

जा.क्र./शिवाजी वि./अमं/कॉमर्स/34

Date:- १८/ ०१/ २०२५

प्रति,

मा.प्राचार्य/संचालक,  
एम.बी.ए. (युनिट), वाणिज्य व व्यवस्थापन अधिविभाग ,  
शिवाजी विद्यापीठ, कोल्हापूर

विषय :-बी.बी.ए-एम.बी.ए. Integrated भाग 1 सेमिस्टर 1 व 2 कोर्सच्या अभ्यासक्रमातील  
किरकोळ दुरुस्तीबाबत.

संदर्भ : या कार्यालयाचे पत्र एसयु/बीओएस/कॉमर्स अँड मॅनेजमेंट/519  
दि.19/09/2024.

महोदय,

उपरोक्त संदर्भित विषयास अनुसरून आपणास आदेशान्वये कळविण्यात येते की,  
शैक्षणिक वर्ष 2024-25 पासून लागू करण्यात आलेल्या बी.बी.ए-एम.बी.ए. Integrated भाग 1  
सेमिस्टर 1 व 2 कोर्सच्या अभ्यासक्रमामध्ये किरकोळ दुरुस्ती करण्यात आलेली आहे. सोबत  
सदर अभ्यासक्रमाची प्रत जोडली आहे. तसेच विद्यापीठाच्या [www.unishivaji.ac.in](http://www.unishivaji.ac.in) (Online  
Syllabus) या संकेतस्थळावर ठेवण्यात आला आहे.

सदर अभ्यासक्रम सर्व संबंधित विद्यार्थी व शिक्षकांच्या निदर्शनास आणून द्यावा ही  
विनंती.

कळावे,

आपला विश्वासू

डॉ. सं. मो. कुबल  
उपकुलसचिव

सोबत : वरील प्रमाणे

प्रत :

1. मा. अधिष्ठाता, वाणिज्य व व्यवस्थापन विद्याशाखा
2. मा. अध्यक्ष, सर्व अभ्यास मंडळे, वाणिज्य व व्यवस्थापन विद्याशाखा
3. मा. संचालक, परीक्षा व मूल्यमापन मंडळ कार्यालयास.
4. मा. संचालक, दूरस्थ व ऑनलाईन शिक्षण केंद्र.
5. परीक्षक नियुक्ती ए व बी विभागास.
6. इतर परीक्षा 1 विभागास.
7. संगणक केंद्र/आय. टी. सेल विभागास.
8. पात्रता विभागास
9. संलग्नता टी 1 व टी 2 विभागास

माहितीसाठी व पुढील योग्य त्या कार्यवाहीसाठी



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

**SHIVAJI UNIVERSITY, KOLHAPUR - 416004,  
MAHARASHTRA**

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

**शिवाजी विद्यापीठ, कोल्हापूर - ४१६००४, महाराष्ट्र**

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



**Ref./SU/BOS/Com & Mgt./519**

**Date : 19/09/2024**

**To,**

The Director,  
MBA Unit, Department of Commerce and Management,  
Shivaji University, Kolhapur

**Subject :Regarding syllabi of BBA/MBA Integrated Program Part-I (Sem. I & II)  
degree programme under the Faculty of Commerce & Management**

**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 BBA/MBA Integrated Program under the Faculty of Commerce & Management

This syllabi shall be implemented from the academic year 2024-2025 onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in) (Online Syllabus).

You are therefore, requested to bring this to the notice of all Students and Teachers concerned.

Thanking you,

Yours faithfully,

  
(D. S. M. Kubal)  
Dy. Registrar

**Encl : As above**

**Copy to,**

1. Dean, Faculty of Commerce & Management
2. Chairman, BOS under Faculty of  
Commerce & Management
3. Director, BOEE
4. Appointment Section
5. P. G. Admission Section
6. B. Com. and OE 1 Section
7. Affiliation Section (U.G./P.G.)
8. Computer Center/I.T.
9. Eligibility Section
10. Distance Education
11. P.G. Seminar Section
12. IQAC Section

} for information

for information and necessary action.

# **SHIVAJI UNIVERSITY, KOLHAPUR**



**Estd.1962**

**NAAC “A++” Grade**

**Faculty of Commerce and Management**

**Syllabus for**

**BBA/ MBA INTEGRATED**

**(BACHELOR OF BUSINESS ADMINISTRATION/ MASTER OF  
BUSINESS ADMINISTRATION INTEGRATED)**

**Part-I (Sem-I and II)**

**In accordance with National Education Policy**

**with effect from Academic Year 2024-25**

**SHIVAJI UNIVERSITY, KOLHAPUR**  
**BBA/ MBA INTEGRATED**  
**(BACHELOR OF BUSINESS ADMINISTRATION/ MASTER OF**  
**BUSINESS ADMINISTRATION INTEGRATED)**  
**Under the Faculty of Commerce and Management**  
**(With effect from 2024-25)**  
**Guidelines, Rules and Regulations**

**Preamble:**

Business environment is changing fast and to sustain in this dynamic world future managers need to develop skills in align with the industry needs. Management education is indeed necessary to work in the business organisations or to start your own business. After completion of 12<sup>th</sup>, students can opt for Bachelor of Business Administration / Master of Business Administration Integrated Program which is of five years. The program will help to enhance the business skills from the beginning in terms of better productivity, efficiency, and performance in the various business operations. The programme is designed to train students to appreciate the application of theory through fascinating modes of learning.

The BBA/ MBA Integrated program will be an Un- Aided program.

**Title**

The degree shall be titled as ‘Bachelor of Business Administration / Master of Business Administration Integrated’ - BBA/ MBA Integrated under the Faculty of Commerce and Management with effect from the academic year 2024-25.

**B.B.A./ M.B.A. Integrated Sem I and II from Academic Year 2024-25**

**B.B.A./ M.B.A. Integrated Sem III and IV from Academic Year 2025-26**

**B.B.A./ M.B.A. Integrated Sem V and VI from Academic Year 2026-27**

**B.B.A./ M.B.A. Integrated Sem VII and VIII from Academic Year 2027-28**

**B.B.A./ M.B.A. Integrated Sem IX and X from Academic Year 2028-29**

**Program Objectives:**

1. To exhibit factual and theoretical knowledge of management in general and business in particular to critically evaluate and analyse Indian and global business environments with ability to apply learning in different contexts.
2. Learner to imagine their role as a manager, entrepreneur and a leader in a business management context and ability to integrate with their positive contribution for the national interest first and also to be a responsible global citizen.
3. To be an effective communicator to present opinions, ideas based on critical thinking, analysis and logical reasoning.
4. To nurture an ability to articulate a business environment with clarity and mindfulness.
5. Exhibit ability to own roles and responsibilities with commitment, as members of multi-cultural team and communities in cross-cultural contexts and diversity management.
6. To conduct and demonstrate professional and ethical behaviour.
7. To develop as an effective and emotionally intelligent leader and a decision maker who has an acumen to influence and motivate teams.
8. To develop an ability to solve problems and provide solutions and facilitate informed decision making.
9. To build research skills to cultivate an in-depth understanding of Indian and Global Business Environment.

**Program Outcomes:**

*At the end of First Year: Under Graduate Certificate in Business Administration*

1. To conceptualize and appreciate theoretical knowledge of management domain.
2. To appreciate the importance of effective communication skills in presenting opinions and ideas.
3. To nurture an ability to articulate a business environment
4. To identify a problem with the help of data and logical thinking

*At the end of Second Year: Under Graduate Diploma in Business Administration*

1. To describe the theoretical domain knowledge along with the managerial skills
2. To develop effective communication skills and logical thinking.
3. To learn and demonstrate professional conduct.
4. To appreciate the importance of group work culture.
5. To develop an ability to innovate and creative thinking.

*At the end of Third Year: Bachelor of Business Administration (BBA)*

1. To exhibit factual and theoretical knowledge of management in general and business in particular.
2. To critically evaluate and analyze Indian and global business environments in different contexts.
3. To recognize their role as a manager, entrepreneur and a leader in a business management
4. To be an effective communicator to present opinions, ideas based on critical thinking, analysis and logical reasoning.
5. To conduct and demonstrate professional and ethical behaviour.

*At the Fourth Year: Bachelor of Business Administration with Honours: BBA*

(Honours) and Bachelor of Business Administration Honours with Research: BBA (Honours with Research)

1. To exhibit factual and theoretical knowledge of management in general and business in particular to critically evaluate and analyse Indian and global business environments with ability to apply learning in different contexts.
2. To nurture an ability to articulate a business environment with clarity and mindfulness.  
To exhibit ability to own roles and responsibilities with commitment, as members of multi-cultural team and communities in cross-cultural contexts and diversity management.
3. To be an effective and emotionally intelligent leader and a decision maker who has an acumen to influence and motivate teams.

4. To develop an ability to solve problems and provide solutions and facilitate informed decision making.

5. To promote research skills to conduct in-depth study of the understanding of Indian and Global Business Environment.

*At the Fifth Year: Master of Business Administration: MBA*

1. To develop managerial decision-making ability through the application of knowledge of management discipline.

2. To set up business enterprise and manage diversified growth of entrepreneurship.

### **Credit Framework under BBA/ MBA Integrated with multiple Entry and Multiple Exit Option**

The structure of the BBA/ MBA Integrated allows the opportunity to the students to experience the full range of holistic and multidisciplinary education in addition to a focus on the chosen subjects as per their choices and the feasibility of exploring learning in different institutions. The minimum and maximum credit structure for different levels under the BBA/ MBA Integrated program with multiple entry and multiple exit options are as given below:

| <b>Level</b> | <b>Programme</b>  | <b>Class</b>               | <b>From Academic Year</b> |
|--------------|---|----------------------------|---------------------------|
| Level 4.5    | Undergraduate Certificate<br>(One year or two semesters)                  | B.B.A.<br>Part-I           | 2024-25                   |
| Level 5.0    | Undergraduate Diploma<br>(Two years foursemesters)                        | B.B.A<br>Part-II           | 2025-26                   |
| Level 5.5    | Bachelor's Degree (Three years or six semesters)                          | B.B.A.Part-III             | 2026-27                   |
| Level 6.0    | Bachelor Degree with Honours (Four yearsor eight semesters)               | B.B.A.Part-IV/<br>M.B.A- I | 2027-28                   |
| Level 6.0    | Bachelor Degree with Honours withResearch (Four years or eight semesters) | B.B.A.Part-IV              | 2028-29                   |
| Level 6.5    | Master of Business Administration   | MBA Part – II              | 2029-30                   |

(If the candidate wants to exit after a certain level, the Awards after completing specific level will be: Undergraduate Certificate in Business Administration, Undergraduate

Diploma in Business Administration, B.B.A., B.B.A. (Honours / Honours with Research) and M.B.A. for Level-4.5, Level-5.0, Level-5.5, Level- 6.0 and Level 6.5 respectively. Other provisions for multiple entry and exit as per the university's rules and regulations are applicable).

### **Eligibility**

A candidate for being eligible for admission to the BBA/ MBA Integrated shall have passed XII Std. (10+2) Examination in any stream of the Maharashtra Board of Higher Secondary Education or its equivalent or any Diploma in Technology/Engineering/Agriculture/Pharmacy or MCVC of not less than two years from any recognized Board or Vocational stream. A candidate must have passed 12<sup>th</sup> std. or qualifying examination for candidate belonging to all Category.

A candidate who has completed qualifying education from any Foreign Board /University must obtain an Equivalence Certificate from Association of Indian Universities (AIU) or competent body in India.

Candidate should appear for the Common Entrance Test conducted by the competent Authority of Maharashtra State for the BBA/ MBA Integrated Admission.

The eligibility of students taking admission at B.B.A./M.B.A. Integrated Part-I [Level 4.5] (initial entry) and the eligibility of students making lateral entry (Multiple entry-ME) admission at Level 5.0/ Level 5.5/ Level 6.0/Level 6.5 are required to be scrutinized (with stipulated procedure) on the basis of following criteria:

(A) Eligibility requirements for admission to B.B.A./M.B.A. Integrated Part-I (Level 4.5):

i) The students passing the Higher Secondary School Certificate Examination with Commerce/ Arts/ Science stream or Vocational subjects with any stream conducted by the Maharashtra State Board of Higher Secondary Education shall be allowed to enter upon the B.B.A./M.B.A. Integrated Part-I (or Undergraduate Certificate in Commerce).

OR

ii) An Examination of any other Statutory University or an examining Body recognized as equivalent thereto.

iii) No candidate shall be allowed to appear the B.B.A./M.B.A. Integrated Part-I (or Undergraduate Certificate in Business Administration) Examination unless the candidate has satisfactorily kept two terms for the programme at a college affiliated to this University/ university department.

(B) Eligibility requirements for admission to B.B.A./M.B.A. Integrated Part-II (Level 5.0):

i) The students passing the B.B.A./M.B.A. Integrated Part-I (or Undergraduate Certificate in Business Administration) shall be allowed to enter upon the B.B.A./M.B.A. Integrated Part-II (or Undergraduate Diploma in Business Administration).

OR

ii) An Examination of any other Statutory University or an examining Body recognized as equivalent thereto.

iii) No candidate shall be allowed to appear the B.B.A./M.B.A. Integrated Part-II (or Undergraduate Diploma in Business Administration) Examination unless the candidate has satisfactorily kept two terms for the programme at a college affiliated to/ university department of this University or any other recognized university.

(C) Eligibility requirements for admission to B.B.A./M.B.A. Integrated Part-III (Level 5.5):

i) The students passing the B.B.A./M.B.A. Integrated Part-II (or Undergraduate Diploma in Commerce) shall be allowed to enter upon the B.B.A./M.B.A. Integrated Part-III (or Three-Year Undergraduate Degree in Business Administration).

OR

ii) An Examination of any other Statutory University or an examining Body recognized as equivalent thereto.

iii) No candidate shall be allowed to appear the B.B.A./M.B.A. Integrated Part-III (or Three- Year Undergraduate Degree in Business Administration) Examination unless the candidate has satisfactorily kept two terms for the programme at a college affiliated to/ university department of this University or any other recognized university.

(D) Eligibility requirements for admission to B.B.A./M.B.A. Integrated Part-IV or M.B.A. Part-I (Level 6.0):

i) The student of BBA/ MBA Integrated Program passing the B.B.A./M.B.A. Integrated Part-III (or Undergraduate Degree in Business Administration) shall be allowed to enter upon the B.B.A./M.B.A. Integrated Part-IV (or Four-Year Honours or Honours with Research Degree in Business Administration).

OR

iii) An Examination of any other Statutory University or an examining Body recognized as equivalent thereto.

iii) No candidate shall be allowed to appear the B.B.A./M.B.A. Integrated Part-IV (or Four-Year Honours or Honours with Research Degree in Business Administration) Examination unless the candidate has satisfactorily kept two terms

for the programme at a college affiliated to/ university department of this University or any other recognized university.

(E) Eligibility requirements for admission to M.B.A. Part-II (Level 6.5):

i) The student of BBA/ MBA Integrated Program passing the B.B.A./M.B.A. Integrated Part-IV (or Four-Year Honours or Honours with Research Degree in Business Administration) shall be allowed to enter upon the M.B.A. Part-II (or Post Graduate Degree in Business Administration).

OR

iv) An Examination of any other Statutory University or an examining Body recognized as equivalent thereto.

iv) No candidate shall be allowed to appear the B.B.A./M.B.A. Integrated Part-V (or Post Graduate Degree in Business Administration) Examination unless the candidate has satisfactorily kept two terms for the programme at a college affiliated to/ university department of this University or any other recognized university.

### **Rules for Multiple Exit**

- a) If a student wishes to exit after completion of Level 4.5, he/she has to complete additional four credit skill course/ internship.
- b) If a student wishes to exit after completion of Level 5.0, he/she has to complete additional four credit skill course/ internship.
- c) If a student wishes to exit after completion of Level 5.5, he/she need not require to complete any additional skill course/ internship.

### **Duration**

- 1. The program shall be a Full Time program.
- 2. The duration of program shall be five years.
- 3. Student has to complete the program within the stipulated time as per the guidelines given by AICTE, DTE and University.

### **Intake of the Programme**

As per AICTE Approval.

### **Medium of Instruction**

The medium of instructions shall be in English.

## **Structure of BBA/ M.B.A. Integrated**

The structure of the BBA/ M.B.A. Integrated allows the opportunity to the students to experience the full range of holistic and multidisciplinary education in addition to a focus on the major and minor courses and the feasibility of exploring learning in different disciplines.

The pattern for the purpose of Semester End Examination shall be as mentioned below:

### **I. BBA/ M.B.A. Integrated Sem I & II**

60 Marks for University Semester End Examination and 40 marks for Internal Examination for each Theory Paper in each semester for 4 credit courses. 30 Marks for University Semester End Examination and 20 marks for Internal Examination for each Theory Paper in each semester for 2 credit courses.

### **II. BBA/ M.B.A. Integrated Sem III & IV**

60 Marks for University Semester End Examination and 40 Marks for Internal Examination for each Theory Paper in each semester for 4 credit courses. 30 Marks for University Semester End Examination and 20 marks for Internal Examination for each Theory Paper in each semester for 2 credit courses. Students should go for internship after the Semester- IV examination

### **III. BBA/ M.B.A. Integrated Sem V & VI**

60 Marks for University Semester End Examination and 40 Marks for Internal Examination for each Theory Paper in each semester for 4 credit courses . 30 Marks for University Semester End Examination and 20 marks for Internal Examination for each Theory Paper in each semester for 2 credit courses. For Internship (Sem-V), Internal Viva Voce Examination shall be conducted for 50 marks and internship report shall be assessed for 50 marks by internal guide.

Students should go for Major Project during the Semester- V. For Major Project (Sem-VI) (Credit: 4), External Viva Voce Examination shall be conducted for 50 marks and Project Report shall be assessed by internal guide for 50 marks. University shall appoint external committee of three members to assess Major Project. Students should go for internship after the Semester- VI examination.

#### IV. BBA/ M.B.A. Integrated **Sem VII & VIII**

60 Marks for University Semester End Examination and 40 Marks for Internal Examination for each Theory Paper in each semester for 4 credit courses. 30 Marks for University Semester End Examination and 20 marks for Internal Examination for each Theory Paper in each semester for 2 credit courses. For Internship (Sem-VII), Internal Viva Voce Examination shall be conducted for 50 marks and internship report shall be assessed for 50 marks by internal guide.

Students should complete Dissertation Work during semester-VII. For assessment of Dissertation work (Sem-VIII) (Credit: 8), External Viva Voce Examination shall be conducted for 100 marks and Project Report shall be assessed by internal guide for 100 marks. University shall appoint external committee of three members to assess Dissertation work.

#### V. BBA/ M.B.A. Integrated **Sem IX & X**

60 Marks for University Semester End Examination and 40 Marks for Internal Examination for each Theory Paper in each semester for 4 credit courses. 30 Marks for University Semester End Examination and 20 marks for Internal Examination for each Theory Paper in each semester for 2 credit courses.

During semester X, students go for internship for 6 months (880 Hours). For Internship (Credit: 22) (Sem-X) 300 Marks for External University Viva-Voce and 250 Marks for Internship Project Report. University shall appoint external committee of three members to assess Research Report. Out of three members one member should be an industry expert.

| <b>Project Report, Internship, Research Report Evaluation</b> |            |   |               |  |               |                  |              |                   |
|---|------------|---|---------------|--|---------------|------------------|--------------|-------------------|
| <b>Class</b>  | <b>Sem</b> | <b>Course</b>                                   | <b>Credit</b> | <b>Internship</b>  | <b>Report</b> | <b>Viva-Voce</b> | <b>Total</b> | <b>Evaluation</b> |
| BBA-III   | Sem-V      | Internship                                      | 4             | 8 Weeks<br>(2 Months)<br>(To be completed<br>after Sem-IV)   | 50            | 50               | 100          | Internal          |
| BBA-III   | Sem-VI     | Major Project                                   | 4             | -  | 50            | 50               | 100          | University        |
| BBA-IV/<br>MBA- I   | Sem-VII    | Internship                                      | 4             | 8 Weeks<br>(2 Months)<br>(To be completed<br>after Sem-VI)   | 50            | 50               | 100          | Internal          |
| BBA-IV/<br>MBA- I   | Sem-VIII   | Dissertation                                    | 8             | -  | 80            | 120              | 200          | University        |
| BBA- IV<br>(Honours<br>with<br>Research)                      | Sem-VII    | Research<br>Internship<br>Report & Viva<br>Voce | 4             | 8 Weeks<br>(2 Months)<br>(To be completed<br>after Sem-VI)   | 50            | 50               | 100          | University        |
| BBA- IV<br>(Honours<br>with<br>Research)                      | Sem-VIII   | Dissertation<br>Work                            | 22            | -  | 220           | 330              | 550          | University        |
| MBA-II  | Sem-X      | Internship                                      | 22            | 6 months<br>(880 Hours)<br>(To be completed<br>after Sem-IX) | 250           | 300              | 550          | University        |

### **Teachers Qualification**

As per AICTE Norms

### **Fee Structure**

As per University norms/ Fees Regulatory Authority, Govt. of Maharashtra.

### **Requirements**

#### **i) Core Faculty – Faculty should be appointed as per AICTE Norms.**

In addition, there shall be visiting faculty drawn from academicians/professionals from different fields.

The eligibility norms for the teachers are as per AICTE norms. The additional workload should be covered through faculty appointed on CHB basis to give justice to the subject.

#### **ii) Non-Teaching Staff - Three Clerks, One Lab Assistant and two Peons**

One Lab Assistant having qualification B.C.A./B.C.S./B.Sc.in Computer Science/Diploma in Computer Engineering/ Diploma in Computer Science/ PG DCA and also AEC/DSE/GE based lab courses.

