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

SHIVAJI UNIVERSITY, KOLHAPUR - 416004,
MAHARASHTRA

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शिवाजी विद्यापीठ, कोल्हापूर - ४१६००४, महाराष्ट्र

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



Ref./SU/BOS/Com & Mgt./151

Date : 25/05/2026

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

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

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.B.A. 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. A soft copy containing the syllabus is attached herewith and it is also available on university website www.unishivaji.ac.in (Online Syllabus).

The question paper on the pre-revised syllabi of above mentioned programme course 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.1962

NAAC "A++"Grade

Faculty of Commerce and Management

Syllabus for

B.B.A.

(Bachelor of Business Administration)

Part-III (Sem-V and VI)

**In accordance with National Education Policy
with effect from Academic Year 2026-27**

NEP2.0 BBA List of Courses (Subjects)

Third Year B.B.A.			
Semester-V		Semester-VI	
Course Code	Course (Subject)	Course Code	Course (Subject)
Core Courses			
CC501	Strategic Management	CC601	Project Management
CC502	Logistics and Supply Chain Management	CC602	Business Taxation
Major(Elective)			
Discipline Specific Elective-Marketing Marketing			
DSE-A501	Consumer Behavior	DSE-A601	Retail Marketing
DSE-A502	Sales Marketing	DSE-A602	Marketing of Services
Discipline Specific Elective-Financial Management			
DSE-B501	Financial Market Products and Services	DSE-B601	Financial Derivatives
DSE-B502	Investment Analysis and Portfolio Management	DSE-B602	International Financial Management
Discipline Specific Elective-Human Resource Management			
DSE-C501	HRD-Systems & Strategies	DSE-C601	Training and Development
DSE-C502	Change Management and Organizational Development	DSE-C602	Performance and Compensation Management
Discipline Specific Elective-Business Analytics			
DSE-D501	Business Analytics for Management	DSE-D601	Data Visualization using Tableau/Power BI
DSE-D502	Business Analytics using R and Python programming	DSE-D602	Business Data Management and Cloud Computing
Discipline Specific Elective-Computer Application			
DSE-E501	Web Technology	DSE-E601	E-Commerce

DSE-E502	R Programming	DSE-E602	Data Mining & Data Warehousing
Discipline Specific Elective-Event Management			
DSE-F501	Fundamentals of Event Management	DSE-F601	Event Safety and Risk Management
DSE-F502	Event Marketing and Production	DSE-F602	IT for Event Management
Discipline Specific Elective-Family Business Management			
DSE-G501	Dynamics of Family Business	DSE-G601	Strategic Family Business Management
DSE-G502	Start-Up: Creativity and Innovation	DSE-G602	Venture Capital and Funding Agencies
Discipline Specific Elective-Hospitality Management			
DSE-H501	Fundamentals of Hospitality Management	DSE-H601	Hospitality Marketing and Law
DSE-H502	Hotel Management	DSE-H602	Soft Skills in Hospitality
Discipline Specific Elective-International Business			
DSE-I501	International Trade and Policy	DSE-I601	Import and Export
DSE-I502	Global Business Environment	DSE-I602	International Institutions and Trade Implications
Discipline Specific Elective-Travel & Tourism Management			
DSE-J501	Basics of Travel and Tourism	DSE-J601	Geography of Tourism and attraction of Indian Tourism
DSE-J502	Principles and Practices of Travel & Tourism Management	DSE-J602	Tourism Issues and Strategies
Discipline Specific Elective-Supply Chain Management			
DSE-K501	Fundamentals of Supply Chain Management	DSE-K601	Management Decision Models
DSE-K502	Operation Strategy	DSE-K602	Quality Management & Business Process Improvement
Skill Enhancement Course (VSC)			
SEC501	Internship/Capstone Project	SEC601	Corporate Governance
-	--	SEC602	Major Project
Discipline Specific Elective (Audit Course)			

DSE-AC501	DSE-Audit Course-I	DSE-AC601	DSE-Audit Course-II
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Project Work/Internship

Class	Semester	Course Code	Course Title	Credit	Internship	Report Marks	Viva Marks	Total Marks	Evaluation
BBA-Part-III	Sem-V	SEC501	Internship/ Capstone Project	4	8 Weeks (2 Months) (To be completed after Sem- IV)	50	50	100	Internal
BBA-Part-III	Sem-VI	SEC602	Major Project	4	-	50	50	100	University

Note:

1. Bachelor of Business Administration Degree will be awarded, if a student wishes to exit at the end of Third year.

Exit Criteria after Third Year of BBA Programme

The students shall have an option to exit after 3rd year of Business Administration Program and will be awarded with a Bachelor's in Business Administration.

Re-entry Criteria into Fourth Year (Seventh Semester)

The student who takes an exit after third year with an award of BBA may be allowed to re-enter into Seventh Semester for completion of the BBA (Honours) or BBA (Honours with Research) Program as per the respective University / Admitting Body schedule after earning requisite credits in the Third year.

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

1. BBA (Honours with Research): Minimum 75% marks or equivalent CGPA in BBA Degree upto Sixth Semester.
2. For BBA (Honours): BBA Degree

STRUCTURE-3

SEMESTER-V-DURATION-06 MONTHS

Sr. No.	TEACHING SCHEME					EXAMINATION SCHEME					
	Course Type	Lecture(L)+Tutorial(T)+Practical(P)				UNIVERSITY EXAM			INTERNAL EXAM		
		Lecture	Tutorial	Practical	Total Credit	Paper Hrs.	Max. Marks	Min. Marks	Internal Mark Distribution	Max. Marks	Min. Marks
1	CC	3	1	0	4	2.5	60	24	For 4 Credits= 40 Marks For 2 Credits=20 Marks	40	16
2	CC	3	1	0	4	2.5	60	24		40	16
3	DSE	3	1	0	4	2.5	60	24		40	16
4	DSE	3	1	0	4	2.5	60	24		40	16
5	SEC	-	-	-	4	-	-	-	Internal Viva-Internship/Capstone Project Viva Voce (50) +Report (50)	100	40
6	SEC	-	-	-	-	-	-	-		-	-
7	DSE-AC	1	1	0	2	1.5	30	12		20	8
Total					22	-	270	-		280	-
GRAND TOTAL									Theory Marks + Internal Marks = Total Marks 270 (Theory) + 280 (Internal) = 550		

SEMESTER-VI-DURATION-06 MONTHS

Sr. No.	TEACHING SCHEME					EXAMINATION SCHEME					
	Course Type	Lecture(L)+Tutorial(T)+Practical(P)				UNIVERSITY EXAM			INTERNAL EXAM		
		Lecture	Tutorial	Practical	Total Credit	Paper Hrs.	Max. Marks	Min. Marks	Internal Mark Distribution	Max. Marks	Min. Marks
1	CC	3	1	0	4	2.5	60	24	For 4 Credits= 40 Marks For 2 Credits=20 Marks	40	16
2	CC	2	0	0	2	1.5	30	12		20	8
3	DSE	3	1	0	4	2.5	60	24		40	16
4	DSE	3	1	0	4	2.5	60	24		40	16
5	SEC	2	0	0	2	1.5	30	12		20	8
6	SEC	-	-	-	4	-	-	-	University Viva-Voce Project Examination and Project Report Viva Voce: Max:50 Marks, Min: 20 Marks) Project Report:	100	40

									Max:50 Marks, Min:20 Marks)		
7	DSE- AC	1	1	0	2	-	30	12	For 2 Credits=20 Marks	20	8
Total					22		270	-		280	-
							Theory Marks + Internal Marks = Total Marks				
							270 (Theory) + 280 (Internal) = 550				
GRAND TOTAL							540 (Theory) + 560 (Internal) = 1100				

NOTE: Core Course(CC), Skill Enhancement Course(SEC), Multi-Disciplinary Elective(MDE), Value Added Courses(VAC), Ability Enhancement Courses(AEC), Open Elective(OE), DSE (Discipline Specific Elective)

Semester-wise Courses

B.B.A.

B. B.A.-III Semester-V				
Sr. No.	Components	Course Code	Course (Subject)	Credits
1	Core Course	CC501	Strategic Management	4
2	Core Course	CC502	Logistics and Supply Chain Management	4
3	Discipline Specific Elective	DSE-I-A501 To K501	Discipline Specific Electives-I	4
4	Discipline Specific Elective	DSE-II-A501 To K501	Discipline Specific Electives-II	4
5	Skill Enhancement Course	SEC501	Internship/Capstone Project	4
7	Discipline Specific Elective (Audit Course)	DSE-AC-501	Audit Course-I	2
Total Credits				22

Specialization:

A. Marketing Management/B. Financial Management/C. Human Resource Management/D. Business Analytics/E. Computer Application/F. Event Management/
G. Family Business Management/H. Hospitality Management /I. International Business/J. Travel & Tourism/K. Supply Chain Management

Semester-wise Courses

B.B.A.

B. B.A.-III Semester-VI				
Sr. No.	Components	Course Code	Course(Subject)	Credits
1	Core Course	CC601	Project Management	4
2	Core Course	CC602	Business Taxation	2
3	Discipline Specific Elective	DSE-III A601 To K601	Discipline Specific Electives-III	4
4	Discipline Specific Elective	DSE-IV B602 To K602	Discipline Specific Electives-IV	4
5	Skill Enhancement Course	SEC601	Corporate Governance	2
6	Skill Enhancement Course	SEC602	Major Project	4
7	Discipline Specific Elective-Audit Course	DSE-AC-601	Audit Course-II	2
Total Credits				22

Specialization: A. Marketing Management/B. Financial Management/C.HRM/D. Business

Analytics/E. Computer Application/F. Event Management/ G. Family Business Management/H.

Hospitality Management /I. International Business/J.Travel & Tourism/K.Supply Chain Management

EXIT OPTION: Award of UG Degree in Bachelor in Business Administration with **132 credits**

Nature of University Question Paper

and

Scheme of Marking

QUESTION PAPER PATTERN FOR ALL SEMESTERS

(For 4 credit courses)

Duration: 2.5 Hours

Total Marks : 60

Instructions: -

- 1) All Questions are compulsory.
- 2) Figures to the right indicate marks.

Q.1	Broad Question /Case Study/Exercise Examples/Quantitative Problems OR Broad Question /Case Study/Exercise Examples/Quantitative Problems	15 Marks
Q.2	Write Short Answer Question/Exercise/Problem/Case let etc.(Any THREE) I) II) III) IV) V)	30 Marks
Q.3	Write Short Notes (Any THREE) a) b) c) d) e)	15 Marks

Note:-

- The above nature of question paper is applicable for the subjects **with 4 credits** for all eight semesters.
- Case study/Case lets should be included in questions as per the nature of subject.

Nature of University Question Paper

and

Scheme of Marking

QUESTION PAPER PATTERN FOR ALL SEMESTERS

(For 2 credit courses)

Duration: 1.5 Hours

Total Marks : 30

Instructions: -

- 1) All Questions are compulsory.
- 2) Figures to the right indicate marks.

Q.1	Broad Question /Case Study/Exercise Examples/Quantitative Problems OR Broad Question /Case Study/Exercise Examples/Quantitative Problems	10 Marks
Q.2	Write Short Answer Question/Exercise/Problem/Case let etc. (Any TWO) I) II) III) IV)	10 Marks
Q.3	Write Short Notes (Any TWO) a) b) c) d)	10 Marks

Note: -

- The above nature of question paper is applicable for the subjects **with 2 credits** for all eight semesters.
- Case study/Case lets should be included in questions as per the nature of subject

BBA-III-SEM-V (NEP 2.0)
STRATEGIC MANAGEMENT
CC501

Course Description	<p>This course is designed to equip students with a comprehensive understanding of how organizations formulate, implement, and evaluate strategies to achieve long-term objectives and sustain competitive advantage in a dynamic business environment. Students will explore key strategic management theories, frameworks, and tools such as environmental scanning, industry and competitor analysis, internal resource assessment, SWOT analysis, and strategic choice. By the end of the course, students will be able to analyse complex business situations, formulate effective strategies, implement them successfully, and evaluate outcomes in line with organizational goals and stakeholder expectations.</p>				
Course Objectives	<ol style="list-style-type: none"> 1. To enhance the ability to do the job of a general manager responsible for strategic performance. 2. To analyze the competitive situation and evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences. 				
Course Outcomes	<p>After completion of course, students will be able:</p> <ol style="list-style-type: none"> 1. To understand concept of "strategy", and discuss common elements of strategy, evolution of strategic management thinking over the decades, importance of strategic thinking and gives insight into how the firms build and sustain competitive advantage 2. To categorize material and labor cost, allocation and apportionment of overheads. 3. To use financial statements for managerial decision making and preparation of management reports. 				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Introduction to Strategy				15 Hours

	Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management	
Unit: II	<p>Strategic Analysis</p> <p>Environmental Appraisal- Scanning the Environment ,Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company’s External Environment: Components of External Environment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces, Industry Analysis – Analysis of the competitive environment ; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis , Experience Curve, SWOT analysis, BCG Matrix, GE-Cell Matrix.</p>	15 Hours
Unit: III	<p>Strategy Formulation</p> <p>Business Strategy Formulation: Generic strategies; Functional areas and link between business strategy and functional strategy; Corporate Strategy Formulation: Creating value and diversification; Strategic alliances; International expansion strategies; Introduction to strategies of growth, stability and renewal, types of growth strategies concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger & acquisitions</p>	15 Hours
Unit: IV	<p>Strategy Implementation and Control</p> <p>Structural Implementation; Functional and Operational Implementation; Behavioral Implementation; Strategy Evaluation and Control; Strategic leadership; Strategic control and corporate governance; Issues in Strategy Implementation; Creating effective organizational designs; Strategy and society; Managing innovation and fostering corporate entrepreneurship; Integration of Functional Plans and Policies- Strategy Evaluation and Control - Operational Control - Overview of Management Control.</p>	15 Hours
<p>Note: During Tutorial Hours, Teachers should plan and conduct structured activity on different points of</p>		

each unit including discussions, presentations, role-plays , solving case studies, problem-solving, and Q&A sessions etc.

Suggested Fieldwork/Practical Work

1. Select any organization (e.g., Tata Group, Reliance Industries, Infosys, or a local MSME)
Identify: Vision & Mission, Level of strategies used, CSR and ethical practices
Present findings in 3–4 pages
2. Strategic Planning Exercise- Prepare students groups, each group should prepare strategic plan for a start-up-Vision, Mission, Goals & Objectives, Strategic approach, CSR initiatives.
3. Select different types of 10 company and analyze external environment as a Dynamic vs Static, Complex vs Simple, Controllable vs Uncontrollable, General vs Task environment.
4. Classify company products under BCG Matrix-as Category, Market Share (High, Low) and Market Growth (High, Low)
5. Classify company products under GE–McKinsey Cell Matrix. Evaluate business units on:
Industry Attractiveness, Business Strength, Zones: Invest / Grow, Selective, Harvest / Divest.

References:

Text Books (Latest Edition):

1. Frank T Rothaermel (2023). Strategic Management – 5th Edition (Indian), McGraw Hill. [Chapters 6 , 7, 8 and 9]
2. Kim, W. C. (2005). Blue ocean strategy: from theory to practice. California management review, 47(3), 105-121.
3. Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal (2018). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. [Chapter 9,10,12 and 12]

Suggested Readings:

1. Arthur A Thompson, Margaret A Peteraf, John E Gamble, AJ Strickland III, Thomas Joseph (2021). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases, 22nd Edition, McGraw Hill.
2. Krishna G. Palepu, Tarun Khanna. (2010). Winning in Emerging Markets: A Roadmap for Strategy and Execution, Harvard Business Press.

3. Porter, M.E., *Competitive Advantage: Creating and Sustaining Superior Performance*, Free Press, New York.
4. Pankaj Ghemawat, "Strategy and the Business Landscape" Pearson Education
5. Porter, M. E. (1989). *From competitive advantage to corporate strategy* (pp. 234- 255). Macmillan Education UK.
6. Porter, M. E. The five competitive forces that shape strategy. *Harvard business review*, 86(1), 78.
7. Collis, D. J., & Montgomery, C. A. Competing on resources. *Harvard business review*, 86(7/8), 140.
8. Hambrick, D. C., & Fredrickson, J. W. (2005). Are you sure you have a strategy?. *Academy of Management Perspectives*, 19(4), 51-62.
9. Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. *Harvard business review*, 84(12), 78-92.

BBA-III-SEM-V (NEP 2.0)**LOGISTICS AND SUPPLY CHAIN MANAGEMENT****CC502**

Course Description	<p>Logistic & Supply Chain Management is a comprehensive course that equips students with essential skills to manage and optimize supply chains in modern business environments. The course covers logistics, strategic fit, network design, sourcing, pricing, and demand management, emphasizing the impact of digital transformation on supply chain strategies and operations. Through case studies and practical insights, students will learn to design effective supply chain networks, optimize e-commerce operations, and manage global challenges.</p>				
Course Objectives	<ol style="list-style-type: none"> 1. To understand strategic role of supply chain management in enhancing organizational competitiveness. 2. To explore the design and optimization of supply chain networks, particularly for e-commerce. 3. To examine the impact of sourcing and pricing decisions on supply chain efficiency and effectiveness. 4. To develop skills in coordinating and managing supply and demand in a globalized market environment. 				
Course Outcomes	<p>After completion of course, students will be able :</p> <ol style="list-style-type: none"> 1. To design and manage effective supply chains that enhance organizational competitiveness. 2. To gain practical insight into strategic sourcing, demand planning and supply chain coordination. 3. To understand how digital transformation affects, supply chain strategies and operations. 				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks:100	Theory: 60				Internal: 40

Syllabus Contents:		
Unit: I	<p>Introduction to Supply Chain Management</p> <p>Role of Supply Chain Management in organizations, achieving strategic fit, and understanding supply chain drivers and metrics. , integral nature of supply chains in aligning business strategies with operational capabilities to enhance performance and competitiveness.</p>	15 Hours
Unit: II	<p>Supply Chain Network Design</p> <p>Design distribution networks with a focus on e-business applications and global supply chain networks. , strategies and challenges of creating efficient and responsive supply chain networks that align with business objectives and the dynamic nature of global markets.</p>	15 Hours
Unit: III	<p>Sourcing and Pricing Strategies</p> <p>Sourcing decisions and pricing management within supply chains. , various sourcing strategies and pricing models to optimize revenue management and cost-efficiency in supply chains, with a particular focus on e-commerce dynamics.</p>	15 Hours
Unit: IV	<p>Demand and Supply Co-ordination</p> <p>Synchronization of demand forecasting, aggregate planning, and sales operations planning, how to coordinate supply chain activities to balance demand and supply efficiently. Demand forecasting techniques, aggregate planning strategies, and the importance of coordination across the supply chain</p>	15 Hours
<p>Note: During Tutorial Hours, Teachers should plan and conduct structured activity on different points of each unit including discussions, presentations, case studies, problem-solving, and Q&A sessions.</p>		
<p>Suggested Fieldwork/Practical Work:</p> <ol style="list-style-type: none"> 1. Supply Chain Mapping Activity- Select a product (e.g., packaged food item, smartphone, apparel). Map the entire supply chain: Suppliers → Manufacturers → Distributors → Retailers → Customers. Identify information, material, and financial flows. 2. Form students group and Conduct analysis of Supply Chain Drivers and their impact. Each group 		

analyses one driver: facilities, Inventory, Transportation, Information, Sourcing, Pricing. Explain how their driver affects cost, responsiveness, and competitiveness.

3. Conduct Group Discussion on Global Supply Chain Challenges. The points of discussion would include Currency Risk, Political and legal issues, Cultural differences, Sustainability concerns
Each group presents one challenge and solution

4. Collect data of 3-4 Suppliers (price, quality score, delivery time, reliability).

Selection Simulation. Develop supplier evaluation criteria, Rank suppliers, decide whether to adopt single or multiple sourcing.

5. Conduct Demand Forecasting Exercise using historical sales data. Use 12 months' sales data of a product. Apply the following forecasting techniques: Moving Average, Simple Exponential Smoothing, Trend Projection. Compare forecast accuracy using MAD or MSE. MAD (Mean Absolute Deviation) and MSE (Mean Squared Error) both measure forecast accuracy by quantifying error size, with lower values indicating better performance.

References:

Textbooks and References (Latest Editions):

1. Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.

2. Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson.

3. Logistics and Supply Chain Management, Dr V. Saikumari, Prof S. Purushothaman, Sultan Chand and Sons

4. Logistics and Supply Chain Management, Satish C. Ailwadi, Rakesh Singh, PHI Publication

Suggested Case Topics:

- Dell's direct model in PC manufacturing: Integration of supply chain and e-business.
- Starbucks' sustainable sourcing practices: A supply chain perspective.
- Walmart's supply chain management strategies for global dominance.

Research Paper Reading:

Eyo-Udo, N. L., Odimarha, A. C., & Kolade, O. O. (2024). Ethical Supply Chain Management: Balancing Profit, Social Responsibility, And Environmental Stewardship. *International Journal of Management & Entrepreneurship Research*, 6(4), 1069-1077.

<p align="center">BBA-III-SEM-V (NEP 2.0) Discipline Specific Elective ELECTIVE-MARKETING MANAGEMENT CONSUMER BEHAVIOUR DSE-A501</p>					
Course Description	A comprehensive study of consumer behavioral concepts and models designed to help understand, evaluate, and predict consumer behavior. The course also deepens a student's knowledge to understand the complexities of consumer decision-making and accordingly translate them into effective marketing strategies in the Indian Context.				
Course Objectives	<ol style="list-style-type: none"> 1. To assess the significance of studying consumer behavior for marketing effectiveness. 2. To identify key psychological factors influencing consumer behavior. 3. To explain how sociological influences. 4. To describe the levels and stages of consumer decision-making. 5. To explain the principles behind each consumer behavior model. 				
Course Outcomes	After completion of course, students will be able, <ol style="list-style-type: none"> 1. To develop a better understanding of concepts and models of consumer behavior. 2. To give insights for the consumer purchase decision process. 3. To develop appropriate marketing strategies for different segments of consumers 				
Total Hours of Teaching: 60	Lecture 3	Tutorial 1	Practical 0	Total Per Week 4	Credit Points: 04
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Understanding Consumer Behavior Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Value and the Consumer Behavior Framework; Online Consumer Behavior. Organizational Buying Behavior; Consumerism				15 Hours
Unit: II	External Influences on Consumer Behavior Lifestyles and Psychographics on Buying Behavior;				15 Hours

	Social Class and Group Influence on Consumer Behavior – Reference Group and Family Influence on Buying Behavior; Influence of Culture on Consumer Behavior	
Unit: III	Internal Influences on Consumer Behavior Consumer Perception; Consumer Learning, Memory and Involvement; Dynamics of Consumer Motivation; Consumer Personality; Consumer Attitudes and Attitude Change.	15 Hours
Unit: IV	Consumer Decision Making Concept of Consumer Decision; Situational Influence on Consumer’s Decision; Consumer Decision Making Process – Need Recognition and Search, Alternative Evaluation and Choice, Post-purchase Behavior; Different Models of Consumer Decision Making	15 Hours
Note: During Tutorial Hours, Teachers should plan and conduct structured activity on different points of each unit including discussions, presentations, case studies, problem-solving, and Q&A sessions etc.		
Suggested Fieldwork/Practical Work:		
<ol style="list-style-type: none"> 1. Visit to mall, supermarket, or online platform. Observe buying behavior and identify factors influencing purchase (price, brand, offers, convenience). Submit a short report linking observations with marketing concepts. 2. Conduct Value Perception Analysis- Select one product (e.g., smartphone, apparel). Analyze functional value, emotional value, social value. Present findings in class. 3. Conduct Lifestyle & Psychographic Survey. Design a questionnaire using AIO (Activities, Interests, Opinions). Survey at least 10 respondents. Analyze impact on product preference. 4. Conduct Reference Group & Family Influence Role Play- Enact a buying decision influenced by family or peer group. Discuss outcomes and influence type (normative/informational). 5. Conduct Consumer Perception Experiment. Show students different brand logos or ads. Record first impressions and perceived quality. Analyze perceptual differences. 		
References:		
Text Books / References: (Latest Edition)		
1. Schiffman, L. G.; Kanuk L. L. and Kumar, S. R. Consumer Behavior. Pearson Education Inc.		

2. Loudon, D. L. and Bitta, J. Albert Della. Consumer Behavior; Concepts and Applications. Tata McGraw Hill Publishing Company Limited
3. Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. Consumer Behavior (CB): A South Asian Perspective. Cengage Learning India Pvt. Limited
4. Hawkins, D. I.; Best, R. J. and Coney, K. A. Consumer Behavior: Building Marketing Strategy. Tata McGraw-Hill Publishing Company Limited.
5. Evans, M.; Jamal, A. and Foxall, G. Consumer Behavior, John Wiley & Sons LTD.
6. Solomon, M. R. Consumer Behavior Buying, Having and Being. PHI Learning Private Limited
7. Nair, S. R. Consumer Behavior Consumer Behavior & Marketing Research. Himalaya Pub. House.

BBA-III-SEM-V (NEP 2.0) Discipline Specific Elective ELECTIVE-MARKETING MANAGEMENT SALES MARKETING DSE-A502	
Course Description	Under this course, students are expected to develop strategic, analytical, and interpersonal skills required to identify customer needs, build strong brands, and drive revenue growth. It focuses on bridging theoretical marketing concepts with practical sales execution, covering everything from market research to managing sales teams.
Course Objectives	<ol style="list-style-type: none"> 1. To impart knowledge and skills to develop an understanding of concepts, which will help in designing sound programs for organizing and managing the sales force. 2. To use Indian environment as the backdrop though it will also draw from international experiences whenever needed.
Course Outcomes	<p>After completion of this courses, students will be able,</p> <ol style="list-style-type: none"> 1. To understand the various roles & responsibilities of a manager related to sales management, personal selling, and salesmanship. 2. To recognize the key areas related to the organization, selection, and development of effective sales force.

	3. To understand practical issues related to sales force through various cases.				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Introduction to Sales Management Meaning, nature, and importance of sales management in modern businesses; roles and responsibilities of sales manager, personal selling and salesmanship, selling process.				15 Hours
Unit: II	Organization of Sales Force Recruiting sales personnel - planning; sources, selecting sales personnel, executing and evaluating sales training programs, sales information system & planning: sales skills				15 Hours
Unit: III	Directing Sales Force Operations Motivating sales personnel, designing and administering compensation plans for the sales force – financial and non-financial compensation methods, sales meetings and sales contests, sales quotas, and sales territories				15 Hours
Unit: IV	Evaluating and Controlling Sales Force Sales budget; analysis of sales volume & profitability; and evaluating salesperson's performance; selling agents for internet trading.				15 Hours
Note: During Tutorial Hours, Teachers should conduct structured activity on different points of each unit including discussions, presentations, case studies, problem-solving, and Q&A sessions etc.					
Suggested Field Work or Practical Work:					
1. Conduct Case Study Analysis on Role of Sales Management in Modern Business. Select a company (FMCG / Retail / Service / E-commerce). Study how sales management contributes to revenue growth and					

customer retention. Identify roles performed by the sales manager.

2. Conduct role play as Salesperson and Customer. Product examples: mobile phone, insurance policy, educational course, or retail product. Apply steps of the selling process: Prospecting, Approach, Presentation, Handling objections, Closing, Follow-up

3. Prepare Selling Process Chart explaining the selling process with examples. Prepare a flowchart. Present it in class.

4. Design a sales training program for newly recruited salespersons. Program should include

Training objectives, Training methods (on-the-job, role play, lectures), Duration and evaluation methods

5. Select any product (e.g., mobile phone, insurance policy, FMCG product). Identify 5 motivational problems faced by salespeople. Suggest motivational techniques such as: Incentives and bonuses, Recognition and awards, Promotion opportunities, Training and career growth, Supportive leadership

References

Text Books / References:

1. Jobber, D., Lancaster, G. Selling and Sales Management. Pearson Education.
2. Johnston, M. W., Marshal, G. W. Sales Force Management. New Delhi: Tata McGraw-Hill Education.
3. Spiro, R., Rich, G., & Stanton, W. Management of a Sales Force. New Delhi: Tata McGraw-Hill Education.
4. Panda T, Sachdev S. Sales and Distribution Management. Oxford University Press
5. Havaldar, Krishna K. Sales and Distribution Management. Tata McGraw Hill
6. Gupta S. L. Sales & Distribution Management: Text & Cases in Indian Perspectives. Excel Books
7. Still, Kundiff, Govoni. Sales and Distribution Management. PHI

BBA-III-SEM-V (NEP 2.0)
Discipline Specific Elective
ELECTIVE-FINANCIAL MANAGEMENT
FINANCIAL MARKET PRODUCTS AND SERVICES
DSE-B501

<p style="text-align: center;">Course Description</p>	<p>This course provides an in-depth understanding of the structure, functioning, and significance of financial markets, the variety of financial products available, and the diverse range of financial services offered. It aims to equip students with the knowledge and analytical skills necessary to navigate the complex financial environment. The course covers major financial markets and explores the characteristics and applications of key financial products and financial services.</p>
<p style="text-align: center;">Course Objectives</p>	<ol style="list-style-type: none"> 1.To understand the role and importance of financial markets in the economy. 2.To analyze various financial products and their characteristics. 3.To evaluate the role of financial intermediaries and services in the financial system. 4.To apply knowledge of financial products and services to real-world financial decision- making
<p style="text-align: center;">Course Outcomes</p>	<p>After completion of course, students will be able,</p> <ol style="list-style-type: none"> 1. To define key terms such as lease agreement, hire purchase agreement, factoring, forfaiting, bill of exchange, mutual fund types, and credit rating agencies. 2. To explain how a leasing arrangement works, the stages involved in hire purchase, and the role of credit rating agencies in financial markets. 3. To evaluate the pros and cons of using factoring versus forfaiting for managing a company's receivables and recommend the most suitable option for a given business situation. 4. To analyze the various types of mutual funds available in the financial markets, evaluate their performance metrics.

