



Estd. 1962  
"A++" Accredited by  
NAAC (2021)  
With CGPA 3.52

SHIVAJI UNIVERSITY, KOLHAPUR - 416004,  
MAHARASHTRA

PHONE: EPABX-2609000, www.unishivaji.ac.in, bos@unishivaji.ac.in

शिवाजी विद्यापीठ, कोल्हापूर - ४१६००४, महाराष्ट्र

दूरध्वनी-ईपीएबीएक्स -२६०९०००, अभ्यासमंडळे विभाग दुरध्वनी ०२३१-२६०९०९४



Ref./SU/BOS/Com & Mgt./159

Date : 25/05/2026

The Principal  
All Concerned Affiliated Colleges/ Institutions,  
Shivaji University, Kolhapur

**Subject :Regarding syllabi of B.Com. (Business Administration) Part-III (Sem. V & VI) degree programme under the Faculty of Commerce & Management as per National Education Policy, 2020 (NEP 2.0)**

**Reference : शिवाजी वि.जा.क. संलग्नता/टी-2/1567 दिनांक 31 मे, 2024**

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the syllabi of **B.Com. (Business Administration) Part-III (Sem. V & VI)** under the Faculty of Commerce & Management as per National Education Policy, 2020 (NEP 2.0)

This syllabi shall be implemented from the academic year **2026-2027** onwards subject to the approval from the state government. A soft copy containing the syllabus is attached herewith and it is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in) (Online Syllabus).

The question paper on the pre-revised syllabi of above mentioned programme will be set for the examinations to be held in October/November 2026 & March/April, 2027. These chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

Dy. Registrar

**Encl: As above  
for Information and necessary action**

**Copy to:**

|   |  |    |                                 |
|---|--|----|---------------------------------|
| 1 | The I/c Dean, Faculty of Commerce & Management     | 6  | Appointment Section A & B       |
| 2 | The Director, Board of Examinations and Evaluation | 7  | I.T.Cell /Computer Centre       |
| 3 | The Chairman, Respective Board of Studies          | 8  | Eligibility Section             |
| 4 | B. Com. Section                                    | 9  | Affiliation Section (T.1) (T.2) |
| 5 | Internal Quality Assurance Cell (IQAC Cell)        | 10 | P.G. Seminar Section            |

# SHIVAJI UNIVERSITY, KOLHAPUR



Estd. 1G62,  
NAAC "A++" Grade

**Faculty of Commerce and Management**

**Syllabus for  
Bachelor of Commerce (Business Administration)  
Part III (SEM-V s VI)**

**CBCS Course Structure to be implemented from  
Academic Year 2026-27  
(Under NEP 2.0)**

(Subject to the modifications that will be made from time to time)



|                                      |            |          |           |           |           |           |           |           |            |
|--------------------------------------|------------|----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
|                                      | Management |          |           |           |           |           |           |           |            |
| <b>Total Sem-VI</b>                  | <b>10</b>  | <b>4</b> | <b>4</b>  |           |           |           |           | <b>6</b>  | <b>22</b>  |
| <b>Cum.Credit Sem-V &amp; VI</b>     | <b>20</b>  | <b>8</b> | <b>8</b>  | <b>2</b>  |           |           |           | <b>6</b>  | <b>44</b>  |
| <b>Cumm.Credit(I,II,III,IV,V,VI)</b> | <b>52</b>  | <b>8</b> | <b>24</b> | <b>10</b> | <b>12</b> | <b>16</b> | <b>10</b> | <b>10</b> | <b>132</b> |
| <b>Total Credits</b>                 | <b>60</b>  |          | <b>24</b> | <b>10</b> | <b>12</b> | <b>16</b> | <b>10</b> | <b>10</b> | <b>132</b> |

**Exit Option: Award of UG Degree in Major with 120-132 credits and an additional 4 credits core NSQF course/Internship or continue with major and minor**

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – V**  
**Major-VII Business Legal Framework**

**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

**CO1 – Understand** the fundamental concepts, nature, scope, and sources of business law in India and the basic legal principles governing contracts, companies, taxation, and consumer protection.

**CO2 – Explain** the provisions of the Indian Contract Act, Special Contracts, GST law, Company Law, LLP Act, and Consumer Protection Act with reference to Indian business practices and legal compliance.

**CO3 – Apply** relevant business laws including contract law, GST provisions, company regulations, and consumer laws to practical business situations, case studies, and problem-solving scenarios.

**CO4 – Demonstrate** legal awareness and compliance skills by analysing business cases, interpreting legal provisions, preparing basic legal documents, and ensuring lawful and ethical business decisions.

| Unit No. | Contents   | No. of Hours |
|----------|--|--------------|
| <b>1</b> | <p><b>Introduction to Business Law &amp; Indian Contract Act, 1872</b><br/> Meaning, nature, scope and importance of Business Law<br/> Sources of Business Law in India<br/> Relationship between Law and Business<br/> <b>Indian Contract Act, 1872:</b> Definition and essentials of a valid contract, Types of contracts, Offer and acceptance, Consideration, Capacity of parties, Free consent, Legality of object, Void, voidable and illegal agreements, Discharge of contract, Breach of contract and remedies</p> | <b>15</b>    |
| <b>2</b> | <p><b>Goods and Services Tax (GST)</b><br/> Concept, objectives and evolution of GST in India, Constitutional background (101st Constitutional Amendment Act), Structure of GST – CGST, SGST, IGST, GST Council – composition and functions, Levy and collection of GSTs, Supply – meaning and types, Taxable person and registration<br/> Input Tax Credit (ITC) – concept and conditions</p>   | <b>15</b>    |
| <b>3</b> | <p><b>Company Law &amp; Limited Liability Partnership Act (20 Marks)</b><br/> <b>A) Companies Act, 2013:</b> Meaning, characteristics and types of companies, Formation and incorporation of company, Memorandum of Association (MOA) and Articles of Association (AOA), Prospectus and share capital, Directors –</p>   | <b>15</b>    |

|          |   |           |
|----------|---|-----------|
|          | appointment, powers and duties, Meetings and resolutions, corporate governance and compliance<br><b>B) Limited Liability Partnership (LLP) Act, 2008:</b> Meaning and nature of LLP, Advantages of LLP, Formation and registration of LLP, Differences between LLP, partnership firm and company  |           |
| <b>4</b> | <b>Consumer Protection &amp; Business Regulatory Laws</b><br><b>A) Consumer Protection Act, 2019;</b> Consumer – meaning and rights, Consumer disputes redressal agencies, Central Consumer Protection Authority, Product liability, E-commerce and consumer protection<br><b>B) Other Business Regulatory Laws;</b> Competition Act, 2002 – objectives and major provisions, Information Technology Act, 2000 – cyber contracts and digital signatures, Factories Act, 1948 – health, safety and welfare measures, Environment Protection Act, 1986 – role of business in sustainability | <b>15</b> |

**Reference Books:**

1. B.K. Singh & A. Tiwari – *Business Regulatory Framework*, SBPD Publications.
2. Gulshan, S.S. – *Business Law*, Excel Books, New Delhi.
3. Kapoor, N.D. – *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi.
4. Kuchhal, M.C. & Kuchhal, Vivek – *Business Law*, Vikas Publishing House, New Delhi.
5. Ramaiya, A. – *Guide to the Companies Act* LexisNexis Butterworths.  
(Advanced reference – selective reading recommended)
6. Singh, Avtar – *Business Law*, Eastern Book Company (EBC), Lucknow.
7. Taxmann – *Consumer Protection Act, 2019 with Rules & Regulations*, Taxmann Publications.
8. Taxmann – *GST Acts with Rules* (Latest Edition) Taxmann Publications, New Delhi.
9. Tulsian, P.C. & Tulsian, Bharat – *Business Law*, McGraw Hill Education.
10. V.S. Datey – *Indirect Taxes – GST*, Taxmann Publications.

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**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – V**  
**Major-VIII Modern Management**

**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the philosophy, principles, and evolution of advanced management concepts such as Total Quality Management (TQM), Japanese management practices, quality standards, and contemporary Indian management thought.

CO2 – Explain advanced management tools and models including Kaizen, JIT, 5S, Lean Management, quality excellence models, Reverse Innovation, Frugal Innovation, and the Three-Box Solution with suitable examples from Indian and global organisations.

CO3 – Apply advanced management concepts and quality tools to real-life business situations, organisational case studies, operational improvement, strategic renewal, and innovation-driven decision-making in the Indian business context.

