



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

SHIVAJI UNIVERSITY, KOLHAPUR - 416004,
MAHARASHTRA

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शिवाजी विद्यापीठ, कोल्हापूर - ४१६००४, महाराष्ट्र

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



Ref./SU/BOS/Com & Mgmt./ 2-10

Date : 10/04/2024

To,

The Principal
All Affiliated (Commerce & Management) College/Institutions,
Shivaji University, Kolhapur

Subject : Regarding Syllabi of BBA Part-III (Sem-V/VI) Choice Based Credit System (CBCS) degree programme under the Faculty of Commerce & Management as per National Education Policy, 2020

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the revised Syllabi of **BBA Part-III (Sem-V/VI) Choice Based Credit System (CBCS)** under the Faculty of Commerce & Management as per National Education Policy, 2020

This Syllabi shall be implemented from the academic year **2024-2025**. A soft copy containing the syllabus is attached herewith and it is also available on university website www.unishivaji.ac.in (Online Syllabus).

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

Thanking you,

Yours faithfully,

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

Encl : As above

Copy to,

1. Dean, Faculty of Commerce & Management
 2. Chairman, Board of Studies
 3. Director, BOEE
 4. Appointment Section
 5. P. G. Admission Section
 6. B. Com. Section
 7. Affiliation Section (U.G./P.G.)
 8. Computer Center/I.T.
 9. Eligibility Section
 10. Distance Education
 11. P.G. Seminer Section
- } for information
- } for information and necessary action.

SHIVAJI UNIVERSITY, KOLHAPUR



Estd.1962

NAAC "A++"Grade

Faculty of Commerce and Management

Syllabus

for

BBA Part-III

(Sem.-V and VI)

(NEP)

**(Regulations in accordance with National Education Policy to be
implemented from Academic Year 2024-25)**

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

**BBA-Part-III (NEP)
Subject List**

Semester-V		Semester-VI	
Course Code	Course (Subject)	Course Code	Course (Subject)
Core Course			
CC-C1	Fundamental of Business Law	CC-C4	Fundamentals of Taxation
CC-C2	Human Skills	CC-C5	Business Ethics
CC-C3	Management Historian	CC-C6	Organizational Behavior
*Skill Enhancement Course/Value Based Course			
SEC-SB5	Modern Office Management	SEC-SB6	Leadership & Personality Development
<u>Discipline Specific Elective</u>			
1.Marketing			
DSE-A1	Digital Marketing	DSE-A4	Consumer Behavior
DSE-A2	Sales and Distribution Management	DSE-A5	Advertising and Brand Management
DSE-A3	Mini-Project(Field Visit-Work)	DSE-A6	Major Project(Field Visit-Work)
<u>Discipline Specific Elective</u>			
2.Finance			
DSE-B1	Financial Management	DSE-B4	Business Finance
DSE-B2	Security Analysis & Portfolio Management	DSE-B5	International Finance
DSE-B3	Mini-Project(Field Visit-Work)	DSE-B6	Major Project(Field Visit-Work)
<u>Discipline Specific Elective</u>			
3.Human Resource Management			
DSE-C1	Human Resource Planning and Procurement	DSE-C4	Strategic HRM and International Perspective
DSE-C2	Compensation Management & Human Resource Development	DSE-C5	Industrial Relations and Labour Laws
DSE-C3	Mini-Project(Field Visit-Work)	DSE-C6	Major Project(Field Visit-Work)
<u>Discipline Specific Elective</u>			
4.Business Analytics			
DSE-D1	Business Analytics for Management	DSE-D4	Business Analytics using R -Programming
DSE-D2	Data Visualization using Python	DSE-D5	Business Data Management and Cloud Computing
DSE-D3	Mini-Project(Field Visit-Work)	DSE-D6	Major Project(Field Visit-Work)
<u>Discipline Specific Elective</u>			
5.Computer Application			
DSE-E1	Web Technology	DSE-E4	Enterprise Resource Planning
DSE-E2	Data Mining and Warehousing	DSE-E5	Python Programming &Software Project Management
DSE-E3	Mini-Project(Field Visit-Work)	DSE-E6	Major Project(Field Visit-Work)

Discipline Specific Elective
6.Event Management

DSE-F1	Fundamentals of Event Management	DSE-F4	Event Risk Management
DSE-F2	Event Marketing and Production	DSE-F5	IT for Event Management
DSE-F3	Mini-Project(Field Visit-Work)	DSE-F6	Major Project(Field Visit-Work)

Discipline Specific Elective
7.Family Business Management

DSE-G1	Dynamics of Family Business	DSE-G4	Start-Up :Creativity and Innovation
DSE-G2	Strategic Family Business Management	DSE-G5	Venture Capital and Funding agencies
DSE-G3	Mini-Project(Field Visit-Work)	DSE-G6	Major Project(Field Visit-Work)

Discipline Specific Elective
8.Hospitality Management

DSE-H1	Fundamentals of Hospitality Management	DSE-H4	Hotel Management
DSE-H2	Hospitality Marketing and Law	DSE-H5	Soft Skills in Hospitality
DSE-H3	Mini-Project(Field Visit-Work)	DSE-H6	Major Project(Field Visit-Work)

Discipline Specific Elective
9.International Business

DSE-I1	Principles of International Business	DSE-I4	Export and Import
DSE-I2	Cross-Cultural Management	DSE-I5	Issues in International Business
DSE-I3	Mini-Project(Field Visit-Work)	DSE-I6	Major Project(Field Visit-Work)

Discipline Specific Elective
10.Travel and Tourism Management

DSE-J1	Basics of Travel and Tourism	DSE-J4	Principles and Practices of Travel and Tourism Management
DSE-J2	Geography of Tourism and Attractions of Indian Tourism	DSE-J5	Tourism Issues and Strategies
DSE-J3	Mini-Project(Field Visit-Work)	DSE-J6	Major Project(Field Visit-Work)

***Note:**
Skill Enhancement Courses are self-learning courses.

BBA-III-Sem.-V CC-C1 FUNDAMENTAL OF BUSINESS LAW		
Course Outcomes	After completion of course, students will be able to: 1. Explain about aspects of different business laws in India 2. Understand the salient features and importance of different business laws 3. Demonstrate different provisions of business laws	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Indian Contract Act, 1872 & Sale of Goods Act, 1930 A) Indian Contract Act ,1872 Meaning of Business Law, Sources of Business Law, Agreement, Contract- Essentials of Valid Contract, Kinds of Contract, Offer or Proposal- Definition, Essentials and its Types Acceptance-Definition, Essentials of a valid acceptance, Discharge of Contract and Remedies for Breach of Contract B) Sale of Goods Act, 1930 Introduction, Essentialities of the contract of sale, Duties of Seller & Buyer, Distinction between ‘Sale’ and ‘Agreement of sell, Rights of an unpaid seller	15 Hours
Unit: II	Indian Companies Act, 2013 A) Procedure of Incorporation of Company Definition, Procedure for Incorporation of Company, Rights and Liabilities of Members, Memorandum of Association and Articles of Association: Meaning, Clauses, Prospectus: Meaning, Contents and its kinds B) Meetings and Winding up of company Meetings: Purpose, types of meeting, concepts of quorum-proxy, resolution, types of resolution, Winding Up of Company: Meaning,	15 Hours

	various modes of winding up of company	
Unit: III	<p>Negotiable Instruments Act,1881</p> <p>Meaning and Characteristics of Negotiable Instrument, Classification of Negotiation Instruments: Promissory Note -Essential elements of Promissory Note, Bills of Exchange-its elements, Distinguish between Promissory Note and Bill of Exchange, Cheque: Meaning, Types of Cheque, Dishonor of Cheque, Distinguish between Cheque and Bill of Exchange</p>	15 Hours
Unit: IV	<p>Intellectual Property Rights(IPR)</p> <p>Introduction- IPR, Types of IPR, Need for IPR, IPR in India-Genesis and Development, IPR in Abroad-international organizations, agencies</p> <p>A) Patent</p> <p>Meaning, Patent Act, Kinds of Inventories protected by Patent-Patentable and Non-Patentable Inventions, Process of Patent, Legal requirement for patent, Rights of Patent-Exclusive right, Patent application process</p> <p>B) Copy Right</p> <p>Meaning, Copyright Act, Rights of copyright owner, Importance of copyright Act, Term & Duration, Procedure for registration of copy right</p> <p>C)Trade Mark</p> <p>Meaning, Trademark Act, Kinds of signs used as Trademark-Types ,purpose and functions of Trademark, Rights of Trade mark owner, Term & Duration, Procedure for Registration of Trademark</p>	15 Hours
<p>Note: Relevant case studies based on the above units should be discussed in the class.</p>		
<p>Suggested Practical Work or Field Work:</p> <ol style="list-style-type: none"> 1.Visit to any industry or organization, collect the prospectus, minutes and agenda of meeting and prepare a report 2.Visit to any lawyers' office and conduct interview about his legal work or profile 3. Study any case related to Indian Contract Act and analyze it. 4. Study any case related to Sale of Goods Act and analyze it. 5. Visit to company and prepare report on its registration procedure. 6. Visit to any bank and collect information about negotiable instruments used. 		

7. Collect examples of Copyright for different product category and analyze it.
8. Collect information about different trademarks and prepare report on it.
9. Collect information about different patents, compare it and prepare report on it.
10. Any other practical based on syllabus

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

Reference Books:

1. Elements of Mercantile Law : N.D. Kapoor , Sultan Chand & Sons Publication
2. Indian Contract Act: Avtar Singh , Eastern Book Company
3. Business Law: M.C. Kuchal, Vikas Publication
4. Business Law: R.S.N. Pillai and Bhagavathi, Sultan Chand & Sons Publication
5. Business Law: Tejpal Sheth, Pearson Publication
6. The Companies Act 2013, Bare Act: Universal/LexisNexis Publisher
7. Corporate Laws-Companies Act, 2013: Bharat Law House Pvt. Ltd., (Hardbound Pkt. Edn.)
8. Law relating to Intellectual Property Rights :M K Bhandari, Central Law Publication

BBA-III-Sem.-V**CC-C2****HUMAN SKILLS**

Course Outcomes	After completion of course, students will be able to:		
	<ol style="list-style-type: none"> 1. Identify different human skills and enhance quality behavior 2. Explain emotional quotient by learning values 3. Understand about conflict management and stress management 4. Execute professional skills with empathy 5. Evaluate about career management concept and career opportunities in management 		
Total Hours of Teaching : 60		Lecture/Week : 04	Credit Points : 04
Total Marks : 100		Theory : 60	Internal : 40
Syllabus Contents:			
Unit: I	Basics of Human Skills A) Introduction to Human Skills: Meaning and Significance of Human Skills, Types of Human Skills-Reading, Writing, Listening, Speaking B) Basic Abilities: Concept of Ability, Types of Abilities- Muscular, Sensor, Mental, Social and Conceptual, Use of basic abilities in organizational life C) Understanding Self and Others: Understanding self and others through Johari Window, Journey of Self Discovery, Analysis of strength and weakness, Goal Settings to overcome weakness		15 Hours
Unit: II	New Skills in Management Creative Style , Emotional Intelligence (E.Q.) , Leadership Skills, Work Style, Sales Competencies, Sports Mental Skills, Conflict Management, Stress Management, Team Role skills ,Critical Thinking Skills, Computing skills		15 Hours
Unit: III	Enhancement of Skills A) Decision Making Skills: Methods used to develop decision making skills- In the Basket Business Games, Case Studies B) Interpersonal Skills: Meaning, Methods used to develop Interpersonal		15 Hours

	Skills-Role Playing, Behavior Modeling, Sensitivity, Training and Transactions Analysis-Structural Insight.	
Unit: IV	Application of skills Career Management-Career Stages Model, Basic Career-Anchors-Security, Autonomy, Creativity, Functional Competence, Managerial Competence, Factors affecting career choices, Career Opportunities in management, Written Communication-Resume Preparation, Oral Communication- Facing an Interview	15 Hours
Note:		
<ol style="list-style-type: none"> 1. Relevant case studies based on the above units should be discussed in the class. 2. Practical sessions should be conducted to improve the skills of students 		
Suggested Practical Work or Field Work:		
<ol style="list-style-type: none"> 1. Conduct a mock interview of any 5 different personalities and evaluate their ability to communicate effectively, listen actively, and articulate their thoughts and prepare report. 2. Study a case study of a successful team and analyze the key factors that contributed to the team's success. 3. Organize a debate on a controversial topic and assess students' ability to present logical arguments, consider opposing viewpoints, and think on their feet and prepare report. 4. Assign a task to a group with a specific time limit and evaluate how well to manage time to complete the task. Discuss strategies for effective time management and prepare a report. 5. Create a comprehensive your own personal growth plan that includes short-term and long-term goals, considering aspects like emotional intelligence, self-awareness, and interpersonal relationships and prepare report on it. 6. Develop a step-by-step plan on how you would apply emotional intelligence principles to address the conflict. 7. Imagine, you are a career counselor, advising a client who is transitioning between career stages. Using a relevant career stages model, outline the key considerations, challenges, and recommended strategies for the client to successfully navigate this transition. Prepare a report on that. 8. Imagine, you are part of a cross-functional team with diverse members. One team member consistently disagrees with others, leading to tension within the group. Develop a plan outlining how you would use 		

interpersonal skills to address and resolve the conflict.

9. Choose a familiar object or a hobby you enjoy, and give a 2-minute impromptu (extempore) talk to your classmates about it. Focus on speaking clearly, organizing your thoughts, and maintaining a natural flow. Afterward, ask for feedback from your peers on one thing you did well and one aspect you could improve in your oral communication prepare report on it.
10. Any other practical based on syllabus

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

Reference Books:

1. Basic Managerial Skills for All: E.H. McGrath, Prentice Hall of India Ltd.
2. Organizational Behavior Through Indian Philosophy: M.N. Mishra ,Himalaya Publishing House
3. Total Quality Management: S.D. Bagade ,Himalaya Publishing House
4. Organizational Behavior: Luthans Fred , McGraw-Hill Education
5. Education to Human Values: Tilak Raj Bhardwaj , Mittal Publication
6. Personnel Management: Edwin Flippo ,McGraw-Hill Education

BBA-III-Sem.-V**CC-C3****MANAGEMENT HISTORIAN**

Course Outcomes	After completion of course, students will be able to:	
	1. Understand evolutionary phases of management approaches 2. Explain contribution of management historians 3. Evaluate role of historian in developing science of management	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Development of Management Concept A) Frederick W. Taylor and Henry Fayol: Biographical sketch B) Max Weber: Biographical Sketch, Theory of authority structures C) Chester Barnard: Biographic Sketch, Elements of Organization	15 Hours
Unit: II	Development of Behavioral Approach A) Elton Mayo: Biographical sketch Hawthorne experiment, Human Relations Approach B) Abraham H. Maslow: Biographical Sketch, Hierarchy of needs	15 Hours
Unit: III	Development of quality and modern management A) Edward Deming: Biographical Sketch, Contribution in TQM B) Peter Drucker: Biographical Sketch, MBO and Self- Control	15 Hours
Unit: IV	Contribution of Indian Authors A) C. K. Pralhad: Biographical Sketch, Bottom of the Pyramid B) M.K.Gandhi: Gandhian philosophy of Wealth Management, Trusteeship Management, Principles of Trusteeship, 7 Sins, CSR.	15 Hours
Note: Each unit should be taught and discussed with relevant case studies or real life examples.		
Suggested Practical Work or Field Work:		
1. Analyze the impact of Taylor's Scientific Management principles on efficiency and productivity in the workplace through any case or organization and prepare a report on it. 2. Discuss Henry Fayol's administrative principles and their relevance in contemporary management		

practices and prepare a report on it.

3. Explore and prepare a report on Max Weber's Theory of Authority Structures. How does his concept of bureaucracy contribute to the understanding of organizational hierarchy and efficiency?
4. Provide a detailed account of Elton Mayo's biographical sketch and the Hawthorne experiments. How did these experiments contribute to the development of the Human Relations Approach in management? Prepare a report on it.
5. Examine Edward Deming's biographical sketch and his significant contributions to Total Quality Management (TQM). How can organizations implement Deming's principles to improve quality and efficiency? Prepare a report on it.
6. Provide an overview of Peter Drucker's biographical sketch and his concept of Management By Objectives (MBO) and Self-Control. How does this approach contribute to organizational success and employee motivation? Prepare a report for the same.
7. Analyze the role of Corporate Social Responsibility (CSR) in M. K. Gandhi's Management Philosophy and its implications for businesses today and prepare a report on it.
8. Explore Abraham H. Maslow's Hierarchy of needs. How can an understanding of this hierarchy be applied in contemporary organizational management to enhance employee satisfaction and performance? Prepare a report on it.
9. Discuss and prepare a report on the implications of the Hawthorne Experiments on the understanding of employee behavior and motivation in the workplace.
10. Any other practical based on the syllabus.

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

Reference Books:

1. Management Gurus: Navin Mathur, National Publication House, Jaipur
2. Management Principles and Practice: R. Srinivasan, S. A. Chunawalla, Himalaya Publishing House Pvt. Ltd.
3. Management Theory and Practice: Dr. C. B. Gupta, Sultan Chand & Sons Publication
4. Management: James A.F.Stoner, R.Edward Freeman, Daniel R.Gilbert (Jr) ,Prentice Hall of India Pvt.

Ltd., New Delhi.

5. Principles of Management: M. Govindarajan and S.Natarajan, PHI Learning Pvt. Ltd., Delhi
6. Principles of Business Management: Dr.S.C.Saxena,Sahitya Bhawan Publication
7. Principles of Management: R.N.Gupta, S.Chand Publication
8. Principles of Management: Rajesh Vishwanthan, Himalaya Publishing House
9. Taxmann's Principles of Management with Case studies: Dr.Neeru Vasistha
10. Principles and Practice of Management: L.M.Prasad, Sultan Chand and Sons Publication

BBA-III-Sem.-V
Discipline Specific Elective
ELECTIVE-MARKETING
DSE-A1
DIGITAL MARKETING

Course Outcomes	After completion of course, students will be able to: 1. Explain the applications of Digital Marketing 2. Analyze the different digital marketing avenues. 3. Examine digital marketing tools. 4. Illustrate real life problems in the domain of Digital Marketing	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Digital Marketing Basics of Internet, Definition, Meaning Scope, Digital Marketing Process, Increasing Visibility, What is Visibility? Types of Visibility, Examples of visibility, Visitors Engagement, What is engagement? Why it is important Examples of engagement, Inbound and outbound marketing, Advantages of digital Medium over other media, Digital medium in today's Marketing plan, Website as a base of Digital Marketing	15 Hours
Unit: II	Website Planning Process What is Internet? Understanding domain names & domain extensions, Different types of websites based on functionality, purpose, Planning & Conceptualizing a Website. Search Marketing What is SEO? Introduction to SERP, What are search engines? How search engines work? Types of SEO, Major functions of a search engine, Difference between SEO and SEM, Overview of Google Ad words, Keywords research and analysis, Tracking the success of SEM Search Engine, Digital marketing strategy, Digital Consumer Behavior	15 Hours

<p>Unit: III</p>	<p>Types of Digital Marketing</p> <p>a. Social Media Marketing: Different social Media Channels, Social media for various businesses B2C & B2B, Measuring social media ROI</p> <p>b. Mobile Marketing: Components of mobile marketing. Different kinds of mobile marketing, mobile marketing ecosystem, Planning, implementing, and optimizing your mobile marketing program.</p> <p>c. Content Marketing: Introduction, Objectives of content marketing, Content marketing 7 step strategy building process, types of content with examples.</p> <p>d. E-Mail Marketing: The basics of Email Marketing, Types of Email Marketing, setting up email marketing account, Benefits & working of Email Marketing, Email Marketing Campaign</p>	<p>15 Hours</p>
<p>Unit: IV</p>	<p>Web Analytics</p> <p>Digital Measurement Landscape, Introduction to Google analytics, Interpreting the data in Google Analytics, Practical Applications of Digital Marketing</p>	<p>15 Hours</p>

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

Suggested Practical Work or Field Work:

1. Visit any organization in your area and list down the Digital Marketing process followed by the organization for its customers.
2. List down the Digital Marketing strategy, digital consumer behavior followed by the Organizations in your area
3. Identify and list down different Google Analytical tools for any website - Banks/Online Shopping Apps/ tourism websites/food outlets etc.
4. Start your own social media accounts or blogs and experiment with different marketing strategies to grow your following.
5. Study popular mobile advertising platforms such as Google Ads, Facebook Ads, and Apple Search Ads. Create and manage ad campaigns targeted for mobile devices to gain practical experience.
6. Develop skills in search engine optimization (SEO) by optimizing website content, conducting keyword research.
7. Develop a short program as a freelance digital marketer to clients looking to improve their online

presence and reach their target audience.

