Savitribai Phule Pune University, Pune

Faculty of Commerce and Management

Bachelor of Business Administration (BBA)

Revised Curriculum (2024 Pattern as per NEP-2020)

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

Semester III

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

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

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

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

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

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

Reference Material:

Reference Books

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

Other Learning Material E- Resource:

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

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

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

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

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

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

Reference Material:

Reference Books

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

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

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

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

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

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

	4.3 Ethics in HRM: Principles of fairness, equity, transparency, and handling ethical dilemmas 4.4 Contemporary HR Practices: Managing gig and freelance workforce Remote and hybrid work models Diversity, equity, and inclusion initiatives	

Reference Material:

Reference Books

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

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

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

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

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

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

Reference Material:

Reference Books

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

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

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

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

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

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

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

Reference Material:

Reference Books

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

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

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

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

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

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

Reference Material:

Reference Books

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

Other Learning Material
E- Resource:

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

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

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

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

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

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

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

Reference Books

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

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

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

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

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

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

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

Reference Books

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

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

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

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

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

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

Reference Books

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

Other Learning Material E-Resource:

Siegel, E. (2016). “Predictive analytics: The power to predict who will click, buy, lie, or die”. Wiley.

Winston, W. L. (2014). “Marketing analytics: Data-driven techniques with Microsoft Excel”. Wiley.

Narayanan, A., & Bhattacharya, A. (2023). “Big data in finance: Data analytics in financial services and banking”. Wiley.

Fitz-enz, J. (2010). “The new HR analytics: Predicting the economic value of your company's human capital investments”. AMACOM.

Raghupathi, W., & Raghupathi, V. (2014). “Big data analytics in healthcare: Promise and potential”. Health Information Science and Systems, 2(1), 1-10.

Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). “Designing and managing the supply chain: Concepts, strategies, and case studies” (3rd ed.). McGraw-Hill/Irwin.

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

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

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

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

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

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

Unit	Title and Contents	No. of Lecture Hours
1	**Introduction** Subject Teacher shall provide orientation to the students and form the groups in the class room based on following topics: 1. Analysis of website like money control, BSE, Investopedia, etc. related to finance sector 2. Guest lecture of stock market expert, banking professional, financial consultant, etc. 3. Public Company Annual Report study of standalone financial statement 4. Visit to stock market or brokers office or any financial institute. 5. Visit to a company to understand department working. 6. Calculation of various ratio based on standalone financial statement of a company 7. Subject Teacher may select any such finance topic from syllabus relevant to correlate theory and practical working	15

2	**Conduction of Expert lecture/ visit:** Minimum THREE activities of which ONE must be actual visit must be done. Report shall be made on following points per activity: 1. Name of organization 2. Objective of activity 3. Points observed/ learned 4. Questionnaire with minimum 10 questions 5. Screen shot, image of activity 6. Suggestions based on objective Subject teacher may add more points in report as per their convenience and requirement of activity. Report need to be submitted in spiral copy and PPT presentation.	15
	Evaluation based on report and Viva-Voce Exam Presentation needs to be made in groups for evaluation of activity External must be appointed for viva in consultation with principal Marks allocation: 30% marks report 30% marks PPT presentation 40% marks Viva-Voce Examination **Total : 50 marks**	

Guidelines:

Field Visits:

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

• The interviews maybe structured or unstructured as the case may be with the sole proviso of maximum data collection for the students during the interaction process.

• Students should be encouraged to observe and learn how theatrical concepts are put into action, thereby aiding their practical learning. Students are to be exposed to the real working environment and shown how things are done in an organization

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

Instructions for students:

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

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

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

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

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

Unit	Title and Contents	No. of Lecture Hours
1	**Introduction:** Subject Teacher shall provide orientation to the students and form the groups in the class room based on following topics: 1. Visit to retail outlets/malls to study merchandising and in-store marketing. 2. Analysis of digital campaigns on platforms like Instagram, YouTube, etc. 3. Visit to advertising agency/branding agency for insights on campaign planning. 4. Market survey or online consumer behavior study using Google Forms, etc. 5. Guest lecture by marketing experts (branding, sales, PR, etc.).	**15**

	6. Study of packaging and product Labelling practices in FMCG or startups. 7. Observation of product positioning and segmentation in a selected product category. Subject Teacher can select any such Marketing topic from syllabus relevant to correlate theory and practical working	
2	**Conduction of Expert lecture/ visit:** Minimum THREE activities of which ONE must be actual visit must be done. Report shall be made on following points per activity: 1. Name of organization 2. Objective of activity 3. Points observed/ learned 4. Questionnaire with minimum 10 questions 5. Screen shot, image of activity 6. Suggestions based on objective Subject teacher may add more points in report as per their convenience and requirement of activity. Report needs to be submitted in spiral copy and PPT presentation.	15
	Presentation needs to be made in groups for evaluation of activity External must be appointed for viva in consultation with principal Marks allocation: 30% marks report 30% marks PPT presentation 40% marks Viva-Voce Examination **Total : 50 marks**	

Guidelines:

Field Visits:

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

• The interviews maybe structured or unstructured as the case may be with the sole proviso of maximum data collection for the students during the interaction process.

• Students should be encouraged to observe and learn how theatrical concepts are put into action, thereby aiding their practical learning. Students are to be exposed to the real working environment and shown how things are done in an organization

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

Instructions for students:

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

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

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

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

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

Unit	Title and Contents	No. of Lecture Hours
1	**Introduction and topics of project:** 1. Talent management 2. Knowledge Management 3. Effect of Leadership on Performance of the Organization 4. Identification of training needs of security personnel in an organization. 5. Work measurement and wage payment plans 6. Study of Employee morale and attitudes. 7. Quality of Work life 8. Motivation and morale 9. Performance appraisal and counseling 10. Training needs analysis 11. Performance appraisal with Traditional & Modern methods 12. Employees relation, Mergers acquisition HR strategies Students can prepare project on any topic which they have studied	15

	under the HRM subject.	
2	**Conduction of Expert lecture/ visit:** Minimum THREE activities of which ONE must be actual visit must be done. Report shall be made on following points per activity: 1. Name of organization 2. Objective of activity 3. Points observed/ learned 4. Questionnaire with minimum 10 questions 5. Screen shot, image of activity 6. Suggestions based on objective Subject teacher may add more points in report as per their convenience and requirement of activity. Report need to be submitted in spiral copy and PPT presentation.	**15**
	Presentation needs to be made in groups for evaluation of activity External must be appointed for viva in consultation with principal Marks allocation: 30% marks report 30% marks PPT presentation 40% marks Viva-Voce Examination **Total : 50 marks**	

Guidelines:

Field Visits:

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

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

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

Instructions for students:

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

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

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

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

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

Unit	Title and Contents	No. of Lecture Hours
1	**Introduction and topics of project:** 1. Marketing of Agricultural Inputs – A comparative study of private dealers and cooperative societies 2. Distribution Channels in Rural Agri-Markets – Challenges and opportunities 3. Study of Rural Consumer Behavior for agri-products or FMCG	**15**

	4. Pricing Strategies for Agricultural Produce in different rural markets 5. Impact of Seasonal Variation on Agri-Marketing – A case study 6. Promotion Techniques Used by Agri-Input Dealers in villages 7. Role of Digital Platforms in Agri-Marketing – A case-based analysis 8. Agri-Business Opportunities in Rural Non-Farm Sector 9. Market Linkages for Farmers through Cooperatives and FPOs 10. Retailing Practices in Rural Agri-Input Outlets – A comparative analysis 11. Role of Self-Help Groups (SHGs) in Agri-Product Marketing Students can prepare project on any topic which they have studied under the Agri- Business Management subject.	
2	**Conduction of Expert lecture/ visit:** Minimum THREE activities of which ONE must be actual visit must be done. Report shall be made on following points per activity: 1. Name of organization 2. Objective of activity 3. Points observed/ learned 4. Questionnaire with minimum 10 questions 5. Screen shot, image of activity 6. Suggestions based on objective Subject teacher may add more points in report as per their convenience and requirement of activity. Report needs to be submitted in spiral copy and PPT presentation.	15
	Presentation needs to be made in groups for evaluation of activity External must be appointed for viva in consultation with principal Marks allocation: 30% marks report 30% marks PPT presentation 40% marks Viva-Voce Examination **Total : 50 marks**	

Guidelines:

Field Visits:

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

• The interviews maybe structured or unstructured as the case may be with the sole proviso of maximum data collection for the students during the interaction process.

• Students should be encouraged to observe and learn how theatrical concepts are put into action, thereby aiding their practical learning. Students are to be exposed to the real working environment and shown how things are done in an organization

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

Instructions for students:

- Each project should be done strictly according to the instruction of the subject teacher.
- The title and the objective must be stated at the beginning of each project

Wherever required students must paste relevant documents, specimens, questionnaires, etc. in the project.

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

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

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

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

Unit	Title and Contents	No. of Lecture Hours
1	1. Service Quality in Public vs. Private Sector Banks – A comparative study 2. Customer Relationship Management in Insurance Services – Case study of a life/general insurer 3. Digital Transformation in Banking – Impact on service delivery and customer experience 4. Customer Grievance Redressal Mechanisms in Banks – A	**15**

	field-based analysis 5. E-Banking Services and Customer Satisfaction – A comparative study 6. Impact of Regulatory Guidelines (RBI/IRDAI) on Service Delivery 7. Role of Frontline Employees in Delivering Banking Services – A service blueprint analysis 8. Marketing of Insurance Products through Agents vs. Digital Channels – A study 9. Quality of Customer Experience in Cooperative Banks – A field survey 10. Service Operations in NBFCs vs. Scheduled Commercial Banks – A case comparison Students can prepare project on any topic which they have studied under the Service Management subject.	
2	**Conduction of Expert lecture/ visit:** Minimum THREE activities of which ONE must be actual visit must be done. Report shall be made on following points per activity: 1. Name of organization 2. Objective of activity 3. Points observed/ learned 4. Questionnaire with minimum 10 questions 5. Screen shot, image of activity 6. Suggestions based on objective Subject teacher may add more points in report as per their convenience and requirement of activity. Report needs to be submitted in spiral copy and PPT presentation.	15
	Presentation needs to be made in groups for evaluation of activity External must be appointed for viva in consultation with principal Marks allocation: 30% marks report 30% marks PPT presentation 40% marks Viva-Voce Examination **Total : 50 marks**	

Guidelines:

Field Visits:

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

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

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

Instructions for students:

- Each project should be done strictly according to the instruction of the subject teacher.
- The title and the objective must be stated at the beginning of each project

Wherever required students must paste relevant documents, specimens, questionnaires, etc. in the project.