CO4 – Demonstrate managerial competence by analysing organisational problems, evaluating quality and innovation practices, designing improvement initiatives, and adopting ethical, sustainable, and value-based management practices.

| Unit No. | Contents  | No. of Hours |
|----------|---|--------------|
| <b>1</b> | <b>Total Quality Management &amp; Quality Excellence</b><br>Concept, philosophy and evolution of Total Quality Management (TQM), Principles of TQM – customer focus, continuous improvement, employee involvement, Tools and techniques of TQM: PDCA Cycle, Quality Circles, Six Sigma (introductory), Benefits and limitations of TQM, TQM practices in Indian organisations   | <b>15</b>    |
| <b>2</b> | <b>Japanese Management Practices &amp; Lean Systems</b><br><b>Philosophy and characteristics of Japanese Management</b> <ul style="list-style-type: none"> <li>• Kaizen – continuous improvement</li> <li>• Just-in-Time (JIT) production system</li> <li>• 5S system – Seiri, Seiton, Seiso, Seiketsu, Shitsuke</li> <li>• Quality Circles in Japanese organisations</li> </ul> <b>Lean Management</b> – concept and waste reduction (Muda)<br><b>Comparison of Japanese and Indian management practices</b> | <b>15</b>    |
| <b>3</b> | <b>Innovation &amp; Strategic Renewal Models</b><br>Concept and importance of innovation in modern management<br>Reverse Innovation – meaning, need and relevance to emerging economies<br>Frugal Innovation (Jugaad) – concept and features<br>Three-Box Solution (Vijay Govindarajan)<br>Application of innovation models in Indian organisations   | <b>15</b>    |

|          |  |           |
|----------|--|-----------|
| <b>4</b> | <p><b>Quality Standards, Indian Management Ethos &amp; Contemporary Practices</b></p> <p>Quality Standards and Certifications: ISO 9001 – Quality Management System, ISO 14001 – Environmental Management, ISO 45001 – Occupational Health &amp; Safety, Bureau of Indian Standards (BIS)</p> <p>Excellence Models – Deming Prize, Malcolm Baldrige Model (overview)</p> <p>Indian ethos and values in management</p> <p>Ethical leadership and corporate governance</p> <p>Sustainable, inclusive and value-based management in India</p> | <b>15</b> |
|----------|--|-----------|

#### **Reference Books**

1. Koontz, H. & Weihrich, H. Essentials of Management McGraw Hill Education, New Delhi.
2. Robbins, S. P. & Coulter, M. Management Pearson Education, India.
3. Drucker, Peter F. Management: Tasks, Responsibilities and Practices Harper Business.
4. Besterfield, D. H. et al. Total Quality Management Pearson Education.
5. Dale, B. G. Managing Quality Wiley India.
6. Oakland, J. S. Total Quality Management and Operational Excellence Routledge.
7. Masaaki Imai Kaizen: The Key to Japan's Competitive Success McGraw Hill.
8. Ohno, Taiichi Toyota Production System: Beyond Large-Scale Production Productivity Press.
9. Liker, Jeffrey K. The Toyota Way McGraw Hill.
10. Govindarajan, Vijay & Trimble, Chris Reverse Innovation Harvard Business Press.
11. Govindarajan, Vijay, The Three-Box Solution Harvard Business Review Press.
12. Radjou, Navi; Prabhu, Jaideep; Ahuja, Simone Jugaad Innovation Random House India.
13. ISO Publications ISO 9001, ISO 14001, ISO 45001 Standards International Organization for Standardization.
14. Bureau of Indian Standards (BIS) Indian Standards on Quality Management
15. Ramasamy, V. S. & Namakumari, S. Strategic Planning: Formulation and Implementation Macmillan India.
16. Chakraborty, S. K. Ethics in Management Oxford University Press, India.
17. Rao, P. Subba Management and Organisational Behaviour Himalaya Publishing House.

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – V**  
**Major-IX Service Management**

**Credits: 2**

**Marks: Semester End:40      Internal Assessment:10      Total Marks: 50**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the meaning, concept, nature, and characteristics of services, the difference between goods and services, and the role of the service sector in the Indian economy.

CO2 – Explain the service management system, role of the service manager, types of services, service design process, service blueprinting, and service quality concepts including the SERVQUAL model.

CO3 – Apply service design principles, service process mapping, and service quality dimensions to analyse customer expectations, manage service encounters, and improve service delivery in different service sectors.

CO4 – Demonstrate the ability to evaluate service quality, measure customer satisfaction, and suggest improvements by linking customer expectations and perceptions in real-life service situations.

| Unit No. | Contents  | No. of Hours |
|----------|---|--------------|
| <b>1</b> | <b>Introduction to Service Management</b><br>Meaning and concept of service, Nature and characteristics of services, Difference between goods and services, Service sector in India – growth and importance, Types of services (banking, tourism, healthcare, education, IT, hospitality, etc.), Service management system, Role of service manager | <b>15</b>    |
| <b>2</b> | <b>Service Design and Service Quality</b><br>Concept of service design, Service process and service blueprinting (basic idea), Managing service encounters, Concept of service quality, Dimensions of service quality (SERVQUAL model), Measuring service quality, Role of customer expectations and perceptions                                    | <b>15</b>    |

**Reference Books**

1. Lovelock, Christopher & Wirtz, Jochen Services Marketing: People, Technology and Strategy Pearson Education, India.
2. Zeithaml, V. A., Bitner, M. J. & Gremler, D. D. Services Marketing: Integrating Customer Focus Across the Firm McGraw-Hill Education.
3. Apte, Uday & Ranganathan, R. Services Marketing Oxford University Press, India.
4. Ramaswamy, V. S. Services *Management* Macmillan India.
5. Gronroos, Christian Service Management and Marketing Wiley India.
6. Buttle, Francis & Maklan, Stan Customer Relationship Management Routledge India.
7. Johnston, R. & Clark, G. Service Operations Management Pearson Education.

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**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – V**  
**Minor-III Money & Financial System**  
**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**  
**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

1. Understand the meaning, characteristics, evolution and functions of money in an economy.
2. Explain the concepts of money supply, monetary aggregates (M1 to M4) and credit creation in India.
3. Analyse the structure, functions and role of the banking system in India, including commercial banks and RBI.
4. Identify different types of bank deposits, loans, and modern banking practices such as KYC and E-banking.
5. Describe the structure and functioning of Indian financial markets, including money market and capital market.

| Unit No. | Contents   | No. of Hours |
|----------|--|--------------|
| <b>1</b> | <b>Money – Meaning, Functions and Evolution</b><br>Meaning and Definition of Money, Characteristics of Money, General acceptability, Durability, Divisibility, Portability, Functions of Money, Medium of Exchange, Measure of Value, Store of Value, Standard of Deferred Payments, Evolution of Money, Barter system, Commodity money, Metallic money, Paper money, Credit money, Digital / Virtual currency, Types of Money | <b>15</b>    |
| <b>2</b> | <b>Money Supply and Credit Creation</b><br>Concept of money supply, Measures of money supply (M1, M2, M3, M4), Broad money in India (M3), Factors affecting money supply, Concept of credit creation, Process of credit creation, Factors affecting credit creation, Role of RBI in money supply   | <b>15</b>    |
| <b>3</b> | <b>Banking System in India</b><br>Meaning of banking, Importance of banking, Functions of commercial banks, Primary functions of banks, Types of bank deposits, Types of bank loans, Types of banks in India, KYC norms, E-Banking and its advantages.   | <b>15</b>    |
| <b>4</b> | <b>Financial Markets in India</b><br>Meaning of financial market, Indian money market, Characteristics of Indian money market, Instruments of money market, Capital market in India, Structure of capital market, Primary market, Secondary market, Importance of banking business   | <b>15</b>    |

**References-**

1. Indian Financial System – D.K. Mittal & P.N. Varshney

2. Mudra evam Vittiya Pranali (Money and Financial Systems) – Dr. V.C. Sinha & Dr. Pushpa Sinha
3. Money, Banking, Financial Markets & Institutions – Michael Brandl (Cengage)
4. Mudra evam Vittiya Pranali (Money and Financial Systems) – Dr. Satish Kumar Saha
5. The Principles of Banking – Moorad Choudhry

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – V**  
**Open Elective-OE-V Rural Development**

**Credits: 2**

**Marks: Semester End:40      Internal Assessment:10      Total Marks: 50**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the basic concepts, objectives, and importance of rural development, and the characteristics and problems of the Indian rural economy.

CO2 – Explain rural development strategies, government programmes, the role of Panchayati Raj Institutions, Self-Help Groups (SHGs), NGOs, and rural employment initiatives in India.

CO3 – Apply basic rural development concepts to simple real-life situations by identifying rural problems and suggesting suitable development measures and entrepreneurial opportunities.