Total Hours of Teaching:	Lecture	Tutorial	Practical	Total Per Week	Credit Points:
60	3	1	0	4	04
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Financial System and Markets Financial System – Need, structure, functions and scope of financial markets. Financial intermediation and financial intermediaries. Fund based and fee-based financial products. Money Market: Introduction, Instruments, Capital Market: Meaning, Primary and Secondary Market. Methods of floatation of Capital –Investor protection in primary market				15 Hours
Unit: II	Overview of major Stock Exchanges in India NSE, BSE. Meaning, purpose and consideration in developing index – Methods (Weighted Aggregate Value Method, Weighted Average of Price Relatives method, Free Float method). Trading on Stock Exchanges: Brokers – types of brokers. Types of market orders. Different trading systems – BOLT and NEAT System. Trading cycle (T+2), types of settlements. Pay-in and pay- out, Bad Delivery, Short delivery, Auction, Demat settlement, Physical settlement. Circuit Breakers, market makers.				15 Hours
Unit: III	Mutual Funds, Credit Rating and Securitization Mutual Funds – Definition, historical background, Types, Advantages and disadvantages. Process of establishing a mutual – Trustee, Sponsor, Asset Management Company, Custodian. Entry and exit load, concept of NAV and its calculations. Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP). Mutual Fund industry in India. Regulations relating to mutual funds. Credit Rating -Definition and meaning. Process of credit rating of financial instruments. Rating Methodology, Rating agencies. Rating symbols of different companies. Advantages and disadvantages of				15 Hours

	credit rating, Securitization	
Unit: IV	<p>Factoring, Forfeiting and Bill Discounting</p> <p>Factoring definition. Types of factoring services Advantages and disadvantages of Factoring. Numerical problems on Factoring.</p> <p>Forfeiting Definition, nature, and importance of forfeiting. Mechanism of Forfeiting Transaction. Fees Involved in Forfeiting, Differences Between Factoring and Forfeiting. Numerical problems on Forfeiting</p> <p>Bill Discounting- Definition, nature, Types of bill discounting. Bill discounting v/s Factoring. Bill rediscounting. Numerical problems on Bill Discounting</p>	15 Hours
<p>Note: During Tutorial Hours, Teachers should conduct structured activity on different points of each unit including discussions, presentations, case studies, problem-solving, and Q&A sessions.</p>		
<p>Suggested Field Work or Practical Work :</p> <ol style="list-style-type: none"> 1. Case study on investor protection by SEBI 2. Role-play: Investor vs Financial Intermediary 3. Live Index Tracking-Track Sensex & Nifty movement for 5 days, Note opening, closing, highest & lowest values 4. Order Types Demo-Observe market, limit & stop-loss orders on a trading app (demo mode) 5. Index Calculation-Calculate a simple index using Weighted Aggregate Method 		
<p>References</p> <p>Text Books / References:</p> <ol style="list-style-type: none"> 1. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi. 2. Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, Pearson Education Asia. 3. M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi. 4. M. Y. Khan, Indian Financial System, Tata Mc Graw-Hill, New Delhi. 5. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd. 6. B. Pathak : Indian Financial Systems ,Pearson Education 		

BBA-III-SEM-V (NEP 2.0)
Discipline Specific Elective
ELECTIVE-FINANCIAL MANAGEMENT
INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
DSE-B502

Course Description	This course aims to familiarize students with the structure, nomenclature and practices of financial markets. Students will be exposed to the wide variety of securities available. Course cover theories related to risk and return and conceptual insight to the valuation of securities.				
Course Objectives	<ol style="list-style-type: none"> 1. To acquaint knowledge about investments, their importance, and difference from speculation 2. To expose about the financial markets, utility and securities 3. To understand about Fundamental and Technical analysis 4. To get knowledge about importance of investing in a portfolio and its management 				
Course Outcomes	<p>After completion of course, students will be able:</p> <ol style="list-style-type: none"> 1. To understand the concept, scope, and importance of investment and the functioning of financial markets. 2. To analyze different investment avenues such as equity, debt, mutual funds, derivatives, and alternative investments. 3. To evaluate risk and return characteristics of various financial assets using quantitative and qualitative tools. 4. To apply fundamental and technical analysis techniques for security valuation and investment decision-making. 5. To construct and manage an optimal investment portfolio using modern portfolio theory and diversification principles. 				
Total Hours of Teaching: 60	Lecture 3	Tutorial 1	Practical 0	Total Per Week 4	Credit Points: 04
Total	Theory: 60				Internal:

Marks:100		40
Syllabus Contents:		
Unit: I	<p>Conceptual Framework of Investments and Financial Market</p> <p>Defining Investment, Describing Investments – Objectives, Characteristics, Process, Difference from speculation, Financial Markets-meaning, Economic Utility, Different types of Financial Markets, Exchange vs OTC, Participants; Instruments in Debt Markets – Money Market, Bond Market; Instruments in Equity Markets – Shares, IPOs</p>	15 Hours
Unit: II	<p>Foreign Exchange Markets</p> <p>Commodities, Gold, Derivatives; Investment Avenues – Debt, Equity, Deposits, Mutual Funds; Regulatory Bodies – RBI and SEBI – Roles and Responsibilities</p>	15 Hours
Unit: III	<p>Fundamental and Technical Analysis</p> <p>Fundamental Analysis- Investor mindset; Challenges in execution; Macroeconomic analysis – Domestic vs Global; Valuation impact of GDP, Inflation, Interest rate, Money supply; Industry analysis - Industry life cycle, Business cycle; Company analysis – Financial Statement Analysis, Valuation of equity and debt; What is Technical Analysis – Difference from Fundamental Analysis; Investor mindset; Challenges in execution; Chart types: line charts, candle stick, point and chart figures; Tools - Dow's Theory, Elliot wave, patterns - Trends, flags, cup and handle, triangles, head & shoulders, Bollinger bands, technical indicators - Simple Moving Averages, MACD, RSI, ROC</p>	15 Hours
Unit: IV	<p>Portfolio Management</p> <p>Efficient Market Hypothesis, Concept of portfolio and portfolio management, concept of risk-return using CAPM, Diversification, types of portfolio management – active vs passive, Asset allocation decision, Markowitz Portfolio Theory; Measurement of portfolio risk and return -</p>	15 Hours

Note: During Tutorial Hours, Teachers should conduct structured activity on different points of each unit including discussions, presentations, case studies, problem-solving, and Q&A sessions etc.

Suggested Field Work or Practical Work :

1. Select any 3 investors (student, salaried person, businessperson). Identify their investment objectives, Risk preference, Suitable investment avenues. Present findings in tabular form.
2. Analyze GDP, inflation, and interest rate data in last 5 years
3. Study one industry and identify its life cycle stage
4. Perform ratio analysis of a listed any 5 company
5. Estimate intrinsic value using P/E ratio for different companies

References

Text Books / References:

1. Elton, J. E., Gruber, M. J., Brown, S. J., Modern Portfolio Theory and Investment Analysis, Wiley
2. Reilly, F.K., Brown, K. C., Analysis of Investments and Management of Portfolios, Cengage Learning
3. Chandra, P., Investment Analysis and Portfolio Management, Mcgraw Hill
4. Kevin, S., Security Analysis and Portfolio Management, PHI Learning

Research Papers / Articles

1. Investor Education Reading Material, SEBI website
2. Sardar, S., Chaudhari, D. R., Das, S., Decentralized Finance: Implications for Financial System, RBI Bulletin, 21st May 2024
3. FAQs for Portfolio Managers, SEBI website

Case Topics

1. Investment or Speculation? Comparison of equity and debt vers
2. Fundamental and Technical Analysis of a FMCG or Manufacturing company
3. Recommending stocks, building and optimising a portfolio

BBA-III-SEM-V (NEP 2.0) Discipline Specific Elective ELECTIVE-HUMAN RESOURCE MANAGEMENT HRD-SYSTEMS & STRATEGIES DSE-C501					
Course Description	This course cover principles and concepts to understand how individuals interact with each other and their environment in organizational contexts. Students will explore topics such as motivation, perception, personality, leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and real- world applications				
Course Objectives	<ol style="list-style-type: none"> 1. To develop basic understanding of the concept of human behavior and organization. 2. To highlight the importance of OB in modern organizations. 3. To understand individual and group behavior in the workplace to improve the effectiveness of an organization. 4. To critically evaluate leadership styles and strategies. 				
Course Outcomes	After completion of course, students will be able , <ol style="list-style-type: none"> 1. To understand individual and group behavior in organizational settings. 2. To apply theoretical knowledge of human behavior in human life setting in management. 3. To evaluate the lacunae in the system to be able to improve the organization health and other OB outcomes. 4. To create a more productive system and high-performance work culture operating on the principles of OB. 				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points:
	3	1	0	4	04
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Introduction to Human Behavior and Organization				15 Hours

	Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models	
Unit: II	<p>Individual Behavior</p> <p>Foundations of Individual Behavior; Personality-Determinants of personality, Type A and B, Big Five personality types, stages of personality development;</p> <p>Attitude - components, job-related attitudes; Learning- concept, theories, Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values; Motivation – Concept, importance, and theories of motivation- Early Theories of motivation Contemporary Theories of motivation Swami Vivekanand’s principles and approach to citizenship behavior, Swami Vivekanand’s approach to personality development; Pandit Deendayal Upadhyaya approach to Integral humanism.</p>	15 Hours
Unit: III	<p>Group and Team Behavior</p> <p>Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group; Teams, Theoretical Frameworks and models of Teams, Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams; Managing Virtual teams; Managing teams in the Gig economy; Managing Diverse Teams; Diversity, Equity & Inclusion; Organisational Justice, types of organizational justice; employee engagement</p>	15 Hours
Unit: IV	<p>Leadership & Power</p> <p>Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic); Nurturant Task Leader; Servant Leadership, Comparison of Indian leadership styles with other</p>	15 Hours

	countries. Bases of Power; Elements of organization Culture; Leadership & organizational culture; Cultural differences in Leadership	
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Note: During Tutorial Hours, Teachers should plan and conduct structured activity on different points of each unit including discussions, presentations, case studies, problem-solving, and Q&A sessions etc.

Suggested Field Work or Practical Work :

1. Analyze a Case -Case: A company faces low productivity due to lack of motivation.
Task: Identify the OB model followed. Suggest a better OB model and justify your answer
2. Observe behavior of employees/teachers/students in an organization. Identify: Leadership style
Motivation level, Communication pattern, Write a brief report
3. Conduct a Group Discussion Activity on OB Models, Managing diversity in Indian organizations
4. Conduct Case Study Analysis- Groupthink in corporate decisions
5. Conduct study of virtual teams in IT companies.

References

Text Books / References:

1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.
2. Luthans F. Organizational Behavior: An Evidence-Based Approach - McGraw Hil Publishers Co. Ltd., New Delhi
3. Rao, VSP-Organization Behavior –Himalaya Publishing House.
4. Aswathappa.K.- Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition.

References:

1. Upadyaya D (2016) Integral humanism: An analysis of some basic elements. Prabhat Prakashan, Delhi
2. Note on Workplace Psychology Theories | Karen MacMillan |Ivey Publishing
|W18651-PDF-ENG | <https://hbsp.harvard.edu/product/W18651-PDF-ENG>

Reflective Exercises and Case Studies

1. Personality assessment through a questionnaire (MBTI/16PF etc.)
2. Feedback: The Broken Loop in Higher Education - and How to Fix It | Mihnea C. Moldoveanu, Maja Djikic | Rotman Management | ROT337- PDF-ENG |
<https://hbsp.harvard.edu/product/ROT337-PDF-ENG>
3. Review Literature of the book “Personality Development” by Swami Vivekananda by Exotic India

Art.

4. Translating Swami Vivekananda into Management Practice.
5. https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17
6. Brewing Barista Discontent at Starbucks | Anthony Wilson-Prangley, Amy Moore | Harvard Business Review | 7964-HTM-ENG | <https://hbsp.harvard.edu/product/7292464-HTM-ENG>
7. Case Analysis through the perspective of Integral humanism
8. Dine Together: Discriminating Tastes? | Mark Rennella | Harvard Business Review | 7977-HTM-ENG | <https://hbsp.harvard.edu/product/7977-HTM-ENG>
9. UltraTech Cement: A Transition Towards Behaviour-Based Safety | Servjaeta Verma, Ravi Kant Dubey | Ivey Publishing | W18445-PDF-ENG | <https://hbsp.harvard.edu/product/W18445-PDF-ENG>
10. Movie Review of the movie “Ruka hua Faisla”/12 Angry Men (for group decision-making)
11. Understanding Belbin Individual Team Roles <https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-Report-Sample.pdf>
12. Reflective exercise on the concept of leadership in Mahabharata versus Ramayana.
13. LiveCase Simulation: Move - Leadership Performance | Noah Askin | LiveCase | Jun 15, 2023 | <https://hbsp.harvard.edu/product/LC0019-HTM-ENG>
14. Leadership Simulation: Patient Zero | Christopher Robichaud | Harvard Business Publishing | 7215-HTM-ENG | <https://hbsp.harvard.edu/product/7215-HTM-ENG>
15. Leadership and Team Simulation: Everest V3 | Michael A. Roberto, Amy C. Edmondson | Harvard Business Publishing | 8867-HTM-ENG | <https://hbsp.harvard.edu/product/8867-HTM-ENG>
16. Report submission on leadership lessons from Ancient Indian Scriptures like Ramayana, Mahabharata, Bhagvad Gita & Kautaliya’s Arthshastra.
17. HBR, 2022: How Great Leaders Communicate. <https://hbr.org/2022/11/how-great-leaders-communicate>
18. Leading strategic and organizational change at Tata Steel: the role of culture <https://www.cambridge.org/core/books/abs/leading-strategic-change/leading-strategic-and-organizational-change-at-tata-steel-the-role-of-culture/AEBA5AF709A>
19. Ratan Tata: Ethical Leadership | Ashok K. Dua, Sumita Rai | Ivey Publishing | W17258-PDF-ENG | <https://hbsp.harvard.edu/product/W17258-PDF-ENG>

<p align="center">BBA-III-SEM-V (NEP 2.0) Discipline Specific Elective ELECTIVE-HUMAN RESOURCE MANAGEMENT CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT DSE-C502</p>					
Course Description	This course describes the contemporary issues in change and the process of change. Strategic change interventions are described followed by differentiation between change and Organizational development. Nature of planned change and models of change and OD are well defined in the course. Process of OD and Human and Techno structural interventions are well covered in the course				
Course Objectives	<ol style="list-style-type: none"> 1. To understand change management and need for the change in organizational settings. 2. To sensitize students to Organizational Development at 3. To enable understanding and application of OD interventions. 4. To understand the nature of Planned change. 				
Course Outcomes	<p>After completion of course, students will be able ,</p> <ol style="list-style-type: none"> 1. To analyse the difference between Organizational Development and Change 2. To apply different Models of Organizational Development to organizations a real case example 3. To describe process interventions and techno structural interventions. 4. To evaluate the process of resistance to change and how to manage such resistance to change 				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points:
	3	1	0	4	04
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Change Management				15 Hours

	Why Change, contemporary issues in change; The Substance and Process of Change. What Changes? Purpose and Vision; Change Communication Strategies; Resistance to Change.	
Unit: II	Strategic Change Interventions. Transformational Change, Continuous Change; Trans organizational Change; Organization Development for Economic, Ecological, and Social Outcomes; Future Directions in Organization Development.	15 Hours
Unit: III	Introduction to Organizational Development and Change Introduction to OD, Difference between OD and Change; The Nature of Planned Change, Models of OD; Roots and History of Doing OD; When should organizations use OD	15 Hours
Unit: IV	Process of Organization Development Entering and Contracting; Diagnosing; Collecting Data, Analyzing, and Feeding Back Diagnostic Information; Designing Interventions; Managing Change Evaluating and Reinforcing Organization Development Interventions. Interpersonal and Group Process Approaches; Organization Process Approaches; Employee Involvement; structural design, Downsizing, Reengineering, Parallel structures, TQM, High Involvement, Organization, Work Design	15 Hours

Note: During Tutorial Hours, Teachers should plan and conduct structured activity on different points of each unit including discussions, presentations, case studies, problem-solving, and Q&A sessions etc.

Suggested Field Work or Practical Work:

1. Analyse Case Study-Case: -A manufacturing company introduces automation, leading to employee fear of job loss. Questions: Why is change required? Identify the type of resistance. Suggest communication strategies. Recommend steps to manage resistance.

2. Organizational Analysis- select any organization and identify: Recent change initiative, Purpose and vision of change, Communication methods used Outcomes of change

3. Case-Based Analysis-A traditional manufacturing company faces declining sales due to automation and

global competition. Identify whether transformational or continuous change is required. Suggest three OD interventions. Explain expected economic and social outcomes.

4. Conduct Role Play Activity-Activity: Change Management Simulation. One group acts as top management. One group acts as employees. Discuss resistance to change and OD strategies to overcome it

5. Conduct a survey and prepare Mini project on TQM or work design improve in any industry

References

Text Books (Latest Edition):

1. Palmer, I., Dunford, R., & Buchanan, A. 2009, (2nd Ed.) Managing organizational change: A multiple perspectives approach.
2. Boston: McGraw-Hill Irwin Organization Development and Change with MindTap, Thomas G. Cummings | Christopher G. Worley, Cengage Learning
3. Organization Development, Principles, Processes, Performance
Author : Gary N. McLean, 2018, Pearson

Practical Exercises

1. Kotter, J. P., & Rathgeber, H. (2013). Our iceberg is melting: changing and succeeding under any conditions. New York, St. Martin's Press
2. Chip Heath, How to Change Things When Change Is Hard (Hardcover), 2010, First Edition, Crown Business

<p align="center">BBA-III-SEM-V (NEP 2.0) Discipline Specific Elective ELECTIVE-BUSINESS ANALYTICS BUSINESS ANALYTICS FOR MANAGEMENT DSE-D501</p>					
Course Description	Business Analytics for Management is designed to equip management students with the analytical mindset, tools, and techniques required for data-driven decision-making in modern organizations. The course focuses on transforming data into actionable insights that support strategic, tactical, and operational decisions across functional areas such as marketing, finance, human resources, operations, and strategy.				
Course Objectives	<ol style="list-style-type: none"> 1. To able students to understand the role of analytics in management 2. To develop Data-Driven Decision-Making Skills of students 3. To build Analytical and Critical Thinking Abilities among students 4. To enhance problem-solving skills by applying analytical models and logical reasoning to real-world business problems. 5. To gain knowledge of analytics techniques and tools 6. To familiarize students with descriptive, diagnostic, predictive, and prescriptive analytics, along with commonly used analytical tools and software. 				
Course Outcomes	<p>After completion of this course, students will be able ,</p> <ol style="list-style-type: none"> 1. To understand essentials of Business Analytics. 2. To describe marketing and HR analytics. 3. To assess the application of business analytics in finance and supply management 4. To explain visual representation in the form of various charts, pivots to represent data through MS Excel 				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks:100	Theory: 60				Internal: 40

Unit: I	<p>Business Analytics Overview</p> <p>a) Theory Introduction to Business Analytics, Historical Overview of Business Analytics ,Need of Business Analytics ,Data Scientist vs. Data Engineer vs. Business Analyst ,Definition of Data, Information and Knowledge, importance of data quality, Career in Business Analytics.</p>	15 Hours
	b)Practical: Case study on need of Business Analytics	
Unit: II	<p>Business Analytics in Marketing & HRM</p> <p>a) Theory Marketing Analytics: Introduction to Marketing Analytics, Basics of Marketing Analytics, Positioning Analytics, and Analytics of customer satisfaction. HR Analytics: Introduction of HR Analytics, Framework of HR Analytics, Using Analytics for Staffing, Supply and Demand Forecasting in HR, Performance Analytics.</p>	15 Hours
	<p>b) Practical</p> <p>1) Case Studies on Marketing Analytics, Positioning Analytics, Analytics of customer satisfaction, Segmentation Analytics, Target Analytics.</p> <p>2) Case Studies on HR Analytics, Performance Analytics, Workforce Analytics, Compensation Analytics, Training and Development Analytics.</p>	
Unit: III	<p>Business Analytics in Finance and SCM</p> <p>a) Theory Financial Analytics: Overview of Financial Analytics, Capital Structure Analytics, Financial Statement Analytics. Supply Chain Analytics: Introduction to Supply Chain Analytics, Importance of Analytics in Supply Chain, Supply Chain Analytics in Operations Management, Vendor Analytics.</p>	15 Hours
	b) Practical	

	<p>1) Case Studies on Financial Analytics, Capital Structure Analytics, Financial Statement Analytics, Portfolio Analytics, Enterprise Risk Analytics.</p> <p>2)Case Studies on Supply Chain Analytics, Vendor Analytics ,Store Operation Analytics, Quality Analytics, Network Planning Analytics.</p>	
<p>Unit: IV</p>	<p>Advance MS-Excel</p> <p>a)Theory: Introduction to MS-Excel, Using Functions such as SUM(), MIN(), MAX(), AVREAGE(),COUNT(),AUTOSUM(),AUTOFILL in Excel, Understanding Excel Pivot Tables, Creating an Excel Pivot Table, Modifying Excel Pivot Table Calculations, Grouping Pivot Table Data, Formatting Pivot Table Data, Creating Pivot Charts.</p>	<p>15 Hours</p>
	<p>b) Practical:</p> <ol style="list-style-type: none"> 1. Create Worksheet. Enter text and numbers in sheet and change Column Width and Row Height. 2. Create a table in excel and insert data using cell range. 3. Formatting Worksheet 4. Working with Formulas (Maximum, Minimum, Average, Count and Sum). 5. Create student report using different formulas in excel. 6. Create different types of charts in excel 7. Create a Pivot Table. 8. Designing and Formatting a Pivot Table field 9. Group data presented in the Pivot Table's Create Pivot Charts 	
<p>Note: During Tutorial Hours, Teachers should conduct structured activity on different points of each unit including discussions, presentations, case studies, problem-solving, and Q&A sessions etc.</p>		
<p>References</p>		

1. Essentials of Business Analytics: An introduction to the methodology and its application, Bhima Sankaram Pochi Raju, Sridhar Seshadri, Springer Publication
 2. Fundamentals of Business Analytics: RN Prasad, Seema Acharya, Wiley Publication
 3. Business Analytics: Rahul Saxena, Anand Srinivasan, Springer
 4. Marketing Analytics: Strategic Models and Matrices, Stephan Sorger, Amazon Digital Services
 5. HR Analytics: Understanding theories and Applications, Dipak Kumar Bhattacharyya, SAGE Publication
 6. Supply Chain Analytics: Sunil Chopra and Peter Meindl, Pearson Publication
- Excel with Microsoft Excel: Comprehensive and Easy Guide to learn Advance
MSEcel: Naveen Mishra, Penman Authorpreneur Leadership

BBA-III-SEM-V (NEP 2.0) Discipline Specific Elective ELECTIVE-BUSINESS ANALYTICS BUSINESS ANALYTICS USING R AND PYTHON DSE-D502	
Course Description	<p>This course is designed to provide learners with a strong foundation in data analysis, data visualization, and basic predictive analytics using two of the most widely used analytical programming languages—R and Python.</p> <p>The course emphasizes both conceptual understanding and hands-on practical skills required to analyze, interpret, and communicate data-driven insights effectively.</p>
Course Objectives	<ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of the R programming language, 2. To enable students to proficiently handle data analysis tasks, visualize data insights, and apply statistical methods using R's diverse functions and packages.
Course Outcomes	<p>After completion of courses, students will be able,</p> <ol style="list-style-type: none"> 1. To demonstrate proficiency in R programming essentials, including data types, vectors, matrices, and operators, establishing a strong foundation for advanced data manipulation.

	<p>2. To manage complex data structures such as arrays, lists, and data frames, and perform operations like sorting, merging, and sub-setting to prepare data for analysis.</p> <p>3. To understand control flow mechanisms, including decision-making and looping constructs, and will develop custom functions for repetitive analytical tasks.</p> <p>4. To create compelling visual representations of data through bar charts, histograms, line graphs, and pie charts, enabling data-driven decision- making in business and research contexts.</p>				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	<p>Introduction</p> <p>Features of R, how to install and run R, Comments in R – Reserved words, Identifiers, Constants, Variables – Operators (Arithmetic, Relational, Logical, Assignment, Miscellaneous Operators) – Operator Precedence – Strings.</p> <p>Basic Data Types (Numeric, Integer, Complex, Logical, Character) – Creating, combining vectors – Accessing Vector Elements – Modifying Vectors – Deleting Vectors- Vector arithmetic and Recycling – Vector Element Sorting – Reading Vectors – Creating Lists – Accessing List elements – Updating List Elements –Merging Lists – List to Vector conversion – Creating matrices – Accessing Matrix Elements – Matrix Arithmetic – Matrix Manipulation – Matrix Operations</p>				15 Hours
Unit: II	<p>Arrays, Factors and Data Frames</p> <p>Creating Arrays – Accessing Array Elements – Array Element</p>				15 Hours

	<p>Manipulation – Array Arithmetic – Creating factors – Accessing Factor Components – Modifying factors – Creating Data Frames – Accessing Data Frames Components – Modifying Data Frames – Aggregating Data – Sorting Data – Merging Data – Reshaping data – Sub-setting data – Data Type Conversion</p>	
Unit: III	<p>Flow Control & Functions</p> <p>Decision making (using if statement - if...else statement - Nested If...Else statement - ifelsefunction - Switch statement) – Loops (for loop – while Loop – repeat Loop) – Loop Control statements – break statement – next statement – Function definition and Function Calling – Function without arguments – Built-in functions (Mathematical functions – Character functions – statistical functions – date and time functions – other functions – Recursive function)</p>	15 Hours
Unit: IV	<p>Charts & Graphs</p> <p>Bar charts (Plotting bars vertically and horizontally – Plotting categorical data – Grouped bar chart – Stacked bar chart) – Histogram (Simple histogram – Histogram with labels, breaks and density lines) – Line graphs (Simple line graph & Graphs with Multiple lines) – Pie charts (Simple and 3D piecharts)</p>	15 Hours
<p>Note: During Tutorial /Practical Hours, Teachers should conduct structured activity on practical exercises.</p>		
<p>Suggested Field Work or Practical Work:</p> <p>Subject teachers should assign practical work based on units and evaluate the performance.</p>		
<p>Text Books / References:</p> <p>● Text Books (Latest Edition):</p> <ol style="list-style-type: none"> 1. Beginner's Guide for Data Analysis using R Programming, Jeeva Jose 2. R Cookbook, Paul Teetor 		

3. R for Data Science, Garrett Golemund and Hadley Wickham
4. Practical Business Analytics Using R and Python, Umesh R. Hodeghatta, Umesha Nayak
5. Hands-On Programming with R, Garrett Golemund
6. An Introduction to Statistical Learning: With Applications in R, Daniela Witten, Gareth James Robert Tibshirani, and Trevor Hastie
7. Data Analytics using Python, Bharti Motwani

Web Resources:

1. <https://www.rstudio.com/online-learning/>
2. <https://hackr.io/tutorials/learn-r>
3. <https://www.statmethods.net/r-tutorial/index.html>
4. <https://www.tutorialspoint.com/r/index.htm>

BBA-III-SEM-V (NEP 2.0) Discipline Specific Elective ELECTIVE: COMPUTER APPLICATION WEB TECHNOLOGY DSE-E501					
Course Description	This course is designed to provide students with a practical and managerial understanding of web-based technologies used in modern organizations. Students will gain insights into how websites and web applications are designed, developed, deployed, and managed, along with an understanding of web standards, security, usability, and performance considerations. The course bridges the gap between technical concepts and managerial decision-making, enabling students to effectively communicate with IT teams and leverage web technologies for competitive advantage.				
Course Objectives	1.To understand Web Fundamentals and Web Development Tools 2.To gain Knowledge of To evaluate Web Applications 3.To understand Web Security and Ethics 4.To support Digital and E-Business Strategies 5.To enhance Managerial Decision-Making				
Course Outcomes	After completion of this course students will be able: 1. To understand basic concepts of internet and its application. 2. To build web pages using HTML 3. To design web site using HTML 4. To develop business websites using wordpress				
Total Hours of Teaching: 60	Lecture 3	Tutorial 1	Practical 0	Total Per Week 4	Credit Points: 04
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
	Introduction to Internet Technology				05 Hours
	a) Theory- Internet and Web Browsers: Definition & History of Internet - Uses of Internet, browser, searching, portals-blog				
	b) Practical's:				

Unit: I	1	Browsing the world wide web	10 Hours
	2	Using different search engines	
	3	Search website and open it on new tab and new window.	
	4	Searching documents, viewing and downloading.	
	5	Describe the stages of creating email id on yahoo.	
	6	Describe the stages of creating email id on rediffmail.	
	7	Describe the stages of creating email id on gmail	
	8	Send mails with attachments.	
	9	Send same file to different people using BC and CC	
	10	Forwarding email	
Unit: II	Web Page Development		05 Hours
	a) Theory- Introduction, Features, Types of Website, HTML: What is HTML, what is tag and attributes, , <HR>., <Marquee>, Hyperlink, <A>,<MAP>,<AREA>.table tags,<FRAMESET>		
	b) Practical's:		10 Hours
	1	Create simple web page using HTML	
	2	Add text and formatting tag in HTML	
	3	Use anchor tag and add image in HTML	
	4	Create html page using list tag	
	5	Create a simple table in HTML	
	6	Create nested table in HTML	
	7	Use colspan and row span in HTML table	
8	Create Vertical frames in HTML page		
9	Create Horizontal frames in HTML		
10	Use multiple src tag in frame		
	Web Page Designing		05 Hours
	a) Theory: Introduction of CSS, Types of CSS,Advantages of CSS, Difference between HTML & CSS,CSS Properties,		
	b) Practical's:		
	1	Create inline CSS in html page	
	2	Create internal CSS in html page	
3	Create External CSS in html page		