Savitribai Phule Pune University, Pune

Faculty of Commerce and Management

Bachelor of Business Administration (BBA)

Revised Curriculum (2024 Pattern as per NEP-2020)

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

SYBBA - Semester IV

	Course	Course Code	Paper Title	Credits		Hours / Week	Marks	
				Theory	Practical		Int.	Ext.
Major Mandatory	Major Mandatory 9	MJ-251-BT	Financial Management: Business Taxation	4	-	4	30	70
		MJ-251-APM	Marketing Management: Advertising and Promotion Management					
		MJ-251-ERRM	Human Resource Management: Employee Recruitment and Record Management					
		MJ--251-BOF	Agri Business Management: Banking Operation and Finance					
		MJ-251-SSNM	Service Management: Social Services and NGO Management					
	Major Mandatory 10	MJ-252-BF	Financial Management: Banking and Finance	4	-	4	30	70
		MJ-252-RM	Marketing Management: Retail Management					
		MJ-252-CHRIR	Human Resource Management: Cross - Cultural Human Resource and International Relations					
		MJ-252-WM	Agri Business Management: Warehouse Management					
		MJ-252-HCM	Service Management: Health Care Management					
Minor	Minor	MN-251-UIED	Start – Up Innovation and Entrepreneurship Development	4	-	4	30	70
Open Elective (OE)	Open Elective 5		To be selected from the OE basket of Faculty of S&T, Faculty of Humanities and Faculty of Interdisciplinary Studies	2	-	2	15	35
Vocational Skill Development Course (VSC)	Vocational Skill Development Course (VSC)	VSC-251-IBM	International Business Management (Import and Export Procedure)	2	-	2	15	35
Ability Enhancement Course (AEC)	Ability Enhancement Course (AEC)		Modern Indian Languages 2– Marathi/Hindi/Urdu	2	-		15	35
Community Engagement and Service (CEP)	Project	CEP-251-SA	Community Engagement through Social Awareness	-	2	4	50	-
Co-Curricular Courses (CC)	Co-Curricular Courses (CC)		NSS/NCC/Yoga Education/Health and Wellness/Fine Arts-I	2	-	2	50	-
			Sub - Total	**20**	**2**		**235**	**315**
			Total	**22**			**550**	

Semester IV					
Semester No.	**Course Code**	**Type of Course**	**Course Title**	**Credits**	**Hours/ Week**
4	**MJ-251-BT**	**Major Mandatory 9**	**Financial Management: Business Taxation**	**4**	4

Course Objectives	
1	To develop conceptual understanding about the Income Tax Act, 1961 and its fundamental concept and principles.
2	To enable students to understand and compute income under different heads of income.
3	To equip students with practical skills for calculating Gross Total Income and Net Taxable Income.
4	To familiarize students with the process of online ITR filing.

Course Outcome	
CO1	Students will be able to explain key concepts, principles and provisions of the Income Tax Act, 1961.
CO2	Students will accurately compute taxable income under various heads of income.
CO3	Students will be able to calculate Gross Total Income, Net Taxable Income, and Tax Liability.
CO4	Students will independently file Income Tax Returns online.

Unit	Title and Contents	No. of Lecture Hours
1	**Introduction to Income Tax Act 1961 and Important Concept under the Act:** **Tax:** Meaning, concept and objectives **Income Tax Act -1961-** Concepts, Meaning and Definitions, Indian Tax System, Direct Tax and Indirect Tax, Difference between Direct Tax and Indirect Tax, canon of taxation, Residential status & tax incidence, Income exempt from tax. **Definitions:** Income, Person, Assessee, Deemed Assessee, Assessment year, Pervious year, Agricultural Income, Exempted Income, Gross Total Income (GTI), Total Taxable Income (TTI), Residential Status of an Assessee, PAN, TAN, Recent reforms in Direct Tax	10

2	**Heads of Income and Computation of Income under various Heads** **I. Income from Salary:** Concept of Salary, features, Components of salary, Allowances- fully taxable, partially taxable, fully exempted, Perquisites and their valuation, provident fund and its tax treatment, standard deductions, Computation of Income from salary **(Theory and Simple Problems)** **II. Income from House Property:** Meaning, Basis of chargeability, Gross Annual Value, Net Annual Value, Types of property- Self occupied, let out, and deemed to be let out property, municipal tax, unrealized rent, arrears in rent, vacancy period, Deductions u/s 24 **(Theory and Simple Problems)** **III. Income from Profits and Gains of Business and Professions:** Definition of business, profession, vocation, Income not taxable under the head Profits and gains of business or profession, Expenditures allowed and not allowed as deduction, Depreciation Methods of accounting **(Theory and Simple Problems)** **IV. Income from Capital Gains:** Meaning, Chargeability-definitions- Capital assets, transfer, cost of acquisition, Cost of Improvement, Short term and long-term capital gains and capital assets, cost inflation Index, Deductions allowed. **(Theory only)** **V. Income from Other Sources:** Meaning, Chargeability Method of accounting, deductions, Amounts not deductible. **(Theory only)**	**30**
3	**Computation of Gross Total Income and Net Taxable Income: Gross total Income -** Deductions u/s-80C, 80CCC to 80 U – Total Taxable Income, Income Tax calculation of Individual - (Rates/slabs applicable for respective Assessment year), Education cess and higher education cess, surcharge, Difference between old tax regime and new tax regime (calculation of tax payable as per old regime) Computation of Total Taxable Income **(Simple Problems on old tax regime only)**	**12**
4	**Filing Online ITR and Other Important aspects of Income Tax Act 1961:** Due dates of filing return, E-filing of Income Tax Return (ITR), Types of ITR, (ITR-1 to ITR-5) and forms used (Form-16 & Form 26AS), advance tax, TDS (Tax deducted at source), Types of Assessment, AIR (Annual Information Return), SFT (Specified Financial Transactions), Tax Collection at Sources (TCS), Methods of Payment of Tax, **(Theory Only)**	**08**

Reference Material:

Reference Books:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Indian Income Tax	Dr. Vinod Singhania	Taxmann Publication. www. taxmann.com	New Delhi
2	Income Tax	Dr. Girish Ahuja and Dr. Ravi Gupta	Wolters kluwer	New Delhi
3	Income Tax Act	Shri. R. N. Lakhotia	Vision books	New Delhi
4	Indian Income Tax Act	Dr. H.C. Melhrotra, Dr. S.P Goyal	Sahitya Bhavan publication	Agra
5	Income Tax	T.N. Manoharn and G R. H	Snow white	New Delhi
6	Student guide to Income Tax	Dr. Vinod Singhania	Taxmann Publication www.taxmann.co	New Delhi
7	Students' Guide to Income Tax (Latest Edition)	Singhania, V.K. & Monica Singhania	Taxmann Publications	New Delhi
8	Income Tax Law & Practice	Mehrotra, H.C. & Dr. S.P. Goyal	Sahitya Bhawan Publications	Agra
9	Direct Taxes: Law & Practice	Girish Ahuja & Ravi Gupta	Bharat Law House	Jaipur
10	Direct Tax Laws: A Complete Guide	Dr. Vinod Singhania	Taxmann Publications	New Delhi

SWAYAM /NPTEL Courses and Links:

1. DIRECT TAX - LAWS AND PRACTICE by Prof. (Dr.) Subhrangshu Sekhar Sarkar

https://onlinecourses.swayam2.ac.in/cec26_cm07/preview

2. BCOC-136 Income Tax Law and Practice by Dr. Madhulika P. Sarkar

https://onlinecourses.swayam2.ac.in/nou25_cm18/preview

3. Income Tax Law and Practice By Prof. Lal Baboo Jaiswal

https://onlinecourses.swayam2.ac.in/ini26_cm03/preview

4. Income Tax-I By Dr. Asiya Chaudhary

https://onlinecourses.swayam2.ac.in/ini26_cm06/preview

Guidelines on Teaching Methodology:

Teaching Hours Theory + Tutorials /Project Practical –as applicable	Innovative methods to be used	Expected Outcome
Unit No. 1. 10 hours	The Income Tax Act, 1961 Documents, Government updates, Financial Act documents, Various Article review, research paper Online videos on The Income Tax Act, 1961	To help students understand the concept of income and income tax, and to familiarize them with tax provisions and tax liability that contribute to national development.
Unit No. 2. 30 hours	Use of e- contents, online lectures and quiz, PowerPoint Presentations, Article review, research Paper Lectures of experts available on Online videos, SWAYAM- MOOCS and other digital platforms.	To understand the procedure for computing income under various heads of income and determining the tax payable on such income.
Unit No. 3. 12 hours	Use of e- contents, online lectures and quiz, PowerPoint Presentations, Article review, research Paper Lectures of experts available on Online videos, SWAYAM- MOOCS and other digital platforms.	To enable students to learn how to compute an individual's total income and determine the corresponding tax liability.
Unit No. 4. 8 hours	Practical demonstration on how to fill ITR on income tax website, Use of e-contents, online lectures and online income tax website view Lectures of experts available on Online videos, SWAYAM- MOOCS and other digital platforms. web site review	To equip students with knowledge of important e-filing deadlines and the latest amendments in income tax laws.

Other Learning Material E- Resource:

Question Paper Pattern:

Evaluation: Internal and External:

Unit No.	Internal Evaluation (30 Marks)	External Evaluation (70 Marks)
1	**Internal Assessment 30 Marks** which may include Assignments/Tutorials, Oral Examination, Offline Quiz, Open Book Test, Online demonstration of ITR	Students will have to appear for university written examination based on Theory and Numerical

Q. No.	Question	Marks
1 A	Multiple Choice Question (MCQ)	5 Marks
1 B	Match the Pairs	5 Marks
2	Theory Question based on all units	10 Marks
	OR	
2	Theory Question based on all units	10 Marks
3	Numerical Problem on Income from profit or gain from Business or Profession	12 Marks
	OR	
3	Numerical Problem on Income from Salary	12 Marks
4	Numerical Problem on Income from House Property	08 Marks
5	Numerical Problem on Total Taxable Income	15 Marks
6	Short Notes (Any three out of five)	15 Marks
	Total Marks	**70 Marks**

Note: Simple Numerical problems only

Semester IV					
Semester No.	**Course Code**	**Type of Course**	**Course Title**	**Credits**	**Hours/ Week**
4	**MJ-251-APM**	**Major Mandatory 9**	**Marketing Management: Advertising & Promotion Management**	**4**	4

Course Objectives	
1	To Understand the role and significance of advertising as a key component of marketing communication and brand building.
2	To identify elements of promotion, mix and apply Integrated Marketing Communication (IMC) concepts for coherent and effective brand messaging.
3	To Develop message and creative strategies using appropriate advertising appeals, copywriting techniques, media planning, and layout design skills.
4	To Conduct advertising effectiveness research using pre-testing, concurrent testing, and post-testing methods along with media performance metrics like TRP/GRP.
5	To assess ethical, social, and regulatory considerations in advertising practices and apply ASCI guidelines to ensure responsible communication.

Course Outcome	
CO1	Describe the concepts, scope, functions and types of advertising in marketing communication.
CO2	Develop message strategies and creative advertising copy using appropriate appeals and design elements.
CO3	Plan and evaluate media strategies including media selection, scheduling and purchasing decisions
CO4	Assess advertising campaign effectiveness using message evaluation techniques and media performance metrics such as TRP, GRP, reach and frequency.
CO5	Examine ethical, legal and regulatory issues in advertising and apply ASCI guidelines to ensure responsible marketing practices.