CO4 – Demonstrate social awareness and managerial sensitivity by analysing rural development cases, promoting inclusive growth, and supporting sustainable and ethical rural development practices.

| Unit No. | Contents  | No. of Hours |
|----------|---|--------------|
| <b>1</b> | <b>Rural Development – Concepts and Indian Rural Economy</b><br>Meaning and concept of Rural Development<br>Objectives and importance of Rural Development<br>Characteristics of Indian rural economy<br>Rural–urban differences<br>Problems of rural areas in India: Poverty, Unemployment, Illiteracy, Lack of infrastructure<br>Role of agriculture in rural development<br>Role of education and skill development in rural areas | <b>15</b>    |
| <b>2</b> | <b>Rural Development Programmes and Institutions in India</b><br>Concept of rural development planning<br>Government initiatives for rural development (introductory)<br>Role of Panchayati Raj Institutions<br>Rural employment programmes<br>Rural poverty alleviation programmes<br>Role of Self-Help Groups (SHGs) and NGOs<br>Rural entrepreneurship and MSMEs<br>Digital initiatives in rural development                       | <b>15</b>    |

**Reference Books**

1. Katar Singh, Rural Development: Principles, Policies and Management, Sage Publications, New Delhi.
2. Vasant Desai, Rural Development in India: Some Facets, Himalaya Publishing House.
4. Nanavati, M. B. & Anjaria, J. J., The Indian Rural Problems, S. Chand & Company.
5. Vikram Singh, Rural Development in India, Eastern Book Company.
6. Sharma, A. K. Rural Development in India, Atlantic Publishers.

6. Government of India, Rural Development Programmes – Reports & Publications  
Ministry of Rural Development, New Delhi.
7. NIRDPR (National Institute of Rural Development & Panchayati Raj)  
Rural Development in India

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – V**  
**Open Elective-OE-V Agricultural Economics**

**Credits: 2**

**Marks: Semester End:40      Internal Assessment:10      Total Marks: 50**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the basic concepts, scope and importance of agricultural economics in the Indian economy.

CO 2 – Explain the role of agriculture in economic development, agricultural markets, pricing policies and government initiatives.

CO 3 – Apply agricultural economic principles to analyse issues related to productivity, marketing, finance and sustainable agriculture.

CO 4 – Demonstrate awareness of agribusiness opportunities, rural development linkages and policy-driven agricultural growth.

| Unit No. | Contents   | No. of Hours |
|----------|--|--------------|
| <b>1</b> | <b>Fundamentals of Agricultural Economics</b><br>Meaning, nature and scope of Agricultural Economics<br>Role of agriculture in Indian economy<br>Characteristics of Indian agriculture<br>Agricultural production factors: land, labour, capital, organization<br>Agricultural productivity and efficiency<br>Problems of Indian agriculture: Low productivity, Fragmentation of land holdings, Dependence on monsoon<br>Importance of agriculture for business, industry and employment | <b>15</b>    |
| <b>2</b> | <b>Agricultural Development, Markets and Policies</b><br>Agricultural marketing: meaning, functions and problems<br>Regulated markets, e-NAM and role of APMC<br>Price policy in agriculture: MSP and price support<br>Agricultural finance: sources (institutional and non-institutional)<br>Role of NABARD, cooperative credit institutions<br>Government initiatives for agricultural development<br>Sustainable agriculture and agribusiness opportunities                           | <b>15</b>    |

**Reference Books**

1. R.K. Lekhi & Joginder Singh, Agricultural Economics: An Indian Perspective
2. Kalyani Publishers, New Delhi.
3. S. Subba Reddy, P. Raghu Ram, T.V. Neelakanta Sastry & I. Bhavani Devi, Agricultural Economics, CBS Publishers & Distributors, New Delhi.
4. Dr. Sadhu, A.N. & Singh, J. Agricultural Problems in India, Himalaya Publishing House, Mumbai.
5. Rudra Datt & K.P.M. Sundharam, Indian Economy
6. S. Chand & Company, New Delhi. (Relevant chapters on agriculture and rural economy)

7. David Colman & Trevor Young, Principles of Agricultural Economics, Cambridge University Press.
8. Government of India, Economic Survey of India (Latest Edition), Ministry of Finance, New Delhi.

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – V**  
**Open Elective-OE-V E-Commerce**

**Credits: 2**

**Marks: Semester End:40      Internal Assessment:10      Total Marks: 50**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 Understand the meaning, scope, types, and evolution of E-Commerce and its role in modern business, with special reference to India.

CO2 – Explain E-Commerce business models, applications, digital payment systems, logistics, and customer management practices.

CO3 – Apply basic E-Commerce concepts to simple business situations such as selecting suitable business models, payment methods, and online marketing approaches.

CO4 – Demonstrate awareness of ethical, legal, and security issues in E-Commerce and evaluate emerging trends in digital business.

| Unit No. | Contents  | No. of Hours |
|----------|---|--------------|
| <b>1</b> | <b>Introduction to E-Commerce</b><br>Meaning and concept of E-Commerce, Evolution of E-Commerce, Traditional commerce vs E-Commerce, Types of E-Commerce: B2B, B2C, C2C, C2B, E-Commerce ecosystem and components, E-Commerce business models, Role of E-Commerce in modern business, Growth of E-Commerce in India, Advantages and limitations of E-Commerce   | <b>15</b>    |
| <b>2</b> | <b>E-Commerce Applications and Digital Business</b><br>E-Commerce applications: Online retail, Online banking and digital payments, E-ticketing and travel portals, Online education and services, Digital payment systems: UPI, cards, wallets (basic idea), Logistics and supply chain in E-Commerce, Customer relationship management in E-Commerce, Security issues in E-Commerce (introductory), Legal and ethical issues in E-Commerce (basic awareness), Future trends in E-Commerce | <b>15</b>    |

**Reference Books**

1. P.T. Joseph, S.J. – *E-Commerce: An Indian Perspective*, PHI Learning Private Limited.
2. C.S.V. Murthy – *E-Commerce*, Himalaya Publishing House.
3. Kamblesh Bajaj & Debjani Nag – *E-Commerce*, Tata McGraw Hill Education.
4. Sushila Madan – *E-Marketing*, Scholar Tech Press.
5. Neeru Kapoor – *Fundamentals of E-Marketing*, Pinnacle Learning.
6. Anshul Wadhwa & Payal Wadhwa – *E-Commerce*, EPEX Publications.
7. Dr. Shikha Agarwal & Prof. Mala Sharma – *Fundamentals of E-Commerce*, Thakur Publication.
8. Lata Sharma – *E-Commerce: Operational Aspects* (includes accounting, auditing and taxation issues)
9. David Whiteley – *E-Commerce: Strategy, Technologies and Applications* (higher-level reference)

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – V**  
**Major Elective-A1 Digital Marketing**  
**(Major-Marketing Management)**

**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the concepts, scope, digital marketing environment, consumer behaviour, and the role of digital marketing in modern Indian businesses.

CO2 – Explain various digital marketing tools and techniques such as SEO, SEM, content marketing, social media marketing, mobile marketing, and email marketing.

CO3 – Apply digital marketing strategies and tools to simple business situations by designing basic online campaigns, content plans, and customer engagement strategies.

CO4 – Demonstrate the ability to analyse digital marketing performance using basic metrics, follow ethical and legal practices, and evaluate emerging digital marketing trends.

| <b>Unit No.</b> | <b>Contents</b>  | <b>No. of Hours</b> |
|-----------------|--|---------------------|
| <b>1</b>        | <b>Introduction to Digital Marketing</b><br>Meaning and concept of Digital Marketing, Evolution of marketing: Traditional to Digital, Digital Marketing environment and ecosystem, Difference between traditional marketing and digital marketing, Scope and importance of digital marketing in India, Digital consumer behaviour, Digital marketing channels overview, Role of digital marketing in business growth                 | <b>15</b>           |
| <b>2</b>        | <b>Website, Search Engine and Content Marketing</b><br>Role of website in digital marketing, Basics of website design and user experience (UX), Introduction to Search Engine Marketing (SEM), Search Engine Optimization (SEO): On-page and off-page SEO (basic concepts), Content marketing: meaning and importance, Types of content: blogs, videos, infographics, Content strategy and content planning, Basics of web analytics | <b>15</b>           |
| <b>3</b>        | <b>Social Media and Mobile Marketing</b><br>Introduction to social media marketing, Major social media platforms: Facebook, Instagram, LinkedIn, YouTube, X (Twitter), Social media marketing strategies, Influencer marketing, Online advertising: display ads and social media ads, Mobile marketing: meaning and importance, Email marketing: basics and applications, Customer engagement and online brand building              | <b>15</b>           |
| <b>4</b>        | <b>Digital Marketing Analytics, Ethics and Trends</b><br>Digital marketing metrics and KPIs, Introduction to Google Analytics (conceptual), Measuring campaign performance, Digital marketing budgeting, Legal and ethical issues in digital   | <b>15</b>           |

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|  | marketing, Data privacy and consumer protection, Challenges in digital marketing, Emerging trends: AI in marketing, Voice search, Personalization, Marketing automation |  |
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### Reference Books

1. Seema Gupta, *Digital Marketing*, McGraw Hill Education, New Delhi.
2. Philip Kotler, Hermawan Kartajaya & Iwan Setiawan, *Marketing 4.0: Moving from Traditional to Digital*, Wiley India.
3. V. Kumar & Rohan Mirchandani, *Digital Marketing: Strategy, Implementation and Practice*, Pearson Education India.
4. Dave Chaffey & Fiona Ellis-Chadwick, *Digital Marketing: Strategy, Implementation and Practice*, Pearson Education.
5. Ryan Deiss & Russ Henneberry, *Digital Marketing for Dummies*, Wiley.
6. P. K. Kapur, *Digital Marketing*, S. Chand Publishing.
7. R. Rajagopal, *Contemporary Marketing Management*, Vikas Publishing.