**iii) Computer Lab** - As per AICTE norms

**iv) Library** - As per AICTE norms

**vi) Infrastructure** - As per AICTE norms

**B.B.A./ M.B.A. Integrated Structure**  
**To be implemented from Academic Year 2024-25**

**SEMESTER WISE CREDIT DISTRIBUTION:**

**Semester wise Credit Distribution of BBA/ MBA Integrated –**

| Semester                           | Core Courses (CC) | Ability Enhancement Courses (AEC) | Multi-Disciplinary Elective Courses (MDE) | Open Elective | Value Added Courses (VAC) | Skill Enhancement Courses (SEC) | Discipline Specific Electives (DSE) | Total Credits |
|------------------------------------|-------------------|-----------------------------------|---|---------------|---------------------------|---------------------------------|-------------------------------------|---------------|
| <b>BBA</b>                         |                   |                                   |   |               |                           |                                 |                                     |               |
| I                                  | 12                | 6                                 | 2   | -             | 2                         | -                               | -                                   | 22            |
| II                                 | 12                | 4                                 | 2   | -             | 2                         | 2                               | -                                   | 22            |
| III                                | 12                | -                                 | 4   | -             | 2                         | 4                               | -                                   | 22            |
| IV                                 | 16                | 2                                 | -   | -             | 2                         | 2                               | -                                   | 22            |
| V                                  | 8                 | -                                 | -   | -             | -                         | 4                               | 10                                  | 22            |
| VI                                 | 6                 | -                                 | -   | -             | -                         | 6                               | 10                                  | 22            |
| <b>BBA (Honours)</b>               |                   |                                   |   |               |                           |                                 |                                     |               |
| VII                                | 6                 | -                                 | -   | 4             | -                         | 4                               | 8                                   | 22            |
| VIII                               | 6                 | -                                 | -   | -             | -                         | 8                               | 8                                   | 22            |
| <b>BBA (Honours with Research)</b> |                   |                                   |   |               |                           |                                 |                                     |               |
| VII                                | 10                | -                                 | -   | -             | -                         | 4                               | 8                                   | 22            |
| VIII                               | -                 | -                                 | -   | -             | -                         | 22                              | -                                   | 22            |
| <b>MBA</b>                         |                   |                                   |   |               |                           |                                 |                                     |               |
| IX                                 | 6                 | -                                 | -   | -             | -                         | -                               | 16                                  | 22            |
| X                                  | -                 | -                                 | -   | -             | -                         | 22                              | -                                   | 22            |

### Category- wise distribution

| Description                 | Core Courses (CC) | Discipline Specific Electives (DSE) | Ability Enhancement Courses (AEC) | Multi-Disciplinary Courses (MDE) | Open Elective | Value Added Courses (VAC) | Skill Enhancement Courses (SEC) | Total Credits |
|-----------------------------|-------------------|-------------------------------------|-----------------------------------|----------------------------------|---------------|---------------------------|---------------------------------|---------------|
| BBA                         | 66                | 20                                  | 12                                | 8                                | -             | 8                         | 18                              | 132           |
| BBA (Honours)               | 78                | 36                                  | 12                                | 8                                | 4             | 8                         | 30                              | 176           |
| BBA (Honours with Research) | 76                | 28                                  | 12                                | 8                                | -             | 8                         | 44                              | 176           |
| MBA                         | 84                | 52                                  | 12                                | 12                               | 4             | 8                         | 52                              | 220           |

|  |                            |
|--|----------------------------|
| <b>3 Years BBA Program</b>                                   | <b>Total Credits = 132</b> |
| <b>4 Years BBA (Honours) and BBA (Honours with Research)</b> | <b>Total Credits = 176</b> |
| <b>5 Years MBA Program</b>                                   | <b>Total Credits = 220</b> |

### Credit Distribution Chart for B.B.A./M.B.A. Integrated

#### 1. Semester, NSQF Level and Exit Points

| Sr. No. | Semester       | Year   | Credits | Level | Exit Points & Award  |
|---------|----------------|--------|---------|-------|--|
| 1       | Sem. I & II    | 1Year  | 44      | 4.5   | UG Certificate in Business Administration  |
| 2       | Sem.III & IV   | 2Year  | 88      | 5.0   | UG Diploma in Business Administration  |
| 3       | Sem. V & VI    | 3Year  | 132     | 5.5   | Bachelor of Business Administration (UG Three Year Degree)                               |
| 4       | Sem.VII & VIII | 4Year  | 176     | 6.0   | Bachelor of Business Administration [Honors/Honours with Research] (UG Four Year Degree) |
| 5       | Sem.IX & X     | 5 Year | 220     | 6.5   | Master of Business Administration  |

### Credit Distribution Chart for B.B.A

| Sr. No.      | Course Name                                 | Total Courses (Papers) | Total Credits | % in Total Courses |
|--------------|---|------------------------|---------------|--------------------|
| 1            | Core Courses                                | 18                     | 66            | 50                 |
| 2            | Ability Enhancement Courses                 | 6                      | 12            | 9                  |
| 3            | Multi-Disciplinary Elective Courses         | 4                      | 8             | 6                  |
| 4            | Open Elective                               | -                      | -             | -                  |
| 5            | Value Added Courses                         | 4                      | 8             | 6                  |
| 6            | Skill Enhancement Courses                   | 6                      | 18            | 14                 |
| 7            | Discipline Specific Elective                | 4                      | 16            | 12                 |
| 8            | Discipline Specific Elective (Audit Course) | 2                      | 4             | 3                  |
| <b>Total</b> |   | <b>44</b>              | <b>132</b>    | <b>100</b>         |

### Credit Distribution Chart for B.B.A (Honours)

| Sr. No.      | Course Name                                 | Total Courses (Papers) | Total Credits | % in Total Credits |
|--------------|---|------------------------|---------------|--------------------|
| 1            | Core Courses                                | 22                     | 78            | 44                 |
| 2            | Ability Enhancement Courses                 | 6                      | 12            | 7                  |
| 3            | Multi-Disciplinary Elective Courses         | 4                      | 8             | 5                  |
| 4            | Open Elective                               | 1                      | 4             | 2                  |
| 5            | Value Added Courses                         | 4                      | 8             | 5                  |
| 6            | Skill Enhancement Courses                   | 9                      | 30            | 17                 |
| 7            | Discipline Specific Elective                | 8                      | 32            | 18                 |
| 8            | Discipline Specific Elective (Audit Course) | 2                      | 4             | 2                  |
| <b>Total</b> |   | <b>56</b>              | <b>176</b>    | <b>100</b>         |

**Credit Distribution Chart for B.B.A (Honours with Research)**

| <b>Sr. No.</b> | <b>Course Name</b>                          | <b>Total Courses (Papers)</b> | <b>Total Credits</b> | <b>% in Total Credits</b> |
|----------------|---|-------------------------------|----------------------|---------------------------|
| 1              | Core Courses                                | 21                            | 76                   | 43                        |
| 2              | Ability Enhancement Courses                 | 6                             | 12                   | 7                         |
| 3              | Multi-Disciplinary Elective Courses         | 4                             | 8                    | 4.5                       |
| 4              | Open Elective                               | -                             | -                    | -                         |
| 5              | Value Added Courses                         | 4                             | 8                    | 4.5                       |
| 6              | Skill Enhancement Courses                   | 8                             | 44                   | 25                        |
| 7              | Discipline Specific Elective                | 6                             | 24                   | 14                        |
| 8              | Discipline Specific Elective (Audit Course) | 2                             | 4                    | 2                         |
| <b>Total</b>   |   | <b>51</b>                     | <b>176</b>           | <b>100</b>                |

**Credit Distribution Chart for M.B.A**

| <b>Sr. No.</b> | <b>Course Name</b>                          | <b>Total Courses (Papers)</b> | <b>Total Credits</b> | <b>% in Total Credits</b> |
|----------------|---|-------------------------------|----------------------|---------------------------|
| 1              | Core Courses                                | 24                            | 84                   | 38.2                      |
| 2              | Ability Enhancement Courses                 | 6                             | 12                   | 5                         |
| 3              | Multi-Disciplinary Elective Courses         | 4                             | 8                    | 3.6                       |
| 4              | Open Elective                               | 1                             | 4                    | 1.8                       |
| 5              | Value Added Courses                         | 4                             | 8                    | 3.6                       |
| 6              | Skill Enhancement Courses                   | 10                            | 52                   | 24                        |
| 7              | Discipline Specific Elective                | 12                            | 48                   | 22                        |
| 8              | Discipline Specific Elective (Audit Course) | 2                             | 4                    | 1.8                       |
| <b>Total</b>   |   | <b>63</b>                     | <b>220</b>           | <b>100</b>                |

## INDUCTION PROGRAM

The Essence and Details of Induction program can also be understood from the ‘Detailed Guide on Student Induction program’, as available on AICTE Portal,

(Link:<https://www.aicteindia.org/sites/default/files/Detailed%20Guide%20on%20Student%20Induction%20program.pdf>).

For more, Refer Appendix 3

| Induction program (mandatory)  | Three-week duration   |
|--|---|
| Induction program for students to be offered right at the start of the first year. | <ul style="list-style-type: none"><li>• Physical activity</li><li>• Creative Arts</li><li>• Universal Human Values</li><li>• Literary Proficiency Modules</li><li>• Lectures by Eminent People</li><li>• Visits to local Areas</li><li>• Familiarization to Department/Branch and Innovations</li></ul> |

1. Mandatory Visits/ Workshop/Expert Lectures: 1. It is mandatory to arrange one industrial visit every semester for the students of each branch.

2. It is mandatory to conduct a One-week workshop during the winter break after fifth semester on professional/ industry/ entrepreneurial orientation.

3. It is mandatory to organize at least one expert lecture per semester for each branch by inviting resource persons from domain specific industry.

For Summer Internship / Projects / Seminar etc. 1. Evaluation is based on work done, quality of report, performance in viva-voce, presentation etc.

## GENERAL COURSE STRUCTURE & THEME

### A. Definition of Credit:

|   |   |
|---|---|
| 1 Hr. Lecture (L) per week 1 Credit     | 1 Hr. Tutorial (T) per week 1 Credit    |
| 1 Hr. Practical (P) per week 0.5 Credit | 2 Hours Practical (P) per week 1 Credit |

B. Course code and definition:

L - Lecture

T - Tutorial

P – Practical

|  |                                    |
|--|------------------------------------|
| CC - Core Courses                        | AEC - Ability Enhancement Courses  |
| MDE - Multi-Disciplinary Elective course | VAC - Value added Courses          |
| SEC - Skill Enhancement courses          | DSE - Discipline Specific Elective |
| OE - Open Elective                       |                                    |

**Part – I/ Semester – I**

| Sr. No.                                      | Course Code | Course Title  | L | T | P | Course Credit | Internal Evaluation | University Evaluation | Total Marks |
|--|-------------|---|---|---|---|---------------|---------------------|-----------------------|-------------|
| 3 WEEKS COMPULSORY INDUCTION PROGRAM (UHV-I) |             |   |   |   |   |               |                     |                       |             |
| 1  | CC101       | Principles and Practices of Management                          | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 2  | CC102       | Financial Accounting  | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 3  | CC103       | Business Statistics and Logic                                   | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 4  | AEC101      | Business Communication – I                                      | 1 | 1 | 0 | 2             | 20                  | 30                    | 50          |
| 5  | AEC102      | General English   | 1 | 1 | 0 | 2             | 20                  | 30                    | 50          |
| 6  | MDE101      | Indian Knowledge System   | 2 | 0 | 0 | 2             | 20                  | 30                    | 50          |
| 7  | VAC101      | Environmental Science and Sustainability                        | 2 | 0 | 0 | 2             | 20                  | 30                    | 50          |
| 8  | AEC103      | Marathi/Hindi/Sanskrit/<br>German/Japanese/Russian -<br>Paper-I | 1 | 1 | 0 | 2             | 20                  | 30                    | 50          |
| <b>Total</b>                                 |             |   | - | - | - | 22            | -                   | -                     | 550         |

**Part – I/ Semester – II**

| Sr. No. | Course Code | Course Title  | L | T | P | Cours<br>e<br>Credit | Internal<br>Evaluation | University<br>Evaluation | Total<br>Marks |
|---------|-------------|---|---|---|---|----------------------|------------------------|--------------------------|----------------|
| 1       | CC201       | Human Behaviour and Organisation                            | 3 | 1 | 0 | 4                    | 40                     | 60                       | 100            |
| 2       | CC202       | Marketing Management  | 3 | 1 | 0 | 4                    | 40                     | 60                       | 100            |
| 3       | CC203       | Business Economics  | 3 | 1 | 0 | 4                    | 40                     | 60                       | 100            |
| 4       | SEC201      | Emerging Technologies and Applications                      | 1 | 0 | 2 | 2                    | 20                     | 30                       | 50             |
| 5       | MDE201      | Media Literacy and Critical Thinking                        | 1 | 1 | 0 | 2                    | 20                     | 30                       | 50             |
| 6       | VAC201      | Indian Constitution   | 2 | 0 | 0 | 2                    | 20                     | 30                       | 50             |
| 7       | AEC201      | Business Communication-II                                   | 1 | 1 | 0 | 2                    | 20                     | 30                       | 50             |
| 8       | AEC202      | Marathi/Hindi/Sanskrit<br>German/Japanese/Russian -Paper-II | 1 | 1 | 0 | 2                    | 20                     | 30                       | 50             |
|         |             | <b>Total</b>  | - | - | - | 22                   | -                      | -                        | 550            |

**Note:** After Year 1, Students are advised to take Social Responsibility & Community Engagement - encompassing Community Engagement with an NGO in the vacation time.

An Under Graduate Certificate in Business Administration will be awarded, if a student wishes to exit at the end of First year.

**Exit Criteria after First Year of BBA/MBA Integrated Programme**

The students shall have an option to exit after 1<sup>st</sup> year of Business Administration Program and will be awarded with a **UG Certificate in Business Administration**. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprenticeship / Social Responsibility & Community Engagement –

encompassing community engagement with an NGO after the second semester of minimum 08 weeks of duration as decided by the respective University / Admitting Body.

The exiting students will clear the subject / submit the Internship Report as per the University schedule.

### **Re-entry Criteria in to Second Year (Third Semester)**

The student who takes an exit after one year with an award of certificate may be allowed to re-enter in to Third Semester for completion of the BBA/MBA Integrated Program as per the University /Admitting Body schedule after earning requisite credits in the First year.

### **Part – II/ Semester – III**

| Sr. No.      | Course Code | Course Title                         | L | T | P | Course Credit | Internal Evaluation | University Evaluation | Total Marks |
|--------------|-------------|--------------------------------------|---|---|---|---------------|---------------------|-----------------------|-------------|
| 1            | CC301       | Cost and Management Accounting       | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 2            | CC302       | Legal and Ethical Issues in Business | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 3            | CC303       | Human Resource Management            | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 4            | SEC301      | Management Information System        | 2 | 0 | 4 | 4             | 40                  | 60                    | 100         |
| 5            | VAC301      | Yoga/ Sports/ NCC/ NSS               | 0 | 0 | 4 | 2             | 50                  | -                     | 50          |
| 6            | MDE301      | Indian System of Health and Wellness | 1 | 1 | 0 | 2             | 20                  | 35                    | 50          |
| 7            | MDE302      | Information Technology               | 2 | 0 | 0 | 2             | 20                  | 30                    | 50          |
| <b>Total</b> |             |                                      | - | - | - | 22            | -                   | -                     | 550         |

**Part – II/ Semester – IV**

| Sr. No.      | Course Code | Course Title   | L | T | P | Course Credit | Internal Evaluation | University Evaluation | Total Marks |
|--------------|-------------|--|---|---|---|---------------|---------------------|-----------------------|-------------|
| 1            | CC401       | Entrepreneurship and Startup Ecosystem   | 1 | 1 | 0 | 2             | 20                  | 30                    | 50          |
| 2            | CC402       | Operations Management  | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 3            | CC403       | Financial Management   | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 4            | CC404       | Business Research Methodology  | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 5            | CC405       | International Business   | 2 | 0 | 0 | 2             | 20                  | 30                    | 50          |
| 6            | VAC401      | Business Environment and Public Policy / Enterprise System and Platform / Geo Politics and Impact on Business / Public Health and Management | 2 | 0 | 0 | 2             | 20                  | 30                    | 50          |
| 7            | SEC401      | Design Thinking and Innovation   | 1 | 1 | 0 | 2             | 20                  | 30                    | 50          |
| 8            | AEC401      | Computer Applications for Business   | 1 | - | 2 | 2             | 20                  | 30                    | 50          |
| <b>Total</b> |             |  | - | - | - | 22            | -                   | -                     | 550         |

Note - At the end of the Fourth Semester every student shall undergo Summer Training / Internship / Capstone for Eight Weeks in the industry/Research or Academic Institute. This component will be evaluated during the fifth semester.

**Exit Criteria after Second Year of BBA/MBA Integrated Programme:**

The students shall have an option to exit after 2nd year of Business Administration Program and will be awarded with a UG Diploma in Business Administration. Students on exit have to compulsorily complete additional 04 Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship/Apprenticeship / Social Responsibility & Community Engagement – encompassing community engagement with an NGO / Capstone Project after the fourth semester of minimum 8 weeks of duration as decided by the University / Admitting Body. The exiting students will clear the subject / submit the Internship Report as per the University / Admitting Body schedule.

**Re-entry Criteria in to Third Year (Fifth Semester)**

The student who takes an exit after second year with an award of Diploma may be allowed to re-enter in to fifth Semester for completion of the BBA/MBA Integrated Program as per the respective University / Admitting Body schedule after earning requisite credits in the Second year

**Part – III/ Semester – V**

| Sr. No.      | Course Code | Course Title                                       | L | T | P | Course Credit | Internal Evaluation | University Evaluation | Total Marks |
|--------------|-------------|--|---|---|---|---------------|---------------------|-----------------------|-------------|
| 1            | CC501       | Strategic Management                               | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 2            | CC502       | Logistics and Supply Chain Management              | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 3            | DSE501      | Elective-I-Paper-I                                 |   |   |   | 4             | 40                  | 60                    | 100         |
| 4            | DSE502      | Elective-II-Paper-I                                |   |   |   | 4             | 40                  | 60                    | 100         |
| 5            | SEC501      | Internship   | 0 | 0 | 0 | 4             | 100                 | -                     | 100         |
| 6            | DSE         | Discipline Specific Elective Course (Audit Course) | 1 | 1 | 0 | 2             | 20                  | 30                    | 50          |
| <b>Total</b> |             |  | - | - | - | 22            | -                   | -                     | 550         |

Note: L-T-P for Discipline Electives depends on the subject that the University offers  
Electives –

|                             |                           |
|-----------------------------|---------------------------|
| • Marketing Management      | • Production Management   |
| • Financial Management      | • Business Analytics      |
| • Human Resource Management | • Supply Chain Management |

**Part – III/ Semester – VI**

| Sr. No.      | Course Code | Course Title                                       | L | T | P | Course Credit | Internal Evaluation | University Evaluation | Total Marks |
|--------------|-------------|--|---|---|---|---------------|---------------------|-----------------------|-------------|
| 1            | CC601       | Project Management                                 | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 2            | CC602       | Business Taxation                                  | 2 | 0 | 0 | 2             | 20                  | 30                    | 50          |
| 3            | DSE601      | Elective-I- Paper-II                               |   |   |   | 4             | 40                  | 60                    | 100         |
| 4            | DSE602      | Elective-II- Paper-II                              |   |   |   | 4             | 40                  | 60                    | 100         |
| 5            | SEC601      | Corporate Governance                               | 2 | 0 | 0 | 2             | 20                  | 30                    | 50          |
| 6            | SEC601      | Major Project (Initiated in Semester V)            |   |   | 0 | 4             | 50                  | 50                    | 100         |
| 7            | DSE         | Discipline Specific Elective Course (Audit Course) | 1 | 1 | 0 | 2             | 20                  | 30                    | 50          |
| <b>Total</b> |             |  | - | - | - | 22            | -                   | -                     | 550         |

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/MBA Integrated 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 in to Fourth Year (Seventh Semester)**

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

Minimum eligibility criteria for opting the BBA (Honours with Research) in the fourth year will be as follows:

Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.

**BBA (Honours) -Part – IV/ Semester – VII**

| Sr. No.      | Course Code | Course Title  | L | T | P | Course Credit | Internal Evaluation | University Evaluation | Total Marks |
|--------------|-------------|---|---|---|---|---------------|---------------------|-----------------------|-------------|
| 1            | OE701       | AI for Business / Diversity, Equity and Inclusion / Digital Ethnography | 3 | 1 | 0 | 4             | 40                  | 60                    | 100         |
| 2            | CC701       | Entrepreneurial Leadership  | 2 | 2 | 0 | 4             | 40                  | 60                    | 100         |
| 3            | CC702       | E-Business  | 1 | 1 | 0 | 2             | 20                  | 30                    | 50          |
| 4            | DSE701      | Elective-I- Paper-III   |   |   |   | 4             | 40                  | 60                    | 100         |
| 5            | DSE702      | Elective-II- Paper-III  |   |   |   | 4             | 40                  | 60                    | 100         |
| 6            | SEC701      | Dissertation work [evaluation in Eight semester]                        | - | - | - | -             | -                   | -                     | -           |
| 7            | SEC702      | Summer Internship –II   | 0 | 0 | 0 | 4             | 100                 | -                     | 100         |
| <b>Total</b> |             |   | - | - | - | 22            | -                   | -                     | 550         |

**Part – IV/ Semester – VIII**

| Sr. No.      | Course Code | Course Title                                     | L | T | P | Course Credit | Internal Evaluation | University Evaluation | Total Marks |
|--------------|-------------|--|---|---|---|---------------|---------------------|-----------------------|-------------|
| 1            | CC801       | Digital Transformation Strategy                  | 2 | 2 | 0 | 4             | 40                  | 60                    | 100         |
| 2            | CC802       | Organisation Development                         | 1 | 1 | 0 | 2             | 20                  | 30                    | 50          |
| 3            | DSE801      | Elective-I- Paper-IV                             |   |   |   | 4             | 40                  | 60                    | 100         |
| 4            | DSE802      | Elective-II- Paper-IV                            |   |   |   | 4             | 40                  | 60                    | 100         |
| 5            | SEC801      | Dissertation work [evaluation in Eight semester] | - | - | - | 8             | 100                 | 100                   | 200         |
| <b>Total</b> |             |  | - | - | - | 22            | -                   | -                     | 550         |

**BBA (Honours with Research)****Part – IV/ Semester – VII**

| Sr. No.      | Course Code | Course Title                              | L | T | P | Course Credit | Internal Evaluation | University Evaluation | Total Marks |
|--------------|-------------|---|---|---|---|---------------|---------------------|-----------------------|-------------|
| 1            | CC701R      | Advanced Data Analysis Tools              | 2 | 0 | 4 | 4             | 40                  | 60                    | 100         |
| 2            | CC702R      | Advanced Research Methodology             | 2 | 0 | 4 | 4             | 40                  | 60                    | 100         |
| 3            | CC703R      | Research Ethics                           | 1 | 1 | 0 | 2             | 20                  | 30                    | 50          |
| 4            | SEC702R     | Research Internship Report and Viva –Voce | - | - | - | 4             | 50                  | 50                    | 100         |
| 5            | DSE701R     | Elective-I- Paper-III                     |   |   |   | 4             | 40                  | 60                    | 100         |
| 6            | DSE702R     | Elective-II- Paper-III                    |   |   |   | 4             | 40                  | 60                    | 100         |
| <b>Total</b> |             |   | - | - | - | 22            | -                   | -                     | 550         |

**Part – IV/ Semester – VIII**

| Sr. No. | Course Code | Course Title                      | L | T | P | Course Credit | Internal Evaluation | University Evaluation | Total Marks |
|---------|-------------|-----------------------------------|---|---|---|---------------|---------------------|-----------------------|-------------|
| 1       | SEC801R     | Dissertation (For Research Track) | - | - | - | 22            | 250                 | 300                   | 550         |

The Dissertation work will start from the beginning of fourth year of BBA (Honours with Research) Program.