Unit	**Title and Contents**	**No. of Lecture Hours**
1	**Introduction to Advertising** Meaning & Definition of Advertising Nature & Scope of Advertising, Objectives of Advertising Importance of Advertising Functions of Advertisement Types of Advertising Elements of an Advertisement	**15**

2	**Promotions and Integrated Marketing Communication** Meaning & Importance of Promotion. Elements of Promotion Mix: Advertising, Sales Promotion, Public Relations PR, and Personal Selling, Direct Marketing, Digital Tools. Concept of Integrated Marketing Communication (IMC) Objectives of IMC Components of IMC: Message- Media, Tools, Target Audience, Budget. Advertisement Agency, criteria in the selection of Ad agency. IMC Planning Process	**15**
3	**Advertising Planning & Creative Strategy** Message strategy: Cognitive strategy, Affective strategy, Conative Strategy and Brand Strategy Advertising Appeals, Types of Appeals- Fear, Humour, Sex, Musical, Rational, Emotional, Scarcity. Advertising copy — meaning, components, types; writing effective copy, taglines, slogans; content development; Designing visual communication and layouts. Media planning: Media planner, Media Buyer, Media Selection Media mix; Scheduling; Media buying.	**15**
4	**Advertising Evaluation and Regulation** Message Evaluation techniques: Concept Testing, Copy testing, Recall test, attitude and opinion tests, Pre-testing, Concurrent Testing, Post-testing Methods, recognition testing, Emotional reaction test, Physiological arousal tests, and persuasion analysis. Media effectiveness: TRP (Target Rating Point), GRP (Gross Rating Point), reach, frequency Advertising regulation: need, government regulation, self-regulation, ASCI Ethical issues in advertising	**15**

Reference Material:
Reference Books:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Integrated Advertising, Promotion & Marketing Communication 9th edition	Kenneth E. Clow & Donald Baack	Pearson Education	Delhi
2	Advertising and Promotion: An Integrated Marketing Communications Perspective	George E. Belch & Michael A. Belch	McGraw Hill	New Delhi
3	Fundamentals of Advertising	S.A. Chunawalla	Himalaya Publishing House	Mumbai
4	Advertising Principles and Practice	William Wells, John Burnett & Sandra Moriarty	Pearson Education	Delhi

5	Contemporary Advertising & Integrated Marketing Communications	William F. Arens, Michael Weigold & Christian Arens	McGraw Hill	New Delhi
6	Advertising Management	Rajeev Batra, John G. Myers & David A. Aaker	Pearson Education	Delhi
7	Advertising Theory and Practice	K. Rajeev	PHI Learning Pvt. Ltd.	New Delhi
8	Advertising & Promotion: Principles & Practice	S.H.H. Kazmi & Satish Batra	Excel Books	New Delhi
9	Introduction to Advertising and Promotion	Thomas C. O'Guinn, Chris T. Allen & Richard J. Semenik	Cengage Learning	New Delhi
10	Integrated Marketing Communications	Philip J. Kitchen & Patrick de Pelsmacker	Routledge	London

Other Learning Material E- Resource:

Guidelines on Teaching Methodology:

Teaching Hours Theory + Tutorials /Project Practical –as applicable	Innovative methods to be used	Expected outcomes
Unit 1: 15 Hours	**Real Advertisement Analysis** (Print, TV, Digital) **Classroom Debate** on importance and ethics of advertising **Ad-type Identification Activity** using real marketplace examples **Short Video Clips** illustrating functions and scope of advertising	• Students understand key concepts, scope, functions, and types of advertising. • Develop the ability to identify and classify advertisements across media. • Strengthen critical thinking regarding relevance and role of advertising. • Improved conceptual clarity to support further units (IMC & strategy).
Unit 2: 15 Hours	**IMC Case Study Discussion** on brands using integrated campaigns. **Promotion Mix Mapping Activity** – students map tools to objectives. **IMC Plan Simulation** – students act as an agency and prepare a mini IMC brief. **Digital Promotion Tools Demo** (e.g., social media ads, email flows).	• Students acquire skills to design cohesive IMC plans. • Ability to differentiate and select appropriate promotional tools. • Understand linkage among message, media, tools, budgeting, and target audience. • Develop competence in evaluating and selecting advertising agencies.
Unit 3: 15 Hours	**Creative Copywriting Workshops** – students write slogans, taglines, headlines.	• Students gain hands-on creative skills: copywriting, visual layout, appeal selection.• Practical

	Appeal Identification Task using sample ads (fear, humour, rational etc.). **Layout Design Activity** using Canva/PowerPoint. **Media Planning Exercise** – reach, frequency, TRP/GRP calculations.• **Group Creative Pitch** – students present message strategies.	understanding of media planning, scheduling and buying.• Ability to integrate message and brand strategy into compelling creative outputs.• Development of teamwork, creativity, and presentation skills.
Unit 4: 15 Hours	**Message Testing Simulation** – recall test, concept test, attitude survey. **Demonstration of TRP/GRP analysis** for media effectiveness. **ASCI Case Review** – analyzing real complaints and decisions. **Ethical Advertising Debate** – misleading/controversial ads evaluation.• **Group Task** – evaluate a campaign's effectiveness using learned metrics.	• Students understand message evaluation techniques and can conduct basic tests. • Gain analytical ability using TRP, GRP, reach, and frequency metrics. • Develop ethical judgement and awareness of ASCI & regulatory frameworks. • Ability to assess effectiveness of advertising campaigns and propose improvements.

Question Paper Pattern:

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions: Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		State True or False	5	
		Answer in one sentence (five)	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Semester IV					
Seme ster No.	Course Code	Type of Course	Course Title	Credits	Hours/ Week
4	MJ-251-ERRM	Major Mandatory 9	Human Resource Management: Employee Recruitment and Record Management	4	4

Course Objectives	
1	To understand the significance and purpose of maintaining employee records in organizations.
2	To learn about different types of employee documents and statutory requirements.
3	To gain practical knowledge of HR Information Systems for digital record management
4	To develop skills for accurate, confidential, and legally compliant handling of employee information

Course Outcome	
CO1	**To** explain the role and importance of employee record management in HR operations.
CO2	**To** identify, classify, and maintain various employee records and statutory documents.
CO3	**To** operate HRIS tools for organizing and managing employee data efficiently.
CO4	**To** apply best practices of data security, privacy, and compliance in record management

Unit	Title and Contents	No. of Lecture Hours
1	**Manpower Planning and Forecasting** 1.1. Concept & importance of manpower planning. 1.2. Process of manpower planning. 1.3. Job analysis & skill/competency mapping. 1.4. Demand forecasting techniques. 1.5. Supply forecasting techniques. 1.6. Gap analysis & HR action plans. 1.7. Contemporary trends in workforce planning.	**15**

2	**Recruitment and Selection** 2.1 Meaning, Definition, Objectives of recruitment 2.2 Factors influencing recruitment 2.3 Recruitment Process 2.4 Sources of Recruitment 2.4.1 Internal Sources 2.4.2 External Sources 2.5 Modern Methods of Recruitment: - ATS (Applicant Tracking System), Virtual Reality Communications, Artificial Intelligence system, Employer branding, social media platforms (Instagram, Facebook, LinkedIn) for recruitment, Online Portals for recruitment, Mobile Recruitment 2.6 Meaning, Definition, Difference between recruitment & selection 2.7 Selection Process 2.8 Types of Tests: Intelligence test, Achievements test, Aptitude test, Personality test, Graphology test, Polygraph test, Integrity tests, Projective tests 2.9 Interview: Types of Interviews – Structured, unstructured, semi structured, Individual interview, Group interview, Depth interview, Stress interview, Assessment interview, Exit Interview 2.10 Placement & Induction	**15**
3	**Introduction to Employee Records and Documentation** 3.1 Meaning and definition of employee records, significance of employee record management in HR operations, impact of poor recordkeeping on compliance and organizational performance. 2 Types of employee records: Pre-employment: Application form, resume, interview sheets Onboarding: Offer letter, joining forms, ID proofs, induction checklist Service Records: Attendance, leave, payroll, training, performance appraisals Behavioral Records: Warning letters, disciplinary files Statutory Records: Registers, PF/ESI forms, compliance documents Exit Records: Resignation, F&F settlement, exit interview 3.2.2 Mandatory registers: daily muster, leave register, wage register, fines register, overtime register, Memo register, etc. Document retention periods as per legal requirements Employer liabilities and penalties for non-maintenance Brief overview of typical Indian labour law documentation requirements (Shops & Establishment Act, Factories Act, ESI Act, EPF Act, Payment of Wages Act, Minimum Wages Act, Employees Compensation Act, Bonus Act, Gratuity Act, POSH Act)	**15**

	Structure and components of personnel files, Indexing, filing systems, document version control, Verification checklist (KYC, education, experience, statutory forms), Confidentiality protocols and access control, Safe storage practices: physical and digital file management. Concept of Human Resource Information Systems (HRIS) and digital employee databases, core HRIS modules Benefits and challenges of digital records: efficiency, analytics-readiness, security, data quality, and change management	
4	**HR Information Systems and Digital Record Management** 4.1 Introduction to HRIS: Meaning and significance of HR Information Systems, difference between traditional HR and digital HR systems, role of HRIS in modern HR functions, scope of HRIS, objectives of HRIS, need for HRIS 4.2 Evolution of HRIS: Pre-computerized HR systems, Emergence of computerized payroll systems Integration of HR modules in ERP systems, Cloud-based HRIS and SaaS platforms (like Workday, SAP SuccessFactors) AI-driven HR systems 4.3 HRIS role in HR planning and forecasting, recruitment systems, HRIS in selection & on boarding, recruitment analytics, dashboards, workflows 4.4 Meaning and concept of Digital Record Management (DRM), purpose and importance of record management transition from physical to digital records, benefits: accuracy, accessibility, cost & time efficiency 4.5 Legal & Ethical Issues in Record Management: Importance of confidentiality & privacy, data protection laws, ethical handling of personal and sensitive employee information, rights of employees related to data usage.	**15**

Reference Material:

Reference Books:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Essentials of Human Resource Management & Industrial Relations	Subba Rao	Himalaya Publishing House	Mumbai
2	Records and Information Management: Fundamentals	William Saffady	ARMA International	USA
3	Human Resource Information Systems: Basics, Applications & Future Directions	Michael J. Kavanagh, Mohan Thite, Richard D. Johnson	Sage Publications	New Delhi
4	Human Resource Management	K. Aswathappa	McGraw-Hill Education (India)	New Delhi, India

5	International Human Resource Management	Peter Dowling & Deniee E. Welch	Cengage Learning	New York
6	A Text book of Human Resource Management	C.B.Mamoria , S.V.Gankar	Himalaya Publishing House	Mumbai

Other Learning Material E- Resource:

Guidelines on Teaching Methodology:

Teaching Hours Theory + Tutorials /Project Practical –as applicable	Innovative methods to be used	Expected outcomes
Unit 1: 15 Hours	1. Preparation and Presentation of Chart of Process of Manpower Planning and Techniques of Manpower Forecasting. 2. Caselets on Manpower Planning and Forecasting. 3. Instead of types of Interviews you can state how to face interviews. 4. Case studies signifying application of different trends in HRM	1. Better understanding of the Process of Manpower Planning. 2. Describes the understanding of Techniques of Manpower Forecasting.
Unit 2: 15 Hours	1. Group Discussion/ Debate on Internal Sources V/S External Sources of Recruitment. 2. Project Report on Application Blank Formats and Reference Check Formats of Small scale, Medium Scale and Large Scale Industry. 3. Caselets on Recruitment and Selection. 4. Newspaper cut outs showing different recruitment adds,	1. Develop the knowledge & ability of the students about Advantages and Disadvantages of Internal Sources External Sources of Recruitment . 2. Better understanding of Process of Selection.
Unit 3: 15 Hours	1. Guest Lecture on New Trends in Employee record Management. 2. Caselets on Employee Record Management 3. Students' participation in workshops, conferences to emphasize on and off the job training.	1. Better understanding of New Trends in Employee record Management.
Unit 4: 15 Hours	1. Teachers will run the software through dummy entries and will explain the process to the students. 2. Students are expected to learn	1. This will help the students to understand how the computers are used in business for collection of information,

	from online demo modules and its utility in the business	generating source of information, post entries, various information required to take decisions, Data Collection, identification of particular source of information and how the information is further processed. Reports are generated based on the filled data.

Question Paper Pattern:

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions: Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		State True or False	5	
		Answer in one sentence (five)	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Semester IV					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/ Week
4	MJ-251-BOF	Major Mandatory 9	Agri Business Management: Banking Operation and Finance	4	4

Course Objectives	
1	To provide the management students with the knowledge of banking and finance in the area of agriculture.
2	To enable students to know various sources to avail agriculture finance.
3	Identify various financial and credit risks in agribusiness and evaluate suitable risk- management strategies.
4	To familiarize students with digital tools, platforms, and applications used by farmers and banks.

Course Outcome	
CO1	Students will be able to explain the fundamentals and importance of financial management in agribusiness.
CO2	Students will be able to prepare and interpret basic financial statements of agribusiness firms.
CO3	To understand the operations with respect to availing finance from.
CO4	To give practical knowledge about the use of technology and applications used for agricultural banking and finance.

