid work models</p> <p style="padding-left: 40px;">Diversity, equity, and inclusion initiatives</p>	
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Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Human Resource Management,17ed	Gary Desler,Biju Varkkey	Pearson	India
2	HumanResourceManagement: Text and Cases(10th Edition)	K Aswathappa & Sadhna Dash	Mc Graw Hill	Noida, Uttar Pradesh, India
3	Armstrong's Handbook of Human Resource Management Practice 15th Edition	Michael Armstrong & Stephen Taylor	Kogan Page	LONDON
4	Human Resource Management Essentials You Always Wanted To Know	Jaquina Gilbert	Vibrant Publishers	Colorado, USA.

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Major Mandatory 7	Agri Business Management: Rural Marketing	4	4

Course Objectives	
1	To understand the meaning, features, scope, and evolution of rural marketing in India.
2	To explore the demographic, socio-economic, and infrastructural environment of rural markets.
3	To analyse rural consumer behaviour and the application of marketing mix (4Ps/7Ps) in rural contexts.
4	To examine rural product categories, services, and the role of technology and institutions in rural marketing.

Course Outcome	
CO1	Explain the concepts and significance of rural marketing and differentiate it from urban marketing.
CO2	Demonstrate an understanding of the rural environment and consumer behaviour affecting marketing decisions.
CO3	Apply rural-specific marketing strategies using the 4Ps and 7Ps framework effectively.
CO4	Evaluate the marketing of rural products and services, and analyze the current challenges and opportunities in rural markets.

Unit	Title and Contents	No. of Lecture Hours
1	Introduction to Rural Marketing 1.1 Meaning and Definition of Rural Marketing, Features and Scope of Rural Marketing 1.2 Difference between Urban and Rural Marketing 1.3 Importance of Rural Marketing in India, Evolution and Growth of Rural Marketing 1.4 Challenges and Opportunities in Rural Markets	15
2	Rural Market Environment 2.1 Demographic and Socio-economic Profile of Rural India 2.2 Rural Infrastructure – Transport, Communication, Credit, and Banking 2.3 Rural Consumer Behaviour, buying behaviour and influencing factors, Cultural and social aspects 2.4 Technological changes and their impact on rural markets	15

3	Rural Marketing Strategies 3.1 Rural Marketing Mix (4Ps/7Ps in Rural Context) Product Strategies: Product design, packaging, branding, warranty Pricing Strategies: Pricing methods and affordability Distribution Strategies: Rural channels, logistics, Promotion Strategies: Media habits, role of personal selling, and local fairs 3.2 People, Process, and Physical Evidence in rural marketing	15
4	Rural Products and Services 4.1 Categories of Rural Products (Consumer Goods, Agricultural Inputs, FMCGs, Durables) 4.2 Role of Services in Rural Areas: Banking, Insurance, Healthcare, Education 4.3 Marketing of Agricultural Produce	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Development Issues of Indian Economy	Mishra & Puri	Himalaya Publishing House	Mumbai
2	Indian Agriculture Since Independence	Dantwala M.L.	Oxford & IBH Publishing Co. Pvt. Ltd.	New Delhi
3	Rural Marketing	Pradeep Kashyap	Pearson Education	India
4	Rural Marketing – Text and Cases	C.S.G. Krishnamacharyulu, Lalitha Ramakrishnan	Pearson Education	India
5	Rural Marketing	Badi R.V., Badi N.V.	Himalaya Publishing House	India

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Major Mandatory 7	Service Management: Banking and Insurance	4	4

Course Objectives

1	To understand the Indian banking system, its structure, functions, historical evolution, and its role in economic development.
2	To study the regulatory framework, credit control tools, technological advancements, and customer relationship practices in the banking sector.
3	To Understand the Fundamentals of Insurance and analyze Risk Management Concepts.
4	To understand the regulatory structure and recent innovations in the Indian banking and insurance sectors.

Course Outcome

CO1	To explain the structure, functions, and evolution of the Indian banking sector and analyze its contribution to the nation's economic growth.
CO2	To analyze banking regulations, credit control measures, modern banking technologies, and customer service mechanisms.
CO3	To develop a simple risk management plan for individuals or businesses.
CO4	To analyze the role of regulatory authorities and assess emerging trends and career opportunities in banking and insurance.

Unit	Title and Contents	No. of Lecture Hours
1	<p>Introduction to Banking</p> <p>1.1: Origin, meaning and definition of banks: Evolution of Banking in India: Pre- and Post-independence banking in India, Nationalization of banks and recent reforms</p> <p>1.2: Structure of banking System in India:</p> <p>A) Organized Sector: 1) Scheduled banks 2) Non-Scheduled banks, Types of banks: Central Bank (RBI), Commercial banks: Public sector bank, private sector banks, foreign banks, Regional Rural bank,</p> <p>B) Co-operative Banks: urban Co-operative banks, Rural Co-operative banks,</p> <p>C) Development Banks D) New age/ Small banks: payments banks,</p>	15