Students of Fourth Year shall be assessed for Project Work and Research Internship Report and Viva –V and Dissertation (For Research Track).

**BACHELOR OF BUSINESS ADMINISTRATION (Honours/ Honours with Research)**

Degree will be awarded, if a student wishes to exit at the end of fourth year.

**Exit Criteria after Fourth Year of BBA/MBA Integrated Programme**

The students shall have an option to exit after 4<sup>th</sup> year of Business Administration Program and will be awarded with a Bachelor of Business Administration (Honours / Honours with Research)

**Re-entry Criteria in to Fifth Year (Ninth Semester)**

The student who takes an exit after fourth year with an award of BBA (Honours / Honours with Research) may be allowed to re-enter in to Ninth Semester for completion of the MBA Program as per the University schedule after earning requisite credits in the Fourth year.

**Part – V/ Semester – IX**

| Sr. No.      | Course Code | Course Title                    | L | T | P | Course Credit | Internal Evaluation | University Evaluation | Total Marks |
|--------------|-------------|---------------------------------|---|---|---|---------------|---------------------|-----------------------|-------------|
| 1            | CC901       | Quality Management System       | 2 | 2 | 0 | 4             | 40                  | 60                    | 100         |
| 2            | CC902       | Corporate Social Responsibility | 1 | 1 | 0 | 2             | 20                  | 30                    | 50          |
| 2            | DSE901      | Elective-I- Paper-V             |   |   |   | 4             | 40                  | 60                    | 100         |
| 3            | DSE902      | Elective-I- Paper-VI            |   |   |   | 4             | 40                  | 60                    | 100         |
| 4            | DSE903      | Elective-II- Paper-V            |   |   |   | 4             | 40                  | 60                    | 100         |
| 5            | DSE904      | Elective-II- Paper-VI           |   |   |   | 4             | 40                  | 60                    | 100         |
| <b>Total</b> |             |                                 | - | - | - | 22            | -                   | -                     | 550         |

**Part – V/ Semester – X**

| Sr. No.      | Course Code | Course Title | L | T | P | Course Credit | Internal Evaluation | University Evaluation | Total Marks |
|--------------|-------------|--------------|---|---|---|---------------|---------------------|-----------------------|-------------|
| 4            | SEC1001     | Internship   | - | - | - | 22            | 350                 | 200                   | 550         |
| <b>Total</b> |             |              | - | - | - | 22            | -                   | -                     | 550         |

**List of Elective Courses:**

| <b>Courses</b>                          | <b>Elective –1<br/>Marketing<br/>Management</b> | <b>Elective – 2<br/>Financial<br/>Management</b> | <b>Elective – 3<br/>Human<br/>Resource<br/>Management</b> | <b>Elective – 4<br/>Production<br/>and<br/>Operations<br/>Management</b> | <b>Elective- 5<br/>Business<br/>Analytics</b> | <b>Elective-6<br/>Supply Chain<br/>Management</b> |
|---|---|--|---|--|---|---|
| <b>Semester –<br/>V<br/>Paper-I</b>     | Buying Behaviour and Brand Management           | Indian Financial System                          | Compensation Management                                   | Operations Management Strategy   | Business Data Management                      | Fundamental of Supply Chain Management            |
| <b>Semester –<br/>VI<br/>Paper-II</b>   | Service Marketing and Retail Marketing          | Investment Management                            | Human Resource Development                                | Production Planning and Control  | Data Visualization using Tableau and Power BI | Inventory Management                              |
| <b>Semester –<br/>VII<br/>Paper-III</b> | Integrated Marketing Communication              | Financial Decision Analysis                      | Industrial Relations and Labour Welfare                   | World Class Production Management  | Data Analytics using Python                   | Retail Supply Chain Management                    |
| <b>Semester –<br/>VIII<br/>Paper-IV</b> | Sales and Distribution Management               | International Finance                            | Strategic HRM and International Perspectives              | Materials and Inventory Management                                       | Business Analytics using R                    | Supply Chain Strategy                             |
| <b>Semester –<br/>IX<br/>Paper-V</b>    | Digital Marketing                               | Project Appraisal and Finance                    | Labour Laws –I  | Supply Chain Management  | Social Media and Web Analytics                | Global Supply Chain Management                    |
| <b>Semester –<br/>IX<br/>Paper-VI</b>   | Contemporary Issues in Marketing                | Financial Technology                             | Labour Laws - II  | Global Operations and Logistics  | Predictive Analytics                          | Supply Chain Analytics                            |

# **Nature of Question Paper and scheme of marking**

## **QUESTION PAPER PATTERN**

### **FOR ALL SEMESTERS**

**(For 4 credit courses)**

Duration: 2 Hours

Total Marks – 60

#### **Instructions: -**

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

Q.1 Case Study/ Exercise/Quantitative problems.

20 marks

Q.2 Decision making related Question/exercise/problem/case let/ etc. (Any 2 out of 3) 20 marks

Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus.

a)

b)

c)

Q.3 Short notes (any four out of six)

20 marks

a)

b)

c)

d)

e)

f)

**QUESTION PAPER PATTERN  
FOR ALL SEMESTERS  
(For 2 credit courses)**

Duration: 1 Hours

Total Marks – 30

**Instructions: -**

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

- Q.1 Descriptive answer question (Attempt any 2 out of 3) 20 marks
- a)
  - b)
  - c)
- Q.2 Write Short Answers (Any Two out of 4) 10 marks
- a)
  - b)
  - c)
  - d)

**QUESTION PAPER PATTERN  
Russian – I and II (2 Credit Courses)  
AEC-103 and AEC 202**

Duration: 1 Hour

Total Marks: 30

**Instructions: -**

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

01. a. Write consonants 02
- b. Write Hard and Soft Vowels 01
02. Make suitable questions using кто/что (Attempt any 2 out of 3) 02
03. Complete the following (Attempt any 3 out of 4) 12
04. Write verb conjugation for given verbs (Any 3 out of 4) 03
05. Complete the following
- a. Fill in the blanks (Attempt any 2 out of 3) 02
  - b. Translate expressions into Russian (Attempt any 2 out of 3) 02
06. Write in short on following topics (Attempt any 2 out of 3) 06

## **Rules and Regulations**

### **Applicable for B.B.A./ M.B.A. Integrated Program**

#### **Duration of Semester-end Examination for each course:**

The duration\* of Semester-end Examination for each theory course would be as follows:

| Sr. No. | Particulars | 4 Credit Course | 2 Credit Course |
|---------|-------------|-----------------|-----------------|
| 1       | Marks       | 60              | 30              |
| 2       | Duration    | 2.5 Hours       | 1.5 Hours       |

#### **R. BBA/MBA.1 : Scheme of Examination**

BBA/M.B.A. Integrated Program will be conducted in semester pattern.

There shall be an examination at the end of each semester. Course (Subject) with 4 credits will carry 100 marks and course (Subject) with 2 credits will carry 50 marks during each semester. Out of this, 30 marks (for 2 credit course), 60 marks (for 4 credit course) will be allotted to university theory papers and 20 (for 2 credit course), 40 marks (for 4 credit course) respectively to be given by institute through internal evaluation.

**\*\* 40 Marks distribution for Term-work or Internal Marks (for 4 credit course) is as follows-**

10 marks for Test/Assignment, 10 marks for Oral/ Seminar/ Case Study, 20 Marks for Assignments/ Practical Work/ Field-work.

**\*\* 20 Marks distribution for Term-work or Internal Marks (for 2 credit course) is as follows-**

10 marks for Test/Assignment, 10 marks for Oral/ Seminar/ Case Study/ Group Exercise/ Outcome Based Activity/ Assignment

The record of all internal or term-work should be strictly maintained by faculty member. Each student should prepare Seminar/Case Study / PowerPoint Presentation as per guidelines of subject teacher and submit its hardcopy or softcopy to respective subject teacher. Number of students in any group activity should not be more than six.

#### **Internship (Sem - V) (Total Credit: 4)**

Internship should be completed after Sem - IV. Total duration of internship shall be 60 days (360 Hours). Evaluation of internship shall be done in Sem-V by the institute.

#### **Major Project Report-(Sem-VI) (Total Credits: 4)**

Project based on Major (core) subject should be prepared. The candidate shall visit to respective firms/ organizations/ markets/ companies during the semester and prepare a

Major Project Report. Major Project carries 100 marks (50 Marks for Project Report and 50 marks for University Viva-Voce). Student has to submit Major Project Report Spiral copy to the institute/ Department. The report shall be evaluated by the committee appointed by the university at the end of Semester VI.

### **Dissertation Report-(Sem - VII) (Total Credits: 8)**

Students should go for Research Project corresponding to Major (core) subject during the Semester- VII. Dissertation Report should be submitted before Sem-VIII End Examination. The report shall be evaluated by the committee appointed by the university.

### **Internship (Sem - X)**

Internship corresponding to Major (Electives) subject, should be completed during Sem - X. Total duration of internship shall be 3 months. Internship is to be completed by the student at any commercial organization/NGO. Internship Report is to be prepared and a copy of it has to be submitted to the institute at the end of Semester.

Evaluation of Internship will be on the criteria such as-Attendance and engagement, relevance of internship, responsibilities handled during the internship, skills acquired during the internship, contribution of the intern to the organization, and internship report. Internship Report carries 250 marks and 300 marks for External Viva-Voce Examination.

Examiners (university appointed) shall evaluate project report and conduct viva- voce and chairman should fill online marks and submit hard copy to the University examination department. The viva-voce committee appointed by University should have three external experts for Viva-Voce, One as Chairman and another two as members. One member of the viva voce committee should be an industry expert.

### **R. BBA/MBA.2: Standard of Passing**

- 1) Candidate is required to secure minimum 40% marks in Internal and University examination and 50% in aggregate together in each subject.
- 2) In case the candidate scores 40% marks in internal and university examination but failed to score 50% in aggregate, internal credits once given cannot be changed. If the candidate fails to secure 40% marks in internals, then candidate has to reappear for internal examination to secure desired marks.

- 3) There shall be a separate head of passing in Theory and Internal examination. However, ATKT rules shall be made applicable in respect of theory papers (University Examination) only.
- 4) For admission to B.B.A./M.B.A. Integrated Part-II, a candidate must have cleared all courses of Sem-I and Sem-II or at least 75% courses of sem-I and sem-II collectively.
- 5) For admission to B.B.A./M.B.A. Integrated Part-III, a candidate must have cleared all papers of B.B.A./M.B.A. Integrated –part I. Additionally a candidate must have cleared all papers of Sem-III and Sem-IV or at least 75% courses of sem-III and sem-IV combine.
- 6) For admission to B.B.A./M.B.A. Integrated Part-IV (M.B.A. Part-I), a candidate must have cleared all papers of B.B.A./M.B.A. Integrated –part II. Additionally, a candidate must have cleared all papers of Sem-V and Sem-VI or at least 75% courses of sem-V and sem-VI combine.
- 7) For admission to B.B.A./M.B.A. Integrated Part-V, a candidate must have cleared all papers of B.B.A./M.B.A. Integrated –part III. Additionally, a candidate must have cleared all papers of Sem-VII and Sem-VIII or at least 75% courses of sem-VII and sem-VIII combine.

### **R. BBA/MBA.3: Lateral Entry**

Students from other colleges/ university who have completed BBA Part I are allowed to take admission to B.B.A./M.B.A. Integrated Part II of BBA/ MBA Integrated Program. Students from other colleges/ university who have completed BBA Part II are allowed to take admission to B.B.A./M.B.A. Integrated Part III of BBA/ MBA Integrated Program.

Students from other colleges/university who have taken admission to BBA/ MBA Integrated Program are allowed to take admission as per the rules of Lateral Entry.

#### R. BBA/MBA.4: Gradation Chart

| Marks Obtained<br>(Grade) | Numerical<br>(Grade Point) | CGPA         | Letter Grade     |
|---------------------------|----------------------------|--------------|------------------|
| Absent                    | 0(Zero)                    | -            | -                |
| 0-49                      | 0(Zero)                    | 0.0 to 4.99  | Fail             |
| 50-55                     | 5                          | 5.00 to 5.49 | C                |
| 56-60                     | 6                          | 5.50-6.49    | B                |
| 61-70                     | 7                          | 6.50-7.49    | B+               |
| 71-80                     | 8                          | 7.50-8.49    | A                |
| 81-90                     | 9                          | 8.50-9.49    | A+               |
| 91-100                    | 10                         | 9.50-10.00   | O<br>Outstanding |

**Note:**

- i) Marks obtained  $\geq 0.5$  shall be rounded off to next higher digit
- ii) The SGPA & CGPA shall be rounded off to 2 decimal points

#### Calculation of SGPA & CGPA

Semester Grade Point Average (SGPA)

$$\text{SGPA} = \frac{\text{Course credits} \times \text{Grade Points obtained of a semester}}{\text{Course credits of respective semester}}$$

Cumulative Grade Point Average (CGPA)

$$\text{CGPA} = \frac{\text{Total credits of a semester} \times \text{SGPA of respective semester of all semesters}}{\text{Total course credits of all semesters}}$$

**BBA/MBA Integrated Part-I-Sem-I (NEP)**  
**PRINCIPLES AND PRACTICES OF MANAGEMENT**  
**CC101**

|                                    |   |  |                          |
|------------------------------------|---|--|--------------------------|
| <b>Course Outcomes</b>             | 1. Demonstrate how management principles are used to solve practical business Problems.<br>2. Compare and contrast different management theories and their effectiveness in various organizational contexts.<br>3. Design a management strategy for a hypothetical or real organization using a mix of management theories and practices<br>4. Propose innovative management solutions to enhance efficiency and effectiveness in given business scenarios.   |  |                          |
| <b>Total Hours of Teaching: 60</b> |   | <b>Lecture(3)-Tutorial(1)-<br/>Practical(0)/Week: 04</b> | <b>Credit Points: 04</b> |
| <b>Total Marks:100</b>             |   | <b>Theory: 60</b>  | <b>Internal: 40</b>      |
| <b>Syllabus Contents:</b>          |   |  |                          |
| <b>Unit: I</b>                     | <b>Introduction to Management</b><br>Definition, nature, and significance of management, principles of management, management and administration, levels of management, role of managers and managerial skills; Evolution of management thought: Classical, Behavioral, Quantitative, Systems, Contingency and Modern approaches; Management as a science and an art; Functions of management: Planning, organizing, leading, and controlling   |  | 15 Hours                 |
| <b>Unit: II</b>                    | <b>Planning, Organizing and Staffing</b><br>Nature, Importance and Purpose of planning in management; Types of plans: Strategic, tactical, operational ; Planning process and techniques ; Decision making- Importance and steps, decision making models and tools; Organizational structure and design; types of organizational structures: Functional, divisional, matrix; Authority, responsibility, and delegation, Centralization Vs Decentralization of authority and responsibility – Span of Control; Coordination and integration, MBO and MBE; Nature and Importance of staffing – Process of selection and recruitment |  | 15 Hours                 |
| <b>Unit: III</b>                   | <b>Leading, Directing and Controlling</b><br>Meaning and nature of directing, Leadership theories (trait, behavioral, contingency, participative, charismatic, transformational, level-5 leader), Motivation theories and practices (Maslow, Herzberg two factor, McGregor's theory x & theory y), Hawthorne effect, Communication (meaning and importance) in management, Team building and group dynamics; Controlling-meaning and steps in controlling, control process and systems, essentials of sound control system, methods of establishing control, types of control; Performance measurement and management.            |  | 15 Hours                 |

|   |  |          |
|---|--|----------|
| <b>Unit: IV</b>   | <b>Strategic Management, Ethics and Social Responsibility</b><br>Overview of strategic management, SWOT analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), Sustainable management practices. | 15 Hours |
| <b>Note:</b> Relevant case studies based on the above units should be discussed in the class.   |  |          |
| <b>Suggested Fieldwork/ Assignment:</b> <ol style="list-style-type: none"> <li>1. Visit a factory in your area and prepare the organization chart showing various levels of management and their functions.</li> <li>2. Visit a foundry or other manufacturing unit in your area and enlist the motions performed by the workers and comment on their necessity and sequence.</li> <li>3. Study the staffing policy and sources of a local co-operative sugar factory /spinning mill or a private company.</li> <li>4. Study how management functions are performed in any organization.</li> <li>5. Study the annual report of any public limited company/bank for recording the activities under the CSR.</li> <li>6. Visit to any organisation. Conduct SWOT Analysis of the company and understand their strategy formulation.</li> <li>7. Visit to any organisation. Meet different managers and note ethical issues faced by them.</li> <li>8. Study sustainable management practices undertaken in organisation for organisational development</li> <li>9. Analyse any two cases given in reflective Exercises &amp; cases</li> <li>10. Study Leadership styles used by managers in any organisation as per situation and understand how it is beneficial for improving productivity.</li> </ol> <p><b>Note:</b><br/><i>Each student should prepare report for any 5 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.</i></p> |  |          |
| <b>References:</b><br><b>Reference Books</b> <ul style="list-style-type: none"> <li>• L.M.Prasad ,Principles and Practice of Management, Sultan Chand and Sons -Publication.</li> <li>• R.N.Gupta, Principles of Management, S.Chand Publication</li> <li>• Neeru Vasishtha,Taxmann's Principles of Management with case studies</li> <li>• Prem Vrat, KK Ahuja and PK Jain, Case studies in management, Vikas Publication</li> <li>• Tushar Agarwal and Nidhi Chandorkar, Indian Ethos in Management, Himalaya Publishing House</li> <li>• Rao, V. S. P., Management Principles and Applications. Taxmann Publications.</li> <li>• Kapoor, Premvir, Principles of Management, Khanna Book Publishing.</li> <li>• Jones, G. R., and George, J. M. Essentials of contemporary management, New York, NY: McGraw-Hill Education.</li> <li>• Robbins, S. P. &amp; Coulter, M. A. ,Management, Pearson Publication</li> <li>• Kumardatta A.Ganjre,Prafulla Pawar and Laxman Renapure, Indian Ethos-Modern Management Mantra-Himalaya Publishing House</li> <li>• R.Nandgopal ,Indian Ethos And Values In Management,McGraw Hill Education</li> <li>• H.C.Mrutunjaya, Business Ethics and Value System,PHI Learning Publication</li> </ul>  |  |          |

### **Additional Readings**

- Indian Business Rising: The Contemporary Indian Way of Conducting Business-And How It Can Help You Improve Your Business | Harvard Business Review Press | 5813BC-PDF-ENG | <https://hbsp.harvard.edu/product/5813BC-PDF-ENG>

### **Web links & Reflective Exercises and Cases**

- Entrepreneurial Leadership in Forming High Tech Enclaves: Lessons from the Government of Andhra | F. Warren McFarlan, Espen Andersen, Ramiro Montealegre | Harvard Business School | 308079-PDF-ENG | <https://hbsp.harvard.edu/product/308079-PDF-ENG?>
- ATH Technologies by Robert Simons and Jennifer Packard  
<https://www.hbs.edu/faculty/Pages/item.aspx?num=52711>
- Article review and discussion:
- Application of Ancient Indian Philosophy in Modern Management  
([http://www.irdindia.in/journal\\_ijrdmr/pdf/vol5\\_iss4/8.pdf](http://www.irdindia.in/journal_ijrdmr/pdf/vol5_iss4/8.pdf))
- Review of Lincoln Electric Co. by Norman Berg.
- Review of Hawthorne case.
- Leadership Lessons from India | Peter Cappelli, Harbir Singh, Jitendra V. Singh, Michael Useem | Harvard Business Review | R1003G-PDF-ENG | <https://hbsp.harvard.edu/product/R1003G-PDF-ENG?>
- Traditional Way of Learning Ayurveda and Practising It: A Dialogue with Vaidya Bhaskarbhai Hardikar | Mukund Dixit, Sanjay Verma | IIM Ahmedabad | A00135-PDF-ENG | <https://hbsp.harvard.edu/product/A00135-PDF-ENG?>
- Forest Essentials: Demystifying India's Luxury Ayurveda Brand | Veena Vohra, Seema Khanvilkar | Ivey Publishing | W28410-PDF-ENG  
<https://hbsp.harvard.edu/product/W28410-PDF-ENG?>
- Atijeevan Foundation: Transforming Scars into Strength | Shubham Sharma, Satyendra C Pandey | Ivey Publishing | W36939-PDF-ENG | <https://hbsp.harvard.edu/product/W36939-PDF-ENG?>
- How Do Great Leaders Overcome Adversity? By Mayo (2024)  
<https://hbswk.hbs.edu/item/cold-call-how-do-great-leaders-overcome-adversity>
- Leadership principles from Hindu scriptures  
(<https://blog.hua.edu/blog/leadership-principles-from-hindu-scriptures>)

- Five Principles of Purposeful Leadership | Hubert Joly | Harvard Business Review | H06YSB-PDF-ENG | <https://hbsp.harvard.edu/product/H06YSB-PDF-ENG?>  
Bharti Airtel (A) | C.K. Prahalad, M.S. Krishnan, Sheel Mohnot | WDI Publishing | W88C34-PDF-ENG | <https://hbsp.harvard.edu/product/W88C34-PDF-ENG?>  
[http://www.ibscdc.org/Case\\_Studies/Leadership/Leadership%20Organizational Change and CEOs/LDS0028.htm](http://www.ibscdc.org/Case_Studies/Leadership/Leadership%20Organizational%20Change%20and%20CEOs/LDS0028.htm)

| <b>BBA/MBA Integrated Part -I-Sem-I (NEP)</b><br><b>BUSINESS COMMUNICATION-I</b><br><b>AEC101</b> |   |                           |
|---|---|---------------------------|
| <b>Course Outcomes</b>  | 1. Apply the skills of effective letter writing and be able to create various kinds of Business letters.<br>2. Understand various barriers to communication and apply pre-emptive measures, including feedback, to minimize the same.<br>3. Students shall be able to effectively analyze and evaluate various kinds of business correspondence and e-correspondence.<br>4. Able to present in front of audience with confidence and expertise.     |                           |
| <b>Total Hours of Teaching : 30</b>   | <b>Lecture(1)-Tutorial(1)-<br/>Practical(0)<br/>/Week : 02</b>  | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>   | <b>Theory : 30</b>  | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>   |   |                           |
| <b>Unit: I</b>  | <b>Introduction to Communication in Organizations</b><br>Introduction to Business Environment and Communication, Models of communication, Basics of Communication (types, channels and barriers), 7Cs of communication, Formal and informal communication, Listening Skills, communication on social media platforms  | 8 Hours                   |
| <b>Unit: II</b>   | <b>Written Communication</b><br>Planning and executing different types of messages, emails, formal letters (Planning & Layout of Business Letter) and informal messages on e-platforms, negative messages: indirect & direct negative messages; Persuasive messages, request letters to various stakeholders, Sales Letters, Complaint & Follow up Letters, Promotion Letters, Job application Letters, cover letters, resume, Resignation Letters. | 7 Hours                   |
| <b>Unit: III</b>  | <b>Interpersonal Communication</b><br>Team communication, managing communication during online meeting, communication with virtual team, communication in gig economy; Presentation skills (Verbal and non-verbal); PowerPoint presentation skills; Infographics, introduction to contemporary alternatives (such as- Prezi, Visme, Microsoft Sway, Zoho)   | 8 Hours                   |
| <b>Unit: IV</b>   | <b>Digital Communication</b><br>Social media and individual, social media & organizations, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, Digital collaboration, digital citizenship–digital etiquettes & responsibilities; introduction to personal and organizational websites.  | 7 Hours                   |
| <b>Note:</b> Relevant case studies based on the above units should be discussed in the class.     |   |                           |

**Suggested Assignment:**

- 1. Practical application of communication skills :** Visit any local cooperative institute ; co-operative/ educational institute : Study the channels applied there for communication.
- 2. Write letters of complaints :** one using polite language ; using arrogant and indecent language.
- 3. Draft Enquiry letters :** Asking for detail enquiries for purchase of the equipment ; terms and conditions.
- 4. Prepare any informal letter stating goods quotation**
- 5. Exercise on speaking skills :** Short speech on given topic/ current topic.
- 6. Exercise of reading skills :** Reading comprehension : General and Technical paragraphs.
- 7. Write short a note on given any social topic;** General and specific.
- 8. Listening exercise :** Exercise of listening and reproduction of what listened.
- 9. Business Visit :** Visit a business firm ; short report of visit ; implementing and observing manners and etiquettes ; Interaction with employees.
- 10. Using Prezi software :** Identify Pro and cons .