Unit	Title and Contents	No. of Lecture Hours
1.	**Introduction to Agriculture Banking Operations and Finance** • Agricultural Finance Meaning, definition, nature and scope. • Need, importance of agriculture finance. types of available agriculture finance • Systems of Banking (Merchant banking, Virtual banking, Green banking Unit banking, Branch banking, Group Banking, Chain banking) Scope of banking operations and finance in India for modern agriculture and related business	15

2.	**Sources of Agriculture Finance** • Regional Rural Banks – origin, objectives and features; • Micro-financial Institutions: Joint Liability Groups (JLGs) – meaning and features; • Self Help Groups (SHGs) – meaning and features. • Scale of finance and security for loans. • Banking schemes for agricultural finance Differential Rate of Interest (DIR) Scheme – origin and features; • Kisan Credit Card Scheme – origin, objectives and features. • NPAs in agricultural lending: applicability of the SARFESI Act in agricultural lending. • NABARD – genesis, objectives and functions; • Insurance – meaning and definition. Crop Insurance Scheme – origin, meaning, importance and advantages of crop insurance, • Comprehensive Crop Insurance Scheme (CCIS), National Agricultural Insurance Scheme (NAIS), Weather based Crop Insurance and Unified Package Insurance Scheme (UPIS).	**20**
3	**Financial Management in Agribusiness** • Meaning, nature and scope of financial management in Agribusiness • Difference between general financial management & agribusiness financial management • Basics of Financial Planning in Agri Enterprises • Factors affecting working capital in agriculture • Cost-Benefit Analysis in Agriculture Role of RBI, IRDA, and SEBI in Agribusiness Financial Management	**15**
4	**IT in Agriculture Banking** • Digital banking products: NEFT, RTGS, IMPS, UPI Advantages and disadvantages. • Online study of PM Fasal Bima Yojana. • Introduction to IFFCO Kisan App, Agri Media Video App,Kisan Yojana,Mera mobile app, Crop Insurance Mobile App by Digital India. Introduction to Agri-Fintech startup farMart.	**10**

Reference Material:

1. **Bedi, J.** (2018). *Agricultural Finance in India: Issues and Challenges.* New Delhi: Galaxy Publishing House.
2. **Sethi, Binodini., Rout, R.K., & Das, S.** (2021). *Financial Management in Agribusiness.* New Delhi: AkiNik Publications.
3. **Verma, P.K., & Banafar, K.N.S.** (2017). *Agri-Business and Finance Management.* New Delhi: Narendra Publishing House.
4. **Meena, G.L., Burark, S.S., Pant, D.C., & Sharma, R.** (2015). *Fundamentals of Agribusiness Management.* Udaipur: Agrotech Publishing Academy.

Reference Books:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Agricultural Finance and Management	Reddy S S	Oxford and IBH Publication	Delhi
2	Financial Management in Agri-Business	Dr. Binodini Sethi, Dr. Rajendra Kumar Rout & Dr. Simly Das	New Delhi (AkiNik Publications)	Delhi
3	Introduction to Agricultral Economics	Pearson John B	Pearson India	Delhi
4	Financial Management	Pandey IM. 1997.	Vikas Publ.	New Delhi
5	Kisan Credit Card Scheme: Impact, Weakness and Further Reforms	Sharma Anil	National Council of Applied Economics Research	New Delhi

Other Learning Material E- Resource:

1. Indian Agricultural Development (on SWAYAM) Institutional development in agriculture: cooperatives, institutional finance, storage/marketing, agrarian resources, agriculture development and structure in India. (Swayam)https://onlinecourses.swayam2.ac.in/nou19_ag08/preview?utm_source=chatgpt.com
2. Agricultural Economics (on SWAYAM) *Covers economics of agriculture: resource allocation (land, labour, capital, technology), farm-production economics, risk/uncertainty in agriculture, agricultural finance, price policy, markets. (Swayam)*https://onlinecourses.swayam2.ac.in/nou25_hs28/preview?utm_source=chatgpt.com
3. *General / Foundational Agricultural Finance & Banking https://youtu.be/D5_0H08r7N8*
4. *Rural Banking, Institutional Financing & Modern Agri-finance (including Fintech / Agri-banking) https://youtu.be/RnwUBKZW4Y0*

Guidelines on Teaching Methodology:

Teaching Hours Theory + Tutorials /Project Practical	Innovative methods to be used	Expected Outcome
Unit 1-15 Hours	1. Interactive teaching methods to be adopted. 2. Visit some agricultural bank (NABARD) Nearby college 3. Students belonging to agriculture background are to be requested to share their knowledge with respect to agriculture finance and its banking related experiences.	• To understand the use of making available finance for agriculture sector in the most profitable manner. • To create interest among the students to take benefits of available finance for agriculture sector. • Developing better understanding of Indian rural Economy

Unit 2 -20 Hours	1. Provide field project with respect to various operations of financial institutions in the area of agriculture 2. Government facilities like subsidies, low or no interest loans etc. to be explained through presentation/official website visit. 3. Arrange Industrial Visits to various agricultural finance institutions can be planned for better understanding of the topic. 4. Visit JLGs to understand the working at village level.	• To understand the changing scenario of agriculture finance. • To understand the eligibility and procedure to avail agriculture finance from various financial institutions dealing with it. • To understand the best source of available finance to be availed amongst the various available sources.
Unit 3 -15 Hours	1. To give live examples of agriculture finance through the source of internet or other available sources. 2. Arrange Experts guest lectures from agricultural finance for talk with students. 3. give some case studies related to agriculral banking and finance to create the problem solving attitude among the students.	• To understand the various calculations which are necessary at or before the time of availing finance. • Development of problem-solving and decision making skills. • Comparative analysis of various available sources of finance from different sources and find out the best available options amongst them. • To understand the risk and rewards associated with the finance to be availed.
Unit 4 – 10 Hours	1. Students can search information after learning through demo 2. Students can understand the role of Information Technology in agriculture and banking sectors. 3. Give some hands-on experiences of digital banking in agriculture with the help of apps (Far mart,Kisan connect)	• To familiarize students with digital tools, platforms, and applications used by farmers and banks. • To explain the functioning of digital banking systems and agri-fintech services.

Question Paper Pattern:

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions: Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		State True or False	5	
		Answer in one sentence (five)	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Semester IV					
Semester No.	**Course Code**	**Type of Course**	**Course Title**	**Credits**	**Hours/ Week**
4	**MJ-251-SSNM**	**Major Mandatory 9**	**Service Management: Social Services & NGO Management**	**4**	4

Course Objectives	
1	To understand the meaning, scope and importance of social services in community development.
2	To learn the structure, types and legal framework of NGOs.
3	To develop managerial skills related to planning, implementing and managing NGO projects.
4	To understand financial management, resource mobilisation and ethical practices in NGOs.

Course Outcome	
CO1	Students will be able to explain the role of social services and NGOs in addressing social issues.
CO2	Students will understand NGO registration, governance and operational procedures.
CO3	Students will gain the ability to plan, execute and monitor NGO-based projects.
CO4	Students will be able to apply fundraising, budgeting and evaluation techniques in NGO management.

Unit	Title and Contents	No. of Lecture Hours
1.	**Introduction to Social Services** 1.1 Meaning, nature and scope of social services 1.2 Role of social services in social development 1.3 Government and non-government interventions in social welfare 1.4 Overview of social problems in India: poverty, illiteracy, unemployment, gender issues, child labour, health issues, disability, senior citizen care 1.5 Policies and programmes for social welfare (central & state level) 1.6 Community development: concept, principles and strategies	

2.	**Foundations of NGO Sector** 2.1 Meaning and definition of NGOs 2.2 Evolution and growth of the NGO sector in India and globally 2.3 Types of NGOs: advocacy NGOs, operational NGOs, charity-based, community-based, voluntary organisations 2.4 Legal framework for NGO registration in India: • Trust Act • Societies Registration Act • Section 8 Company (Companies Act) 2.5 Governance structure in NGOs: Board of Trustees, Executive Committee, Advisory Committee 2.6 Ethical issues, transparency and accountability in NGOs	
3	**NGO Management & Operations** 3.1 Strategic planning in NGOs: vision, mission, objectives 3.2 Project planning and management: need assessment, designing, implementation, monitoring 3.3 Human resource management in NGOs: recruitment, volunteering, staff development 3.4 Financial management: budgeting, accounting, reporting, internal control 3.5 Resource mobilisation: fundraising techniques, donor relations, CSR partnerships, grant writing 3.6 Communication and public relations for NGOs 3.7 Documentation, reporting and record-keeping 3.8 Use of ICT in NGO management	
4	**Monitoring, Evaluation & Contemporary Issues** 4.1 Monitoring and evaluation (M&E): meaning, importance, methods 4.2 Performance indicators and impact assessment 4.3 Social audit and community oversight 4.4 Best practices in NGO governance and service delivery 4.5 Challenges faced by NGOs: funding constraints, policy issues, compliance, credibility crisis 4.6 Role of NGOs in sustainable development goals (SDGs) 4.7 Emerging trends: digital NGOs, social entrepreneurship, crowdfunding, networking and collaborations	

Reference Material:

Reference Books:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Social Work: An Integrated Approach	Sanjay Bhattacharya	Deep & Deep Publications	New Delhi
2	Social Welfare Administration	K. Shivashankar & K. N. Suresh	Prentice Hall India	New Delhi
3	NGO Management: The Earthscan Companion	Michael Edwards & Alan Fowler	Routledge / Earthscan	London
4	Voluntary Action and NGOs	Vidya Bhushan	Himalaya Publishing House	Mumbai
5	Development and Social Change	Philip McMichael	Sage Publications	Thousand Oaks

Other Learning Material E- Resource:

Guidelines on Teaching Methodology:

Teaching Hours (Theory + Practical)	Innovative Methods to be Used	Expected Outcome
Unit 1 – 15 Hours	1. Interactive discussion on meaning of social services and NGOs. 2. Show short documentaries on NGOs and their impact. 3. Ask students to share experiences with NGO or community work.	• Understanding concept and scope of social services. • Awareness of types and functions of NGOs. • Development of social sensitivity and community understanding.
Unit 2 – 20 Hours	1. Arrange field visit to a local NGO or social service organization. 2. Small project on schemes like PMAY, ICDS, NSS, CSR activities. 3. Show examples of fundraising, documentation & reporting. 4. Role-play on community awareness campaigns.	• Practical knowledge of NGO operations. • Understanding govt. schemes and collaborations. • Ability to understand budgeting and fund utilization. • Better communication and leadership skills.
Unit 3 – 15 Hours	1. Case studies on successful and unsuccessful NGO projects. 2. Guest lectures by NGO professionals. 3. Demonstrate planning tools like SWOT, need assessment surveys. 4. Group activity on preparing a mini project	• Problem-solving in social sector challenges. • Understanding field realities and managerial challenges. • Effective planning and evaluation of social service projects. • Development of proposal writing and analytical skills.

	proposal.	
Unit 4 – 10 Hours	1. Demonstrate digital tools used by NGOs (MIS, online forms, portals). 2. Students present innovative social service models. 3. Demo of online fundraising platforms (Ketto, Milaap). 4. Activity on preparing basic digital reports.	• Understanding digital transformation in NGO operations. • Awareness of trends in NGO management and social entrepreneurship. • Practical exposure to digital fundraising. • Improved ICT and documentation skills.

Question Paper Pattern:

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions: Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		State True or False	5	
		Answer in one sentence (five)	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Semester IV					
Semester No.	**Course Code**	**Type of Course**	**Course Title**	**Credits**	**Hours/ Week**
4	**MJ-252-BF**	**Major Mandatory 10**	**Financial Management: Banking and Finance**	**4**	4

Course Objectives	
1	To enable students to understand the origin, evolution, meaning, and definition of banking, and to gain knowledge of the structure and development of the Indian banking system.
2	To familiarize students with the primary, secondary, agency, and utility functions of banks, and to provide an understanding of various banking products, account types, loans, cards, and electronic banking services.
3	To develop an understanding of banker–customer relationships, essential banking procedures (KYC, account operations, loan appraisal), and to explain banking regulations, including RBI's role, monetary policy, credit creation, NPAs, and credit control measures.
4	To equip students with knowledge of digital banking concepts, core banking solutions, mobile and internet banking, digital payment systems, and cybersecurity practices essential for safe and secure banking transactions.