	<p>small finance banks (SFBs), NBFCs, Merchant Banks, Investment Banks.</p> <p>1.3: Functions of Banks:</p> <p>A) Primary functions: Accepting deposits and lending loans and advances.</p> <p>B) Secondary function: Public utility services: Safe deposit lockers, ATM services, mobile and internet banking, fund transfer. Agency services: Collection of cheques/dividends, payment of bills, acting as trustee, executor, etc.</p> <p>1.4: Role of banks in economic development.</p>	
2	<p>Regulatory Framework and Technology in Banking:</p> <p>2.1. Banking Regulation Act 1949, RBI and its role as the central bank.</p> <p>2.2. Credit Control Measures: Quantitative Control Measures & Qualitative Control Measures</p> <p>2.3. Banking Operations and Services: Types of deposits and accounts, Loans and advances – types, principles of lending, NPA, Recent developments in Banking Sector: Core Banking, E-Banking , Need & Importance of Technology in Banking Industry- ATM, Debit Card, Credit Card, Tele Banking, Net Banking, RTGS, NEFT, SWIFT, UPI, Banc assurance, Cyber security and fraud Management in Banking.</p> <p>2.4. Customer Relationship Management: Relation Management - Grievance Redressal - Banking Ombudsmen.</p>	15
3	<p>Introduction to Insurance and its Principles:</p> <p>3.1. The Concept of Insurance: Meaning of risk, risk management, risk minimizes techniques, Objectives of Insurance, Importance of Insurance, and Basic Terminology of Insurance.</p> <p>3.2. Insurance Service sector/ Types of Insurance: life Insurance & General Insurance, Policy underwriting and claim settlement process.</p> <p>3.3. Principles of Insurance: Meaning and Importance, principle of indemnity, principle of subrogation, principle of contribution, principle of at most good faith, principle of disclosure, etc.</p>	15
4	<p>Regulatory Framework and Emerging Trends in Indian Banking and Insurance:</p> <p>4.1. Insurance Regulatory Authority in India IRDA Act 1999: Establishment of IRDAI, Structures of IRDAI, Functions and Role of IRDAI, Power of IRDAI</p> <p>4.2. Overview of Indian Insurance Market: Government Schemes in India related to Insurance, Agricultural Insurance, Pradhan Mantri Suraksha Bima Yojana (PMSBY), Rashtriya Swasthya Bima Yojana (RSBY) and Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY) etc.</p> <p>4.3. Role of Banking and Insurance Sectors in India:</p>	15

	4.4. Recent trends in Banking and Insurance sector: Fintech and InsurTech, Digital transformation in banking and insurance, Careers in Banking and Insurance - Roles, Certification and Skills required.	
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Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Banking Theory and Practice	K.C. Shekhar & Lekshmy Shekhar	Vikas Publishing House	New Delhi
2	Insurance and Risk Management	P.K. Gupta	Himalaya Publishing House	Mumbai, India
3	Banking Law and Practice	S.N Maheshwari,	11 edition (2014), Kalyani Publishers	New Delhi
4	Banking Law and Practice	P.N Varshney	12 th Revised Edition, S. Chand Company	New Delhi
5	Banking and Insurance: Principles & Practices	Neelam C. Gulati	Excel Books	New Delhi
6	Banking Law and Practice in India	Dr. Mukund Mahajan	Nirali Prakashan	Pune
7	Principles of Insurance and Risk Management	Alka Mittal & S.L. Gupta	Sultan Chand & Sons	New Delhi
8	Insurance Management	S.C. Das & S.C. Sahoo	Himalaya Publishing House	Mumbai

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Major Mandatory 8	Supply Chain Management	4	4

Course Objectives	
1	To explain the basic concepts and importance of supply chain management.
2	To help students understand how to design and plan supply chain networks.
3	To teach how supply chain operations like forecasting and procurement work.
4	To help students apply supply chain concepts to real business situations.
5	To build problem-solving skills for improving supply chain performance.

Course Outcome	
CO1	Understand key concepts and components of supply chain management.
CO2	Apply basic supply chain design ideas to small business cases.
CO3	Apply planning and control tools in supply chain operations.
CO4	Evaluate coordination strategies to improve supply chain performance.
CO5	Identify current trends and challenges in global supply chains.

Unit	Title and Contents	No. of Lecture Hours
1	<p>Fundamentals of Supply Chain Management</p> <p>1.1 Definition, Objectives, and Importance of SCM– Definition and key goals of Supply Chain Management– Importance in enhancing efficiency and competitiveness</p> <p>1.2 Basic Concepts and Role of SCM in Business– Core concepts of SCM– Role in improving business performance and customer satisfaction</p> <p>1.3 Components of a Supply Chain– Entities: Suppliers, Manufacturers, Distributors, Retailers, Customers– Flows: Information, Product, and Cash</p> <p>1.4 Decision Phases and Process View of SCM– Strategic, Tactical, and Operational decision phases– Process view: Cycle and push/pull perspectives</p> <p>1.5 Supply Chain Flows and Structure– Upstream and Downstream supply chains– Role in integration and coordination</p>	15