8. Plan and execute email marketing campaigns for your college event, including crafting compelling email content, segmenting email lists, A/B testing subject lines and content, and analyzing email performance metrics.
9. Arrange group discussion on use of digital marketing tools on college image building
10. Any other practical work or fieldwork based on syllabus

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

Reference Books:

1. Digital Marketing: Babu KG ,Raja Sabarish , Anbazhagan B , Meenakumari S ,Sultan Chand & Sons
2. Digital Marketing: Vibha Mathur and Saloni Arora, PHI Publication
3. Digital Marketing: Raghvendra K and Shruti P, Himalaya Publishing House
4. Taxmann's Digital Marketing: Dr. Satinder Kumar , Dr. Supreet Kaur
5. Online Marketing: a user's manual. Newlands: Murray Chichester, John Wiley Distributor
6. Digital Marketing: Strategy, Implementation and Practice: Harlow: Chaffey, D. & Ellis-Chadwick, F., Pearson Education Ltd.
7. The complete guide to Google advertising: Brown, C, United States: Atlantic Publishing
8. Digital Marketing: Seema Gupta, McGraw Hill Publication
9. Internet Marketing: Mohammed R., McGraw Hill Publication
10. The International E-Marketing: Krishnamurthy, S.& Singh Publication
11. Electronic Marketing: Reedly, J., Schullo, S.,and Zimmerman, K., Harcourt College Publishers
12. Digital Marketing for Dummies: Stephanie Diamond, John Wiley& Sons Publication
13. The Art of Digital Marketing: Hoboken, New Jersey, Ian Dodson. John Wiley& Sons Publication
14. Internet Marketing & E-Commerce: Ward Hanson, Kirthi Kalyanam, Cengage Learning

Web-Sources:

- <https://www.webtrainings.in/free-google-digital-marketing-certification-courses/>
- <https://blogs.constantcontact.com/social-media-quickstarter/>
- <https://www.airship.com/resources/explainer/mobile-app-marketing-explained/>

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: MARKETING
DSE-A2

SALES AND DISTRIBUTION MANAGEMENT

Course Outcomes	After this course students will be able to: 1. Describe the concept of sales management 2. Explain the sales forecasting 3. Apply selling skills and various techniques of sales promotion 4. Illustrate of sales distribution strategy 5. Assess the inventory and warehouse management	
Total Hours of Teaching : 60	Lecture /Week : 04	Credit Points :04
Marks : 100	Theory : 60	Internal :40
Syllabus Contents:		
Unit: I	Introduction to Sales Management Objectives of Sales Management, Personal Selling Objectives, Theories of Selling, Personal Selling process, Size of sales force, Social and Ethical Responsibilities in Sales Management, Compensation and Motivation of Sales Force	15 Hours
Unit :II	Sales Meetings Sales Meetings, Sales Contests, Sales Quotas, Sales Territories, evaluating and controlling the sales personnel, analysis of sales, costs and profitability	15 Hours
Unit :III	Distribution Channel Management Evolution of Marketing, Channels, Retailing, Wholesaling, Measuring Wholesale Performance, Franchising	15 Hours
Unit :IV	Channel Design and Planning Process Channel Management, Channel Information System, Logistics and SCM, IT and Logistics & SCM, Performance Measures	15 Hours
Suggested Practical Work or Field Work:		
1. Visit any grocery shop and study the selling strategy. 2. Prepare a report on ethical responsibilities of Health sector in the Sales 3. Visit any organization and study cost and profitability. 4. Visit any FMCG Company and study the Distribution Network. 5. Visit any transport company and study the logistics management. 6. Prepare a report on Logistics on any IT Industry.		

7. Visit to any wholesale shop and prepare report on distribution network
8. Collect information about franchise shops in food sector in your area and compare it.
9. Analyze any case study related to theories of selling.
10. Any other practical based on syllabus

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

Reference Books:

1. Sales Management: Decisions, Strategies & Cases: Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education
2. Sales Management: Concepts, Practice and Cases: Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill Publication
3. Selling & Sales Management: David Jobber, Geoffrey Lancaster, Pearson Education
4. Sales Management: Tanner, Honeycutt, Erffmeyer, Pearson Education
5. Sales Force Management: Mark W. Johnston, Greg W. Marshall, Tata McGraw-Hill Publication
6. Sales and Distribution Management: Havaldar, Krishna K.& Cavale, Vasant M., Tata McGraw Hill Publication
7. Sales Management: William L. Cron, Thomas E. DeCarlo, Wiley Publication

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: FINANCE
DSE-B1
FINANCIAL MANAGEMENT

Course Outcomes	After completion of course, students will be able to:	
	1.Explain a foundation of financial management concepts 2. Know about capital structure, working capital management 3. Apply the acquired knowledge & skills in business decisions	
Total Hours of Teaching : 60	Lecture/Week :04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Introduction to Financial Management Meaning and Definition of Financial Management, Approaches: - Traditional and Modern approach, Objectives: -Profit Maximization & Wealth Maximization, Functions of Financial Management ,Financial Decisions- Investment, Financing & Dividend Decisions, Sources of Finance: Equity Shares, Sweat Shares, Employee’s Stock Option (ESOP), Equity Shares, Preference Shares, Debentures and Term Loans, Venture Capital, Project Finance, Trade credit, Bank Overdraft, Cash Credit, Public Deposit	15 Hours
Unit: II	Capital Structure Meaning and Definition of Capital Structure, Factors affecting Capital Structure, Importance of Capital Structure, Forms of Capital Structure ,Optimal Capital Structure, Theories: Net Income Approach, Net Operating Income Approach, Traditional and M.M Approach (Practical Problems)	15 Hours
Unit: III	Working Capital Management Concept, Classification or Kinds, Importance of Working Capital, Factors determining Working Capital requirements, Operating /Working Capital cycle, Computation of Working Capital Requirement(Practical Problems)	15 Hours
Unit: IV	Capital Budgeting Decisions Meaning and Nature, Need and Importance of Capital Budgeting, Techniques of evaluating Capital Budgeting Decisions:- Pay Back Period Method, Average Rate of	15 Hours

	Return, Net Present Value, Profitability Index Method, Internal Rate of Return Method(Practical Problems)	
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Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Estimate financial needs of small and tiny business
2. Assess financial feasibility of a business venture.
3. Identify different financial institution that provides sources of finance.
4. Differentiate between Equity share capital, preference share capital & Debenture on basis of its feature.
5. Discuss the types of financial decisions involved in business.
6. Conduct Comparative analysis of different determinants of capital structure.
7. Determine need for optimal rational capital structure.
8. Analysis of Real life capital budgeting decisions-some case studies.
9. Demonstrate the benefit of trading on equity in capital structure by EBIT- EPS analysis.
10. Any other practical based on syllabus

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

Reference Books:

1. Financial Management and Policy: Van Horne, James C., Prentice Hall of India Publication
2. Financial Management: I. M. Pandey, Vikas Publishing
3. Basic of Financial Management: M. Y. Khan and P.K.Jain ,Tata McGraw Hill Publication
4. Financial Management : P.V. Kulkarni & B.G. Sattyaprasad , Himalaya Publishing House
5. Financial Management: Prasanna Chandra , Tata - McGraw Hill Publishing Co. Ltd.
6. Advance Accounting :(Volume- I) :S.N. Maheshwari & S.K. Maheshwari ,Vikas Publication
7. Advance Accounting (Volume- I): M.C. Shukla, T.C. Grewal, S.C Gupta, S. Chand Publication
8. Accountancy (Volume- I): S. KR. Paul, Central Educational Enterprises (P). Ltd.
9. Advanced Accountancy (Volume-I): R.L. Gupta, M. Radhaswamy, Sultan Chand & Sons Publication
10. Financial Management: Shashi.K. Gupta, R.K.Sharma, Kalyani Publisher
11. Financial Management -Text, Problem and Cases: M.Y.Khan, P.K. Jain , McGraw Hill Publication
12. Financial Management : CA Dr. P.C. Tulsian, CA Bharat Tulsian, S.Chand Publication

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: FINANCE
DSE-B2

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Course Outcomes	After completion of this course, students will be able to: <ol style="list-style-type: none"> 1. Understand Fundamental Concepts of Security Analysis & Portfolio Management 2. Analyze the role of Financial Institutions in Investment Management 3. Evaluate the risk and return of different investment avenues 4. Apply Fundamental & Technical Analysis in Portfolio Management 5. Prepare and evaluate the performance of Portfolio 	
Total Hours of Teaching : 60	Lecture / Week: 4	Credit Points: 04
Total Marks : 100	Theory: 60	Internal: 40
Prerequisite:		
Awareness about various types of Financial Avenues/Instruments and Financial Institutions in India.		
Course Contents:		
Unit : I	Introduction to Security Analysis Investment vs Savings, Investment vs Speculation, Investment Process, Investment Categories, Financial Institutions, Financial Market & their functions, Role of Financial Institutions in Economic Development of India.	15 Hours
Unit : II	Risk & Return Security Risk, Systematic Risk and Unsystematic Risk, Risk in Contemporary mode, Using Beta to Estimate Return, Calculation of Expected Risk and Return(Practical Problem)	15 Hours
Unit : III	Security Analysis Economic Analysis, Industry Analysis, Company Analysis, Measuring Earnings, Fundamental Analysis for selecting investment option for portfolio(Practical Problem)	15 Hours
Unit : IV	Portfolio Selection and Management Portfolio Analysis, Portfolio Selection and Diversification, Capital Market Theory, CAPM- Capital Asset Pricing Model, Classification of Managed Portfolios, Performance Evaluation, Mutual Fund as an	15 Hours

Suggested Practical Work or Field Work

1. Organize Industry Visit at Brokers, Financial Institutions like LIC, Mutual Fund Companies and Banks. Prepare report on Knowledge gain during Industry Visit at Financial Institutions
2. Test the validity of the CAPM using empirical data from financial markets. Compare the predicted returns of assets based on their betas with their actual historical returns.
3. Conduct Role Play Activity - Play a role of Financial Consultant or Financial Advisor
4. Discuss the Live cases from your family members or friends to provide financial advise for their investment
5. Conduct stock valuation projects where you analyze individual companies using various valuation techniques such as discounted cash flow (DCF), price-to-earnings (P/E) ratio analysis, or relative valuation methods. Apply fundamental analysis to assess the intrinsic value of stocks and make investment recommendations.
6. Create a Dummy/ mock investment portfolio using virtual trading platforms or simulation tools. Allocate assets across different asset classes (stocks, bonds, commodities, etc.) based on your investment objectives, risk tolerance, and market outlook. Monitor the performance of your portfolio over time and analyze the impact of investment decisions.
7. Analyze case studies of portfolio construction and management strategies employed by professional investors.
8. Monitor real-time market data and news to identify investment opportunities and make informed decisions based on the CAPM framework. Analyze the implications of market events, economic indicators, and policy changes on asset prices and expected returns.
9. Arrange session of Financial Analyst on Portfolio Management and note key points
10. Any other practical based on syllabus

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

Reference Books:

1. Investment Management-Security Analysis And Portfolio Management: V.K.Bhalla,Sultan Chand & Sons Publication
2. Security Analysis And Portfolio Management (Investment Management): Shashi K Gupta,

Roshy Joshi ,Kalyani Publisher

3. Security Analysis and Portfolio Management: Sudhindra Bhatt, Excel Book Publication
4. Security Analysis and Portfolio Management: Suyash N.Bhatt, Dreamtech Press
5. Security Analysis and Portfolio Management: Kevin S., Prentice Hall India Learning Private Limited
6. Security Analysis and Portfolio Management :E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini, Pearson Education

Journal:

Financial Analyst

Journal Articles:

1. A Composite Portfolio Benchmark for Pension Plans: GP Brinson, J J Diermier and G G Schlarbaum, Financial Analysts Journal
2. Mutual Fund Performance, William F Sharpt, Journal of Business, The University of Chicago Press
3. How to Rate Management of Investment ,Jack L Treynor, Harvard Business Review

BBA-III Sem.-V
Discipline Specific Elective
ELECTIVE: HRM
DSE-C1

HUMAN RESOURCE PLANNING & PROCUREMENT

Course Outcomes	After completion of course, students will be able to: 1. Understand the various functions of HRM 2. Describe the Human Resource Planning Process 3. Understand the Recruitment function in detail 4. Describe the Selection process 5. Analyze the employee separation method	
Total Hours of Teaching : 60		Lecture/Week : 04
Total Marks : 100		Theory : 60
		Credit Points : 04
		Internal : 40
Syllabus Contents:		
Unit : I	Human Resource Management Functions: Managerial and Operative, Job Analysis: Concept, Process of job analysis, Techniques of data collection for job analysis. Job Description: Contents, Steps in writing job description. Job Specification: Meaning, Contents	
Unit : II	Human Resource Planning & Recruitment HR Planning: Meaning, Objectives, Factors affecting/influencing HRP - internal & external HRP Process: Analysing corporate and unit level strategies, Demand forecasting, Supply forecasting, Estimating net human resources requirements, action plan for redeployment, redundancy/retrenchment or action plan for outsourcing Recruitment: Meaning, Factors affecting recruitment - internal & external factors, Sources of recruitment - traditional sources & modern sources	
Unit - III	Selection of Human Resource Selection - Meaning, Selection procedure Types of Interviews - Preliminary, Core and decision-making interviews. Principles of Interviewing - Do`s and Don`ts, Closing the interview.	
		15 Hours
		15 Hours
		15 Hours

	Placement - Process, Problems in placement. Induction Programme - Objectives, Benefits, Contents of Induction Programme.	
Unit - IV	Employee Separation Meaning, cost of employee separations - Recruitment, Selection, Training, and Separation cost, Benefits of employee separation, Types of Employee Separation-Voluntary- Quits, Retirements. Involuntary Separation - Discharges, Layoffs, Retrenchment, VRS, Rightsizing	15 Hours

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

Suggested Practical Work or Field Work:

1. Visit manufacturing and or service organization to study HRM practices in any organization and present in the class.
2. Visit any manufacturing and or service organization to study a process of Human Resource Planning, prepare a report and submit.
3. Prepare and compare a comprehensive report on various Sources of recruitment followed by the organization.
4. Visit any organization & study of selection practices adopted in the organization.
5. Analyse employee induction Program for different organisations
6. Visit manufacturing and or service organization to do the micro analysis of employee separation policy. Prepare a report contain types of employee separation used in respective organization
7. Study the training and development system by visiting manufacturing and or service organization prepare a report
8. Prepare interview questions for each type of interview method different position in bank
9. Analyse Placement procedure used by different organisations and prepare report on it
10. Any other practical based on syllabus

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

Reference Books:

1. Personnel Management: Edwin Flippo, McGraw-Hill Publication
2. Personnel & Human Resource Management: Text & Case: P.Subba Rao,Himalaya Publishing House
3. Human Resource Management: Garry Desslar, Pearson Education
4. Human Resource Management: S.S.Khanka, Sultan Chand & Co. Publication
5. Human Resource Management and Personnel Management: K. Aswanthappa, Tata Mc Graw Hill
6. Human Resource Management: Biswajeet Patnaik, Hall of India Private Limited
- 7.Human Resource Management - An Experimental Approach: H. John Bernandin & Joyce E.A. Russel, McGraw-Hill Publication

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: HUMAN RESOURCE MANAGEMENT (HRM)
DSE-C2

COMPENSATION MANAGEMENT & HUMAN RESOURCE DEVELOPMENT

Course Outcomes	After completion of course, students will be able to: <ol style="list-style-type: none"> 1. State the insight of Compensation management concepts. 2. Explain to pay structure and benefits for better management of human resources. 3. Describe the conceptual theme of HRD. 4. Distinguish the concept of performance appraisal, Training & Development etc. 	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks:100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Introduction to Pay System Compensation: Meaning, Philosophies, Types of Compensation, Challenges. Factors influencing employee compensation, compensation tools- Job based approaches & skill based approaches.	15 Hours
Unit: II	Job Evaluation & Pay Structure in India Job Evaluation: Meaning, Objectives, Principles, Procedure, Methods of Job Evaluation. Pay Structure in India components of pay structures in India (basic wage, DA, HRA, Conveyance, LTA, medical reimbursement, bonus, special allowances, indirect compensation)	15 Hours
Unit: III	Introduction to Human Resource Development Meaning, Definition of HRD, Objectives of HRD, Process of HRD, Functions of HRD, HRD Goals, Challenges in HRD	15 Hours
Unit: IV	Performance Appraisal, Training & Development Performance Appraisal: Meaning, definition, Concept, Process, Various methods of performance Appraisal. Training and Development : Concept, Principles of training, Difference between training and development, Methods of training, Executive	15 Hours

	Development- meaning, process, methods of executive development	
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Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Visit to local organization & check various compensation methods applied.
2. Compare Pay structure of Co-operative and Nationalized bank and prepare report.
3. Prepare questionnaire and understand employees views about Pay structure in any organization
4. Study job evaluation method used by any organisation in your areas. Study components of Pay structure of various job positions.
5. Study HRD activities used by any organization in your vicinity
6. Visit a local organization study & prepare a report of Performance Appraisal methods
7. Conduct survey for training & development method used by organizations in different sector
8. Conduct interview of any HR Manager and identify challenges faced in Compensation Management
9. Visit to any local organization and prepare report on innovative practices used in Human Resoucre Development
10. Any other practical based on syllabus

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

Reference Books:

1. Human Resource Management and Personnel Management: K. Ashwathappa, McGraw Hill Publication
2. Human Resource Management: Garry Desslar, Pearson Education
3. Human Resource Management: A South-Asian Perspective: Robert L. Mathis, John H. Jackson, Manas R. Tripathy, Cengage India Private Limited
4. Personnel and Human Resource Management-Text and Cases: P.Subba Rao ,Himalaya Publishing House
5. Compensation Management: Dr. Kanchan Bhatia, Himalaya Publishing House

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: BUSINESS ANALYTICS
DSE-D1

BUSINESS ANALYTICS FOR MANAGEMENT

Course Outcomes	After completion of this course, students will be able to: 1. Understand essentials of Business Analytics. 2. Describe marketing and HR analytics. 3. Assess the application of business analytics in finance and supply management 4. Explain visual representation in the form of various charts, pivots to represent data through MS Excel		
Total Hours of Teaching : 60	Lecture/week : 04	Credit Points : 04	
Marks : 100	Theory : 60	Internal : 40	
Syllabus Contents:			
Unit: I	Business Analytics Overview		05 Hours
	a) Theory Introduction to Business Analytics, Historical Overview of Business Analytics ,Need of Business Analytics ,Data Scientist vs. Data Engineer vs. Business Analyst ,Definition of Data, Information and Knowledge, importance of data quality, Career in Business Analytics.		
	b)Practical: Case study on need of Business Analytics		10 Hours
Unit :II	Business Analytics in Marketing & HRM		05 Hours
	a) Theory Marketing Analytics: Introduction to Marketing Analytics, Basics of Marketing Analytics, Positioning Analytics, and Analytics of customer satisfaction. HR Analytics: Introduction of HR Analytics, Framework of HR Analytics, Using Analytics for Staffing, Supply and Demand Forecasting in HR, Performance Analytics.		
	b) Practical		10 Hours
	1) Case Studies on Marketing Analytics, Positioning Analytics, Analytics of customer satisfaction, Segmentation Analytics, Target Analytics. 2) Case Studies on HR Analytics, Performance Analytics, Workforce Analytics, Compensation Analytics, Training and Development Analytics.		