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – V**  
**Major Elective-B1 Indian Financial System**  
**(Major-Financial Management)**

**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the structure, components, and importance of the Indian financial system and its role in economic development.

CO2 – Explain the functions and working of major financial institutions, financial markets, regulatory bodies, and financial instruments in India.

CO3 – Apply knowledge of financial markets, instruments, and services to basic business and investment-related decision-making situations.

CO4 – Demonstrate the ability to analyse recent developments, reforms, and emerging trends in the Indian financial system, including digital finance and financial inclusion initiatives.

| <b>Unit No.</b> | <b>Contents</b>   | <b>No. of Hours</b> |
|-----------------|---|---------------------|
| <b>1</b>        | <b>Introduction to Indian Financial System</b><br>Meaning and concept of Financial System, Objectives and importance of the Financial System, Components of Indian Financial System: Financial institutions, financial markets, financial instruments, financial services<br>Role of the financial system in economic development, Structure of Indian Financial System, Overview of financial sector reforms in India                      | <b>15</b>           |
| <b>2</b>        | <b>Financial Institutions in India</b><br>Role and functions of financial institutions, Reserve Bank of India (RBI): Functions and role in the Indian economy<br>Commercial Banks: Types and functions<br>Development Financial Institutions (DFIs): NABARD, SIDBI, EXIM Bank<br>Non-Banking Financial Companies (NBFCs)<br>Cooperative banking institutions<br>Role of financial institutions in business and industry                     | <b>15</b>           |
| <b>3</b>        | <b>Financial Markets in India</b><br><b>Meaning and classification of financial markets</b><br><b>Money Market:</b> Meaning and instruments (Call money, Treasury bills, Commercial paper)<br><b>Capital Market:</b> Primary market, Secondary market<br><b>Stock exchanges in India:</b> BSE and NSE<br><b>Securities and Exchange Board of India (SEBI):</b> Role and functions<br><b>Recent developments in Indian financial markets</b> | <b>15</b>           |
| <b>4</b>        | <b>Financial Instruments, Services and Emerging Trends</b>  | <b>15</b>           |

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|  | <p><b>Financial instruments:</b> Equity shares, Preference shares, Debentures and bonds</p> <p><b>Financial services:</b> Merchant banking, Mutual funds, Leasing and hire purchase, Factoring and forfaiting</p> <p>Digital financial services and FinTech</p> <p>Financial inclusion initiatives in India</p> <p>Challenges of Indian financial system</p> <p>Recent trends and reforms in the Indian financial sector</p> |  |
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**Reference Books:**

1. Bharati V. Pathak – *Indian Financial System*, Pearson Education.
2. M.Y. Khan – *Indian Financial System*, McGraw Hill / Vikas Publishing House.
3. Subhash Chandra Das – *The Financial System in India: Markets, Instruments, Institutions, Services and Regulations* PHI Learning.
4. E. Gordon & K. Natarajan – *Indian Financial System*, Himalaya Publishing House.
5. Dr. V.A. Avadhani – *Financial Services in India*, Himalaya Publishing House.
6. G.Ramesh Babu – *Management of Financial Institutions in India*, Concept Publishing Company.
7. Atul S. Pandey et al. – *Financial Institutions and Markets*, Himalaya Publishing House.
8. Shashi K. Gupta, Nisha Aggarwal & Niti Gupta – *Indian Financial System* Kalyani Publishers (BBA edition).

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – V**  
**Major Elective-C1 HR Planning & Procurement**  
**(Major-Human Resource Management)**

**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the concepts, objectives, and importance of Human Resource Planning and manpower requirements in organisations.

CO2 – Explain the HR planning process, manpower forecasting techniques, recruitment sources, and selection procedures followed in Indian organisations.

CO3 – Apply HR planning, recruitment, and selection methods to practical organisational situations such as manpower estimation, sourcing candidates, and basic selection decisions.

CO4 – Demonstrate the ability to analyse HR manpower needs, participate in recruitment and induction activities, and follow ethical and systematic HR procurement practices.

| <b>Unit No.</b> | <b>Contents</b>  | <b>No. of Hours</b> |
|-----------------|--|---------------------|
| <b>1</b>        | <b>Introduction to Human Resource Planning</b><br>Meaning and concept of Human Resource Management<br>Meaning and importance of Human Resource Planning (HRP),<br>Objectives and scope of HR Planning, HR Planning process,<br>Factors affecting HR Planning (internal and external), Role of<br>HR Planning in organisational effectiveness, HR Planning in<br>Indian organisations                 | <b>15</b>           |
| <b>2</b>        | <b>Manpower Forecasting and HR Demand–Supply Analysis</b><br>Meaning and importance of manpower forecasting,<br>Types of manpower forecasting: Demand forecasting, Supply<br>forecasting,<br>Techniques of manpower forecasting: Quantitative techniques,<br>Qualitative techniques<br>HR inventory and HR information system (basic idea)<br>Succession planning<br>Challenges in manpower planning | <b>15</b>           |
| <b>3</b>        | <b>Recruitment and Sources of Human Resources</b><br>Meaning and importance of recruitment, Recruitment process,<br>Internal sources of recruitment, External sources of<br>recruitment, E-recruitment and digital recruitment,<br>Recruitment policies and practices in India, Role of recruitment<br>agencies and consultants  | <b>15</b>           |
| <b>4</b>        | <b>Selection, Placement and Induction</b><br>Meaning and objectives of selection, Selection process,<br>Selection tools and techniques: Application forms, Tests,<br>Interviews, Placement and orientation, Induction and  | <b>15</b>           |

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|  | socialisation, Role of HR department in employee procurement, Challenges in recruitment and selection |  |
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**Reference Books:**

1. Dr. S. Ravishankar, *Understanding HR Planning and Management*, Himalaya Publishing House.
2. Dipak Kumar Bhattacharyya, *Recruitment and Selection: Theories and Practices* Cengage India.
3. Carrie Ann Picardi, *Recruitment and Selection: Strategies for Workforce Planning & Assessment*, SAGE India.
4. Gurpreet Randhawa, *Human Resource Management*, Atlantic Publishers & Distributors.
5. V.S.P. Rao *Human Resource Management*, Vikas Publishing.
6. Seema Sanghi, *Human Resource Management*, S. Chand Publishing.
7. K. Aswathappa (*Supplementary*), *Human Resource and Personnel Management* Tata McGraw Hill.
8. S.S. Khanka (*Supplementary*), *Human Resource Management*, S. Chand Publishing.

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – V**  
**Major Elective-D1 Production Planning & Control**  
**(Major-Production Management)**

**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the basic concepts of production management, production systems, and the importance of Production Planning & Control in manufacturing and service organizations.

CO2 – Explain the process of production planning, including demand forecasting, routing, scheduling, capacity planning, and the role of production control in achieving operational efficiency.

CO3 – Apply production planning and control tools and techniques such as scheduling, dispatching, quality control, and inventory coordination to solve simple production-related business problems.