<p>2</p>	<p>Supply Chain Network Design 2.1 Introduction to Network Design– Role in supply chain performance– Drivers and considerations (strategic, technological, operational) 2.2 Cost vs Responsiveness Trade-off – Balancing efficiency and service levels 2.3 Designing Distribution Networks– Centralized vs Decentralized systems– Direct shipping, Cross-docking, Transshipment models 2.4 Facility Location and Capacity Allocation– Qualitative and quantitative location factors– Gravity Location Models and Centre of Gravity Method 2.5 Network Optimization Strategies– Use of data analytics and simulation– Strategic placement of warehouses and hubs</p>	<p>15</p>
<p>3</p>	<p>Supply Chain Operations & Coordination 3.1 Introduction to Supply Chain Operations– Definition, objectives, and key processes– Types: Push vs Pull, Make-to-Stock vs Make-to-Order 3.2 Key Operational Drivers– Facilities, Inventory, Transportation, Information, Sourcing, Pricing 3.3 Supply Chain Planning and Control– Demand forecasting, aggregate planning, master scheduling– Inventory control: EOQ, Safety Stock, JIT, VMI 3.4 Distribution and Performance Measurement– Logistics planning and KPIs 3.5 Supply Chain Coordination– Importance of coordination– Bullwhip Effect: Causes and mitigation– CPFR, Contracts: Buy-back, Revenue Sharing, Quantity Flexibility</p>	<p>15</p>
<p>4</p>	<p>Current Trends & Challenges in Supply Chain Management 4.1 Industry 5.0 and Digital Transformation– Technologies: AI, IoT, Blockchain 4.2 Green and Sustainable Practices– Eco-friendly operations, waste reduction, sustainable sourcing 4.3 Globalization and International SCM– Managing global logistics and regulations – Cultural and operational challenges 4.4 Risks and Resilience– Identifying disruptions and building adaptive supply chain management 4.5 Ethics and Social Responsibility– Ethical practices, transparency, and CSR in supply chain Management</p>	<p>15</p>

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Supply chain management: Strategy, planning, and operation (7th ed.)	Chopra, S., & Meindl, P	Pearson Education	UK
2	Logistics & supply chain management (5th ed.)	Christopher, M.	Pearson Education	UK
3	Introduction to Supply Chain Management.	Ballou, R. H.	Prentice Hall.	UK
4	Supply chain management and advanced planning: Concepts, models, software, and case studies (5 th ed.)	Stadtler, H., Kilger, C., & Meyr, H. (Eds.)	Springer	US
5	Essentials of Supply Chain Management	Sunil Chopra.	Pearson Education.	UK
6	Supply Chain Management: Strategy, Planning, and Operation Author	Sunil Chopra, Peter Meindl	Pearson Education	UK
7	Supply Chain Logistics Management	Donald Bowersox, David Closs and M. Bixby Cooper	McGraw-Hill Education,	India
8	Supply Chain Management For Global Competitiveness	B.S.Sahay.	Mac Millan India Limited,	India
9	Green Supply Chain Management (1 st ed.)	Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas	Routledge, New Delhi	India

Other Learning Material

E- Resource:

1. **SWAYAM:** <https://swayam.gov.in>- SCM and Business Management courses.
2. **NPTEL (National Programme on Technology Enhanced Learning):** <https://nptel.ac.in>
3. **e-PG Pathshala** <https://epgp.inflibnet.ac.in> - Foundational business courses, including OB and SCM.

4. **Coursera:** -<https://www.coursera.org>- "Supply Chain Management Specialization".
5. **edX:** <https://www.edx.org> - "Fundamentals of SCM," "Business Analytics," "Logistics Management".
6. **LinkedIn Learning:** -<https://www.linkedin.com/learning>- "Learning Supply Chain Management"- "Business Fundamentals" series.

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Minor	Research Methodology	4	4

Course Objectives	
1	To understand the meaning, objectives, types, and significance of research in a business context.
2	To learn the process of designing research and applying appropriate methods for data collection and sampling.
3	To develop skills in data editing, analysis, tabulation, and graphical representation using basic statistical tools.
4	To gain the ability to write structured research reports, cite sources properly, and present findings effectively and ethically.

Course Outcome	
CO1	Identify and explain different types of research, research designs, and the research process.
CO2	Select suitable data sources, sampling methods, and tools for collecting research data.
CO3	Process and analyse research data using basic techniques and present findings using tables and graphs.
CO4	Prepare well-organized research reports with proper citation and deliver clear oral and written presentations.