*Note: Each student should prepare report for any 5 assignments 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.*

**References:****Text Books :**

- AICTE's Prescribed – Communication Skills in English, Khanna Book Publishing.
- Lesikar, R.V. & M.E. Flatley, "Business Communication: Connecting in a Digital World", McGraw-Hill Education.
- Murphy, H. A., Hildebrandt, H. & Thomas, J.P., Effective Business Communication. McGraw Hill.
- Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication
- Boove, C.L., Thill, J. V. & Raina, R. L, Business Communication Today, Pearson.

**Reference Books**

- Rao, M. T. (2023) Minor Hints: Lectures Delivered to H.H. the Maharaja Gaekwar, Sayaji Rao III. Gyan Publishing
- Getting Ready for the Real World: HBR, 2020: The Science of Strong Business Writing.
- <https://hbr.org/2021/07/the-science-of-strong-business-writing>

**Weblinks ,Reflective Exercises and Cases**

- Review of Bharat Muni's Natya Shastra (Rasa, Sahridayata & Sadharanikaran)
- Preparing on curriculum vitae/resume and cover letter
- Reading of annual reports
- The Future of Internal Communication | Rita Linjuan Men, Shannon A. Bowen

[Business Expert Press| BEP336-PDF-ENG |<https://hbsp.harvard.edu/product/BEP336-PDF-ENG>

- Change Management and Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press |BEP334-PDF-ENG| <https://hbsp.harvard.edu/product/BEP334-PDF-ENG>
- Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tsedal Neeley, Tom Ryder | Harvard Business School | 416046-PDF-ENG | <https://hbsp.harvard.edu/product/416046-PDF-ENG?>
- Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff  
<https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity>

Students are expected to display proficiency in writing the following Business Communication (and be evaluated for internal assessment): Persuasive Letters, Promotion letters and cover Letters; Prepare Elevator Pitch

| <b>BBA/MBA Integrated Part -I-Sem-I (NEP)</b><br><b>FINANCIAL ACCOUNTING</b><br><b>CC102</b>  |   |                           |
|---|---|---------------------------|
| <b>Course Outcomes</b>  | 1. Identify the application of various principles and practice of Accounting in preparation of accounting statements.<br>2. Demonstrate the knowledge on the process of accounting cycle.<br>3. Apply the knowledge of systematic maintenance of books of accounts to real life business.<br>4. Estimate Annual Financial statements of Sole proprietorship and Company form of business.   |                           |
| <b>Total Hours of Teaching : 60</b>   | <b>Lecture(3)-Tutorial(1)-<br/>Practical(0)<br/>/Week : 04</b>  | <b>Credit Points : 04</b> |
| <b>Total Marks:100</b>  | <b>Theory : 60</b>  | <b>Internal : 40</b>      |
| <b>Syllabus Contents:</b>   |   |                           |
| <b>Unit: I</b>  | <b>Introduction to Accounting</b><br>Accounting system and process Meaning, Need for accounting and accounting information system, Stakeholder using accounting information, Qualitative aspects of financial accounting, Accounting standards in India and International (outline), Branches of Accounting, Types of Business Organizations, Accounting taxonomy, Accounting concepts and conventions, Accounting concept of income and expenditure, Classification of capital and revenue-expenditure and income, accounting equation of assets equals capital and liabilities, accounting process, contingent assets and liabilities, Fictitious assets. | <b>15 Hours</b>           |
| <b>Unit: II</b>   | <b>Recording Transactions and Trial balance</b><br>Transactions -nature, Entry in Journal, Purchases, sales, Returns, Receivables, and payables, Inventory, Depreciation and amortizations, reserves, Intangible assets accounting, GST transactions, Entry in Ledger, Accounting accuracy through Trial balance, correction of errors.   | <b>15 Hours</b>           |
| <b>Unit: III</b>  | <b>Final Accounts</b><br>Preparation of Trading and Profit and Loss account, cash books, and Balance Sheet of sole trading concerns, importance of disclosures in final accounts  | <b>15 Hours</b>           |
| <b>Unit: IV</b>   | <b>Company Final Accounts</b><br>Introduction to company – kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical). Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.  | <b>15 Hours</b>           |
| <b>Note:</b> Relevant case studies based on the above units should be discussed in the class. |   |                           |

**Suggested Assignment:**

1. Visit any local grocery shop or professional firm and record the list of books maintained there.
2. Prepare a flow chart of accounting journey from financial transaction to Balance sheet and comment on it.
3. Visit any Sole Proprietorship concern and study GST Transactions process and know about tax documents etc. and prepare report on it.
4. Study Final Accounts of any Sole-Proprietorship and identify the different heads of expenses and receipts.
5. Study Final Accounts of any Company for 3 years and compare different heads of receipts and expenditure.
6. Compare between the straight Line Method and Written Down Value Method of Depreciation by taking a Fixed Assets having a life of 10 years.
7. Distinguish Depreciation and Amortisation with some examples
8. Explain difference between GAAP and IFRS with examples
9. Prepare a Trial Balance of Partnership firm by taking 30 financial items of purchase ,Sales, income and expenditure and personal accounts.
10. Study and prepare report on applications and practices of Green accounting in India

**Note:**

*Each student should prepare report for any 5 assignments 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*

**References:****Text Books**

- Jain S.P.,& Narang K L. . Basic Financial Accounting I, New Dehli, Kalyani publishers.
- Kimmel, Financial accounting, Wiley Publications
- Gupta, A.. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.
- S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi.
- Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL learning.
- Accounting for sustainability: [www.ifac.org](http://www.ifac.org)
- Peter Bartelmus, E. K. Seifert, Green Accounting, London, Routledge Publications
- IFRS sustainability standards: [www.ifrs.org](http://www.ifrs.org)

**Suggested Cases:**

- Smokey Valley Café
- Irrigation Equipment's Limited
- Monarch Trading Company

**Suggested additional Readings(Journal)**

- Accounting Research Journal
- The Accounting Review

- Indian Journal of Accounting
- The Management Accountant
- Chartered Accountant

| <b>BBA/MBA Integrated Part -I-Sem-I (NEP)</b><br><b>BUSINESS STATISTICS AND LOGIC</b><br><b>CC103</b> |  |                           |
|---|--|---------------------------|
| <b>Course Outcomes</b>  | 1. Demonstrate data handling skills with clarity and logical reasoning.<br>2. Organize business data and conduct statistical treatment.<br>3. Evaluate and interpret data using appropriate statistical techniques.<br>4. Explain data trends using appropriate statistical models.  |                           |
| <b>Total Hours of Teaching : 60</b>   | <b>Lecture(3)-Tutorial(1)-<br/>Practical(0)<br/>/Week : 04</b>   | <b>Credit Points : 04</b> |
| <b>Total Marks:100</b>  | <b>Theory : 60</b>   | <b>Internal : 40</b>      |
| <b>Syllabus Contents:</b>   |  |                           |
| <b>Unit: I</b>  | <b>Measures of Central Tendency</b><br>Dispersion, Measures of Skewness and Kurtosis Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation. Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance. | <b>15 Hours</b>           |
| <b>Unit: II</b>   | <b>Correlation and Regression</b><br>Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable error. regression- meaning and utility of regression analysis, comparison between correlation and regression, regression lines –x on y, y on x, regression equations and regression coefficients. meaning,   | <b>15 Hours</b>           |
| <b>Unit: III</b>  | <b>Probability and Probability Distributions</b><br>Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value.   | <b>15 Hours</b>           |
| <b>Unit: IV</b>   | <b>Introduction to Logic</b><br>Number series, coding decoding and odd man out series, direction sense test, seating arrangements – linear and circular, blood relations, arithmetic and geometric progressions, Inductive and deductive reasoning.  | <b>15 Hours</b>           |

|   |  |  |
|---|--|--|
|   |  |  |
| <p><b>Note:</b> Practical Component: Understanding basic concepts of statistics is possible by incorporating data sets from real life situations. In every unit one hour could be set aside to handle realistic data such as number of steps taken on a day, daily expenditures of students, air quality index in various months in various cities, stock prices etc. using EXCEL and make their interpretations. Students may make short presentations of their analysis to add to the learning experience.</p>  |  |  |
| <p><b>Suggested Assignment:</b></p> <ol style="list-style-type: none"> <li>1. Collect the data on demographic profile of students admitted in BBA course and apply descriptive statistical tools (measures of central tendency) for meaningful analysis and interpretation.</li> <li>2. Collect data on the demographic profile of students admitted in BBA course and present it in tabular form as well using suitable graphs</li> <li>3. Collect the 12 months data of electricity bill of your home, expenses per month for a year, SSC, HSC marks of your friends and apply descriptive statistical tools for meaningful analysis and interpretation.</li> <li>4. Identify Real-Life examples and Use measures of Dispersion and write interpretation.</li> <li>5. Visit the service organization/business organization/industry nearby to understand the practical applications of statistical techniques in business and decision making.</li> <li>6. Make use of above data to calculate the correlation between score of SSC and HSC. Correlation between income, electricity bill and expenses per month.</li> <li>7. Make use of above data to calculate the regression taking expenses as a dependent variable.</li> <li>8. Collect the data from 10 female friends and 10 male friends on the variables considered for selecting the smart phones and use spearman's rank correlation for analysis.</li> <li>9. Get the data of select shares from internet and apply statistical tools to draw meaningful conclusions.</li> <li>10. Toss a single coin 5 times and measure the count of getting a head. Again repeat this experiment and measure the count of getting a tail. Find its probability of getting no. of heads by binomial distribution. Also find the probability of no. of tails by using binomial formula.</li> </ol> <p><b>Note:</b><br/> <i>Each student should prepare report for any 5 assignments 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.</i></p> |  |  |

| BBA/MBA Integrated Part -I-Sem-I (NEP)<br>GENERAL ENGLISH<br>AEC102                       |   |  |                    |
|---|---|--|--------------------|
| Course Outcomes   | 1.Explain concept of Word Formation in English Language.  |  |                    |
|   | 2.Illustrate use of phrases and clauses in sentences in English Language.   |  |                    |
|   | 3. Identify common errors in English Writing.   |  |                    |
|   | 4. Develop reading and listening, writing and speaking skills.  |  |                    |
| Total Hours of Teaching : 60  |   | Lecture(1)-Tutorial(1)-<br>Practical(0) /Week : 02 | Credit Points : 02 |
| Total Marks:50  |   | Theory : 30  | Internal : 20      |
| Syllabus Contents:  |   |  |                    |
| Unit: I   | <b>Vocabulary Building</b><br>The concept of Word Formation, Root words from foreign languages and their use in English, Acquaintance with prefixes and suffixes from foreign languages in English to form derivatives, Synonyms, antonyms, and standard abbreviations.<br><b>Basic Writing Skills</b><br>Sentence Structures, Use of phrases and clauses in sentences, Importance of proper punctuation, Creating coherence, Organizing principles of paragraphs in documents, Techniques for writing precisely. |  | 8 Hours            |
| Unit: II  | <b>Identifying Common Errors in Writing</b><br>Subject-verb agreement, Noun-pronoun agreement, Misplaced modifiers, Articles, Prepositions, Redundancies<br><b>Nature and Style of sensible Writing</b><br>Describing, Defining, Classifying, providing examples or evidence, writing introduction and conclusion, Module V: Writing Practices, Comprehension, Precise Writing, Essay Writing   |  | 8 Hours            |
| Unit: III   | <b>Oral Communication</b><br>Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations   |  | 7 Hours            |
| Unit: IV  | <b>Oral Communication (This Module involves interactive practice sessions in Language Lab)</b><br>Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations  |  | 7 Hours            |
| Note: Unit-III and IV should be interactive practice sessions preferably in Language Lab. |   |  |                    |

**Suggested Assignment:**

1. Exercises on Word Formation by the Addition of Prefixes and suffixes.
2. Word formation by conversion, compounding. Exercises on synonyms, antonyms.
3. Exercises on sentence structure; Phases and clauses;
4. Exercises on identifying common errors : Choosing the correct verb; Exercises on noun –pronoun exercise ;
5. Exercises on modifiers ; articles , prepositions ,redundancies ; word stress , intonation
6. Exercises on writing short paragraph on given topic ; Exercise on comprehension writing.
7. Exercises on short precise writing on given topic ; short essay writing on given topic or topic of student's choice.
8. Exercise on listening and rewiring short comprehension; Exercises- group communication on given topics
9. Conduct Short presentation on any given topic.
10. Arrange Mock job interview

***Note:** Each student should solve exercises and conduct it .Prepare report for any 5 assignments including detailed information as per guidelines and format of report given by subject teacher.*

**References:**

- 1.AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.,
2. Effective Communication Skills. Kul Bhushan Kumar, Khanna Book Publishing,
3. Practical English Usage. Michael Swan. OUP.
4. Remedial English Grammar. F.T. Wood. Macmillan.
5. On Writing Well. William Zinsser. Harper Resource Book.
6. Study Writing. Liz Hamp-Lyons and Ben Heasley. Cambridge University Press.
7. Communication Skills. Sanjay Kumar and PushpLata. Oxford University Press.
8. Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press

**Suggested NPTEL Online Courses:**

- English language for competitive exams ,Prof. Aysha Iqbal ,IIT MADRAS
- Technical English for engineers, Prof. Aysha iqbal ,IIT Madras

| <b>BBA/MBA Integrated Part –I Sem-I (NEP)</b><br><b>INDIAN KNOWLEDGE SYSTEM</b><br><b>MDE101</b>   |  |                           |
|--|--|---------------------------|
| <b>Course Outcomes</b>   | After completion of course, students will be able to:<br>1. Identify the characteristics of various era's in History of IKS.<br>2. Introduce fundamentals of Ancient Indian Educations to understand the pattern and purpose of studying vedas, vedangas, Dharma, Arthasastra, etc.<br>3. Trace, identify and develop the ancient knowledge systems.<br>4. Familiarize with major sequential development in Indian science, Governance and Public Administration.  |                           |
| <b>Total Hours of Teaching : 30</b>  | <b>Lecture(2)-Tutorial(0)-<br/>Practical(0)/Week : 02</b>  | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>  | <b>Theory : 40</b>   | <b>Internal : 10</b>      |
| <b>Syllabus Contents:</b>  |  |                           |
| <b>Unit: I</b>   | <b>a) Indian Knowledge System:</b> Introduction to IKS, Need of IKS, Organization of IKS, Historicity of IKS, Some salient aspects of IKS<br><b>b) The Vedic Corpus:</b> Introduction to Vedas, A synopsis of the four Vedas, Sub-classification of Vedas, Messages in Vedas, Introduction to Vedāṅgas, Prologue on Śikṣā and Vyākaraṇa, Basics of Nirukta and Chandas, Introduction to Kalpa and Jyotiṣa, Vedic Life: A Distinctive Features  | 15 Hours                  |
| <b>Unit: II</b>  | <b>a) Governance and Public Administration:</b> Introduction to raja dharma, Arthaśāstra: a historical perspective, Elements of a kauṭilyan state, The king & the amātya, Janapada & durga, Treasury and the State Economy (Kośa), Danda, Mitra, The Administrative Setup, Relevance of Arthaśāstra, Public Administration in Epics<br><b>b) Science of Consciousness in Ancient India (Cognitive Science), Anviksiki (Logic and Disputation), Governance &amp; Public Administration, IKS way forward</b> | 15 Hours                  |
| <b>Note:</b> Relevant case studies based on the above units should be discussed in the class.  |  |                           |
| <b>Suggested Assignment:</b> <ol style="list-style-type: none"> <li>Outline the influence of ancient sacred texts on Indian Society and Discuss about “the Vedic form of life in Ancient India” and “the Role of Vedangas in societal development”.</li> <li>Study role of 4 Purushartha in human life and prepare report on it.</li> <li>Read the Book-Kautiya's Arthashastra and write Book Review</li> <li>Conduct group activity on states of consciousness</li> <li>Arrange group presentation/activity on stages of human life.</li> </ol> |  |                           |

6. Write a note on the four Vedas.
7. Explain the Nature of Indian Knowledge System in Governance and Public Administration with an example.

**References:**

1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru.
2. Kapur K and Singh A.K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Central chinmay mission trust, Bombay, 1995.
3. Introduction to Indian Knowledge System: Concepts and Applications, Archak, K.B. (2012). Kaveri Books, New Delhi.ISBN-13:978-9391818203.
4. Introduction To Indian Knowledge System: Concepts and Applications, Mahadevan, B.Bhat, Vinayak Rajat,Nagendra Pavana R.N.PHI, ISBN: 9789391818203.
5. Glimpse into Kautilya's Arthashastra Ramachandrudu P. (2010), Sanskrit Academy, Hyderabad.
6. "Introduction" in Studies in Epics and Purāṇas, (Eds.), KM Munshi and N Chandrashekara Aiyer Bhartiya Vidya Bhavan.
7. Dasgupta,S. (1975). A History of Indian Philosophy- Volume 1, Motilal Banarsidass, New Delhi.
8. Vedanta and Management: Relevance of Vedantic Concepts in Modern Management Practices, N. V. Dave, Deep & Deep.

| <b>BBA/MBA Integrated Part I-Sem-I (NEP)</b><br><b>ENVIRONMENTAL SCIENCE AND SUSTAINABILITY</b><br><b>VAC101</b> |  |   |                           |
|--|--|---|---------------------------|
| <b>Course Outcomes</b>   | 1. Explore the basic environmental concepts and issues relevant to the business and management field.<br>2. Determine the role of business decisions, policies, and actions in minimizing environmental degradation.<br>3. Identify possible solutions to curb environmental problems caused by managerial actions.<br>4. Develop skills to address immediate environmental concerns through changes in business operations, policies, and decisions.  |   |                           |
| <b>Total Hours of Teaching : 30</b>  |  | <b>Lecture(2)-Tutorial(0)-<br/>Practical(0)/Week : 02</b> | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>  |  | <b>Theory : 30</b>  | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>  |  |   |                           |
| <b>Unit: I</b>   | <b>Understanding Environment, Natural Resources, and Sustainability</b><br>Fundamental environmental concepts and their relevance to business operations; Components and segments of the environment, the man-environment relationship, and historical environmental movements. Concept of sustainability; Classification of natural resources, issues related to their overutilization, and strategies for their conservation. Sustainable practices in managing resources, including deforestation, water conservation, energy security, and food security issues. The conservation and equitable use of resources, considering both intergenerational and intergenerational equity, and the importance of public awareness and education. |   | 8 Hours                   |
| <b>Unit: II</b>  | <b>Ecosystems, Biodiversity, and Sustainable Practices</b><br>Various natural ecosystems, learning about their structure, functions, and ecological characteristics. The importance of biodiversity, the threats it faces, and the methods used for its conservation. Ecosystem resilience, homeostasis, and carrying capacity, emphasizing the need for sustainable ecosystem management. Strategies for in situ and ex situ conservation, nature reserves, and the significance of India as a mega diverse nation.   |   | 8 Hours                   |
| <b>Unit: III</b>   | <b>Environmental Pollution, Waste Management, and Sustainable Development</b><br>Various types of environmental pollution, including air, water, noise, soil, and marine pollution, and their impacts on businesses and communities. Causes of pollution, such as global climate change, ozone layer depletion, the greenhouse effect, and acid rain, with a particular focus on pollution episodes in India. Importance of adopting cleaner technologies; Solid waste management; Natural and man-made disasters, their management, and the role of businesses in mitigating disaster impacts   |   | 7 Hours                   |
| <b>Unit: IV</b>  | <b>Social Issues, Legislation, and Practical Applications</b><br>Dynamic interactions between society and the environment, with a focus on sustainable development and environmental ethics. Role of businesses in   |   | 7 Hours                   |

|   |   |  |
|---|---|--|
|   | achieving sustainable development goals and promoting responsible consumption. Overview of key environmental legislation and the judiciary's role in environmental protection, including the Water (Prevention and Control of Pollution) Act of 1974, the Environment (Protection) Act of 1986, and the Air (Prevention and Control of Pollution) Act of 1981. Environmental justice, environmental refugees, and the resettlement and rehabilitation of affected populations; Ecological economics, human population growth, and demographic changes in India. |  |
| <b>Note:</b> Relevant case studies based on the above units should be discussed in the class.   |   |  |
| <b>Suggested Assignment:</b> <ol style="list-style-type: none"> <li>1. A study of relationship between environment and human health.</li> <li>2. A study of major environmental issues and their impacts.</li> <li>3. A study of major environmental components of sustainable development.</li> <li>4. A study of importance of biodiversity and threatens to the biodiversity.</li> <li>5. A study of man-made activities responsible to the degradation of environment.</li> <li>6. A study of environmental pollution and its impact on human being.</li> <li>7. A study of plastic waste generation and its impact.</li> <li>8. A study of impact of population growth, industrialization and urbanization.</li> <li>9. A study of mis-use and over exploitation of natural resources.</li> <li>10. A study of environmental legislations and the judiciary's role in environmental protection.</li> </ol>   |   |  |
| <b>Note:</b><br><i>Each students should prepare report of any 5 assignments including detailed information after visiting to the location generating various environmental issues as per the guidelines of subject teacher.</i>   |   |  |
| <b>References:</b><br><b>Text Books (Latest Editions):</b> <ul style="list-style-type: none"> <li>● Poonia, M.P. <i>Environmental Studies</i> , Khanna Book Publishing Co.</li> <li>● Bharucha, E. <i>Textbook of Environmental Studies</i>, Orient Blackswan Private Ltd.</li> <li>● Dave, D., &amp; Katewa, S. S. <i>Text Book of Environmental Studies</i>. Cengage Learning India Pvt Ltd.</li> <li>● Rajagopalan, R. <i>Environmental studies: from crisis to cure</i> , Oxford University Press.</li> <li>● Miller, G.T. &amp; Spoolman S. <i>Living in the Environment</i>. Cengage.</li> <li>● Basu, M., &amp; Xavier Savarimuthu, S. J. <i>Fundamentals of environmental studies</i>. Cambridge University Press.</li> <li>● Roy, M. G. <i>Sustainable Development: Environment, Energy and Water Resources</i>. Ane Books.</li> <li>● Pritwani, KS. <i>ustainability of business in the context of env ironmental management</i>. CRC Press.</li> <li>● Wright, R.T. &amp; Boorse, D.F. <i>Environmental Science: Toward A Sustainable Future</i> (13<sup>th</sup> ed.). Pearson</li> </ul> |   |  |