Course Outcome	
CO1	Demonstrate a clear understanding of the origin, evolution, and structure of the Indian banking system, along with foundational banking concepts.
CO2	Identify, explain, and interpret the functions of banks, various banking products and services, and evaluate their contribution to economic development.
CO3	Analyze key banking operations, the banker–customer relationship, regulatory frameworks, and the processes of credit creation and credit control.
CO4	Evaluate emerging digital banking trends, including mobile and internet banking, and apply essential cybersecurity practices while understanding the benefits of ICT-enabled banking services.

Unit	**Title and Contents**	**No. of Lecture Hours**
1.	Introduction to Banking 1.1 Origin &Evolution of Banking • Meaning, definition of bank	

	• Evolution & development of banking in India 1.2 Structure of Indian Banking System • Scheduled & Non-scheduled banks • Public, Private, Foreign, Regional Rural Banks Cooperative banks, Development Banks, Small Finance Banks (SFBs), Payment Banks, Investment Banks, Central Bank.	**15**
2.	Functions of Banks 2.1 Functions of Banks • Primary, Secondary & General utility functions • Agency functions • Role of banks in economic development. 2.2 Banking Products & Services • Types of accounts Savings Bank Account (SB Account), Current Account (CA Account), Fixed Deposit Account (FD), Recurring Deposit Account (RD), • Loans & advances –personal, business, agricultural • Cards: debit, credit, prepaid E-banking, Mobile banking, Internet banking	**20**
3	Banking Operations & Regulation 3.1 Banker–Customer Relationship • Types, obligations & rights of banker and customer 3.2 Banking Procedures • KYC norms, opening & closing accounts Loan appraisal and documentation • Cash management &clearing system • NPA–meaning, classification & recovery 3.3 Banking Regulation • Role and functions of RBI • Monetary Policy-Objectives and Instruments • Credit Creation by the Bank-Basis of Credit creation Limitations of credit creation –Principles of Credit Assessment • Credit Control Measures-Qualitative and Quantitative credit control, CRR, SLR, Repo, Reverse Repo Priority sector lending	**15**
4	Recent Trends in Banking 4.1 Digital Banking–Concept& Evolution • Meaning of digital banking • Transition from traditional to digital modes • Benefits to banks & customers • Green banking • Core Banking Solutions (CBS) • Concept of “Anytime Anywhere Banking” • Features & advantages 4.3 Mobile Banking & Internet Banking • Types of services • Advantages &security measures • Mobile wallets (Paytm, Google Pay, Phone Pe) 4.4 Cyber Security tips for prevention from cyber attacks • Secure use of ATM • Using mobile notification for security • Secure way of swiping credit/debit cards	**10**

	• Always check for transaction receipt • PIN change – Newly received credit/debit card Secure way of swiping credit/debit cards etc.	

Reference Material:
Reference Books:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Banking & Financial Services	Dr. Mukund Sharma	Himalaya Publishing House	New Delhi Mumbai
2	Principles & Practices of Banking	Indian Institute of Banking & Finance (IIBF)	McMillan	
3	Money, Banking, and Financial Markets	Frederic S. Mishkin	Pearson	
4	Banking & Financial System	B. Santhanam	Margham Publication	New Delhi
5	Indian Financial System	Bharati Pathak	Pearson	
6	Banking & Financial Services	Dr. R. Murugesan Dr. M. Indhumathi R. Mohan Raj	Thakur Publication	Chennai
7	Banking & Finance	K C Shekhar & Lakshmi Shekhar	S Chand and Company Ltd	Mumbai
8	Banking and Finance	Aruna Arora Seema Nashier Rana	Mc Graw Hill Education	Delhi

Other Learning Material E- Resource:

https://www.investopedia.com/terms/f/finance.asp
https://onlinecourses.swayam2.ac.in/cec22_mg14/

Guidelines on Teaching Methodology:

Teaching Hours Theory + Tutorials /Project Practical	Innovative methods to be used	Expected Outcome
Unit 1-15 Hours	1. Use interactive teaching methods like discussions and simple stories. 2. Show videos/flowcharts on types of banks. 3. Students share personal experiences with banking services.	• Students understand evolution and structure of Indian banking. • Clear understanding of types of banks and their functions. • Improved interest and practical awareness of basic banking.
Unit 2 -20 Hours	1. Demonstrate banking forms (SB, CA, FD, RD). 2. Give small field assignment to visit a bank website. 3. Conduct role-play on opening accounts/loan application. 4. Use demo videos for ATM, UPI, credit/debit card usage.	• Students understand banking products and services. • Practical knowledge of account types and loan procedures. • Ability to differentiate personal, business and agricultural loans. • Better understanding of e-banking and digital payments.
Unit 3 -15 Hours	1. Use examples/case studies for banker–customer relationship and NPA. 2. Demonstrate KYC procedure with sample documents. 3. Show flowcharts for RBI functions and credit control tools. 4. Conduct activity on identifying risk in banking operations.	Students understand rights and responsibilities of banker and customer. • Awareness of banking procedures and compliance. • Clear understanding of RBI regulations and monetary policy. • Improved analytical and problem-solving skills.
Unit 4 – 10 Hours	1. Demonstrate digital banking apps using screenshots/videos. 2. Students search and present recent banking trends. 3. Provide hands-on demo of mobile banking features. 4. Conduct quiz on cyber security and safe banking practices.	• Students understand digital banking tools and platforms. • Awareness of modern tools like UPI, mobile wallets, CBS. • Practical familiarity with "Anytime Anywhere Banking". • Awareness of cyber-safety and secure online transactions.

Question Paper Pattern:

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions: Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		State True or False	5	
		Answer in one sentence (five)	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Semester IV					
Semester No.	**Course Code**	**Type of Course**	**Course Title**	**Credits**	**Hours/ Week**
4	**MJ-252-RM**	**Major Mandatory 10**	**Marketing Management: Retail Management**	**4**	4

Course Objectives	
1	To introduce students to the fundamental concepts of retailing**,** including its meaning, scope, evolution, and role in the business environment.
2	To develop the ability to understand and analyze retail consumer behaviour, and apply this understanding to decisions related to store location, layout, merchandising, and customer experience.
3	To build knowledge of private labels, retail branding, merchandise planning, pricing, and supply chain strategies essential for effective retail operations.
4	To create awareness about ethical, sustainable, and green retailing practices, and help students understand their impact on modern retail strategies and consumer trust.

Course Outcome	
CO1	To introduce students to the fundamentals of retailing and retail consumer behaviour, covering key retail formats, market evolution, and differences between traditional and modern retail.
CO2	To help students understand consumer behaviour theories and apply them in selecting store locations, choosing retail formats, and designing pricing strategies aligned with customer needs.
CO3	To develop student knowledge of merchandising processes, retail operations, performance metrics, and supply chain practices essential for efficient retail management.
CO4	To familiarize students with emerging retail trends, technology-driven practices, CRM, and sustainable and green retailing approaches shaping the modern retail industry.

Unit	**Title and Contents**	**No. of Lecture Hours**
1.	Introduction to Retailing and Retail Consumer Behavior 1.1 Introduction to Retailing: meaning, scope, functions and evolution of retail. 1.2 Retail formats in India (store, non-store, modern trade). 1.3 Differentiate between traditional and modern retail marketing. 1.4 Consumer behaviour in retail: consumer decision process, buyer types, segmentation & targeting. 1.5 Retailing in India vs Global Retailing.	**15**

2.	Retail Customer Behaviour, Store Location and Pricing Strategies 2.1 Understanding Retail Consumer Behaviour Factors of consumer behavior, Consumer decision-making process, Consumer segmentation and profiling for retail, Impact of consumer behaviour on store-related decisions. 2.2 Choosing Store Location & Format in Retail Importance of store location and retail trade-area analysis, Theoretical models guiding retail-center choice, Types of retail formats & store-formats. 2.3 Retail Pricing Strategy in Relation to Customer Behavior and Retail Format Overview of retail pricing strategies, Factors influencing pricing decisions in retail, Integration of pricing strategy with store-format and customer segments.	**15**
3	Retail Operations, Merchandising & Supply Chain Management. 3.1 Merchandising Management Meaning, role and importance of merchandising, merchandising management process, Merchandise planning, budgeting & assortment planning, Sourcing, vendor management & negotiation, Category management & buying process, Types of merchandise: staple, fashion, seasonal, private labels & national brands. 3.2 Retail Performance & Control Metrics Key retail metrics: OTB (Open-to-Buy), KPI (Key Performance Indicators), QR (Quick Response), ECR (Efficient Consumer Response), Technology in retail control: POS, ERP, RFID, barcoding, analytics. 3.3 Supply Chain Management in Retail Concept and importance of SCM, Core processes: procurement, warehousing, transportation, distribution, Lean & agile supply chain strategies, Omni-channel & e-commerce integration, Technology-driven SCM: automation, digital tracking, analytics tools.	**15**
4	Modern and trending retail practices 4.1 Recent trends and technologies in retailing- e-commerce, quick commerce, Omni channel, multichannel, hybrid channel, AR/VR (Augmented Reality/Virtual Reality) applications, Use of AI and data analytics, Phygital retailing, BOPIS (buy online and pick up in stores) 4.2 CRM (Customer Relationship Management)- Meaning, Importance and challenges in CRM in modern retail industry. 4.3 Importance of Sustainability in retail sector, Ethical practices in retail industry. 4.4 Green retailing- Meaning, importance, benefits and challenges of green retail practices.	**15**

Reference Material:

1. Core Textbook

Berman, Barry & Evans, Joel R. – Retail Management: A Strategic Approach (Pearson)
Covers retail basics, formats, consumer behaviour, store location, merchandising, pricing, operations, technology, and modern trends.

2. Indian Context & Merchandising

Pradhan, Swapna – Retailing Management: Text and Cases (McGraw-Hill)
Excellent for Indian retail formats, evolution, merchandising, category management, SCM, and performance metrics.

3. Modern Retail Trends, Consumer Behaviour & Technology

Levy, Weitz & Grewal – Retailing Management (McGraw-Hill)
Strong coverage of consumer behaviour, omni-channel, quick commerce, pricing strategy, CRM, AI, and sustainability in retail.