Unit : III	<p>Business Analytics in Finance and SCM</p> <p>a) Theory</p> <p>Financial Analytics: Overview of Financial Analytics, Capital Structure Analytics, Financial Statement Analytics.</p> <p>Supply Chain Analytics: Introduction to Supply Chain Analytics, Importance of Analytics in Supply Chain, Supply Chain Analytics in Operations Management, Vendor Analytics.</p>	05 Hours
	<p>b) Practical</p> <p>1) Case Studies on Financial Analytics, Capital Structure Analytics, Financial Statement Analytics, Portfolio Analytics, Enterprise Risk Analytics.</p> <p>2) Case Studies on Supply Chain Analytics, Vendor Analytics, Store Operation Analytics, Quality Analytics, Network Planning Analytics.</p>	10 Hours
Unit :IV	<p>Advance MS-Excel</p> <p>a) Theory:</p> <p>Introduction to MS-Excel, Using Functions such as SUM(), MIN(), MAX(), AVERAGE(), COUNT(), AUTOSUM(), AUTOFILL in Excel, Understanding Excel Pivot Tables, Creating an Excel Pivot Table, Modifying Excel Pivot Table Calculations, Grouping Pivot Table Data, Formatting Pivot Table Data, Creating Pivot Charts</p>	05 Hours
	<p>b) Practical:</p> <ol style="list-style-type: none"> 1. Create Worksheet. Enter text and numbers in sheet and change Column Width and Row Height. 2. Create a table in excel and insert data using cell range. 3. Formatting Worksheet 4. Working with Formulas (Maximum, Minimum, Average, Count and Sum). 5. Create student report using different formulas in excel. 6. Create different types of charts in excel 7. Create a Pivot Table. 8. Designing and Formatting a Pivot Table field 9. Group data presented in the Pivot Table's 10. Create Pivot Charts 	10 Hours
<p>Note:</p> <p>Computer Lab Practical Sessions should be conducted for relevant unit. (Prefer Open Source Softwares)</p>		

Fieldwork/Practical work (20 Marks):

Each student should solve above each practical work as per guidelines and structure / format given by subject teacher. Fieldwork or Practical work marks will be given by subject teacher on the basis of task completed or report produced.

Reference Books:

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

Suggested Research Journal

1. Journal of Management Analytics

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: BUSINESS ANALYTICS
DSE-D2

DATA VISUALIZATION USING PYTHON

Course Outcomes	After completion of this course students will be able to: 1. Understand the purpose of data visualization 2. Apply the methods of data handling and data models 3. Develop data visualization skills and their implementation through python 4. Apply python programming tools for data visualization	
Total Hours of Teaching : 60	Lecture/week : 04	Credit Points : 04
Marks : 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Introduction to Python Python Installation, Introduction to Spyder IDE, Overview of Python Interpreter, History of Python, Python Features, Applications of Python, Data Types, Types of Operators, Statements, Functions, Comment, Escape Characters, Built-In String Methods, User Input	15 Hours
Unit: II	Conditional and Looping Statements and String and List Conditional Statement - if, if-else, built-in mathematical functions, Looping statements - for, while, Do while Strings -Creating a String in Python, accessing characters in Python String, Deleting and Updating string, Lists-creation of a list, accessing elements of list, operation on a list, functions/methods, list slicing, nested listing	15 Hours
Unit: III	Introduction to Data Handling Overview of Data Analysis, Introduction to Data Visualization, Advantages and disadvantages Data Visualization, working with Logical and Financial functions using Excel, Data Validation & Data models, Power Map for visualizing data	15 Hours
Unit: IV	Python for visualization Data Visualization using Matplotlib, Matplotlib architecture, pyplot, creating simple chart, adding elements to chart Data Visualization techniques: -line chart, histogram, Scatter plot, bar chart, pie	15 Hours

	chart, multi panel plot.3D Plots, customizing plots, Data visualization tool: Tableau, Microsoft Power BI, Looker, Qlik Sense	
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Note: Computer Lab practical sessions should be conducted for relevant unit.(Prefer Open Source Softwares)

Suggested Practical Work/ Fieldwork:

1. Write the simple python program.
2. Python program to demonstrate numeric value.
3. Python program to demonstrate different operators.
4. Python program to demonstrate comments single line multiline.
5. Python program to demonstrate conditional statements and looping statements.
6. Python Program for Creation of String, accessing value of string.
7. Python Program for Creation of List, accessing value of List
8. Python program to demonstrate different List operations.
9. Python program to slice List using list.
10. Python program to demonstrate Creation of List

Note:

Each student should complete above each practical work as per guidelines and structure / format given by subject teacher. Fieldwork or Practical work marks (20 marks) will be given by subject teacher on the basis of reports produced.

Reference Books:

1. Core Python Programming: R. Nageswara Rao, Dreamtech Publication
2. Introduction to Programming using Python: Y. Daniel Liang, Pearson Publication
3. Data Analytics using Python: Bharti Motwani, Wiley Publication
4. Programming with python, A users Book: Michael Dawson, Cengage Learning
5. Data Visualization using Python Programming: A Technical Guide For Beginners, Researchers and Data Analyst: Dr. Abhinav, Shashwat Publication
6. Data Science using Python- A Step-by-Step Practical Approach for Beginners: Dr. Vishal Goyal
Dr. Monika Bansal, Dr. Munish Jindal, Dr. Harmandeep Kaur, DPS Publishing House

Weblinks:

1. Python Libraries: <http://cs231n.github.io/python-numpy-tutorial/>, Accessed
2. <https://www.geeksforgeeks.org/data-visualization-with-python/>

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: COMPUTER APPLICATION
DSE-E1
WEB TECHNOLOGY

Course Outcomes	After completion of this course students will be able to: 1. Understand basic concepts of internet and its application. 2. Build web pages using HTML 3. Design web site using HTML 4. Develop business websites using wordpress
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Total Hours of Teaching : 60	Lectures / Week: 04	Credit Points:04
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Total Marks:100	Theory:60	Internal:40
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Syllabus Contents:

Unit : I	Introduction to Internet Technology		05 Hours
	a) Theory- Internet and Web Browsers: Definition & History of Internet - Uses of Internet, browser, searching, portals-blog		
	b) Practical's:		10 Hours
	1	Browsing the world wide web	
	2	Using different search engines	
	3	Search website and open it on new tab and new window.	
	4	Searching documents, viewing and downloading.	
	5	Describe the stages of creating email id on yahoo.	
	6	Describe the stages of creating email id on rediffmail.	
	7	Describe the stages of creating email id on gmail	
	8	Send mails with attachments.	
9	Send same file to different people using BC and CC		
10	Forwarding email		
Unit : II	Web Page Development		05 Hours
	a) Theory- Introduction, Features, Types of Website, HTML: What is HTML, what is tag and attributes, , <HR>., <Marquee>, Hyperlink, <A>,<MAP>,<AREA>.table tags,<FRAMESET>		
	b) Practical's:		10 Hours
	1	Create simple web page using HTML	
2	Add text and formatting tag in HTML		

	3	Use anchor tag and add image in HTML	
	4	Create html page using list tag	
	5	Create a simple table in HTML	
	6	Create nested table in HTML	
	7	Use colspan and row span in HTML table	
	8	Create Vertical frames in HTML page	
	9	Create Horizontal frames in HTML	
	10	Use multiple src tag in frame	
Unit : III	Web Page Designing		05 Hours
	a) Theory: Introduction of CSS,Types of CSS,Advantages of CSS, Difference between HTML & CSS,CSS Properties,		
	b) Practical's:		10 Hours
	1	Create inline CSS in html page	
	2	Create internal CSS in html page	
	3	Create External CSS in html page	
	4	Use background CSS properties in html page	
	5	Use of CSS table properties in html	
	6	Use of CSS border properties in html	
	7	Practical on Add background image in CSS	
	8	Practical on aligning the text with image	
9	Practical on Changing the link color on hover by using CSS		
10	Practical on styling of images in CSS		
Unit : IV	Open-Source CMS:-Word press		05 Hours
	a) Theory: Introduction of word press ,Installation and use of word press, steps of build a WordPress Website, Advantages & disadvantages of WordPress		
	b) Practical's:		10 Hours
	1	Installation of WordPress	
	2	Practical on Choosing a theme/template	
	3	Create Page in WordPress	
	4	Practical on Enabling or Disabling Comment	
5	Create a blog using WordPress		

6	Create a website of any organization/Institute using Word Press.
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Note:

Computer Lab Practical Sessions should be conducted for relevant unit. (Prefer Open Source Softwares)

Fieldwork/Practical Work (20 Marks)

Each student should solve above each practical work as per guidelines and structure / format given by subject teacher. Fieldwork or Practical work marks will be given by subject teacher on the basis of reports produced.

Reference Books:

1. Computer & Internet Basics- Step-by-Step (end the Clutter): Infinity Publishing
2. HTML5 & CSS3: Castro Elizabeth , Peachpit Press
3. Complete HTML: Thomas Powell, McGraw-Hill Education
4. Word Press Web Application Development: Ratnayake Mudiyan, Packt Pub. Ltd
5. Learn Word Press in Easy Way: Dr. Ritesh Kumar ,Ganpati Book Centre

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: COMPUTER APPLICATION
DSE-E2

DATA MINING AND WAREHOUSING

Course Outcomes	After completion of this course student should be able to: <ol style="list-style-type: none"> 1. Understand the principles of Data Warehouses and Data Mining. 2. Identify Data Warehouse architecture for data storage. 3. Use different data mining techniques for data processing. 4. Apply data mining techniques for business and scientific data. 		
Total Hours of Teaching : 60		Lectures / Week : 04	Credit Points : 04
Total Marks :100		Theory : 60	Internal : 40
Syllabus Contents:			
Unit : I	Introduction to Data warehouse <ul style="list-style-type: none"> • Difference between DBMS and data warehouses • Characteristics, Components Architecture • Difference between OLTP & OLAP • OLAP Cube, OLAP Operations, OLAP 	15 Hours	
Unit : II	Introduction to Data Mining <ul style="list-style-type: none"> • Definition of data mining • Issues in Data Mining • Stages of Data Mining Process(KDD) • Classification of Data Mining • Techniques & tasks of Data Mining • Applications of Data Mining • Integration of a Data Mining System with a Database or • Data Warehouse System • Major issues in Data Mining 	15 Hours	
Unit : III	Data Preprocessing <ul style="list-style-type: none"> • Need for Preprocessing the Data • Data Cleaning • Data Integration Transformation • Data Reduction • Discretization and Concept Hierarchy Generation 	15 Hours	
Unit: IV	Clustering <ul style="list-style-type: none"> • Overview & Types of Clustering Methods • Partitioning Clustering- (K-Means Algorithm, PAM Algorithm) • Hierarchical Clustering-Agglomerative Methods and divisive 	15 Hours	

	<p>methods,</p> <ul style="list-style-type: none"> • Basic Agglomerative Hierarchical Clustering Algorithm • Apriori Algorithm • Key Issues in Hierarchical Clustering, Strengths and Weakness, Outlier Detection 	
<p>Note: Relevant case studies based on the above units should be discussed in the class.(Prefer Open Source Softwares)</p>		
<p>Practical/Field Work (20 Marks): <i>10 practical work related to above units should be given by subject teacher and evaluated on the basis of reports produced /submitted.</i></p>		
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Data Mining-Concept and Techniques: Jiawei Han, Micheline Kamber, Morgan Kaufmann Publication 2. Data Mining- Introductory and advanced Topics: Margaret H. Dunham, Pearson education 3. Machine Learning: Tom Mitchell, McGraw Hill 4. Data Mining Techniques: Arun KPujari, Universities Press 5. Data Warehousing Fundament's: Pualraj Ponnaiah, Wiley Student Edition 6. The Data Warehouse Life Cycle Toolkit: Ralph Kimball, Wiley Student Edition 7. Data Mining: Vikaram Pudi, P Rddha Krishna, Oxford University Press 		

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: EVENT MANAGEMENT
DSE-F1

FUNDAMENTALS OF EVENT MANAGEMENT

Course Outcomes	After completion of course, students will be able to: 1.Understand the concept and importance of Event Management 2.Demonstrate social events, corporate events 3.Develop an event plan 4.Understand client relationship management	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks:100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Introduction Meaning and Types of Events, Definition and Scope of Event Management, Principles of Event Management, Role of an Event Manager, Characteristics of an Event Manager, Event Management industry in India	15 Hours
Unit: II	Social Events Meaning, Definition and Components, Nature and Demand of Social Events, Types of Social Events: Weddings/ Birthdays/ Anniversary/ Baby Shower/ Social Gatherings - Get together/Political Events/ Cultural Events- Festivals/Melas, Social Event Industry	15 Hours
Unit: III	Corporate Event Scope of Corporate Event Management, Introduction to MICE, Components of MICE, Nature and Demand of MICE market, Types of Corporate Events: Meetings, Incentives, Conferences, Exhibitions, Sponsored Events, Music Concerts/Commercial Events, Sports Events- IPL etc.	15 Hours
Unit: IV	Event Planning Co-ordination and Execution, Types of Internal Departments, Responsibilities of each Department, Time Management, Risk Management, Client Behaviour and Client Relationship Management, Communication, Self-Image and	15 Hours

Note:

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

Suggested Practical Work or Field Work:

1. Visit event management firms in your vicinity. Study their functioning. Prepare Report and Present in the class
2. Work with social event management firm. Study the social events organized by them. Prepare a report.
3. Work with Corporate event management firm. Study the corporate events organized by them. Prepare a report.
4. Plan for a management fest or any other event, your institute is organizing. Prepare a report and present in the class.
5. Analyse any 5 famous Event management industry in your vicinity and identify their own principles.
6. Visit to any Job Fair/Exhibition and analyse overall event management by interviewing event organiser
7. Study Sport Events organised in nearby vicinity and analyse its planning, coordination and execution.
8. Categorise and analyse events organised in college as Social Event, Corporate Event, Sports Event etc.
9. Conduct Event analysis and review for Music Concert organised in your vicinity and prepare report on it.
10. Any other practical based on syllabus.

Note:

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

Reference Books:

1. Event Management: Glenn A.J. Bowdin, Johnny Allen, William O'Toole, Robert Harris, IanMcDinnell, Elsevier Publication
2. Event Management: Lynn Van Der Wagen and Brenda R. Carlos, Pearson Publication
3. Art of Event Management: Dr. Vineet Gera, Gurucool Publishing
4. Event Management in Leisure and Tourism: David Watt, Longman Publication
5. Event Planning: Judi Allen, Wiley Publication

6. Event Planning: Alex Genadinik , Create space Independent Publication

7. Event Management :C. P. Harichandan & Adam Musgrave, Global Vision Publishing House

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: EVENT MANAGEMENT
DSE-F2
EVENT MARKETING AND PRODUCTION

Course Outcomes	After completion of course, students will be able to: 1. Understand Event Marketing concept 2. Explain media plan 3. Demonstrate negotiations and budgeting for events 4. Illustrate logistics of an event 5. Design and execute an event.		
Total Hours of Teaching : 60		Lecture/Week : 04	Credit Points : 04
Total Marks : 100		Theory : 60	Internal : 40
Syllabus Contents:			
Unit: I	Event Marketing Understanding the client requirement :Research, customer focus, product focus, Ideation and planning (creating a master plan for execution, concept and theme development, making and delivering presentations), Presentation, Proposal		15 Hours
Unit: II	Media Planning Channels of Advertising, Negotiations, Budget Approval, Event consumer's decision making process, Use and Role of Social Media and Digital Marketing in Event Marketing		15 Hours
Unit: III	Logistics Management Types of Logistics, Hospitality Management-Types of Hotels & Accommodation & Meal Plans, Check In-Check Outs, Types of rooms, Venue Types-Banquets, Marriage Halls, Open Grounds, Government Venues, Venue Site Survey		15 Hours
Unit: IV	Event Production Management Stage Production, Flower Decor-Types of Flowers & Flower arrangements, Audio Visual Production: Lights-Types and Use of Lights, Light Designing, Sounds Production-Sound Engineering, Types of Sound-Mike- Console,		15 Hours

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

Suggested Practical Work or Field Work:

1. Visit any Event Management company and study their ideation process, planning and presentations.
2. Develop a marketing plan for any event your institute is organizing. Prepare a report. Present in a class.
3. Work with some event management firm. Study their travel and logistics activities. Prepare a report.
4. Work with some event management firm. Learn event production activities. Prepare a report.
5. Visit to different hotels in your vicinity. Analyse facilities provided by them such as Accommodation & Meal Plans, Check In-Check Outs and Types of rooms.
6. Identify Open Ground Events organised in nearby your areas and critically analyse it.
7. Identify Artists/Musicians performing in different events. Conduct their interviews to know about their work and challenges.
8. Analyse use and role of Social Media and Digital Marketing in Event Marketing of any Event Management industry.
9. Analyse Catering Management for different events. Prepare Report on it.
10. Any other practical based on Syllabus

Note:

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

Reference Books:

1. Event Management: Glenn A.J. Bowdin, Johnny Allen, William O'Toole, Robert Harris, Ian McDinnell, Elsevier Publication
2. Event Management: Lynn Van Der Wagen and Brenda R. Carlos, Pearson Publication
3. Event Management in Leisure and Tourism: David Watt
4. Event Management and Marketing: Theory, Practical Approaches and Planning : Anukrati Sharma Shruti Arora, Bharati Publications

5. Art of Event Management: Dr. Vineet Gera, Gurucool Publishing
6. Event Management in Leisure and Tourism: David Watt, Longman Publication
7. Event Planning: Judi Allen, Wiley Publication
8. Event Planning: Alex Genadinik , Create space Independent Publication
- 9.Event Management, C. P. Harichandan & Adam Musgrave, Global Vision Publishing House

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: FAMILY BUSINESS MANAGEMENT
DSE-G1

DYNAMICS OF FAMILY BUSINESS

Course Outcomes	After completion of course, students will be able to: 1. Outline the concept of family business 2. Examine challenges faced by family business 3. Analyze their family businesses on the parameter of governance and professionalism 4. Evaluate the Hindu Joint Family business form of organization	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Introduction Family Business Family Business:-Meaning, Types, Advantages and Disadvantages, Family Business in India- A Historical Perspective Business succession planning, Cases of top houses family business in India - Wipro, Cipla, TATA, Reliance, Dr. Reddy's Lab, HCL Technologies, Birla Group, Hinduja Group, Bajaj Group	15 Hours
Unit: II	Family Dynamics Challenge The role of genograms and family messages to understand the family system, Family emotional intelligence ,Planning and policy making, Genogram of top houses family business, family tree of leading business houses	15 Hours
Unit: III	Governance and Professionalization Challenge Challenges to family governance, The Family Council's contribution to family governance, the family constitution, governance policy and challenges faced by leading family business in India	15 Hours
Unit: IV	Joint Hindu Family Firm Evolution and Meaning of Joint Hindu Family business, Features of Joint Hindu Family Business Advantages and Disadvantages of HUF, Understanding HUF	15 Hours

	Law, Case study of business functioning under HUF form of business	
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Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Identify any 5 Family businesses in your vicinity and write about their business journey
2. Conduct interview of any Family Business Owner and write a note on role of family members in business growth
3. Visit any family business and write about role of genograms and family messages to understand family system
4. Identify students with their own family business in your college and prepare family tree of it.
5. Understand family tree of any one leading business house in nearby vicinity and discuss it in the class
6. Design business constitution for family businesses of students in class
7. Study Profile of successful entrepreneurs using online material and distinguish their qualities, principles.
8. Identify Joint Hindi Family businesses and compare their business practices/strategies
9. Study challenges faced by Family Businesses in your area and prepare report on it.
10. Any other practical based on syllabus

Note:

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

Reference Books:

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

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: FAMILY BUSINESS MANAGEMENT
DSE-G2

STRATEGIC FAMILY BUSINESS MANAGEMENT

Course Outcomes	After completion of course, students will be able to: 1. Analyze essentials for sustainable family business management 2. Understand importance of succession planning 3. Evaluate evolution state of their family business		
Total Hours of Teaching : 60		Lecture/Week : 04	Credit Points : 04
Total Marks : 100		Theory : 60	Internal : 40
Syllabus Contents:			
Unit: I	Diagnosing Family Business Concept of enterprise sustainability, The 12 elements of strategic fit: the 12S model, Family unity and periodic realignment of 12 elements of strategic fit, The customer centric paradigm and family business continuity		15 Hours
Unit: II	The Succession Planning Profile and characteristics of successful successors, Next generation attributes, interest and abilities, CEO exit style and transfer of power		15 Hours
Unit: III	Change, Adaption and Innovation Three states of evolution- Present, transition and future, Innovation- Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation, Theories of Innovation- Peter Drucker, Schumpeter, Efficiency Theory, Creative Thinking- Barriers to creativity, Techniques for improving creativity process		15 Hours
Unit: IV	Strategic planning and trans generational entrepreneurship Strategic planning and family business, Creating value with unique business models ,The life cycle of the firm and need for strategic planning, Strategic regeneration: Trans generational, entrepreneurial ventures		15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.			