**Web links:**

- <https://www.ourplanet.com>
- <https://www.undp.org/content/undp/en/home/sustainable-developmentgoals.html>
- [www.myfootprint.org](http://www.myfootprint.org)
- <https://www.globalchange.umich.edu/globalchange1/current/lectures/klingsystem/ecosystem.html>

| <b>BBA/MBA Integrated Part -I-Sem-I (NEP)</b><br><b>मराठी-१</b><br><b>उद्यम झेप-१</b><br><b>AEC103-I</b>  |  |                           |
|---|--|---------------------------|
| <b>Course Outcomes</b>  | या कोर्सच्या अध्ययनानंतर विद्यार्थ्यांना<br>1. मराठी साहित्याचे आकलन विश्लेषण व समीक्षण करता येईल<br>2. मराठी कवितेचे आस्वादन व मूल्य निर्णय करता येईल<br>3. वैचारिक व ललित स्वरूपाचे लेखन करता येईल<br>4. पत्रव्यवहाराचे कौशल्य अवगत होईल               |                           |
| <b>Total Hours of Teaching : 30</b>   | <b>Lecture(1)-Tutorial(1)<br/>Practical(0) /Week : 02</b>  | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>   | <b>Theory : 30</b>   | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>   |  |                           |
| Unit-1  | <b>गद्य १</b><br>1. आपला धंदा कोणता व कसा करावा?- दादोबा पांडुरंग तरखडकर<br>2. हिंदी उद्योगधंद्याच्या गरजा व शिक्षण प्रगतीची दिशा-महाराजा सयाजीराव गायकवाड<br>3. मराठी माणूस उद्योगधंद्यात मागे का?-बी जी शिर्के<br>4. ये है मुंबई मेरी जान- यशवंत थोरात | 15 Hours                  |
| Unit-2  | <b>गद्य २</b><br>1.चांदणटिकल्या- सलीम सरदार मुल्ला<br>2.उद्याच्या सुंदर दिवसासाठी- नागनाथ कोत्तापल्ले<br>3.हाऊस किपर ते यशस्वी उद्योजक- हनमंतराव गायकवाड- अंजली ठाकूर<br>4.लक्ष्य- राही सरनोबत   | 15 Hours                  |
| <b>Suggested Practical Work or Field Work:</b><br>मराठी विषयासाठी संबंधित विषय शिक्षकांनी अभ्यासक्रमावर आधारित वेगवेगळे प्रात्यक्षिक काम उपक्रमांच्या माध्यमातून विद्यार्थ्यांना द्यावे . विद्यार्थ्यांनी केलेल्या प्रात्यक्षिकाची माहिती रिपोर्टच्या स्वरूपात सादर करावी..   |  |                           |
| <b>साधन ग्रंथ :</b><br>1.अरुण काळे :नंतर आलेले लोक, लोकवाङ्मय गृह, मुंबई २०१०<br>2.नागनाथ कोत्तापल्ले :उद्याच्या सुंदर दिवसासाठी-सायन पब्लिकेशन ,पुणे २०१५<br>3.राजन गवस ,अरुण शिंदे, गोमटेश पाटील :भाषिक सर्जन आणि उपायोजन, दर्या प्रकाशन, पुणे २०१२<br>4.वसंत जोशी (संपा): एकनाथांची निवडक भारुडे, मेहता पब्लिशिंग हाऊस, पुणे १९९४<br>5.अंजली ठाकूर :असाही एक किमयागार ,राजहंस प्रकाशन, पुणे<br>6.यशवंत थोरात: काही वाटा काही वळण, अनुबंध प्रकाशन, पुणे २०२३<br>7.भगवंत देशमुख (संपा):एकनाथ वाङ्मयदर्शन, साहित्य अकादमी,नवी दिल्ली २००३<br>8.सलीम मुल्ला: ऋतूफेरा, दर्या प्रकाशन, कोल्हापूर |  |                           |

९. नागनाथ मंजुळे : उन्हाच्या कटाविरुद्ध , आटपाट प्रकाशन , पुणे २०१०,
१०. राही, सरनोबत: लक्षवेधी मैफल, दैनिक लोकसत्ता , दि. २२ जाने., २०१६
११. राहीरकर , गो.शं., व गोसावी, र.रा (संपा): श्री सकल संत गाथा , प्रकाशक गो.शं. राहीरकर, पुणे १९५५
१२. रमेश वरखेडे(संपा): महाराजा सयाजीराव गायकवाड भाषण संग्रह : भाग १, महाराजा सयाजीराव गायकवाड चरित्र साधने प्रकाशन समिती, छत्रपती संभाजीनगर, २०१७
१३. सरदार, गं.बा.: एकनाथ दर्शन मॉडर्न बुक डेपो प्रकाशन, पुणे १९७८
१४. बी.जी. शिर्के: उद्योगपर्व, राजहंस प्रकाशन , पुणे, २०२३
१५. बीजी शिर्के: जिद्द, राजहंस प्रकाशन , पुणे

#### संदर्भ ग्रंथ :

१. विलास खोले, (संपा): संत जनाबाई आणि अन्य मध्ययुगीन संत कवयित्री यांची कविता, साहित्य अकादमी, नवी दिल्ली २०१७
२. धनंजय गायकवाड: राही- ऑलिंपिक गोलची, झी मराठी दिशा
३. सयाजीराव गायकवाड : सयाजीराव गायकवाड यांची भाषणे, खंड १ ते ५ साकेत प्रकाशन, छत्रपती संभाजीनगर
४. मोनाली गोर्हे: दै. लोकमत , दि. ३० ऑगस्ट २०१५
५. वि.शं. चौगुले : मुक्तगद्य, मॅजेस्टिक प्रकाशन, मुंबई
६. रजनीश जोशी : दादासो पांडुरंग तर्खडकर : व्यक्तित्व आणि कर्तृत्व, इंडस सोर्स बुक्स, मुंबई
७. नसीराबादकर , ल.रा.: व्यावहारिक मराठी , भाषाविकास संशोधन संस्था, कोल्हापूर २०२३
८. पगार, एकनाथ: महाराजा सयाजीराव गायकवाड , महाराष्ट्र राज्य साहित्य आणि संस्कृती मंडळ, मुंबई २०२१
९. पाटंगणकर, विद्यासागर: मराठी संत कवयित्रींचा इतिहास, साहित्य अकादमी , नवी दिल्ली, २०१५
१०. महेंद्र भवरे : मराठी कवितेच्या दिशा, लोकवाङ्मय गृह मुंबई
११. तारा भवारकर : स्त्रीमुक्तीचा आत्मस्वर, लोकवाङ्मय गृह, मुंबई
१२. भांड, बाबा : युगदृष्टा महाराज सयाजीराव गायकवाड , साकेत प्रकाशन, छत्रपती संभाजी नगर
१३. भा.ल. भोळे(संपा): एकोणिसाव्या शतकातील मराठी गद्य, खंड १, साहित्य अकादमी , नवी दिल्ली २००६
१४. राही , सरनोबत: रिओच्या पूर्णविरामाचा स्वल्पविराम करता आला. ( मुलाखत), दै. महाराष्ट्र टाइम्स, २ जून २०१९
१५. राही सरनोबतचा सुवर्णविध, दै. महाराष्ट्र टाइम्स , २३ ऑगस्ट, २०१८
१६. रिसोडकर , धनंजय: सदा सुवर्णविधी, दै. लोकसत्ता, २३ ऑगस्ट २०१८
१७. नवाक्षर दर्शन, (संपा. प्रवीण बांदेकर ) अरुण काळे विशेषांक, सावंतवाडी
१८. हणमंतराव गायकवाड (मुलाखत): माझा कट्टा, एबीपी माझा

| <b>BBA/MBA Integrated Part -I-Sem-I (NEP)</b><br><b>HINDI</b><br><b>प्रयोजनमूलक हिंदी और कविताएँ</b><br><b>AEC103-II</b>   |  |                           |
|--|--|---------------------------|
| <b>पाठ्यपुस्तक-</b> प्रयोजनमूलक हिंदी और आधुनिक हिंदी साहित्य,<br>संपादक, हिंदी अध्ययन मंडल, शिवाजी विश्वविद्यालय, कोल्हापूर   |  |                           |
| <b>Course Outcomes</b>   | 1. प्रयोजनमूलक हिंदी एवं उसकी उपयोगिता से छात्रों को परिचित कराना।<br>2. काव्य एवं कहानी विधा का आस्वाद विवेचन एवं महत्व समझाना।<br>3. साहित्य के माध्यम से नैतिक मूल्य राष्ट्रीय मूल्य एवं उत्तिदायित्व के प्रति आस्था निर्माण करना।<br>4. हिंदी भाषा के श्रवण, पठन, विचार, कल्पना एवं लेखन क्षमता का छात्र में विकास करना। |                           |
| <b>Total Hours of Teaching : 30</b>  | <b>Lecture(1)-Tutorial(1)-<br/>Practical(0)/Week : 02</b>  | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>  | <b>Theory : 30</b>   | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>  |  |                           |
| इकाई-I   | 1. विज्ञापन का स्वरूप एवं महत्त्व<br>2. विज्ञापन के अंग<br>3. विज्ञापन के उद्देश्य<br>4. विज्ञापन के क्षेत्र में रोजगार के अवसर  | 15 Hours                  |
| इकाई-II  | कविताएँ<br>1. आ: धरती कितना देती है-सुमित्रानंदन पंत<br>2. जीवन का झरना-आरसीप्रसाद सिंह<br>3. पहचान-डॉ. देवेन्द्र दीपक<br>4. यहा थी वह नदी -मंगलेश डबराल   | 15 Hours                  |
| <b>Suggested Practical Work or Field Work:</b><br>संबंधित अध्यापक हिंदी विषय के लिए छात्रों को अलग अलग कार्यक्रम के माध्यम से कार्य पूर्ण करे।   |  |                           |
| <b>संदर्भग्रंथ सूची</b><br>1. प्रयोजनमूलक हिंदी-डॉ. लक्ष्मीकांत पांडेय<br>2. प्रयोजनमूलक हिंदी की प्रासंगिकता एवं परिदृश्य-डॉ. सु. नागलक्ष्मी<br>3. प्रयोजनमूलक हिंदी-डॉ. माधव सोनटक्के<br>4. प्रयोजनमूलक व्यावहारिक हिंदी -ओमप्रकाश मित्तल<br>5. विज्ञापन कला: कल, आज और कल - यशोदा भागवत( अनु.डॉ. गोविंद गुंठे)<br>6. सूचना विज्ञान के बहू आयामी प्रभाव- डॉ.गोविंद गुंठे |  |                           |

| <b>BBA/MBA Integrated Part -I-Sem-I (NEP)</b><br><b>SANSKRIT-I</b><br><b>AEC103-III</b>  |   |                           |
|--|---|---------------------------|
| <b>Course Outcomes</b>   | १. वेदांचा परिचय करून देतात.<br>२. ऋग्वेदातील निवडक सूक्तांचा अभ्यास करतात.<br>३. सूक्तातील संकल्पना समजून घेतात<br>४. आधुनिकतेच्या अनुषंगाने सूक्तांचे अवलोकन करतात. |                           |
| <b>Total Hours of Teaching: 30</b>   | <b>Lecture(1)-Tutorial(1)-<br/>Practical(0) /Week : 02</b>  | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>  | <b>Theory : 30</b>  | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>  |   |                           |
| <b>Unit: I</b>   | वेदांचा सामान्य परिचय.<br>(ऋग्वेद, यजुर्वेद, सामवेद आणि अथर्ववेद)<br>वैदिककालीन धार्मिक, सामाजिक, सांस्कृतिक, शैक्षणिक जीवनाचा थोडक्यात परिचय.                        | 15 Hours                  |
| <b>Unit: II</b>  | ऋग्वेदातील निवडक सूक्ते:<br>१. उषस् सूक्त ३.६१.<br>२. विश्वामित्र – नदी संवाद सूक्त ३.३३<br>३. पर्जन्य सूक्त ५.८२<br>४. धनान्नदानसूक्त १०..११७                        | 15 Hours                  |
| <b>Suggested Practical Work(प्रात्यक्षिक)</b><br>संबंधित विषय शिक्षकांनी अभ्यासक्रमावर आधारित वेगवेगळे काम उपक्रमांच्या माध्यमातून विद्यार्थ्यांना द्यावे. विद्यार्थ्यांनी केलेल्या कामाची माहिती रिपोर्टच्या स्वरूपात सादर करावी  |   |                           |
| <b>References:</b> <ol style="list-style-type: none"> <li>वैदिक साहित्यका इतिहास (लेखक –वेदाचार्य डॉ. रघुवीर वेदालंकर) चौखंभा ओरीयन्तालीया, दिल्ली.</li> <li>ऋग्वेदसंहिता (श्रीमात्सायनाचार्य विरचित भाष्यासामेता) वैदिक संशोधन मंडळ, पुणे, १९८४.</li> <li>डॉ. मुळे रवींद्र, 'वेददर्शन', श्री. संत ज्ञानेश्वर वेदविद्या प्रतिष्ठान, औरंगाबाद. प्रथमावृत्ती २००३.</li> <li>डॉ. चानना देवराज, "रुग्भाष्य संग्रह", मुन्शिराम पब्लीशर्स, नई दिल्ली.</li> </ol> |   |                           |

Note: Teachers are free to use any relevant books/articles/e-resource if needed.

| <b>BBA/MBA Integrated Part -I-Sem-I (NEP)</b><br><b>GERMAN-I</b><br><b>AEC103-IV</b>  |   |                           |
|---|---|---------------------------|
| <b>Course Outcomes</b>  | 1. Demonstrate familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type.<br>2. Execute himself /herself and can ask and answer questions about personal details such as where he/she lives, people he/she knows and things he/she has.<br>3. Debate and interact in a simple way provided the other person talks slowly and clearly and is prepared to help.<br>4. Construct presentation of how to use and scope of German Language. |                           |
| <b>Total Hours of Teaching : 30</b>   | <b>Lecture(1)-Tutorial(1)-<br/>Practical(0)/Week : 02</b>   | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>   | <b>Theory : 30</b>  | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>   |   |                           |
| Unit-1  | <b>Introduction to German Language-I</b><br>Introduction of the language, Greetings, to Introduce oneself, speaking about yourself and others, Alphabets and numbers, Listening of Alphabets and numbers, Reading Information about other people and understanding simple information about them, country names and languages ,Numbers 1 to 100 and listening of numbers Personal pronouns and verb conjugation of regular verbs  | 8 Hours                   |
| Unit-2  | <b>Introduction to German Language-II</b><br>Speaking about Hobbies. Conjugation of strong verbs and revision of regular verbs. Learning articles and genders of nouns , Singular / Plural noun forms, Learning weekdays, months and Seasons. Speaking about informal appointments Grammar: yes/no questions, Verb position in normal statements and in questions Learning Professions, reading small texts and understanding information about working days, hours and profession      | 7 Hours                   |
| Unit-3  | <b>Demonstrative German Language-III</b><br>Learning to name the famous places, buildings in a city, name the modes of transportation. Learning definite/ indefinite and negative articles in German to learn to describe the way, Imperative for Pronoun "Sie"   | 8 Hours                   |
| Unit-4  | <b>Demonstrative German Language-IV</b><br>Words to speak about food, understanding food items, where one can buy what, Quantities and packing of the grocery items. Subject and object of the sentence and introduction of akkusativ case in German Conversation between shopkeeper and customer, Understanding of Grammar.  | 7 Hours                   |
| <b>Suggested Assignments:</b><br>Subject Teacher should assign work based on syllabus and evaluate student performance.<br>(e.g. Assignment, Presentation ,Group activity, Role Play, Group Discussion, etc.) |   |                           |

**Reference Books**

- 1) Netzwerk neu A 1 (Deutsch als Fremdsprache) Kursbuch : Published by Goyal Publishers and Distributors Private Ltd.
- 2) Netzwerk neu A 1 (Deutsch als Fremdsprache) Arbeitsbuch : Published by Goyal Publishers and Distributors Private Ltd.
- 3) Netzwerk neu A 1 (Deutsch als Fremdsprache) Testheft : Published by Goyal Publishers and Distributors Private Ltd.

| <p align="center"><b>BBA/MBA Integrated Part -I-Sem-I (NEP)</b></p> <p align="center"><b>JAPANESE-I</b></p> <p align="center"><b>AEC-103-V</b></p> |   |                           |
|--|---|---------------------------|
| <b>Course Outcomes</b>   | <ol style="list-style-type: none"> <li>1. Relate and demonstrate regional languages into Japanese language.</li> <li>2. Experiment Japanese vocabulary in day-today speaking.</li> <li>3. Develop basic Japanese language skills (listening, speaking, writing, and reading).</li> <li>4. Produce himself /herself with others and can ask and answer questions.</li> </ol>                         |                           |
| <b>Total Hours of Teaching : 30</b>  | <b>Lecture(1)-Tutorial(1)-<br/>Practical(0)/Week : 02</b>   | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>  | <b>Theory : 30</b>  | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>  |   |                           |
| Unit-1   | <b>Introduction to Japanese Language-I</b> <ul style="list-style-type: none"> <li>•Brief history of Japan &amp;Japanese Language, introduction of 3 scripts. Writing Hiragana alphabets &amp; words from あ to ぜ</li> <li>•Writing Hiragana alphabets from た to ぽ and Daily expressions &amp; greetings.</li> </ul>  | 8                         |
| Unit-2   | <b>Introduction to Japanese Language-II</b> <ul style="list-style-type: none"> <li>•Writing letters from ま to ん and doubling of consonants and compound letters.</li> <li>•Katakana alphabets from ア to ぜ and Numbers from 1 to 100</li> <li>•Katakana alphabets from タ to ソ and classroom expressions.</li> <li>•Doubling of consonants and compound words in Katakana.</li> </ul>                 | 7                         |
| Unit-3   | <b>Demonstrative pronouns in Japanese Language</b> <ul style="list-style-type: none"> <li>•Uses of demonstrative pronouns これ、それ、あれ</li> <li>•Substitution for a noun</li> <li>•The こ、そ、あ、ど system of demonstrative.</li> <li>•Demonstrative pronouns ここ、そこ、あそこ、どこ and their polite forms.</li> <li>•Affirmation and negation in simple present tense.</li> <li>•Uses of particles から、まで。</li> </ul> | 8                         |
| Unit-4   | <b>Expressing time in Japanese Language</b> <ul style="list-style-type: none"> <li>•Multiples of 100, 1000, 10,000</li> <li>•Uses of particles へ、で、と、よ</li> <li>•Uses of interrogative pronouns なん、いつ、なに</li> </ul>   | 7                         |
| <b>Suggested Assignments:</b><br>Subject Teacher should assign task based on syllabus and evaluate student performance.                            |   |                           |

(e.g. Assignment, Presentation ,Group activity, Role Play, Group Discussion, etc.)