CO4 – Demonstrate an understanding of modern PPC practices like JIT, Lean Manufacturing, TQM, ERP, and their relevance to Indian manufacturing industries and SMEs.

| Unit No. | Contents   | No. of Hours |
|----------|--|--------------|
| <b>1</b> | <p><b>Introduction to Production Management</b><br/> Meaning and concept of production and operations management<br/> Scope and importance of production management in business<br/> Production system – types (job, batch, mass, continuous)<br/> Functions of production management<br/> Role of production manager<br/> Relationship of production with marketing, finance and HR<br/> Overview of Production Planning and Control (PPC)<br/> Objectives and benefits of PPC in manufacturing organizations</p> | <b>15</b>    |
| <b>2</b> | <p><b>Production Planning</b><br/> Meaning and objectives of production planning<br/> Factors affecting production planning<br/> Demand forecasting – concept and simple methods<br/> Aggregate production planning (basic idea)<br/> Materials planning – concept of Bill of Materials (BOM)<br/> Capacity planning – meaning and types<br/> Routing – concept and procedure<br/> Scheduling – meaning, types and importance</p>  | <b>15</b>    |
| <b>3</b> | <p><b>Production Control</b><br/> Meaning and objectives of production control</p>   | <b>15</b>    |

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|----------|---|-----------|
|          | Difference between production planning and production control<br>Dispatching – meaning and procedures<br>Follow-up and expediting<br>Inspection and quality control – basic concepts<br>Corrective actions in production control<br>Tools and techniques of production control<br>Role of PPC in cost control and timely delivery   |           |
| <b>4</b> | <b>Modern Trends in Production Planning &amp; Control</b><br>Just-In-Time (JIT) production – concept and benefits<br>Lean manufacturing – basic idea<br>Total Quality Management (TQM) – concept and principles<br>Computer-Aided Production Planning (CAPP)<br>Enterprise Resource Planning (ERP) – role in PPC<br>Production planning in Indian manufacturing industries<br>Challenges of PPC in small and medium enterprises (SMEs)<br>Emerging trends in production and operations management | <b>15</b> |

#### Reference Books

1. S.K. Mukhopadhyay – Production Planning and Control: Text and Cases, PHI Learning Pvt. Ltd.
2. D.R. Kiran – Production Planning and Control: A Comprehensive Approach, OM Publications / Elsevier.
3. L.C. Jhamb – Production Planning and Control, Everest Publishing House / similar editions.
4. R.K. Singal – Production Planning & Control, S.K. Kataria & Sons.
5. Seetharama L. Narasimhan, S. W. McLeavey & P. J. Billington – Production Planning & Inventory Control, PHI Learning / management reference.
6. K.C. Jain – Production and Operations Management (Wiley India)

**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – V**  
**FP-1 Field Project**  
**Credits: 2** **Marks: 50**

**Course Outcomes:**

After completion of the project, students will:

1. Develop basic research skills
2. Improve analytical and critical thinking abilities
3. Gain confidence in report writing and presentation
4. Understand practical issues in business and commerce

**Guidelines for Research Projects B. Com. II, Sem.-V (2 Credits)**

**A) For Research Students**

1. Project Report shall be prepared by the students individually under the guidance of the concerned teacher (Project Guide).
2. The Report can be prepared on any course (subject) under the faculty of Commerce. Topics should be related to Commerce, Management, Economics, Banking, Finance, Marketing, HR, Accounting, Entrepreneurship or Local Business Studies. The topic should be simple, relevant and practical It must be approved by the concerned teacher / project guide. Preference should be given to: Local business units, small enterprises, Service sector organizations Cooperative institutions, Socio-economic issues related to commerce
3. The project must be empirical or descriptive in nature.
4. The Report may be based on primary data.
5. Students are expected to use simple research tools, such as: Primary data: questionnaire, interview, observation, Secondary data: books, journals, reports, websites, Sampling method: convenience or random sampling (basic understanding), Tools of analysis: percentages, tables, charts and graphs
6. The outline of the Project Report should be as follows –  
Chapter I - Introduction and Research Methodology  
Introduction, Statement of the Problem (Need of the study), Significance of the Study, Objectives of the Study, Research Methodology, (Research design, Sources of data, Sample size and sampling method, Tools used for data collection) Scope and Limitations of the Study  
Chapter II – Conceptual Framework or Theoretical Background  
Chapter III – Profile of the organisation  
Chapter IV – Analysis and Interpretation of Data –. The data should be of at least Three years.  
Chapter V – Findings, Suggestions and Conclusion
7. The technical specifications for preparation of Project Report are

The Project Report shall consist of at least typed 50 pages (Font – Times New Roman, Font Size – Main Heading – 16, Heading – 14, sub-heading 12 Bold and writing – 12 Line spacing – 1.5 inches, Page size – A4, Margin – 1” to all sides, Numbering – every point is to be numbered as 1.1, 1.2 etc. and sub-points as 1.1.1, 1.1.2 etc. • Tables – every table must have title and number. Use front and back pages. Single side typed projects will not be accepted. Colour Pages – only if required, Content – for chapters, for table and for graphs & diagrams

Graphs should be drawn only the table includes three or more variables. ‘One variable – one table – one graph - one line analysis – one page’ format must be avoided. To analyse the data more precisely and to interpret rightly students should try to accommodate two or more variables in one table.

The references or bibliography must be given at the end of the report. It should contain – Name of the Author, Title of the Book or Title of the Research Paper or Article, Name of the Publication or Name of the Journal and Year of the publication or issue and month of publication of journal. Generally, the references are sequenced in alphabetical order of the name of the author.

Every student should give Annexure at the end of the Project Report. It will include questionnaire, interview schedule, list of the sample respondents (if possible, provide mobile number, short address and their designation) and any other information or data which is important part of the study.

One copy of final typed Project Report should be submitted to the concerned department of the college on or before the date fixed by the concerned coordinator.

#### **B) For Research Guides**

1. All teachers teaching to the B. Com. Programme, whether they are appointed on CHB or Temporary or Contributory or Visiting or Full Time, are eligible for guiding for the Research Project. It is the responsibility of every teacher teaching to the B. Com. Programme to guide to the students allotted to them by the coordinator of B. Com. Programme of the concerned college.
2. The guide should check title and objectives of the study carefully and see that the objectives are set considering the title of the study.
3. The guide should check the questionnaire or interview schedule is designed in such a way that it will be able to collect data to satisfy the objectives.
4. The guide should check the presentation of data and analysis and interpretation of data satisfy the objectives of the study; findings are based on the data and suggestions are given on the basis of the data and findings.

#### **C) For Panel of Experts**

1. Every student will be evaluated separately for Project Report and Viva
2. The panel of experts will assess the Project Report on the basis of originality, research contribution, way of analysis and interpretation, findings etc.
3. Viva will be conducted for every student individually. The panel of experts will assess the knowledge of students by asking questions orally on research process and project report. They will try to verify that the student has done the project on his own and also identify his/her insight in the research problem concerned.
4. The panel of experts will consist of two experts. One of them will be external examiner and internal examiner.
5. All the experts will be appointed by the Principal. However, internal examiner will be from the concerned college. If any teacher from the concerned college is not eligible to appoint as an examiner, a teacher from the nearby college will be appointed as internal examiner.
6. 7. For the Research Project of B. Com. II, Semester III (2 credits), the total marks for research project will be 50. Out of these, 30 marks for Research Project and 20 Marks for Viva. Percentage of marks required for passing is 40% and the student should pass separately in Research Project and Viva.
8. The schedule for assessment of Research Project and Viva will be prepared by the college authority. However, it will be conducted preferably immediately after the theory examination or semester end examination.

**Assessment Pattern – Research Project****B.Com. II, Semester V (2 Credits) Total Marks: 50****A. Project Report Evaluation – 30 Marks**

| <b>Sr. No.</b> | <b>Particulars</b>                    | <b>Marks allotted</b> |
|----------------|---------------------------------------|-----------------------|
| <b>1</b>       | Selection of Topic & Objectives       | <b>5</b>              |
| <b>2</b>       | Research Methodology                  | <b>5</b>              |
| <b>3</b>       | Data Collection & Analysis            | <b>10</b>             |
| <b>4</b>       | Findings, Suggestions & Conclusion    | <b>5</b>              |
| <b>5</b>       | Report Writing, Format & Presentation | <b>5</b>              |
|                | Total                                 | <b>30</b>             |

**B. Viva-Voce Examination – 20 Marks**

| <b>Sr. No.</b> | <b>Particulars</b>                    | <b>Marks allotted</b> |
|----------------|---------------------------------------|-----------------------|
| <b>1</b>       | Understanding of the Topic            | <b>5</b>              |
| <b>2</b>       | Explanation of Methodology & Analysis | <b>5</b>              |
| <b>3</b>       | Application of Concepts               | <b>5</b>              |
| <b>4</b>       | Communication Skills & Confidence     | <b>5</b>              |
|                | Total                                 | <b>20</b>             |

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – VI**  
**Major-X Strategic Management**

**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**  
**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

**CO1- Understand** the basic concepts, importance, and process of strategic management, including vision, mission, goals, and different levels of strategy in business organisations.

**CO2 – Explain** the business environment and strategic analysis tools such as PEST analysis, SWOT analysis, and Porter’s Five Forces in simple terms with suitable business examples.

**CO3 – Apply** basic strategic management concepts and types of strategies to simple business situations, case studies, and decision-making problems in the Indian business context.