Unit : III	4	Use background CSS properties in html page	10 Hours
	5	Use of CSS table properties in html	
	6	Use of CSS border properties in html	
	7	Practical on Add background image in CSS	
	8	Practical on aligning the text with image	
	9	Practical on Changing the link color on hover by using CSS	
	10	Practical on styling of images in CSS	
Unit : IV	Open-Source CMS: -Word press		05 Hours
	a) Theory: Introduction of word press, Installation and use of word press, steps of build a WordPress Website, Advantages & disadvantages of WordPress		
	b) Practical's:		10 Hours
	1	Installation of WordPress	
	2	Practical on Choosing a theme/template	
	3	Create Page in WordPress	
	4	Practical on Enabling or Disabling Comment	
	5	Create a blog using WordPress	
6	Create a website of any organization/Institute using Word Press.		
Note:			
Computer Lab Practical Sessions should be conducted for relevant unit. (Prefer Open Source Software's)			
Fieldwork/Practical Work			
<i>Each student should solve above each practical work as per guidelines and structure / format given by subject teacher.</i>			
Reference Books:			
1. Computer & Internet Basics- Step-by-Step (end the Clutter):Infinity Publishing			
2. HTML5 & CSS3: Castro Elizabeth , Peachpit Press			
3. Complete HTML: Thomas Powell, McGraw-Hill Education			
4. Word Press Web Application Development: Ratnayake Mudiyan, Packt Pub. Ltd			
5. Learn Word Press in Easy Way: Dr. Ritesh Kumar ,Ganpati Book Centre			

<p align="center">BBA-III-SEM-V (NEP 2.0) Discipline Specific Elective ELECTIVE: COMPUTER APPLICATION R -PROGRAMMING DSE-E 502</p>					
Course Description	<p>This course introduces students to R Programming as a powerful tool for business analytics and data-driven decision making. The course focuses on using R to manage, analyze, and visualize business data relevant to domains such as marketing, finance, operations, and human resources. Students will learn fundamental programming concepts in R, data manipulation techniques, statistical analysis, and graphical representation of data. Emphasis is placed on practical applications, interpretation of analytical results, and translating insights into managerial decisions. No prior programming background is required.</p>				
Course Objectives	<ol style="list-style-type: none"> 1. To understand the role of R programming in business analytics and managerial decision-making. 2. To develop basic programming skills in R, including data types, variables, operators, and control structures. 3. To create, manipulate, and manage data structures such as vectors, lists, data frames, and matrices. 4. To perform data cleaning, transformation, and exploratory data analysis using R. 5. To apply basic statistical techniques for analyzing business data. 6. To analyze real-world business datasets to support strategic, operational, and functional decisions. 				
Course Outcomes	<p>At the end of this course, student will be able:</p> <ol style="list-style-type: none"> 1. To understand the fundamental syntax of R through practice exercises. 2. To describe the control statements and functions in R. 3. To analyze a data set in R and represent findings using the appropriate R packages. 4 . To use data visualization tools. 				
Total Hours of Teaching:	Lecture	Tutorial	Practical	Total Per Week	Credit Points:
60	3	1	0	4	04

Total Marks:100	Theory: 60	Internal: 40
Syllabus Contents:		
Unit : I	Introduction to R: Introduction, History of R Programming, Installation of R & R Studio, Real-world uses of R, Features of R, Variables, Constants, Operators in R, Datatypes and R Objects, Accepting Input, Important Built-in functions, Creating Vectors, Accessing elements of a Vector, Operations on Vectors, Vector Arithmetic	15 Hours
Unit : II	Control statements and functions: Control statements: if...else, if else () function, switch () function, repeat loop, while loop, for loop, break statement, next statement, Formal and Actual arguments, Named arguments, Global and local variables, Argument and lazy evaluation of functions, Recursive functions. Creating strings, paste (), Formatting numbers and string using format(), String manipulation	15 Hours
Unit : III	Matrices, Arrays and Data frames: Matrices- Creating matrices, accessing elements of a Matrix, Operations on Matrices, Matrix transpose, Arrays – Creating arrays, adding elements of array, removing elements of array dimensions, indexing arrays, Data Frames – Creating Data Frames, Indexing Data Frames, Basic Data Frame Manipulation	15 Hours
Unit: IV	Introduction to Data Visualization: Introduction, Advantages and disadvantages Data visualization Data visualization basics, Installing and loading packages, importing data ,working with missing data, Extracting a subset of a data frame, Scatter Plot, Box Plot, Bar plot, Plotting categorical data, Stacked bar plot, Histogram, plot() function and line plot, pie chart / 3D pie chart.	15 Hours
Note: Computer Lab Practical Sessions should be conducted for relevant unit. .(Prefer Open Source Software)		
Practical's: <ol style="list-style-type: none"> 1. Import a variety of data formats into R. 2. Execute statistical analyses with R. 3. Apply data science concepts and methods using R to solve problems in real-world contexts and will communicate these solutions effectively. Basic R Programs:		

1. Find the factorial of a number
2. Check whether a number is prime or not
3. Find Sum, Mean and Product of Vector
4. Generate Random Number from Standard Distributions
5. Find Minimum and Maximum
6. Check Armstrong Number
7. Sum of Natural Numbers Using Recursion
8. Print the Fibonacci Sequence
9. Check for Leap Year
10. Check whether number is Odd or Even
11. Check if a Number is Positive, Negative or Zero
12. Find the Sum of Natural Numbers
13. Convert Decimal into Binary using Recursion in R
14. Find the Factorial of a Number Using Recursion
15. R Program to Find H.C.F. or G.C.D.

Data Visualization basic practical's:

Download mtcars dataset in R. (also available on GitHub) and create the following graphics:

1. Create a pie chart showing the proportion of cars from the mtcars data set that have different cylinder (cyl) values.
2. Create a bar graph, that shows the number of each carb type in mtcars.
3. Show a stacked bar graph of the number of each gear type and how they are further divided out by cyl
4. Draw a scatter plot showing the relationship between wt and mpg.

Design a visualization of your choice using the data and write a brief summary about why you chose that visualization

Note: Students should certify & enclose minimum 10 programs in journal.

Reference Books:

1. R Programming for Data Science Peng, R.D. (2020) Book down: New York.
2. An Introduction to Statistical Learning by Gareth James (2017) Publisher: Springer
3. R for Data Science by Garrett Golemund and Hadley Wickham, Publisher: O'Reilly Media, Inc. 2017.
4. R Fundamentals by Sosulski, K. (2018) Bookdown: New York.
5. Discovering Statistics Using R by Andy P. Field, SAGE Publications Limited.

BBA-III-SEM-V (NEP 2.0)
Discipline Specific Elective
ELECTIVE: EVENT MANAGEMENT
FUNDAMENTALS OF EVENT MANAGEMENT
DSE-F501

Course Description	This course enables students to understand event management concept in depth. The course is designed in a way such that at the end of the course students can develop an event plan and implement it. This will help them to work with an event management company or can start their own event management firm.				
Course Objectives	<ol style="list-style-type: none"> 1. To explain the basics of event management. 2. To develop an understanding of the functioning of an event management company 3. To understand types of social events and corporate events 4. To equip students with skills to develop event plan and execute it. 				
Course Outcomes	After completion of course, students will be able: <ol style="list-style-type: none"> 1. To understand the concept and importance of Event Management. 2. To illustrate social and corporate events. 3. To explain client relationship management. 4. To develop an event plan. 				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks: 100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Introduction Meaning and types of Events, Definition and Scope of Event Management, Principles of event management, Role of an event manager, Characteristics of an event manager, Event management industry in India				15 Hours
Unit: II	Social Events Meaning, definition and components, Nature and demand of Social Events, Types of social Events: Weddings, Birthdays/ Anniversary/ Baby Shower/ Social Gatherings - Get together//Political Events/ /Cultural Events- Festivals/Melas, Social Event Industry				15 Hours

Unit: III	<p>Corporate Event</p> <p>Scope of Corporate Event Management. Introduction to MICE, components of MICE, Nature and demand of MICE market, Types of Corporate Events: Meetings, Incentives, Conferences, Exhibitions, Sponsored Events, Music Concerts/Commercial Events, Sports Events- IPL etc.</p>	15 Hours
Unit: IV	<p>Event Planning</p> <p>Coordination and Execution, Types of Internal departments, Responsibilities of each Department, Time Management, Risk management, Client Behaviour and Client Relationship Management, Communication, Self-Image and Grooming, Personality Management, Event analysis and review</p>	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Visit event management firms in your vicinity. Study their functioning. Prepare Report and Present in the class
2. Work with social event management firm. Study the social events organized by them. Prepare a report.
3. Work with Corporate event management firm. Study the corporate events organized by them. Prepare a report.
4. Plan for a management fest or any other event, your institute is organizing. Prepare a report and present in the class.

***Note:** Each student should prepare report of every practical or field work including detailed information as per guidelines and structure//format given by subject teacher*

References:

1. Event Management: Glenn A.J. Bowdin, Johnny Allen, William O'Toole, Robert Harris, Ian McDinnell, Elsevier Publication
2. Event Management: Lynn Van Der Wagen and Brenda R. Carlos, Pearson Publication
3. Event Management in Leisure and Tourism: David Watt
4. Event Management and Marketing: Theory, Practical Approaches and Planning: Anukrati Sharma Shruti Arora, Bharati Publications
5. Art of Event Management: Dr. Vineet Gera, Gurucool Publishing
6. Event Planning: Judi Allen, Wiley Publication
7. Event Planning: Alex Genadinik, Create space Independent Publication
8. Event Management, C. P. Harichandan, Adam Musgrave, Global Vision Publishing House

BBA-III-SEM-V (NEP 2.0)
Discipline Specific Elective
ELECTIVE: EVENT MANAGEMENT
EVENT MARKETING AND PRODUCTION
DSE-F502

Course Description	<p>Event Marketing and Production is a practical and application-oriented course designed to provide BBA students with comprehensive knowledge of planning, promoting, and executing events as a strategic marketing tool.</p> <p>Students will gain an understanding of the complete event lifecycle—from concept development and market research to budgeting, sponsorship, logistics, production, promotion, and post-event evaluation.</p> <p>The course prepares students for careers in event management, brand promotions, corporate communications, media planning, and experiential marketing by equipping them with both theoretical foundations and practical skills required in the dynamic events and marketing industry.</p>				
Course Objectives	<ol style="list-style-type: none"> 1. To develop skills in planning, marketing, and producing events. 2. To analyze event consumer behavior and sponsorship strategies. 3. To gain practical knowledge of budgeting, logistics, and risk management. 4. To familiarize students with current trends and technologies in event management. 				
Course Outcomes	<p>After completion of the course, students will be able,</p> <ol style="list-style-type: none"> 1. To design effective event marketing strategies. 2. To apply production planning and operational techniques. 3. To prepare event budgets and evaluate financial feasibility. 4. To analyse risk, legal, and ethical issues in event production. 				
Total Hours of Teaching: 60	Lecture 3	Tutorial 1	Practical 0	Total Per Week 4	Credit Points: 04
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Introduction to Event Marketing				
	<p>Meaning and evolution of events, Types of events: Corporate, Cultural, Sports, Social, Virtual & Hybrid, Event marketing vs traditional marketing,</p>				15 Hours

	Role of events in brand building and experiential marketing, Stakeholders in event management	
Unit: II	Media Planning Channels of Advertising, Negotiations, Budget Approval, and Event consumer's decision-making process, Use and Role of social media and Digital Marketing in Event Marketing, Sponsorship strategy and partnership models, Brand engagement through live experiences	15 Hours
Unit: III	Event Budgeting, Logistics and Operations Event budgeting and cost estimation, Revenue sources: Ticketing, sponsorship, merchandising, Types of Logistics, Hospitality Management-Types of Hotels & Accommodation & Meal Plans, Venue Types-Banquets, Marriage Halls, Open Grounds, Government Venues	15 Hours
Unit: IV	Event Planning and Production Management Event concept development and theme design, Event proposal and pitching, Venue selection and site planning, Event production elements: Stage, lighting, sound, décor Audio-visual and technical setup, Vendor and supplier management	15 Hours

Note: Relevant case studies based on the above units during Tutorial Hours should be discussed in the class. Practical/fieldworks can be conducted at the time of tutorials.

Suggested Practical Work or Field Work:

1. Visit any Event Management company and study their ideation process, planning and presentations.
2. Develop a marketing plan for any event your institute is organizing. Prepare a report. Present in a class.
3. Work with some event management firm. Learn event production activities. Prepare a report.
4. Identify Open Ground Events organized in nearby your areas and critically analyse it.

Note:

Each student should prepare report of every practical or field work including detailed information as per guidelines and structure/format given by subject teacher.

Reference Books:

1. Event Management: Glenn A.J. Bowdin, Johnny Allen, William O'Toole, Robert Harris, Ian McDinnell, Elsevier Publication

2. Event Management: Lynn Van Der Wagen and Brenda R. Carlos, Pearson Publication
3. Event Management in Leisure and Tourism: David Watt
4. Event Management and Marketing: Theory, Practical Approaches and Planning : Anukrati Sharma
Shruti Arora, Bharati Publications
5. Art of Event Management: Dr. Vineet Gera, Gurucool Publishing
6. Event Planning: Judi Allen, Wiley Publication
7. Event Planning: Alex Genadinik , Create space Independent Publication
8. Event Management, C. P. Harichandan, Adam Musgrave, Global Vision Publishing House

BBA-III-SEM-V (NEP 2.0)

Discipline Specific Elective

ELECTIVE: FAMILY BUSINESS MANAGEMENT

DYNAMICS OF FAMILY BUSINESS

DSE-G501

Course Description	Dynamics of Family Business introduces the meaning, types, advantages, and historical evolution of family businesses in India along with succession planning and case studies of leading business houses. It examines family dynamics, including genograms, emotional intelligence, family systems, and policy formulation for managing relationships within business families. The course explores governance challenges, family councils, family constitutions, and professionalization in Indian family enterprises. It provides an understanding of ownership–management balance and governance frameworks in family-controlled firms. The syllabus also covers the evolution, features, legal aspects, advantages, and practical functioning of the Joint Hindu Family (HUF) form of business.				
Course Objectives	<ol style="list-style-type: none"> 1. To analyze family dynamics and their impact on business continuity and performance. 2. To examine succession planning models and governance mechanisms in family enterprises. 3. To understand professionalization challenges and the role of family constitutions and councils. 4. To develop knowledge of Joint Hindu Family (HUF) business structure and its legal framework. 				
Course Outcomes	<p>After completion of the course, students will be able,</p> <ol style="list-style-type: none"> 1. To explain the concept, characteristics, and evolution of family businesses in India. 2. To analyze family dynamics using tools such as genograms and emotional intelligence frameworks. 3. To evaluate succession planning strategies and governance structures in family firms. 4. To assess professionalization challenges and design governance policies including family constitutions. 5. To interpret the legal provisions, features, and operational aspects of Joint Hindu Family (HUF) business. 				
Total Hours of Teaching:60	Lecture	Tutorial	Practical	Total Per Week	Credit Points
	3	1	0	4	4
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					

Unit: I	<p>Foundations of Family Business Concept and Nature- Meaning and definition of Family Business, Types of family businesses (ownership–management combinations), Advantages and disadvantages. Family Business in India: Historical and Contemporary Perspective- Evolution of family enterprises in India, Traditional business communities and legacy systems, Transition from traditional to professionally managed family firms. Business Succession Planning- Importance of succession planning, Models of succession (founder-led to sibling partnership to cousin consortium), Leadership transition challenges, Role of next-generation leaders.</p>	15 Hours
Unit: II	<p>Family Dynamics and Relationship Management Understanding the Family System- Family systems theory, Interpersonal dynamics in business families, Conflict sources in family enterprises Genograms and Family Mapping- Role of genograms in analyzing family relationships, Preparing genograms, Family tree analysis and ownership mapping Family Emotional Intelligence- Emotional capital in family firms, Managing sibling rivalry and generational gaps, Communication patterns and family messages Planning and Policy Formulation- Family vision and mission statements, Family policies, Conflict resolution mechanisms</p>	15 Hours
Unit: III	<p>Governance and Professionalization Family Governance Structures- Challenges in family governance, Separation of ownership, management, and control, Agency issues in family firms Governance Mechanisms- Role and structure of Family Council, Shareholders’ agreements The Family Constitution- Meaning and components, Drafting process, Governance policies and ethical frameworks Professionalization Challenges in Indian Family Businesses- Succession vs. professional management Balancing tradition with innovation, Case analysis of governance challenges in leading Indian business families</p>	15 Hours
Unit: IV	<p>Joint Hindu Family Firm (HUF) Evolution and Meaning- Historical development of Joint Hindu Family Business, Concept of Coparcenary under Hindu Law, Features and Legal Framework- Characteristics of HUF, Role of Karta, Rights and liabilities of coparceners, HUF under Income Tax Act, Advantages and Disadvantages, Tax benefits, Continuity and stability, Limitations and practical challenges Case Studies- Business functioning under HUF structure, Comparative analysis: HUF vs. Partnership vs. Private Limited Company</p>	15 Hours
<p>Note: Relevant case studies based on the above units should be discussed in the class. Practical /</p>		

fieldworks can be conducted at the time of tutorials.

Case Studies of Leading Indian Family Businesses- Wipro, Cipla, Tata Group, Reliance Industries, Dr. Reddy's Laboratories, HCL Technologies, Aditya Birla Group, Hinduja Group, Bajaj Group

Suggested Fieldwork / Practical Work:

1. Conduct a detailed study of a leading Indian family business (ownership pattern, governance model, succession planning, challenges, and future strategy).
2. Develop a three-generation genogram of a real or hypothetical family business showing ownership, relationships, and managerial roles.
3. Prepare a succession plan for a small or medium-sized family business, including leadership transition strategy and risk analysis.
4. Create a sample family constitution covering vision, mission, governance policies, conflict resolution, employment rules, and dividend policy.
5. Compare performance, decision-making style, leadership structure, and professionalization between a family business and a professionally managed company.
6. Identify challenges faced by family firms in hiring professional managers and suggest solutions for balancing family control and professionalism.
7. Conduct a role-play activity simulating a family dispute over succession or ownership and propose a mediation framework.
8. Visit a family-owned business unit and submit a field report covering organizational structure, decision-making process, family participation, and future challenges.

***Note:** Each student should prepare report of every practical or field work including detailed information as per guidelines and structure/format given by subject teacher. The report should be hand-written. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report.*

All the practical's to be conducted by experts .Videos of students during practical session to be recorded and preserved for evaluation

Reference Books:

1. Agarwal, R. (2018). Family business management. New Age International Publishers.
2. Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Harvard Business School Press.
3. Kachru, U. (2019). Strategic management: Concepts and cases. Tata McGraw Hill Education.
4. Khanna, T., & Palepu, K. (2010). Winning in emerging markets: A roadmap for strategy and execution. Harvard Business Press.
5. Kumar, A. (2017). Family business in India: Structure and succession. Himalaya Publishing House.
6. Leach, P. (2011). Family businesses: The essentials. Pearson Education.
7. Poza, E. J. (2014). Family business (4th ed.). Cengage Learning.
8. Sharma, P. (2013). Family business governance. Himalaya Publishing House.
9. Singh, B. (2016). Joint Hindu family business law and practice. New Age International Publishers.
10. Ward, J. L. (2011). Keeping the family business healthy: How to plan for continuing growth, profitability, and family leadership. Palgrave Macmillan.

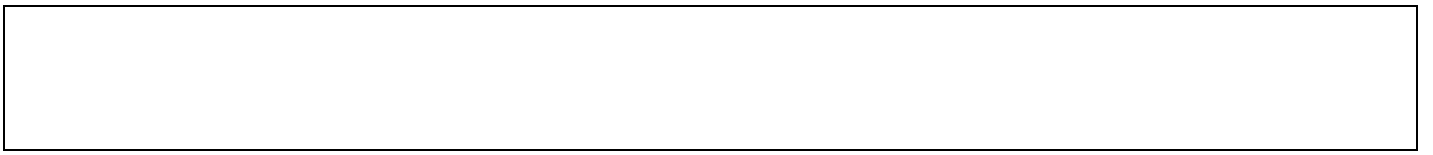
Additional Readings :

1. Family Business: Ernesto J. Poza and Mary S. Daugherty, Cengage Learning India Pvt. Ltd.
2. Essentials of Entrepreneurship and Small Business Management: Thomas W. Zimmerer, Norman Scarborough, PHI Publication
3. Entrepreneurship: New Venture Creation: David H. Holt, PHI Publication
4. Entrepreneurship Development: Dr. S. S. Khanka, S. Chand Publication
5. <https://genogramai.com/family-business-genogram>
6. <https://business.louisville.edu/hi/family-business-strong/>

Web Links :

1. <https://www.vivekhegde.com/succession-planning-family-businesses-governance-guide/>
2. <https://www.indiatv.in/paisa/business/indian-youth-less-interested-in-family-business-succession-crisis-survey-2025-05-20-1136863>
3. <https://jantaserishta.com/business/only-7-pc-of-indian-heirs-feel-obligated-to-join-family-businesses-hsbc-study-4025391>
4. <https://www.geeksforgeeks.org/business-studies/what-is-joint-hindu-family-business-hindu-undivided-family-business/>

5. https://edustud.nic.in/edu/SupportMaterial202324/11/11_businessstudy_eng_sm_2024.pdf
6. <https://thefactfactor.com/facts/management/general/joint-hindu-family-business/2367/>
https://en.wikipedia.org/wiki/Hindu_joint_family



BBA-III-SEM-V (NEP 2.0)**Discipline Specific Elective****ELECTIVE: FAMILY BUSINESS MANAGEMENT****DSE-G502****START-UP: CREATIVITY AND INNOVATION**

Course Description	This course is designed to equip students with the mindset, knowledge, and skills required to identify opportunities, generate innovative ideas, and transform them into viable start-up ventures. The course emphasizes creative thinking, innovation processes, design thinking, and entrepreneurial problem-solving in the context of dynamic business environments. The course also highlights contemporary challenges faced by start-ups, including uncertainty, risk management, funding, scalability, and ethical considerations, preparing students to become entrepreneurs, intrapreneurs, and innovation leaders.				
Course Objectives	<ol style="list-style-type: none"> 1. To understand the Role of Creativity and Innovation 2. To develop Creative Thinking Skills 3. To identify Entrepreneurial Opportunities 4. To apply Innovation Frameworks 5. To design Viable Start-Up Models 6. To evaluate Start-Up Feasibility and Risk 7. To foster Entrepreneurial and Entrepreneurial Mind-sets 				
Course Outcomes	<p>After completion of this course, students will be able :</p> <ol style="list-style-type: none"> 1. To comprehend the ideas behind innovation and creativity 2. To recognize the steps involved in solving creative problems 3. To execute innovative and creative thinking skills 4. To classify types of business organizations 5. To assess the function of various institutions supporting startups 				
Total Hours of Teaching:60	Lecture	Tutorial	Practical	Total Per Week	Credit Points
	3	1	0	4	4
Total Marks:100	Theory: 60				Internal: 40

Syllabus Contents:		
Unit: I	<p>Creativity and Techniques of Creativity</p> <p>A. Creativity- What is Creativity, Components of Creativity, Creativity Process, Barriers to creativity, and Techniques for improving creativity process, Organization and personal factors to promote creativity,</p> <p>B. Techniques of Creativity-Six Hat Thinking Techniques, Lateral Thinking Techniques</p>	15 Hours
Unit: II	<p>Theories of Innovation</p> <p>A. Innovation- Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation. Differences between invention and innovation, Innovation and entrepreneurship, Sustainability and Innovation, Innovation Management Strategies.</p> <p>B. Theories of Innovation- Peter Drucker, Schumpeter, X-Efficiency Theory</p>	15 Hours
Unit: III	<p>Start-Up and institutional support</p> <p>A. Establishing a Start-up:-Identify business opportunity, Sources of idea generation, methods of generating ideas, opportunity identification and selection.</p> <p>B. Forms of an enterprise: -Sole proprietorship, Partnership Firm, Private Limited Company, Public Limited Company, Co-operatives, Joint Hindu Family Business.</p> <p>C. Institutional Support for Start-up: - Role and importance, Functions of KVIC, NIESBUD, DIC, SIDC, SIDBI, SFC</p>	15 Hours
Unit: IV	<p>Entrepreneurship-Cases</p> <ul style="list-style-type: none"> • Rural Entrepreneurship- Case study of Greenway Smart Stove • Agri-Preneurship-Case study of E-Choupal • Social Entrepreneurship- Case study of Muhammad Yunus • Women Entrepreneurship- Case study of Falguni Nayer • Tourism Entrepreneurship- Case study of G.R.Gopinath 	15 Hours
<p>Note:</p> <ul style="list-style-type: none"> • Students should review case studies and bring out the characteristics of entrepreneurship and problems faced by them. • Other relevant case studies based on the above units should be discussed in the class. 		

Suggested Practical Work or Field Work:

1. Exercise on idea generation using brain storming exercise within the class room and prepare report on it.
2. Make your honest SWOT Analysis as a student of this course 'Entrepreneurship' to become an entrepreneur.
3. Exercise the idea of Six Hat Thinking by giving them one problem.
4. Arrange Guest session of SIDBI/ DIC/ SFC manager on various schemes on start-up and prepare summary on learning.
5. Read Library Exercise and book reading session on books like Business Maharaja's, Stay hungry and Stay foolish.

Reference Books:

1. Lifelong Creativity :Khandwalla, N. Pradip An Unending Quest, New Delhi: Tata McGraw- Hill Publication
2. Innovation and Entrepreneurship: Drucker, F. Peter UK: Elsevier, John Wiley Publication
3. Creativity Workout: 62 Exercises to unlock Your Most Creative Ideas, De Bono, Edward Amorata Press
4. Lateral Thinking: Creativity Step by Step: De Bono, Edward International Edition; Harper Perennial Publishers
5. Creativity, Innovation and Entrepreneurship: Jerinabi, P. Santhi, Allied Publishers Pvt. Ltd
6. Entrepreneurship Development: Dr.S.S.Khanka ,S. Chand Publication
7. Innovation Management: Maital. S., Seshadri D V R ,Response Books, Sage Publications, New Delhi.
8. The Dynamics of Entrepreneurial Development and Management: Vasant Desai , Himalaya Publishing House
9. Theories of Entrepreneurship: Vasant Desai , Himalaya Publishing House



BBA-III-SEM-V (NEP 2.0)**Discipline Specific Elective****ELECTIVE: HOSPITALITY MANAGEMENT****FUNDAMENTALS OF HOSPITALITY MANAGEMENT****DSE-H501**

Course Description	This course introduces students to the core concepts, principles, and practices of the hospitality industry. It provides a comprehensive understanding of the structure, scope, and operations of hospitality organizations, including hotels, restaurants, resorts, tourism services, and allied sectors. The course emphasizes managerial functions such as planning, organizing, staffing, directing, and controlling within hospitality settings. It also highlights service quality, customer satisfaction, human resource management, ethics, sustainability, and the impact of globalization and technology on the hospitality industry.				
Course Objectives	<ol style="list-style-type: none"> 1. To understand the Hospitality Industry and develop Managerial Knowledge 2. To Enhance Service Orientation and to Gain Functional Insights 3. To understand Human Resource Practices 4. To promote Sustainability and Ethics and Professional Careers 				
Course Outcomes	<p>After studying this course students will be able :</p> <ol style="list-style-type: none"> 1. To understand nature and characteristics of Hospitality Industry 2. To classify different types of hotels 3. To illustrate forms of tourism 4. To interpret emerging trends in tourism 5. To outline 7 P's of marketing of hospitality firm 				
Total Hours of Teaching:60	Lecture	Tutorial	Practical	Total Per Week	Credit Points
	3	1	0	4	4
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Introduction to Hospitality Industry Meaning and Nature, Characteristics of Hospitality Industry, Growth				15 Hours

	and change in hospitality industry, Factors influencing hospitality industry	
Unit: II	Introduction to Hotel Industry Types of hotels, Merits and demerits of different types of hotels, Various departments of hotel, Organization structures of different types of hotels	15 Hours
Unit: III	Introduction to Tourism Industry Tourism Concept, Evolution of Tourism, Importance of tourism, Types and Forms of Tourism, Emerging Trends in Tourism	15 Hours
Unit: IV	Marketing of Hospitality Services 7 P's of marketing , 5 Hours Hospitality Product, Pricing, Place, Promotion, Process, People, Physical Evidence	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Select any two hospitality companies and study the factors influencing to the business.
2. Identify the specific characteristic which is majorly responsible for the growth of the industry
3. Prepare a list of hotels located nearby classify the different types of hotels.
4. Select any one hotel and study the various departments of hotel
5. Select any one nearby tourism point and prepare PPT with description & photographs and present in class.