Reference Books:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Retailing Management.	Levy & Weitz	McGraw-Hill Education; 9th Edition, 2014. Also available as 11th Edition (2022) by McGraw-Hill.	India
2	Retailing Management: Text and Cases	Swapna Pradhan	Tata McGraw Hill.	India
3	Retail Management	Suja Nair	Himalaya Publishing House	India
4	Retail Management: Functional Principles and Practices.	Gibson Vedamani	Jaico Publishing House. 4th Edition (2012) ISBN: 978-8179921517.	India
5	Retail Management: Concepts & Practices of Retailing	Dr. A. Bharathy	Mahi Publication, India (2025 edition)	India

Other Learning Material E- Resource:

Industry Reports & Insights

- IBEF – Retail Industry Reports
  https://www.ibef.org
  (Indian retail market trends, growth, formats, modern retailing)
- Deloitte & PwC Retail Insights
  https://www2.deloitte.com | https://www.pwc.com
  (Omnichannel retailing, technology adoption, sustainability)

Retail Consumer Behaviour & Trends

- NielsenIQ & Kantar Reports
  https://nielseniq.com | https://www.kantar.com
  (Consumer behaviour, segmentation, retail preferences)

- Harvard Business Review – Retail & Consumer Articles
  https://hbr.org
  (Pricing, AI in retail, CRM, customer experience, ethical retailing)

3. Technology, Supply Chain & Modern Retail Practices

- McKinsey & Company – Retail & E-commerce Insights
  https://www.mckinsey.com
  (AI, quick commerce, supply chain, omni-channel strategies)
- Statista – Retail Data & Global Trends
  https://www.statista.com
  (Global retail comparisons, format performance, digital retail)

Guidelines on Teaching Methodology:

Teaching Hours (Theory + Project)	Innovative Methods to be Used	Expected Outcome
Unit I – 15hrs	• Group presentations to understand students' perceptions of the retail industry. • Use of real-life retail store videos, infographics, and comparison charts. • Assignments to practice basic concepts: retail formats, evolution, buyer types, and segmentation. • Caselets on Traditional vs Modern Retailing.	• Students gain a clear understanding of the core retail concepts, scope, objectives, opportunities, and challenges. • Ability to differentiate between traditional and modern trade. • Understanding of consumer decision-making and behaviour in retail.
Unit II – 15hrs	• Presentations to understand store layout, customer movement, and floor flow. • Study of an MNC retail store (e.g., IKEA, Decathlon, Starbucks) to analyse in-store dynamics. • Mapping retail locations using Google Maps and trade-area analysis. • Pricing strategy activities (EDLP vs High-Low).	• Students understand the detailed planning process behind a retail business. • Ability to connect consumer behaviour with store location, layout, and pricing decisions. • Practical exposure to store-format selection and retail format planning.
Unit III – 15hrs	• Discussion of examples of innovative merchandising, SCM, pricing, and technology-led strategies used by successful retail brands. • Continuation of the project from Unit II to analyse reasons for success/failure in execution strategies. • Hands-on exercises on merchandising planning, category management, and KPIs like OTB, KPI, QR, ECR. • Demonstration of retail technologies (RFID, POS, barcode systems).	• Students understand real-world challenges in implementing retail plans. • Ability to analyse execution strategies of retail companies and draw insights. • Exposure to operational complexities in merchandising, supply chain, and retail performance metrics.
Unit IV – 15hrs	• Demonstration of current trends: Quick commerce, Omni-channel, AR/VR, AI in retail, Phygital. • Brainstorming sessions to propose solutions to challenges faced in the modern retail sector. • Application of innovative retail methods on the ongoing project: sustainability, green practices, CRM strategies. • Case analysis of brands like Nykaa, Amazon, BOPIS models, H&M sustainability.	• Students apply modern retail trends and innovative solutions to real-life challenges. • Development of critical thinking to explore different angles of retail problems. • Understanding opportunities, challenges, and outcomes of ethical, sustainable, and technology-driven retail practices.

Question Paper Pattern:

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions: Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		State True or False	5	
		Answer in one sentence (five)	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Semester IV					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/ Week
4	MJ-252-CHRIR	Major Mandatory 10	Human Resource Management: Cross - Cultural Human Resource and International Relations	4	4

Course Objectives	
1	To understand cross-cultural dimensions and their impact on HRM in global organizations.
2	To learn HR practices in multinational and international business environments.
3	To analyses global industrial relations systems and dispute resolution.
4	To study international economic & socio-cultural relations influencing HR decisions.

Course Outcome	
CO1	Understand cross-cultural concepts and international relations fundamentals
CO2	Apply HRM strategies in multinational and multicultural environments
CO3	Analyze global labour laws, industrial relations and dispute mechanisms.
CO4	Evaluate impact of global trade organizations & international policies on HRM

Unit	Title and Contents	No. of Lecture Hours
1.	**Cross-Cultural Management & Global Business Environment** 1.1 Meaning, scope & importance of culture 1.2 Six Dimensions of National Culture by Professor Greet Hofstede 1.3 Cultural Difference and Similarities 1.4 Cross-cultural communication, negotiation & etiquette 1.5 Multicultural teams & global leadership 1.5 Culture shock & expatriate adjustment 1.6 Cross-Cultural Management and business etiquette	15

2.	**International Human Resource Management** 2.1 Introduction to International HRM, Concept, Scope and Evolution of IHRM, Difference between Domestic vs. International HRM 2.3 Global Recruitment and Staffing - approaches, Meaning of International Recruitment and Staffing, International Recruitment Sources and Methods, International Recruitment Process, Technology in International Recruitment 2.3 Training & Development for Expatriates- Meaning of expatriates, Importance of training before and during international assignments, Types of Expatriate Training, Role of HR in expatriate development, Challenges in Expatriate Training 2.4 Motivation & leadership across cultures- Meaning of motivation in an international context, meaning of cross-cultural leadership, Leadership Styles, Challenges Leading Across Cultures 2.5 Compensation & performance appraisal in MNC - Meaning, Purpose of International Compensation, Method, Challenges, Digital tools for global performance appraisal 2.6 Diversity Management & Inclusion Strategies in IHRM - Meaning of Diversity Management, Types of Workforce Diversity in Global Organizations, Inclusion Strategies in IHRM, Challenges in Managing Diversity Across Borders, Role of HR in Diversity & Inclusion in IHRM	**15**
3	**International Relations & Global Business Framework** 3.1 Meaning, scope & significance of international relations 3.2 Regional trade groupings (EU, NAFTA, SAARC, BRICS) 3.4 WTO, GATS, TRIPS, TRIMS & dispute settlement system 3.5 International trade policies: tariffs, quotas, subsidies, dumping 3.6 Impact of global relations on international HR operations -International Communication, Cultural diplomacy, Global communication networks and their impact	**15**
4	**Industrial Relations & Labour Law Environment** 4.1 Meaning & understanding Industrial Relation, Concept, importance & evolution of Industrial Relations 4.2 Collective bargaining, strikes, lockouts & grievance procedure 4.3 Indian labour Acts: Factories Act 1948, Industrial Disputes Act 1947, Maternity Benefit Act 4.4 Trade Union - Functions, recognition, strategy to deal with Trade union 4.5 International Labour Organization (ILO) conventions and Emerging Trends in Labour Legislation- New trends in Judicial pronouncement, Restructuring Labour Policy	**15**

Reference Material:

UGC–HRDC HRM & Industrial Relations modules

- Ministry of Labour and Employment Handbook (Govt. of India)
- ILO Labour Standards Handbook
- WTO Trade & Policy Updates
- SHRM (Society for Human Resource Management) HR case studies

Reference Books:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	International Human Resource Management	K. Aswathappa & Sadhna Dash	McGraw Hill	India
2	Culture's Consequence- International Difference in Work-Related Values	Geert Hofstede	Sage Publications	New York
3	Industrial Relations and Labour Law	A.M Sarma	Himalaya Publishing House	Pune
4	Indian Foreign Trade	Raj Agrawal	Sage Publication	New Delhi
5	International Human Resource Management	Peter Dowling & Denice E. Welch	Cengage Learning	New York

Other Learning Material E- Resource:

NPTEL / SWAYAM Courses on Cross-Cultural Management, HRM, Industrial Relations, International Business

- MOOCs – Coursera / edX Expatriate management, global HR, international relations
- YouTube Channels – HRM by StudyIQ, Unacademy Commerce Easy explanations for IR, labour laws & WTO
- Harvard Business Review (HBR.org) Case studies on global HR practices
- ILO.org Labour law documents & international conventions
- WTO.org Trade policies, GATS, TRIPS, TRIMS details
- SHRM.org Cross-cultural strategies, HR articles & research papers
- Research Gate & Google Scholar

Academic papers on IHRM & International Relation

Guidelines on Teaching Methodology:

Teaching Hours Theory + Tutorials /Project Practical –as applicable	Innovative methods to be used	Expected Outcome
Unit 1- 12 hours	1.Use Real-World Global Examples 2. Connect every topic with current international HR practices, global companies (Google, Toyota, Infosys, Samsung), and cross-cultural cases. 3. Use simple video clips, news updates, and case studies from ILO, WTO, SHRM, HBR, etc. 4. Helps students understand concepts like Hofstede's dimensions, expatriates, WTO policies easily	1.Understanding of Global HRM Concepts: 2.Students will clearly understand international HR practices, cross-cultural management, expatriate management, and global labour standards with the help of real-world examples.
Unit 2- 12 hours	1.Teach Through Comparisons & Stories 2. Compare domestic vs. international HRM, culture differences, trade blocks, and Indian vs. global labour laws using charts and simple examples. 3. Share small stories about culture shock, global leadership styles, international disputes, etc. This makes complex international relations topics simple and relatable.	1.Enhanced Cross-Cultural Skills: 2.Students will develop cultural sensitivity, learn to handle culture shock, and understand global negotiation and leadership styles through comparisons and stories.
Unit 3- 12 hours	1.Use Interactive Activities & Classroom Exercises 2.Include short activities such as: 3. Role-play: cross-cultural negotiation, collective bargaining, expatriate interview. 4. Group tasks: prepare charts on WTO, NAFTA, BRICS, ILO, etc. 5. Mini-presentations: each group explains one labour law or global HR practice. 6. MCQ games before exams to match question-paper pattern.	1.Improved Analytical & Practical Skills: 2.Students will analyze domestic vs. international HRM, global labour laws, and global institutions (WTO, ILO, BRICS) and apply concepts through role-plays, charts, and presentations.
Unit 4 - 12 hours	1.Traditional classroom lectures 2. Role-Plays on Strike & lockout and Lay-off 3. Student's presentation on different provisions under The Factories Act 1948 4. Debate on Maternity Benefit Act 2017.	1.A better understanding of the Authorities under Act/s. 2.Provide real-world scenarios to help students learn skills used in real- world situations through role-Play activity on Strike & lockout and Lay- off. 3.Gain of deep knowledge of different provisions under The Factories Act 1948. 4.Develop the power of deploying rational, reasoned arguments on The Maternity

		Benefit Act 2017 through debate activities.

Question Paper Pattern:

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions: Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		State True or False	5	
		Answer in one sentence (five)	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Semester IV					
Semester No.	**Course Code**	**Type of Course**	**Course Title**	**Credits**	**Hours/ Week**
4	**MJ-252-WM**	**Major Mandatory 10**	**Agri Business Management: Warehouse Management**	**4**	4

Course Objectives	
1	To understand the role, functions and importance of warehousing in agricultural marketing and supply chain.
2	To learn warehouse operations, layout, inventory systems and documentation processes.
3	To study post-harvest management, storage technologies and quality preservation techniques.
4	To develop knowledge of warehouse financing, risk management, legal frameworks and emerging trends in warehousing.

Course Outcome	
CO1	Students will be able to explain the concept, types and functions of agricultural warehouses.
CO2	Students will understand warehouse operations, inventory handling, and safety standards.
CO3	Students will be able to apply post-harvest storage methods and use modern warehouse technologies.
CO4	Students will gain the ability to evaluate warehouse financing, risks, legal aspects and new innovations in warehousing.