Suggested Practical Work or Field Work:

1. Conduct group activity and apply 12S model to family businesses of participating students
2. Conduct interview of at least 2 local entrepreneurs (Preferably second generation) to share his/her journey of enterprise
3. Study Profile and characteristics of successful successors in family business in your vicinity
4. Study one family business on success or failure about succession planning and its implication –number of generation in business, succession policy followed by the business, leadership qualities developed among successor, resultant failure or success of this policy
5. Prepare students group who have family business. Discuss areas of innovation in their existing family businesses and prepare report on it.
6. Prepare a feasibility report of innovative plan for above family businesses and discuss it with heads of family business
7. Read Entrepreneurs book such as connecting dots, Stay hungry and Stay foolish etc. Write book review report on it.
8. Analyze Business Journey of women entrepreneurs in your area and prepare report on it
9. Analyze any case related to succession planning in family business and prepare report on it.
10. Any other practical based on syllabus

Note:

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

Reference Books:

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

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: HOSPITALITY MANAGEMENT
DSE-H1

FUNDAMENTALS OF HOSPITALITY MANAGEMENT

Course Outcomes	After studying this course, student will be able to: 1. Understand nature and characteristics of Hospitality Industry 2. Classify different types of hotels 3. Illustrate forms of tourism 4. Interpret emerging trends in tourism 5. Outline 7 P's of marketing of hospitality firm	
Total Hours of Teaching : 60		Lecture/Week : 04
Total Marks : 100		Internal : 40
Syllabus Contents:		
Unit: I	Introduction to Hospitality Industry Meaning and Nature, Characteristics of Hospitality Industry, Growth and change in hospitality industry, Factors influencing hospitality industry	15 Hours
Unit: II	Introduction to Hotel Industry Types of hotels, Merits and demerits of different types of hotels, Various departments of hotel, Organization structures of different types of hotels	15 Hours
Unit: III	Introduction to Tourism Industry Tourism Concept, Evolution of Tourism, Importance of tourism, Types and Forms of Tourism, Emerging Trends in Tourism	15 Hours
Unit: IV	Marketing of Hospitality Services 7 P's of marketing , 5 Hours Hospitality Product, Pricing, Place, Promotion, Process, People, Physical Evidence	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Suggested Practical Work or Field Work: <ol style="list-style-type: none"> 1. Select any two hospitality companies and study the factors influencing to the business. 2. Identify the specific characteristic which is majorly responsible for the growth of the industry 3. Prepare a list of hotels located nearby classify the different types of hotels. 4. Select any one hotel and study the various departments of hotel 		

5. Select any one nearby tourism point and prepare PPT with description & photographs and present in class.
6. Understand the type of tourism exist and prepare report.
7. Study the Emerging Trends in Tourism with the help of internet and present it.
8. Select any hospitality firm and study 7 P's of marketing implemented by that firm.
9. Prepare a report on Promotional techniques of Tourism places.
10. Study the effect of tourism place on regional development.

Note:

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

Reference Books:

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

Suggested Additional Readings

Web-sources

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

Suggested Research Journal

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

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: HOSPITALITY MANAGEMENT
DSE-H2
HOSPITALITY MARKETING AND LAW

Course Outcomes	After completion of course, students will be able to: 1. Understand the Challenges in Hospitality Marketing 2. Develop Marketing Program in Hospitality 3. Understand the laws of hotel constructions, commission and Maintenance of Hotels 4. Understand Safety laws and Security laws in hospitality		
Total Hours of Teaching : 60		Lecture/Week : 04	Credit Points : 04
Total Marks : 100		Theory : 60	Internal : 40
Syllabus Contents:			
Unit: I	Basics of Hospitality Marketing Meaning/Definition of hospitality marketing, Segmentation-Targeting and Positioning (STP) of hospitality marketing, 3 Pillars of hospitality marketing, 7P's in hospitality Marketing. Challenges in Hospitality Marketing.		15 Hours
Unit: II	Elements of Hospitality Marketing New Product Development-New and changing trends in hospitality marketing, People-Importance of people in hotel marketing. Process-Blueprint and Service Encounter, Physical Evidence-ServiceScape. Role of tourism web in hospitality marketing.		15 Hours
Unit: III	Hospitality Laws in India Laws in hotel constructions- state laws, central laws and local laws, laws in hotel hiring-state, central and local Laws-Catering Establishment Act, 1958. Role of professional bodies like FHRAI & Hotel Association of India (HAI) in regulating the affairs of the hotel industry.		15 Hours
Unit: IV	Taxation and Safety and Security Laws in Hospitality Basic laws of staff safety in kitchen, customer health, customer safety, The Prevention of Food Adulteration Act, 1954, The Food Safety and Standards Act, 2006, Food Legislation and Liquor Licensing		15 Hours

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

Suggested Practical Work or Field Work:

1. Design 7P's in restaurant marketing
2. Visit to a star graded hotel in your area observe the construction laws followed by the hotel
3. Evaluate the challenges to the hotel industry in your area.
4. Collect the information about the changing trends in hospitality Marketing in India.
5. Visit nearby hotels and study whether they follow Hotel laws or not, if not identify the reason
6. List out hotel marketing trends in your area
7. Describe Hotel hiring laws adopted in your area.
8. Observe safety and security laws observed in your visited hotel
9. Food safety and standardization laws discuss with the hotel manager in your area
10. Develop program to prevent the food adulteration in hotel

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

Reference Books:

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

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: INTERNATIONAL BUSINESS
DSE-II

PRINCIPLES OF INTERNATIONAL BUSINESS

Course Outcomes	After completion of course, students will be able to: <ol style="list-style-type: none"> 1. Elaborate knowledge about Export Import 2. Explain necessary documents required to start any business and Export Business 3. Illustrate benefits to start Import and Export Business 4. Analyze risks in this business and how to avoid it 		
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04	
Total Marks : 100	Theory : 60	Internal : 40	
Syllabus Contents:			
Unit: I	International Business Meaning, Nature and Importance. International Business Environment, Meaning, Dimensions and Stages in Globalization - Introduction to theory of Absolute Differences in Costs by Adam Smith, Ricardian Theory of Comparative Costs. Role of International Business in Economic Development		15 Hours
Unit: II	International Business Decision Modes of Entry, Marketing Mix, Factors Affecting Decision for International Business, Tariff and Non-tariff barriers - Trade Blocks. Role of International Institutions (WTO, ECM, IMF, IBRD, IDA, IFC, UNCTAD) in International Business. Trends in International Trade and Documentation: Multi-National Corporations - Types, Merits and Demerits. Import - Export procedure. EXIM Documents. India's Export and Import Policy		15 Hours
Unit: III	Finance Aspects of International Business International Capital Movement, Risk in International Operations, International Investment. Financing for Foreign trade, Introduction to FEMA, Role of ECGC, Procedure to raise capital for international business, Documents for Loan proposal		15 Hours

Unit: IV	<p>Trade Blocks and Business Centers</p> <p>Regional Economic Groupings, Major Trade Blocks - EEC, NAFTA, ASEAN, SAARC and BRICS International Business in Indian Perspective, Global sourcing and its impact on Indian Industry.</p>	15 Hours
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Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Visit and study the organization engaged in the international operations
2. Conduct a comparative cost analysis of two or more products or industries in different countries. Gather data on factors such as labor costs, raw material costs, transportation costs, and technological capabilities
3. Organize debates or discussions on trade policy issues related to absolute differences in costs and comparative advantage.
4. Conduct simulation exercises in class that simulate negotiations or decision-making processes within international institutions
5. Invite guest speakers from multinational corporations/international organizations, or government agencies to share their experiences and insights on international business
6. Organize group activities that promote cross-cultural understanding and communication skills.
7. Study one organization having international operation. Study procedure to raise capital and documents required for loan proposal.
8. Make a review of literature of articles providing the information related NAFTA, ASEAN, SAARC
9. Arrange interviews with experts working in or affiliated with international institutions.
10. Any Other practical based on syllabus

Note:

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

Reference Books:

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

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: INTERNATIONAL BUSINESS
DSE-I2
CROSS-CULTURAL MANAGEMENT

Course Outcomes	After completion of course, students will be able to:	
	<ol style="list-style-type: none"> 1. Understand the different business culture 2. Demonstrate working with cross culture team 3. Evaluate the culture change phase 4. Examine negotiation with the different cultural teams 	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Introduction to Cross-cultural Management The Meaning and Dimension of Culture Hofstede’s Cultural Dimensions, Globalization of business and people in the 21 st century, Understanding culture and cultural differences around the globe	15 Hours
Unit: II	Social & Cultural Environment Analytical Framework to Cultural Factors, Process of Communication Across Culture, Working in multi-cultural teams: concepts, processes and performance	15 Hours
Unit: III	Cross Culture Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base- Importance of Negotiation, Overview with two illustrations from multi-cultural contexts [India- Europe/ India - US settings]	15 Hours
Unit: IV	Corporate Culture Nature of Organizational Cultures ,Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building, Successful Implementation of Culture Change Phase, Measurement of ongoing Improvement.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		

Suggested Practical Work or Field Work:

1. Examine and analyze Indian cultures, norms and behaviors
2. Analyze Cultural differences between India and Europe
3. Analyze MacDonald's Case from cross-cultural perspective
4. Analyze case studies of successful and unsuccessful cross-cultural negotiations in various industries and geographic regions
5. Visit Export Unit in your area and understand the Negotiation process.
6. Arrange discussion on strategies for overcoming implementation barriers and fostering a culture of change readiness.
7. Discuss in class the importance of aligning organizational culture with strategic goals and values
8. Study Amazon cross cultural controversy and efforts.
9. Organize role-play negotiation scenarios with counterparts representing different cultures, focusing on understanding cultural differences in negotiation styles, communication norms, and decision-making process
10. Any other practical work based on syllabus

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

Reference Books:

1. Cross-cultural Management: Concepts and Cases: Madhavan, Shobhana, Oxford University Press.
2. International Management: Managing Across Borders And Cultures, Deresky Helen, PHI Publication,
3. International Business- Text and Cases: Francis Cherunilam ,PHI Learning
4. International Business- Text and Cases: Sanjay Misra, P.K Yadav, PHI Learning
5. International Business: P. Subba Rao, Himalaya Publishing House
6. International Economics: M. L. Jhingan, Vrinda Publications
7. International Business: V.K.Bhalla, Anmol Publication

Weblinks:

<https://ivypanda.com/essays/management-across-cultures-the-case-of-mcdonalds/>

<https://www.linkedin.com/pulse/culture-controversy-amazon-decoded-rita-j-king/>

BBA -III Sem.-V
Discipline Specific Elective
ELECTIVE: TRAVEL & TOURISM MANAGEMENT
DSE-J1
BASICS OF TRAVEL AND TOURISM

Course Outcomes	After completion of syllabus, students will be able to, 1. Understand basics of concept of tourism 2. Explore issues in travel agency and tour operations 3. Examine tourism travel services
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Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
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Total Marks:100	Theory : 60	Internal : 40
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Syllabus Contents:		
Unit: I	Basics of Tourism Tourism concept, Evolution of Tourism, Importance of tourism in economic development, Types of tourism, Classification of Tourism, Distinction between inbound tourism and outbound tourism, Government role in tourism development of India.	15 Hours
Unit: II	Tourism Management Concept-Tourism Management, 5A's in Tourism Management (Accommodation Accessibility Amenities, Attractions and Activities), Changing trends in tourism, Role of tourism organization viz. UNESCO ITDC and MTDC in tourism development	15 Hours
Unit: III	Travel Agency and Tour Operations Concept of Travel Agency and tour operator, Travel motivations, Functions of Tour operator and travel agency in tourism ,Types of travel agencies and tour operators, Organization structure of travel agency and tour operations, Overview of travel agent and tour operators in India	15 Hours
Unit: IV	Tourism Travel Service Hotel chains, Airlines and Indian railway in tourism, Design and Development of tour packages, Issues in travel agency and tour operations, Future to travel agency and tour operating business in India	15 Hours

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

Suggested Practical Work or Field Work:

1. Identify any two nearby tourism places and describe.
2. Collect the information about the government schemes for tourism development through internet and other information sources.
3. Suggest the available places in your city for tourism development.
4. Write report on 5 A's concerning to selected tourist points.
5. Study the role of UNESCO, ITDC and MTDC
6. Visit any two Travel Agency or tour operator to study the offers tourism plans.
7. Study Organization structure of travel agency and write tour operations.
8. Study on internet and write the overview of travel agent and tour operators in India.
9. Visit local tour agency and design the package for local tourist point.
10. Understand the issues related to travel agency and prepare a report.

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

Reference Books:

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

BBA -III Sem.-V Discipline Specific Elective ELECTIVE: TRAVEL & TOURISM MANAGEMENT DSE-J2 GEOGRAPHY OF TOURISM AND ATTRACTIONS OF INDIAN TOURISM		
Course Outcomes	After Completion of course, students will able to: 1. Understand the concept and role of geography in tourism 2. Describe elements of tourism 3. Analyze the attractions of tourism in India 4. Summarize the tourism typology	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Introduction to Geography of Tourism Meaning, Definition and Importance of Geography in Tourism. Role of geographic in tourism, Elements of geography tourism-tourist generating region and tourist destination region, Geography of Travel in Maharashtra	15 Hours
Unit: II	Elements of Geography of Tourism Location, Accommodation, Attraction, Transport, Environment and Culture, Relationship between tourism and Environment and Culture, Impact of Physical and Economic Development on Tourism	15 Hours
Unit: III	Tourism Typology Types of tourists, Motives of tourist, Cohen Classification, Smith's Classification, 4 C's of Tourism-Conservation, Community, Commerce and Culture. Geography of Maharashtra Tourism, Uttar Pradesh, Goa, Madhya Pradesh etc. Attractions in Eastern zone, Southern, Waste and North zone of India	15 Hours
Unit: IV	Tourist Development and Changing Trends in India Tourism Attractions elements available in India, Current scenario of changing trends in India, New Trends in Tourism- Attractions in contemporary Tourism- Ecotourism, Rural Tourism, Agro Tourism, Sustainable Tourism, Pilgrimage Tourism Sports Tourism, Wine Tourism-Camping Tourism, Medical Tourism,	15 Hours

	MICE Tourism. Theme Parks and Water park, Adventure Tourism etc.	
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Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Conduct the survey of your city and identify tourist generating elements of your area.
2. Collect the information of 4C's of tourism in your area.
3. Visit to Fairs and festival to your village and write the report of it.
4. Prepare PPT about the important tourist destination of different states in India
5. Enlist the motives of tourist in your visited tourist location
6. Prepare Poster to represent changing trends in tourism development
7. Prepare a list of tourist generating regions in India
8. Prepare a list of tourist destination regions in India
9. Identify the need of accommodation in your area to promote for tourism.
10. Prepare comparative chart to depict the typology of tourism suggested by different scholars.

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

Reference Books:

1. Tourist resources of India: Ram Acharya, RBSA Publishers
2. Indian Art and Culture: Nitin Singhania, Tata Mc Graw Hill Education
3. Cultural Tourism in India :Gupta, SP, Lal, K, Bhattacharya, M. ,DK Print
4. Geography of Travel & Tourism: L E Hudman & R H Jackson , Thomson/Delmar Learning
5. General Geography of India: Ahmed Aizaz, NCERT, New Delhi
6. Dynamics of Modern Tourism: Ratandeep Singh, Kanishka Publishers
7. Various travel guides on India

BBA -III Sem.-V

MINI-PROJECT

(Field Visit-Work)

(DSE-A3/B3/C3/D3/E3/F3/G3/H3/I3/J3)

Discipline Specific Electives:

Course Code	Elective	Course Code	Elective
DSE-A3	Marketing	DSE-F3	Event Management
DSE-B3	Finance	DSE-G3	Family Business Management
DSE-C3	Human Resource Management	DSE-H3	Hospitality Management
DSE-D3	Business Analytics	DSE-I3	International Business
DSE-E3	Computer Application	DSE-J3	Travel and Tourism Management

Objective: To expose the BBA students to practical application of Discipline Specific Elective through field studies, Case studies.

Course Outcomes:

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

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

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

Since the practical has been introduced in the curriculum, every institution affiliated to Shivaji University, Kolhapur is expected to sign Memorandum of Understanding (MOU) with

industrial units/SSIs, business houses, educational institutes, social organizations or NGOs, service industries such as Bank, Insurance etc.

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

Project Report	:	60 Marks
Internal Viva-Voce	:	40 Marks

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

MINI PROJECT REPORT

A format of Field/Mini Project report shall be of the following nature:

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

CHAPTER SCHEME:

Chapter-1: Introduction to the study

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

Chapter-2: Theoretical Background

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

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

Chapter-3: Introduction to the Organization/Industry

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

3.11. Future Plans of organization

3.12. Information of branch/unit (if selected separately, for study)

Chapter-4: Data Analysis and Interpretation

Chapter-5: Findings and Suggestions

Bibliography

Appendices

Bibliography

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

So, the Bibliography may include-

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

Appendices

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

So, the appendices may include-

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

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

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

UNIVERSITY GUIDELINES FOR MINI PROJECT/SURVEY REPORT WORK

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

Dates of Mini Project Report Submission

- For regular students, the last date of Mini Project Report Spiral Copy submission to the institute is 30th Sept. of every year. In case 30th Sept is holiday then the next working day is the last date of project report submission.
- For repeater students the last date of submission of project report to the institute is 1st March. In case 1st March is holiday then the next working day is the last date of project report submission.