Reference Books:

1. Professional Hotel Front Office Management: Bhakta Anutosh, Tata McGraw Hill Education Pvt. Ltd.
2. Hotel Housekeeping Operations and Management: G Raghub Alan ,Oxford University Press
3. Professional Hotel Management: J M S Negi, S. Chand Publishing
4. Hotel Front office and Operations Management: Jatashankar R.Tiwari, Oxford University Press
5. The Management of Hotel Operations: Peter Jones, Andrew Lockwood, Cengage Learning EMEA
6. Hotel House Keeping Training Manual: Sudhir Andrews, Tata Mc Graw Hill Publishers
7. Hotel Facility Planning: Tarun Bansal, Oxford University Press India

Suggested Additional Readings

Web-sources

1. <https://www.emeraldinsight.com/doi/abs/10.1108/09596119010135190>
2. <https://journals.sagepub.com/doi/abs/10.1177/1938965509354865> 3. <http://eds.a.ebscohost.com>

Suggested Research Journal

1. Journal of Hospitality and Tourism Research, Sage Journals
2. International Journal of Hospitality and Tourism System, Publishing India Group

BBA-III-SEM-V (NEP 2.0)
Discipline Specific Elective
ELECTIVE: HOSPITALITY MANAGEMENT
DSE-H502
HOTEL MANAGEMENT

Course Description	This course provides a comprehensive understanding of the hotel and hospitality industry with a strong managerial perspective. It focuses on the principles, practices, and operational aspects of hotel management, including front office operations, housekeeping, food and beverage management, hospitality marketing, human resource management, and financial control. The course integrates strategic management concepts with service excellence, customer relationship management, and sustainability practices to prepare students for leadership roles in the global hospitality industry.				
Course Objectives	<ol style="list-style-type: none"> 1. To understand the structure, scope, and dynamics of the hotel industry. 2. To analyze front office operations including front office, housekeeping, and food & beverage management. 3. To understand Food and Beverage Production and services. 				
Course Outcomes	<p>At the end of completion of this course students will be able :</p> <ol style="list-style-type: none"> 1. To understand Front Office Operations 2. To explain House Keeping Operations 3. To illustrate Food and Beverage Production 4. To understand different types of restaurants 5. To facilitate Banquet Planning 				
Total Hours of Teaching:60	Lecture	Tutorial	Practical	Total Per Week	Credit Points
	3	1	0	4	4
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Front Office Operation Significance and importance of the front office department, functions at front desk, Equipment used at front office				15 Hours
Unit: II	House Keeping Operation Introduction, Importance and Significance, Duties and Responsibilities, Inter and Intra-departmental co-ordination of housekeeping				15 Hours
Unit: III	Food and Beverage Production Introduction, Importance and classification, Different sections of kitchen, Functions of Food and Beverage department				15 Hours

Unit: IV	Food and Beverage Service Types of restaurants, Menu planning, Concept of Banquet- types, functions and recent trends, Banquet planning, pricing	15 Hours
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Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Select the top 3 Hotels in the area and prepare a report (Report must contain Name of the hotel, Location, Establishment year, History, Provided services etc.)
2. Study the importance of the front office.
3. Study the functions of the front office carried out in hotel.
4. Prepare a table of manpower staff (Sr. no. /Post/ no. of staff/ exp. etc.)
5. Study and write the duties and Responsibilities of each designation/post.

Reference Books:

1. Professional Hotel Front Office Management: Bhakta Anutosh, Tata McGraw Hill Education Pvt. Ltd.
2. Hotel Housekeeping Operations and Management Raghav Alan ,Oxford University Press
3. Professional Hotel Management: J.M.S. Negi, Sultan Chand Publishing
4. Hotel Front Office and Operations Management: Jatashankar R.Tiwari, Oxford University Press
5. The Management of Hotel Operations: Peter Jones, Andrew Lockwood, Cengage Learning EMEA
6. Hotel House Keeping Training Manual: Sudhir Andrews, Tata Mc Graw Hill Publishers
7. Hotel Facility Planning: Tarun Bansal, Oxford University Press India

BBA-III-SEM-V (NEP 2.0)

Discipline Specific Elective

**ELECTIVE: INTERNATIONAL BUSINESS
INTERNATIONAL TRADE AND POLICY**

DSE-I501

Course Description	The course International Trade and Policy provides students with a comprehensive understanding of global trade theories, international trade practices, and government policies influencing cross-border trade. It examines the rationale for international trade, patterns of trade among nations, and the role of international institutions and agreements in shaping global commerce. The course also focuses on trade policy instruments such as tariffs, quotas, subsidies, and non-tariff barriers, along with their economic and business implications. Emphasis is placed on contemporary issues including globalization, regional trade agreements, trade disputes, and the impact of trade policies on emerging economies and multinational business strategies.				
Course Objectives	<ol style="list-style-type: none"> 1. To understand the theoretical foundations of international trade, legal framework of foreign trade policy 2. To analyze Structure of Import and export Policy 3. To examine Regulatory and Institutional Set-up. 				
Course Outcomes	<p>At the end of completion of this course students will be able to :</p> <ol style="list-style-type: none"> 1. To understand and comprehend the historical development, objectives, key features and institutional framework of foreign trade policy. 2. To analyze the impact of trade policy and trade barriers on international trade flows. 3. To assess the implications of trade policy for businesses, industries, and economies and develop recommendations for policymakers based on trade policy analysis. 				
Total Hours of Teaching:60	Lecture	Tutorial	Practical	Total Per Week	Credit Points
	3	1	0	4	4
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Introduction India's foreign trade, Direction and composition of India's exports and imports, need for and significance of foreign trade policy, Preamble and legal framework of foreign trade policy, Various definitions, Government				15 Hours

	objectives under Foreign Trade Policy, Historical review of trade policy since 1991, General policy provisions regarding imports and exports, Rationale and impact of foreign trade policy.	
Unit: II	<p>Import Policies</p> <p>Structure of Import Policy, Instruments of Import Policy- Import Substitution, import restrictions- Types of Licensing – OGL, Canalized, Replenishment, Automatic; Advance and Additional License; Holding of License, Third party, Exim scripts, Conditions of license, Negative List. Tariff - Types of Tariffs, Tariffs rates, Bind rates, Quantitative Restrictions, Anti - Dumping, Countervailing Duties.</p>	15 Hours
Unit: III	<p>Export Promotion Policies</p> <p>Export led growth and Export support growth, Review of Export Promotion Policies since 1991, Export Promotion Schemes (MEIS), EPCG scheme, Duty drawback scheme, DE passbook scheme, Deemed exports, Current Foreign Trade Policy.</p>	15 Hours
Unit: IV	<p>Regulatory and Institutional Set-up</p> <p>FEMA, Export Promotion Councils, Commodity Boards, Development Authority (APEDA, MPEDA), Export Houses, Export Processing Zone (EPZ), Foreign Trade Zone (FTZ), Electronics Hardware Technology Parks (EHTP), Software Technology Parks (STP), Special Economic Zone (SEZ), Agri Export Zone (AEZ), 100% Export Oriented Unit (E.O.U).</p>	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

Note: Each student should prepare report of every practical or field work including detailed information as per guidelines and structure/format given by subject teacher.

Reference Books:

Textbooks (Latest Edition):

- Export Management, Himalaya Publishing House, Divya Singh and Amit Gautam
- Foreign Trade Policy, Ministry of Commerce, Govt. of India
- Handbook of Procedures, Directorate General of Foreign Trade, Govt. of India
- Economic Survey, Ministry of Finance, Govt. of India
- Foreign Trade Policy and Handbook of Procedures (Vol I and II), Commercial Law Publishers, S C Jain, Shweta Jain and Abhishek Jain

Readings:

- Golub, S. S., Hajkova, D., Mirza, D., Nicoletti, G., & Yoo, K. Y. (2003). The influence of policies on trade and foreign direct investment. *OECD Economic Studies*, 2003(1), 7-83.
- Volpe Martincus, C., & Carballo, J. (2012). Export promotion activities in developing countries: What kind of trade do they promote?. *The Journal of International Trade & Economic Development*, 21(4), 539-578.
- Brooks, A., & Van Biesebroeck, J. (2017). The impact of export promotion on export market entry. *Journal of International Economics*, 107, 19-33.

Case Studies:

- The Indian Shrimp Industry Organizes to Fight the Threat of Anti-Dumping Action
https://www.wto.org/english/res_e/booksp_e/casestudies_e/case17_e.htm
- Looking at trade policy through a "gender lens"- Summary of Seven Country Case Studies Conducted by Unctad
- https://unctad.org/system/files/official-document/ditc2014d3_en.pdf

BBA-III-SEM-V (NEP 2.0) Discipline Specific Elective ELECTIVE: INTERNATIONAL BUSINESS GLOBAL BUSINESS ENVIRONMENT DSE-I502	
Course Description	<p>This course explains main features of the international business environment and its primary institutions. It analyze the political, social, economic, technological, and other configurations that support cross-border trade. It apply an understanding of the different modes of engagement with international markets and explore the interconnectedness between these and the economic, legal, governmental, political, regulatory, cultural, and other environments in which expanding companies operate.</p> <p>It helps to evaluate the key decisions that multinational firms make in relation to the choice of markets and entry strategies</p>
Course Objectives	<ol style="list-style-type: none"> 1. To understand the concept of globalization and its impact on businesses worldwide. 2. To analyze the interplay of economic, political, and cultural factors in the global business environment. 3. To evaluate the opportunities and challenges of operating in diverse international markets, develop strategies for managing risks and adapting to changes in the global business landscape. 4. To apply theoretical concepts to real- world case studies and scenarios
Course Outcomes	<p>At the end of completion of this course students will be able :</p> <ol style="list-style-type: none"> 1. To understand and describe the main features of the international business environment and its primary institutions. 2. To analyze the political, social, economic, technological, and other configurations that support cross-border trade. 3. To apply an understanding of the different modes of engagement with international markets and explore the interconnectedness between these and the economic, legal, governmental, political, regulatory, cultural, and other environments in which expanding companies operate.

	4. To evaluate the key decisions that multinational firms make in relation to the choice of markets and entry strategies				
Total Hours of Teaching : 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points : 04
	3	1	0	4	
Total Marks: 100	Theory : 60				Internal : 40
Syllabus Contents:					
Unit: I	Introduction to the Global Business Environment Definition and Scope of Global Business: Understanding international markets and operations; Historical Evolution of Globalization: Key phases and milestones in global trade; Key Drivers of Globalization: Technology, trade policies, transportation, and communication; Multinational Enterprises (MNEs): Characteristics, strategies, and market entry modes; Impact of MNEs: Economic, cultural, and environmental influences on host and home countries; Global vs. Transnational Business: Differences, strategies, and organizational structures				15 Hours
Unit: II	Environments of Global Business Overview of the PESTEL Framework: Understanding the components; Political Environment: Government policies, stability, and international relations; Economic Environment: Economic growth, exchange rates, inflation, and market conditions; Social Environment: Cultural trends, demographics, and consumer behaviors; Technological Environment: Technological advancements, innovation, and digital transformation; Ecological Environment: Environmental regulations, sustainability practices, and impact on business; Legal Environment: Regulatory frameworks, compliance, and legal issues in international business; Case Studies: Application of PESTEL analysis in real-world scenarios				15 Hours

<p>Unit: III</p>	<p>International Organizations and Agreements</p> <p>General Agreement on Trade and Tariffs (GATT) – Concept; World Trade Organization (WTO)- Functions, Principles, Organizational Structure; The WTO Agreements - A Bird's eye view; Salient feature of Uruguay Round Agreement Dispute Settlement Mechanism, Ministerial Conferences</p> <p>International Economic Organizations: Introduction, Objectives, Organizational Structure and Functions; International Monetary Fund (IMF); World Bank Group International Bank for Reconstruction and Development (IBRD) & International Development Association (IDA); Organization for Economic Co-operation and Development (OECD); United Nations Conference on Trade and Development (UNCTAD); IFC International Finance Corporation; Asian Development Bank (ADB)</p>	<p>15Hours</p>
<p>Unit: IV</p>	<p>Globalism vs Regionalism</p> <p>Evolution of regional trade agreements (RTAs); United States–Mexico–Canada Agreement (USMCA), European Union (EU), Association of Southeast Asian Nations (ASEAN), Mercosur (Southern Common Market), Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP); Emerging trends and challenges in global trade governance.</p>	<p>15 Hours</p>
<p>Suggested Field Work or Practical Work :</p> <p>Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance.</p> <p>(e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)</p>		
<p>References: (Latest Editions)</p> <p>Text books(Latest Edition):</p> <ol style="list-style-type: none"> 1.International Business: Competing in the Global Marketplace, 14th Edition, McGraw Hill, Charles Hill 2.Global Business. 3rd Ed. Cengage, Learning, Peng, M. 3.International Business Environments and Operations. 16th Ed. Harlow: Pearson, Daniels, J. D., Radebaugh, L. H. and Sullivan D. P <p>Research Papers:</p> <ol style="list-style-type: none"> 1.Jahanshahi, A. A., & Nawaser, M. (2011). Globalization and Its Impacts on the World Economic Development. International Journal of Business and Social Science, 2(23), 291-297. 2.Dunning, J. H., & Lundan, S. M. (2008). The Role of Multinational Enterprises in Global Economic 		

Development. *Multinational Business Review*, 16(1), 1-20. DOI: 10.1108/1525383X200800001.

3. Van den Bossche, P., & Prévost, D. (2016). The WTO: Functions and Impact on International Trade. *International and Comparative Law Quarterly*, 65(1), 245-278. DOI: 10.1017/S0020589315000500.

4. Bhagwati, J., & Panagariya, A. (1999). Globalism vs Regionalism: A Study of Trade Agreements. *Journal of International Economics*, 12(3), 329-356. DOI: 10.1016/S0022

Case Studies:

1. Tata Group's Global Expansion - "The Tata Group's Global Footprint: Building a Global Business" - Harvard Business Review.

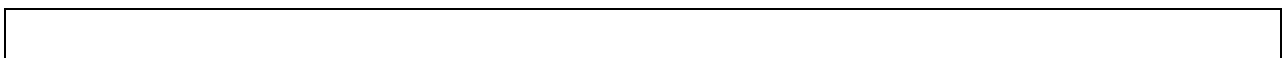
2. Infosys: Navigating PESTEL Factors - "Infosys in India: Building a Software Giant" - Harvard Business School Case Study.

3. Reliance Jio: Transforming India's Digital Landscape - "Reliance Jio: Revolutionizing Telecommunications in India" - Ivey Business School Case Study.

4. Mahindra & Mahindra: Collaborating with International Financial Institutions - "Mahindra & Mahindra in South Africa: Innovating from the Base of the Pyramid" - Harvard Business Review.

5. Bharti Airtel's Entry into African Markets - "Bharti Airtel in Africa: A New Frontier" - INSEAD Case Study.

6. Dr. Reddy's Laboratories: Leveraging Regional Trade Agreements - "Dr. Reddy's Laboratories: Realizing a Vision" - Ivey Business School Case Study



<p align="center">BBA-III-SEM-V (NEP 2.0) Discipline Specific Elective ELECTIVE: TRAVEL AND TOURISM MANAGEMENT BASICS OF TRAVEL AND TOURISM DSE-J501</p>					
Course Description	<p>This course provides an introductory understanding of the travel and tourism industry, one of the world's largest and fastest-growing service sectors. The course also introduces students to tourism products and services, travel intermediaries, transportation, accommodation, destination management, and the socio-economic, cultural, and environmental impacts of tourism. It builds a foundation for advanced studies and careers in tourism, hospitality, and related service industries.</p>				
Course Objectives	<ol style="list-style-type: none"> 1. To understand basic concepts of travel and tourism, including definitions, nature, scope, and importance of tourism. 2. To identify different types of tourism, such as domestic, international, inbound, outbound, leisure, business, cultural, medical, and sustainable tourism. 3. To explain the tourism system, including tourists, destinations, tourism products, and support services. 4. To analyze the role of tourism stakeholders, including government bodies, tour operators, travel agencies, and local communities. 5. To understand tourism infrastructure and services, such as transport, accommodation, attractions, and ancillary services. 6. To evaluate the economic, social, cultural, and environmental impacts of tourism on destinations. 				
Course Outcomes	<p>After completion of syllabus, students will be able,</p> <ol style="list-style-type: none"> 1. To understand basics of concept of tourism 2. To explore issues in travel agency and tour operations 3. To examine tourism travel services 				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	

Total Marks: 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Basics of Tourism Tourism concept, Evolution of Tourism, Importance of tourism in economic development, Types of tourism, Classification of Tourism, Distinction between inbound tourism and outbound tourism, Government role in tourism development of India.	15Hours
Unit: II	Tourism Management Concept-Tourism Management, 5A's in Tourism Management (Accommodation Accessibility Amenities, Attractions and Activities), Changing trends in tourism, Role of tourism organization viz. UNESCO ITDC and MTDC in tourism development	15 Hours
Unit: III	Travel Agency and Tour Operations Concept of Travel Agency and tour operator, Travel motivations, Functions of Tour operator and travel agency in tourism ,Types of travel agencies and tour operators, Organization structure of travel agency and tour operations, Overview of travel agent and tour operators in India	15 Hours
Unit: IV	Tourism Travel Service Hotel chains, Airlines and Indian railway in tourism, Design and Development of tour packages, Issues in travel agency and tour operations, Future to travel agency and tour operating business in India	15 Hours
Suggested Practical Work or Field Work: <ol style="list-style-type: none"> 1. Identify any two nearby tourism places and describe. 2. Collect the information about the government schemes for tourism development through internet and other information sources. 3. Suggest the available places in your city for tourism development. 4. Write report on 5 A's concerning to selected tourist points. 5. Study the role of UNESCO,ITDC and MTDC 		

Reference Books:

1. Tourism Principles and Practices: Chris Cooper, Fletcher John, Fyall, Alan, Gilbert David, Wall Stephen, , Pearson Education Limited.
2. Growth and Development of Modern Tourism: R.K Sinha, Dominant Publishers
3. Tourism & Travel Management: Ghosh Bishwanth , Vikas Publishing House Pvt. Ltd
4. An Introduction to Travel & Tourism: Dennis L & Foseter , McGraw Hill International.
5. Travel Agency and Tour Operation, Concepts and Principles: J.M.S. Negi , Kanishka Publishers

<p align="center">BBA-III-SEM-V (NEP 2.0) Discipline Specific Elective ELECTIVE: TRAVEL AND TOURISM MANAGEMENT PRINCIPLES AND PRACTICES OF TRAVEL & TOURISM MANAGEMENT DSE-J502</p>					
Course Description	<p>The course Principles and Practices of Travel & Tourism Management provides a comprehensive understanding of the travel and tourism industry, its structure, functioning, and managerial practices. It introduces students to the fundamental concepts, components, and stakeholders of tourism, including travel agencies, tour operators, hospitality enterprises, transport systems, and destination management organizations. The subject emphasizes planning, organization, marketing, and operational management within the tourism sector, along with the role of government, technology, sustainability, and emerging trends.</p>				
Course Objectives	<ol style="list-style-type: none"> 1. To understand the fundamentals of travel and tourism and explain the nature, scope, and significance of the tourism industry. 2. To analyze the structure and components of the tourism system, including travel agencies, tour operators, accommodation, transportation, and destination services. 3. To examine tourism demand and supply factors and their impact on tourism development and business performance. 4. To develop managerial skills for planning, organizing, and controlling tourism and travel operations. 5. Understand tourism marketing principles, product development, pricing, promotion, and distribution strategies. 				
Course Outcomes	<p>After completion of syllabus, students will be able ,</p> <ol style="list-style-type: none"> 1. To understand basics of concept of tourism 2. To explore issues in travel agency and tour operations 3. To examine tourism travel services 				
Total Hours of Teaching:	Lecture	Tutorial	Practical	Total Per Week	Credit Points :
60	3	0	1	4	04

Total Marks: 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	<p>Tourism Principles</p> <p>Types of tour operating organization, Procedure to set up the tour operating agency. List of Approvals and documentation to start a tour operating agency. Government Tourism policy to promote domestic tourism and international tourism in India.</p>	15 Hours
Unit: II	<p>Travel Management Principles</p> <p>Marketing Mix in Tour operating -product decision, pricing decision, distribution decision and promotion decision. Role of people, process and physical evidence in attracting and satisfying the customer. Emerging need and challenges of digitalization in tourism operations. Tour operating business trends in changing world, popular tour packages</p>	15 Hours
Unit: III	<p>Principles and practices of travel agencies in India.</p> <p>Licensing procedure to start a travel business in India. List of approvals and documentation requirement to set up travel agency unit. Travel organizations in India. Government guidelines to travel agency and tour agent.</p>	15Hours
Unit: IV	<p>Travel Practices</p> <p>Marketing Mix in Travel Agency-product decision, pricing decision, distribution decision and promotion decision. Role of people, process and physical evidence in attracting and satisfying the customer. Need and importance of digitalization in travel agency operations. Challenges in travel businesses.</p>	15 Hours
<p>Suggested Practical Work or Field Work:</p> <ol style="list-style-type: none"> 1. Visit to any two-tour operating organization& list out popular tour packages available in your area. 2. Understand the procedure required to acquire the documents like passport, visa and insurance. 3. Study the Government Tourism Policy. Study the Licensing procedure to start a travel business in India 		

4. Study the different tour packages and pricing method.
5. Identify the process and role of people while selecting packages.
6. Visit tour agency and pin out the challenges of digitalization in tourism operations.
7. Prepare a report on Government guidelines to travel agency and tour agent.
8. Do the market survey to know the promotion techniques adopted by tour operating agency operating in your area.
9. Study the marketing mix in Travel Agency
10. Any other practical work based on syllabus

Note:

Practical work should be discussed in class. Each student should prepare report of every practical or field work including detailed information as per guidelines and structure/format given by subject teacher.

Reference Books:

1. Travel Agency and Tour Operation-Concepts and Principles: J.M.S. Negi , Kanishka Publishers
2. Marketing for Hospitality and Tourism: Kotler, Philip, Bowen John, Makens James , Pearson Publishers
3. Tourism Development: Principles and Practices: Bhatia AK , Sterling Publishers Pvt. Ltd.
- 4., Travel Agency Management: Chand Mahinder Anmol Publishers, New Delhi
5. Glencoe an Introduction To Travel & Tourism: Dennis L.& Foseter, McGraw-Hill International

Suggested Additional Readings:

(if web source then provide url)

1. https://tourism.gov.in/sites/default/files/2020-01/3._Travel_Agent.PDF
2. <https://tourism.gov.in/schemes-and-guidelines/schemes>
3. <https://www.indiacom.com/yellow-pages/top-travel-agencies/maharashtra/>
4. https://www.tourtravelworld.com/travel-agents/india/maharashtra_tour-operator.ht

BBA-III-SEM-V (NEP 2.0) Discipline Specific Elective ELECTIVE: SUPPLY CHAIN MANAGEMENT FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT DSE-K501					
Course Description	<p>This course introduces students to the core concepts, principles, and practices involved in managing the flow of goods, services, information, and finances from suppliers to end customers. The course examines how organizations design, plan, execute, control, and improve supply chain activities to achieve efficiency, responsiveness, and competitive advantage. Emphasis is placed on integration across procurement, production, warehousing, transportation, distribution, and customer service, with attention to global supply chains, digital technologies, sustainability, and risk management. Case studies and practical applications help students understand real-world supply chain challenges and solutions.</p>				
Course Objectives	<ol style="list-style-type: none"> 1. To understand SCM Concepts and Supply Chain Components 2. To Integrate Supply Chain Activities and to apply SCM Tools and Techniques 3. To Assess Performance and Efficiency, Manage Risk and Uncertainty 4. To incorporate Technology and Sustainability, develop Managerial Decision-Making Skills. 				
Course Outcomes	<p>After studying this course student should be able:</p> <ol style="list-style-type: none"> 1. To understand Supply Chain Management and Customer service dimension. 2. To illustrate and examine sourcing, procurement and order processing. 3. To analyse Order Processing Cycle. 4. To explain current issues in Supply Chain Management. 				
Total Hours of Teaching: 60	Lecture 3	Tutorial 0	Practical 1	Total Per Week 4	Credit Points : 04
Total Marks: 100	Theory : 60				Internal : 40

Syllabus Contents:		
Unit: I	a. Basics of Supply Chain Management (SCM) – Meaning, Importance, Objectives and Scope of SCM, Supply Chain Drivers, Supply Chain Decision-Making Framework, Supply Chain Activities- Key activities, Support activities b. Customer Service Dimension – Marketing and Supply chain interface, Customer service - Elements of customer service, Importance of supply chain customer service, Customer Retention	15 Hours
Unit: II	a. Sourcing and Procurement – Sourcing decision in SCM, Objectives of procurement in SCM, Procurement process, Procurement strategies b. Order Processing – Customer order cycle, Order Management System, Order processing categories	15 Hours
Unit: III	a. Inventory Management - Reasons for holding inventory, Inventory costs, Financial impact of inventory b. Warehousing, Material handling and Packaging c. Transportation – Role of Transportation in SCM, Factors affecting the choice of transportation modes, Career selection decision	15 Hours
Unit: IV	a. Current Issues in Supply Chain Management – Benchmarking, Reengineering, Continuous Replenishment Supply Chains, Virtual Supply Chains, Lean Supply Chain, Agile Supply Chains, Green Supply Chain, Flexible Supply Chains b. Sustainable Supply Chain Management – The Triple bottom line, Reducing transport intensity of supply chains, 3 R's of Sustainable Supply Chain Management	15 Hours
Practical/ Fieldwork/ Assignment:		
<ol style="list-style-type: none"> 1. Visit any organization and study their sourcing and procurement. 2. In the same organization analyse customer order processing cycle. 3. Analyse inventory management process in the same organization. 4. Study the mode of transportation used by the same organization and its reasons. 		

5. Study online current issues in Supply Chain Management with reference to any multinational company and present in the class.

Note:

Each student should prepare a report of Practical/ Fieldwork/ Assignment including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference

Books:

1. Supply Chain Management: Strategy, Planning, and Operation, 7th ed., Sunil Chopra, Pearson.
2. Logistics & Supply Chain Management, 5th ed., Martin Christopher, Pearson
3. Logistics and Supply Chain Management, K. Shridhara Bhat, Himalaya Publishing House
4. Supply Chain Management: Text and Cases, Janat Shah, Pearson
5. Essentials of Supply Chain Management, Michael Hugos
6. Supply Chain Logistics Management, Donald Bowersox, McGraw Hill
7. Supply chain management: strategy, cases and best practices Agarwal, D. K. Macmillan.
8. Supply chain management. Sharma, S. Oxford University Press.

Additional Readings

1. Case Study - Walmart: Supply Chain Management, P. Fraser Johnson, Ken Mark, Ivey Publishing
2. Case Study - Apple Inc.: Global Supply Chain Management, By: P. Fraser Johnson, Ivey Publishing

Discipline Specific Elective ELECTIVE: SUPPLY CHAIN MANAGEMENT DSE-K502 OPERATION STRATEGY					
Course Description	<p>Operations Strategy is an engaging course that examines how businesses can achieve and sustain competitive advantages through effective operations management. This course emphasizes the strategic role of operations in both manufacturing and service sectors and integrates the impact of emerging technologies such as blockchain and the Internet of Things (IoT). Students will explore critical issues like supply chain risk, corporate social responsibility, and innovative business models, gaining insights into strategic operations that drive organizational success in various industries.</p>				
Course Objectives	<ol style="list-style-type: none"> 1. To understand the strategic role of operations in achieving competitive advantage across diverse industries. 2. To analyse the impact of emerging technologies like blockchain and IoT on operations strategy. 3. To explore contemporary issues such as supply chain risk, social responsibility, and innovative business models like alliances and the sharing economy. 				
Course Outcomes	<p>After completion of course, students will be able ,</p> <ol style="list-style-type: none"> 1.To explain strategic role of operations in achieving competitive advantage across diverse industries. 2. To analyze the impact of emerging technologies like blockchain and IoT on operations strategy. 3. To explore contemporary issues such as supply chain risk, social responsibility, and innovative business models like alliances and the sharing economy 				
Total Hours of Teaching : 60	Lecture 3	Tutorial 0	Practical 1	Total Per Week 4	Credit Points : 04
Total	Theory : 60				Internal : 40

Marks: 100		
Syllabus Contents:		
Unit: I	<p>Fundamentals of Operations Strategy</p> <p>concept of operations strategy and its importance in aligning with overall business strategy. ,case studies from various industries to illustrate the strategic role of operations in achieving business objectives.</p>	15 Hours
Unit: II	<p>Industry-Specific Operations Strategies</p> <p>Students will analyze operations strategies in different contexts, including manufacturing and service industries, with a focus on sectors such as airlines, healthcare, hospitality, IT, and retail. best practices and strategic challenges in these industries.</p>	15 Hours
Unit: III	<p>Technological Impact on Operations Strategy</p> <p>This unit explores how technologies like blockchain enhance supply chain transparency and efficiency and how IoT contributes to operational decision- making and automation. Case studies</p>	15 Hours
Unit: IV	<p>Managing Risks and Social Responsibility in Operations</p> <p>Supply chain risks, strategies for risk mitigation, and the integration of social responsibility into operations through sustainable practices and ethical considerations. Case study of leading companies to demonstrate responsible operations management.</p>	15 Hours
<p>Suggested Field Work or Practical Work :</p> <p>Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance.</p> <p>(e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)</p>		
<p>References: (Latest Editions)</p> <p>Case Topics:</p> <ul style="list-style-type: none"> ● Blockchain technology in the logistics of a multinational corporation. ● IoT implementation in smart manufacturing environments. ● Airbnb and Uber: Analysis of operations strategy in the sharing economy. 		

Research Paper Reading:

Zulfikarijah, F., Shanty, B. M., & Khwarazmita, T. (2024). Antecedent factors operations strategy and impact on performance: Indonesian construction case. In *Environmental Issues and Social Inclusion in a Sustainable Era* (pp. 128-142). Routledge.

Textbook (Latest Edition):

Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson

INTERNSHIP/CAPSTONE PROJECT

Credit Points=4

This Internship/ Capstone Course aims to provide students with an integrative learning experience that combines professional work in a real-world organization with rigorous academic research. Student has choice to prepare Capstone /Internship Project related to discipline Specific Elective.