**CO4 – Demonstrate** the ability to analyse business situations, select suitable strategies, and show awareness of ethical practices, CSR, and strategic control in organisations.

| Unit No. | Contents  | No. of Hours |
|----------|---|--------------|
| <b>1</b> | <b>Basics of Strategic Management</b><br>Meaning and importance of Strategic Management, Difference between strategy and planning, Vision, mission, goals and objectives, Levels of strategy – Corporate, Business and Functional, Role of top management in strategy, Need for strategic management in Indian business   | <b>15</b>    |
| <b>2</b> | <b>Business Environment and Strategic Analysis:</b> Meaning of business environment, External environment analysis, PEST analysis (Political, Economic, Social, Technological), Industry analysis – Porter’s Five Forces (basic understanding), Internal environment – strengths and weaknesses, SWOT analysis, Competitive advantage (only concept)                                | <b>15</b>    |
| <b>3</b> | <b>Strategy Formulation:</b> Meaning and steps in strategy formulation, Types of strategies, Stability strategy, Expansion strategy, Retrenchment strategy, Combination strategy, Business strategies, Cost leadership, Differentiation, Focus strategy, Introduction to mergers, acquisitions and strategic alliances, Strategy formulation in Indian companies (simple examples)  | <b>15</b>    |
| <b>4</b> | <b>Strategy Implementation and Control:</b> Meaning and importance of strategy implementation, Organisational structure and strategy, Role of leadership in implementation, Resource allocation (basic idea), Strategy control and evaluation, Business ethics and corporate social responsibility (CSR), Emerging issues in strategic management: Digital business, Sustainability | <b>15</b>    |

**Reference Books:**

1. Kazmi, Azhar, *Strategic Management and Business Policy* McGraw Hill Education, New Delhi.
2. Gupta, C.B. & Srinivasan, N. *Strategic Management*, Sultan Chand & Sons, New Delhi.
3. Thompson, A. A., Strickland, A. J. & Gamble, J. E. *Crafting and Executing Strategy* McGraw Hill Education.
4. V.S. Ramasamy & S. Namakumari *Strategic Planning: Formulation and Implementation* Macmillan India.
5. Pearce, J. A. & Robinson, R. B. *Strategic Management* McGraw Hill Education.
6. Fred R. David *Strategic Management: Concepts and Cases* Pearson Education.  
Hitt, Ireland & Hoskisson *Strategic Management: Competitiveness and Globalization* Cengage Learning.

**SHIVAJI UNIVERSITY, KOLHAPUR****Faculty of Commerce and Management****Syllabus as per National Education Policy (NEP) 2020****B. Com- Business Administration Part- III SEMESTER – VI****Major-XI Organizational Behaviour****Credits: 4****Marks: Semester End:80****Internal Assessment:20****Total Marks: 100****Introduced from June 2026****Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the basic concepts, nature, and importance of Organizational Behaviour and its role in improving individual and organisational effectiveness.

CO2 – Explain individual behaviour concepts such as personality, perception, learning, motivation, attitudes, and job satisfaction, along with group behaviour and leadership concepts.

CO3 –Apply Organizational Behaviour theories and models to real-life organisational situations, workplace behaviour, teamwork, motivation, leadership, and conflict management.

CO4 – Demonstrate behavioural skills by analysing organisational problems, improving communication, managing stress and change, and adopting ethical and positive workplace behaviour.

| <b>Unit No.</b> | <b>Contents</b>   | <b>No. of Hours</b> |
|-----------------|---|---------------------|
| <b>1</b>        | <b>Introduction to Organizational Behaviour</b><br>Meaning and definition of Organizational Behaviour (OB),<br>Nature, scope and importance of OB, Fundamental concepts of OB, OB and management effectiveness, Contributing disciplines to OB (Psychology, Sociology, Anthropology),<br>Challenges and opportunities for OB in Indian organisations              | <b>15</b>           |
| <b>2</b>        | <b>Individual Behaviour in Organizations</b><br><b>Personality</b> – meaning and determinants<br><b>Perception</b> – concept and process<br><b>Learning</b> – concept and theories (basic understanding)<br><b>Attitudes and job satisfaction</b><br><b>Motivation</b> – meaning and importance<br><b>Motivation theories:</b> Maslow, Herzberg and McGregor      | <b>15</b>           |
| <b>3</b>        | <b>Group Behaviour and Leadership</b><br><b>Group behaviour</b> – meaning and types of groups, Stages of group development, Team building and teamwork<br><b>Communication</b> – meaning, process and barriers<br><b>Leadership</b> – meaning and styles, Leadership theories – Trait and Behavioural approach<br><b>Conflict</b> – meaning, types and management | <b>15</b>           |
| <b>4</b>        | <b>Organizational Culture, Change and Contemporary Issues</b><br>Organizational culture – meaning, types and importance<br>Organizational climate<br>Power and politics in organizations (basic idea)<br>Organizational change – meaning and process  | <b>15</b>           |

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|  | Resistance to change and managing change<br>Stress management<br>Emerging issues in Organizational Behaviour; Workforce diversity, Work-life balance, Emotional intelligence |  |
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**Reference Books:**

1. Stephen P. Robbins & Timothy A. Judge, Organizational Behavior, Pearson Education
2. Fred Luthans, Organizational Behavior, McGraw-Hill Education
3. K. Aswathappa, Organizational Behaviour, Himalaya Publishing House
4. L. M. Prasad, Organizational Behaviour, Sultan Chand & Sons
5. S. S. Khanka, Organizational Behaviour, S. Chand Publishing
6. Udai Pareek, Understanding Organizational Behaviour, Oxford University Press

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – VI**  
**Major-XII Tax Management**

**Credits: 2**

**Marks: Semester End:40      Internal Assessment:10      Total Marks: 50**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the basic concepts, objectives, and importance of taxation and tax management in India, including types of taxes and the role of taxation in economic development.

CO2 – Explain the principles of taxation, tax planning, tax avoidance and tax evasion, and the basic provisions of the Income Tax Act, 1961 with reference to Indian individuals and businesses.

CO3 – Apply basic taxation and income tax concepts to simple business and individual situations, including identification of income, heads of income, and understanding of basic deductions.

CO4 – Demonstrate awareness of tax compliance by analysing simple tax-related cases, following ethical tax practices, and recognising the importance of income tax in business decision making.

| Unit No. | Contents  | No. of Hours |
|----------|---|--------------|
| <b>1</b> | <b>Basics of Taxation</b><br>Meaning and objectives of Taxation<br>Meaning and scope of Tax Management<br>Importance of taxation in economic development<br>Types of taxes in India; Direct Taxes, Indirect Taxes<br>Canons of taxation<br>Tax planning – meaning and objectives<br>Tax avoidance and tax evasion<br>Role of tax management in business decision making<br>Importance of tax compliance for businesses  | <b>15</b>    |
| <b>2</b> | <b>Income Tax – Basic Concepts (India)</b><br>Introduction to Income Tax Act, 1961<br>Meaning of assessment year and previous year, Person, assessee and income<br>Residential status – basic concept<br>Gross Total Income and Total Income<br>Heads of Income (introductory understanding): Income from Salary, Income from House Property, Profits and Gains of Business or Profession, Capital Gains (basic idea), Income from Other Sources, Deductions under Section 80 (basic overview), Importance of Income Tax for individuals and businesses | <b>15</b>    |

**Reference Books:**

1. Singhanian, Vinod K. & Singhanian, Monica, *Students' Guide to Income Tax* Taxmann Publications, New Delhi.
2. Mehrotra, H. C. *Income Tax Law and Practice*, Sahitya Bhawan Publications.
3. B.B. Lal & Vashisht, *Direct Taxes*, Pearson Education.
4. Kanga & Palkhivala, *The Law and Practice of Income Tax*, LexisNexis.
5. Gaur, K. D. & Narang, R. K. *Income Tax Law and Practice* Kalyani Publishers.
6. Kapoor, N. D. *Elements of Mercantile Law* Sultan Chand & Sons.
7. Rao, P. Subba *Business Regulatory Framework* Himalaya Publishing House.