Unit	Title and Contents	No. of Lecture Hours
1	Introduction to Research 1.1 Meaning, objectives, and significance of research in business 1.2 Types of research: Basic, applied, descriptive, analytical, qualitative, and quantitative 1.3 Research process and its steps 1.4 Criteria of good research 1.5 Ethics in research	10
2	Research Design and Data Collection 2.1 Meaning and importance of research design 2.2 Types of research design: Exploratory, descriptive, and experimental 2.3 Sampling: Concepts, methods (probability and non-probability), sampling errors 2.4 Sources of data: Primary and secondary 2.5 Methods of data collection: Observation, interview, questionnaire, and schedule	20

	2.6 Design of a good questionnaire	
3	Data Processing and Analysis 3.1 Data editing, coding, classification, and tabulation 3.2 Use of tables, charts, and graphs in data presentation 3.3 Measures of central tendency and dispersion (basic overview) 3.4 Hypothesis: Meaning, types, and formulation 3.5 Use of software tools (e.g., Excel/SPSS) – basic introduction & overview	15
4	Research Report Writing and Presentation 4.1 Structure and components of a research report 4.2 Guidelines for writing a good research report 4.3 Citation and bibliography 4.4 Plagiarism and how to avoid it 4.5 Presentation of research findings: Oral and written	15

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Business Research Methods	Donald Cooper and P.S. Schindler	Tata McGraw Hill	New Delhi
2	Research Methodology	C. R. Kothari	New Age International	New Delhi
3	Research Methods for Business	Uma Sekaran	Wiley	New Delhi
4	Research Methodology	Ranjit Kumar	Pearson Education	New Delhi
5	Research Methodology	Michael V. P.	Himalaya Publishing House	Mumbai
6	Foundations of Behavioral Research	Fred N. Kerlinger	Holt, Rinehart and Winston	New York

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Open Elective (OE)	Mercantile Law	2	2

Note: This course is taken from OE basket of Faculty of Humanities – BoS in Law. This course is mandatory for SYBBA Semester III students

Course Objectives	
1	To provide foundational knowledge of the Indian Contract Act, including essential elements, performance, discharge, and remedies, along with the emerging framework of e-contracts.
2	To give an overview of key business laws governing partnerships, LLPs, companies, and consumer protection mechanisms applicable to business operations.

Course Outcome	
CO1	Learners will be able to explain and apply core principles of contract law and distinguish traditional contracts from e-contracts.
CO2	Learners will be able to identify and differentiate between various forms of business entities and understand consumer rights and redressal mechanisms under Indian law.

Unit	Title and Contents	No. of Lecture Hours
1	Essentials of the Indian Contract Act, 1872 1.1 Background and Necessity of Contract Law 1.2 Nature of Contract, General Principles of Contract, Essential Elements of Contract 1.3 Types of Contracts 1.4 Performance and Discharge of Contracts 1.5 Remedies (Including damages, meaning, kinds and rules for ascertaining damages) 1.6 E-Contracts: Meaning, Nature, Formation, Validity, Legality and Recognition under the law	15
2	Overview of Business Laws and Consumer Protection: 2.1 Partnership Act, 1932: Meaning and definition of partnership, Features of Partnership, Types of partners, Introduction to Partnership Act, 1932 2.2 Law Governing LLP: Meaning and definition of Limited Liability Partnership, Introduction to LLP Act, Basic Features of LLP,	15

	<p>Difference between Partnership Firm and LLP</p> <p>2.3 Consumer Protection Act, 2019: Objectives and Scope, Definition of Consumer and Consumer Disputes, Consumer Rights and Responsibilities, Consumer Redressal Agencies: District, State, and National Commission, Procedures and Jurisdiction</p> <p>2.4 Companies Act, 2013: Meaning, Nature, and Characteristics of a Company, Silent features of the Companies Act, 2013, Applicability and Scope of the Act, Types of Companies (Private, Public, One Person, Section 8, etc.), Differences between Company and Partnership / LLP, Formation of a Company: Incorporation Process and Legal Formalities</p>	
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Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Business law	R.S.N.Pillai Bagavathi	S. Chand & Company Ltd,	New Delhi
2	Elements of Mercantile Law	N.D. Kapoor	Sultan Chand & Sons	New Delhi
3	The Indian Contract and Specific Relief Acts, ed. 17	Pollock & Mulla	LexisNexis India	New Delhi
4	Contract & Specific Relief ed. 13	Avtar Singh	EBC Publication	Lucknow
5	Setting up of Business Entities	ICSI	ICSI	New Delhi
6	Business and Corporate Law	Dr. Kaur Harpreet	Lexis Nexis	New Delhi
7	Business and Commercial Laws	Sen And Mitra	The World Press Pvt. Ltd	Kolkata
8	The Maharashtra Shops & Establishments (Regulation of Employment and Conditions of Service) Act, 2017 and Rules, 2018	S.D Puri	Snow White Publications Private Limited	Mumbai

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Vocational Skill Development Course (VSC)	Business Analytics	2	2

Course Objectives	
1	To Introduce the fundamental concepts, scope, and evolution of Business Analytics in modern enterprises.
2	To Explain the types of analytics and their application in various business functions such as Marketing, Finance, HR, and Operations.
3	To Familiarize students with different types and sources of data, and the importance of data quality and preparation.
4	To Provide basic exposure to data visualization, Excel-based tools, and technologies used in Business Analytics.
5	To Enable students to interpret business data and understand the role of a business analyst in decision-making processes.

Course Outcome	
CO1	Define and explain the scope, significance, and evolution of Business Analytics in the corporate world.
CO2	Differentiate among Descriptive, Diagnostic, Predictive, and Prescriptive analytics and identify their practical applications in various business domains.
CO3	Identify different types and sources of data and explain the importance of data cleaning, preparation, and quality for analysis.
CO4	Demonstrate basic proficiency in using spreadsheets (Excel/Google Sheets) for data visualization.
	Apply basic analytical tools and techniques to extract business insights and support data-driven decision-making.