This internship capstone course aims to provide students with an integrative learning experience that combines professional work in a real-world organization with rigorous academic research. Students will develop and apply theoretical knowledge practical application of Discipline Specific Elective through field studies, Case studies to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

Course Outcomes-

After the course, the outcomes are as follows -

1. Application of theoretical knowledge to real-world scenarios.
2. Development of professional skills and networking opportunities.
3. Understand workplace culture and dynamics.
4. Hands-on experience in a chosen field.

Internship/ Capstone Project Student Engagement Process:

Step 1.

Orientation Session: The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting.

Step 2.

Identify an internship: Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

Step 3.

Internship agreement Form: The Student, Mentor, and internship Coordinator in the Industry will complete the internship agreement form.

Step 4.

Start of Internship: The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gain substantial experience while accommodating any academic commitments. Regular check-ins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

Step 5.

Submission of Report:

Front Page: Student Name, Course, Internship Company, Duration, Mentor Internship Agreement Form

Internship Certificate

Introduction & background of the Company Roles & responsibilities as an Intern Weekly work allotment & completion report Challenges & Solutions, Learning from the internship Conclusion

Step 6.

Internship Evaluation: The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarizing their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern's understanding and experiences. This evaluation assesses the intern's ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiners will evaluate the student's submission.

More Guidelines for Capstone Project

The student shall visit to respective firms/organizations/markets/companies/social organizations for whole semester and prepare a Capstone project on field visit/surveys. BBA being professional course, it is essential for each student to practically apply or understand theoretical concepts what he/she has learnt during the course. Project Work will be done by the student individually. Student can carry out the project work after college hours, holidays. Student has to prepare Project Report under the guidance of faculty appointed by concerned Institute.

During the field visit, student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject.

Since the practical has been introduced in the curriculum, every institution affiliated to Shivaji University, Kolhapur is expected to sign Memorandum of Understanding (MOU) with industrial units/SSIs, business houses, educational institutes, social organizations or NGOs, service industries such as Bank, Insurance etc.

Capstone project report in the fifth semester carries 100 marks. Student has to submit Two Project Work Spiral copy to the institute.

Capstone Report	:	50 Marks
Internal Viva-Voce	:	50 Marks

The faculty shall organize and guide to the student regarding field visit and for preparing the report. The report shall evaluate by the faculty at the end of Semester V. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting. (Internal Viva-Voce). Internal Viva-Voce Committee should be formed by Head of Department or Principal/Director which will include 3 faculty members-1 as a chair-person and 2 as committee members. A viva-voce examination will be conducted before the university examination for Semester V. Committee should submit the marks online as well as hard copy. The faculty should keep the record properly.

CAPSTONE PROJECT REPORT

A format of Capstone Project report shall be of the following nature:

- Cover Page- Title of the project, Name of the student, Name of Guide, Name of the Department and College, Year of Submission
- Declaration of Student
- Certificates-Certificate by Guide, Recommendation Certificate by Head of the Department and Principal, Certificate by Organization (mandatory for organization project only)
- Acknowledgement
- Contents/ Index
- List of Tables
- List of Graphs

- Headings of the chapter, sub-headings of the chapter

CHAPTER SCHEME:

Chapter-1: Introduction to the study

- 1.1 Introduction
- 1.2 Review of Literature
- 1.3 Objectives of the study
- 1.4 Hypothesis of the study (Optional)
- 1.5 Scope of the study
- 1.6 Importance of the study
- 1.7 Research Methodology (Data Sources, Sampling Design, Data Analysis Instrument)
- 1.8 Chapter Scheme

Chapter-2: Theoretical Background

Necessary theoretical inputs may be added to support the research work.

- 2.1. Introduction (Basic Concepts -Meaning, Definitions)
- 2.2 Characteristics/Nature
- 2.3 Scope
- 2.4. Theories
- 2.5 Techniques/Types/Categories
- 2.6 Advantages, Disadvantages
- 2.7. Functions
- 2.8. Importance etc.

Chapter-3: Introduction to the Organization/Industry

- 3.1 Introduction
- 3.2 Brief History of the Organization and present position
- 3.3 Organization Structure
- 3.4 Departments/Sections in Organization
- 3.5. Products/Services offered
- 3.6 Milestones achieved by company, awards, certifications etc
- 3.7. Human Resource Scenario of organization
- 3.8. Operations management of Organization
- 3.9. Marketing Scenario of organization

- 3.10. Important Statistical Information
- 3.11. Future Plans of organization
- 3.12. Information of branch/unit (if selected separately, for study)

Chapter-4: Data Analysis and Interpretation

Chapter-5: Findings and Suggestions

Bibliography

Appendices

Bibliography

Bibliography means list of books, journals, published work actually referred to or used in the writing of the project report. This is not a separate chapter. The bibliography has to be written in a specific manner.

So, the Bibliography may include-

- Books Referred-Title of Book, Author Name, Publication, Edition
- Articles-Name of Author, Title of paper, Name of Journal, ISSN No. Volume No., Page Number.
- Websites
- Other

Appendices

The document, charts, questionnaire, tables and schedule etc. which are actually referred to in the bodies of the project report are to be included under appendix or appendices.

So, the appendices may include-

- Questionnaire / Schedule
- Tables, Documents/forms etc.,
- Maps, Diagrams, graphs etc. referred to in the body of the project report.
- Guide Student Meeting Record Form.

The above guidelines are not a prescription for writing the project report but can be used as a milestone, while writing the project report.

The guide has every discretion to change the Chapter as per requirements. In case of computer /IT based subjects /topics such as-Business Analytics, Computer Application, etc., subject teacher has right to change the chapter scheme.

UNIVERSITY GUIDELINES FOR CAPSTONE PROJECT/SURVEY REPORT WORK

- There should be a proper linkage between objectives, data and interpretation, findings and suggestions.
- Header and Footer on project report pages shall consist of University name and Institute/College name, respectively. No other information should be included in the Header and Footer.
- Use of colors in text matter, graphs and diagrams should be avoided.
- Page numbers are compulsory.
- The average size of report ordinarily should be of maximum 100 pages .Layout of the project is-Paper A4 size, Font –Times New Roman, Font Size for regular text is 12, for headings 14 font size is allowed, for title of chapters upto 28 font size. Printing is to be done on both sides of pages. Margin 1.5 inches at the left, mirror margin and 1 inch at rest sides. Chapter pages should not carry borders.
- Declaration from the student that his/her research work is not copied from any other existing reports.
- The report should have three certificates, one by the Head of the Department and Principal, another by the faculty guide and third one from reporting officer of the organization where the student has undergone training. These three certificates should be attached in the beginning of the report
- Certificate of the Faculty Guide: The guide should certify that the research work is original and completed satisfactorily under his guidance.
- Index Page, List of Tables and List of Graphs should be added after certificates and Declaration.
- Two neatly typed (two sided) Spiral Copies Project Report must be submitted, checked, signed by student and by all respective authorities before Final Viva Voce.
-

Dates of Capstone Project Report Submission

- For regular students, the last date of Mini Project Report Spiral Copy submission to the institute is 30th Sept. of every year. In case 30th Sept is holiday then the next working day is the last date of project report submission.

- For repeater students the last date of submission of project report to the institute is 1st March. In case 1st March is holiday then the next working day is the last date of project report submission.

Acceptance/Rejection of Project Report:

The student must submit an outline of the project report to the college for approval. The college holds the right to accept the project or suggest modifications for resubmission. Only on acceptance of draft project report, the student should make the final copies.

Note:

- Students should learn MS Excel and SPSS for Data Analysis and Google Form Questionnaire preparation
- Faculty should encourage students for Research Paper Writing on Major Project and its publication in UGC Care Listed Journals.
- Students should be encouraged for participation in at Conferences /Seminars/Webinars/Workshops related to their course, specialization, research etc.
- Students should be encouraged for completion of Online Certification Courses available on Online Platforms such as NPTEL/Swayam /Coursera during academic year.

Student Name	
Contact No.	
Email-id	
Institute Guide Name	
Contact No.	
Email-id	
Organization Guide Name	
Designation	
Contact No.	
Email-id	
Website of Organization	
Specialization of Project	
Topic of Project	

Sr. No.	Date	Description	Discussion	Signature of Guide	Signature of student
1		Review of Literature -Submission			
2		Objectives, Research Methodology Finalization			
3		Finalization of Chapter No.1 Introduction to the study			
4		Finalization of Chapter No.2 Theoretical Background			
5		Finalization of Chapter No.3 Introduction to the organization/Industry			
6		Questionnaire Finalization			
7		Finalization of Chapter No.4,5 Data Analysis, Findings ,Suggestions			
8		Submission of First Draft of project report			
9		Submission of Final Draft of project report			
10		PPT Presentation of Project work			

Signature

Head of Department /Director/Principal

BBA-III-SEM-V (NEP 2.0)
DISCIPLINE SPECIFIC ELECTIVE
DSE-AUDIT COURSE-I
DSE-AC501

Course Description	Audit Course aims to provide students basic of Audit concept. It covers nature, scope, objectives, principles governing an audit and Vouching & Verification and Audit Report.				
Course Objectives	<ol style="list-style-type: none"> 1. To provide fundamental knowledge to student about Audit concept. 2. To familiarize students about Vouching and verification i.e. practical uses of Audit 				
Course Outcomes	After completion of this course, students will be able to <ol style="list-style-type: none"> 1.explain use of Audit in business 2.demonstrate vouching and verification process 				
Total Hours of Teaching : 30	Lecture	Tutorial	Practical	Total Per Week	Credit Points : 02
	1	1	0	2	
Total Marks: 50	Theory : 30				Internal : 20
Syllabus Contents:					
Unit: I	Introduction to Audit Course <ul style="list-style-type: none"> • Meaning and nature of audit • Scope of audit • Objectives of audit. • Basic Principles Governing an Audit Practical: Visit to a firm of Chartered Accountants and discuss with C. A. on his / her practical experiences regarding audit of various Entities.				15 Hours

<p>Unit: II</p>	<p>Vouching & Verification and Audit Report</p> <ul style="list-style-type: none"> • Concept of Vouching and objectives • Verification and Valuation: - Assets & Liabilities • Auditor's Report – Elements of Audit Report • Types of Audit Report: - Clean, Qualified, Adverse Opinion and Disclaimer of Opinion <p>Practical – Visit to an organization where actual audit in process is undertaken and observe the process and report</p>	<p>15 Hours</p>
<p>Suggested Field Work or Practical Work:</p> <p>Subject Teacher should assign any practical work based on syllabus and evaluate student performance.</p> <p>(e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)</p>		
<p>References: (Latest Editions)</p> <p>Reference Books:</p> <ol style="list-style-type: none"> 1. A Handbook of Practical Auditing: Dr. B.N. Tandon, Dr. Sudharsanam, Dr. Sundarbhou, S. Chand Publications 2. Auditing and Assurance: Sanjib Kumar Basu, Pearson Publishing House 3. Advanced Auditing and Professional Ethics: CA Vinod kumar Agarwal, CA Aarati Lahoti, A.S. Foundation 4. Auditing and Assurance Services: Karen Hooks, Wiley Publishers 5. Auditing and Assurance: CA Surabhi Bansal, Best word Publications 6. Audit and Assurance Standards in India: M P Vijaykumar, Snow White Publication 7. Fundamentals of Auditing: Kumar and Sharma, Prentice Hall (India) Publishers 8. Study Material of CA (IPCC and Final): The Institute of Chartered Accountants of India 		

SEM-VI

BBA-III-SEM-VI (NEP 2.0)
PROJECT MANAGEMENT

CC601					
Course Description	Project Management is a core course designed to introduce students to the fundamental aspects of planning, executing, monitoring, and closing projects across diverse industries. The course emphasizes the use of project management tools, particularly Microsoft Project, to manage timelines and resources efficiently. Through exploring risk management, stakeholder communication, and Agile methodologies, students will develop the critical thinking and practical skills necessary for successful project management.				
Course Objectives	<ol style="list-style-type: none"> 1. To provide a comprehensive understanding of the project management lifecycle from inception to closure. 2. To enhance skills in using project management tools such as Microsoft Project for managing complex projects. 3. To explore effective stakeholder management and communication strategies critical for project success. 4. To analyze risk management strategies and their application to ensure project success under varying circumstances. 				
Course Outcomes	<p>After completion of this courses, students will be able to,</p> <ol style="list-style-type: none"> 1. Understand and apply the key principles of project management to various project environments. 2. Gain proficiency in using Microsoft Project for project planning, execution, monitoring, and closing. 3. Develop skills in stakeholder management and communication strategies essential for project success. 4. Explore and apply risk management techniques to mitigate potential project issues. 				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points:
	3	1	0	4	04
Total Marks: 100	Theory : 60				Internal : 40
Syllabus Contents:					

Unit: I	<p>Fundamentals of Project Management</p> <p>Core concepts of project management, including the project life cycle, the role of the project manager, and the organizational context of projects. ,stages of a project from initiation to closure and key responsibilities of a project manager in driving project success.</p>	15 Hours
Unit: II	<p>Project Planning and Tools</p> <p>planning phase of project management, setting project scope and objectives, developing a Work Breakdown Structure (WBS), and managing time through scheduling techniques such as Gantt charts and PERT/CPM. Practical application includes using Microsoft Project to create and manage schedules, emphasizing the integration of project management tools to streamline project planning.</p>	15 Hours
Unit: III	<p>Executing and Monitoring Projects</p> <p>Resource allocation, budgeting, and quality control within project execution., risk management processes including identification, analysis, and response strategies. Practical exercises - resource management and performance tracking using Microsoft Project, highlighting effective control measures to ensure project alignment with planned objectives</p>	15 Hours
Unit: IV	<p>Concluding Projects and Agile Methodologies</p> <p>closing phase of projects, including performance measurement, stakeholder communication, and post-project evaluation, Agile project management principles and the Scrum framework, comparing Agile with traditional project management methods to provide students with a broader understanding of managing projects in dynamic environments.</p>	15 Hours

Suggested Field Work or Practical Work:

Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance.

(e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)

References:

1.Shilpi Juhari and S.K.Chaturvedi ,Project Management,

Suggested Case Topics:

- The Big Dig: A project management analysis of Boston's Central Artery/Tunnel Project.
- The launch of Apple's iPhone: Managing high-stakes technology projects.
- Project management in non-profits: The case of the Global Fund's initiatives.

Suggested Research Paper Reading:

Orieno, O. H., Ndubuisi, N. L., Eyo-Udo, N. L., Ilojianya, V. I., & Biu, P. W. (2024). Sustainability in project management: A comprehensive review. *World Journal of Advanced Research and Reviews*, 21(1), 656-677.

Textbooks (Latest Edition):

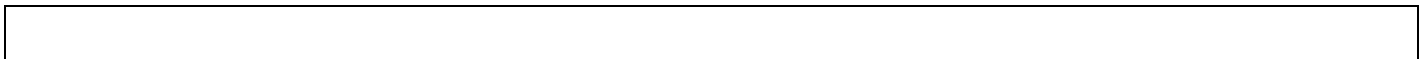
1. *Information Technology Project Management*, by Kathy Schwalbe, Cengage Learning.
2. *Project Management: A Managerial Approach*, by Jack R. Meredith and Samuel J. Mantel Jr., Wiley.

BUSINESS TAXATION**CC602**

Course Description	<p>This course provides a comprehensive understanding of business taxation, focusing on Goods and Services Tax (GST). Students will examine the principles, concepts, and practices of key areas, gaining insights into impact on business operations. By the end of the course, students will be equipped with the knowledge and skills necessary to navigate the complexities of GST in the business environment.</p>				
Course Objectives	<ol style="list-style-type: none"> 1. Analyze the legal provisions governing GST to comprehend their scope and application in business transactions. 2. Examine the tax implications of GST on different business activities. 3. Explain procedures and methods to calculate GST liabilities and obligations accurately, ensuring compliance with relevant laws and regulations. 4. Orient with the practical application of GST 				
Course Outcomes	<p>On successful completion of the course students will be able to:</p> <ol style="list-style-type: none"> 1. To describe the legal framework of GST, including key provisions, regulations thereby explaining the tax implications on various business transactions. 2. To interpret tax laws and regulations to assess the impact of GST 				
Total Hours of Teaching : 30	Lecture	Tutorial	Practical	Total Per Week	Credit Points : 02
	1	1	0	2	
Total Marks: 50	Theory : 30				Internal : 20
Syllabus Contents:					
Unit: I	Goods and Service Taxes (GST) Fundamentals of GST, Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, one nation one tax, objectives,				15 Hours

	<p>structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages. Constitution {101st Amendment} Act 2016, Tax Structure in India, Types of Taxes ,Introduction to CGST,SGST, UTGST, IGST, Goods and Service Tax Network (GSTN), Dual Model of GST – GSTN. Process of registration, compulsory registration, exemption from registration, liability for registration, deemed registration, cancellation of registration and revocation of registration. GST Unique Identification Number (GSTIN).</p>	
<p>Unit: II</p>	<p>Levy, Collection and Input Tax Credit Meaning of Supply, scope of supply, types of Supplies – Composite and Mixed Supplies. Levy and Composition, Composition of Levy. Persons liable to pay GST, Time of Supply and Value of Supply. Input Tax Credit – eligible and ineligible tax credit. Availability of Tax Credit under special circumstances- Transfer of Input Tax Credit – Input Service Distributor- Tax Invoice - Bill of Supply- Credit Note -Debit Note - Receipt Voucher - Payment Voucher - Revised Invoice - Transportation of goods without issue of Invoice - Delivery Challan. Payment of Tax -Modes of Payment, Filing of GST Returns and Audit- Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7-GSTR8- GSTR – 9 -GSTR10- GSTR11. Audit by tax authority's U/s 65 – Special Audit U/s 66- Audit by department- Power of Departmental Audit – Returns- Authorization to Audit – Audit Procedure – Duration of Audit</p>	<p>15 Hours</p>
<p>Suggested Field Work or Practical Work : Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance. (e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)</p>		
<p>References: (Latest Editions) Readings: Textbooks (Latest Editions)</p> <ol style="list-style-type: none"> 1. Datey, V. S.; Indirect Taxes. Taxmann Publications Pvt. Ltd. 2. Balachandran, V. ; Indirect Tax Laws. Sultan Chand & Sons. 3. Datey, V. S.; GST and Customs Law. Taxmann Publications Pvt. Ltd. 4. Singhania, V. K., & Singhania, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd. 		

5. Sahay, B. S., & Ranjan, R. ; Goods and Services Tax (GST). Cengage Learning India.
6. Sury, M. M.; Indirect Taxes. New Century Publications.



BBA-III-SEM-VI (NEP 2.0)

ELECTIVE: MARKETING MANAGEMENT

RETAIL MARKETING

DSE-A-601

<p>Course Description</p>	<p>The course aims to make students understand the unique nature and scope of marketing in the retail environment. The course will enable students to get familiarize with retailing concepts, issues and challenges. The course aims at enhancing student's capability to identify and analyze retail business environment and its opportunities and challenges, in order to envision and strategies for the respective business.</p>
<p>Course Objectives</p>	<ol style="list-style-type: none">1.To provide an introduction to Retailing, discuss the retail evolution and current trend and status of retail industry in India elaborates the differences among different types of retailers and also assists to analyse the consumer behaviour in retail.2. To understand and appreciate the formulation of retail marketing strategies based on competitive and consumer analysis; understand the role of pricing and communication strategy and its integration with market strategy; recognize the importance and role of people strategy.3. To understand the finance strategy and location strategy in retail. It also highlights the important considerations for site selection and the related theories and its implications. It also highlights the Store Management and related concepts.4. To understand the role of buying and merchandising management; to understand the application of services in Retail as strategy and its various dimensions; to recognize the importance of relationship marketing in retail; to comprehend and know the contemporary issues in Retail including the digital strategies of online players in retail.
<p>Course Outcomes</p>	<p>After completion of course, students will be able to,</p> <ol style="list-style-type: none">1. Understand Retail Concepts and analyze Retail Consumer Behavior Develop Retail Marketing Mix,2. Develop Finance Strategies and Buying and Merchandising3. Develop Managerial and Decision-Making Skills

Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks: 100	Theory : 60			Internal : 40	
Syllabus Contents:					
Unit: I	Introduction to Retailing Definition, Characteristics, Theories of Retailing; Emerging trends in retailing; Evolution of retailing in India; Factors behind the change of Indian retail industry; Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, and Non-store based, and other forms of Non-traditional Retailing; Retail consumers.				15 Hours
Unit: II	Retail Marketing Mix Advertising & Sales Promotion, Store Positioning; Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management; Mark-up & Markdown in merchandise management; Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail People Strategy				15 Hours
Unit: III	Retail Finance strategy Retail Location Strategy- Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation: theories and application. Store Planning: Design & Layout, Introduction to Visual merchandising, Retail Image Mix, effective retail space management, floor space management				15 Hours
Unit: IV	Buying and Merchandising strategy Service Strategy; Customer Relationship and Customer experience; IT in retailing; E-tailing, quick commerce.				15 Hours
Suggested Field Work or Practical Work : Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance. (e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)					

References: (Latest Editions)

1. Retail Marketing ,*Dr. S. Banumathy, Mrs. M. Jayalakshmi*,Himalaya Publishing House
2. Retail Marketing Management, H. M. Chandrashekar, C. Murthy, LAP LAMBERT Academic Publishing
3. Retail marketing, T.Shrinivasa Rao,Global Vision Publishing House,
4. Retailing Management: Text and Cases, Swapna Pradhan,Mc Graw Hill Publication

Readings:

1. Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 1, 2, 4, 5, 6, 7 and 8)
2. Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 1, 2, 3, 4)
3. Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 4,5,6,11,14,15,17)
4. Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 5, 9.14, 15)
5. Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9,10, 16, 18,19)
6. Levy, Weitz and Pandit; Retailing Management (Chapter 6,7,8), McGraw Hill Education
7. Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9, 10)
8. Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 3, 11, 13, 18)

ELECTIVE: MARKETING MANAGEMENT**MARKETING OF SERVICES****DSE-A602**

Course Description	The basic aim of this course is to explain why there is a need for special services marketing discipline, the challenges for services marketing, and how to deal with them. The course brings out the emerging service environment in India and the world. It emphasises the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.				
Course Objectives	<ol style="list-style-type: none"> 1. To study fundamentals of services concept 2. To analyze service as Product, Service Delivery Process and Service Pricing 3. To identify challenges in designing communication programme for services 4. To analyse reasons of Service failures, recovery strategies, managing people and customer relationships. 				
Course Outcomes	<p>At the end of this course, students would be able ,</p> <ol style="list-style-type: none"> 1. To understand the Concept of Services and intangible products 2. To discuss the relevance of services Industry to Industry 3. To examine roles played by the servicescape 4. To analyze Service Communication, Branding, Physical Evidence in Service 				
Total Hours of Teaching: 60	Lecture 3	Tutorial 1	Practical 0	Total Per Week 4	Credit Points: 04
Total Marks: 100	Theory : 60				Internal : 40
Syllabus Contents:					
Unit: I	Understanding Services, Service Consumers and Managing Services Quality Difference between goods and services marketing; Challenges of Services Marketing; Role of internal and interactive marketing in				15 Hours

	<p>services; Services Marketing Myopia, Expanded Services Marketing mix; Levels of service expectations; Factors influencing Consumers' perception of service; Different types of Service Quality; Determinants of Service Quality; Gap Model of Service Quality; Servqual instrument to measure service quality; Service quality research.</p>	
Unit: II	<p>Service as Product, Service Delivery Process and Service Pricing Distinction between core, facilitating, and support services; Different levels of customer participations in the creation of service and the strategies to enhance the customer participation in service production and delivery; Service blueprinting and its benefits; Customer Service standards; Strategies to manage fluctuations of demand in the creation and delivery of services; Service delivery intermediaries; Setting up Service prices- costs, perceived value and competition; Revenue Management in specific service industries; Pricing concepts- price bundling, captive pricing, two-part pricing, loss-leadership pricing and result-based pricing; Price competition challenges.</p>	15 Hours
Unit: III	<p>Service Communication, Branding, Physical Evidence in Service Challenges in designing communication programme for services; Service communication problems; Strategies for matching service promises with delivery; Services advertising; Role of promotion in marketing of services; Servicescape, the roles played by the servicescape, and its effects; Environmental dimensions of servicescape; High-contact and Low-contact; Approaches for understanding servicescape effects.</p>	15 Hours
Unit: IV	<p>Service Failures, Recovery Strategies, Managing People and Customer Relationships Service failures; strategies and tactics of service recovery in the event of a service failure; service guarantee and its role in promoting and achieving service quality; customer feedback system; human resource strategies for customer oriented service delivery; internal marketing in</p>	15 Hours

delivering the promise made to customers (through external marketing); interactive marketing (managing the moments of truth); guideline for people in service organizations ; service oriented organizational structure; customer loyalty; customer lifetime value ; customer equity; framework for building customer loyalty.	
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Suggested Field Work or Practical Work:

Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance.
(e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)

References: (Latest Editions)

1. Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7 th Edition TMH,2018
2. Services Marketing: Jochen Wirtz, Christopher H. Lovelock & Jayanta Chatterjee 9th Edition;
Published by World Scientific, 2023
3. Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James
Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10: 1264098359 | ISBN13: 9781264098354 ©
2023
4. Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman | John
E.G. Bateson ISBN: 9789386858771 Edition: 5th © Year: 2017

ELECTIVE: FINANCIAL MANAGEMENT**FINANCIAL DERIVATIVES****DSE-B601**

Course Description	This course aims to introduce the concepts of derivative products such as forwards, futures, options and their role in risk management. The course will explore the linkages of derivative prices with their respective underlying assets. The course will also introduce the students to complex derivatives such as interest rate and credit derivatives.				
Course Objectives	<ol style="list-style-type: none">1. To acquaint knowledge about the structure of vanilla derivative products such as forwards, futures and options2. To provide exposure to the pricing of vanilla derivatives3. To provide Knowledge about interest rate and credit derivatives4. To provide Ability to understand utilization of derivatives for risk management.				
Course Outcomes	After completion of the course, students should be able , <ol style="list-style-type: none">1. To differentiate between vanilla derivative products2. To understand the linkage between derivative pricing and the underlying asset3. To expose to the wider variety of interest rate and credit derivatives4. To develop an ability to analyze a situation and recommend usage of derivatives				
Total Hours of Teaching: 60	Lecture 3	Tutorial 1	Practical 0	Total Per Week 4	Credit Points : 04
Total Marks: 100	Theory : 60				Internal : 40
Syllabus Contents:					
Unit: I	Introduction to Derivatives				15 Hours

	What are Derivatives; Structure of common derivatives – Forwards, Futures, Options; Use of derivatives; Challenges in using derivatives; Exposure to equity, currency, agricultural and non-agricultural commodity derivatives; Derivatives available to retail customers and corporates; Derivative exchanges and OTC derivatives	
Unit: II	Derivative Pricing Pricing of Forwards and Futures; Cost of carry; Convergence of forwards, futures and underlying asset price; Contango and Backwardation; Differences between forwards and futures; Binomial Option Pricing Model; Concept of hedging using underlying asset; Delta; CRR model; Black Scholes Option Pricing Model - application	15 Hours
Unit: III	Interest Rate and Credit Derivatives Fixed rate vs Floating rate borrowing and investments; Forward Rate Agreements; Interest rate swaps; Currency Swaps; Credit Default Swap; Collateralized Debt Obligation; Role of credit derivatives in 2008-09 Global Financial Crisis	15 Hours
Unit: IV	Derivatives in Risk Management Business risk from volatility in revenues and expenses; Risk in agriculture and commodity businesses; Risk in global businesses; Goal of Risk Management; Utilization of vanilla derivatives for risk management using Case studies	15 Hours
Suggested Field Work or Practical Work : Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance. (e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)		
References: Textbooks 1.Hull, J. C., Options, Futures and Other Derivatives, Pearson 2.Rajib, P., Commodity Derivatives and Risk Management, PHI 3Srivastava, R., Derivatives and Risk Management, OUP India Research Papers / Articles		

1. Appropriate National Stock Exchange, Bombay Stock Exchange, Multi Commodity Exchange and National Commodity and Derivatives Exchange webpages for details on available for trading equity, commodity, currency and interest rate Derivatives

2. SEBI website FAQs on equity, commodity and currency derivatives

Case Topics

1. Utilization of agricultural product forwards by farmers
2. Pricing of options for jewellery industry (gold importers)
3. Utilization of swaps by domestic companies when borrowing globally

ELECTIVE: FINANCIAL MANAGEMENT
INTERNATIONAL FINANCIAL MANAGEMENT
DSE-B602

Course Description	This course introduces the student to financial management from the perspective of a global corporation. Student is exposed to the foreign exchange market and its workings. Importance of exchange rates, management and determination are also discussed. Global investments from the perspective of corporations and individuals is also highlighted.				
Course Objectives	<ol style="list-style-type: none"> 1.To understand the unique challenges in managing the financial activities of a global corporation 2.To know the structure, functioning and importance of Foreign Exchange Markets 3.To understand the factors determining and impacting foreign exchange rates 4.To know the challenges of global fund raising, global portfolio investing and financing international subsidiaries 				
Course Outcomes	<p>After completion of course, students will be able to,</p> <ol style="list-style-type: none"> 1. Appreciate the complexities of managing finance for a global corporation 2. Understand the basics of exchange rates and foreign exchange markets 3. Appreciate the linkages between macroeconomic factors and exchange rates 4. Understand the issues related to global fund raising, global portfolio investing and financing international subsidiaries. 				
Total Hours of Teaching: 60	Lecture 4	Tutorial 1	Practical 0	Total Per Week 4	Credit Points: 04
Total	Theory : 60				Internal : 40