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce and Management**  
**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – VI**  
**Minor -IV Financial Service Management**

**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

1. Interpret the concept of Financial Services
2. Describe and Distinguish between Various Financial Services.
3. Describe the structure of banking system and functions of Banks.
4. Analyse the Role of the Financial Markets regulators.

| Unit No. | Contents   | No. of Hours |
|----------|--|--------------|
| <b>1</b> | <b>FINANCIAL SERVICES: AN INTRODUCTION</b><br>Introduction, Meaning and Concept, Characteristics of Financial Services, Evolution of Financial Services in India, Significance of Financial Services, Types of Financial Services, Impact of Technology, Challenges before the Financial Services Sector.  | <b>15</b>    |
| <b>2</b> | <b>CATEGORIES OF FINANCIAL SERVICES</b><br>Fund Based Financial Service: Meaning, definition, Features, Types Lease Financing: Meaning, Definition features; Hire Purchase, Factoring and Forfaiting: Meaning, Definition features; Venture Capital: Meaning, Definition features, Fee Based Financial Services: Meaning, definition, Features, Credit Rating, Merchant Banking, Securitizations of Debt, Underwriting Services  | <b>15</b>    |
| <b>3</b> | <b>BANKING SERVICES</b><br>Banking Meaning and Definition; Importance of Banks, Structure of Indian Banking System- Scheduled and Non-Scheduled, Commercial Banks, Cooperative Banks and Regional Rural Banks; Public and Private sector banks; Payments Banks; Functions of Banks: Accepting deposits and Types of Deposits, Deployment of Advances and Types of Advances, Other functions: Remittances, General utility and agency functions                             | <b>15</b>    |
| <b>4</b> | <b>FINANCIAL MARKETS REGULATORS</b><br>Reserve Bank of India (RBI): Role and Functions of RBI as India's Central Bank; Securities and Exchange Board of India (SEBI): Role and Function of SEBI as Regulator of Securities market; Insurance Regulatory and Development Authority (IRDA): Role and Function of IRDA as Regulator of Insurance Sector; Pension Fund Regulatory and Development Authority (PFRDA): Role and Function of PFRDA as Regulator of Pension Funds. | <b>15</b>    |

**References:**

1. Gordon, N., and Natarajan, V. (2017). Financial Markets and Services. Himalaya Publishing House. (8th edition)
2. Agarwal, O. P. (2018). Modern Banking of India. Himalaya Publishing House. (22nd edition)
3. Bedi, H. L., and Hardikar, V. K. (2015). Practical Banking Advances. UBS. (10<sup>th</sup> edition)
4. Bhole, L. M., and Mahakud, J. (2015). Financial Institutions and Markets: Structure, Growth and Innovations. Tata-McGraw Hill. (6th edition)
5. Gupta, P. K. (2014). Essentials of Insurance and Risk Management. Himalaya Publishing House. (1st edition)

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**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – VI**  
**Major Elective-A2 Consumer Behaviour**  
**(Major-Marketing Management)**

**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the basic concepts, scope, and importance of consumer behaviour and its role in marketing decision-making.

CO2 – Explain the psychological, social, cultural, and economic factors influencing consumer behaviour in the Indian market.

CO3 – Apply consumer behaviour theories and models to analyse buying behaviour, market segmentation, and brand preferences.

CO4 – Demonstrate the ability to evaluate consumer decision-making processes and emerging trends such as online buying, ethical consumption, and digital influence.

| <b>Unit No.</b> | <b>Contents</b>  | <b>No. of Hours</b> |
|-----------------|--|---------------------|
| <b>1</b>        | <b>Introduction to Consumer Behaviour</b><br>Meaning and definition of consumer behaviour<br>Nature and scope of consumer behaviour<br>Importance of studying consumer behaviour in marketing<br>Consumer behaviour and marketing strategy<br>Consumer research – meaning and process (basic idea)<br>Market segmentation and consumer behaviour<br>Consumer behaviour in Indian markets<br>Role of culture and society in consumption | <b>15</b>           |
| <b>2</b>        | <b>Psychological Factors Influencing Consumer Behaviour</b><br>Motivation – concept and theories (Maslow’s Need Hierarchy)<br>Perception – meaning and process<br>Learning – concept and types<br>Attitudes – meaning, components and formation<br>Personality and self-concept<br>Consumer involvement and decision making<br>Brand perception and brand loyalty  | <b>15</b>           |
| <b>3</b>        | <b>Social and Cultural Influences on Consumer Behaviour</b><br>Culture, subculture and cross-cultural influences<br>Social class and consumer behaviour<br>Reference groups and opinion leaders<br>Family and household decision making<br>Role of lifestyle in consumer behaviour<br>Influence of media and advertising on consumers<br>Changing consumer behaviour in India  | <b>15</b>           |
| <b>4</b>        | <b>Consumer Decision Process and Emerging Trends</b>   | <b>15</b>           |

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|  | <p>Consumer decision-making process (need recognition, information search, evaluation, purchase, post-purchase behaviour)</p> <p>Types of buying behaviour, Consumer satisfaction and dissatisfaction, Consumer rights and consumer protection (basic awareness), Online consumer behaviour and e-consumer, Impact of digital marketing and social media, green consumerism and ethical consumption, Recent trends in consumer behaviour</p> |  |
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**Reference Books**

1. Leon G. Schiffman & Joseph Wisenblit (with S. Ramesh Kumar) – Consumer Behavior, Pearson Education (Global and Indian editions).
2. S. Ramesh Kumar – Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, India.
3. Dr. Suja R. Nair – Consumer Behaviour (Text and Cases), Himalaya Publishing House.
4. Dr. Rajeev Kumara – Consumer Behaviour, Himalaya Publishing House.
5. Monika Bhatt & P.C. Jain – Consumer Behaviour in Indian Context, S. Chand Publishing.

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**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – VI**  
**Major Elective-B2 Security & Portfolio Management**  
**(Major-Financial Management)**

**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the basic concepts of investment, securities, risk–return relationship, and the structure of Indian financial markets.

CO2 – Explain the principles of security analysis, including fundamental analysis, technical analysis, and their relevance in investment decision-making.

CO3 –Apply portfolio management concepts such as diversification, risk analysis, and portfolio construction to simple investment situations.

CO4 – Demonstrate the ability to evaluate portfolio performance and understand emerging trends like mutual funds, derivatives, and behavioural finance in the Indian context.

| Unit No. | Contents   | No. of Hours |
|----------|--|--------------|
| <b>1</b> | <b>Introduction to Investment and Securities</b><br>Meaning and concept of investment<br>Investment objectives: income, growth, safety, liquidity<br>Types of investors and investment avenues in India<br>Concept of risk and return<br>Types of risk: systematic and unsystematic<br>Introduction to securities: equity shares, preference shares, debentures and bonds<br>Overview of Indian financial markets (primary and secondary)<br>Role of SEBI in investor protection | <b>15</b>    |
| <b>2</b> | <b>Security Analysis</b><br>Meaning and importance of security analysis<br>Fundamental analysis – concept, Economic analysis (basic idea), Industry analysis (basic idea), Company analysis (basic idea), Technical analysis – concept and tools, Price trends, Volume analysis, Moving averages (introductory level)<br>Efficient Market Hypothesis (basic understanding)<br>Comparison of fundamental and technical analysis   | <b>15</b>    |
| <b>3</b> | <b>Portfolio Management</b><br>Meaning and concept of portfolio, Objectives of portfolio management, Diversification – meaning and benefits, Portfolio risk and return, Markowitz portfolio theory (basic idea), Capital Asset Pricing Model (CAPM) – concept and assumptions, Portfolio management process, Role of portfolio manager   | <b>15</b>    |
| <b>4</b> | <b>Portfolio Evaluation and Emerging Trends</b><br>Meaning and need for portfolio evaluation, Measures of portfolio performance (basic idea): Sharpe ratio, Treynor ratio,   | <b>15</b>    |

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|  | Jensen's measure, Portfolio revision and rebalancing, Mutual funds – concept and types, Introduction to derivatives (futures and options – basic idea), Investor behaviour and behavioural finance (introductory), Recent trends in investment and portfolio management in India |  |
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### **Reference Books**

1. Punithavathy Pandian – Security Analysis and Portfolio Management, Vikas Publishing House / S. Chand
2. S. Kevin – Security Analysis and Portfolio Management, PHI Learning
3. Prasanna Chandra – Security Analysis and Portfolio Management, Tata McGraw Hill
4. V.K. Bhalla – Investment Management (Security Analysis & Portfolio Management), S. Chand
5. Avadhani, V.A. – Security Analysis and Portfolio Management, Himalaya Publishing House
6. Shalini Talwar – Security Analysis and Portfolio Management, Cengage
7. Falguni H. Pandya – Security Analysis and Portfolio Management, Jaico Publishing House
8. Samuel Thomas – Security Analysis and Portfolio Management, PHI Learning

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**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – VI**  
**Major Elective-C2 Human Resource Development**  
**(Major-Human Resource Management)**

**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the concepts, objectives, scope, and importance of Human Resource Development and its role in organisational effectiveness.

CO2 – Explain the HRD systems and practices such as training and development, performance appraisal, career planning, and organisational development.

CO3 – Apply HRD tools and techniques including training need assessment, performance appraisal methods, and career development practices in organisational situations.