Unit	Title and Contents	No. of Lecture Hours
1	Introduction to Business Analytics Meaning and scope of Business Analytics, Evolution and Importance and impact on business decision-making, Types of Analytics: Descriptive, Diagnostic, Predictive, Prescriptive, Applications of Business Analytics in different business domains: Marketing, Finance, HR, and Operations, Role of Business Analyst.	15
2	Foundations of Data for Business Analytics: Data and Its Role in Business Analytics Types of data: Structured vs. Unstructured Sources of data: internal, external, big data ,5V's of Big data Data collection methods and challenges. Data cleaning and preparation. Importance of data quality and integrity Introduction to databases and spreadsheets (Excel/Google Sheets). Introduction to data visualization, Common tools and technologies	15

	for business analytics. Basic Excel functions for analytics (sorting, filtering, pivot tables, charts)	
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Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Competing on analytics: The new science of winning	Davenport, T. H., & Harris, J. G. (2007).	Harvard Business School Press.	New Delhi
2	Business intelligence, analytics, and data science: A managerial perspective	Sharda, R., Delen, D. & Turban, E. (2019).	(4th ed.). Pearson Publication	New Delhi
3	Business Analytics	U. Dinesh Kumar 2017	Wiley India Pvt. Ltd.	New Delhi
4	Business Analytics: Data Analysis & Decision Making	S. Christian Albright & Wayne L. Winston 2016 (5th Edition)	Cengage Learning	Boston, USA
5	Data Analytics for Beginners: Your Ultimate Guide to Learn and Master Data Analysis	Victor Finch 2016	Create Space Independent Publishing Platform	Scotts Valley, California
6	Data Science for Business	Foster Provost & Tom Fawcett 2013	O'Reilly Media	Sebastopol, California

Other Learning Material E-Resource:

- Siegel, E. (2016). "Predictive analytics: The power to predict who will click, buy, lie, or die". Wiley.
- Winston, W. L. (2014). "Marketing analytics: Data-driven techniques with Microsoft Excel". Wiley.
- Narayanan, A., & Bhattacharya, A. (2023). "Big data in finance: Data analytics in financial services and banking". Wiley.
- Fitz-enz, J. (2010). "The new HR analytics: Predicting the economic value of your company's human capital investments". AMACOM.
- Raghupathi, W., & Raghupathi, V. (2014). "Big data analytics in healthcare: Promise and potential". Health Information Science and Systems, 2(1), 1-10.
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). "Designing and managing the supply chain: Concepts, strategies, and case studies" (3rd ed.). McGraw-Hill/Irwin.

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Ability Enhancement Course (AEC)	Modern Indian Languages 1 : Marathi/Hindi/Sanskrit	2	2

The details syllabus of each of the language will be shared by respective board of studies.

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Field Project (FP)	Project – Related to Finance	2	4

Course Objectives	
1	To impart basic knowledge for understanding connection of theory and practical working.
2	To understand various documentation and department working of organization.
3	To apply various theories learned in real life business decision making.
4	To self-evaluate the market requirement with experts shared information.

Course Outcome	
CO1	Recall theory in real life practical environment
CO2	Explain various documents require for business procedure of departmental working
CO3	Apply the collective business decision making to solve real life problem solving
CO4	Evaluate performance, justify decisions based on financial analysis

The candidate shall visit to respective firms/websites/organizations/markets/companies/ attend experts lecture in entire semester and prepare a Field Project Report which shall carries 50 marks (30 Marks for Project Report and 20 marks for Viva-Voce). Student has to submit Field Project Work Report Spiral copy to the college. The faculty shall organize and guide to the student regarding field visit and for preparing the report. The report shall be evaluated by the subject teacher and Head of Department at the end of Semester from given topic ANY THREE can be considered by subject teacher (minimum ONE visit is must).

Unit	Title and Contents	No. of Lecture Hours
1	<p>Introduction</p> <p>Subject Teacher shall provide orientation to the students and form the groups in the class room based on following topics:</p> <ol style="list-style-type: none"> 1. Analysis of website like money control, BSE, Investopedia, etc. related to finance sector 2. Guest lecture of stock market expert, banking professional, financial consultant, etc. 3. Public Company Annual Report study of standalone financial statement 4. Visit to stock market or brokers office or any financial institute. 5. Visit to a company to understand department working. 6. Calculation of various ratio based on standalone financial statement of a company 7. Subject Teacher may select any such finance topic from syllabus relevant to correlate theory and practical working 	15

2	<p>Conduction of Expert lecture/ visit: Minimum THREE activities of which ONE must be actual visit must be done. Report shall be made on following points per activity:</p> <ol style="list-style-type: none"> 1. Name of organization 2. Objective of activity 3. Points observed/ learned 4. Questionnaire with minimum 10 questions 5. Screen shot, image of activity 6. Suggestions based on objective <p>Subject teacher may add more points in report as per their convenience and requirement of activity. Report need to be submitted in spiral copy and PPT presentation.</p>	15
	<p>Evaluation based on report and Viva-Voce Exam Presentation needs to be made in groups for evaluation of activity External must be appointed for viva in consultation with principal</p> <p>Marks allocation: 30% marks report 30% marks PPT presentation <u>40% marks</u> Viva-Voce Examination</p> <p style="text-align: center;">Total : <u>50 marks</u></p>	

Guidelines:

Field Visits:

These visits and interviews shall be arranged under the supervision of the subject teacher.