Marks: 100		
Syllabus Contents:		
Unit: I	<p>Introduction to International Financial Management</p> <p>Domestic vs International Financial Management, Multinational Corporations, Exchange Rate, International Trade, Theory of Comparative Costs, Hecksher-Ohlin Theory, Free Trade V/s Protection, Barriers to Foreign Trade, Tariff and Non-Tariff Barriers; Meaning of BOP, Importance of BOP, Components of BOP, Foreign Exchange Reserves, Surplus and Deficit BOP, Disequilibrium and Adjustments, Accounting Principles in BOP.</p>	15Hours
Unit: II	<p>Exchange Rate Determinants</p> <p>Fixed rate, Floating Rate, Managed Rate, Factors affecting Exchange rates; Theories of Purchasing Power Parity Theory, Demand and Supply, Fisher Effect, Interest rate parity; Role of Central banks in managing exchange rate; Exchange rate shocks – devaluation and economic crisis</p>	15 Hours
Unit: III	<p>Foreign Exchange Market</p> <p>Defining Foreign Exchange Market, Participants, Structure, Spot and Forward rates, Foreign Exchange Quotations, Cross Rates, Inverse rates, Arbitrage</p>	15 Hours
Unit: IV	<p>International Investments</p> <p>Raising capital across the globe, GDRs, ADRs, Dollar Debt, Masala Bonds</p> <p>International Portfolio Investments, Diversification benefits, Global Macroeconomic risks International Capital Investments, Global CAPM, Subsidiary financing</p> <p>Exchange rate and Geopolitical shocks</p>	15 Hours
<p>Suggested Field Work or Practical Work :</p> <p>Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance.</p> <p>(e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)</p>		
References: (Latest Editions)		

- 1.Global Business Finance: P.G. Apte, Tata McGraw Hills Publication
2. International Finance Management: P.G. Apte, Tata McGraw Hill Publication
3. International Financial Management: V.K. Bhalla, Prentice Hall Publication
4. Foreign Exchange-Practice, Concept, Control : C.Jeevanandam, Sultan & Chand Publication
5. International Business: Sumathi Varma, Ane Publication
6. Financial Management: Khan & Jain, Tata Mcgraw Hill Publication
7. Financial Management: R.P.Rustagi, PHI Publication
8. International Financial Management -Text & Cases: Madhu Vij,Taxmann Publication Pvt.Ltd.
9. Foreign Exchange & Risk Management: C.Jeevanandam, Sultan & Chand Publication

Journals:

- Prabhandan: Indian Journal of Management
- IUP Journals
- ICSI Journals
- Finance India
- Indian Journal of Finance
- Journal of Accounting & Finance etc

BBA-III-SEM-VI (NEP 2.0) ELECTIVE:HUMAN RESOURCE MANAGEMENT TRAINING AND DEVELOPMENT DSE-C601	
Course Description	This course describes the process of training and Development, describes how training is different from learning and the three phases of learning and training. It examines the various process of creating and designing training programme and various ways to evaluate the return on investment and learning of training programmes.Latest technology based training methods, including online training, massive open online learning courses, Blended courses, flexible classrooms are dealt in detail.
Course Objectives	<ol style="list-style-type: none"> 1.To understand the basic concepts of training and development 2.To know the importance and methodology of Training Needs Analysis process 3.To sensitize them to various methods of training and training evaluation

	4. Understand the need for Cost benefit analysis of Training Programmes				
Course Outcomes	<p>After successful completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand evolving role of training and development 2. Explain training and learning as a two-way process and apply learning theories and models 3. Conduct a systematic Training Needs Analysis (TNA) and use appropriate needs assessment techniques. 4. Design effective training programs and demonstrate understanding of different training methods and trainer styles 5. Evaluate training effectiveness from multiple perspectives and identify and address common imbalances in training programs 6. Assess the return on investment (ROI) of training programs 7. Develop follow-up and support mechanisms 				
Total Hours of Teaching : 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points : 04
	3	1	0	4	
Total Marks: 100	Theory : 60				Internal 40
Syllabus Contents:					
Unit: I	Introduction- Training Changing in training practice, looking inward, looking outward, appreciative enquiry, looking again and repositioning training; Employee Development & Methods of Training and Development				15 Hours
Unit: II	Training and Learning -two-way process Knowledge, skill, action; training and learning; Three phases of learning; The learning spiral for participants in the three phases of training				15 Hours
Unit: III	The Needs Analysis Process Training Needs Assessment: Concept, purpose and scope; Process of Needs assessment; Meaning of Skills gap assessment Needs Assessment Techniques: Person Analysis, Task Analysis and Organization Analysis; Need assessment in practice				15 Hours

Unit: IV	<p>Training Process and Evaluating Training and follow up support</p> <p>Fine tuning objectives and Preparing partners; Setting the stage; Four training methods; Design the training Program; Trainer and training styles; Evaluating from Different angles, Evaluating Learning Objectives; Addressing four common imbalances, Determining Return on investment, determining costs, and benefits</p>	15 Hours
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Suggested Field Work or Practical Work:

Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance.(e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)

References:

1. Training for Development Part 1 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2011
2. Training for Organizational Transformation, Part 2 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2000
3. Managing Performance through Training and Development, Eighth Edition
4. Author(s): Alan M. Saks | Robert R. Haccoun, 2019, Cengage learning
5. Employee Training and Development | 9th Edition by Raymond A. Noe and Amitabh Deo Kodwani, 2019, McGraw Hill

BBA-III-SEM-VI (NEP 2.0)	
ELECTIVE-HUMAN RESOURCE MANAGEMENT	
PERFORMANCE AND COMPENSATION MANAGEMENT	
DSE-C602	
Course Description	To familiarize learners about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.
Course Objectives	1.To provide understanding of performance management concepts. 2.To equip learners with the dynamics of performance appraisal and develop

	<p>criteria for assessing performance.</p> <p>3.To enable learners to develop effective appraisal systems that can be linked to managerial objectives and compensation.</p> <p>4.To enable learners with contemporary issues and solutions in appraisal systems.</p>				
Course Outcomes	<p>After completion of the course, learners will be able to:</p> <ol style="list-style-type: none"> 1. Describe the key concepts of performance management and methods of performance management in practices. 2. Compare the organisations in the context of Talent Management, Coaching and Mentoring, Competency Model and its linkage with Performance Management. 3. Relate the elements of performance appraisal and potential appraisal and devise a system of performance-based compensation systems. 4. Devise the performance management system in the organisation, with the help of performance planning that are specific, measurable, attainable, relevant and trackable in the organisation. 				
Total Hours of Teaching : 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points : 04
	3	1	0	4	
Total Marks: 100	Theory : 60				Internal : 40
Syllabus Contents:					
Unit: I	<p>Introduction to Performance Management Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management as a System and Process of Management.</p>				15 Hours
Unit: II	<p>Performance Planning and Managing Performance Developing Performance Planning: Agreement and Action Planning, Methods of managing performance of all the levels of</p>				15 Hours

	Management (including labour), Graphics rating scale, Ranking Methods, Paired Comparison Methods, Forced Distribution Method, Critical Incident Method, Behaviourally Anchored Rating Scales, Management By Objective, 360-Degree Performance Appraisal, Performance Feedback & Counselling, Performance analysis for Individual and organizational Development.	
Unit: III	Learning Organization and Performance Based Compensation Concept-Peter Senge Model, Need, Types, Factors and Obstacles in Learning Organization, Performance Management and Compensation: Concept of Performance Related Pay, Criteria for Performance Related Pay, Installing and Monitoring PRP.	15 Hours
Unit: IV	Implementation of Performance Management Performance Management and Career Planning: Advantages and Significance, Coaching and Mentoring in Performance Management: Concept, Roles, Advantage and Disadvantage of Coaching and Mentoring, Performance Management and Talent Management: Concepts, Features and Strategies to retain employees. Competency Mapping, Competency Mapping & its Linkage with Career Development and Succession Planning, Online Appraisal: Advantage & Disadvantage, Performance Management Audit, Ethical and Legal issues in Performance Management	15 Hours
Suggested Field Work or Practical Work : Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance. (e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)		
References: (Latest Editions) Readings: 1. Armstrong, M. (2003). Handbook of Strategic Human Resource Management: a guide to action. Crest.		

2. Armstrong, M. (2006). Performance management: Key strategies and practical guidelines. Kogan page.
3. Berger, L. A., & Berger, D. R. (2004). The talent management handbook. New York, NY: McGraw-Hill.
4. Bhattacharyya, D. K. (2011). Performance management systems and strategies. Pearson Education India.
5. Dencker, J. C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. *Administrative Science Quarterly*, 54(3), 453-485.
6. Jordan, A. H., & Audia, P. G. (2012). Self-enhancement and learning from performance feedback. *Academy of management review*, 37(2), 211-231.
7. Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C., & Hinkin, T. R. (2012). When employees are out of step with coworkers: How job satisfaction trajectory and dispersion influence individual-and unit-level voluntary turnover. *Academy of management journal*, 55(6), 1360-1380.
8. McDonnell, A. (2011). Still fighting the “war for talent”? Bridging the science versus practice gap. *Journal of business and psychology*, 26, 169-173.
9. Rao, T. V. (2004). Performance Management and Appraisal Systems: HR tools for global competitiveness. SAGE Publications India.
10. Silzer, R., & Dowell, B. E. (2009). Strategy-Driven Talent Management. John
11. Trevor, C. O., Reilly, G., & Gerhart, B. (2012). Reconsidering pays dispersion's effect on the performance of interdependent work: Reconciling sorting and pay inequality. *Academy of Management Journal*, 55(3), 585-610.

DATA VISUALIZATION USING TABLAU/POWERBI**DSE-D601**

Course Description	Data Visualization with Microsoft Power BI program will equip any learner who wants to develop in-demand skills in data pre-processing, visualization, and analysis using Microsoft Power BI as the primary tool. Students in this program will learn to connect Microsoft Power BI to multiple data sources, process and transform data to prepare it for reporting and visualization, build compelling data visualizations that tell a story and employ best design practices, and draw insights from data dashboards and visualizations that can allow for insights and help a business make critical decisions.				
Course Objectives	<ol style="list-style-type: none"> 1. To understand Power BI Fundamentals and prepare and Model Data Effectively 2. To acquire and Transform Data and apply Data Transformation Techniques 3. To build and Manage Data Relationships and use DAX for Reporting Needs 4. To create Effective Visualizations. To design User-Friendly and Interactive Reports and enhance Reports with Advanced Features. 5. To perform Advanced Data Analysis and support Business Decision-Making 				
Course Outcomes	<p>After successful completion of the course, students will be able to;</p> <ol style="list-style-type: none"> 1. To understand Key Concepts in Data Modelling 2. To create visualization with Microsoft Power BI 3. To understand and use Advanced Data Analysis in Microsoft Power BI 				
Total Hours of Teaching : 60	Lecture 3	Tutorial 1	Practical 0	Total Per Week 4	Credit Points : 04
Total Marks: 100	Theory : 60				Internal : 40
Syllabus Contents:					

Unit: I	Introduction Installation ,Basics of preparing & Modelling Data, Key Concepts in Data Modelling,Getting Data & Initial Transformations	15 Hours
Unit: II	Data Transformation Bigger Transformations & Data Tables, Relationships & Relationship Related DAX, Reports & DAX for Common Reporting Needs	15Hours
Unit: III	Creating Visualizations with Microsoft Power BI Creating Visualizations with Microsoft Power BI, Building Compelling Data Visualizations, Designing User-Friendly Reports, Creating Interactive Reports for Data Exploration, Elevating Reports with Advanced Report Features	15 Hours
Unit: IV	Advanced Data Analysis Basics of Advanced Data Analysis in Microsoft Power BI, Advanced Data Analytics, Power Query Transformations, Advanced Visualizations	15 Hours
Suggested Field Work or Practical Work : Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance. (e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)		
References: (Latest Editions) <ul style="list-style-type: none"> • Data Visualization: Using Power BI, Orange and Excel, Notion Press, Shirshendu Roy • Mastering Power BI,Chandraish Sinha,BPB Publication • Mastering Data Visualization Using Tableau,Seema Acharya,Wiley Publication 		

BBA-III-SEM-VI (NEP 2.0)
ELECTIVE-BUSINESS ANALYTICS
BUSINESS DATA MANAGEMENT AND CLOUD COMPUTING
DSE-D602

Course Description	<p>This course provides a comprehensive understanding of data management concepts and cloud computing technologies that support modern digital organizations. It introduces learners to the principles, importance, and challenges of effective data management, including best practices and big data management. The course further explores the foundations of cloud computing, its evolution, architecture, service models (IaaS, PaaS, SaaS), deployment models (public, private, and hybrid clouds), and real-world applications. Emphasis is placed on practical business use cases, advantages, limitations, and security challenges associated with cloud computing, enabling students to make informed managerial and technological decisions.</p>				
Course Objectives	<ol style="list-style-type: none"> 1.To understand the meaning, scope, and importance of data management in contemporary organizations. 2.To identify key areas, challenges, and best practices involved in managing organizational and big data. 3.To analyze the layers, features, and architecture of cloud computing systems. 4.To differentiate between public, private, and hybrid cloud deployment models and their business relevance. 5.To evaluate cloud service models—IaaS, PaaS, and SaaS—in terms of characteristics, advantages, disadvantages, and applications. 				
Course Outcomes	<p>After completion of this course student should be able to:</p> <ol style="list-style-type: none"> 1. To understand principles of Data Management 2. To describe principles of Cloud Computing 3. To identify different cloud services for Data Management 4. To apply cloud computing techniques in Business Management 				
Total Hours of Teaching :	Lecture	Tutorial	Practical	Total Per Week	Credit Points :
60	3	1	0	4	04

Total Marks: 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Introduction to Data Management Meaning & Definition, Importance of Data Management ,Areas of Data Management, Challenges in Data Management ,Best Practices in Data Management, Big Data Management	15 Hours
Unit: II	Introduction to Cloud Computing Introduction to Cloud Computing, Roots of Cloud Computing, Layers of Cloud Computing, Features of a Cloud Computing Architecture of Cloud computing, Types of Cloud: Private, Public, Hybrid	15 Hours
Unit: III	Services of Cloud Computing IaaS (Introduction, Characteristics, Advantages, Disadvantages, Examples) PaaS (Introduction, Characteristics, Advantages, Disadvantages, Examples) SaaS (Introduction, Characteristics, Advantages, Disadvantages, Examples)	15 Hours
Unit: IV	Applications of Cloud Computing Applications of Cloud Computing, Advantages & Dis- advantages of Cloud Computing, Challenges in Cloud Computing, Security issues in Cloud Computing	15 Hours
Suggested Field Work or Practical Work : Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance. (e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)		
References: (Latest Editions) 1. Cloud Computing- Principles and Paradigms: Rajkumar Buyya, James Broberg, Andrzej Goscinski, Willey Publication 2. Cloud Computing- Black Book: Kailash Jayaswal, Jagannath Kallakurchi, Donald J. Houde, Dr. Deven Shah,Kojent Learning Solution Ltd.		

3. Cloud Computing: Bible Barrie Sosinsky, Willey Publication

4. Cloud Computing: A Hands-On Approach :Arshdeep Bahga, Vijay Madiseti, The Orient Blackswan Publication

BBA-III-SEM-VI (NEP 2.0)

ELECTIVE: COMPUTER APPLICATION

E-COMMERCE

DSE-E601

**Course
Description**

This course provides a comprehensive understanding of fundamental concepts, models, and applications of e-commerce in the modern digital economy. It introduces learners to various e-commerce models such as B2B, B2C, C2C, and government-related transactions, along with the functioning of Electronic Data Interchange (EDI) and further explores electronic payment systems, including digital cash, credit and debit cards, smart cards, and electronic fund transfers, while highlighting the differences between traditional and electronic payment methods. The course also examines security mechanisms and solutions including encryption techniques, digital certificates, SSL, and firewalls to ensure secure online transactions. Overall, the course equips students with both conceptual knowledge and practical awareness of conducting secure and efficient electronic business operations.

**Course
Objectives**

1. To understand the fundamentals of e-commerce, including its concepts, goals, components, and functions in the digital business environment.
2. To analyze various e-commerce models such as B2B, B2C, C2C, C2G, and B2G, and evaluate their real-world applications.
3. To examine the role and working of Electronic Data Interchange (EDI) along with its advantages and limitations in business communication.
4. To understand electronic payment systems, including digital cash, cards, EFT, and e-banking, and differentiate them from traditional payment methods.
5. To identify various e-security threats, including malicious code, phishing, hacking, spoofing, and denial of service attacks.
6. To evaluate security mechanisms and tools, such as encryption, digital

	certificates, SSL, firewalls, and proxy servers, for protecting online transactions.				
Course Outcomes	After completion of this course students will be able - 1. To understand the various concept of E-Commerce 2. To know the different e-payment systems 3. To analyse E-Security options 4. To examine the different Security Solutions				
Total Hours of Teaching : 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points : 04
Total Marks :100	3	1	0	4	Internal : 40
	Theory : 60				
Syllabus Contents:					
Unit : I	Introduction to E-Commerce Concept, Definition, Goals, Components and functions, Advantages and Limitations, Challenges and opportunities, E-Commerce models- C2C, C2B, C2G, B2C, B2B, B2G, EDI- Concept, components, Working mechanism of EDI Advantages and disadvantages of EDI.				15 Hours
Unit : II	Electronic payment System Concept of e-payment, Difference between traditional and electronics payment system, Digital cash, Credit and Debit card system, Smart Card, Prepaid, postpaid and instant payment system, Electronic funds transfer, Concept of e-banking				15 Hours
Unit : III	E-Security Concept of E-security, Security threats- concept and types , Malicious code, Phishing and identity theft , Hacking and cyber vandalism ,Credit card fraud/Theft , Spoofing , Denial of service (DoS) ,Firewall and proxy server				15 Hours
Unit: IV	Security Solutions Concept of encryption and decryption, Symmetric and asymmetric key encryption, Cipher text, Digital Envelopes , Digital certificates, Security socket layer (SSL), Limitations of encryption solutions.				15 Hours

Suggested Field Work or Practical Work :

Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance.

(e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)

Reference Books:

1. E-Commerce- Kenneth C.Laudon and Carol Guercio Traver
2. Internet marketing and E-commerce-Ward Hanson and Kirthi Kalyanam
3. E-Commerce Concepts , Models , Strategies by -- G.S.V Murthy
4. E-Commerce by --Kamlesh K Bajaj and Debjani Nag
5. Electronic Commerce by --Gary P. Schneider
6. E-Commerce A Managers Guide, Ravi Kalkota

BBA -III SEM.-VI ELECTIVE: COMPUTER APPLICATION DATA MINING AND WAREHOUSING DSE-E602	
Course Description	This course provides an in-depth understanding of data warehousing and data mining concepts, techniques, and applications. It focuses on how large volumes of data are stored, processed, and analyzed to support decision-making and business intelligence. Students will learn about data pre-processing, clustering methods, and real-world applications of data mining.
Course Objectives	<ol style="list-style-type: none">1. To understand the fundamentals of data warehousing systems2. To differentiate between OLTP and OLAP systems3. To learn various data mining techniques and algorithms4. To understand data pre-processing methods5. To apply clustering techniques for data analysis6. To explore real-world applications of data mining
Course Outcomes	After completion of this course, student should be able t: <ol style="list-style-type: none">1. To understand the principles of Data Warehouses and Data Mining.2. To identify Data Warehouse architecture for data storage.3. To use different data mining techniques for data processing.

	4. To apply data mining techniques for business and scientific data.				
Total Hours of Teaching : 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points : 04
Total Marks :100	3	1	0	4	Internal : 40
	Theory :60				
Syllabus Contents:					
Unit : I	Introduction to Data warehouse Difference between DBMS and data warehouses, Characteristics, Components Architecture ,Difference between OLTP & OLAP OLAP Cube, OLAP Operations, OLAP				15 Hours
Unit : II	Introduction to Data Mining Definition of data mining, Issues in Data Mining, Stages of Data Mining Process(KDD),Classification of Data Mining ,Techniques & tasks of Data Mining, Applications of Data Mining, Integration of a Data Mining System with a Database or Data Warehouse System, Major issues in Data Mining				15 Hours
Unit : III	Data Preprocessing Need for Preprocessing the Data, Data Cleaning, Data Integration Transformation, Data Reduction, Discretization and Concept Hierarchy Generation				15 Hours
Unit: IV	Clustering Overview & Types of Clustering Methods, Partitioning Clustering (K-Means Algorithm, PAM Algorithm), Hierarchical Clustering-Agglomerative Methods and divisive methods, Basic Agglomerative Hierarchical Clustering Algorithm, Apriori Algorithm, Key Issues in Hierarchical Clustering, Strengths and Weakness, Outlier Detection				15 Hours
Suggested Field Work or Practical Work : Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance. (e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)					

Reference Books:

1. Data Mining-Concept and Techniques: Jiawei Han, Micheline Kamber, Morgan Kaufmann Publication
2. Data Mining- Introductory and advanced Topics: Margaret H. Dunham, Pearson education
3. Machine Learning: Tom Mitchell, McGraw Hill
4. Data Mining Techniques: Arun K Pujari, Universities Press
5. Data Warehousing Fundamentals: Pualraj Ponnaiah, Wiley Student Edition
6. The Data Warehouse Life Cycle Toolkit: Ralph Kimball, Wiley Student Edition
7. Data Mining: Vikaram Pudi, P Raddha Krishna, Oxford University Press

BBA-III-SEM.-VI ELECTIVE: EVENT MANAGEMENT EVENT SAFETY AND RISK MANAGEMENT DSE-F601					
Course Description	<p>This course equips students with skills to plan and deliver safe and well-managed events. It focuses on identifying and classifying risks across pre-event, live-event, and post-event stages. It covers Indian legal compliance, permissions, contracts, insurance, and ethical responsibilities for stakeholder safety. Students learn financial risk control through budgeting, forecasting, and contingency planning. The course also prepares learners to handle emerging digital, health, sustainability, reputation risks, and design crisis response plans.</p>				
Course Objectives	<ol style="list-style-type: none"> 1. Enable students to identify and classify risks at all stages of the event life-cycle using structured risk assessment tools. 2. Build understanding of Indian legal, regulatory, and ethical practices to manage permissions, contracts, and stakeholder safety. 3. Develop skills to evaluate and control financial risks using budgeting, forecasting, and contingency planning methods. 4. Train students to analyze emerging digital, health, sustainability, and reputation risks and prepare effective crisis response strategies. 				
Course Outcomes	<p>After completion of this course, student should be able:</p> <ol style="list-style-type: none"> 1. To identify and classify risks across the event life-cycle using structured risk assessment tools. 2. To apply Indian legal, regulatory, and ethical practices to manage compliance, contracts, and stakeholder safety. 3. To evaluate and control financial risks in events using budgeting, forecasting, and contingency planning. 4. To analyze emerging digital, health, sustainability, and reputation risks and prepare crisis response. 				
Total Hours of Teaching :	Lecture	Tutorial	Practical	Total per Week	Credit Points : 04
60	3	1	0	4	
Total Marks :	Theory : 60				Internal :

100		40
Syllabus Contents:		
Unit: I	<p>Foundations of Event Safety and Risk Management</p> <p>Meaning, Elements and Importance of Event Safety, Event Safety Protocols, Meaning and Scope of Event Risk Management, Classification of Event Risks : Strategic Risk, Operational Risk, Financial Risk, Legal and Compliance Risk, Reputational Risk, Event Life-Cycle Risk Analysis : Pre-event, During-event, Post-event, Risk Identification Tools : Risk Register, SWOT analysis for Events, PESTLE Analysis in Event Planning.</p>	15 Hours
Unit: II	<p>Legal, Regulatory and Ethical Risk Management</p> <p>Legal Framework Governing Events in India, Mandatory Licenses and Permissions: Police, Fire, Traffic, Local authorities, Artist and Celebrity Contracts: Cancellation clauses, Morality clauses, Insurance in Event Management: Public liability insurance, Artist insurance, Equipment insurance, Ethical Risks in Events: Data misuse, Misrepresentation, Cultural sensitivity and inclusivity.</p>	15 Hours
Unit: III	<p>Financial Risk Management</p> <p>Types of Financial Risks: Low ticket sales, Sponsorship shortfall, Cost overruns, Supplier or contractor failure, Pricing mistakes, Payment Delays and Non-Payment Risk, Financial Risk Management Tools: Budgeting and cash flow forecasting, Insurance policies for events, Contingency funds and reserves</p>	15 Hours
Unit: IV	<p>Emerging Risks in Event Management</p> <p>Digital and Virtual Event Risks: Platform failure, Bandwidth issues, Cyber security and Data Privacy Risks: Attendee data protection, Payment gateway risks, Health and Bio-Security Risks, Crowd health screening, Sustainability and ESG Risks: Environmental impact, Waste management, Reputation and Social Media Risk: Online backlash, Crisis communication,</p>	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical /Field Work:

1. Visit an event venue and prepare a risk register using SWOT and PESTLE analysis.
2. Collect a list of actual licenses/permissions taken for a local event and study contract and insurance clauses.
3. Interview an event organizer to review budget planning, cash-flow forecasting, and contingency fund use.
4. Observe a virtual or public event and document digital failures, crowd health measures, sustainability practices, and social media risk handling.

Reference Books:

1. Risk Management for Events (2nd ed.) -Julia Rutherford Silvers and William O'Toole — Routledge
2. Event Risk Management and Safety (1st ed.) -Peter E. Tarlow -John Wiley and Sons
3. Risk Management for Meetings and Events (1st ed., 2008) -Julia Rutherford Silvers - Routledge
4. Risk and Hazard Management for Festivals and Events (1st ed.) -Peter Wynn-Moylan - Routledge (standard academic publisher)
5. Basics of Event Management - D. Ramkumar -Vijay Nicole Imprints
6. Event Management: A Professional and Development Approach - Ashutosh Chaturvedi -Global India Publications
7. Event Management: Emerging Techniques and Practices - Priya Sachdeva and Archan Mitra -BPB Publications

Suggested Journals:

1. Event Management - *Cognizant Communication Corporation*
2. International Journal of Event and Festival Management - *Emerald Group Publishing Ltd.*
3. International Journal of Hospitality and Event Management - *Inderscience Publishers*

BBA-III-SEM.-VI ELECTIVE: EVENT MANAGEMENT IT FOR EVENT MANAGEMENT DSE-F602					
Course Description	This course equips students with critical digital competencies and practical skills for applying Information Technology to event planning, execution, and evaluation. Aligned with NEP’s emphasis on experiential learning, digital fluency, ethical engagement, and real-world problem solving, it blends concepts, tools, and applications used in modern event management.				
Course Objectives	<ol style="list-style-type: none"> 1. To introduce and explain the role and significance of Information Technology in the planning, execution, and management of events. 2. To develop proficiency in the use of event planning, management, promotion, and communication software and digital tools. 3. To equip students with skills to apply IT tools for data handling, digital marketing, and analytical decision-making in event management. 4. To enhance analytical, evaluative, and creative abilities to assess event outcomes and design effective IT-based solutions for successful event execution 				
Course Outcomes	After completing this course, students will be able , <ol style="list-style-type: none"> 1. To understand the fundamentals of Information Technology used in event management. 2. To apply software tools for event planning and management. 3. To analyze the digital marketing tools and strategies adopted for event management 4.To evaluate event performance using different data analytical tools. 				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks:100	Theory: 60				Internal: 40

Syllabus Contents:		
Unit: I	<p>Introduction to IT in Event Management</p> <p>Meaning, concept, and evolution of Information Technology,</p> <p>Scope and significance of IT in the event management industry</p> <p>Role of IT in event conceptualization, planning, execution, and control, Types of events (corporate, social, cultural, sports, virtual and hybrid events) and their IT requirements, Basic hardware used in events: computers, servers, networking devices, audio visual equipment, Software applications used in event management, Introduction to Event Management Information Systems (EMIS), Benefits and limitations of IT adoption in event management, Emerging trends in IT for events (virtual events, hybrid platforms, AI tools</p>	15 Hours
Unit: II	<p>Event Planning and Management Software</p> <p>Event planning life cycle and stages, Integration of IT across the event life cycle, Overview and features of popular event management software, Tools for event scheduling and task allocation, Event budgeting and cost control using software tools, Online registration systems and ticketing platforms, Payment gateways and financial tracking, Cloud-based collaboration tools for team coordination, Vendor and resource management system</p>	15 Hours
Unit: III	<p>Digital Marketing and Communication for Events</p> <p>Concept and importance of digital marketing in events, Digital marketing strategies for event promotion Social media platforms for advertising and campaign planning, Email marketing tools and techniques, Customer Relationship Management (CRM) systems for event participants, Event websites: features and functionality ,Mobile applications for event management, Influencer marketing and online partnerships for events ,Introduction to food & beverage</p>	15 Hours

	department, Types of food service outlets, Functions of restaurant, kitchen, and service staff ,Menu planning and types of menus, Basics of food service control	
Unit: IV	Data Management, Analytics and Post-Event Evaluation Importance of data in event management, Data collection methods before, during, and after events ,Use of spreadsheets for event data handling, Introduction to database for event information management, Event analytics and key performance indicators (KPIs),Online feedback forms and survey tools, Measurement of event success using digital metrics, Data interpretation for decision-making, Preparation of post-event reports using IT tools, Evaluation of event outcomes and recommendations for improvement	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class. Practical/fieldworks can be conducted at the time of tutorials.