**Reference Books**

- Minna No Nihongo I – Pub. By 3A Corporation, Japan.
- Nihongo shoho Vol. I - Pub By Japan Foundation, Tokyo, Japan
- Kanji Picture book Vol. I & II Japan foundation.
- Sulabh Janani Vyakaran – Part-(I) Dr. V.N. Kinkar, Pune.
- Genki – Japan Times.
- Aural Comprehensions in Japanese –Osamu & Nobuko Mizutani.
- An Introduction to Modern Japanese – Osamu & Nobuko Mizutani.
- Japanese for Today – Y.Yoshida.
- Japanese Language Patterns –Alphonsa.
- Nihongo Dekimasu – Japan Foundation.
- Gokakudekiru.

| <b>BBA/MBA Integrated Part -I-Sem-I (NEP)</b><br><b>RUSSIAN-I</b><br><b>AEC-103-VI</b> |  |                           |
|--|--|---------------------------|
| <b>Course Outcomes</b>   | 1. Relate Russian Language to regional language.<br>2. Explain Russian Language skills (reading and writing).<br>3. Simplify Russian culture & traditions.<br>4. Evaluate career opportunities in Foreign Languages.   |                           |
| <b>Total Hours of Teaching : 30</b>  | <b>Lecture(1)-Tutorial(1)-<br/>Practical(0) /Week : 02</b>   | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>  | <b>Theory : 30</b>   | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>  |  |                           |
| Unit-1   | <b>Introduction to the Russian Language</b> <ul style="list-style-type: none"> <li>• A brief introduction to history and geography of Russia.</li> <li>• Introduction to the Cyrillic script. The alphabet: Written and printed script. Lessons 1-5.</li> <li>• Consonants &amp; vowels, the 'stress'. Reading and writing simple words.</li> <li>• Simple questions 'Что это?' &amp; 'Кто это?' and answering them. Introduction to Да / Нет. Numbers. Intonation of simple affirmative and interrogative sentence.</li> <li>• Greetings and common expressions. Naming Conventions.</li> </ul> The basic vocabulary. Gender and number of Nouns. | 15 Hours                  |
| Unit-2   | <b>Sentence Construction</b> <ul style="list-style-type: none"> <li>• Personal pronouns and verb conjugation: I (е-conjugation) and II (и-conjugation). Introduction to simple sentences. Present tense.</li> <li>• Questions: Где? Когда? Как? Adverbs of place, time and manner.</li> <li>• Possessive pronouns.</li> <li>• Logical stress. Days of Week. Numbers from 11 to 20.</li> <li>• Lesson 6, 7 and 8.</li> <li>• The construction – 'Уменьшать'.</li> </ul>   | 15 Hours                  |

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| <p><b>Suggested Assignments:</b></p> <p>Subject Teacher should assign work based on syllabus and evaluate student performance.</p> <p>(e.g. Reading, writing &amp; speaking practice. Listening to audio version of lessons / dialogues, Assignment, Presentation ,Group activity, Role Play, Group Discussion, etc.)</p>  |  |  |
| <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. «RUSSIAN» by V. N. Wagner &amp; V. G. Ovsienko – Lessons 1 to 8. Pub. Peoples Publishing House (P) Ltd, New Delhi.</li> <li>2. «Way to Russia» Elementary Level 1.1 and 1.2. V.E.Antonova &amp; others. Goyal Publishers and Distributors Pvt. Ltd. First Indian Edition, 2012.(Selected topics)</li> <li>3. «Survival Russian» A Course in Conversational Russian by N.B. Karavanova. Pub. Peoples Publishing House (P) Ltd, New Delhi. 2009. (Selected topics)</li> </ol> |  |  |

**BBA/MBA Integrated Part -I-Sem-II (NEP)**  
**HUMAN BEHAVIOUR AND ORGANISATION**  
**CC201**

|                                     |   |                           |
|-------------------------------------|---|---------------------------|
| <b>Course Outcomes</b>              | After completion of course, students will be able to :<br>1. Describe individual and group behavior in organizational settings.<br>2. Demonstrate theoretical knowledge of human behavior in human life setting in management.<br>3. Judge the lacunae in the system to be able to improve the organization health and other OB outcomes.<br>4. Formulate a more productive system and high-performance work culture operating on the principles of OB.   |                           |
| <b>Total Hours of Teaching : 60</b> | <b>Lecture(3)-Tutorial(1)-<br/>Practical(0)/Week : 04</b>   | <b>Credit Points : 04</b> |
| <b>Total Marks:100</b>              | <b>Theory : 60</b>  | <b>Internal : 40</b>      |
| <b>Syllabus Contents:</b>           |   |                           |
| <b>Unit: I</b>                      | <b>Introduction to Human Behavior and Organization</b><br>Meaning, importance, and historical development of organizational behavior;Factors influencing organizational behavior; Contributing disciplines of OB; OB models   | 15 Hours                  |
| <b>Unit: II</b>                     | <b>Individual Behavior</b><br>Foundations of Individual Behavior; Personality- Determinants of personality,Type A and B, Big Five personality types, stages of personality development;Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values.<br>Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory);Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory). | 15 Hours                  |
| <b>Unit: III</b>                    | <b>Group &amp;Team Behaviour</b><br>Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group, and teams; Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams.   | 15 Hours                  |
| <b>Unit: IV</b>                     | <b>Leadership &amp; Power</b><br>Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership;Inspirational Approaches (transformational, charismatic): Comparison of Indian leadership styles with other countries. Bases of Power.Organizational Culture : Concept of culture; Impact (functions and liability);Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural   | 15 Hours                  |

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|   | management, Stress, and its Management. |  |
| <b>Note:</b> Relevant case studies based on the above units should be discussed in the class.   |   |  |
| <b>Suggested Assignments/Fieldwork:</b> <ol style="list-style-type: none"> <li>1. Identify different personalities and assess those personalities through a questionnaire (MBTI/16PF ETC)</li> <li>2. Identify different personalities and assess these personality through Indian scriptures</li> <li>3. Read Swami Vivekananda's 'Personality Development' Book and write book review.</li> <li>4. Explain Swamin Vivekanada's Philosophy for management practices</li> <li>5. Assess the ways of self-directed learnings</li> <li>6. Watch movie 'Ruka Hua Faisla'/12 Angry Men-on Group Decision making and prepare report on it.</li> <li>7. Identify a firm and analyze how business decisions are made in particular situation as individual vs. a team. Also state which form is better and why.</li> <li>8. Study Belbin individual Team roles and prepare report on it.</li> <li>9. Conduct group activity for stress management techniques</li> <li>10. Study concept of leadership in Mahabharata vs. Ramayana and prepare report on it.</li> </ol> |   |  |

**References:****Text Books (Latest Editions):**

1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred - Organizational Behavior: An Evidence-Based Approach - McGraw Hil Publishers Co. Ltd., New Delhi.
3. Prasad, L.M-Organizational Theory Behavior-Sultan Chand & Sons, New Delhi.
4. Rao, VS P-Organization Behavior –Himalaya Publishing House.
5. Aswathappa.K.-Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition.

**Reflective Exercises and supplementary readings:****Unit 1**

1. Personality assessment through a questionnaire (MBTI/16PF etc.)
2. Personality assessment through Indian scriptures.
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](https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17)

**Unit 2**

1. Assess the ways of self-directed Learning.

**Unit 3**

1. Watch the movie “Ruka hua Faisla”/12 Angry Men on group decisionmaking.
2. Reflective essay on group behaviour on “Draupadi Cheer Haran”
3. Identify a firm and analyze how business decisions are made in a particular situation as Individuals versus a team. Also, state which form is better and why.
4. Understanding Belbin Individual Team Roles  
<https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-Report-Sample.pdf>.

**Unit 4**

1. Practice stress management techniques
2. *Leading strategic and organizational change at Tata Steel: the role of culture* <https://www.cambridge.org/core/books/abs/leading-strategicchange/leading-strategic-and-organizational-change-at-tata-steel-the-roleof-culture/AEBA5AF709A6E343>

| <b>BBA/MBA Integrated Part –I -Sem-II (NEP)</b><br><b>MARKETING MANAGEMENT</b><br><b>CC-202</b> |   |                           |
|---|---|---------------------------|
| <b>Course Outcomes</b>  | After completion of course, students will be able to :<br>1. Recognize various elements marketing mix for effective functioning of an organization.<br>2. Critically analyze an organization's marketing strategies.<br>3. Learn appropriate tools and techniques of marketing with focus on Indian experiences, approaches and cases.<br>4. Evaluate marketing implementation strategies and formulate and assess strategic, operational and tactical marketing decisions.                                     |                           |
| <b>Total Hours of Teaching : 60</b>   | <b>Lecture(3)-Tutorial(1)-<br/>Practical(0)/Week : 04</b>   | <b>Credit Points : 04</b> |
| <b>Total Marks:100</b>  | <b>Theory : 60</b>  | <b>Internal : 40</b>      |
| <b>Syllabus Contents:</b>   |   |                           |
| <b>Unit: I</b>  | <b>Introduction:</b><br>Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, selling concept, Marketing concept, Holistic marketing concept; Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context); Market and competition analysis, Market Analysis and Creating and Delivering Customer Value. types of marketing (B2C, B2G, B2B, C2C) | 15 Hours                  |
| <b>Unit: II</b>   | <b>Segmentation, Targeting and Positioning:</b><br>Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behavior, The Rise of Consumer Democracy, Stimulus Response Model of Consumer Behavior, Buyer's Cultural, Social, Personal, and Psychological Characteristics particularly in Indian context, Consumer Buying Decision Process, Business Customer's Buying Decision Process, and Traditional vs. Experiential Marketing's View of Customer                           | 15 Hours                  |
| <b>Unit: III</b>  | <b>Product Decisions:</b><br>Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding   | 15 Hours                  |

|   |   |          |
|---|---|----------|
|   | Decisions, Packaging & Labelling. Portfolio approach – Boston Consulting Group (BCG) matrix. Introduction to Brand Management and Innovation and New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), and Adapting Price. Promotion Decisions: Factors determining promotion mix, Promotional Tools Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management |          |
| <b>Unit: IV</b>   | <b>Marketing of Services:</b><br>Unique characteristics of services, marketing strategies for service firms – 7Ps. Contemporary issues in Marketing, E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).   | 15 Hours |
| <b>Note:</b> Relevant case studies based on the above units should be discussed in the class.   |   |          |
| <b>Suggested Assignments/Fieldwork:</b> <ol style="list-style-type: none"> <li>1. Study the application of core concepts of marketing in case of soft drinks and beverages</li> <li>2. Identify businesses in your vicinity with B2C, B2G, B2B, C2C. Study their marketing practices.</li> <li>3. Classify and compare different products on the basis of segmentation</li> <li>4. Conduct interview of consumers of different age groups and analyse their buying decision process and factors impacting on consumer behaviour.</li> <li>5. Visit any super market or big retail store in your area and study the 4 elements of marketing.</li> <li>6. Identify any 5 products and assess branding of it.</li> <li>7. Study any 5 products in market and analyse elements of packing and labelling used/mentioned.</li> <li>8. Compare the pricing policy of big organizational retail stores and small, local un-organized stores.</li> <li>9. Study and compare the Promotional tools used by leading Mobile phones</li> <li>10. Identify practical issues related to application of Digital marketing tools.</li> </ol> |   |          |
| <b>References:</b><br><br><b>Text Books (Latest Editions):</b> <ol style="list-style-type: none"> <li>1. Kotler P., Keller K., et al. <i>Marketing Management</i> (16th edition). Pearson Education Pvt. Ltd.</li> <li>2. Aaker, D. A. and Moorman Christine., <i>Strategic Market Management: Global Perspectives</i>. John Wiley &amp; Sons.</li> </ol>   |   |          |

3. Shainesh G. Kotler Philip, Keller Kevin, Alexander Chernev, Jagdish N. Sheth | *Marketing Management*. Pearson Higher Education
4. Kotler, P., Armstrong, G., and Agnihotri, P. Y. *Principles of Marketing* (17<sup>th</sup> edition). Pearson Education.
5. Ramaswamy, V.S. & Namakumari, S. *Marketing Management: Indian Context Global Perspective* (6<sup>th</sup> edition). Sage Publications India Pvt. Ltd.
6. Sheth, J. N., & Sisodia, R. S. (Eds). *Does Marketing Need Reform?: Fresh Perspectives on the Future*. Routledge.
7. Percy, L. *Strategic Integrated Marketing Communications*. Routledge.
8. Chaffey, D., & Ellis-Chadwick, F. *Digital Marketing* (7<sup>th</sup> edition). Pearson Higher Education.
9. Biswas A. K. *Strategic Market Management: Managing Markets for profit and growth* Notion Press.
10. Schmitt, B. *Experiential marketing*. Bilbao: Deusto.
11. Kumar, N. *Marketing as Strategy: Understanding the CEO's Agenda for driving Growth and Innovation*. Harvard Business Review Press.
12. Treacy, M., and Wiersema, F. *The discipline of market leaders: Choose your customers, narrow your focus, and dominate your market*. Basic Books.
13. Treacy, M. *Double-digit Growth: How Great Companies Achieve It--No Matter what?* Penguin.
14. Capon, N. *The marketing mavens*. Crown Business.
15. Levitt T. *Marketing Myopia*.
16. Hamel & Prahalad *Competing for the Future*
17. Peter Doyle : *Value-Based Marketing*
18. Forsyth, Gupta, Halдар : *A Segmentation You Can Act on*.
19. Daniel Yankelovich and David Meer (HBS) : *Rediscovering Market Segmentation*
20. C. K. Prahalad : *The Fortune at the Bottom of the Pyramid*
21. Al Ries & Jack Trout : *Positioning: The battle for your mind*

| <b>BBA/MBA Integrated Part –I Sem-II (NEP)</b><br><b>BUSINESS ECONOMICS</b><br><b>CC203</b> |  |                           |
|---|--|---------------------------|
| <b>Course Outcomes</b>  | After completion of course, students will be able to :<br>1. Understand basic concepts of microeconomics and solve the problem of reallocation and distribution of the scarce resources.<br>2. To analyze the form and nature of the market and their pricing strategies.<br>3. Understand the calculation of national income and true measure for increasing economic welfare.<br>4. Understand various challenges associated with the Indian economy and help to balance the economy   |                           |
| <b>Total Hours of Teaching : 60</b>   | <b>Lecture(3)-Tutorial(1)-<br/>Practical(0)/Week : 04</b>  | <b>Credit Points : 04</b> |
| <b>Total Marks:100</b>  | <b>Theory : 60</b>   | <b>Internal : 40</b>      |
| <b>Syllabus Contents:</b>   |  |                           |
| <b>Unit: I</b>  | <b>Fundamentals and Basic elements of Microeconomics</b> <ul style="list-style-type: none"> <li>The Economic Problem: Scarcity and Choice, Nature and Scope-Positive and Normative Economics.</li> <li>Scope of Study and Central Problems of Micro and Macroeconomics</li> <li>Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand.</li> <li>Supply Schedule: individual and market supply, determinants of supply, law of supply, Elasticity of supply. Determination of demand and supply, effect of a shift in demand and supply.</li> </ul> | 15 Hours                  |
| <b>Unit: II</b>   | <b>Producer And Consumer Behavior</b> <ul style="list-style-type: none"> <li>Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium.</li> <li>Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves.</li> </ul> Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi- Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.   | 15 Hours                  |
| <b>Unit: III</b>  | <b>Analysis of Market</b> <ul style="list-style-type: none"> <li>Concept of Market and Main Forms of Market.</li> <li>Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, and oligopoly.</li> </ul>  | 15 Hours                  |
| <b>Unit: IV</b>   | <b>National Income and Various Indian Economy Challenges</b> <ul style="list-style-type: none"> <li>Circular Flow of Income. Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income.</li> <li>A Brief Introduction of Indian Economy - Pre-and Post-Independence.</li> <li>Current Challenges Facing by Indian Economy- Human Capital Formation,</li> <li>Poverty, Dynamic Business Environment, Trade with Various Nations, Sustainable Economic Development</li> </ul>  | 15 Hours                  |

**Note: Pedagogy and Teachings Method (Teacher should use the following strategies to achieve various outcomes of the course):**

- Different methods of teaching and media to be used to attain classroom attention.
- Massive open online courses (MOOCs) may be used to teach various topics/sub topics.
- 15-20% of the topics which are relatively simpler or descriptive in nature should be given to the students for self-learning and assess the development of competency through classroom presentations.
- Micro-projects may be given to group of students for hand-on experiences.
- Encouraging students to visit to sites such as local or seasonal markets and
- research establishment around the institution.

**Suggested Assignments:**

1. Arrange a debate on a basic economics problems under Micro and Macro Economics
2. Explain Law of Demand with practical examples
3. Explain the law of diminishing marginal utility by taking the example of pizza consumption.
4. Explain the concept and types of price elasticity of demand by taking examples for day to day life.
5. Prepare a report on market structure of Indian railways.
6. Explain the price leadership strategy adopted by Reliance Jio in India Telecommunication market and its impact on other players.
7. Explain the concept of factor pricing as applicable to pizza making business along with cost and revenue curves.
8. Identify different forms of market for different products.
9. Study current challenges facing Indian economy-human capital formation, poverty.
10. Elaborate different methods of calculating National Income with examples

**Note:**

**References:**

**Text Books (Latest Editions):**

1. Varian. H.R: Micro Economics A modern Approach
2. Mc Connell & Brue: Micro Economics Principal, problems & policies. McGraw Hills Professional Publication.
3. Ahuja, H.L. Advanced Economic theory
4. Jain K.P. Advanced Economic theory
5. Jhingan M.L. Modern Micro Economics
6. J. Shapiro: Macro Economic Theory and Policy
7. W.H. Bransin: Macro-Economic Analysis
8. M.L. Jhingan: Macro-Economic Theory and Policy
9. M.C. Vaishya: Macro-Economic Theory
10. Sunil Bhaduri: Macro Economic Analysis
11. H.L. Ahuja: Micro Economic Theory; Modern Publisher, Gulab Bhawan, 6, Bahadurshah Zafar Marg, New Delhi.

12. Samuelson & William D. Nordhaus: Economics; McGraw Hills.
13. A.N. Agarwal: Indian Economy.
14. M. Maria John Kennedy: Advanced Micro Economic Theory; Himalaya Publishing House, Delhi.
15. I.C. Dhingra & V.K. Garg: Economic Development & Planning in India.
16. D.M. Mithani: Macro Economics; Himalaya Publishing House.
17. Macroeconomics" by N. Gregory Mankiw
18. Macroeconomics: Principles, Applications, and Tools" by Arthur O'Sullivan, Steven Shiffrin, and Stephen Perez
19. Macroeconomics" by Olivier Blanchard

| <b>BBA/MBA Integrated Part –I Sem-II(NEP)</b><br><b>EMERGING TECHNOLOGIES AND APPLICATIONS</b><br><b>SEC201</b> |   |                           |
|---|---|---------------------------|
| <b>Course Outcomes</b>  | After completion of course, students will be able to :<br>1. Students will understand foundational knowledge of emerging technologies such as blockchain, IoT, cloud computing, AR/VR, etc., comprehending their principles, components, and functionalities.<br>2. Students will analyze the practical applications of these technologies in various business contexts, evaluating how they can optimize operations, enhance decision-making, and drive innovation.<br>3. Students will evaluate the strategic implications of adopting emerging technologies, including potential challenges, risks, and opportunities, to formulate informed strategies for competitive advantage.<br>4. Students will develop skills to plan and manage the integration of emerging technologies into business processes, ensuring alignment with organizational goals and effective change management. |                           |
| <b>Total Hours of Teaching : 30</b>   | <b>Lecture(1)-Tutorial(0)-<br/>Practical(2)/Week : 02</b>   | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>   | <b>Theory : 30</b>  | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>   |   |                           |
| <b>Unit: I</b>  | <b>Cloud Computing</b><br>Cloud service models (IaaS, PaaS, SaaS) – Deployment models (public, private, hybrid)- Cloud-based -enterprise solutions – Cost-benefit analysis and scalability – Security and Governance – Data security and compliance in the cloud – Cloud governance frameworks  | 7 Hours                   |
| <b>Unit: II</b>   | <b>Internet of Things (IoT) &amp; Industry 4.0</b><br>Sensor technologies and connectivity - IoT Applications in Smart cities and infrastructure – Industrial IoT and manufacturing – IoT data processing and storage –Real-time analytics and decision-making – Concept of Industry 4.0 – Automation and smart manufacturing – Cyber-physical systems and digital twins – Robotics and advanced manufacturing technologies – Impact on Business Models – Transformation of production and supply chains – Business process optimization  | 8 Hours                   |

|                  |   |         |
|------------------|---|---------|
| <b>Unit: III</b> | <b>Block chain Technology</b><br>Fundamentals of Block chain – Decentralization and distributed ledger – Cryptography and consensus mechanisms – Smart contracts – Financial services and digital identity – Challenges and Opportunities – Security and privacy issues – Regulatory and compliance considerations.   | 7 Hours |
| <b>Unit: IV</b>  | <b>Augmented Reality (AR) and Virtual Reality (VR)</b><br>Introduction to AR/VR – Key concepts and differences between AR and VR – Historical development and current state - AR/VR applications in marketing and customer experience – Training and development through immersive technologies – Challenges and Opportunities – Technological limitations and advancements – Integration with existing business processes. | 8 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 organization who wish to migrate its IT infrastructure to the cloud. The organization has certain requirements, it includes scalable infrastructure, platform for application development, organization uses several enterprise applications (ERP and CRM), and data security for sensitive customer and business data.

Based on given information prepare a detailed report with respect to following points.

- Suggest Cloud service model and providers with appropriate reasoning.
- Recommend the most appropriate deployment model with proper justification.
- Recommend the specific cloud-based enterprise solutions (e.g., ERP, CRM) that could be beneficial and can enhance its operational efficiency, scalability, and cost management.
- Conduct a cost-benefit analysis comparing on-premises infrastructure with cloud-based solutions. Consider factors like initial investment, ongoing maintenance, scalability, and potential cost savings.
- Analyze the security implications of migrating to the cloud, focusing on data protection, access control, and threat management. Provide recommendations on how organization can maintain data security and governance in a cloud environment.
- Explore on potential challenges that organization may face during the migration and how to mitigate them.
- Provide a final recommendation for the selected organization's cloud migration strategy, including the preferred cloud service and deployment models, enterprise solutions, and governance practices.

2. An automotive components manufacturing Company has recently expanded its operations and is looking to adopt IoT and Industry 4.0 technologies to enhance production efficiency, optimize supply chains, and improve product quality. In parallel, the city where the manufacturing company is located is rolling out a smart city initiative, aiming to use IoT technologies for infrastructure management,

traffic control, and energy efficiency.

Based on given information prepare a detailed report with respect to following points.

- Identify the role of sensor technologies in IoT and their significance in the manufacturing sector. Analyze different connectivity options (e.g., Wi-Fi, 5G) suitable for Manufacturing's IoT deployment.
  - Explore the potential applications of IoT in smart cities, focusing on areas like traffic management, energy efficiency, and public safety. How that company can benefit from integrating its IoT systems with the city's smart infrastructure?
  - Identify specific IIoT applications that Manufacturing Company can implement, such as predictive maintenance, asset tracking, and quality control. Evaluate the impact of IIoT on production efficiency, downtime reduction, and cost savings.
  - Compare different data storage solutions (e.g., cloud, edge computing) that selected Manufacturing can use. Recommend the one which is most suitable.
  - Explore the tools and platforms available for implementing real-time analytics in an industrial environment. Analyze how that company can use real-time analytics to optimize production processes and improve decision-making.
  - Evaluate the potential impact of advanced manufacturing technologies on company's productivity and competitiveness.
  - Analyze how the adoption of IoT and Industry 4.0 technologies can transform business models in the manufacturing sector.
  - Provide a roadmap for implementing business process optimization using Industry 4.0 technologies.
3. A firm specialized in developing innovative financial products and services is exploring the adoption of blockchain to enhance its offerings in areas such as digital identity, payment processing, and smart contracts. The company also aims to navigate the regulatory landscape and address security and privacy concerns associated with blockchain technology.

Based on given information prepare a detailed report with respect to following points.

- Explain the basic principles of blockchain technology, importance of decentralization in blockchain systems and how it differs from traditional centralized systems. Provide/list some examples where the blockchain technology is adapted.
- Evaluate how transparency, security, and trust ensured in a blockchain network using distributed ledger.
- Assess the suitability of various consensus mechanisms for selected organization's blockchain implementation, considering factors like security, scalability, and energy efficiency.
- Discuss the potential applications of smart contracts in financial services, focusing on areas like automated payments, insurance claims processing, and digital identity verification.
- Provide examples of platforms that support smart contracts (e.g., Ethereum) and analyze their strengths and limitations.
- Analyze the challenges and opportunities of implementing blockchain-based digital identity

solutions in the financial sector.