- The interviews maybe structured or unstructured as the case may be with the sole proviso of maximum data collection for the students during the interaction process.
- Students should be encouraged to observe and learn how theatrical concepts are put into action, thereby aiding their practical learning. Students are to be exposed to the real working environment and shown how things are done in an organization

These visits are to be related to the specialization subject curriculum.

Instructions for students:

- Each project should be done strictly according to the instruction of the subject teacher.
- The title and the objective must be stated at the beginning of each project
- Wherever required students must paste relevant documents, specimens, questionnaires, etc. in the project.

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Field Project (FP)	Project – Related to Marketing	2	4

Course Objectives	
1	To connect classroom marketing theories with real-world industry practices.
2	To understand documentation, branding strategies, advertising, and customer behavior.
3	To apply marketing principles in areas like market research, promotions, and digital marketing.
4	To evaluate market trends and assess customer engagement based on field experiences.

Course Outcome	
CO1	Recall and relate marketing theories in a practical environment.
CO2	Identify various marketing practices and documents used in the industry.
CO3	Apply theoretical knowledge to solve practical marketing problems.
CO4	Evaluate real-life marketing strategies and justify campaign decisions based on collected data.

The candidate shall visit to respective firms/websites/organizations/markets/companies/ attend experts lecture in entire semester and prepare a Field Project Report which shall carries 50 marks (30 Marks for Project Report and 20 marks for Viva-Voce). Student has to submit Field Project Work Report Spiral copy to the college. The faculty shall organize and guide to the student regarding field visit and for preparing the report. The report shall be evaluated by the subject teacher and Head of Department at the end of Semester from given topic ANY THREE can be considered by subject teacher (minimum ONE visit is must).

Unit	Title and Contents	No. of Lecture Hours
1	<p>Introduction: Subject Teacher shall provide orientation to the students and form the groups in the class room based on following topics:</p> <ol style="list-style-type: none"> 1. Visit to retail outlets/malls to study merchandising and in-store marketing. 2. Analysis of digital campaigns on platforms like Instagram, YouTube, etc. 3. Visit to advertising agency/branding agency for insights on campaign planning. 4. Market survey or online consumer behavior study using Google Forms, etc. 5. Guest lecture by marketing experts (branding, sales, PR, etc.). 	15

	<p>6. Study of packaging and product Labelling practices in FMCG or startups.</p> <p>7. Observation of product positioning and segmentation in a selected product category.</p> <p>Subject Teacher can select any such Marketing topic from syllabus relevant to correlate theory and practical working</p>	
2	<p>Conduction of Expert lecture/ visit:</p> <p>Minimum THREE activities of which ONE must be actual visit must be done.</p> <p>Report shall be made on following points per activity:</p> <ol style="list-style-type: none"> 1. Name of organization 2. Objective of activity 3. Points observed/ learned 4. Questionnaire with minimum 10 questions 5. Screen shot, image of activity 6. Suggestions based on objective <p>Subject teacher may add more points in report as per their convenience and requirement of activity.</p> <p>Report needs to be submitted in spiral copy and PPT presentation.</p>	15
	<p>Presentation needs to be made in groups for evaluation of activity</p> <p>External must be appointed for viva in consultation with principal</p> <p>Marks allocation: 30% marks report 30% marks PPT presentation <u>40% marks</u> Viva-Voce Examination</p> <p>Total : 50 marks</p>	

Guidelines:

Field Visits:

These visits and interviews shall be arranged under the supervision of the subject teacher.

- The interviews maybe structured or unstructured as the case may be with the sole proviso of maximum data collection for the students during the interaction process.
- Students should be encouraged to observe and learn how theatrical concepts are put into action, thereby aiding their practical learning. Students are to be exposed to the real working environment and shown how things are done in an organization

These visits are to be related to the specialization subject curriculum.

Instructions for students:

- Each project should be done strictly according to the instruction of the subject teacher.
- The title and the objective must be stated at the beginning of each project
- Wherever required students must paste relevant documents, specimens, questionnaires, etc. in the project.

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Field Project (FP)	Project – Related to HRM	2	4

Course Objectives	
1	To enable learners to understand and analyse real-world HR practices by engaging in field-based research or internships in organizations.
2	To develop practical HRM skills such as recruitment, training, performance appraisal, and employee engagement through hands-on project work.

Course Outcome	
CO1	Learners will be able to observe and evaluate HR systems and practices within actual organizational settings.
CO2	Learners will be able to apply HRM theories and concepts to solve real business problems and prepare professional project reports.