Unit	Title and Contents	No. of Lecture Hours
1.	**Introduction to Warehousing in Agriculture** 1.1 Meaning, nature and scope of warehousing 1.2 Role of warehousing in agricultural marketing and supply chain 1.3 Types of warehouses: private, public, bonded, cold storage, cooperative warehouses 1.4 Functions of warehouses: storage, preservation, grading, packaging, risk-bearing 1.5 Importance of warehousing for farmers and agri businesses 1.6 Legal and policy framework: Warehousing (Development & Regulation) Act, WDRA	**15**

2.	**Warehouse Operations & Management** 2.1 Warehouse layout, design and infrastructure 2.2 Standard operating procedures (SOPs) 2.3 Inventory management systems: FIFO, LIFO, FEFO 2.4 Receiving, storing, issuing and dispatch procedures 2.5 Documentation and record-keeping 2.6 Warehouse receipts, negotiable warehouse receipts (NWR) 2.7 Quality and safety standards in warehouses	**15**
3	Post-Harvest Management & Technology 3.1 Post-harvest handling of agricultural commodities 3.2 Losses during storage: types and prevention methods 3.3 Pest management, fumigation, temperature and humidity control 3.4 Packaging, grading, sorting and labelling 3.5 Cold chain logistics and refrigerated warehousing 3.6 ICT and digital tools: WMS (Warehouse Management System), barcoding, RFID, sensors, IoT	**15**
4	Financial, Legal & Risk Management in Warehousing 4.1 Warehouse financing and collateral management 4.2 Role of banks, NBFCs, and collateral management companies 4.3 Commodity markets and warehouse linkages 4.4 Insurance in warehousing: stock insurance, fire, theft, transit 4.5 Risk assessment and mitigation strategies 4.6 Government schemes and support: e-NWR, NABARD, FCI, State 4.7 Warehousing Corporations 4.8 Emerging trends: smart warehouses, automation, blockchain in warehousing	**15**

Reference Material:
Reference Books:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Agricultural Marketing in India	S. S. Acharya & N. L. Agarwal	Oxford & IBH Publishing	New Delhi
2	Post-Harvest Technology of Cereals, Pulses and Oilseeds	D. K. Salunkhe & S. S. Kadam	CBS Publishers	New Delhi
3	Warehouse Management & Inventory Control	J. P. Saxena	Vikas Publishing House	New Delhi
4	Logistics and Supply Chain Management	Sunil Chopra & Peter Meindl	Pearson Education	New Delhi
5	Agricultural Warehousing in India	K. R. Krishnamurthy	Himalaya Publishing House	Mumbai

6	Post-Harvest Management and Processing of Fruits & Vegetables	Wills & McGlasson	Agrotech Publishing Academy	Udaipur
7	Principles of Agribusiness Management	David L. Debertin	McGraw Hill	New York

Other Learning Material E- Resource:

Guidelines on Teaching Methodology:

Teaching Hours (Theory + Project)	Innovative Methods to be Used	Expected Outcome
Unit I – 15hrs	1. Use simple diagrams and videos to explain types and functions of warehouses. 2. Show photos or virtual tours of cold storages, cooperative warehouses, FCI warehouses. 3. Ask students to share real experiences of storage problems at farm level. 4. Explain WDRA and regulations through simple case examples.	1. Students understand different types and functions of warehouses clearly. 2. Students gain visual clarity about cold storage, cooperative warehouses, and FCI operations. 3. Students connect theory with real-life farm-level storage issues. 4. Students understand WDRA rules, standards, and legal requirements in a simple way.
Unit II – 15hrs	1. Demonstrate warehouse layout using models/charts. 2. Explain SOPs through step-by-step activities. 3. Give small practice tasks on documentation and record-keeping. 4. Use examples to explain FIFO, LIFO, FEFO inventory systems. 5. Show sample warehouse receipts and NWR formats.	1.Students learn how warehouse layout is planned and organized. 2.Students understand standard operating procedures (SOPs) in warehousing. 3.Students gain basic skills in documentation and warehouse record-keeping. 4.Students understand inventory systems like FIFO, LIFO, FEFO with practical clarity. 5.Students become familiar with warehouse receipts and Negotiable Warehouse Receipt (NWR) formats.
Unit III – 15hrs	1. Show videos on post-harvest handling, pest control, and fumigation. 2. Present real pictures of grading, sorting, packaging practices. 3. Demonstrate cold chain logistics through charts/flow diagrams. 4. Introduce digital tools like RFID, barcoding through short demos or sample tags. 5. Conduct discussion on storage losses and prevention.	1. Students understand post-harvest handling and techniques to reduce storage losses. 2. Students learn grading, sorting, and packaging practices used in agricultural warehouses. 3. Students understand the concept and importance of cold chain logistics. 4. Students gain awareness of digital tools like RFID, barcoding, and tracking systems. 5. Students develop problem-solving skills related to storage losses and preventive measures.
Unit IV – 15hrs	1. Use simple case studies on warehouse financing and collateral management. 2. Explain the role of banks, NBFCs, and	1. Students understand warehouse financing and collateral management concepts.

	CMCs through real-life examples. 3. Conduct a small activity on identifying risks (fire, theft, transit loss). 4. Show sample insurance documents for warehouse stock. 5. Introduce emerging trends like smart warehouses, automation, blockchain through videos.	2. Students become aware of the role of financial institutions in warehouse-based finance. 3. Students learn to identify warehouse-related risks like fire, theft, and transit loss. 4. Students get familiar with insurance documents used for warehouse stock protection. 5. Students gain knowledge of modern trends like automation, smart warehouses, and blockchain.

Question Paper Pattern:

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions: Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		State True or False	5	
		Answer in one sentence (five)	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Semester IV					
Seme ster No.	Course Code	Type of Course	Course Title	Credits	Hours/ Week
4	MJ-252-HCM	Major Mandatory 10	Service Management: Health Care Management	4	4

Course Objectives	
1	To understand the structure, scope and significance of health care services and systems.
2	To learn hospital operations, patient care processes and quality management standards.
3	To study health care marketing, service quality and human resource management practices.
4	To develop knowledge of financial, legal, ethical and emerging trends in health care management.

Course Outcome	
CO1	Students will be able to explain the functioning, structure and components of health care systems.
CO2	Students will understand hospital operations, patient services and quality assurance standards.
CO3	Students will be able to apply health care marketing strategies and manage human resources effectively.
CO4	Students will gain the ability to analyse financial, legal, ethical and technological issues in modern health care management.

Unit	Title and Contents	No. of Lecture Hours
1.	**Introduction to Health Care Services** 1.1Meaning, nature and scope of health care services 1.2 Importance of service management in the health care sector 1.3 Structure of health care systems: public, private and mixed models 1.4 Levels of health care: primary, secondary, tertiary 1.5 Health care environment: economic, social, technological and regulatory factors 1.6 Key stakeholders: patients, providers, insurers, government	15

2.	**Hospital & Health Care Operations Management** 2.1 Types of hospitals and health care institutions 2.2 Hospital administration: roles and responsibilities 2.3 Patient care services management 2.4 Outpatient and inpatient department (OPD/IPD) management 2.5 Medical records management and documentation 2.6 Inventory, pharmacy and supply chain management in hospitals 2.7 Quality assurance in health care (NABH standards, ISO)	**15**
3	**Health Care Service Marketing & Human Resource Management** 3.1 Health care marketing: meaning, need and unique features 3.2 Health care marketing mix (7Ps) 3.3 Patient satisfaction, service quality (SERVQUAL model) 3.4 Communication strategies in health care 3.5 Human resource management in health care: recruitment, training, motivation 3.6 Role of doctors, nurses, paramedical staff and administrative staff	**15**
4	**Finance, Legal & Emerging Trends in Health Care Management** 4.1 Health economics: cost of care, pricing of health services 4.2 Hospital budgeting and financial management 4.3 Health insurance: public schemes and private insurance 4.4 Legal and ethical issues in health care: patient rights, medical negligence, consent 4.5 Digital health: telemedicine, e-health records, AI in health management 4.6 Public health programmes and policies in India 4.7 Emerging trends: medical tourism, corporate hospitals, preventive health care	**15**

Reference Material:
Reference Books:

Sr. No.	**Title of the Book**	**Author/s**	**Publication**	**Place**
1	Hospital Administration and Management	C.M. Francis & Mario Vaz	Jaypee Brothers Medical Publishers	New Delhi
2	Hospital Management: An Introduction	S. L. Goel	Deep & Deep Publications	New Delhi
3	Health Care Marketing	Philip Kotler & Roberta Clarke	Sage Publications	California
4	Essentials of Health Care Management	A. C. L. Sharma	Himalaya Publishing House	Mumbai
5	Health Economics	P. Jha & K. Ranson	Oxford University Press	New Delhi
6	Hospital Planning and Administration	Syed Amin Tabish	Oxford & IBH Publishing	New Delhi

7	Quality Management in Health Care	S. K. Sharma	Pearson Education	New Delhi

Other Learning Material E- Resource:

Guidelines on Teaching Methodology:

Teaching Hours (Theory + Project)	Innovative Methods to be Used	Expected Outcome
Unit I – 15hrs	1.Use charts/videos to explain the structure of the health care system in India. 2. Show short documentaries on public and private hospitals. 3. Conduct classroom discussion on students' personal experiences with hospitals. 4. Invite a hospital administrator/nurse to share basic insights on hospital functioning	1. Students understand the basic concept, need, and importance of health care management. 2. Students gain clarity about different types of health care institutions. 3. Students develop awareness of challenges faced by patients and health providers. 4. Students learn real functioning of hospitals through expert talks.
Unit II – 15hrs	1.Demonstrate hospital departments using diagrams—OPD, IPD, ICU, pharmacy, labs. 2. Show video tours of hospital operations and patient service flow. 3. Provide small practice tasks on patient registration process and billing flow. 4. Use role-play exercises to explain communication between staff and patients. 5. Explain medical records management with sample formats.	1.Students understand key hospital departments and their functions. 2. Students learn how patient service delivery happens from registration to discharge. 3. Students develop basic skills in documentation and patient handling. 4. Students improve communication skills required in health care settings. 5. Students understand the importance of accurate medical record-keeping.
Unit III – 15hrs	1. Show videos on patient safety, hygiene, and infection control systems. 2. Demonstrate simple quality tools used in hospitals (checklists, audits). 3. Discuss real cases of medical negligence and consumer court judgments (simple language). 4. Explain NABH accreditation through screenshots and website reference. 5. Conduct a checklist activity on hospital cleanliness and safety.	1.Students understand the importance of quality and safety in hospitals. 2. Students gain awareness of hygiene, infection control, and patient protection practices. 3. Students understand legal rights and responsibilities of patients and hospitals. 4. Students become familiar with NABH standards and quality norms. 5. Students develop an analytical approach toward hospital safety and service quality.
Unit IV – 15hrs	1.Demonstrate use of health apps, telemedicine platforms, and e-hospital portals. 2. Show video examples of digital health records, AI in diagnosis, and modern equipment.	1.Students become familiar with digital tools and technologies used in health care. 2. Students understand telemedicine, health apps, and electronic medical records. 3. Students learn the basics of health insurance and government health schemes.

	3. Use case studies to explain health insurance, schemes like Ayushman Bharat, and cashless services. 4. Group activities on identifying risks (data privacy, medical errors, emergencies). 5. Present emerging trends such as medical tourism, home healthcare, and smart hospitals.	4. Students can identify risks and challenges in modern health care services. 5. Students gain knowledge of new trends like medical tourism and smart hospital systems.

Question Paper Pattern:

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions: Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		State True or False	5	
		Answer in one sentence (five)	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Semester IV					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/ Week
4	MJ-251-UIED	Minor	Start-Up Innovation and Entrepreneurship Development	4	4

Course Objectives	
1	Understand the fundamentals of innovation and entrepreneurship, including concepts, types, characteristics, and the role of entrepreneurship in economic development.
2	Develop skills for opportunity identification, business model creation, and business planning required for start-up establishment.
3	Analyze financial requirements, funding sources, budgeting, and risk management essential for managing a new venture.
4	Apply management tools and digital technologies for effective growth, innovation, and sustainability of start-ups.
5	Evaluate and manage challenges faced by entrepreneurs, especially women entrepreneurs, by understanding legal, ethical, and institutional frameworks.
6	Create innovative entrepreneurial solutions, business plans, and growth strategies for emerging ventures.

Course Outcome	
CO1	Students will recall and define basic concepts such as entrepreneurship, enterprise, innovation, types of entrepreneurs, start-up ecosystem, and government policies.
CO2	Students will explain the differences between entrepreneur & intrapreneur, importance of innovation, challenges faced by entrepreneurs, and the role of entrepreneurship in economic development.
CO3	Students will apply concepts of idea generation, market research, feasibility analysis, business model canvas, and business planning to real start-up situations.
CO4	Students will analyze financial needs, funding options, budgeting, working capital, cash flow, costing, and risk factors for new ventures.
CO5	Students will evaluate government schemes, legal & ethical issues (including those specific to women entrepreneurs), and assess case studies of successful women entrepreneurs.
CO6	Students will create strategies for innovation, start-up scaling, marketing, digital adoption, leadership development, and sustainability, including exit strategies.