- Provide recommendations on how the company can overcome the identified challenges and leverage the opportunities.
  - Provide strategies that organization can implement to mitigate security risks and protect user privacy while using blockchain.
4. A large consumer electronics retail company has been exploring the use of emerging technologies to enhance customer engagement, employee training, and overall business efficiency. With the growing interest in AR and VR, company wish to implement these technologies in its marketing campaigns, in-store customer experiences, and employee training programs.

Based on given information prepare a detailed report with respect to following points.

- Provide examples of common devices and platforms used for AR (e.g., Microsoft HoloLens) and VR (e.g., Oculus Rift).
- Explore the current state of AR/VR technology, including major players in the industry and the latest advancements. Highlight significant milestones in the development of AR/VR that have shaped their current applications in various sectors.
- Analyze how AR and VR are being used in marketing campaigns to enhance customer engagement and brand loyalty with successful AR/VR marketing campaigns (e.g., AR product visualizations, VR brand experiences) and their impact on consumer behavior. Suggest how the selected organization can leverage AR/VR to create memorable and immersive customer experiences both in-store and online.
- Explore the use of AR and VR in employee training and development, focusing on their advantages over traditional training methods. Suggest how the organization can implement AR/VR-based training programs for its employees, particularly in areas like product knowledge, customer service, and safety.
- Identify the key challenges in adopting AR/VR technologies, including cost, technological limitations, and user adoption. Provide recommendations on how the company can overcome these challenges and capitalize on the opportunities offered by AR/VR.
- Elaborate on how AR and VR can be integrated into existing business processes, such as supply chain management, inventory tracking, and marketing of the selected company by analyzing the potential impact of AR/VR integration on business efficiency, data management, and decision-making. Provide a roadmap for implementing AR/VR technologies, outlining key steps, potential risks, and success factors.

**Note:** Each student should solve any 2 practicals under the guidance of subject teacher and prepare note on it

**Suggested Lab Experiments (Programming Assignments)**

1. Hands on sessions on utilizing popular cloud platforms for development and deployment, offering hands-on experience with free tiers and trial accounts.
2. Hands on sessions on block chain technologies, focusing on the basics development and deployment of decentralized applications
3. Implementation of Cloud Service Models (IaaS Implementation) - Configure virtual machines using VMware. Deploy a web server (e.g., Apache, Nginx) on the virtual machine. Implement load balancing
4. Implementation of Cloud Service Models (PaaS Implementation) - Deploy a web application.
5. Implementation of Cloud Service Models (SaaS Implementation) - Develop a simple SaaS application (e.g., a to-do list app) and deploy it using a SaaS platform (e.g., Salesforce, Office 365). Integrate the SaaS application with a cloud database.
6. Interface temperature, humidity, and motion sensors with an Arduino or Raspberry Pi.
7. Create a simple dashboard to visualize real-time sensor data.
8. Implement a basic blockchain in Python, JavaScript, or any preferred language.
9. Create a simple peer-to-peer network to simulate a decentralized ledger.
10. Develop a simple AR application using AR frameworks like ARKit (iOS) or ARCore (Android).
11. Create a basic VR environment using a platform like Unity or Unreal Engine

**Text Books (Latest Editions):**

1. Emerging Technologies by Errol S. van Engelen
2. Internet of Things by Jeeva Jose, Khanna Book Publishing.
3. Digital Transformation: A Strategic Approach to Leveraging Emerging Technologies, Anup Maheshwari
4. Virtual & Augmented Reality by Rajiv Chopra, Khanna Book Publishing.
5. Emerging Technologies for Effective Management by Rahul Dubey, Cengage Publications.
6. IoT Fundamentals: Networking Technologies, Protocols, and Use Cases for the Internet of Things by David Hanes, Jerome Henry, Rob Barton, Gonzalo Salgueiro and Patrick Grossetete.
7. Blockchain for Business by Jai Singh Arun, Jerry Cuomo and Nitin Gaur.
8. Block Chain & Crypto Currencies by Anshul Kausik, Khanna Book Publishing.

9. Industry 4.0 Technologies for Business Excellence: Frameworks, Practices, and Applications by Edited By Shivani Bali, Sugandha Aggarwal, Sunil Sharma.

10. Blockchain, Artificial Intelligence, and the Internet of Things: Possibilities and Opportunities" by Pethuru Raj, Ashutosh Kumar Dubey, Abhishek Kumar, Pramod Singh Rathore.

**Readings:**

- Abdi, S., Kitsara, I., Hawley, M. S., & de Witte, L. P. (2021). Emerging technologies and their potential for generating new assistive technologies. *Assistive Technology*, 33(sup1), 17–26. <https://doi.org/10.1080/10400435.2021.1945704>
- Seokbeom Kwon, Xiaoyu Liu, Alan L. Porter, Jan Youtie, Research addressing emerging technological ideas has greater scientific impact, *Research Policy*, Volume 48, Issue 9, 2019, 103834, <https://doi.org/10.1016/j.respol.2019.103834>.
- Philip, J. (2022), "A perspective on embracing emerging technologies research for organizational behavior", *Organization Management Journal* , Vol. 19 No. 3, pp. 88-98. <https://doi.org/10.1108/OMJ-10-2020-1063>

Model curriculum

**Case Studies**

1. Software and/or Data: Dilemmas in an AI Research Lab of an Indian IT

Organization, Rajalaxmi Kamath; Vinay V Reddy,  
[https://hbsp.harvard.edu/product/IMB889-PDFENG?  
Ntt=emerging%20technologies](https://hbsp.harvard.edu/product/IMB889-PDFENG?Ntt=emerging%20technologies)

2. Volkswagen Group: Driving Big Business With Big Data, Ning Su; Naqaash Pirani,

[https://hbsp.harvard.edu/product/W14007-PDFENG?  
Ntt=emerging%20technologies](https://hbsp.harvard.edu/product/W14007-PDFENG?Ntt=emerging%20technologies)

**BBA/MBA Integrated Part –I Sem-II (NEP)**  
**MEDIA LITERACY AND CRITICAL THINKING**  
**MDE201**

|   |  |  |                           |
|---|--|--|---------------------------|
| <b>Course Outcomes</b>  | After completion of course, students will be able to:<br>1.Demonstrate proficiency in analysing media texts and identifying implicit messages and ideologies.<br>2. Apply media literacy principles to make informed decisions about media consumption and production.<br>3. Understand the complexities of media production, distribution, and audience behavior.<br>4. Promote responsible digital citizenship by navigating online information critically and combating misinformation. |  |                           |
| <b>Total Hours of Teaching : 60</b>   |  | <b>Lecture(1)-Tutorial-(1)Practical(0)/Week : 04</b> | <b>Credit Points : 04</b> |
| <b>Total Marks:100</b>  |  | <b>Theory : 60</b>                                   | <b>Internal : 40</b>      |
| <b>Syllabus Contents:</b>   |  |  |                           |
| <b>Unit: I</b>  | <b>Foundations of Media Literacy and Critical Thinking</b><br>Core principles of media literacy and critical thinking; Definition and significance of media literacy, its historical evolution within the Indian context; Understanding media as a powerful communication tool and its role in shaping societal perceptions and behaviors.   |  | 15 Hours                  |
| <b>Unit: II</b>   | <b>Deconstructing Media Texts</b><br>Forms of media texts, including print, broadcast, digital, and social media; Textual analysis and the deconstruction of visual media using semiotics; The impact of media representations on individual perceptions and societal attitudes, from relevant case studies in the Indian context.   |  | 15 Hours                  |
| <b>Unit: III</b>  | <b>Media Consumption and Production Dynamics</b><br>Dynamics of media production, distribution, and consumption in India: Influence of ownership and control structures on media content; Techniques for critically evaluating media content and analysing audience consumption patterns   |  | 15 Hours                  |
| <b>Unit: IV</b>   | <b>Ethics, Regulation, and Digital Media Literacy</b><br>Ethical and regulatory considerations inherent in media practices and the evolving landscape of digital media literacy. Ethical principles in media, the regulatory framework governing media content, and the role of self-regulatory bodies in upholding ethical standards; Digital media's impact on contemporary media literacy practices, strategies for navigating online information, and promoting digital citizenship.   |  | 15 Hours                  |
| <b>Note:</b> Relevant case studies based on the above units should be discussed in the class. |  |  |                           |

**Suggested Assignments:**

1. Identify media literacy resources and analyse most effective tool
2. Study and apply media literacy principles to make informed decision for some cases.
3. Study different forms of media text and analyse it.
4. Students watch a video in which teens reflect on the concept of fake news, and then discuss their own experiences with misinformation.
5. Conduct class activity for visual media using Semiotics
6. Analyse techniques used for valuating media content.
7. Explain some legal acts related to use of digital media
8. Write a note on Ethical practices related to Digital media
9. Analyse any two case studies related to Media
10. Analyse digital media's impact on contemporary media literacy practices

**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.

**References:**

1. Potter, W. J. Media literacy (8th ed.). SAGE Publications.
2. Hobbs, R. Media literacy in the digital age. Routledge.
3. Halpern, D. F. Thought & knowledge: An introduction to critical thinking (5th ed.). Psychology Press.
4. Kahneman, D. Thinking, fast and slow. Farrar, Straus and Giroux.
5. Baran, S. J., & Davis, D. K. Mass communication theory: Foundations, ferment, and future (8th ed.). Cengage Learning.
6. Kahne, J., & Bowyer, B. Media literacy education in action: Theoretical and pedagogical perspectives. Routledge.
7. Barbour, K., & Marshall, J. The media literacy handbook. ASCD.
8. Bhaskar, N. K. Media laws and ethics in India. Lexis Nexis.
9. West, R., & Turner, L. H. Understanding intercultural communication: Negotiating a grammar of culture (2nd ed.). Routledge.
10. Aufderheide, P., & Jaszi, P. Reclaiming fair use: How to put balance back in copyright (2nd ed.). University of Chicago Press.
11. Hammond, J. S., Keeney, R. L., & Raiffa, H. Smart choices: A practical guide to making better decisions. Harvard Business Review Press.
12. Covey, S. R. The 7 habits of highly effective people: Powerful lessons in personal change (30th anniversary ed.) Simon & Schuster.

| <b>BBA/MBA Integrated Part –I Sem-II(NEP)</b><br><b>INDIAN CONSTITUTION</b><br><b>VAC201</b> |  |  |                           |
|--|--|--|---------------------------|
| <b>Course Outcomes</b>   | After completion of course, students will be able to : <ol style="list-style-type: none"> <li>1. Explain concept of the Indian Constitution, particularly from the perspective of economic governance and business</li> <li>2. Understand fiscal federalism</li> <li>3. Develop a nuanced analytical framework about ongoing constitutional debates and battles which affect the domain of business</li> <li>4. Develop a sense of how questions of economic growth have to be balanced with other constitutional commitments, including social and economic justice.</li> </ol> |  |                           |
| <b>Total Hours of Teaching : 30</b>  |  | <b>Lecture(2)-Tutorial(0)-<br/>Practical(0) /Week : 02</b> | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>  |  | <b>Theory : 30</b>   | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>  |  |  |                           |
| <b>Unit: I</b>   | <b>An Economic History of the Constitution of India</b><br>Historical understanding of the constitution as an economic document. Understanding the Preamble, Starting from the land reform cases in the 1950s to the validity of the bitcoin ban imposed by the RBI, this module signpost all of the important economic moments in the constitutional history of post-colonial India; Constitutional design, Legal Regulation and economic justice   |  | 8 Hours                   |
| <b>Unit: II</b>  | <b>Fundamental Rights and Business in India</b><br>Article 19(1)(g), grants every citizen the right, to practise any profession, or to carry on any profession, occupation, trade, or business. Like other fundamental rights, this right is subject to reasonable restrictions impose by the state. This particular provision of the Constitution has been one of the most severely litigated freedoms. Fundamental Duties.   |  | 8 Hours                   |
| <b>Unit: III</b>   | <b>Fiscal Federalism</b><br>Article articles 301 to 307 of the Constitution pertains to Trade, Commerce and Intercourse within the Territory of India; Challenges associated with fiscal federalism in India including the vertical fiscal imbalance; Article 280 of the Constitution.   |  | 7 Hours                   |
| <b>Unit: IV</b>  | <b>Constitutional battles that shaped the economy</b><br>This module will be taught through key case studies that demonstrate the complex and fascinating overlap between the constitution and business and shall use Saurabh Kirpal's book Fifteen Judgments: Cases that Shaped India's Financial Landscape as our guide through this landscape. The case studies include the banning of diesel engine cars, Telecom regulation and ownership of broadcast media, Demonetisation,   |  | 7 Hours                   |

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|  | Aadhaar, the lifting of restrictions on dealing in cryptocurrencies |  |
| <b>Note:</b> Relevant case studies based on the above units should be discussed in the class.  |   |  |
| <b>Suggested Assignments:</b> <ol style="list-style-type: none"> <li>1. Study and analyse case-Rustom Cavasjee Cooper v. Union of India, (1970) 1 SCC 248</li> <li>2. Study and analyse case- State of Rajasthan v. Mohan Lal Vyas, AIR 1971 SC 2068 (confirmation of a private monopoly, not a violation of fundamental right)</li> <li>3. Study and analyse case -Mithilesh Garg v. Union of India, (1992) 1 SCC 168 : AIR 1992 SC 221 (Right to carry on business, not breached when it is liberalised)</li> <li>4. Study and analyse case -Chintamanrao v. The State of Madhya Pradesh, AIR 1951 SC 118 (scope of reasonable restrictions in relation to trade and occupation)</li> <li>5. Study and analyse case -Cooverjee B. Bharucha v. Excise Commissioner, Ajmer, AIR 1954 SC 220 (the reasonableness of the restriction imposed may depend upon the nature of the business and prevailing conditions including public health and morality)</li> <li>6. Study and analyse case- T. B. Ibrahim v. Regional Transport Authority. Tanjore, AIR 1953 SC 79</li> <li>7. Study and analyse case- Harman Singh v. RTA, Calcutta, AIR 1954 SC 190</li> <li>8. .Study and analyse case- Dwarka Prasad Laxmi Narain v. State of U.P., AIR 1954 SC 224</li> <li>9. Study and analyse case- State of Bombay v. R.M.D. Chamarbaugwala, AIR 1957 SC 699</li> <li>10.Study and Analyse case-Parbhani Transport Coop. Society Ltd. v. Regional Transport Authority, Aurangabad, AIR 1960 SC 801</li> </ol> |   |  |
| <ul style="list-style-type: none"> <li>▪ <b>References:</b></li> <li>▪ The Oxford Handbook of the Indian Constitution, Oxford university press.</li> <li>▪ <b>Cases</b></li> <li>▪ Rustom Cavasjee Cooper v. Union of India, (1970) 1 SCC 248</li> <li>▪ State of Rajasthan v. Mohan Lal Vyas, AIR 1971 SC 2068 (confirmation of a private monopoly, not a violation of fundamental right)</li> <li>▪ Mithilesh Garg v. Union of India, (1992) 1 SCC 168 : AIR 1992 SC 221 (Right to carry on business, not breached when it is liberalised)</li> <li>▪ Chintamanrao v. The State of Madhya Pradesh, AIR 1951 SC 118 (scope of reasonable restrictions in relation to trade and occupation)</li> <li>▪ Cooverjee B. Bharucha v. Excise Commissioner, Ajmer, AIR 1954 SC 220 (the reasonableness of the restriction imposed may depend upon the nature of the business and prevailing conditions including public health and morality)</li> <li>▪ T. B. Ibrahim v. Regional Transport Authority. Tanjore, AIR 1953 SC 79</li> <li>▪ Harman Singh v. RTA, Calcutta, AIR 1954 SC 190</li> <li>▪ Dwarka Prasad Laxmi Narain v. State of U.P., AIR 1954 SC 224</li> <li>▪ State of Bombay v. R.M.D. Chamarbaugwala, AIR 1957 SC 699</li> <li>▪ Parbhani Transport Coop. Society Ltd. v. Regional Transport Authority, Aurangabad, AIR 1960 SC 801</li> </ul>  |   |  |

- State of Bombay v. R. M. D. Chamarbaugwala, (1957) S.C.R. 874,
- G.K.Krishnan vs State of Tamil Nadu, 1975 SCC (1) 375
- Automobile Transport (Rajasthan) Ltd. Vs State of Rajasthan, AIR 1962 SC 1406

| <b>BBA/MBA Integrated Part –I Sem-II (NEP)</b><br><b>BUSINESS COMMUNICATION-II</b><br><b>AEC201</b> |  |  |                           |
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| <b>Course Outcomes</b>  | After completion of course, students will be able to :<br>1. Apply the skills for writing various workplace written communications.<br>2. Effectively analyze and evaluate Business Reports.<br>3. Demonstrate competence in delivering impressive power- point presentations.<br>4. Create objective and succinct Resumes and be prepared to perform optimally in Job Interviews.   |  |                           |
| <b>Total Hours of Teaching : 30</b>   |  | <b>Lecture(1)-Tutorial(1)-</b><br><b>Practical(0)</b><br><b>/Week : 04</b> | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>   |  | <b>Theory : 30</b>   | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>   |  |  |                           |
| <b>Unit: I</b>  | <b>Written communication: intra organizational/ departmental/ workplace communication</b><br>Need and Types, Basics of Writing Office Circulars, Agenda, Notice, Office Memorandum, Office Orders, News Letters; Positive and Negative Messages, Use of Technology for Communication, Effective IT communication tools- Electronic mail: advantages, safety and smartness in writing email, E-mail etiquettes; Use of online social media for communication and Public Relations; Ethical dilemmas in use of social media for communication. Report Writing: Types of Business Reports, responding to request for proposals (RFP), response to RFP, Formal Report- Components and Purpose, Organizing Information- Outlining & Numbering Sections, Section Headings, Sub-Headings, & Presentation; Reporting in Digital Age, Writing Reports on Field Work/Visits to Industries, Business Proposals; Summarizing Annual Reports of Companies- Purpose, Structure and Principles; Drafting Minutes of a Meeting; Corporate Communication- channels of corporate communication, target segments of corporate communication, types of corporate communication; Managing Crisis- Communication; Managing communication during change; Culture as communication |  | 8 Hours                   |
| <b>Unit: II</b>   | <b>Oral Communication, Professionalism and Team work</b><br>Meaning, Nature, and Scope of Effective Oral Communication; Techniques of Effective Speech, Media for Oral Communication- Face-to-Face Conversation, Teleconferences, Press Conference, Telephonic Conversations, Radio Presentation, Public address and Podcast.<br>Constructing Oral Report; Group Discussion, Teams communication; Communication during online meeting; Online and offline professional etiquettes; Conducting appraisals, conducting interviews  |  | 7 Hours                   |
| <b>Unit: III</b>  | <b>Negotiation Skills and Cross-Cultural Communication</b><br>Negotiation communication with vendors, suppliers, employees and other   |  | 7 Hours                   |

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|                 | stakeholders; BATNA & communication during negotiations; Body language and negotiation; Impact of globalization on organizational communication; Cross-Cultural frameworks (ex. Geert Hofstede); Culture & appropriate communication; Etic and Emic approaches to Culture; Communication to a diverse workforce; Overcoming barriers and biases in Cross-Cultural Communication; Building Inter-Cultural Workplace Skills; Cross-cultural etiquettes across clusters/countries.   |         |
| <b>Unit: IV</b> | <b>Contemporary Communication</b><br>Digital communication- individual communicating via social media, organizations communicating via social media, Media Literacy; Strong Digital communication skills –email, instant messaging, video conferencing, e-meetings, digital collaboration, digital citizenship –digital etiquettes & responsibilities; Introduction to personal and organizational websites; communication through podcasts. Job Searching in Digital Age; Creating Resume (CV, cover letter), Creating Customized Cover Messages for Job Applications, Purposes and Types of Employment Interviews, Performing Optimally in a Job Interview- Do's and Don'ts Before, During and After the Interview. | 8 Hours |

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

**Suggested Assignments:**

- 1.Negotiation skills :** Mock Negotiation Exercise on sale of goods.
- 2. Personality :** Exercise on personality ; Identifying personality trends ; comment on strengths and weakness of personality.
- 3. Team working skills :** Form a team of students; Assign them a task and roles of team members ; reward their functioning.
- 4. Elocution Skills :** Organise Elocution competition on topic given or self-selected; current business issue; assess the critical thinking process and assertiveness in presentation.
- 5. Conflict resolution :** Create a conflicting situation and observe the behaviour of students in conflict resolution ; student's comments .
- 6. Social awareness :** Form a team of students ; allotment of cleaning task for cleanliness ; performance reward
- 7. Self-analysis :** enlist own and friends good and bad habits; List the efforts taken to break the bad habits.
- 8. Problem solving skills :** Ask the students to identify any social or educational problem ; narration of problem ; Finding solution ; Describing / sharing solution of problem.
- 9. Stress management (Case study) :** Create stressful situation .Record the behaviour of student in a stressful situation ; effect on their health ; Narration of Methods adopted for stress control.
- 10.Verbal and non-verbal communication:**  
Analyse verbal and non-verbal aspects of speeches of great leaders and orators and prepare report on it.

**References:**

**Text Books (Latest Edition):**

1. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.
2. Lesikar, R.V. & M.E. Flatley, "Business Communication: Connecting in a Digital World", McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P. Effective Business Communication. McGraw Hill.

4. Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication
5. Boove, C.L. et al., Business Communication Today, Pearson.