Acceptance/Rejection of Project Report:

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

Note:

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

GUIDE STUDENT MEETING RECORD

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

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

Signature

Head of Department /Director/Principal

BBA-III-Sem.-V
Skill Enhancement Course(SEC)
SEC-SB5
MODERN OFFICE MANAGEMENT

Course Outcomes	<p>After studying this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the concept of Modern Office Management. 2. Describe and apply the Automated office and Paperless Office concept 3. Apply the gained knowledge to design Virtual Office Management.
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Total Marks : 50

Total Credit :2

Syllabus Contents

Unit: I	<p>Introduction to Modern Office Management</p> <p>Introduction and Meaning of Modern Office, functions and duties of office manager, types of office, functions of Modern Office, Factors Contributing to the Growth of Office Work, Activities of Modern Office, Purpose of an Modern Office, Office System and Routine, qualities of good office manager, Office automation</p>	15 Hours
Unit :II	<p>Changing Modern Office Scene</p> <p>Importance of Office, The Changing Scene of Office, Office Today, Office of the Future, Paperless Office, Problems of Paperless Office, Tips for Paperless Office, Working towards Paperless Office, Automated and Virtual Office</p>	15 Hours

Reading List:

1. Office Management. K. Chopra and Priyanka Gauri, Himalaya Publishing House, Mumbai
2. Office Management: J.C. Denyer:. Macdonald & Evans Ltd
3. Handbook of Business Administration: Harold Bright Maynard Maynard
4. Office Management and Control: George R. Terry, Richard D. Irwin, Inc.
5. Working in an office: Jennifer Clayton, Botsford Academic and Educational, London
6. Professor Perkins at Washington State University, as quoted by Nathan Krevolin in Communication Systems and Procedures for the Modern Office: Prentice-Hall.
7. William Saffady: The Automated Office: An introduction to the Technology, Journal of Micrographics.

8. The Paperless Office: A Total Commitment: IRM.
9. The Automated Office: Don M. Avedon: IRM 14, No. 7
10. Organising and Staffing the Office: C. Spencer Everhardt
11. Textbook of Office Management: Leffingwell and Robinson
12. Administrative Office Management.: Littlefield and Rachel

BBA-III-Sem.-VI**CC-C4****FUNDAMENTALS OF TAXATION**

Course Outcomes	After completion of course, students will be able to :		
	<ol style="list-style-type: none"> 1. Explain the basic concepts in Taxation 2. Demonstrate the computation of income and tax liability 3. Use the knowledge about latest amendments in GST Act 4. Distinguish the technical aspects, procedure and provisions in GST Act 		
Total Hours of Teaching : 60		Lecture/Week : 04	Credit Points : 04
Total Marks : 100		Theory : 60	Internal : 40
Syllabus Contents:			
Unit: I	Introduction to Tax Basic Concepts and Definitions -Income, Tax, Direct Tax , Indirect Tax, Previous Year, Assessment Year, Person, Assessee ,Residential Status ,Computation of Residential Status of a Person, Exemptions Under Section 10 under Income Tax Act,1961, Deductions from Gross Total Income Under Chapter -VI A		15 Hours
Unit: II	Computation of Income and Tax Liability for -Income from Salary, House Property, Business /Profession i) <u>Income from Salary</u> -Features, Deductions, Specific Provisions, Taxable Allowances, Perquisites, PF Contribution, TDS, Computation of Taxable Salary (Practical Problems) ii) <u>Income from House Property</u> - Features, Gross Annual Value, Net Annual Value, Deductions, Multiple House Properties, Computation of Taxable Income from House Property (Practical Problems) iii) <u>Income from Business/Profession</u> -Features, Permissible Deductions of Business/Profession Expenses, Specific Provisions for determination of taxable income from business of Individual, Partnership Firm and Company and its computation		15 Hours

Unit: III	<p>Computation of Income and Tax Liability for -Capital Gain and Income from Other Sources</p> <p>i)<u>Income from Capital Gain</u>-Meaning, Long-Term and Short-Term Capital Gain, Deductions for calculating capital gain, Exemptions from Capital Gain, Computation of taxable Income from Capital Gain</p> <p>ii)<u>Income from Other Sources</u>- Meaning, Features, Computation of Taxable Income from Other Sources</p>	15 Hours
Unit: IV	<p>Introduction to GST</p> <p>Major defects in structure of Indirect Taxes prior to GST, Structure and need of GST in India, Benefits of GST, Constitutional Provisions, Concept of CGST Act, SGST Act and UTGST Act, IGST Act, Registration under GST, Input Tax Credit, Payment of GST and filing of GST returns</p>	15 Hours

Note:

- Relevant case studies/case let based on the above units should be discussed in the class.
- The amendments done in tax, tax laws are applicable. The question paper will carry questions /problems on latest amendments.

Suggested Practical Work or Field Work:

1. Illustrate 5 residential status cases for each type and elaborate it with reason
2. Collect 5 individuals' Income Tax return form and compare different or Deductions, Specific Provisions, Taxable Allowances, Perquisites, PF Contribution, TDS etc.
3. Collect 5 individuals Income Tax return form and compare investments for tax exemptions
4. Compare different types of House Properties in your vicinity on the basis of Municipal Rental Value, Fair Rental Value, Standard Rental Value and prepare report on it
5. Visit any Chartered Accountant Firm/Tax Consultant and learn practically filing of Income Tax, Online Payment of Tax. Prepare report on it
6. Visit any Sole Proprietorship concern and study GST Registration process and know about tax documents etc. and prepare report on it.
7. Compare Income Tax Return form of any 5 different types of businesses and prepare report on it
8. Compare Income Tax Return form of any 5 different types of professions and prepare report on it
9. Collect information from any C.A. or Tax Consultant about Capital Gains and income from other

sources of individuals and compare it.

10. Any other practical based on syllabus

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

Reference Books:

1. Income Tax Law & Practice: Prasad Bhagwati ,Wishwa Prakashan ,New Delhi
2. Income Tax Law and Practice: Dinkar Pagare ,S. Chand Publication , New Delhi
3. Direct Taxes: T.N. Manoharan, Snow White Publication, New Delhi
4. GST-How to meet your obligation: S.S. Gupta, Taxmann Publication
5. Students' Guide to Income Tax and GST: Dr. V.K. Singhania and Dr. Monica Singhania , Taxmann Publication
6. Goods and Services Tax in India: M.M Sury, New Century Publications
7. GST Guide for Students: CA Vivek ,KR Agrawal, Neelam Book House, Delhi
8. GST Ready Reckoner: V.S. Datey ,Taxmann Publication, New Delhi
9. The Union Territory Goods and Services,2017

BBA-III-Sem.-VI
CC-C5
BUSINESS ETHICS

Course Outcomes	<p>After completion of course, students will be able to:</p> <ol style="list-style-type: none"> 1. Understand skills to the real and current challenges of business and professions. 2. Distinguish between ethical and unethical behavior of managers, employers and employees. 3. Adopt ethical practices in their field of work and life
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Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
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Total Marks : 100	Theory : 60	Internal : 40
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Syllabus Contents:		
Unit: I	<p>Concept of Ethics</p> <p>Nature and Characteristics of Business Ethics, Ethical Principles, Process of Ethical Judgment, Doctrine of Karma, Causes of Unethical Behavior, Work Ethics, Code of conduct for Business Organizations, Ethical Decision Making</p>	15 Hours
Unit: II	<p>Ethical Theories</p> <p>Rights Theories, Justice Theories, Utilitarianism, The Virtue Approach, The Common Good Approach. Gandhian approach to business and ethics, Indian Philosophy of ethics and work life: Indian ethos for work life, Indian values for the work place, Values of Indian Managers</p>	15 Hours
Unit: III	<p>Ethical Dilemma</p> <p>Resolution of ethical dilemma, Fostering ethics, Whistle blowing concept and policy, Corruption, Bribery, Ethical Issues in Global Business, Ethics in Business and Political, cultural and religious values of society</p>	15 Hours
Unit: IV	<p>Ethical Issues related with Advertisement and Marketing</p> <p>Secular versus Spiritual Values in Management, Ethics in Human Resource Management, Ethical financial practices in organizations, Social media, ethics and Privacy paradox, Case studies like Cambridge Analytica, Corporate Frauds in India like Kingfisher airlines, PNB and other similar cases</p>	15 Hours

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

Suggested Practical Work or Field Work:

1. Prepare report on- How can students prepare themselves to navigate ethical challenges in their future careers in business.
2. Analyze recent 5 examples of a company that has been praised for its ethical practices and prepare a report on that.
3. Identify and analyze cases related to impact of ethical behavior on a company's reputation and long-term success and prepare a report on it.
4. Identify and explain at least three ethical principles that should guide decision-making in business and and prepare a report on it.
5. Analyze and prepare a report on the key principles of the Gandhian approach to business and its relevance in the modern corporate world.
6. Provide real examples of ethical dilemmas in business and suggest potential resolutions for each and prepare a report on that.
7. Identify and Analyze ethical challenges faced by 2-3 multinational companies in their global operations and prepare a report on it.
8. Compare and contrast secular and spiritual values in the context of management ethics. Prepare a report on it.
9. Explain Ethical practices as well as issues for using social media with some examples. Prepare a report on it.
10. Any other practical based on syllabus.

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

Reference Books:

1. Business Ethics- Text and Cases: M.B Shukla, Himalaya Publishing House
2. Business Ethics and Corporate Governance: B.N.Ghosh, Tata McGraw Hill Publication
3. Business Ethics and Corporate Governance: S.S.Khanka, Sultan Chand Publishing
4. Business Ethics and Corporate Social Responsibilities: SP Mathur, New Age International (P) Ltd.,

Publishers

5. Business Ethics and Corporate Governance: Sorab Sadri and Jayashree Sadri, Current Publication, Agra
6. Business Ethics Principles and Practices: Daniel Albuquerque, Oxford University Press

BBA-III-Sem.-VI**CC-C6****ORGANISATIONAL BEHAVIOR**

Course Outcomes	After completion of course, students will be able to:		
	<ol style="list-style-type: none"> 1. Understand the basic concepts of Organizational Behavior 2. Understand the principles of Learning 3. Describe the importance of Attitude and Values 4. Implement the theories of Motivation and Personality 5. Understand and implement causes of Stress and coping strategies 		
Total Hours of Teaching : 60		Lecture/Week : 04	Credit Points : 04
Total Marks : 100		Theory : 60	Internal : 40
Syllabus Contents:			
Unit: I	Introduction to Organizational Behavior Meaning, Definition, Nature, Evolution of Organizational Behavior, Disciplines contributing to Organizational Behavior, Organizational Behavior Model (S-O-B-C Model)		15 Hours
Unit: II	Learning, Attitude and Values Learning Concept, principles of Learning ,Attitude - Concept, Characteristics, Components of Attitude ,Values - Concept, Sources of values		15 Hours
Unit: III	Motivation & Personality Motivation Nature & Importance, Motivation Models- Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Douglas McGregor's Theory X & Theory Y ,Personality: Definition, Concept & Determinants of Personality		15 Hours
Unit: IV	Stress & Group Behavior Stress Meaning, Definition, Causes of Stress, Stress Coping Strategies, Group Behavior- Meaning, Definition, Characteristics, Importance, Types of groups, Stages of Group Formation, Group Vs. Team		15 Hours
Note:			
<ul style="list-style-type: none"> ▪ Relevant case studies based on the above units should be discussed in the class. ▪ Practical Sessions should be conducted to understand subject more effectively such as Group Discussion ,Role-Play etc. 			

Suggested Practical Work or Field Work:

1. Prepare a group and identify which code of conduct Individual should follow regarding discipline. Prepare report on it.
2. Visit any organization & identify the factors influencing individual as well as group behavior such as working condition, leadership, colleagues, social factors, etc. Prepare report on it.
3. Prepare & present a documentary on any famous inspiring Personality, analyze the contribution of a person.
4. Prepare a team & give group activity & observe behavior (Positive & Negative). Prepare report on it.
5. Visit any organization and study the Motivational techniques followed by the organization. Prepare report on it.
6. Observe a famous personality/leader of any organization in your vicinity. Identify the leadership style exhibited and prepare report on how it impacts the organizational culture and team dynamics.
7. Conduct a survey or interview to gauge employee engagement within your college. Propose one initiative to enhance employee engagement based on the findings.
8. Interview a colleague or classmate to understand what motivates them at work or in their studies. Apply a motivation theory (e.g., Herzberg's Two-Factor Theory) to analyze the factors influencing their motivation prepare a report.
9. Plan and execute a team-building activity with classmates. Reflect on the effectiveness of the activity in fostering collaboration and enhancing team morale. Prepare a report.
10. Any other practical based on syllabus

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

Reference Books:

1. Organizational Behaviour -Text and Cases: S.S.Khanka, S. Chand Publication
2. Organisational Behaviour: L.M.Prasad, S. Chand Publication
3. Organizational Behaviour- Text, Cases & Games: K. Aswathappa, Himalaya Publishing House
4. Organizational Behavior-Text & Cases: C.B. Gupta, S. Chand Publication
5. Organizational Behavior- Text & Cases: Uma Sekaran, Tata McGraw Hill Publication
6. Organizational Behaviour- Text & Cases: Kavita Singh, Vikas Publication

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: MARKETING
DSE-A4
CONSUMER BEHAVIOR

Course Outcomes	After completion of course, students will be able to:	
	1. Describe the nature of consumer behavior analysis and its relevance in designing various marketing strategies 2. Demonstrate a thorough understanding of the consumer buying behavior process from need/problem recognition to post-purchase outcomes 3. Examine internal and external influences on consumer behavior 4. Understand consumerism and consumer protection	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory: 60	Internal : 40
Syllabus Contents:		
Unit: I	A) Introduction to Consumer Behavior Meaning, Definition, Relevance of Consumer Behavior Study, Trends in Consumer Behavior B) Consumer Decision Making Meaning of decision making, Buying motives, Types of decision making processes in buying, Consumer information processing, Schiffman & Kanuk's model of consumer decision making, Diffusion of innovation C) Customer Satisfaction Meaning, Relationship between customer expectation & satisfaction, Measuring of customer satisfaction, Customer Dissatisfaction-Meaning, Levels of customer dissatisfaction, Customer Delight -Meaning, Need for delight, Generating delight	15 Hours
Unit: II	Internal Influences /Factors influencing Consumer Behavior Culture, Sub-culture, Social Class, Reference Groups, Family, Internal Influences	15 Hours
Unit: III	External Influences/ Factors influencing Consumer Behavior Personality: Personality influences & consumer behavior, Lifestyle, Self-concept or Self-image, Perception, Learning Attitude, Motivation	15 Hours

Unit: IV	<p>Consumerism</p> <p>Meaning, Definition, Reasons behind rise of consumerism, Benefits of consumerism, Rights of Consumers ,Consumer Protection Act 1986, The Monopolies and Restrictive Trade Practices Act 1969, (MRTP), International Consumer Rights Protection Council (ICRPC)</p>	15 Hours
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Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Observe how your parents spend their money on purchases? Do you observe any pattern? What does it show about their behavior?
2. Visit some websites like Audi.in, Safpar.com, faceadrenalin.com, rolex.com, versace.com etc. and describe one that makes use of an appeal based on need for self-esteem.
3. Take three advertisements that appeal to social motives. Discuss the suitability of associations between the product and the motive.
4. Collect a set of five recent advertisements that strive to link consumption of a product to a specific personality trait.
5. Construct a brand personality inventory for two different brands in the same product category. Do these brand personalities relate to the advertising strategies to differentiate these brands?
6. Collect some print advertisements that are unusual and attracts attention at once. Note what is so attractive about them
7. Make a note of 5 products and 5 services that you have never bought. If you were to buy them, on what parameters would you judge their quality?
8. Suppose you are going to buy a new motorbike. What are the dilemmas that you might be facing while making the purchase decision?
9. Describe any one advertisement of any brand of car that you have recently seen. Describe the appeal used in that ad and how it will influence the attitudes of the consumer?
10. Any other practical based on syllabus

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

Reference Books:

1. Consumer Behaviour : David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill Publication
2. Consumer Behavior : Leon Schiffman, Leslie Kanuk, S. Ramesh Kumar, Pearson Publication
3. Consumer Behavior: In Indian Perspective: Suja R. Nair, Himalaya Publishing House
4. Consumer Behaviour & Marketing Action : Henry Assael, Thompson Learning Publication
5. Consumer Behaviour: Roger D. Blackwell, Paul W. Miniard, James F. Engel, Cengage India Private Limited
6. Consumer Behaviour : David L. Mothersbaugh, Del I. Hawkins, Susan Bardi Kleiser, McGraw Hill
7. Consumer Behaviour- In Indian Context: P.C. Jain and Monika Bhatt, Sultan Chand Publication

Journals:

1. Journal of Consumer Behaviour
2. Journal of Consumer Research

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: MARKETING
DSE-A5

ADVERTISING AND BRAND MANAGEMENT

Course Outcomes	After completion of course, students will be able to: 1. Understand the functioning of an Advertising Agency 2. Design the Advertising messages for given product/ Service 3. Elaborate the Brand concept for a Product/ Service 4. Use integrated communication system for Brand building		
Total Hours of Teaching: 60	Lecture/Week : 04	Credit Points: 04	
Total Marks:100	Theory :60	Internal:40	
Syllabus Contents:			
Unit: I	Advertising Management Concept, Definition & Importance of advertising, Setting advertising objectives, Types of advertising. Advertising Budget - methods, factors influencing on budget, Advertising Agency: Functions of Advertising Agency, working of agency, Measurement of Advertisement Effectiveness - DAGMAR Approach.		15 Hours
Unit: II	Media Planning Strategy Types of media, Media planning process, Factors in media selection. Designing media plan, Advertising Effectiveness: Types of Advertising evaluation, Pre testing and post testing techniques of ads. , Message design & development-Types of message appeals, Creative Process in visualization, Layout of advertisement, Incremental formats of layout		15 Hours
Unit: III	Brand Management Meaning, definition, importance & functions of branding, Advantages & disadvantages of branding, types of brand Managing brands- selecting brand name & logo, brand extension, brand rejuvenation, brand re-launch, brand proliferation, brand development through acquisition/ takeover, brand portfolio restructuring		15 Hours

Unit: IV	Brand Building Process, Brand Equity Meaning, brand equity models, building brand equity, measuring brand equity, brand valuation, managing brand equity, Brand positioning, Brand Image Building-Brand Loyalty programmes - Brand Promotion Methods- Role of Brand ambassadors, Celebrities-On line Brand Promotions	15 Hours
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Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Plan Advertising Budget selecting a suitable advertising medium
2. Try to find the advertising agency and its working process
3. Select a product and design a media plan
4. Select a product and implement advertisement post testing techniques on that product ad
5. Design and develop an advertising message for any product
6. Consider any one product, conduct a survey and find out the brand image
7. Select a company and list down the various brands sold in the market.
8. Identify the brands which are launched later same brands are re-launched
9. Identify 10 different brands and identify its Brand positioning
10. Conduct a survey and identify 3 brands enjoying high brand loyalty

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

Reference Books:

1. Foundations of Advertising: Theory and Practice : S.A. Chunawalla, Himalaya Publication
2. Advertising Management: David A. Aaker & John G. Myers , Pearson India Publication
3. Branding Concepts: Debashish Pati, Laxmi Publication
4. Brand Positioning Strategies for Competitive Advantage: Subrato Sengupta, McGraw Hill Publication
5. The New Strategic Brand Management: Kapferer, Jean-Noel, Kogan Page Publication
6. Strategic Brand Management: Kevin Lane Keller, Pearson Education India
7. Brand Management: Niraj Kumar and Paras Tripathi, Himalaya Publishing House
8. Advertising Principles and Practice :Ruchi Gupta,Sultan Chand & Sons Publication

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: FINANCE
DSE-B4
BUSINESS FINANCE

Course Outcomes	<p>After the completion of this course students will be able to:</p> <ol style="list-style-type: none"> 1. Understand Business Finance concept and its significance with other areas. 2. Distinguish dividend policies and its computation as per various models. 3. Illustrate present and future value of money and its computations. 4. Compute valuation of shares and debentures.
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Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40

Syllabus Contents

Unit: I	<p>Business Finance Nature, Concept and Scope of Business Finance, Business Finance Functions, Importance of Business Finance, Capitalization : Concept & Definition, Theories of Capitalization : Cost Theory, The Earning Theory, Fair Capitalization, Over Capitalization :Causes, Effects & Remedies, Under Capitalization : Causes, Effects & Remedies</p>	15Hours
Unit : II	<p>Dividend Theory & Policy Introduction, Issues in Dividend Policy: Walter's Model, Gordon's Model, Miller and Modigliani Model (exercises/practical problems), Dividend and uncertainties, Objectives of Dividend Policy, Forms of Dividends, Buyback and shares, risk and return <i>Note: Relevant Case Studies to be discussed on each unit in class</i></p>	15Hours
Unit : III	<p>Valuation, Return & Risk Time Value of Money: Introduction, Time reframe for money, Future value, Future value of an annuity, Present value, Value of annuity due, Net present value, Present value & Rate of return (exercises/practical problems) <i>Note: Relevant Case Studies to be discussed on each unit in class</i></p>	15Hours
Unit : IV	<p>Valuation of Shares & Debentures Introduction, concept of value, features of a bond or debenture, bond values & yields, valuation of preference shares, valuation of ordinary shares, equity capitalization rate (exercises/practical problems)</p>	15Hours

Note: Relevant Case Studies to be discussed on each unit in class

Suggested Practical Work or Field Work:

1. Conduct financial statement analysis of companies to assess their capitalization structure and performance. Analyze the composition of their capital, including debt and equity, and evaluate how it aligns with theories of capitalization.
2. Participate in simulation exercises that simulate capital allocation decisions in different economic environments. Use Walter's Model and Gordon's Model to evaluate the impact of dividend policy changes on shareholder wealth and firm value.
3. Visit to any bank to analyze cash management decisions.
4. Analyze case studies of companies to understand how dividend policy decisions are made in practice. Evaluate the factors influencing dividend payouts, such as earnings stability, growth prospects, and financing needs, in the context of Walter's Model and Gordon's Model.
5. Arrange guest session of Financial Experts on valuation of shares and debentures
6. Visit to a company to understand the usage of financial & operating leverages.
7. Visit to a corporate house to analyze the dividend policies.
8. Visit to a nearby village to understand the financial inclusion of the people.
9. Visit to a broker to understand the valuation of shares & debentures.
10. Any other practical based on syllabus

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

Reference Books:

1. Corporation Finance: S.C.Kuchhal, Chaitanya Publishing House, Allahabad.
2. Fundamental of Financial Management: James Van Horne, Prentice Hall of India, New Delhi.
3. Financial Management: Khan & Jain, Tata McGraw Hill, New Delhi.
4. Business Finance: S.P.Gupta, Sahitya Bhavan Publication
5. Financial Management: I.M. Pandey, Vikas Publishing House
6. Financial Management-Theory and Practice: Prasanna Chandra, Tata McGraw Hill Publication
7. Principles of Corporate Finance: Richard A. Brealey , Stewart C. Myers , Franklin Allen , Tata McGraw Hill, New Delhi.