Unit	Title and Contents	No. of Lecture Hours
1.	**Fundamentals of Innovation and Entrepreneurship** 1.1 Concept and Meaning of Entrepreneurship 1.2 Concept and Meaning of Enterprise difference between Intrapreneurship and entrepreneur 1.3 Characteristics and Types of Entrepreneurs	15

	challenges faced by entrepreneurs 1.4 Innovation: Meaning, Types, and Importance 1.5 Start-Up Ecosystem: Components and Stakeholders 1.6 Entrepreneurial Mindset and Creativity 1.7 Role of Entrepreneurship in Economic Development 1.8 Government Policies and Institutional Support for Start-Ups (State and central government initiatives)	
2.	**Start-Up Creation and Business Planning** 2.1 Idea Generation and Opportunity Identification 2.2 Market Research and Feasibility Analysis 2.3 Business Model Development (Business Model Canvas) 2.4 Preparing a Business Plan 2.5 Legal Structure and Registration of Start-Ups 2.6 Intellectual Property Rights (IPR): Patents, Trademarks, Copyrights 2.7 Lean Start-Up Methodology and MVP (Minimum Viable Product)	**15**
3	**Start-Up Finance and Resource Management** 3.1 Sources of Finance for Start-Ups (Bootstrapping, Banks, NBFCs) 3.2 Venture Capital, Angel Investment, and Crowd-Funding 3.3 Financial Planning and Budgeting for Start-Ups 3.4 Working Capital and Cash Flow Management 3.5 Costing, Pricing, and Break-Even Analysis 3.6 Risk Management and Insurance for Start-Ups 3.7 Government Schemes and Funding Support (Startup India, MSME, SIDBI, etc.) 3.8 Legal and Ethical Issues Faced by Women Entrepreneurs 3.9 Case Studies of Successful Women Entrepreneurs	**15**
4	**Managing Growth, Innovation, and Sustainability** 4.1 Scaling Up Strategies for Start-Ups 4.2 Innovation Management and Technology Adoption 4.3 Marketing Strategies for New Ventures 4.4 Leadership, Team Building, and HR Management 4.5 Digital Tools for Start-Up Growth (Social Media, Analytics, CRM) 4.6 Ethics, Social Responsibility, and Sustainable Entrepreneurship 4.7 Exit Strategies: Mergers, Acquisitions, IPOs, and Succession Planning	**15**

Reference Material:
Reference Books:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Innovation and Entrepreneurship	Peter F. Drucker	Harper Business	New York
2	Entrepreneurship Development	S. S. Khanka	S. Chand Publishing	New Delhi
3	Start-up Nation: The Story of Israel's Economic Miracle	Dan Senor & Saul Singer	Twelve Books	New York

4	Strategy	Sudipta K. Nanda & Tapan K. Lenka	(Himalaya Publishing) Himalaya Publishing House	India

Other Learning Material E- Resource:

Course Name	What you learn / Why useful	Link
Entrepreneurship — via IIT Madras	Overview of entrepreneurship: fundamentals, value creation, business growth & sustainability — a good foundation course for BBA-level students. NPTEL Online Courses+1	Enroll / Preview Course NPTEL Online Courses
Entrepreneurship Management - via SWAYAM	Covers market opportunity analysis, project formulation, financial & HR management, leadership — useful for building & managing new ventures. Swayam+1	Enroll / Preview Course Swayam
Entrepreneurship and Start-ups — via SWAYAM	Focus on start-up ecosystem, ideation, business model development, financial planning and scaling strategies — directly aligned to start-up development. Swayam	Enroll / Preview Course Swayam
Innovation, Business Models and Entrepreneurship — (via NPTEL / SWAYAM)	Emphasis on innovation, business model design, incubation, IPR, and modern entrepreneurship practices — very relevant if you want to focus on innovation-driven start-ups. NPTEL Online Courses+2NPTEL+2	Enroll / Preview Course NPTEL Online Courses
Entrepreneurship: Do your Venture — by IIMB on SWAYAM	More practical, hands-on course: idea testing, lean-model canvas, venture launch — good if you want actionable, start-up-oriented training. Swayam	Enroll / Preview Course Swayam
Innovation Driven Entrepreneurship — via SWAYAM	Focus on converting innovative ideas into ventures; good for those interested in tech/social-innovation start-ups. Swayam	Enroll / Preview Course Swayam
Entrepreneurship Skills and Digital Marketing Strategies — via SWAYAM	Covers entrepreneurship basics + digital marketing tools — useful for modern start-ups that will rely on online presence/marketing. Swayam	Enroll / Preview Course Swayam

Guidelines on Teaching Methodology:

Teaching Hours (Theory + Project)	Innovative Methods to be Used	Expected Outcome
Unit I – 15hrs	1.Show inspirational videos of successful Indian start-ups (e.g., Ola, Zomato, Boat). 2. Conduct brainstorming sessions on business ideas based on local problems. 3.Use simple charts to explain types of entrepreneurs and start-up ecosystem components. 4. Invite a local entrepreneur to share their start-up journey and challenges. 5. Organize short group discussions on "Why start-ups fail?"	1. Students understand basic concepts of entrepreneurship and innovation. 2. Students gain clarity on the Indian start-up ecosystem and support institutions. 3. Students develop interest in creating business ideas based on real-life problems. 4. Students learn practical challenges faced by entrepreneurs. 5. Students develop analytical thinking about factors behind start-up success and failure.
Unit II – 15hrs	1. Conduct idea-generation activities using tools like mind-mapping or SCAMPER. 2. Guide students to prepare a simple business model canvas (BMC). 3. Demonstrate sample business plans and pitch decks. 4. Assign mini field projects to collect basic market research data. 5. Use case studies of real start-ups to explain opportunity identification.	1. Students learn how to convert ideas into workable business concepts. 2. Students understand the components of a business plan and BMC. 3. Students develop basic skills in market research and customer analysis. 4. Students can identify opportunities and evaluate feasibility of business ideas. 5. Students gain confidence in presenting start-up ideas in a structured manner.
Unit III – 15hrs	1. Explain types of funding (bootstrapping, angel, VC) using simple examples. 2. Show sample financial statements and teach basic cost/revenue calculation. 3. Provide hands-on practice in preparing a simple budget for a start-up. 4. Use role-play exercises to explain negotiation with investors. 5. Explain company registration and legal documentation through real forms (MSME, GST, Startup India portal).	1. Students understand start-up financing options and financial basics. 2. Students develop the ability to prepare simple budgets and calculate profitability. 3. Students gain awareness of legal procedures and registration requirements. 4. Students improve negotiation and communication skills. 5. Students learn how to manage early-stage operational and financial decisions.
Unit IV – 15hrs	1.Explain innovation tools using examples—design thinking, prototyping, testing. 2. Organize visits or virtual tours of incubation centers/start-up hubs. 3. Show examples of innovative products/services developed by students across India. 4 Conduct group activities on risk identification and problem-solving. 5. Use videos to explain scaling strategies, digital marketing, and technology adoption.	1. Students understand innovative thinking and product development processes. 2. Students gain awareness about incubators, accelerators, and support agencies. 3. Students learn problem-solving and creative decision-making. 4. Students develop knowledge of how start-ups scale, grow, and sustain. 5. Students become familiar with modern tools like digital marketing and technology platforms.

Question Paper Pattern:

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions: Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		State True or False	5	
		Answer in one sentence (five)	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Semester IV					
Semester No.	**Course Code**	**Type of Course**	**Course Title**	**Credits**	**Hours/ Week**
4	**VSC-251-IBM**	**Vocational Skill Development Course (VSC)**	**International Business Management**	**2**	2

Course Objectives	
1	To introduce students to basic concepts of international business, globalisation, trade theories, and import–export practices.
2	To introduce students to basic export–import procedures, documentation, and regulations.

Course Outcome	
CO1	Students will understand global business concepts, trade theories, entry modes, and India's foreign trade patterns.
CO2	Students will understand essential steps, documents, payments, incentives, and agencies involved in export–import.

Unit	**Title and Contents**	**No. of Lecture Hours**
1.	Foundations of International Business and Core Concepts of Import–Export 1.1 Introduction to the Meaning, Nature, and Scope of International Business, Domestic vs International Business. 1.2 Understanding Globalization: Meaning, Benefits, Challenges, and Economic Effects. 1.3 International Trade Theories: Comparative Advantage, Heckscher–Ohlin, Product Life Cycle Theory, National Competitive Advantage (Porter's Diamond). 1.4 Modes of Entry into International Business: Exporting & importing, Licensing & franchising, Joint ventures Wholly-owned subsidiaries and MNCs & global companies. 1.5 International Institutions: their role in promoting trade: WTO, IMF, World Bank and UNCTAD. 1.6 India's Foreign Trade Overview: India's major exports & imports, Key trading partners and Current trends.	**15**

2.	Export–Import Process and Regulatory Framework 2.1 Introduction to Export–Import: Meaning of export & import Types of exporters (manufacturer exporters, merchant exporters) Export–import cycle. 2.2 Export Procedure: Registration (IEC, RCMC), Selection of product & market, Documentation – Invoice, Packing list, Bill of lading/airway bill, Certificate of origin, Insurance documents. Role of CHA (Custom House Agent). 2.3 Import Procedure: Import license requirements, Placing an order Bill of entry, Customs clearance, Duty structure (basic understanding) 2.4 Export Payment Methods: Advance payment, Letter of Credit (LC) – simple explanation, Documentary collection (DP/DA), Open account 2.5 Export Incentives in India: Duty Drawback, MEIS/SEIS (or their updated schemes – simple explanation), EPCG, EOU/STPI, Export Promotion Councils. 2.6 Logistics in Export–Import: Freight forwarding – basic idea, Incoterms (EXW, FOB, CIF, etc.) simplified, Warehousing, packing, labelling requirements 2.7 Government Support Agencies: DGFT, FIEO, ECGC (Export Credit Guarantee Corporation), EXIM Bank – role in promoting exports.	**15**

Reference Material:
Reference Books:

Sr. No.	**Title of the Book**	**Author/s**	**Publication**	**Place**
1	Foreign Trade – Theory, Procedures, Practices and Documentation	Dr.Khushpat S. Jain, Dr.Apexa V. Jain	Himalaya Publication	India
2	International Economics	M. L. Jhingan	Vrinda Publications, Delhi 2006	India
3	Export–Import Management	P. K. Khurana	Galgotia Publishing Company	New Delhi
4	Global Business Today	Charles W. L. Hill	McGraw Hill Education	New Delhi
	Export Management	T. A. S. Balagopal	Himalaya Publishing House	Mumbai

Other Learning Material E- Resource:

- **DGFT Website** – Basic information on export–import policies.
- **ICEGATE** – Simple reference for customs documents.
- **WTO Student Resources** – Easy explanations of global trade.
- **UNCTAD Infographics & Reports** – Beginner-friendly trade data.
- **Exim Bank Learning Material** – Simple guides on export finance.
- **FIEO** – Basic exporter support information

Guidelines on Teaching Methodology:

Teaching Hours (Theory + Project)	Innovative Methods to be Used	Expected Outcome
Unit I – 15hrs	PPT, videos, debates, case method, theory-to-example activity, data charts, group discussion	Students gain conceptual clarity about international business, globalisation, trade theories, institutions & India's trade pattern
Unit II – 15hrs	Document demonstration, portal demo (DGFT/ICEGATE), role-play (CHA), Incoterms activity, case-based learning and visit to DGFT/Authority interaction/Guest lecture.	Students develop a practical understanding of export–import procedures, documentation, payments, logistics & government support.

Question Paper Pattern:

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions: Multiple Choice Questions	5	5 Marks
2	Solve any 2 out of 5	Long Answer Question	2*10 Marks	20 Marks
3	Solve any 2 out of 4	Short Notes	2*5 Marks	10 Marks
	Total			35 Marks

Semester IV					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/ Week
4	CEP-251-SA	Community Engagement Program	Community Engagement Program through Social Awareness	2	4

This will be of 60 Hrs. Duration and to be conducted on field in collaboration with any NGO. Detail guidelines will be shared soon.