**References:**

1. Culture as Communication (2001) by Stever Robbins  
<https://hbsp.harvard.edu/product/C0108A-HCB-ENG>
2. The Future of Internal Communication | Rita Linjuan Men, Shannon A. Bowen  
| Business Expert Press| BEP336-PDF-ENG | <https://hbsp.harvard.edu/product/BEP336-PDF-ENG>

**Suggested Exercise and cases:**

1. Negotiation exercise as vendor/seller
2. Analyzing verbal and non-verbal aspects of speeches of great leaders and orators.
3. Delivering Effective Presentations using presentation tools/software and use of infographics.
4. Cases on business communication
5. Summarizing Annual Report of a Company.
6. Preparing elevator pitch
7. Preparing curriculum vitae/resume/letter
8. Communicating Effectively in Group Discussion and personal interviews
9. How to Communicate Organizational Change (2020) by Angela Fisher Ricks  
a. <https://online.hbs.edu/blog/post/how-to-communicate-organizational-change>
10. Change Management and Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press |BEP334-PDF-ENG|  
<https://hbsp.harvard.edu/product/BEP334-PDF-ENG>
11. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tsedal Neeley, Tom Ryder | Harvard Business School | 416046-PDF-ENG |<https://hbsp.harvard.edu/product/416046-PDF-ENG?>
12. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff  
a. <https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity>
13. Group Communication and Decision-Making Simulation: Wildfire Mitigation |Matthew Koschmann| FO0001-HTMENG|<https://hbsp.harvard.edu/product/FO0001-HTM-ENG>
14. Three Rules for Communicating During a Crisis | Nancy Koehn| 5238AV-AVOENG  
| <https://hbsp.harvard.edu/product/5238AV-AVO-ENG>  
<https://hbsp.harvard.edu/product/5238AV-AVO-ENG>Ntt=BUSINESS COMMUNICATION

| <p align="center"><b>BBA/MBA Integrated Part –I Sem-II(NEP)</b><br/> <b>मराठी</b><br/> □□□□□□□□-□<br/> <b>AEC202-I</b></p>  |  |                           |
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| <b>Course Outcomes</b>  | या कोर्सच्या अध्ययनानंतर विद्यार्थ्यांना<br>१. मराठी भाषा व साहित्य अभ्यासाची अभिरुची निर्माण होईल .<br>२. मराठी साहित्याचे आकलन विश्लेषण व समीक्षण करता येईल .<br>३. मराठी कवितेचे आस्वादन व मूल्य निर्णय करता येईल .<br>४. वैचारिक व ललित स्वरूपाचे लेखन करता येईल .<br>५. पत्रव्यवहाराचे कौशल्य अवगत होईल . |                           |
| <b>Total Hours of Teaching : 30</b>   | <b>Lecture(1)-<br/>Tutorial(1)Practical(0)<br/>/Week : 02</b>  | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>   | <b>Theory : 30</b>   | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>   |  |                           |
| Unit-1  | <p><b>पद्य</b><br/> १.कान्होपात्रा -अ) नको देवराया ब)पतित पावन म्हणविसी<br/> २.एकनाथ-१. दादला २.संन्यासी<br/> ३.अरुण काळे -अ)तू मदरबोर्ड माझ्या संगणकाचा ब)मल्टी लुटालुटीचा झिंग लपालपा<br/> ४.नागराज मंजुळे-१. मी पुस्तक परजतो २. पर्याय</p>  | 15 Hours                  |
| Unit-2  | <p><b>उपयोजित मराठी पत्र लेखन</b><br/> १. पत्रलेखन: संकल्पना, महत्त्व, प्रकार<br/> २. कार्यालयीन पत्रलेखन<br/> ३. व्यावसायिक पत्रलेखन<br/> ४. नोकरीसाठी अर्जलेखन<br/> ५. ई-मेल<br/> ६. स्वपरिचय (Resume)<br/> ७. प्रात्यक्षिक कार्य</p>  | 15 Hours                  |
| <b>Suggested Practical Work or Field Work:</b><br>□□□□□ □□□□□□□□□□ □□□□□□ □□□□ □□□□□□□□□□ □□□□□□□□□□□<br>□□□□□□ □□□□□□□□ □□□□□□□□□□□ □□□ □□□□□□□□□□□□ □□□□□□□□□<br>□□□□□□□□□□□□□□□□ □□□□□□ . □□□□□□□□□□□□□□□□□□□□□□□□<br>□□□□□□□□□□□□□□□□ □□□□□□ □□□□□□□□□□□ □□□□□□□□ □□□□ □□□□□□ |  |                           |

**साधन ग्रंथ :**

१. अरुण काळे : नंतर आलेले लोक, लोकवाङ्मय गृह, मुंबई २०१०
२. नागनाथ कोत्तापल्ले : उद्याच्या सुंदर दिवसासाठी-सायन पब्लिकेशन, पुणे २०१५
३. राजन गवस, अरुण शिंदे, गोमटेश पाटील : भाषिक सर्जन आणि उपायोजन, दर्या प्रकाशन, पुणे २०१२
४. वसंत जोशी (संपा): एकनाथांची निवडक भारुडे, मेहता पब्लिशिंग हाऊस, पुणे १९९४
५. अंजली ठाकूर : असाही एक किमयागार, राजहंस प्रकाशन, पुणे
६. यशवंत थोरात: काही वाटा काही वळण, अनुबंध प्रकाशन, पुणे २०२३
७. भगवंत देशमुख (संपा): एकनाथ वाङ्मयदर्शन, साहित्य अकादमी, नवी दिल्ली २००३
८. सलीम मुल्ला: ऋतूफेरा, दर्या प्रकाशन, कोल्हापूर
९. नागनाथ मंजुळे : उन्हाच्या कटाविरुद्ध, आटपाट प्रकाशन, पुणे २०१०,
१०. राही, सरनोबत: लक्षवेधी मैफल, दैनिक लोकसत्ता, दि. २२ जाने., २०१६
११. राहीकर, गो. शं., व गोसावी, र. रा (संपा): श्री सकल संत गाथा, प्रकाशक गो. शं. राहीलकर, पुणे १९५५
१२. रमेश वरखेडे (संपा): महाराजा सयाजीराव गायकवाड भाषण संग्रह : भाग १, महाराजा सयाजीराव गायकवाड चरित्र साधने प्रकाशन समिती, छत्रपती संभाजीनगर, २०१७
१३. सरदार, गं. बा. : एकनाथ दर्शन मॉडर्न बुक डेपो प्रकाशन, पुणे १९७८
१४. बी. जी. शिर्के: उद्योगपर्व, राजहंस प्रकाशन, पुणे, २०२३
१५. बी. जी. शिर्के: जिद्द, राजहंस प्रकाशन, पुणे

**संदर्भ ग्रंथ :**

१. विलास खोले, (संपा): संत जनाबाई आणि अन्य मध्ययुगीन संत कवयित्री यांची कविता, साहित्य अकादमी, नवी दिल्ली २०१७
२. धनंजय गायकवाड: राही- ऑलिंपिक गोलची, झी मराठी दिशा
३. सयाजीराव गायकवाड : सयाजीराव गायकवाड यांची भाषणे, खंड १ ते ५ साकेत प्रकाशन, छत्रपती संभाजीनगर
४. मोनाली गोर्हे: दै. लोकमत, दि. ३० ऑगस्ट २०१५
५. वि. शं. चौगुले: मुक्तगद्य, मॅजेस्टिक प्रकाशन, मुंबई
६. रजनीश जोशी: दादासो पांडुरंग तर्खडकर: व्यक्तित्व आणि कर्तृत्व, इंडस सोर्स बुक्स, मुंबई
७. नसीराबादकर, ल. रा.: व्यावहारिक मराठी, भाषाविकास संशोधन संस्था, कोल्हापूर २०२३
८. पगार, एकनाथ: महाराजा सयाजीराव गायकवाड, महाराष्ट्र राज्य साहित्य आणि संस्कृती मंडळ, मुंबई २०२१
९. पाटंगणकर, विद्यासागर: मराठी संत कवयित्रींचा इतिहास, साहित्य अकादमी, नवी दिल्ली, २०१५
१०. महेंद्र भवरे: मराठी कवितेच्या दिशा, लोकवाङ्मय गृह मुंबई
११. तारा भवारकर: स्त्रीमुक्तीचा आत्मस्वर, लोकवाङ्मय गृह, मुंबई
१२. भांड, बाबा: युगदृष्टा महाराज सयाजीराव गायकवाड, साकेत प्रकाशन, छत्रपती संभाजी नगर
१३. भा. ल. भोळे (संपा): एकोणिसाव्या शतकातील मराठी गद्य, खंड १, साहित्य अकादमी, नवी दिल्ली २००६
१४. राही, सरनोबत: रिओच्या पूर्णविरामाचा स्वल्पविराम करता आला. (मुलाखत), दै. महाराष्ट्र टाइम्स, २ जून २०१९
१५. राही सरनोबतचा सुवर्णविध, दै. महाराष्ट्र टाइम्स, २३ ऑगस्ट, २०१८
१६. रिसोडकर, धनंजय: सदा सुवर्णविधी, दै. लोकसत्ता, २३ ऑगस्ट २०१८
१७. नवाक्षर दर्शन, (संपा. प्रवीण बांदेकर) अरुण काळे विशेषांक, सावंतवाडी
१८. हणमंतराव गायकवाड (मुलाखत): माझा कट्टा, एबीपी माझा

**BBA/MBA Integrated Part –I Sem-II(NEP)****HINDI****प्रयोजनमूलक हिंदी और कविताएँ****AEC202-II**

**पाठ्यपुस्तक-** प्रयोजनमूलक हिंदी और आधुनिक हिंदी साहित्य,  
संपादक, हिंदी अध्ययन मंडल, शिवाजी विश्वविद्यालय, कोल्हापूर

|  |  |   |                           |
|--|--|---|---------------------------|
| <b>Course Outcomes</b>   | 1. प्रयोजनमूलक हिंदी के प्रति छात्रों में रुची बढ़ाना ।<br>2. प्रयोजनमूलक हिंदी एवं उसकी उपयोगिता से छात्रों को परिचित कराना ।<br>3. काव्य एवं कहानी विधा का आस्वाद विवेचन एवं महत्व समझाना ।<br>4. हिंदी कवि एवं कहानीकारों तथा उनकी रचनाओं से परिचित कराना ।<br>5. साहित्य के माध्यम से नैतिक मूल्य राष्ट्रीय मूल्य एवं उत्तिदायित्व के प्रति आस्था निर्माण करना ।<br>6. हिंदी भाषा के श्रवण ,पठण, विचार ,कल्पना एवं लेखन क्षमता का छात्र में विकास करना । |   |                           |
| <b>Total Hours of Teaching : 30</b>  |  | <b>Lecture(1)-<br/>Tutorial(1)Practical(0)<br/>/Week : 02</b> | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>  |  | <b>Theory : 30</b>  | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>  |  |   |                           |
| <b>Unit: I</b>   | <b>साक्षात्कार लेखन</b><br>१.साक्षात्कार का स्वरूप<br>२.साक्षात्कार प्रविधि<br>३.साक्षात्कार का महत्व<br>४.साक्षात्कार के उद्देश्य   |   | 15 Hours                  |
| <b>Unit: II</b>  | <b>कहानिया</b><br>१.समय -यशपाल<br>२.सुख- काशिनाथ सिंह<br>३.छोटा किसान -जय नंदन<br>४.चुभता हुआ घोसला- दामोदर खडसे   |   | 15 Hours                  |
| <b>Practical Or Fieldwork:</b><br>□□□□□□ □□□□□□ □□□□ □□□ □□ □□ □□□□□□ □□ □□□ □□ □□□□□□□□<br>□□ □□□□□□ □□ □□□□□□□□□□ (Practical) □□□□□ □□□□□ □□□□□ □□□. |  |   |                           |

### संदर्भ ग्रंथ सूची

1. कविता के नये प्रतिमान-डॉ. नामवर सिंह
2. कविता के प्रमुख हस्ताक्षर-डॉ. संतोष कुमार तिवारी
3. हिंदी के आधुनिक प्रतिनिधी- कवी द्वारिका प्रसाद सक्सेना
4. कहानी :स्वरूप और संवेदना -राजेंद्र यादव
5. समकालीन हिंदी कहानी- डॉ. पुष्पलाल सिंह
6. हिंदी कहानी का समकालीन परिदृश्य -डॉ. वेदप्रकाश अमिताभ
7. दामोदर खडसे का सृजन संसार-डॉ. महिपति शिवदास

| <b>BBA/MBA Integrated Part –I Sem-II(NEP)</b><br><b>SANSKRIT-II</b><br><b>AEC202-III</b>  |   |                          |
|---|---|--------------------------|
| <b>Course Outcomes</b>  | After completion of this course, students will be able to:<br>१.संस्कृत .नितीसाहीत्याचा परिचयकरून देतो.<br>२.हितोदेशातील कथांचा परिचय करून देतो.<br>३.कथां .मधून होणाऱ्या नीतीबोधाचे विश्लेषण करतो.<br>४.चाणक्यनी .तितील श्लोकांमधून नीतिमूल्यांचा अभ्यास करतो. |                          |
| <b>Hours of Teaching: 30</b>  | <b>Lecture(1)-</b><br><b>Tutorial(1)Practical(0)</b><br><b>/Week : 02</b>   | <b>Credit Points: 02</b> |
| <b>Marks:50</b>   | <b>Thoery:30</b>  | <b>Internal:20</b>       |
| <b>Syllabus Contents:</b>   |   |                          |
| <b>Unit: I</b>  | हितोपदेश मित्रलाभपहिली कथा , प्रस्तावना -   | 15 Hours                 |
| <b>Unit: II</b>   | चाणक्यनीतत १५ ०१ अध्याय क्र-□ श्लोक क्रमांक . १,२,८,९,१२,१३<br>२- २,५,६,७,११,१३,१९ ३-१,८,११,१३,१४,१५,१८ ४५-१६ ५,२-३१५,८,  | 15 Hours                 |
| <b>Suggested Practical Work (□□□□□□□□□□)</b><br>□□□□□□□ □□□□ □□□□□□□□□□ □□□□□□□□□□□□ □□□□□□ □□□□□□□□<br>□□□□□□□□□□□□ □□□ □□□□□□□□□□□□ □□□□□□□□□□<br>□□□□□□□□□□□□□□□□ □□□□□□ . □□□□□□□□□□□□□□□□□□□□□□<br>□□□□□□□□□□□□□□□□ □□□□□□ □□□□□□□□□□□□ □□□□□□□□□□ □□□□□□□□                    |   |                          |
| <b>References:</b> <ul style="list-style-type: none"> <li>नारायण पंडित , हितोपदेश:,चौखंबा सुरभारती प्रकाशन, वाराणसी</li> <li>चाणक्य ,संपूर्ण चाणक्यनीति,साकेत प्रकाशन , औरंगाबाद</li> <li>त्रिपाठी रामशंकर ,संस्कृत साहित्यका प्रामाणिक इतिहास ,कृष्णदास अकादमी ,वाराणसी</li> </ul> |   |                          |

| <b>BBA/MBA Integrated Part –I Sem-II (NEP)</b><br><b>GERMAN-II</b><br><b>AEC202-IV</b> |   |                           |
|--|---|---------------------------|
| <b>Course Outcomes</b>   | After successful completion of the course, students will be able to,<br>1. Demonstrate familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type.<br>2. Execute himself /herself and can ask and answer questions about personal details such as where he/she lives, people he/she knows and things he/she has.<br>3. Assess development in German language vocabulary by interacting with others<br>4. Construct presentation of how to use and scope of German Language. |                           |
| <b>Total Hours of Teaching : 30</b>  | <b>Lecture(1)-</b><br><b>Tutorial(1)Practical(0)</b><br><b>/Week : 02</b>   | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>  | <b>Theory : 30</b>  | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>  |   |                           |
| Unit-1   | <b>German Language Fundamentals-I</b><br>Learning the professions around food and eating. Comprehensions. Understanding and learning of routine activities. To understand the watch timings, Giving information about time, Prepositions and Wh questions related to watch timings.   | 8                         |
| Unit-2   | <b>German Language Fundamentals-II</b><br>Speaking about family and vocabulary related to family ,Grammar: Possessive articles in Nominative and akkusativ case, Continuation and exercises of possessive articles, Learning of Modalverbskönnen, wollen, müssen. Telling birthdates and birth year, how to tell years and dates in German. Ordinal numbers, Listening based on ordinal numbers   | 7                         |
| Unit-3   | <b>Conversation in German Language-I</b><br>To plan something together, speaking about birthday, to understand invitation and to write an invitation, Separable verbs,to order and to pay in restaurant, to speak about own experiences, Vocabulary related to topic Restaurant. Learning, understanding and speaking about ordering and paying in restaurant.  | 8                         |
| Unit-4   | <b>Conversation in German Language -II</b><br>Learning personal pronouns in akkusativ and Preposition für+ akkusativ, Simple past tense of the verbs haben and sein. ,Vocabulary related to   | 7                         |

|  |   |  |
|--|---|--|
|  | <p>“Contacts”, Information and words related to internship and activities related to internship, To understand particular information from the texts and writing it into the points (comprehension). Learning Prepositions with Dative</p> <p>Articles in Dative, extra exercises and practice for Prepositions with Dativ,</p> |  |
| <p><b>Suggested Assignments:</b><br/> Subject Teacher should assign work based on syllabus and evaluate student performance.<br/> (e.g. Assignment, Presentation ,Group activity, Role Play, Group Discussion, etc.)</p>   |   |  |
| <p><b>Reference Books</b></p> <ul style="list-style-type: none"> <li>• Netzwerk neu A 1 (Deutsch als Fremdsprach) Kursbuch : Published by Goyal Publishers and Distributors Private Ltd.</li> <li>• Netzwerk neu A 1 (Deutsch als Fremdsprach) Arbeitsbuch : Published by Goyal Publishers and Distributors Private Ltd.</li> <li>• Netzwerkneu A 1 (Deutsch alsFremdsprach) Testheft : Published by Goyal Publishers and Distributors Private Ltd.</li> </ul> |   |  |

| <b>BBA/MBA Integrated Part –I Sem-II (NEP)</b><br><b>JAPANESE-II</b><br><b>AEC202-V</b>   |   |                           |
|---|---|---------------------------|
| <b>Course Outcomes</b>  | After successful completion of the course, students will be able to,<br>1. Recognize basic grammar used in Japanese Language<br>2. Experiment Japanese vocabulary in day-today speaking.<br>3. Debate and interact in a simple way with other persons .<br>4. Develop basic Japanese language skills (listening, speaking, writing, and reading). |                           |
| <b>Total Hours of Teaching : 30</b>   | <b>Lecture(1)-</b><br><b>Tutorial(1)Practical(0)</b><br><b>/Week : 02</b>   | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>   | <b>Theory : 30</b>  | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>   |   |                           |
| Unit-1  | <b>Introduction to Japanese Language-I</b><br>Brief history of Japan & Japanese Language, introduction of 3 scripts. Writing Hiragana alphabets & words from あ to ぜ<br>Writing Hiragana alphabets from た to ぽ and Daily expressions & greetings.  | 8                         |
| Unit-2  | <b>Japanese Language Grammer-II</b><br>Expression used to invite someone to something, Expressions used to invite someone to do something, How to say a word or sentence in another language.<br>Different verbs indicating imparting things, information or action, Omission of particles.   | 7                         |
| Unit-3  | <b>Japanese Language Grammer-III</b><br>Introduction of adjective, Forms of adjectives in simple present tense, simple past tense, affirmation & negation, Adverbs of degree  | 8                         |
| Unit-4  | <b>Japanese Language Grammer – IV</b><br>Modified nouns, Practical Work, Reading/speaking practice. Listening a dialogue and to answer the questions, Conversation.   | 7                         |
| <b>Suggested Assignments:</b><br>Subject Teacher should assign work based on syllabus and evaluate student performance.<br>(e.g. Assignment, Presentation ,Group activity, Role Play, Group Discussion, etc.) |   |                           |

**Reference Books**

- Minna No Nihongo I – Pub. By 3A Corporation, Japan.
- Nihongo shoho Vol. I - Pub By Japan Foundation, Tokyo, Japan
- Kanji Picture book Vol. I & II Japan foundation.
- Sulabh Japani Vyakaran – Part-(I) Dr. V.N. Kinkar, Pune.
- Genki – Japan Times.
- Aural Comprehensions in Japanese –Osamu & Nobuko Mizutani.
- An Introduction to Modern Japanese – Osamu & Nobuko Mizutani.
- Japanese for Today – Y.Yoshida.
- Japanese Language Patterns –Alphonsa.
- Nihongo Dekimasu – Japan Foundation.
- Gokakudekiru.

| <b>BBA/MBA Integrated Part –I Sem-II (NEP)</b><br><b>RUSSIAN-II</b><br><b>AEC202-VI</b>  |  |                           |
|--|--|---------------------------|
| <b>Course Outcomes</b>   | After completion of this course, students will be able to: <ol style="list-style-type: none"> <li>1) Explain basic knowledge of Russian Language grammar.</li> <li>2) Construct meaningful and grammatically correct sentences in Russian language.</li> <li>3) Develop Russian Language skill (reading, writing, listening, speaking).</li> <li>4) Discover career opportunities in Foreign Languages.</li> </ol> |                           |
| <b>Total Hours of Teaching : 30</b>  | <b>Lecture(1)-</b><br><b>Tutorial(1)Practical(0)</b><br><b>/Week : 02</b>  | <b>Credit Points : 02</b> |
| <b>Total Marks:50</b>  | <b>Theory : 30</b>   | <b>Internal : 20</b>      |
| <b>Syllabus Contents:</b>  |  |                           |
| Unit-1   | <b>Russian Language Grammer-I</b> <ul style="list-style-type: none"> <li>• Demonstrative Pronouns. Imperative Mood. Conjunction ‘что’.</li> <li>• Introduction to the case system in Russian. Nominative Case.</li> <li>• Numbers 21 to 100.Months of the year.</li> <li>• Introduction to the past and compound future tenses.</li> <li>• RUSSIAN-BOOK Lessons 9-10.</li> </ul>                                   | 15 Hours                  |
| Unit-2   | <b>Russian Language Grammer-II</b> <ul style="list-style-type: none"> <li>• Prepositional case. Declension of singular nouns.</li> <li>• RUSSIAN-BOOK Lessons 11-14.</li> <li>• Reflexive Verbs. Ordinal Numbers.</li> <li>• RUSSIAN-BOOK Lesson 15.</li> <li>• Introduction to Adjectives. Colors in Russian.</li> </ul>  | 15 Hours                  |
| <b>Suggested Assignments:</b><br>Subject Teacher should assign work based on syllabus and evaluate student performance.<br>(e.g. Reading, writing & speaking practice. Listening to audio version of lessons / dialogues, Assignment, Presentation ,Group activity, Role Play, Group Discussion, etc.) |  |                           |

**Reference Books**

1. «RUSSIAN» by V. N. Wagner & V. G. Ovsienko – Lessons 9 to 15. Pub. Peoples Publishing House (P) Ltd, New Delhi.
2. «Way to Russia » Elementary Level 1.1 and 1.2. V.E.Antonova & others.Goyal Publishers and Distributors Pvt. Ltd. First Indian Edition, 2012.(Selected topics)
3. «Russian in Exercises» by S. Khavronina& A. Shirochenskaya. Pub. Peoples Publishing House (P) Ltd, New Delhi. 2009
4. «Survival Russian» A Course in Conversational Russian by N.B. Karavanova. Pub. Peoples Publishing House (P) Ltd, New Delhi. 2009 (Selected topics)