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: FINANCE
DSE-B5
INTERNATIONAL FINANCE

Course Outcomes	After successful completion of this course Students will be able to: 1. Understand fundamentals of International business finance and International Markets 2. Assess Foreign Exchange Rates & Mechanism for Decision Making 3. Understand liabilities management techniques used in international business 4. Apply risk management strategies for foreign exchange operations	
Total Teaching Hours : 60	Lecture / Week: 4	Credit Points:04
Total Marks : 100	Theory: 60	Internal: 40
Prerequisite:		
Awareness about fundamentals of Financial Management and its functions		
Course Contents:		
Unit : I	Introduction to International Finance Concept and Principles of International Business, Methods of International Business, Comparative Advantage, International Monetary System, International Financial Institutions, Barriers to International Trade, Indian EXIM Policy	15 Hours
Unit : II	Foreign Exchange Markets Spot Prices and Forward Prices, Factors influencing Exchange Rates - The effects of Exchange rates in Foreign Trade, Tools for hedging against Exchange rate variations, Forward, Futures and Currency options, Determination of Foreign Exchange rate in Spot Market and Forward Market, PPP Theory -Interest Rate Parity(Practical Problems)	15 Hours
Unit : III	Exchange Rate Mechanism Derivatives, Foreign Currency-Future and Options, Theories of Foreign Exchange Rate	15 Hours

	Long Term Assets and Liability Management: Multinational Capital Budgeting, Trade Finance Methods and International Cash Management(Practical Problems)	
Unit : IV	Managing Foreign Exchange Exposure and Exchange Control Regulations Management of Foreign Exchange Exposure, Techniques of Covering Risks - Internal and External, EXIM Bank, Export- Import Financing Mechanism, Buyer's Credit and Suppliers Credit	15 Hours

Suggested Fieldwork or Practical Work:

1. Observe the functioning of foreign exchange markets in different financial centers. Observe currency trading activities, price movements, and factors influencing exchange rate fluctuations.
2. Interview foreign exchange traders to gain insights into their decision-making processes and strategies for trading currencies. Learn about the factors they consider when analyzing exchange rate movements and managing currency risk.
3. Visit local financial institutions, stock exchanges, and regulatory authorities to understand the unique challenges and opportunities in emerging market finance.
4. Study past currency crises and their impact on exchange rates.
5. Observe currency derivatives markets, such as futures and options exchanges, to see how derivative instruments are used for hedging currency risk and speculating on exchange rate movements.
6. Analyze exchange rate policies and advocate for reforms to promote exchange rate stability, transparency, and market efficiency.
7. Conduct research on the functions, objectives, and operations of EXIM Banks in different countries. Study their role in facilitating exports, promoting trade finance, and supporting economic development initiatives.
8. Conduct simulation exercise where you simulate trading foreign currency futures and options in a simulated market environment
9. Arrange interactive sessions of industry experts for understanding of derivatives markets.
10. Any other based on syllabus

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

hand-written. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report.

Reference Books:

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

Journals:

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

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: HRM
DSE-C4

STRATEGIC HRM AND INTERNATIONAL PERSPECTIVE

Course Outcomes	<p>After completion of course, students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the concepts of Strategic Management & Strategic HRM 2. Compare the Traditional HRM and Strategic HRM 3. Analyze Domestic & international HRM practices 4. Understand the problems of expatriates & repatriation process
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Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40

Syllabus Contents:

Unit: I	<p>Strategic Management Meaning, Strategic Management Process - Strategic Planning, Execution, Evaluation. Types of Strategies - Corporate Strategy, Business Level / Competitive Strategy, Functional Strategy</p>	15 Hours
Unit: II	<p>Strategic HRM Meaning, Significance of Strategic HRM, Evolution of SHRM, Difference between Traditional HRM and Strategic HRM, Benefits of SHRM, Barriers to Strategic HRM</p>	15 Hours
Unit: III	<p>Introduction to IHRM Concept of International HRM, Model of International HRM- HR activities, Country of Operation, Types of employees of an international firm. Distinction between Domestic & International HRM Complexities of International HRM- Need broader perspective, More HR activities, Greater Involvement in personal lives of employees.</p>	15 Hours
Unit: IV	<p>International HR Practices International Recruitment & Selection, Training & Development, Performance Management, Compensation Management, Problems of Expatriate, Repatriation -Meaning, Process</p>	15 Hours

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

Suggested Practical Work or Field Work:

1. Analyze Vision & Mission of domestic & International organization
2. Study different types of strategies of any organization.
3. Compare Barriers in Strategic HRM in any 2 similar kind organizations
4. Study the profile and policies of any International Organization
5. Study and analyze the difference between domestic & international HR practices of Indian organization & any MNC.
6. Study the repatriation process of any organization.
7. Analyze any 2 cases related to Strategic HRM
8. Analyze any 2 cases related to International HRM
9. Study and Analyze any 2 cases related to corporate level strategy
10. Any other practical based on syllabus

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

Reference Books:

1. Human Resource Management- An Experiential Approach: Bernardin H. John, McGraw Hill
2. Human Resource Management: Dessler & Varkkey, Pearson Publication
3. Human Resource Management- Text & Cases: C.B.Gupta, Sultan Chand & Sons
4. Strategic HRM: Jaffrey A Mello, Cengage Learning
5. Human Resource Management- Text & Cases: Dr. S.S. Khanka, Sultan Chand & Sons
6. International Human Resource Management-Text and Cases: P. L. Rao, Excel Books

BBA-III-Sem.-VI Discipline Specific Elective ELECTIVE: HRM DSE-C5 INDUSTRIAL RELATIONS AND LABOUR LAWS		
Course Outcomes	After completion of course, students will be able to: 1. Elaborate the concept of Industrial Relations 2. Develop an understanding of Industrial Relations Institutions such as employer associations, trade unions and industrial tribunals 3. Execute the discipline of collective bargaining 4. Apply the legal aspects in wide range of issues related to HR	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Industrial Relations Background of Industrial Relations- Objectives, Factors affecting IR, Participants of IR, Importance of IR, Approaches to Industrial relations, Industrial Dispute - Meaning, Causes of Industrial Disputes	15 Hours
Unit: II	Trade Union Meaning, Objective, Role and Functions of the Trade Unions in Modern Industrial Society of India The Trade Union Act 1926:- Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, Problems of Trade Unions.	15 Hours
Unit: III	Grievances and Disciplinary Procedure Grievance: Meaning and Forms, Sources of Grievance, Grievance Procedures, Disciplinary Procedures, Approaches to manage discipline in Industry Collective Bargaining and Negotiation Collective Bargaining: Definition, Meaning, Nature, Essential conditions for the success of Collective Bargaining, Negotiations : Meaning, Types of Negotiations	15 Hours

Unit: IV	Labour Laws in India Maternity Benefit Act 1961, Contract Labour Act, Apprenticeship Act 1961, Management of Sexual Harassment and Sexual Harassment Laws in India, Factories Act , 1948- provisions related with health safety and welfare of employees, Whistle Blowers Protection Act, 2013	15 Hours
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Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Study any Trade Union office or setup in your area and their day-today management of trade union members' issues.
2. Visit and write down an industrial issue in a company, which was solved by collective bargaining.
3. List out the schemes adopted in the industry visited and differentiate them into statutory and non-statutory welfare schemes.
4. Visit a women-oriented manufacturing unit in your vicinity and study the facilities provided to them at the work place.
5. Prepare a policy document for welfare facilities in organization
6. Analyse any case related with anyone of the labour laws
7. Prepare and compare a comprehensive report on various collective bargaining and negotiation.
8. Conduct a study of women employment in different sectors of India. The comparison of wages and social security benefits should be included in the study.
9. Visit to any organization and study Grievance Handling Policy
10. Any other practical suggested based on syllabus

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

Reference Books:

1. Dynamics of Industrial Relations: C.B .Mamoria, Himalaya Publishing House
2. Industrial Relations: Emerging Paradigms: B.D. Singh, Excel Books
3. Industrial Relations and Labour Laws: S.C. Srivastava, Vikas Publishing House Pvt. Ltd.
4. Employee Relations: P.N. Singh & Neeraj Kumar, Pearson Publication

5. Human Resource Management: Text & Cases: C.B. Gupta, Sultan Chand & Sons
6. Human Resource Management: Text & Cases: Dr. S.S. Khanka, Sultan Chand & Sons
7. Human Resource Management and Personnel Management: K Ashwathappa, McGraw Hill Publication

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: BUSINESS ANALYTICS
DSE-D4

BUSINESS ANALYTICS USING R -PROGRAMMING

Course Outcomes	<p>After completion of this course students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the fundamental syntax of R through practice exercises, readings demonstrations and writing R code. 2. Apply programming language concepts such as data types, iteration, control structures and functions by writing R programs. 3. Illustrate variety of data formats in R 4. Summarize data using different R packages.
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Total Hours of Teaching : 60	Lecture/week : 04	Credit Points : 04
Marks : 100	Theory : 60	Internal : 40

Syllabus Contents:

Unit : I	<p>Introduction to R Programming</p> <p>a) Theory</p> <p>Introduction, History of R Programming, Real-world uses of R, R Installation, Command Prompt in R, R script file, Variable in R, R-Objects (Vectors data types), Operators in R- (assignment, Arithmetic, relational, logical, Miscellaneous), Methods in R-ls(),rm(), Conditional Statements in R, Looping Statements in R, Functions in R</p>	05 Hours
	<p>b) Practical</p> <ol style="list-style-type: none"> 1. Installation of R and Studio 2. Program to print “Welcome” 3. Program to assign value to variable 4. Program to Add Two Vectors 5. Find Sum and Mean of Vector in R 6. Program to check if a number is Odd or Even 7. Program to display multiplication table 8. Program to find Factorial of a Number 9. Program to check Prime Number 10. Program to find Armstrong Number 	10 Hours

Unit : II	<p>Data Types in R</p> <p>a) Theory</p> <p>List: Create Lists, Access R List Elements, Manipulate List elements, Merge Lists, Convert R List to Vector, Matrices: Create Matrix, Access Elements of Matrix, Modify Matrix, Matrix Operations(Addition, Subtraction, Multiplication)</p>	05 Hours
	<p>b) Practical</p> <ol style="list-style-type: none"> 1. Program to create list with heterogeneous elements 2. Program to count Number of Elements in List 3. Program to Manipulating List Elements 4. Program to merge two Lists 5. Program to converting List to Vector 6. Program to create <code>a<-list("x"=5,"y"=10,"z"=15)</code>. Find Sum of all elements 7. Program to create matrix taking a vector of numbers as input 8. Program to create two 2x2 matrices and display addition of matrices 9. Program to create two 3x3 matrices and display Subtraction of matrices 10. Program to create two 2x2 matrices and display Multiplication of matrices 	10 Hours
Unit : III	<p>Array and Data Frame in R</p> <p>a) Theory</p> <p>Array Syntax, Arguments in Array, Different Operations on Rows and Columns, Accessing R Array Elements, Manipulating R Array Elements, Data Frame in R: Data Frame Operations</p>	05 Hours
	<p>b) Practical</p> <ol style="list-style-type: none"> 1. Program to create an array of two 3x3 matrices each with 3 rows and 3 columns from two given two vectors. 2. Program to create an 3 dimensional array of 24 elements using the <code>dim()</code>function. 3. Program to create a two-dimensional 5×3 array of sequence of even integers greater than 50. 4. Program to demonstrate array Indexing and manipulating Array elements. 5. Program to demonstrate Naming the dimensions of R arrays. 6. Program to create a data frame of vector in R 7. Program to demonstrate Data Frame functions like <code>(str(),names(),nrow())</code>. 8. Program to access elements in data frame. 9. Program to change values into change values in the R data frame. 	10 Hours

	10 .Adding column and row in Data Frame.	
Unit: IV	Data Preparation and Data Visualizing using ggplot a) Theory Importing Data from text file using readr package ,Cleaning data, Data Visualizing data using ggplot	5 Hours
	b) Practical 1. Program to import data from text file into R by using "readr "package. 2. Program to import data from file in R and clean the column names. 3. Program to import data from file in R and remove empty column or rows. 4. Program to import data from file in R and remove duplicate records. 5. Program to demonstrate Scatter plots. 6. Program to demonstrate adding lines to as scatter plot 7. Program to demonstration Labels, Axes, Text ,etc in scatter plot 8. Program to demonstrate Histogram. 9. Program to demonstrate density plots. 10. Program to demonstrate Boxplots.	10 Hours
Note: Computer Lab Practical Sessions should be conducted for relevant unit. .(Prefer Open Source Softwares)		
Practical/Field Work (20 marks) <i>Each student should solve above each practical work as per guidelines and structure / format given by subject teacher. Fieldwork or Practical work marks will be given by subject teacher on the basis of reports produced.</i>		
Reference Books: 1.The Art of R Programming-A Tour of Statistical Software Design: Norman Matloff, No Starch Press, US 2. R in Action Data Analysis and Graphics : R,Robert I .Kabacoff, Manning Publications 3. R for Dummies: Andriede Vries for Dummies Publisher 4. R:Easy R Programming for Beginners :Felix Alvaro Createspace Independent Publication		
Suggested Research Journal: 1.Journal of Statistical Software		

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: BUSINESS ANALYTICS
DSE-D5

BUSINESS DATA MANAGEMENT AND CLOUD COMPUTING

Course Outcomes

After completion of this course student should be able to:

1. Understand principles of Data Management
2. Describe principles of Cloud Computing
3. Identify different cloud services for Data Management
4. Apply cloud computing techniques in Business Management

Total Hours of Teaching : 60

Lectures / Week: 04

Credit Points : 04

Total Marks : 100

Theory : 60

Internal : 40

Syllabus Contents:

Unit : I

Introduction to Data Management

Meaning & Definition, Importance of Data Management ,Areas of Data Management, Challenges in Data Management ,Best Practices in Data Management, Big Data Management

15 Hours

Unit :II

Introduction to Cloud Computing

Introduction to Cloud Computing, Roots of Cloud Computing, Layers of Cloud Computing, Features of a Cloud Computing Architecture of Cloud computing, Types of Cloud: Private, Public, Hybrid

15 Hours

Unit :III

Services of Cloud Computing

IaaS (Introduction, Characteristics, Advantages, Disadvantages, Examples)
PaaS (Introduction, Characteristics, Advantages, Disadvantages, Examples)
SaaS (Introduction, Characteristics, Advantages, Disadvantages, Examples)

15 Hours

Unit :IV

Applications of Cloud Computing

Applications of Cloud Computing, Advantages & Dis-advantages of Cloud Computing, Challenges in Cloud Computing, Security issues in Cloud Computing

15 Hours

Note: Computer Lab practical sessions should be conducted for relevant unit. .(Prefer Open Source Softwares)

Fieldwork/Practical work (20 marks)

10 practical work related to above units should be given by subject teacher and evaluated on the basis of reports produced /submitted.

Reference Books:

1. Cloud Computing- Principles and Paradigms: Rajkumar Buyya, James Broberg, Andrzej Goscinski, Willey Publication
2. Cloud Computing- Black Book: Kailash Jayaswal, Jagannath Kallakurchi, Donald J. Houde, Dr. Deven Shah, Kojent Learning Solution Ltd.
3. Cloud Computing: Bible Barrie Sosinsky, Willey Publication
4. Cloud Computing: A Hands-On Approach: Arshdeep Bahga, Vijay Madiseti, The Orient Blackswan Publication

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: COMPUTER APPLICATION
DSE-E4
ENTERPRISE RESOURCE PLANNING

Course Outcomes	After completion of this course, students will be able to:		
	<ol style="list-style-type: none"> 1. Understand importance of ERP in business 2. Classify and re-engineer business process 3. Summarize the ERP functional modules with their subsystems. 4. Understand challenges, risk and implementation stages of ERP system. 		
Total Hours of Teaching : 60		Lectures / Week: 04	Credit Points:04
Total Marks: 100		Theory: 60	Internal: 40

Syllabus Contents:

Unit: I	Introduction to ERP		05 Hours
	a) Theory ERP concept, Overview, Traditional Enterprise Approach of ERP, Business Needs of ERP ,Benefits of ERP, conceptual model of ERP, Evolution of ERP, Advantages & Disadvantages of ERP		
	b) Practical's:		10 Hours
	1	Practical on Prepare conceptual model of ERP for Automobile Industry	
	2	Practical on Prepare conceptual model of ERP for University	
	3	Practical on Prepare conceptual model of ERP for College	
	4	Practical on Prepare conceptual model of ERP for Hospital	
5	Practical on Prepare conceptual model of ERP for Sugar Industry		
6	Practical on Prepare conceptual model of ERP for Bank		
Unit :II	Technology Related to ERP		05 Hours
	a) Theory: Business Process Reengineering, DBMS, Data warehouse, Data Mining, OLAP, Supply chain Management, CRM, Product Life cycle Management		
	b) Practical's:		10 Hours
	1	Prepare Supply Chain Model	
	2	Prepare CRM Model for Bank	
	3	Prepare CRM Model for Hospital	
	4	Prepare CRM Model for College	
	5	Prepare CRM Model for Sugar Industry	
6	Prepare CRM Model for University		
7	Prepare CRM Model for Automobile Industry		

Unit :III	ERP Functional Module	
	a) Theory: Introduction, Finance, Manufacturing, Human Resource, Material Management, Integration of ERP, Supply chain, Customer relationship Application	
	b) Practical's:	
	1	ERP Models for University
	2	ERP Models for College
		10 Hours
Unit :IV	ERP Implementation	
	a) Theory: Implementation challenges, ERP Implementation Stages, implementation strategies, implementation methodologies, Project team, vendors and consultants, Post implementation activities. Change and Risk Management in ERP Implementation.	
	b) Practical's:	
	1	Mini Project on ERP implementation
		10 Hours

Note:

Computer Lab practical sessions should be conducted. .(Prefer Open Source Softwares)

Practical /Fieldwork:

Each student should solve above each practical work as per guidelines and structure / format given by subject teacher. Fieldwork or Practical work marks (20 marks) will be given by subject teacher on the basis of reports/task completed / produced.