CO4 – Demonstrate the ability to analyse HRD practices, evaluate employee development initiatives, and understand emerging trends in HRD in Indian organisations.

| Unit No. | Contents   | No. of Hours |
|----------|--|--------------|
| <b>1</b> | <b>Introduction to Human Resource Development</b><br>Meaning and concept of Human Resource Development (HRD), Evolution and scope of HRD, Difference between HRM and HRD, Objectives and importance of HRD in organisations, HRD philosophy and principles, HRD system and sub-systems, Role of HRD in organisational effectiveness, HRD practices in Indian organisations   | <b>15</b>    |
| <b>2</b> | <b>Training and Development</b><br>Meaning and importance of training and development, Difference between training and development, Training needs assessment (individual, job and organisational level), Types of training: On-the-job training, Off-the-job training, Training methods and techniques, Management development programmes, Evaluation of training effectiveness, Role of training in employee performance | <b>15</b>    |
| <b>3</b> | <b>Performance Appraisal and Career Development</b><br>Meaning and objectives of performance appraisal, Performance appraisal process, Methods of performance appraisal (traditional and modern – basic idea), Errors in performance appraisal, Concept of potential appraisal, Career planning and career development, Succession planning, Role of HRD in employee growth and retention                                  | <b>15</b>    |
| <b>4</b> | <b>Organisational Development and Emerging HRD Practices</b><br>Meaning and concept of organisational development (OD), Objectives and process of OD, OD interventions (team building, sensitivity training – basic idea), Quality of Work Life (QWL), Employee counselling and mentoring, HRD climate   | <b>15</b>    |

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|  | and culture, Learning organisation – concept, Emerging trends in HRD: E-learning, Competency mapping, Knowledge management, Digital HRD |  |
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### Reference Books

1. R. Wayne Mondy & Robert M. Noe – *Human Resource Management* Pearson Education
2. T.V. Rao – *HRD: Experiences, Interventions and Strategies* Sage Publications / Excel Books
3. R. L. Mathis & John H. Jackson – *Human Resource Management* Cengage Learning
4. K. Aswathappa – *Human Resource and Personnel Management* McGraw Hill Education
5. S. S. Khanka – *Human Resource Management* S. Chand Publishing
6. H.J. Lynton & N. Anand – *Training for Development* Sage Publications
7. Pareek, U. & Rao, T.V. (Editors) – *Designing and Managing Human Resource Systems*, Oxford & IBH / Oxford University
8. Edwin B. Flippo – *Personnel Management* McGraw Hill

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**Syllabus as per National Education Policy (NEP) 2020**  
**B. Com- Business Administration Part- III SEMESTER – VI**  
**Major Elective-D2 Operation Management Strategy**  
**(Major-Production Management)**

**Credits: 4**

**Marks: Semester End:80      Internal Assessment:20      Total Marks: 100**

**Introduced from June 2026**

**Course Outcomes**

After successful completion of the course, the learner will be able to:

CO1 – Understand the concepts, scope, and importance of operations management strategy and its alignment with overall business strategy.

CO2 – Explain key operations strategy decisions related to process selection, capacity planning, facility layout, quality, and supply chain management.

CO3 – Apply operations management tools and techniques such as capacity planning, inventory control, quality management, and scheduling to basic business situations.

CO4 – Demonstrate the ability to analyse operations strategies, evaluate emerging practices like lean operations, Six Sigma, sustainability, and technology-enabled operations in Indian organisations.

| <b>Unit No.</b> | <b>Contents</b>  | <b>No. of Hours</b> |
|-----------------|--|---------------------|
| <b>1</b>        | <b>Introduction to Operations Management Strategy</b><br>Meaning and concept of Operations Management, Nature and scope of Operations Management, Objectives and importance of operations strategy, Relationship between operations strategy and business strategy, Role of operations manager in strategic decision-making, Operations strategy in manufacturing and service organisations, Competitive priorities: cost, quality, delivery, flexibility, innovation, Overview of operations strategy in Indian organisations | <b>15</b>           |
| <b>2</b>        | <b>Process and Capacity Strategy</b><br>Process strategy – meaning and types, Job process, Batch process, Mass production, Continuous process, Process selection and product–process matrix, Capacity planning – meaning and importance, Types of capacity, Capacity planning strategies, Strategic issues in capacity decisions, Break-even analysis (basic idea), Capacity management in Indian industries   | <b>15</b>           |
| <b>3</b>        | <b>Layout, Supply Chain and Quality Strategy</b><br>Facility location strategy – factors affecting location decisions<br>Plant layout – meaning, objectives and types, Work design and productivity (basic idea), Supply chain management – concept and importance, Make or buy decision, Vendor selection and supplier relationship management, Quality strategy – concept and importance, Total Quality Management (TQM) – principles and benefits, Role of quality in achieving competitive advantage                       | <b>15</b>           |
| <b>4</b>        | <b>Inventory, Scheduling and Emerging Operations Strategies</b><br>Inventory management – concept and objectives, Types of inventories, Inventory control techniques (basic idea): EOQ,  | <b>15</b>           |

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|  | ABC analysis, JIT concept, Scheduling – meaning and types, Lean operations strategy, Six Sigma – basic idea, Use of technology in operations strategy (ERP, automation – overview) Sustainability and green operations strategy, Emerging trends in operations management strategy |  |
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### Reference Books

1. Jay Heizer & Barry Render – *Operations Management* Pearson Education
2. William J. Stevenson – *Operations Management*, McGraw Hill Education
3. K. Aswathappa & K. Shridhara Bhat – *Production and Operations Management*, Himalaya Publishing House
4. R. Paneerselvam – *Production & Operations Management*, Prentice Hall / PHI Learning
5. S. Anil Kumar & N. Suresh – *Production and Operations Management* Wiley India Narendra Singh – *Operations Management – Strategy & Practice* Vikas Publishing House
6. R. B. Mishra & Jagdish Prasad – *Operations Management* Excel Books / Oxford & IBH

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**B. Com- Business Administration Part- III SEMESTER – VI**  
**OJT-1 On Job Training**

**Credits: 4**

**Marks: 100**

**Course Outcomes**

1. Expose the students to the real-life situation
2. Develop an ability of critical thinking
3. Analyse the problem in an organisation and suggest remedial actions
4. Gain working knowledge of the job/profession to get insights of the business.

**Guidelines for the Internship/ On the Job Training (OJT)**

1. On the Job Training (OJT) is to be completed by the student at any commercial organisation/NGO. For this purpose, the organisations may include office of Chartered Accountant, Cost and Management Accountant, Company Secretary, Management Consultant Government or Semi-Government organisation, cooperative society, bank, local authority etc. (The list is for reference only; not exhaustive; other similar organisations can be considered for OJT)
2. OJT is to be completed by the student under the guidance of mentor from the college as well as industry/organisation guide/mentor where he/she is doing nternship/apprenticeship.
3. OJT Report is to be prepared which shall be based on the field work and a copy of it has to be submitted to the college before commencement of semester end examination.
4. The OJT Report shall consist of the following:
  - Title page should cover the following:
    - a. Name of the intern (student)
    - b. Name of the internal guide and external guide/mentor
    - c. Name of the college/ department
    - d. Organisation where internship is conducted
    - e. Duration in which internship was completed
  - The main text of the report should consist of:
    - a. Profile of the organisation
    - b. Details of work done during the internship
    - c. Key learning/takeaways/ skills acquired during theinternship
    - d. Responsibilities handled during the internship
    - e. Problems faced during the internship
    - f. Any significant contribution/solution provided to the organisation during the internship
    - g. Conclusion
    - h. Attendance sheet (day-wise) signed by industry/organisation guide.
6. Internship/Apprenticeship report shall consist of around 40 to 50 typed pages.
7. All recognized teachers teaching to B. Com Course under the Faculty of Commerce and Management are eligible to work as mentor or guide of the trainee.
8. Total duration of OJT shall be of 60 hours. The college has flexibility to allow the students to complete the Internship/Apprenticeship at any time during the semester, but the report of OJT has to be submitted before commencement of semester end examination.
9. Evaluation of On-the-Job Training There shall be evaluation of a maximum of 100 marks for OJT on the following criterion and shall be done by internal guide/mentor

| <b>Sr. No.</b> | <b>Criterion for Evaluation</b>                           | <b>Maximum Marks</b> |
|----------------|---|----------------------|
| 1              | Attendance and Engagement                                 | 10                   |
| 2              | Relevance of Internship/Apprenticeship with curriculum    | 10                   |
| 3              | Responsibilities handled during Internship/Apprenticeship | 20                   |
| 4              | Skills acquired during Internship/Apprenticeship          | 20                   |
| 5              | Contribution of Intern/Apprentice to the organisation     | 20                   |
| 6              | Internship/Apprenticeship Report                          | 20                   |
|                | <b>Total</b>  | <b>100</b>           |