The candidate shall visit to respective firms/websites/organizations/markets/companies/ attend experts lecture in entire semester and prepare a Field Project Report which shall carries 50 marks (30 Marks for Project Report and 20 marks for Viva-Voce). Student has to submit Field Project Work Report Spiral copy to the college. The faculty shall organize and guide to the student regarding field visit and for preparing the report. The report shall be evaluated by the subject teacher and Head of Department at the end of Semester from given topic ANY THREE can be considered by subject teacher (minimum ONE visit is must).

Unit	Title and Contents	No. of Lecture Hours
1	<p>Introduction and topics of project:</p> <ol style="list-style-type: none"> 1. Talent management 2. Knowledge Management 3. Effect of Leadership on Performance of the Organization 4. Identification of training needs of security personnel in an organization. 5. Work measurement and wage payment plans 6. Study of Employee morale and attitudes. 7. Quality of Work life 8. Motivation and morale 9. Performance appraisal and counseling 10. Training needs analysis 11. Performance appraisal with Traditional & Modern methods 12. Employees relation, Mergers acquisition HR strategies <p>Students can prepare project on any topic which they have studied</p>	15

	under the HRM subject.	
2	<p>Conduction of Expert lecture/ visit: Minimum THREE activities of which ONE must be actual visit must be done. Report shall be made on following points per activity:</p> <ol style="list-style-type: none"> 1. Name of organization 2. Objective of activity 3. Points observed/ learned 4. Questionnaire with minimum 10 questions 5. Screen shot, image of activity 6. Suggestions based on objective <p>Subject teacher may add more points in report as per their convenience and requirement of activity. Report need to be submitted in spiral copy and PPT presentation.</p>	15
	<p>Presentation needs to be made in groups for evaluation of activity External must be appointed for viva in consultation with principal</p> <p>Marks allocation: 30% marks report 30% marks PPT presentation 40% marks Viva-Voce Examination</p> <p>Total : 50 marks</p>	

Guidelines:

Field Visits:

These visits and interviews shall be arranged under the supervision of the subject teacher.

- The interviews maybe structured or unstructured as the case may be with the sole proviso of maximum data collection for the students during the interaction process.
- Students should be encouraged to observe and learn how theatrical concepts are put into action, thereby aiding their practical learning. Students are to be exposed to the real working environment and shown how things are done in an organization

These visits are to be related to the specialization subject curriculum.

Instructions for students:

- Each project should be done strictly according to the instruction of the subject teacher.
- The title and the objective must be stated at the beginning of each project
- Wherever required students must paste relevant documents, specimens, questionnaires, etc. in the project.

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Field Project (FP)	Project – Related to Agri-Business Management	2	4

Course Objectives	
1	To provide students with practical exposure to rural markets and agri-business enterprises operating in rural areas.
2	To familiarize students with marketing strategies and promotional techniques used in rural agri-business.
3	To encourage application of classroom theories related to rural marketing and agri-business management in real-world contexts.
4	To help students understand the rural consumer behavior and factors influencing their purchasing decisions.

Course Outcome	
CO1	Apply theoretical concepts of rural marketing and agri-business to real-life observations collected during field visits.
CO2	Understand the dynamics of rural markets and the marketing practices followed in agricultural and allied sectors.
CO3	Apply the collective business decision making to solve real life problem solving
CO4	Analyze consumer behavior, purchasing patterns, and distribution channels in rural areas through direct field exposure.

The candidate shall visit to respective firms/websites/organizations/markets/companies/ attend experts lecture in entire semester and prepare a Field Project Report which shall carries 50 marks (30 Marks for Project Report and 20 marks for Viva-Voce). Student has to submit Field Project Work Report Spiral copy to the college. The faculty shall organize and guide to the student regarding field visit and for preparing the report. The report shall be evaluated by the subject teacher and Head of Department at the end of Semester from given topic ANY THREE can be considered by subject teacher (minimum ONE visit is must).

Unit	Title and Contents	No. of Lecture Hours
1	Introduction and topics of project: <ol style="list-style-type: none"> 1. Marketing of Agricultural Inputs – A comparative study of private dealers and cooperative societies 2. Distribution Channels in Rural Agri-Markets – Challenges and opportunities 3. Study of Rural Consumer Behavior for agri-products or FMCG 	15

	<ol style="list-style-type: none"> 4. Pricing Strategies for Agricultural Produce in different rural markets 5. Impact of Seasonal Variation on Agri-Marketing – A case study 6. Promotion Techniques Used by Agri-Input Dealers in villages 7. Role of Digital Platforms in Agri-Marketing – A case-based analysis 8. Agri-Business Opportunities in Rural Non-Farm Sector 9. Market Linkages for Farmers through Cooperatives and FPOs 10. Retailing Practices in Rural Agri-Input Outlets – A comparative analysis 11. Role of Self-Help Groups (SHGs) in Agri-Product Marketing <p>Students can prepare project on any topic which they have studied under the Agri- Business Management subject.</p>	
2	<p>Conduction of Expert lecture/ visit: Minimum THREE activities of which ONE must be actual visit must be done. Report shall be made on following points per activity:</p> <ol style="list-style-type: none"> 1. Name of organization 2. Objective of activity 3. Points observed/ learned 4. Questionnaire with minimum 10 questions 5. Screen shot, image of activity 6. Suggestions based on objective <p>Subject teacher may add more points in report as per their convenience and requirement of activity. Report needs to be submitted in spiral copy and PPT presentation.</p>	15
	<p>Presentation needs to be made in groups for evaluation of activity External must be appointed for viva in consultation with principal</p> <p>Marks allocation: 30% marks report 30% marks PPT presentation <u>40% marks</u> Viva-Voce Examination</p> <p style="text-align: center;">Total : 50 marks</p>	

Guidelines:

Field Visits:

These visits and interviews shall be arranged under the supervision of the subject teacher.