Suggested Practical Work or Field Work:

1. Students should plan a real or simulated event and identify the appropriate IT tools while preparing the event plan using digital documentation tools.
2. Students should create an event budget and schedule using spreadsheet software and develop an online registration form to collect participant details.
3. Students should design digital posters or brochures, create sample social media advertisements, and prepare a simulated email marketing campaign for the event.
4. Students should collect event feedback and participation data, analyze it using digital tools, and prepare a comprehensive post-event digital report.
5. Students should select different events- Corporate vs Social vs Virtual Event and conduct comparative study of their IT requirements and Software tools .

Note:

Each student should prepare report of every practical or field work including detailed information as per guidelines and structure/format given by subject teacher. The report should be hand-written. Take photographs in your cell phone with prior permission during the visit to

business units and discussion with people. Produce the black and white print of photographs in your report.

All the practical's to be conducted by experts .Videos of students during practical session to be recorded and preserved for evaluation

Reference Books:

1. Goldblatt, J. -*Special Events: Creating and Sustaining a New World for Celebration* (Wiley).
2. Allen, J. - *Event Planning: The Ultimate Guide* (Wiley).
3. Bowdin, G. et al. -*Events Management* (Butterworth-Heinemann).
4. Laudon & Laudon -*Management Information Systems* (Pearson).

Websites / Online Platforms

- Event Management Tools: Eventbrite, Cvent
- Design & Promotion: Canva, Mailchimp
- Forms & Data: Google Forms, Google Sheets
- Learning Platforms: HubSpot Academy, Social Media Examiner

BBA -III SEM.-VI

ELECTIVE: FAMILY BUSINESS MANAGEMENT
STRATEGIC FAMILY BUSINESS MANAGEMENT
DSE-G601

Course Description	<p>The course Strategic Family Business Management is designed to provide students with a comprehensive understanding of the strategic, managerial, and governance issues unique to family-owned enterprises. This course explores the structure, evolution, and strategic dynamics of family firms, with special emphasis on vision, values, culture, and long-term orientation. It examines key strategic challenges such as succession planning, leadership transition, professionalization, governance mechanisms, and conflict management within family enterprises.</p> <p>Through conceptual frameworks, real-life case studies of Indian family businesses, and practical discussions, students will learn how family involvement influences strategic decision-making and organizational performance. The course equips learners with the analytical and decision-making skills required to ensure sustainability, growth, and continuity of family businesses across generations.</p>				
Course Objectives	<ol style="list-style-type: none"> 1. To understand the nature, structure, and dynamics of family-owned businesses. 2. To study governance, succession planning, and professionalization of family firms. 3. To analyze strategic issues unique to family enterprises. 4. To develop strategic decision-making skills for sustainable family business growth. 				
Course Outcomes	<p>At the end of completion of this course students will be able :</p> <ol style="list-style-type: none"> 1. To analyze essentials for sustainable family business management 2. To understand importance of succession planning. 3. To evaluate evolution state of their family business 4. To discuss strategic planning in their existing family businesses 				
Total Hours of Teaching:	Lecture	Tutorial	Practical	Total Per Week	Credit Points:
	3	1	0	4	

60				
Total Marks:100	Theory: 60			Internal: 40
Syllabus Contents:				
Unit: I	Diagnosing Family Business Concept of enterprise sustainability, The 12 elements of strategic fit: the 12S model, Family unity and periodic realignment of 12 elements of strategic fit, Importance of family businesses in the Indian economy, Advantages and challenges of family-owned firms			15 Hours
Unit: II	The Succession Planning Meaning and importance of succession planning, Profile and characteristics of successful successors, Next generation attributes, interest and abilities, CEO exit style and transfer of power			15 Hours
Unit: III	Change, Adaption and Innovation Three states of evolution- Present, transition and future, Innovation- Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation, Theories of Innovation- Peter Drucker, Schumpeter, Efficiency Theory, Creative Thinking- Barriers to creativity, Techniques for improving creativity process			15 Hours
Unit: IV	Strategic planning and trans generational entrepreneurship Strategic planning and family business, Creating value with unique business models ,The life cycle of the firm and need for strategic planning, Competitive strategies in family firms			15 Hours
Note: Relevant case studies based on the above units should be discussed in the class. Practicals/fieldworks can be conducted at the time of tutorials.				
Suggested Practical Work or Field Work:				
<ol style="list-style-type: none"> 1. Conduct group activity and apply 12S model to family businesses of participating students 2. Conduct interview of at least 2 local entrepreneurs (Preferably second generation) to 				

share his/her journey of enterprise

3. Study Profile and characteristics of successful successors in family business in your vicinity
4. Prepare a feasibility report of innovative plan for above family businesses and discuss it with heads of family business
5. Read Entrepreneurs book such as connecting dots, Stay hungry and Stay foolish etc. Write book review report on it.

Note:

- 1. Above some practical works should be conducted during lecture hours.*
- 2. Each student should prepare report of every practical or field work including detailed information as per guidelines and structure/format given by subject teacher. The report should be hand- written. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report.*

Reference Books:

1. Family Business: Ernesto J. Poza and Mary S. Daugherty, Cengage Learning India Pvt. Ltd.
2. Essentials of Entrepreneurship and Small Business Management: Thomas W. Zimmerer, Norman Scarborough, PHI Publication
3. Entrepreneurship- New Venture Creation: David H. Holt, PHI Publication
4. Entrepreneurship Development: Dr. S. S. Khanka, Sultan Chand Publication

BBA -III SEM.-VI
ELECTIVE: FAMILY BUSINESS MANAGEMENT
VENTURE CAPITAL AND FUNDING AGENCIES
DSE-G602

Course Description	<p>This syllabus focuses on the Indian Venture Capital ecosystem, teaching students how Alternative Investment Funds (AIFs) are structured and regulated by SEBI. It transitions from theory to practice by covering the investment lifecycle, where students master deal sourcing, due diligence, and early-stage valuation techniques like the Venture Capital Method.</p> <p>A key highlight is the role of Institutional Support, specifically how government agencies like SIDBI and the Startup India initiative provide essential seed funding and grants. The curriculum concludes with Exit Strategies, analyzing how investors realize returns through IPOs or acquisitions. By using 2026 case studies, the syllabus prepares students for careers as investment analysts or entrepreneurs in a tech-driven market.</p>				
Course Objectives	<ol style="list-style-type: none"> 1. To understand the basic concept of venture capital 2. To understand the role of government institutions in funding new ventures 3. To understand the process of valuation followed by venture funding Agencies 				
Course Outcomes	<p>At the end of completion of this course students will be able to :</p> <ol style="list-style-type: none"> 1. To understand the concept of Venture capital and sources of funds 2. To analyze the process of raising funds through various sources. 3. To evaluate different private and Government Agencies working as a Support system 4. To apply appropriate funding support to a given venture 				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total	Theory: 60				Internal: 40

Marks:100		
Syllabus Contents:		
Unit: I	Foundations of Venture Capital & Startups: <ul style="list-style-type: none"> • The Basics: Meaning of Venture Capital (VC) Difference between VC, Angel Investors, and Private Equity. • The Indian Ecosystem: History and current growth of startups in India; identifying "Unicorns" and their impact on Indian economy. • Startup Lifecycle: Stages of a startup—from Seed and Early Stage to Growth and Expansion. • The VC Firm: How a VC firm is built—roles of General Partners (GPs) and Limited Partners (LPs) 	15 Hours
Unit: II	Step-by Step Investment Process: <ul style="list-style-type: none"> • Deal Sourcing: How VCs find great ideas (pitch decks, networking, incubators). • Due Diligence: The "check-up" process—reviewing a startup’s team, market size, and business model. • Valuation for Beginners: Simple ways to value a company with no revenue; understanding "Pre-money" vs. "Post-money" valuation. • Term Sheets Made Easy: Basic legal terms every BBA student should know—Equity, Cap Tables, and Board Seats 	15 Hours
Unit: III	Government Funding & Institutional Support <ul style="list-style-type: none"> • Startup India Scheme: How the government helps new businesses; benefits like tax holidays and easier compliance. • Major Funding Agencies: Roles of SIDBI (Small Industries Development Bank of India) and NABARD in supporting young entrepreneurs. • Specialized Funds: Introduction to Venture Capital Fund for SC/ST and women-led startup grants. • Incubators & Accelerators: Role of college-based incubators to turn student’s ideas into funded companies. 	15 Hours
Unit: IV	Growth, Exit, and Current Trends <ul style="list-style-type: none"> • Monitoring Success: How VCs help startups grow 	15 Hours

	<p>after giving them money; tracking key metrics (KPIs).</p> <ul style="list-style-type: none"> • Exit Strategies: How investors get their money back—IPOs (listing on a stock exchange) or being bought by a larger company (M&A). • Modern Trends (2026): Investment focus on Generative AI, Green Tech, and FinTech. • Career Paths: Jobs for BBA graduates in VC—roles like Investment Analyst and Portfolio Manager. 	
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Note: Relevant case studies based on the above units should be discussed in the class. Practicals/fieldworks can be conducted at the time of tutorials.

Suggested Practical Work:

1. Students can collect information about local VCs and Angel investors and study the projects invested by them
2. Students can visit government institutions like DIC, SIDBI to understand government's role in funding small and medium businesses.
3. Students can visit incubation centers and understand their role in promoting start-ups
4. Students can visit local private banks and understand the functioning of Venture Capital funding
5. Students can visit local start-ups and understand their funding process
6. Students can prepare project report and pitch the idea before local VC/ Govt. agencies

Reference Books:

1. Dr. S. S, Khanka, : Entrepreneurship Development; S. Chand Publication
2. David H. Holt; 'Entrepreneurship: New Venture Creation; PHI Publication
3. Thomas W. Zimmerer, Norman Scarborough; Essentials of Entrepreneurship and Small Business Management; PHI Publication.
4. NeelKant Sharma; strategic management of Venture capital: An Indian Perspective; New Century publications
5. Raj Kumar, Manu Sharma; Venture Capital Investments; Sage Response

Additional References:

1. Sequoia Capital India, Accel, Kalaari Capital, Nexus, etc. – *Guide to top VC firms and accelerators in India*.
2. VC Firms Directory (vcdir.com) – *Comprehensive database of India-based venture*

capital firms, filterable by sector and stage. VC Firms in India | Venture Capital Directory

3. Indian Angel Network – One of India’s largest angel investor networks that also helps startups connect to capital and mentors. (Wikipedia)
4. CIIE.CO – Startup incubator and VC-linked accelerator based at IIM Ahmedabad, supporting early-stage ventures. (Wikipedia)
5. VCCircle – Indian business news and data platform focused on VC/PE trends, events, and deals. VCCircle – Media & Insights on Venture Capital
6. “Venture Capital in India: Regulation, Policy & Global Models” – Background on institutional frameworks like the *Fund of Funds for Startups (FFS)* and Startup India seed schemes. Venture Capital in India – Regulation & Policy Context
7. Startup India Portal (startupindia.gov.in) – *Official platform for government support schemes, seed fund info, and startup registration.*

These articles offer current insight into how venture and institutional support are evolving in India:

- Indian VC firms increasingly partner with tech leaders to support AI-focused startups. (The Economic Times)
- New regional VC funds are launching (e.g., Hyderabad Angel Fund). (The Times of India)
- Institutional backing is growing in specialized sectors like space tech. (Navbharat Times)

BBA -III SEM.-VI

ELECTIVE: HOSPITALITY MANAGEMENT

HOSPITALITY MARKETING AND LAW

DSE-H601

Course Description	The course provides a comprehensive understanding of hospitality marketing principles, legal frameworks, and safety regulations essential for the hospitality industry. It introduces students to the concept and scope of hospitality marketing, including Segmentation, Targeting, and Positioning (STP), the 3
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	pillars, and the extended 7Ps of marketing. It also familiarizes students with hospitality laws in India, including regulations related to hotel construction, hiring practices, and compliance with acts such as the Catering Establishment Act, 1958. Additionally, the course emphasizes taxation, food safety, and security laws, including important legislation like the Prevention of Food Adulteration Act, 1954 and the Food Safety and Standards Act, 2006. It highlights the role of professional bodies such as Federation of Hotel & Restaurant Associations of India and Hotel Association of India in regulating and supporting the hospitality industry.				
Course Objectives	1. To understand Hospitality Marketing Concepts 2. To analyze Marketing Elements in Hospitality 3. To identify Challenges in Hospitality Marketing 4. To understand Hospitality Laws in India 5. To learn the Role of Professional Bodies 6. To understand Taxation, Safety, and Security Laws				
Course Outcomes	After completion of course, students will be able: <ol style="list-style-type: none"> To understand the Challenges in Hospitality Marketing To develop Marketing Program in Hospitality To understand the laws of hotel constructions, commission and Maintenance of Hotels To understand Safety laws and Security laws in hospitality 				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Basics of Hospitality Marketing				15 Hours
	Meaning/Definition of hospitality marketing, Segmentation-				

	Targeting and Positioning (STP) of hospitality marketing, 3 Pillars of hospitality marketing, 7P's in hospitality Marketing. Challenges in Hospitality Marketing.	
Unit: II	Elements of Hospitality Marketing New Product Development-New and changing trends in hospitality marketing, People-Importance of people in hotel marketing. Process- Blueprint and Service Encounter, Physical Evidence-ServiceScape. Role of tourism web in hospitality marketing.	15 Hours
Unit: III	Hospitality Laws in India Laws in hotel constructions- state laws, central laws and local laws, laws in hotel hiring-state, central and local laws-Catering Establishment Act, 1958. Role of professional bodies like FHRAI & Hotel Association of India (HAI) in regulating the affairs of the hotel industry.	15 Hours
Unit: IV	Taxation and Safety and Security Laws in Hospitality Basic laws of staff safety in kitchen, customer health, customer safety, The Prevention of Food Adulteration Act, 1954, The Food Safety and Standards Act, 2006, Food Legislation and Liquor Licensing	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class. Practicals/fieldworks can be conducted at the time of tutorials.

Suggested Practical Work or Field Work:

1. Design 7P's in restaurant marketing
2. Visit to a star graded hotel in your area observe the construction laws followed by the hotel
3. Evaluate the challenges to the hotel industry in your area.
4. Collect the information about the changing trends in hospitality Marketing in India.
5. Visit nearby hotels and study whether they follow Hotel laws or not, if not identify the reason. List out hotel marketing trends in your area

Reference Books:

1. Marketing for Hospitality & Tourism : Philip Kotler , Bowen & Makens Prentice-Hall Publication

2. Hotel Marketing :S.M.Jha ,Himalaya Publishing House
3. Hospitality Marketing :Neil Wearne ,Hospitality Press Pvt Ltd.,Australia
4. Food Science: Sumati & Mudambi, New Age International Pvt Ltd Publishers
5. Commercial and Industrial Law: N.D.Kapoor,Sultan Chand & Sons Publication
6. Principles of Hospitality Law: Michael Boella and Alan Pannett, Cengage Learning EMEA
7. Personal Management and Industrial Relations: D.C. Shejwalkar and Adv.Shrikant Malegaonkar
8. Hotel & Tourism Law : Jagmohan Negi, Metropolitan Book Co. (P) Ltd.

BBA -III SEM.-VI

Discipline Specific Elective

ELECTIVE: HOSPITALITY MANAGEMENT

SOFT SKILLS IN HOSPITALITY

DSE-H602

Course Description	<p>This course is designed to develop essential soft skills and personality traits required for success in the hospitality industry. It focuses on enhancing interpersonal effectiveness, communication abilities, professional behavior, and emotional intelligence. The course introduces students to key soft skills such as self-motivation, leadership, teamwork, problem-solving, decision-making, and time management, which are critical in delivering quality service in hospitality environments. It also emphasizes the importance of effective communication, including verbal, non-verbal, and listening skills, along with overcoming communication barriers. It also highlights the importance of physical fitness and healthy lifestyle habits, which are essential for maintaining energy and professionalism in hospitality careers. Overall, the course aims to prepare students to become confident, well-groomed, and effective hospitality professionals.</p>
Course Objectives	<ol style="list-style-type: none">1. To understand the concept and importance of soft skills in the hospitality industry. To develop key soft skills such as leadership, teamwork, problem-solving, decision-making, and time management.2. To enhance communication skills, including verbal, non-verbal, and listening abilities. To identify and overcome communication barriers in professional settings.3. To differentiate between hearing and listening and apply effective listening techniques. To improve interpersonal skills to interact professionally with seniors, colleagues, customers, and stakeholders.4. To practice professional etiquette, including email, telephone, and workplace behavior.5. To understand the importance of physical fitness and healthy habits for personal and professional well-being, to build confidence and self-presentation skills required in hospitality careers.

Course Outcomes	After completion of course, students will be able:				
	<ol style="list-style-type: none"> 1. To understand and apply core soft skills such as self-motivation, leadership, teamwork, responsibility, and problem-solving in personal and professional contexts. 2. To demonstrate effective communication skills by using appropriate verbal, non-verbal, and written communication techniques in various situations. 3. To develop strong interpersonal skills to effectively interact with seniors, colleagues, juniors, customers, and other stakeholders in the workplace. 4. To apply decision-making, time management, and conflict resolution techniques to improve productivity and workplace efficiency. 5. To exhibit professional etiquette and manners, including email, telephone, and technology etiquette suitable for corporate and hospitality settings. 				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks:100	Theory: 60				Internal: 40
Syllabus Contents:					
Unit: I	Introduction to Soft Skills Meaning of soft skills, techniques of soft skills-self-motivation, leadership, responsibility, teamwork, problem-solving, decision making, time management, conflict resolution, importance of soft skills in hospitality management				15 Hours
Unit: II	Communication Meaning and need for communication, purpose of communication, types of communication, advantages and disadvantages of communication, barriers to communication, non-verbal communication				15 Hours

	Listening: Meaning, Importance of listening, difference between hearing and listening and four different types of listening	
Unit: III	Interpersonal Skills Dealing with seniors, colleagues, juniors, customers, suppliers, contract workers, Owners etc. at work place Group Discussion: Meaning, Do's and Don't of GD Team Behavior - how to effectively conduct yourself during GD, clarity of thoughts and its expression	15 Hours
Unit: IV	Personality Development Etiquette and Manners, Professional Etiquette, Technology Etiquette, Table Manners, Time Management, Grooming-Dressing, Postures, Gestures. Email and telephone communication. Physical Fitness- Importance and ways of achieving it, Healthy eating habits	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class. Practicals/fieldworks can be conducted at the time of tutorials.		
Suggested Practical Work or Field Work:		
<ol style="list-style-type: none"> 1. Ice Breaking Activities (e.g. How to introduce oneself) 2. Role Play Activities 3. Videos on critical thinking skills followed by discussion on it. 4. Practical session on table manners. 5. Practical session on Dressing, Postures, Gestures. 		
Reference Books:		
<ol style="list-style-type: none"> 1. Essential Communication Skills: Shalini Aggarwal , Ane Books Pvt. Ltd., New Delhi 2. Business Communication: Urmila Rai, S. M. Rai, Himalaya Publishing House , Mumbai 3. Managing Soft Skills For Personality Development: B.N. Ghosh, McGraw Hill Education 4. Personality Development-Interpersonal Skills and Career Management: Dr. C.S.G. Krishnama Charyulu and Dr. Lalitha Ramakrishnan, Himalaya Publishing House Pvt.Ltd. 5. Personality Development :R.C. Bhatia, Ane Books Pvt.Ltd. 		

Suggested Additional Readings:

1. <https://www.emeraldinsight.com/doi/abs/10.1108/09596119010135190>
2. <https://journals.sagepub.com/doi/abs/10.1177/1938965509354865> 3. <http://eds.a.ebscohost.com>

Suggested Research Journal Articles:

1. European Journal of Personality.

<https://onlinelibrary.wiley.com/journal/10990984>

1. Journal of Personality and Individual Differences

[https://www.journals.elsevier.com/personality-and-individual-differences.](https://www.journals.elsevier.com/personality-and-individual-differences)

3. Personality and Social Psychology Bulletin

<https://journals.sagepub.com/home/psp>

4. Journal of Personality Assessment

<http://www.personality.org/publications/journal-of-personality-assessment/>

5. Journal of Management Development

<https://www.emeraldinsight.com/loi/jm>

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BBA-III-SEM.-VI

Discipline Specific Elective

ELECTIVE: INTERNATIONAL BUSINESS

IMPORT AND EXPORT

DSE-I4

Course Description	<p>This course provides a comprehensive understanding of the fundamentals and practices of international business, focusing on export and import procedures, policies, and documentation ,regulatory framework governing global trade, key aspects such as selection of export products, identification of international markets, country profiling, and methods of finding potential buyers. , export and import procedures, including pre-shipment and post-shipment documentation, certificates of origin, and commodity-specific documentation requirements ,import processes, trade enquiries, terms of trade, and customs duty calculations, addresses risks involved in international trade and the measures available to mitigate them .It highlights various export promotion schemes and benefits provided under FTP such as EPCG, Advance Authorization, Duty Drawback, RoDTEP, and Transport and Marketing Assistance (TMA). By the end of the course, learners will be equipped with the knowledge and skills required to engage effectively in international trade operations.</p>
Course Objectives	<ol style="list-style-type: none">1. To understand the fundamentals of international business including its concept, scope, and importance in the global economy.2. To explain Foreign Trade Policy (FTP) and its role in regulating export and import activities.3. To identify procedures and documentation required for starting export and import business operations.4. To analyze export market selection strategies, including country profiling and identification of target markets and buyers.5. To understand export procedures, including pre-shipment and post-shipment documentation and certification requirements.6. To explain export promotion schemes and benefits such as EPCG, Advance

	Authorization, Duty Drawback, RoDTEP, and TMA.				
Course Outcomes	After completion of course, students will be able: 1. To explain basics of Export Import concept 2. To describe documents required to start any business and export business 3. To illustrate terms of import, custom duty calculation 4. To identify risks of export and import business				
Total Hours of Teaching : 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks : 100	Theory : 60				Internal: 40
	Syllabus Contents:				
Unit: I	Overview of International Business Introduction and Definition of International Business, Foreign Trade Policy (FTP), Meaning and Basics of Export and Import, Required Licenses & Documentation to start Export & Import, Selection of Products, Various Registration Authorities, Types of Export -Merchant Exporter, Manufacturer Exporter and Service Exporter etc.				15 Hours
Unit: II	Export Selection of Market,How to find Target Market and Country Profiling–How to find Buyers? Pre-shipment and Post shipment Documentation, Certificate of Origin, Documents required as per the commodity and Country				15 Hours
Unit: III	Import Import Procedures, Criteria for Selection of Exporters, Import of Samples, Trade Enquiry and Finalizing the Terms of Import, Custom Duty Calculation, Import Documents				15 Hours
Unit: IV	Risks of Export and Import business and Coverage Export and Import Benefits: EPCG, Advance Authorization, Duty Drawback, RODTEP, TMA and Other as per FTP.				15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.					

Suggested Practical Work or Field Work:

1. Visit to DGFT website Check Export Import Data Bank - Select Two Commodities and Two Countries -Get Import and Export Details and understand the Trend Analysis
2. Study FTP Policy of India
3. Learn the Procedure How to Issue IEC and RCMC
4. Take Any product and Complete Product Analysis in Practical way by Visiting the Manufacturers, Growers, Traders and All stakeholders in the chain
5. Visit to Indian Trade Portal and understand the Exim Trends
6. Visit to Chamber of Commerce Website/ in person and understand the Certificate of Origin process.
7. Take five products and get the duty calculations of that and Visit in person / call and ask about the selection criteria of their suppliers .Make the list of points Selection of Exporter
8. Take any five products from Different Sector each and find out the all benefits given by govt for that product and also study any two risk in export business.
9. Take any Company and their product and Calculate all the duties and cost .Check Criteria for selection of Exporters
10. Any other practical based on syllabus

Note:

Each student should prepare report of every practical or field work including detailed information as per guidelines and structure/format given by subject teacher. The report should be hand-written. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report.

Reference Books:

1. International Finance: P. G. Apte , McGraw Hill Publication
2. International Marketing Management: Varshney and Bhattacharya, Sultan Chand & Sons Publication
3. International Business: Francis Cherulinam ,Himalaya Publishing House
4. Economic Environment of Business: Mishra, Puri, Himalaya Publishing House
5. International Business: P. Subba Rao, Himalaya Publishing House
6. International Economics: M. L. Jhingan, Vrinda Publication

BBA-III-SEM.-VI

Discipline Specific Elective

ELECTIVE: INTERNATIONAL BUSINESS

INTERNATIONAL INSTITUTIONS AND TRADE IMPLICATIONS

DSE-I602

Course Description	This course provides an in-depth understanding of the structure, functions, and role of key international economic institutions such as the World Trade Organization, International Monetary Fund, and World Bank in shaping global trade and economic policies. It examines the frameworks governing international trade, including agreements, trade barriers, and regional trade blocs like the European Union and ASEAN. The course also focuses on the implications of global trade on economic growth, business strategies, and developing economies such as India. Contemporary issues such as trade wars, globalization challenges, sustainability, and digital trade are critically analyzed to provide students with practical insights into the evolving global trade environment.				
Course Objectives	<ol style="list-style-type: none"> 1. To understand the role of international economic institutions 2. To analyze global trade frameworks and policies 3. To examine the impact of trade agreements on economies and businesses 4. To evaluate contemporary issues in international trade 				
Course Outcomes	<p>After completing this course, students will be able:</p> <ol style="list-style-type: none"> 1. To understand the structure and functioning of international institutions 2. To analyze global trade policies and agreements 3. To evaluate the impact of trade on business and economy 4. To interpret current global trade issues and trends 5. To apply knowledge to real-world international business scenarios 				
Total Hours of Teaching : 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks : 100	Theory : 60				Internal: 40
	Syllabus Contents:				
Unit: I	Introduction to International Economic Institutions Meaning, nature and importance of international institutions, Evolution of global trade system, Role of international institutions in economic development, Overview of major institutions: World Trade Organization (WTO), International Monetary Fund (IMF), World Bank				15 Hours

	Functions, objectives and governance structure, Differences between WTO, IMF and World Bank	
Unit: II	Global Trade Framework and Policies Principles of international trade (Free Trade Vs Protectionism), Trade theories (Comparative Advantage, Heckscher-Ohlin Theory), WTO Agreements: GATT (General Agreement on Tariffs and Trade) ,GATS (General Agreement on Trade in Services) ,TRIPS (Trade-Related Aspects of Intellectual Property Rights) ,Trade policy instruments: Tariffs and Non-Tariff Barriers, Quotas, Subsidies, Anti-dumping measures ,Role of regional trade agreements: European Union, ASEAN, SAARC	15 Hours
Unit: III	Trade Implications on Economy and Business Impact of international trade on: Economic growth and development, Employment and income distribution, Balance of Payments Role of multinational corporations (MNCs), Trade liberalization and globalization effects, Impact on developing countries (with special reference to India), Foreign Direct Investment (FDI) and its implications	15 Hours
Unit: IV	Contemporary Issues in International Trade Trade wars and protectionism, Role of digital trade and e-commerce, Environmental and ethical issues in global trade, Dispute settlement mechanism under WTO, Impact of geopolitical factors on trade, Emerging trends in global trade: Regional Comprehensive Economic Partnership (RCEP) Sustainable trade practices	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Suggested Practical Work or Field Work: <ol style="list-style-type: none"> Case Study Analysis-Analyze real-world cases related to WTO disputes, trade wars, or IMF interventions E.G. India vs USA trade dispute or Brexit impact on trade. Select a country and analyze: Trade policies, Major exports/imports, Role of international institutions. Present findings in report + PPT 		

3. Simulation Exercise- Conduct a mock WTO negotiation, Students play roles of different countries, Debate tariffs, subsidies, and trade barriers
4. Conduct Group Discussion-e.g. Impact of globalization on India, Role of regional trade blocs, Digital trade and e-commerce
5. Use World Bank/IMF datasets .Analyze trends in: GDP growth ,Trade volumes ,FDI inflows ,Interpret findings using charts

Reference Books:

1. Krugman, P.R., Obstfeld, M., & Melitz, M.J. – *International Economics: Theory and Policy*
2. Cherunilam, F. – *International Business: Text and Cases*
3. Daniels, J.D., Radebaugh, L.H., & Sullivan, D.P. – *International Business*
4. Salvatore, D. – *International Economics*
5. Hill, C.W.L. – *International Business: Competing in the Global Marketplace*
6. Carbaugh, R.J. – *International Economics*
7. Hoekman, B.M. & Kostecki, M.M. – *The Political Economy of the World Trading System*
8. World Bank Publications – *Global Economic Prospects*
9. IMF Annual Reports – published by the International Monetary Fund
10. WTO Trade Reports – published by the World Trade Organization