Reference Books:

1. Enterprise Resource Planning: Veena Bansal, Pearson Publication
2. Enterprise Resource Planning: Concepts and Practice: Vinod Garg, Prentice Hall India Learning Private Limited
3. Enterprise Resource Planning: Dr.Miling Oka, Everest Publishing House
4. Modern ERP: Marianne Bradford publisher
5. ERP Demystified : Alexis Leon ,Mcgraw Hill Publication

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: COMPUTER APPLICATION
DSE-E5
PYTHON PROGRAMMING & SOFTWARE PROJECT MANAGEMENT

Course Outcomes	After completion of course, students will be able to: 1. Understand the different element of Python Program 2. Identify the data structure available in python 3. Describe the fundamentals of software and its process 4. Explain software Quality and Project Management	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Introduction to Python Python Installation, Introduction to Spyder IDE, Overview of Python Interpreter, History of Python, Python Features, Applications of Python, Data Types, Types of Operators, Statements, Functions, Comment, Escape Characters, Built-In String Methods, User Input	15 Hours
Unit: II	Conditional and Looping Statements and String and List Conditional Statement - if, if-else, built-in mathematical functions, Looping statements -for, while, Do while Strings - Creating a String in Python, accessing characters in Python String, Deleting and updating string <i>Lists - creation of a list, accessing elements of list, operation on a list, functions/methods, list slicing, nested listing</i>	15 Hours
Unit: III	Introduction to Software and software Project Management Software Processes: Introduction to Software Process, Characteristics of a software process, Software development process, project management process, Software configuration management process, process management	15 Hours

	<p>process</p> <p>a) Cost estimation, project scheduling, staffing and personnel planning,</p> <p>b) Software Configuration Management plans, Quality Assurance plans.</p> <p>c) Project Monitoring Plans, Risk Management</p>	
Unit: IV	<p>Software Quality and Software Project Management plan</p> <p>Software Quality: objectives, need for improvement, cost of Quality, Software quality factors, Total Quality Management, Quality standards such as ISO, CMM and CMMI</p> <p>Software Project Management Plan: Team management, customer communication and issue resolution, the structure of the project management plan</p>	15 Hours
<p>Note: Relevant case studies based on the above units should be discussed in the class..(Prefer Open Source Software)</p>		
<p>Suggested Practical Work or Field Work:</p> <ol style="list-style-type: none"> 1. Write the simple python program. 2. Python program to demonstrate numeric value 3. Python program to demonstrate different operators. 4. Python program to demonstrate comments single line multiline. 5. Python program to demonstrate conditional statements 6. Python program to demonstrate looping statements. 7. Python Program for Creation of List, accessing value of List 8. Python program to demonstrate different List operations. 9. Python program to slice List using list. 10. Python program to demonstrate Creation of List <p>Note:</p> <p><i>Each student should solve above each practical work as per guidelines and structure / format given by subject teacher. Fieldwork or Practical work marks will be given by subject teacher on the basis of reports produced.</i></p>		

Reference Books:

1. Core Python Programming: R. Nageswara Rao, Dreamtech Publication
2. Introduction to Programming Using Python: Y. Daniel Liang, Pearson Publication
3. Programming with python, A users Book: Michael Dawson, Cengage Learning
4. Software Project Management in practice: Pankaj Jalote, Pearson Education
5. Software Engineering. - Practitioner's Approach: Roger S. Pressman (TMGH)
6. Software Engineering : Jawadkar W.S. (TMGH), Kanishka Publication

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: EVENT MANAGEMENT
DSE-F4
EVENT RISK MANAGEMENT

Course Outcomes	After completion of course, students will be able to: 1. Understand the risk associated with events planning and designing. 2. Discuss the different kind of risks. 3. Categorize risk associated with event production. 4. Evaluate legal issues involved in event management. 5. Investigate financial risk management associated with events.		
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04	
Total Marks : 100	Theory : 60	Internal : 40	
Syllabus Contents:			
Unit: I	Event Risk Management Introduction & Definition of Event Risk Management, Types of Risks in Event Management: Pre-Event/Event Time/Post Event Risks, Risk in Event Planning and Designing Level, Risk in understanding and fulfilling Clients Unrealistic Expectations, Risk in Event Production, Risks in Legal requirements, Risks in Payment Recovery, Natural Calamity Risks, Risks in Events Logistics, Risk in Event Marketing, Risk in Different Types of Events: Risks in Wedding, Political, Sports, Corporate, Risk in Celebrity Management or Live Show Events etc.		15 Hours
Unit: II	Event Production Risk Management Risk involved in Stage, Light, Sound, Video Displays- LED Screen etc. Setup and its solutions or backup plans, Risk involved in Catering or Food and Beverage Management, Risk in Bride-Groom or Celebrity Entry, Risk in Firecrackers or VFX Effects Use, Risk at Venues, Risks in Logistics: Insurance etc., Risk in electrical and power connections, Safety Guidelines		15 Hours

	and preventive actions, Time Management-Event Execution Risks, Risk management against Natural Calamities & backup plans	
Unit: III	Legal Risk Management Legal Licenses requirements as per event type, Use of Copyright licenses for Event like IPRS, PPL, Novex, RMPL, Royalty Free License etc. Penalty against same, Use of Liquor license, Traffic police approval etc. and penalty against same if not procured.	15 Hours
Unit: IV	Financial Risk Management Risk associated with Event quotation approval and agreement, Corporate Client POs, Advance payments, Event payment terms and conditions agreement, Event Scope of Work agreement, Any increased work in Event and its respective payment terms etc. agreement, Celebrity management event agreements and financial risks, Sponsored events financial risk management	15 Hours

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

Suggested Practical Work or Field Work:

1. Visit any Event Management organization and study types of the risk majorly faced by them in last 5 years.
2. Visit any Event Management organization and study types of the risk associated with the different types of events.
3. Conduct interview of Event Manager regarding risk in Wedding Event and how they cope up the problem (backup plan)
4. Study real cases with natural calamity risk in event and how it had been resolved.
5. Analyze risk factors in Celebrity management in Live Show Events.
6. Work with an event production team of the same organization and study their event production risk management practices. Prepare a report and present in the class.
7. Prepare a report on the pre-event legal compliances of any public event.
8. Visit any Event Management organization and study the financial risks associated with an event

management.

9. Identify factors causing Sponsored events financial risk in Fair/Exhibition.
10. Any other practical based on syllabus.

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

Reference Books:

1. Risk Management for Events: Julia Rutherford Silvers and William O'Toole, Routledge- Taylor and Francis Group.
2. Event Risk Management and Safety: Peter E. Tarlow, John Wiley and Sons Inc., New York
3. Event Management: Glenn A.J. Bowdin, Johnny Allen, William O'Toole, Robert Harris, Ian McDinnell, Elsevier Publication
4. Event Management: Lynn Van Der Wagen and Brenda R. Carlos, Pearson Publication
5. Art of Event Management: Dr. Vineet Gera, Gurucool Publishing
6. Event Management in Leisure and Tourism: David Watt, Longman Publication
7. Event Planning: Judi Allen, Wiley Publication
8. Event Planning: Alex Genadinik , Create space Independent Publication
9. Event Management: C. P. Harichandan & Adam Musgrave, Global Vision Publishing House

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: EVENT MANAGEMENT
DSE-F5
IT FOR EVENT MANAGEMENT

Course Outcomes	After completion of course, students will be able to: <ol style="list-style-type: none"> 1. Understand the concept of IT and its use in Event Management 2. Explain the effective use of MS-office in Event Management 3. Discuss the concept of E-Commerce and E-payment 4. Illustrate how to design website for Event Management 5. Demonstrate different applications required for Event Management 6. Assess use of AI in Event Management 	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	IT in Event Management Definition of IT, Need, significance and scope of IT in event management, Basic Components: Hardware, Software, Network, Types of Network, Topology, Communication media, Overview of Internet, Intranet, Extranet, search engine.	15 Hours
Unit: II	MS-Office for Event Management Importance and need of MS-office MS-Word: Introduction to word components, working with word document, formatting documents, working with tables, tools, working with mail-merge, using word art to create effective document MS-Excel: Introduction to excel, spreadsheet, formatting worksheet, working with graphics in excel, types of charts, Introduction to advance excel. Microsoft PowerPoint: Introduction to PowerPoint components, working with PowerPoint, creating presentation, formatting presentation, Adding effects to presentation. Adding hyperlink to presentation.	15 Hours

<p>Unit: III</p>	<p>E-Commerce and E- Payment E-Commerce: Introduction to E-Commerce, Benefits of E-Commerce, Components of E-Commerce, Types of E-Commerce, Mobile Commerce: Overview of M-Commerce, Components of Mobile Commerce Electronic Payment Systems: Introduction, Traditional payment v/s E-payment, Advantages of E-payment, Limitations of E-payment, Prepaid and Postpaid Payment Systems (RTGS/NEFT/BHIM/E-cash).</p>	<p>15 Hours</p>
<p>Unit: IV</p>	<p>Website Development and AI in Event Management Introduction to Website Development, Importance of Website Development in Event Management, Basic Page designing using HTML, Introduction to various applications required for Event Management, Introduction to Artificial Intelligence, Need, Significance, Scope and Use of Artificial Intelligence in Event Management</p>	<p>15 Hours</p>
<p>Note:</p> <ul style="list-style-type: none"> • Computer Lab Practical sessions should be conducted • Relevant case studies based on the above units should be discussed in the class. 		
<p>Suggested Practical Work or Field Work:</p> <ol style="list-style-type: none"> 1. Visit any Event Management organization and study their IT infrastructure along with different applications used by organization. 2. Prepare a word file using all the functionality of MS- Word. 3. Prepare an invitation letter, use mail merge to send the same letter to number of guest. 4. Prepare a excel sheet to maintain the expenses of a particular event. 5. Prepare a report in excel using different advance excel tools of a particular event. 6. Use MS-PowerPoint to make an effective business presentation. 7. Visit any Event Management organization and study the use of E-commerce along with different E-payment tools used by organization. 8. Develop a website using HTML for displaying basic information of event management business. 9. Visit any Event Management organization and study the different application and tools used by organization. Prepare the report. 		

10. Any other practical based on syllabus.

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

Reference Books:

1. Computer Today: Basandra Suresh K. ,Galgotia Publications Pvt. Ltd.
2. Fundamentals of Computer : V.Rajaraman, Prentice Hall India Learning Private Limited
3. Information Technology for Management: Advancing Sustainable, Profitable Business Growth Turban, Volonino , Wood , O.P. Wali , Wiley Publication
4. Information Technology in Business Management: Mukesh Dhunna,,Laxmi Publication
5. Information Technology and Its Application in Business: Dr. Anant Kumar Srivastav, Sahitya Bhawan Publication
6. MS-OFFICE -97: Gini Courter and Annette Marquis, BCB publication
7. E-Commerce: Kamblesh Bajaj and Debjani Nag, Tata Mc Publication
8. E-Banking: R Kumar, Pacific Books International Publication
9. HTML Black Book: Steven Holzner, Dreamtech Publication
10. Artificial Intelligence and Deep Learning for Decision Makers: Navdeep Singh Gill, BPB Publication

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: FAMILY BUSINESS MANAGEMENT
DSE-G4

START-UP : CREATIVITY AND INNOVATION

Course Outcomes	<p>After completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Comprehend the ideas behind innovation and creativity 2. Recognize the steps involved in solving creative problems 3. Execute innovative and creative thinking skills 4. Classify types of business organizations 5. Assess the function of various institutions supporting startups
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Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40

Syllabus Contents:

Unit: I	<p>Creativity and Techniques of Creativity</p> <p>A. Creativity- What is Creativity, Components of Creativity, Creativity Process, Barriers to creativity, and Techniques for improving creativity process, Organization and personal factors to promote creativity,</p> <p>B. Techniques of Creativity- Six Hat Thinking Techniques, Lateral Thinking Techniques</p>	15 Hours
Unit: II	<p>Theories of Innovation</p> <p>A. Innovation- Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation. Differences between invention and innovation, Innovation and entrepreneurship, Sustainability and Innovation, Innovation Management Strategies.</p> <p>B. Theories of Innovation- Peter Drucker, Schumpeter, X-Efficiency Theory</p>	15 Hours
Unit: III	<p>Start-Up and institutional support</p> <p>A. Establishing a Start-up:- Identify business opportunity, Sources of idea generation, methods of generating ideas, opportunity identification and selection.</p> <p>B. Forms of an enterprise: -Sole proprietorship, Partnership Firm, Private Limited Company, Public Limited Company, Co-operatives, Joint Hindu Family Business.</p>	15 Hours

	C. Institutional Support for Start-up:- Role and importance, Functions of KVIC, NIESBUD, DIC, SIDC, SIDBI, SFC	
Unit: IV	Entrepreneurship-Cases <ul style="list-style-type: none"> • Rural Entrepreneurship- Case study of Greenway Smart Stove • Agri-Preneurship-Case study of E-Choupal • Social Entrepreneurship- Case study of Muhammad Yunus • Women Entrepreneurship- Case study of Falguni Nayer • Tourism Entrepreneurship- Case study of G.R.Gopinath 	15 Hours
Note: <ul style="list-style-type: none"> • Students should review case studies and bring out the characteristics of entrepreneurship and problems faced by them. • Other relevant case studies based on the above units should be discussed in the class. 		
Suggested Practical Work or Field Work: <ol style="list-style-type: none"> 1. Exercise on idea generation using brain storming exercise within the class room and prepare report on it. 2. Organize Problem solving exercise using Why- Why Analysis. And prepare report on it 3. Make your honest SWOT Analysis as a student of this course 'Entrepreneurship' to become an entrepreneur. 4. Conduct the Quick Fire-Debate and prepare report on it. 5. Exercise the idea of Six Hat Thinking by giving them one problem. 6. Analyze Case study -Jaipur Foot: An Excellent Example of Creativity 7. Arrange Guest session of SIDBI/ DIC/ SFC manager on various schemes on start-up and prepare summary on learning. 8. Take one problem and solve with the help of different Methods and Tools for Creative Problem Solving. 9. Read Library Exercise and book reading session on books like Business Maharaja's, Stay hungry and Stay foolish. 10. Any other Practical based on syllabus <p><i>Note: Each student should prepare report of every practical or field work including detailed information as per guidelines and structure/format given by subject teacher. The report should be hand- written. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report.</i></p>		

Reference Books:

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

BBA-III-Sem.-VI Discipline Specific Elective ELECTIVE: FAMILY BUSINESS MANAGEMENT DSE-G5 VENTURE CAPITAL AND FUNDING AGENCIES		
Course Outcomes	After completion of course, students will be able to : 1. Outline the concept of Venture Capital 2. Describe Funding process 3. Analyze venture capital funding schemes 4. Evaluate the role of financial institutions in venture capital	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks : 100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Venture Capital Concept, nature origin of venture capital, characteristics of venture capital, Objectives of venture capital, features of venture capital, structure of venture capital, advantages and disadvantages of venture capital, Venture Capital investment process, role of venture capital in India, Factors of venture capital	15 Hours
Unit: II	Funding Process Method of venture financing ,development of venture capital in India, role of venture capital in small business enterprises, venture capital funds in India, Rules and Regulation of venture capital in India as per SEBI and as per Income Tax Act 1961, factors of the success of venture capital, factor determining venture capital requirement, Impact of recession on the venture capital industry in India, future prospect of venture capital in India, factor of venture capital in India, working of venture capital	15 Hours
Unit: III	Venture Capital Funding Venture capital funding in India ,types of venture capital ,Need of fund to new venture, Schemes offered by various institutions ,IFCI (Industrial Finance	15 Hours

	Corporation of India),-ICICI (Industrial credit and Investment Corporation of India) , Role of IFCI in entrepreneurship development in India ,Role of ICICI in entrepreneurship development in India	
Unit: IV	Role of Financial Institutions IDBI- Industrial Development Bank of India, LIC- Life Insurance Corporation UTI- Unit Trust of India, SIDBI -Small Industries Development Bank Of India, NSIC- National Small Industries Corporation, Role of IDBI in entrepreneurship development in India, Role of LIC in entrepreneurship development in India, Role of UTI in entrepreneurship development in India, Role of SIDBI in entrepreneurship development in India, Role of NSIC in entrepreneurship development in India	15 Hours

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

Suggested Practical Work or Field Work:

1. Visit to any financial institution and collect information about role in Entrepreneurship Development in India
2. Analyze the current trends in venture capital funding, including sectors receiving the most investment, geographic distribution of investments, and changes in funding patterns over time.
3. Investigate the effects of venture capital funding on the growth, innovation, and success rates of startups, including factors influencing these outcomes.
4. Compare the characteristics, investment strategies, and outcomes of angel investors and venture capital firms in supporting early-stage startups.
5. Examine the contribution of venture capital to regional economic development, including its effects on job creation, innovation clusters, and entrepreneurship ecosystems.
6. Investigate the representation of women founders in venture capital funding, barriers to access for underrepresented groups, and strategies for promoting diversity in the venture capital industry.
7. Study the impact of government policies, such as tax incentives, regulatory frameworks, and startup support programs, on venture capital investment activity and startup success rates.
8. Explore the significance of angel investors in early-stage financing and their impact on the growth and

development of startups.

9. Explore the ethical considerations and social implications associated with venture capital investment in startups, including issues related to diversity and inclusion, environmental sustainability, and responsible innovation.
10. Any other practical based on syllabus

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

Reference Books:

1. Family Business: Ernesto J. Poza and Mary S. Daugherty, Cengage Learning India Pvt. Ltd.
2. Family Business Management: Dr.Mohsina Hayat, Empyreal Publishing House
3. Family Business Management: Rajiv G Agarwal , Sage Publication Pvt.Ltd.
4. Essentials of Entrepreneurship and Small Business Management: Thomas W. Zimmerer, Norman Scarborough, PHI Publication
5. How to Raise Startup Funding in India: Dr. Karminder Ghuman & CA Sahil Makkar ,Bluerose Publishers Pvt. Ltd.
6. Entrepreneurship: New Venture Creation: David H. Holt, PHI Publication
7. Entrepreneurship Development: Dr. S. S. Khanka,Sultan Chand Publication

Journal:

Journal of Family Business Management

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: HOSPITALITY MANAGEMENT
DSE-H4
HOTEL MANAGEMENT

Course Outcomes	At the end of completion of this course students will be able to:		
	<ol style="list-style-type: none"> 1. Understand Front Office Operations 2. Explain House Keeping Operations 3. Illustrate Food and Beverage Production 4. Understand different types of restaurants 5. Outline Banquet Planning 		
Total Hours of Teaching : 60		Lecture/Week : 04	Credit Points : 04
Total Marks:100		Theory : 60	Internal : 40
Syllabus Contents:			
Unit: I	Front Office Operation Significance and importance of the front office department, functions at front desk, Equipment used at front office		15 Hours
Unit: II	House Keeping Operation Introduction, Importance and Significance, Duties and Responsibilities, Inter and Intra-departmental co-ordination of housekeeping		15 Hours
Unit: III	Food and Beverage Production Introduction, Importance and classification, Different sections of kitchen, Functions of Food and Beverage department		15 Hours
Unit: IV	Food and Beverage Service Types of restaurants, Menu planning, Concept of Banquet- types, functions and recent trends, Banquet planning, pricing		15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.			