- The interviews maybe structured or unstructured as the case may be with the sole proviso of maximum data collection for the students during the interaction process.
- Students should be encouraged to observe and learn how theatrical concepts are put into action, thereby

aiding their practical learning. Students are to be exposed to the real working environment and shown how things are done in an organization

These visits are to be related to the specialization subject curriculum.

Instructions for students:

- Each project should be done strictly according to the instruction of the subject teacher.
- The title and the objective must be stated at the beginning of each project
Wherever required students must paste relevant documents, specimens, questionnaires, etc. in the project.

Semester III					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
3		Field Project (FP)	Project – Related to Service Management	2	4

Course Objectives	
1	To link theoretical knowledge from classroom learning with practical insights gained from field visits and industry interaction.
2	To provide students with hands-on exposure to the functioning and operations of the banking and insurance sectors.
3	To build awareness about the digital transformation in banking and insurance services including online platforms, mobile apps, and fintech integration.
4	To familiarize students with various roles, departments, and regulatory compliance functions within banks and insurance companies.

Course Outcome	
CO1	Recall theory in real life practical environment
CO2	Evaluate the use of digital tools and technology in banking and insurance services, such as mobile banking, e-insurance, and customer portals.
CO3	Apply theoretical concepts such as service marketing mix, customer experience, and relationship management to field observations.
CO4	Display professionalism, ethical conduct, and effective communication during interactions with service sector professionals.

The candidate shall visit to respective firms/websites/organizations/markets/companies/ attend experts lecture in entire semester and prepare a Field Project Report which shall carries 50 marks (30 Marks for Project Report and 20 marks for Viva-Voce). Student has to submit Field Project Work Report Spiral copy to the college. The faculty shall organize and guide to the student regarding field visit and for preparing the report. The report shall be evaluated by the subject teacher and Head of Department at the end of Semester from given topic ANY THREE can be considered by subject teacher (minimum ONE visit is must).

Unit	Title and Contents	No. of Lecture Hours
1	<ol style="list-style-type: none"> 1. Service Quality in Public vs. Private Sector Banks – A comparative study 2. Customer Relationship Management in Insurance Services – Case study of a life/general insurer 3. Digital Transformation in Banking – Impact on service delivery and customer experience 4. Customer Grievance Redressal Mechanisms in Banks – A 	15

	<p>field-based analysis</p> <ol style="list-style-type: none"> 5. E-Banking Services and Customer Satisfaction – A comparative study 6. Impact of Regulatory Guidelines (RBI/IRDAI) on Service Delivery 7. Role of Frontline Employees in Delivering Banking Services – A service blueprint analysis 8. Marketing of Insurance Products through Agents vs. Digital Channels – A study 9. Quality of Customer Experience in Cooperative Banks – A field survey 10. Service Operations in NBFCs vs. Scheduled Commercial Banks – A case comparison <p>Students can prepare project on any topic which they have studied under the Service Management subject.</p>	
2	<p>Conduction of Expert lecture/ visit:</p> <p>Minimum THREE activities of which ONE must be actual visit must be done.</p> <p>Report shall be made on following points per activity:</p> <ol style="list-style-type: none"> 1. Name of organization 2. Objective of activity 3. Points observed/ learned 4. Questionnaire with minimum 10 questions 5. Screen shot, image of activity 6. Suggestions based on objective <p>Subject teacher may add more points in report as per their convenience and requirement of activity.</p> <p>Report needs to be submitted in spiral copy and PPT presentation.</p>	15
	<p>Presentation needs to be made in groups for evaluation of activity</p> <p>External must be appointed for viva in consultation with principal</p> <p>Marks allocation: 30% marks report 30% marks PPT presentation <u>40% marks</u> Viva-Voce Examination</p> <p style="text-align: center;">Total : 50 marks</p>	

Guidelines:

Field Visits:

These visits and interviews shall be arranged under the supervision of the subject teacher.

- The interviews maybe structured or unstructured as the case may be with the sole proviso of maximum data collection for the students during the interaction process.
- Students should be encouraged to observe and learn how theatrical concepts are put into action, thereby aiding their practical learning. Students are to be exposed to the real working environment and shown how things are done in an organization

These visits are to be related to the specialization subject curriculum.

Instructions for students:

- Each project should be done strictly according to the instruction of the subject teacher.
 - The title and the objective must be stated at the beginning of each project
- Wherever required students must paste relevant documents, specimens, questionnaires, etc. in the project.