BBA -III SEM.-VI

Discipline Specific Elective

ELECTIVE: TRAVEL & TOURISM MANAGEMENT

GEOGRAPHY OF TOURISM AND ATTRACTIONS OF INDIAN TOURISM

DSE-J601

COURSE DESCRIPTION	The course provides a comprehensive understanding of the spatial aspects of tourism and its relationship with geographical elements. It examines essential elements of tourism geography including location, attractions, accommodation, transport, environment, and culture, analyzes the interrelationship between tourism, environment, and culture, along with the impact of physical and economic development on tourism growth. It also covers tourism typologies, classifications of tourists, and motivational factors influencing travel behavior. In addition, it includes regional tourism patterns across India (Eastern, Western, Northern, and Southern zones) and the geographical diversity of tourist attractions.				
COURSE OBJECTIVES	<ol style="list-style-type: none"> 1. To analyse the role of geography in Tourism Development. 2. To examine Elements of Tourism Geography and evaluate Tourism Regions 3. To understand Tourism Typologies and Classifications and explore Regional Tourism in India 4. To assess the relationship between Tourism, Environment, and Culture 5. To analyze the impact of development on Tourism and to identify Emerging Trends in Tourism 				
COURSE OUTCOMES	<p>After completion of course, students will able to:</p> <ol style="list-style-type: none"> 1. To understand the concept and role of geography in tourism 2. To describe elements of tourism 3. To analyze the attractions of tourism in India 4. To summarize the tourism typology 				
Total Hours of Teaching : 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points : 04
	3	1	0	4	
Total Marks : 100	Theory : 60				Internal : 40
Syllabus Contents:					
Unit: I	Introduction to Geography of Tourism Meaning, Definition and Importance of Geography in Tourism. Role of geographic in tourism, Elements of geography tourism-tourist generating region and tourist destination region, Geography of Travel in Maharashtra				15 Hours
Unit: II	Elements of Geography of Tourism Location, Accommodation, Attraction, Transport, Environment and Culture, Relationship between tourism and Environment and Culture, Impact of Physical				15 Hours

	and Economic Development on Tourism	
Unit: III	Tourism Typology Types of tourists, Motives of tourist, Cohen Classification, Smith's Classification, 4 C's of Tourism-Conservation, Community, Commerce and Culture. Geography of Maharashtra Tourism, Uttar Pradesh, Goa, Mandhya Pradesh etc. Attractions in Eastern zone, Southern, West and North zone of India	15 Hours
Unit: IV	Tourist Development and Changing Trends in India Tourism Attractions elements available in India, Current scenario of changing trends in India, New Trends in Tourism- Attractions in contemporary Tourism- Ecotourism, Rural Tourism, Agro Tourism, Sustainable Tourism, Pilgrimage Tourism Sports Tourism, Wine Tourism-Camping Tourism, Medical Tourism, MICE Tourism. Theme Parks and Water park, Adventure Tourism etc.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Suggested Practical Work or Field Work: <ol style="list-style-type: none"> 1. Conduct the survey of your city and identify tourist generating elements of your area. 2. Collect the information of 4C's of tourism in your area. 3. Visit to Fairs and festival to your village and write the report of it. 4. Prepare PPT about the important tourist destination of different states in India 5. Enlist the motives of tourist in your visited tourist location <p><i>Note: Each student should prepare report of every practical or field work including detailed information as per guidelines and structure/format given by subject teacher. The report should be hand-written. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report.</i></p>		
Reference Books: <ol style="list-style-type: none"> 1. Tourist resources of India : Ram Acharya, RBSA Publishers 2. Indian Art and Culture: Nitin Singhania, Tata Mc Graw Hill Education 3. Cultural Tourism in India :Gupta, SP, Lal, K, Bhattacharya, M. ,DK Print 4. Geography of Travel & Tourism : L E Hudman & R H Jackson , Thomson/Delmar Learning 5. General Geography of India: Ahmed Aizaz, NCERT, New Delhi 6. Dynamics of Modern Tourism: Ratandeep Singh, Kanishka Publishers 7. Various travel guides on India 		

BBA-III-SEM-VI (NEP 2.0)

Discipline Specific Elective

ELECTIVE: TRAVEL & TOURISM MANAGEMENT

TOURISM ISSUES AND STRATEGIES

DSE-J602

<p>Course Description</p>	<p>This course provides a comprehensive understanding of the tourism environment and the various internal and external factors influencing tourism management. It explores the concept of tourism environment, including macro and micro environmental issues affecting the tourism industry. The course examines natural, physical, social, cultural, political, and legal aspects that impact tourism development. It highlights issues such as infrastructure, resource availability, climate change, heritage conservation, social dynamics, and regulatory frameworks. Additionally, it focuses on micro-level factors such as organizational policies, supplier coordination, market competition, and changing tourist preferences. Further, the course addresses key challenges faced by the tourism industry, including human resource constraints, safety and security, infrastructure gaps, and service management (food, accommodation, and transportation). It also emphasizes practical strategies for sustainable tourism growth, ensuring a balance between economic development, environmental conservation, and cultural preservation.</p>
<p>Course Objectives</p>	<ol style="list-style-type: none">1. To understand the Concept of Tourism Environment2. To analyze Factors Influencing Tourism Management3. To examine Macro Environmental Issues and to evaluate Micro Environmental Factors4. To identify Challenges in the Tourism Industry and to develop Strategies for Tourism Growth5. To promote Sustainable and Responsible Tourism6. To recognize the importance of environmental protection and cultural preservation in tourism planning.
<p>Course Outcomes</p>	<p>After completion of course, students will be able ,</p> <ol style="list-style-type: none">1.To understand Tourism Environment and analyse Influencing Factors2 To evaluate Macro Environmental Issues and to assess Micro Environmental Factors3.To identify Industry Challenges and to develop Strategic Solutions4.To apply Sustainable Tourism Practices

Total Hours of Teaching : 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points : 04
	0	0	4	2	
Total Marks: 100	Theory : 60				Internal : 40
Syllabus Contents:					
Unit: I	Introduction Concept of Tourism Environment, Factors influencing tourism management, Opportunities and Threats in tourism industry, Challenges to Tourism industry.				15 Hours
Unit: II	Macro Environment Issues Natural and Physical Issues: Infrastructural Availability, Availability of resources, Nature Conservation, climate change and eco-tourism, Cleanliness and Maintenance of tourist location, pollution Social and Cultural Issues: Social values, tradition and beliefs, Heritage issues, cultural issues, Social Group dynamics. Political and Legal Issues: Local Laws, State Laws, permissions, Co-ordination in multiple players in industry, taxation				15 Hours
Unit: III	Micro Environmental Issues Organization Objectives and policies, Availability and co-ordination of suppliers (material and service suppliers), Support from Distributors agencies, Availability and Size of competitors, Changing habits and preferences of tourists				15 Hours
Unit: IV	Challenges & Strategies in Tourism Challenges in growth of tourism- Getting right human resource, Safety and security of tourists, Obtain Civic amenities, Food Management, Accommodation Management, Transportation management to reach tourist location, Strategies for tourism growth				15 Hours

Suggested Field Work or Practical Work :

1. Visit to a nearest tourist location and identify the factors influencing tourism management.
 2. Discuss in the class Threats to tourism sector in India
 3. Does the survey of your district and identify the natural and physical issues in tourism sector?
 4. Visit to Government tourism website and read the government tourism reports to understand the issues in tourism industry.
 5. Visit to any heritage office in your area to know the management of heritage site by the Government
- Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance. (e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)

Reference Books:

1. Critical Issues in Tourism: Shaw & Williams, Wiley-Blackwell Publication
2. Impacts of Tourism :Romila Chawla, Sonali Publisher
3. HRM in Hotel and Tourism Industry: Existing Trends and Practices :Percy K. Singh, Kanishka Publishing House
4. Growth and Development of Modern Tourism: R.K Sinha, Dominant Publishers, New Delhi.
5. Tourism & Travel Management: Ghosh Bishwanth , Vikas Publishing House Pvt. Ltd., New Delhi.
6. An Introduction to Travel & Tourism: Dennis L & Foseter , Glencoe, McGraw Hill International
7. Tourism Principles and Practices: Chris Cooper, Fletcher John, Fyall, Alan, Gilbert David, Wall Stephen, Pearson Education Limited.
8. Growth and Development of Modern Tourism: R.K Sinha, Dominant Publishers, New Delhi.

BBA-III-SEM-VI (NEP 2.0)
Discipline Specific Elective
ELECTIVE: SUPPLY CHAIN MANAGEMENT
MANAGEMENT DECISION MODELS
DSE-K601

<p style="text-align: center;">Course Description</p>	<p>Management Decision Models introduces students to the fundamental methods of management science from a managerial perspective. This course emphasizes formulating business problems in quantitative terms and explores various management science techniques including linear programming, dynamic programming, game theory, and inventory theory. Students will learn to apply these methods in real-world business scenarios to optimize decision-making and enhance organizational performance, gaining practical experience in using software tools to implement decision models.</p>
<p style="text-align: center;">Course Objectives</p>	<ol style="list-style-type: none"> 1. To introduce students to the fundamental methods of management science and decision models. 2. To develop skills in formulating business problems in quantitative terms. 3. To explore the application of management science techniques such as linear programming, dynamic programming, game theory, probability theory, queuing theory, and inventory theory in business decision-making. 4. To provide hands-on experience with software tools for implementing and solving decision models.
<p style="text-align: center;">Course Outcomes</p>	<p>After completion of course, students will be able ,</p> <ol style="list-style-type: none"> 1. To formulate and solve business problems using management science techniques. 2. To be proficient in applying quantitative methods

	to enhance decision-making processes.				
	3. To use management science software tools like R and Python for solving complex business problems.				
	4. To understand of how to optimize resources and processes in various business functions.				
Total Hours of Teaching : 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points : 04
	3	1	0	4	
Total Marks: 100	Theory : 60				Internal : 40
Syllabus Contents:					
Unit: I	Foundations of Management Decision Models An overview of management science and the role of decision models in business , Steps in the management science approach, Formulation of business problems in quantitative terms.				15 Hours
Unit: II	Optimization Techniques Linear and dynamic programming. formulation of problems, graphical and simplex methods for linear programming, and the principles of optimality and recursive equations for dynamic programming. Applications in business decision-making and resource allocation				15 Hours
Unit: III	Strategic Decision-Making Models Game Theory, types of games (zero-sum, non-zero- sum, cooperative, non-cooperative) and concepts such as Nash Equilibrium. Probability theory and its decision-making under uncertainty, along with an introduction to Queuing Theory				15 Hours
Unit: IV	Inventory Management and Applications Inventory Theory, models - the Economic Order Quantity (EOQ), reorder point, safety stock, and Just-in-Time (JIT) systems. Applications of supply chain management to demonstrate how these models optimize inventory levels and				15 Hours

	reduce costs.	
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Suggested Field Work or Practical Work :

Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance.

(e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)

References: (Latest Editions)**Suggested Case Topics:**

Implementing EOQ models in retail management to optimize stock levels.

Using game theory for strategic decision-making in competitive business environments.

Application of linear programming in airline revenue management.

Suggested Research Paper:

Brown, M. (2024). Strategic Decision-Making in Complex Environments: Applications of Management Science. *Bulletin of Management Review*, 2(1), 41-50.

Textbooks (Latest Edition):

An Introduction to Management Science: Quantitative Approaches to Decision Making, 15th ed., by Anderson, Sweeney, Williams, Camm, & Martin, Cengage Learning.

Introduction to Operations Research, 10th ed., by Hillier & Lieberman, McGraw-Hill Education.

References**Optional Practical Training:**

5. Formulating and solving linear programming problems using software like R (lpSolve package) or Python (PuLP library).

6. Simulating game theory scenarios and finding Nash equilibria using R or Python.

<p>BBA-III-SEM-VI (NEP 2.0)</p> <p>Discipline Specific Elective</p> <p>ELECTIVE: SUPPLY CHAIN MANAGEMENT</p> <p>QUALITY MANAGEMENT AND BUSINESS PROCESS IMPROVEMENT</p> <p>DSE-J602</p>	
<p>Course Description</p>	<p>This course explores the essential concepts and practices of quality management and business process improvement within modern organizations. It emphasizes the critical role that structured quality management systems—such as Total Quality Management (TQM), Six Sigma, and Lean methodologies—play in enhancing organizational performance and customer satisfaction. Through a blend of theoretical knowledge and practical applications, students will learn to apply various tools to streamline processes, reduce waste, and enhance product and service quality, ultimately leading quality improvement initiatives that align with strategic organizational goals.</p>
<p>Course Objectives</p>	<ol style="list-style-type: none"> 1. To understand the importance of quality management and business process improvement in achieving organizational success. 2. To learn and apply various philosophies and tools for process improvement including Total Quality Management (TQM), Six Sigma, and Value Stream Mapping. 3. To analyze and enhance business processes to increase efficiency and customer satisfaction.
<p>Course Outcomes</p>	<p>After completion of this course, students will be able to,</p> <ol style="list-style-type: none"> 1. Understand and apply the principles and practices of quality management and business process improvement. 2. Use statistical tools and quality frameworks to analyze and improve

	<p>processes.</p> <p>3. Develop skills to lead quality improvement projects in various organizational settings.</p> <p>4. Enhance customer satisfaction and organizational performance through effective process management.</p>				
Total Hours of Teaching: 60	Lecture	Tutorial	Practical	Total Per Week	Credit Points: 04
	3	1	0	4	
Total Marks: 100	Theory : 60				Internal : 40
Syllabus Contents:					
Unit: I	Foundations of Quality Management Definition, Evolution, key principles of quality management, its role in organizational strategy and performance.				15 Hours
Unit: II	Tools for Quality Assurance Statistical Quality Control (SQC), Fundamental tools and techniques - Control Charts and Process Capability Analysis, and their implementation in both manufacturing and service industries.				15 Hours
Unit: III	Advanced Quality Practices Total Quality Management (TQM) and Six Sigma, TQM principles, frameworks like Deming's 14 Points, and Six Sigma methodologies including DMAIC and DMADV, along with tools such as FMEA and SIPOC diagrams.				15 Hours
Unit: IV	Process Optimization Techniques Value Stream Mapping and Lean Management, Value Stream Maps, identifying bottlenecks and waste, and apply Lean principles and practices for continuous improvement.				15 Hours
Suggested Field Work or Practical Work:					

Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance.

(e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)

References: (Latest Editions)

Case Topics:

- Successful TQM implementation in a major corporation.
- Six Sigma at General Electric: An in-depth analysis.
- Lean transformation in Toyota's production system.\

Research Paper Reading:

Ackermann, L., Käppel, M., Marcus, L., Moder, L., Dunzer, S., Hornsteiner, M., et al. (2024). Recent Advances in Data-Driven Business Process Management. arXiv preprint arXiv:2406.01786.

Textbooks (Latest Edition):

1. *The Six Sigma Handbook*, 5th ed., by Thomas Pyzdek & Paul Keller, McGraw- Hill Education.
2. *Managing for Quality and Performance Excellence*, 10th ed., by James R. Evans & William M. Lindsay, Cengage Learning.

BBA-III-SEM-VI (NEP 2.0)
DISCIPLINE SPECIFIC ELECTIVE
CORPORATE GOVERNANCE
SEC601

**Course
Description**

This course will teach the fundamental theories and practice of corporate governance. This course covers the history of the corporation, boards of directors, the division of profit sharing and various forms of employee ownership and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading, international corporate governance, and policy developments likely to impact the corporation.

**Course
Objectives**

1. To provide learners with a comprehensive understanding of the concept of Corporate Governance, its emergence, and its significance in the modern organizational context.
2. To equip learners with the ability to assess and identify the various global corporate failures, using international codes of corporate governance.
3. To enable learners to understand and apply various composition of the board, the role of board and board committees, and concepts like insider trading, shareholder activism, class action suits, whistleblowing mechanism, and CSR in corporate governance.
4. To develop learners' skills for understanding the regulatory framework of corporate governance in India and to investigate the impact of corporate failures in India and common governance problems in these failures.

Course Outcomes	<p>After completion of this course, students will be able to,</p> <ol style="list-style-type: none"> 1. Describe the concept of corporate governance and its significance and discuss different theories of corporate governance. 2. Demonstrate the role of different stakeholders in corporate governance and interpret concepts like insider trading, shareholder activism, and CSR. 3. Relate major global corporate failures and the international codes that were developed in response. 4. Judge the regulatory framework of corporate governance in India, major corporate failures in India and the common governance problems associated with these failures. 				
Total Hours of Teaching : 30	Lecture	Tutorial	Practical	Total Per Week	Credit Points : 02
	1	1	0	2	
Total Marks: 50	Theory : 30				Internal : 20
Syllabus Contents:					
Unit: I	<p>Conceptual Framework of Corporate Governance</p> <p>Corporate Governance: Meaning, significance, and principles; Management and corporate governance; Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholders' Theory; One Tier and Two-Tier Boards</p>				15 Hours
Unit: II	Corporate Governance and Role of Stakeholders				15 Hours

	Board composition: Executive directors, non-executive directors and independent directors; Role of Board and board committees; Insider Trading; Shareholder activism; Class action suits; Whistleblowing Mechanism, CSR and Corporate Governance	
Unit: III	Global Corporate Failures and International Codes Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, SOX Act 2002, OECD Principles of Corporate Governance.	15 Hours
Unit: IV	Corporate Governance Regulatory Framework in India and Corporate Failures in India Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017); Regulatory framework: Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015.Satyam Computer Services Ltd, Kingfisher Airlines, PNB Heist; ICICI Bank; Common Governance Problems in various Corporate Failures in India and abroad.	15 Hours
Suggested Field Work or Practical Work : Subject Teacher should assign any 5 practical work based on syllabus and evaluate student performance. (e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)		
References: (Latest Editions) Suggested Readings: (Latest Editions)		
<ul style="list-style-type: none"> • Act, S. O. (2002). Sarbanes-Oxley act. Washington DC. • Aparajita, S., & Rhudra, R. Insider Trading Regulation 2015. GNLU L. Rev., 4, 69. 		

- Monks, R. a. G., & Minow, N. Corporate Governance. John Wiley & Sons.
- Roy Chowdhury Ghosh, A. Corporate Governance Under the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.
- Satheesh Kumar, T. N. Corporate Governance. India: Oxford University Press.
- Sharma, J. P. Corporate Governance, Business Ethics and CSR:(with Case Studies and Major Corporate Scandals). Ane Books Pvt. Ltd.

Note: Latest edition of readings may be used and latest amendments to the regulations shall be referred to.

Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

BBA-III-SEM.-VI(NEP 2.0)

MAJOR PROJECT

(Field Visit-Work)

SEC602

Credit point:4

Objective: To expose the BBA students for practical application of theoretical concepts which they have learnt during the BBA course

Outcomes:

1. identify the research problem and formulate objectives.
2. choose appropriate methodology with proper tools and techniques.
3. analyze and interpret the data collected from different sources.
4. make decision or find out conclusions on the basis of data analysis

Student has to undergo a practical training of minimum 30 days. BBA being professional course, it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. Student should decide the topic for the project under the guidance of a teacher in the first month of the academic year of B.B.A.-III and finalize organization with date of joining for training in Sem-V. During the training programme, student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Project Work will be done by the student individually.

The student will have the following options for selecting the project: (a) Field Work (b) Library Work (c) Placement with an Organization. Student can carry out the project work after college hours, holidays/Diwali vacation. The student should take regular guidance from the teacher while carrying out project work. All students should submit the Two neatly typed (two sided) Black Bound Copies Project Report in the concerned college upto 1st March of the year concerned. Major Project-Work in the Semester -VI carries 100 marks. The project work will be evaluated by University Committee. Student can carry out the project work after college hours, holidays/Diwali vacation. The student should take regular guidance from the teacher while carrying out project work.

All students should submit the Two neatly typed (two sided) Spiral Copy Project Report in the concerned college upto 1st March of the year concerned.

Major project report in the Semester -VI carries 100 marks. The project work will carry 50 Project Report marks and 50 marks for viva-voce.

Project Report	50 Marks
External Viva-Voce	50 Marks

A viva-voce examination will be conducted before the university examination for Semester VI.

Viva-Voce Examination

University Project Viva-Voce will be arranged by University for 50 marks. The viva-voce will be conducted before the annual examination. University will appoint Project Viva-Voce committee, consisting of 3 members, 2 members (1 as Chairman ,1 as Member) being external and another 1 member being internal. Name of Internal Examiner should be communicated to University in advance. The Chairman has to submit viva-voce marks to the University immediately after the viva-voce.

All Examiners are expected to undertake Project Evaluation Examination with the help of following points:

1. Appropriateness of the title of study with respect to management to research problem understudy.
2. Appropriateness of research methodology adopted for study.
3. Appropriateness of sample design i.e. sample size and sampling method compared to population for the study.
4. In case sample study, appropriateness of analysis, tools used for analysis.
5. In case of study based on secondary data, scope and depth of analysis.
6. Findings drawn on the basis of analysis.
7. Suggestions with its plan of implementation in the organization in given business
8. Appropriateness of Project Report Formatting as per university guidelines

UNIVERSITY GUIDELINES FOR PROJECT WORK

- There should be a proper linkage between objectives, data and interpretation, findings and suggestions.

- Header and Footer on project report pages shall consist of University name and Institute/College name, respectively. No other information should be included in the Header and Footer.
- Use of colors in text matter, graphs and diagrams should be avoided.
- Page numbers are compulsory.
- The average size of report ordinarily will be of maximum 100 pages. Layout of the project is - Paper A4 size, Font - Times New Roman, Font Size for regular text is 12, for headings 14 font size is allowed, for title of chapters upto 28 font size. Printing is to be done on both sides of pages. Margin 1.5 inches at the left, mirror margin and 1 inch at rest sides. Chapter pages should not carry borders.
- Declaration from the student that his/her research work is not copied from any other existing reports. -

The report will have three certificates, one by the Head of the Department and Principal, another by the Faculty guide and third one from reporting officer of the organization where the student has undergone training. These three certificates should be attached in the beginning of the report

- Certificate of the Faculty Guide: The guide should certify that the research work is original and completed satisfactorily under his guidance.
- Index Page, List of Tables and List of Graphs should be added after certificates and Declaration.

Project Report Submission:

- For regular students, the last date of project report hard bound copies with synopsis submission to the institute is 1st March of every year. In case 1st March is holiday then the next working day is the last date of project report submission.
- For repeater students, the last date of submission of project report to the institute is 1st October. In case 1st October is holiday then the next working day is the last date of project report submission.

Acceptance/Rejection of Project Report:

- The student must submit an outline of the project report to the college for approval. The college holds the right to accept the project or suggest modifications for resubmission. Only on acceptance of draft project report, the student should make the final copies.
- Institute should arrange mock-viva for students' preparation at institute level after submission of project report. Examiners for Mock-Viva can be invited of the institute or from outside institute. Honorarium or Remuneration should be paid to examiners as per institute policy.

DETAILS OF PROJECT REPORT

TITLE

Title of research should be specific in nature, it should be short, and should reflect management problem.

In short, the form of project report is as given below:

- Cover Page- Title of the project, Name of the student, Name of Guide, Name of the college and Department, Year of Submission
- Declaration of Student
- Certificates-Certificate by Guide, Recommendation Certificate by Head of the Department and Principal, Certificate by Organization(mandatory for organization project only)
- Acknowledgement
- Contents/ Index
- List of Tables
- List of Graphs
- Headings of the chapter, sub-headings of the chapter

The Project Report contents at least following aspects

Chapter-1: Introduction to the Study

1.1 Introduction

1.2 Management Problem

1.3 Statement of research problem

1.4 Hypothesis of the study (Optional)

1.5 Objectives of the study

1.6 Scope of the study

1.7 Importance of the study

1.8 Research Methodology (Data Sources, Sampling Design, Data Analysis Instrument)

1.9. Review of Literature

1.10 Chapter scheme.

Chapter-2: Theoretical Background

2.1. Basic Concepts -Meaning, Definitions

2.2 Characteristics/Nature

2.3 Advantages-Disadvantages

2.4 Techniques/Types/Categories

2.5. Scope

2.6. Functions

2.7. Importance etc. of Basic Concepts

(Necessary theoretical inputs may be added to support the research work.)

Chapter-3: Introduction to the Organization/Industry

3.1 Introduction to the Organization

3.2 Brief History of the Organization and present position

3.3 Organization Structure

3.4 Departments/Sections in Organization

3.5 Products/Services offered

3.6 Milestones achieved by company, awards, certifications etc

3.7 Human Resource Scenario of organization

3.8 Operations management of Organization

3.9 Marketing Scenario of organization

3.10 Important Statistical Information

3.11 Future Plans of organization

Chapter-4: Data Analysis and Interpretation

Chapter-5: Findings and Suggestions

Bibliography

Appendices

Bibliography

Bibliography means list of books, journals, published work actually referred to or used in the writing of the project report. This is not a separate chapter. The bibliography has to be written in a specific manner.

So, the Bibliography may include-

- Books referred-Title of Book, Author Name, Publication ,Edition
- Articles-Name of Author, Title of paper, Name of Journal, ISSN No. Volume No., Page Number.

- Websites
- Other

Appendices

The document, charts, questionnaire, tables and schedule etc. which are actually referred to in the bodies of the project report are to be included under appendix or appendices.

So, the appendices may include-

- Questionnaire / Schedule
- Tables, Documents/forms etc.,
- Maps, Diagram, graphs etc. referred to in the body of the project report.
- Guide student meeting record form.
- Joining letter of Industry, Progress reports duly signed
- Performance appraisal report duly signed by industry authority.

The above guidelines are not a prescription for writing the project report but can be used as a milestone, while writing the project report.

The guide has every discretion to change the Chapter as per requirements. Especially, in case of computer /IT based subjects /topics such as-Business Analytics, Computer Application, etc., subject teacher has right to change the chapter scheme.

Note:

- Students should learn MS Excel and SPSS for Data Analysis and Google Form Questionnaire preparation
- Faculty should encourage students for Research Paper Writing on Major Project and its publication in UGC Care Listed Journals.
- Students should be encouraged for participation in at Conferences /Seminars/Webinars/Workshops related to their course, specialization, research etc.
- Students should be encouraged for completion of Online Certification Courses available on Online Platforms such as NPTEL/Swayam /Coursera during academic year.

JOINING REPORT

Date:

To,

The HOD/Principal/Director

Sub: Joining Report

Respected Sir/Madam,

I Mr./Ms have
joined.....for the Project –training
from.....for the Project Work to be carried out..

I would be carrying out project work under the guidance and supervision of Mr..
/Ms.....
(Designation).....in.....area.

The title of my project work is.....

(Name & signature of the Student)
Guide)

(Name and Signature of the Industry

Seal of Organization

WEEKLY PROGRESS REPORT

Progress Report No.

Name of Student	
Title of the Study	
Name of Guide	
Organization	
Date of Joining Organization	
Date of Progress Report	
Period of Progress Report	
Project Work/Task Completion Remark	

Signature-Student

Signature-

Industry/Organization Guide

GUIDE STUDENT MEETING RECORD

Student Name	
Contact No.	
Email-id	
Institute Guide Name	
Contact No.	
Email-id	
Organization Guide Name	
Designation	
Contact No.	
Email-id	
Website of Organization	
Specialization of Project	
Topic of Project	

Sr. No.	Date	Description	Discussion	Signature of Guide	Signature of student
1		Objectives, Research Methodology Finalization			
2		Review of Literature -Submission			
3		Finalization of Chapter No.1 Introduction to the study			
4		Finalization of Chapter No.2 Theoretical Background			
5		Finalization of Chapter No.3 Introduction to the organization/Industry			
6		Questionnaire Finalization			
7		Finalization of Chapter No.4,5 Data Analysis, Findings ,Suggestions			
8		Submission of First Draft of project report			
9		Submission of Final Draft of project report			
10		PPT Presentation of Project work			

Signature

Head of Department /Director/Principal

BBA-III-SEM-VI (NEP 2.0) Discipline Specific Elective (Audit Course) DSE-AUDIT COURSE-II DSE-AC601					
Course Description	Audit Course aims to provide students basic of Audit concept. It covers nature, Specific Areas of Audit, Audit of companies.				
Course Objectives	1. To provide fundamental knowledge to student about Special Areas of Audit concept. 2. To familiarize students about audit of different companies				
Course Outcomes	After completion of this course, students will be able , 1.explain Cost Audit, Tax Audit, Management Audit and Social Audit 2.Exlpina Audit of Computerized Accounting, Audit of Banking, Audit of Educational Institute				
Total Hours of Teaching : 30	Lecture	Tutorial	Practical	Total Per Week	Credit Points : 02
	1	1	0	2	
Total Marks: 50	Theory : 30				Internal : 20
Syllabus Contents:					
Unit: I	Specific Areas of Audit <ul style="list-style-type: none"> • Cost Audit, Tax Audit, Management Audit and Social Audit • Audit of Computerized Accounting, Audit of Banking, Audit of Educational Institute • Audit of Public Sector Undertakings, Audit of Educational Institutions Practical: 1. Visit to educational institute and understand the process of conducting an audit.				15 Hours

	<p>2. Download Auditor is Report of Public Sector Undertaking and discuss it in-group discussion</p> <p>3. Visit any manufacturing company and understand the process of conducting cost audit and tax audit.</p> <p>4. Visit to any institute, which is applying Computerized Accounting, and try to understand the process of Audit of Computerized Accounting</p>	
Unit: II	<p>Audit of Companies</p> <ul style="list-style-type: none"> • Appointment of Auditor • Qualification & Disqualification of Auditor • Remuneration of Auditor • Rights & Duties of Auditor • Reporting requirements under the companies Act, 2013 <p>Practical: Visit to any company, observe internal control system, and find out strengths and weaknesses of the system</p>	15 Hours
<p>Suggested Field Work or Practical Work :</p> <p>Subject Teacher should assign any practical work based on syllabus and evaluate student performance.</p> <p>(e.g. Individual or Group Activity/Presentation, Assignment, Role Play, Group Discussion, etc.)</p>		
<p>References: (Latest Editions)</p> <p>Reference Books:</p> <ol style="list-style-type: none"> 1. A Handbook of Practical Auditing: Dr. B.N. Tandon, Dr. Sudharsanam, Dr. Sundarbhou, S. Chand Publications 2. Auditing and Assurance: Sanjib Kumar Basu, Pearson Publishing House 3. Advanced Auditing and Professional Ethics: CA Vinod kumar Agarwal, CA Aarati Lahoti, 4. Auditing and Assurance Services: Karen Hooks, Wiley Publishers 5. Auditing and Assurance: CA Surabhi Bansal, Best word Publications 6. Audit and Assurance Standards in India: M P Vijay kumar, Snow White Publication 7. Fundamentals of Auditing: Kumar and Sharma, Prentice Hall (India) Publishers 8. Study Material of CA (IPCC and Final): The Institute of Chartered Accountants of India 		