Suggested Practical Work or Field Work:

1. Select the top 3 Hotels in the area and prepare a report (Report must contain Name of the hotel, Location, Establishment year, History, Provided services etc.)
2. Study the importance of the front office.
3. Study the functions of the front office carried out in hotel.
4. Prepare a table of manpower staff (Sr. no. /Post/ no. of staff/ exp. etc.)
5. Study and write the duties and Responsibilities of each designation/post.
6. Visit housekeeping department of a hotel, study their house keeping operations.
7. Visit the Kitchen and prepare a report on layout and sections of it.
8. Meet Food and Beverage department of a hotel, study their operations.
9. Visit a hotel offering banquet service, study their menu plan.
10. Analyze their pricing strategy present it

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

Reference Books:

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

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: HOSPITALITY MANAGEMENT
DSE-H5
SOFT SKILLS IN HOSPITALITY

Course Outcomes	After the completion of the course, students will be able to:	
	1. Understand the soft skills in hospitality industry 2. Comprehend professional etiquettes and manners 3. Demonstrate effective communication skills	
Total Hours of Teaching : 60		Lecture/Week : 04
Total Marks:100		Theory : 60
		Credit Points : 04
		Internal : 40
Syllabus Contents:		
Unit: I	Introduction to Soft Skills Meaning of soft skills, techniques of soft skills-self-motivation, leadership, responsibility, teamwork, problem-solving, decision making, time management, conflict resolution, importance of soft skills in hospitality management	15 Hours
Unit: II	Communication Meaning and need for communication, purpose of communication, types of communication, advantages and disadvantages of communication, barriers to communication, non-verbal communication Listening: Meaning, Importance of listening, difference between hearing and listening and four different types of listening	15 Hours
Unit: III	Interpersonal Skills Dealing with seniors, colleagues, juniors, customers, suppliers, contract workers, Owners etc at work place Group Discussion: Meaning, Do's and Don't of GD Team Behavior - how to effectively conduct yourself during GD, clarity of thoughts and its expression	15 Hours

Unit: IV	Personality Development Etiquette and Manners, Professional Etiquette, Technology Etiquette, Table Manners, Time Management, Grooming-Dressing, Postures, Gestures. Email and telephone communication. Physical Fitness- Importance and ways of achieving it, Healthy eating habits	15 Hours
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Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Ice Breaking Activities (e.g. How to introduce oneself)
2. Role Play Activities
3. Team work activities (e.g. team building games)
4. Videos on critical thinking skills followed by discussion on it.
5. Seminar Presentation
6. Sessions on interpersonal relations, e.g. style of greeting, introducing others to third parties.
7. Practical session on table manners.
8. Practical session on Dressing, Postures, Gestures.
9. Draft e-mail/ letter writing
10. Sessions on telephonic communication

**All the practical Demo to be conducted by experts.*

**Videos of students during practical session to be recorded and preserved for evaluation.*

Note:

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

Reference Books:

1. Essential Communication Skills: Shalini Aggarwal , Ane Books Pvt. Ltd., New Delhi
2. Business Communication: Urmila Rai, S. M. Rai, Himalaya Publishing House , Mumbai
3. Managing Soft Skills for Personality Development: B.N. Ghosh, McGraw Hill Education
4. Personality Development-Interpersonal Skills and Career Management: Dr. C.S.G. Krishnama Charyulu and Dr. Lalitha Ramakrishnan, Himalaya Publishing House Pvt.Ltd.
5. Personality Development :R.C. Bhatia, Ane Books Pvt.Ltd.

Suggested Additional Readings:

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

Suggested Research Journal Articles:

1. European Journal of Personality.

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

2. Journal of Personality and Individual Differences

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

3. Personality and Social Psychology Bulletin

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

4. Journal of Personality Assessment

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

5. Journal of Management Development

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

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: INTERNATIONAL BUSINESS
DSE-I4
EXPORT AND IMPORT

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

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

Suggested Practical Work or Field Work:

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

Note:

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

Reference Books:

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

BBA-III-Sem.-VI
Discipline Specific Elective
ELECTIVE: INTERNATIONAL BUSINESS
DSE-I5
ISSUES IN INTERNATIONAL BUSINESS

Course Outcomes	After completion of course, students will be able to: 1. Understand International Logistics & its issues. 2. Elaborate role of international transportation and its problems. 3. Apply knowledge and issues handled in supply chain management. 4. Assess awareness of Ethics and CSR at international business.	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks:100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	International Logistics Meaning and objectives, Make or buy Global sourcing, INCO TERMS, Logistical Packaging, Types of shipping, International laws related to logistics and transportation of goods, Financial processing and distribution channels, Obstacles to achieving strategic fit-(a) Increasing variety of products (b)Decreasing product lifecycle (c)Highly demanding customers (d)Fragmentation of supply chain ownership Globalization (f)Difficulty in executing new strategies	15 Hours
Unit: II	International Transportation Importance of Transport in Global Logistics, Containerization, International Sea Transport, Air Transport, Road Transport and Multimode Transport, Characteristics of all Mode of Transport, Factors influencing Mode and Carrier Selection decision. Role of Shipping Lines, Freight Forwarder, Custom House Agent, Vessel details How to select FF and CHA,CHA License, Containers-Types, Standard Dimension, Role Inhibitors in transportation	15 Hours

Unit: III	<p>International Supply Chain Management</p> <p>Planning the Global Supply Chain, Risk Management in the Global Logistics, Measuring the Logistic Cost and Performance, Travel Times, Country Sea Ports, Air Ports. Free Trade Zone and their Impact on Supply Chain Management, Customs and Regulations, Trade Documentation, Current Issues in supply chain management</p>	15 Hours
Unit: IV	<p>Ethics and CSR in International Business</p> <p>Business ethics, Social responsibility of Business, Environmental issues, labour issues, TRIPS & TRIMS, Trademark and Copy Rights, Intellectual property rights laws and impact on developing countries, Other Agreements on Goods and Services</p>	15 Hours

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

Suggested Practical Work or Field Work:

1. Study of INCO TERMS.
2. Discuss Case study related to logistic issues in a company.
3. Visit a company and list its modes of transportation along with its transportation management activities.
4. Identify and discuss appropriate modes of transportation for any of the following items; Turmeric, Grapes, Resins, Flowers, Mangos, Pomegranate.
5. Visit a company and list down issues it handled, solved in its supply chain
6. Visit to any organization dealing in international business and study of its CSR practices.
7. Discuss and analyze Cases related to international supply chain management
8. Identify and analyze Ethical and CSR Practices in International Business
9. Compare IPR laws of any two countries
10. Any other practical based on syllabus

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

photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report.

Reference Books:

1. International Business: Text and Cases: Dr. P. Subba Rao, Himalaya Publishing House
2. International Business: K. Aswathappa, Tata McGraw Hill Education Private Limited
3. International Business - Text and Cases: Francis Cherunilam, PHI Learning Pvt.Ltd.
4. International Business: Justin Paul, PHI Learning Pvt. Ltd., New Delhi.
5. International Business: Rakesh M. Joshi, Oxford Publication.
6. International Logistics: The management of International Trade Operations, Pierre A. David
7. International Logistics: Global Supply Chain Management- Douglas Long- Southern Maryland Books
8. Global Supply Chain Management and International Logistics: Alan E. Branch Routledg Publication
9. Logistics & Supply Chain Management: Prof.K.Shridhara Bhat ,Himalaya Publishing House
10. Supply Chain Management (A Logistics Perspective): Coyle, Langley, Novack, Gibson. Cengage Learning

Suggested Additional Readings:

Web sources-FEMA Act, Hedging of Currency, World Bank, EEFC, FDI, FII

Suggested Research Journals:

1. Asian Journals of Shipping and Logistics
2. Asia Pacific Journals of Marketing and Logistics
3. International Journals of Shipping and Transport Logistics
4. International Review of Retail, Distribution and Consumer Research
5. International Trade Journals
6. International Journals of Business Governance and Ethics
7. International Journals of Business Performance and Supply Chain Modeling

BBA-III-Sem.-VI Discipline Specific Elective ELECTIVE: TRAVEL & TOURISM MANAGEMENT DSE-J4 PRINCIPLES AND PRACTICES OF TRAVEL AND TOURISM MANAGEMENT		
Course Outcomes	After completion of syllabus, students will be able to, 1. Understand tourism sustainable practices 2. Explain principles of travel and tourism operations 3. Analyse the practices worked in travel and tour operations	
Total Hours of Teaching : 60	Lecture/Week : 04	Credit Points : 04
Total Marks :100	Theory : 60	Internal : 40
Syllabus Contents:		
Unit: I	Tourism Principles Types of tour operating organization, Procedure to set up the tour operating agency, List of Approvals and documentation to start a tour operating agency, Government Tourism policy to promote domestic tourism and international tourism in India.	15 Hours
Unit: II	Travel Management Principles Marketing Mix in Tour operating -product decision, pricing decision, distribution decision and promotion decision, Role of people, process and physical evidence in attracting and satisfying the customer, Emerging need and challenges of digitalization in tourism operations, Tour operating business trends in changing world, popular tour packages	15 Hours
Unit: III	Principles and practices of travel agencies in India Licensing procedure to start a travel business in India, List of approvals and documentation requirement to set up travel agency unit, Travel organizations in India, Government guidelines to travel agency and tour agent	15 Hours
Unit: IV	Travel Practices Marketing Mix in Travel Agency-product decision, pricing decision, distribution decision and promotion decision, Role of people, process and physical evidence in attracting and satisfying the customer, Need and	15 Hours

	importance of digitalization in travel agency operations, Challenges in travel businesses	
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Note: Relevant case studies based on the above units should be discussed in the class.

Suggested Practical Work or Field Work:

1. Visit to any two-tour operating organization & list out popular tour packages available in your area.
2. Understand the procedure required to acquire the documents like passport, visa and insurance.
3. Study the Government Tourism Policy. Study the Licensing procedure to start a travel business in India
4. Study the different tour packages and pricing method.
5. Identify the process and role of people while selecting packages.
6. Visit tour agency and pin out the challenges of digitalization in tourism operations.
7. Prepare a report on Government guidelines to travel agency and tour agent.
8. Do the market survey to know the promotion techniques adopted by tour operating agency operating in your area.
9. Study the marketing mix in Travel Agency
10. Any other practical work based on syllabus

Note:

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

Reference Books:

1. Travel Agency and Tour Operation-Concepts and Principles: J.M.S. Negi , Kanishka Publishers
2. Marketing for Hospitality and Tourism: Kotler, Philip, Bowen John, Makens James, Pearson Publishers
3. Tourism Development: Principles and Practices: AK Bhatia, Sterling Publishers Pvt. Ltd.

4. Travel Agency Management: Chand Mahinder Anmol Publishers, New Delhi
5. Glencoe an Introduction to Travel & Tourism: Dennis L.&Foseter, McGraw-Hill International

Suggested Additional Readings:

(if web source then provide url)

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

BBA-III-Sem.-VI Discipline Specific Elective ELECTIVE: TRAVEL & TOURISM MANAGEMENT DSE-J5 TOURISM ISSUES AND STRATEGIES		
Course Outcomes	After this course, students will be able to: <ol style="list-style-type: none"> 1. Understand the factors influencing tourism management 2. Describe macro and micro environment issues in tourism 3. Discuss challenges and strategies in tourism growth (Adventure / Culture/ Pilgrimage/ Sustainable)	
Total Hours of Teaching: 60	Lectures/Week: 04	Credit Points :04
Marks : 100	Theory: 60	Internal:40
Syllabus Contents		
Unit: I	Introduction Concept of Tourism Environment, Factors influencing tourism management, Opportunities and Threats in tourism industry, Challenges to Tourism industry.	15 Hours
Unit : II	Macro Environment Issues Natural and Physical Issues: Infrastructural Availability, Availability of resources, Nature Conservation, climate change and eco-tourism, Cleanliness and Maintenance of tourist location,	15 Hours

	<p>pollution</p> <p>Social and Cultural Issues: Social values, tradition and beliefs, Heritage issues, cultural issues, Social Group dynamics.</p> <p>Political and Legal Issues: Local Laws, State Laws, permissions, Co-ordination in multiple players in industry, taxation</p>	
Unit: III	<p>Micro Environmental Issues</p> <p>Organization Objectives and policies, Availability and co-ordination of suppliers (material and service suppliers), Support from Distributors agencies, Availability and Size of competitors, Changing habits and preferences of tourists</p>	15 Hours
Unit :IV	<p>Challenges & Strategies in Tourism</p> <p>Challenges in growth of tourism- Getting right human resource, Safety and security of tourists, Obtain Civic amenities, Food Management, Accommodation Management, Transportation management to reach tourist location, Strategies for tourism growth</p>	15 Hours
<p>Suggested Practical Work or Field Work:</p> <ol style="list-style-type: none"> 1. Visit to a nearest tourist location and identify the factors influencing tourism management. 2. Discuss in the class Threats to tourism sector in India 3. Does the survey of your district and identify the natural and physical issues in tourism sector? 4. Visit to Government tourism website and read the government tourism reports to understand the issues in tourism industry. 5. Visit to any heritage office in your area to know the management of heritage site by the Government 6. Prepare presentation on Government political and legal influence on tourism development in your area 7. Prepare a report on infrastructural and resources management in tourist site. 		

8. Take the interview of 10 tourist visited to your tourist location and study their changing preferences and habits in visiting the tourist location
9. Suggest strategy to overcome the challenges of food management in tourist location.
10. Design Accommodation and transportation management strategy to promote unexplored tourist site.

Note:

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

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

Reference Books:

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

Suggested Research Journals:

1. Case study: The Impacts of Tourism Case Study: Lynn Jones
2. Issues and Challenges in Indian Tourism Industry: A Critical Review from 2010 to 2023
https://www.researchgate.net/publication/375834107_Issues_and_Challenges_in_Indian_Tourism_Industry_A_Critical_Review_from_2010_to_2023

3. The Challenges of Tourism as a Development Strategy in an Era of Global Climate Change

https://www.academia.edu/174193/The_Challenges_of_Tourism_as_a_Development_Strategy_in_an_Era_of_Global_Climate_Change 4. Journal of Personality Assessment

BBA-III-Sem.-VI
MAJOR PROJECT
(Field Visit-Work)
(DSE-A6/B6/C6/D6/E6/F6/G6/H6/I6/J6)

Discipline Specific Electives:

Course Code	Elective	Course Code	Elective
DSE-A6	Marketing	DSE-F6	Event Management
DSE-B6	Finance	DSE-G6	Family Business Management
DSE-C6	Human Resource Management	DSE-H6	Hospitality Management
DSE-D6	Business Analytics	DSE-I6	International Business
DSE-E6	Computer Application	DSE-J6	Travel and Tourism Management

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

Outcomes:

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

Student has to undergo a practical training of minimum 30 days. BBA being professional course, it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. Student should decide the topic for the project under the guidance of a teacher in the first month of the academic year of B.B.A.-III and finalize organization with date of joining for training in Sem-V.

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

Project Work will be done by the student individually.

The student will have the following options for selecting the project:

- (a) Field Work
- (b) Library Work
- (c) Placement with an Organization.

Student can carry out the project work after college hours, holidays/Diwali vacation. The student should take regular guidance from the teacher while carrying out project work.

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

Major Project-Work in the Semester -VI carries 100 marks. The project work will be evaluated by University Committee.

Project Work Evaluation Criteria	Marks
Viva-Voce	60
Project Report	40
Total Marks	100

Major Project Examination will be conducted before the university examination for Semester VI.

Viva-Voce & Report Evaluation Examination

Major Project Evaluation Examination will be arranged by University for 100 marks. Project Examination will be conducted before the annual examination. (60 marks for viva+40 marks for report). University will appoint Evaluation Committee, consisting of 3 members, 2 members (1 as Chairman ,1 as Member) being external and another 1 member being internal. Name of Internal Examiner should be communicated to University in advance. The Chairman has to submit viva-voce and report marks to the University immediately after the examination.

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

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

UNIVERSITY GUIDELINES FOR PROJECT WORK

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

- The report will have three certificates, one by the Head of the Department and Principal, another by the Faculty guide and third one from reporting officer of the organization where the student has undergone training. These three certificates should be attached in the beginning of the report
- Certificate of the Faculty Guide: The guide should certify that the research work is original and completed satisfactorily under his guidance.
- Index Page, List of Tables and List of Graphs should be added after certificates and Declaration.

Project Report Submission:

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

Acceptance/Rejection of Project Report:

- The student must submit an outline of the project report to the college for approval. The college holds the right to accept the project or suggest modifications for resubmission. Only on acceptance of draft project report, the student should make the final copies.
- Institute should arrange mock-viva for students' preparation at institute level after submission of project report.

DETAILS OF PROJECT REPORT

TITLE

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

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

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

The Project Report contents at least following aspects

Chapter-1: Introduction to the Study

1.1 Introduction

1.2 Management Problem

1.3 Statement of Research Problem

1.4 Hypothesis of the study (Optional)

1.5 Objectives of the study

1.6 Scope of the study

1.7 Importance of the study

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

1.9. Review of Literature

1.10 Chapter Scheme

Chapter-2: Theoretical Background

2.1. Introduction (Meaning, Definitions)

2.2 Characteristics/Nature

2.3 Advantages-Disadvantages

2.4 Techniques/Types/Categories

2.5. Scope

2.6. Functions

2.7. Importance etc. of Basic Concepts

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

Chapter-3: Introduction to the Organization/Industry

3.1 Introduction

3.2 Brief History of the Organization and present position

3.3 Organization Structure

3.4 Departments/Sections in Organization

3.5 Products/Services offered

3.6 Milestones achieved by company, awards, certifications etc

3.7 Human Resource Scenario of organization

3.8 Operations management of Organization

3.9 Marketing Scenario of organization

3.10 Important Statistical Information

3.11 Future Plans of organization

Chapter-4: Data Analysis and Interpretation

Chapter-5: Findings and Suggestions

Bibliography

Appendices

Bibliography

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

So, the Bibliography may include-

- Books Referred-Title of Book, Author Name, Publication, Edition

- Articles-Name of Author, Title of paper, Name of Journal, ISSN No. Volume No., Page Number.
- Websites
- Other

Appendices

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

So, the appendices may include-

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

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

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

Note:

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

JOINING REPORT

Date:

To,

The HOD/Principal/Director

Sub: Joining Report

Respected Sir/Madam,

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

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

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

(Name & signature of the Student) Guide)

(Name and Signature of the Industry

Seal of Organization

WEEKLY PROGRESS REPORT

Progress Report No.

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

Signature-Student

Signature-

Industry/Organization Guide

GUIDE STUDENT MEETING RECORD

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

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

Signature
Head of Department /Director/Principal

BBA-III-Sem.-VI
Skill Enhancement Course(SEC)
SEC-SB6
LEADERSHIP AND PERSONALITY DEVELOPMENT

Course Outcomes	After this course, students will be able to: 1. Impart knowledge of leadership 2. Explain the concepts of personality
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Total Marks : 50	Total Credit :2
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Syllabus Contents

Unit: I	<p>Leadership Meaning and Concept, Importance of Leadership; Leader v/s Manager, Essential qualities of an effective leader, Types of Leaders, Leadership styles: Traditional, Transactional, Transformational, Inspirational and Situational leadership and Emerging issues in leadership, Emotional Intelligence and leadership, Leadership Ethics</p>	15 Hours
Unit :II	<p>Personality Concept and Definition, Determinants of personality, Personality Traits, Personality characteristics in organizations: Self evaluation, Self-efficacy, Self-esteem, Self-monitoring: Positive and negative Impact. Organizational Context of Leadership and Personality, Contemporary Business Leaders</p>	15 Hours

Reference Books:

1. Organizational Behavior: M. Parikh and R. Gupta , Tata McGraw Hill Education Private Limited
2. Organizational Behavior: D. Nelson, J.C Quick and P. Khandelwal, Cengage Publication