

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 ATKT 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					
		Service Mgmt.: Essentials of Services Management					
	Major Mandatory 6 (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					
		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 Weihrich, A. Ramachandra Arysri	McGraw hill companies	New Delhi
4	Management A Global and Entrepreneurial Perspective	Heinz Weihrich, 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

1. <https://ndl.iitkgp.ac.in>
2. <https://2012books.lardbucket.org/pdfs/management-principles-v1.0.pdf>
3. 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	Remembering
CO2	Understand the sources of Finance, recent trends in business finance	Understanding
CO3	Identify the capital structure and factors affecting capital structure	Applying
CO4	Analyzing the difference between shares, debentures	Analyzing
CO5	Evaluate consequences of over- capitalization and Under Capitalization.	Evaluating

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	1. Concepts and functions of marketing 1.1 Marketing concepts, its objectives, importance and functions of marketing. 1.2 Core Concepts of Marketing- Need, want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer Loyalties. 1.3 Concept of Marketers and Prospects, Key Customer Markets, Marketplaces, Market spaces, Meta Markets. 1.4 Linkage of Marketing functions with all functions in the organization. Company orientation towards market place- Production, Product, Marketing, Selling, Holistic Marketing Orientation 1.5 Various Approaches of marketing 1.6 Challenges and opportunity of marketing manager in international market	15
2	2. Marketing Environment 2.1 Concept of Environment -Macro and Micro environment - Components and Characteristics, Needs. 2.1 Trends and Major Forces Impacting on Micro and Macro Environment 2.3 Need for analyzing Marketing Environment 2.4 Analyzing the Demographic, Economic, Socio-cultural, Natural, Technological and Political-Legal Environment	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	Foundation of Services Marketing 1.1 Introduction - The services concept Nature of Services, Importance of Services Marketing 1.2 Distinctive Characteristics of Services - Customer Participation-Perishability, Intangibility, Heterogeneity, Non-transferrable Ownership. 1.3 Classification of Services, Core Vs. Supplementary Services, B2B and B2C services. 1.4 The Product-Service Systems, Service Management Elements. 1.5 Services Marketing Triangle, External versus Internal Orientation of Service Strategy, Positioning the Service Offering, Important Vs. Determinant attributes. 1.6 Positioning and Brand Creation, Positioning Maps, Designing and Managing Service as a Process.	15
2	Delivering Quality Services and Value Process 2.1 Service based components of quality, perceived quality, Implementing TQM in service sector & its effect. 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. Creating service value and defining its benefits. 2.3 Service Value Chain: Introduction, significance. 2.4 Case studies related to service value chain in Banking &	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	Interest and Dividend 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.	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: 2025-2026

	<u>Semester III</u>				
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

2	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	20
3	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	14
4.	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	14

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	Talent Acquisition and Onboarding in the Employee Lifecycle <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>Managing gig and freelance workforce</p> <p>Remote and hybrid work models</p> <p>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, 17th ed	Gary Desler, Biju Varkkey	Pearson	India
2	Human Resource Management: 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	Introduction to Banking 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 1.2: Structure of banking System in India: 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, B) Co-operative Banks: urban Co-operative banks, Rural Co-operative banks, C) Development Banks D) New age/ Small banks: payments banks,	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	Fundamentals of Supply Chain Management 1.1 Definition, Objectives, and Importance of SCM– Definition and key goals of Supply Chain Management– Importance in enhancing efficiency and competitiveness 1.2 Basic Concepts and Role of SCM in Business– Core concepts of SCM– Role in improving business performance and customer satisfaction 1.3 Components of a Supply Chain– Entities: Suppliers, Manufacturers, Distributors, Retailers, Customers– Flows: Information, Product, and Cash 1.4 Decision Phases and Process View of SCM– Strategic, Tactical, and Operational decision phases– Process view: Cycle and push/pull perspectives 1.5 Supply Chain Flows and Structure– Upstream and Downstream supply chains– Role in integration and coordination	15

2	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	15
3	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	15
4	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	15

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	Introduction Subject Teacher shall provide orientation to the students and form the groups in the class room based on following topics: 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	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: <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 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.	15
	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 Marks allocation: 30% marks report 30% marks PPT presentation <u>40% marks</u> Viva-Voce Examination Total : <u>50 marks</u>	

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	Introduction: Subject Teacher shall provide orientation to the students and form the groups in the class room based on following topics: <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

	6. Study of packaging and product Labelling practices in FMCG or startups. 7. Observation of product positioning and segmentation in a selected product category. Subject Teacher can select any such Marketing topic from syllabus relevant to correlate theory and practical working	
2	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: <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 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.	15
	Presentation needs to be made in groups for evaluation of activity External must be appointed for viva in consultation with principal Marks allocation: 30% marks report 30% marks PPT presentation <u>40% marks</u> Viva-Voce Examination Total : 50 marks	

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	Introduction and topics of project: <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	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: <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 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.	15
	Presentation needs to be made in groups for evaluation of activity External must be appointed for viva in consultation with principal Marks allocation: 30% marks report 30% marks PPT presentation 40% marks Viva-Voce Examination Total : <u>50 marks</u>	

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:</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 : <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 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"> Service Quality in Public vs. Private Sector Banks – A comparative study Customer Relationship Management in Insurance Services – Case study of a life/general insurer Digital Transformation in Banking – Impact on service delivery and customer experience 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 40% marks Viva-Voce Examination</p> <p>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.