

Yashoda Shikshan Prasark Mandal's
YASHODA TECHNICAL CAMPUS, SATARA
An Autonomous Institute



FACULTY OF MANAGEMENT (BBA)
CURRICULUM STRUCTURE AND EVALUATION SCHEME

For

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

**In accordance with National Education Policy with effect from Academic Year
2026-2027**



Yashoda Shikshan Prasarak Mandal's

YASHODA TECHNICAL CAMPUS, SATARA

An Autonomous Institute

Faculty of Management

Faculty of Management

BBA

Phavan

Member of Secretary-BoS

Phavan

Chairman-BoS

Yashoda Shikshan Prasark Mandal's
YASHODA TECHNICAL CAMPUS, SATARA
An Autonomous Institute



FACULTY OF MANAGEMENT (BBA)
CURRICULUM STRUCTURE AND EVALUATION SCHEME
For
BACHELOR OF BUSINESS ADMINISTRATION
(BBA)

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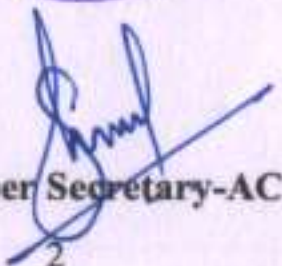
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YASHODA TECHNICAL CAMPUS, SATARA
 An Autonomous Institute
FACULTY OF MANAGEMENT
Bachelor of Business Administration (BBA)

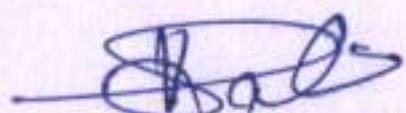
CREDIT DISTRIBUTION: SEMESTER WISE

CREDIT DISTRIBUTION : SEMESTER WISE														
1 Lecture hour = 1 Credit			1 Tutorial Hour = 1 Credit						1 Practical Hour = 0.5 Credit					
Sr. No.	Type of Course	BBA DEGREE							BBA-HONOURS		BBA-HONOURS WITH RESEARCH			
		No. of Credits /Semester												
		1	2	3	4	5	6	TOTAL	7H	8H	TOTAL	7HR	8HR	TOTAL
1	Programme Core Course (PC)	12	12	10	14	8	6	62	4	0	66	8	0	70
2	Ability Enhancement Course (AE)	4	2	6	2	0	0	14	2	0	16	2	0	16
3	Multi-Disciplinary Elective Course (MD)	0	2	2	0	0	0	4	0	0	4	0	0	4
4	Indian Knowledge System (IK)	2	0	0	0	0	0	2	0	0	2	0	0	2
5	Discipline Specific Electives (PE)	0	0	0	0	10	10	20	8	12	40	8	0	28
6	Open Elective (OE)	0	0	0	0	0	0	0	2	0	2	0	0	2
7	Skill Enhancement Course (VS)	2	4	2	2	0	2	12	0	2	14	0	0	12
8	Project /Dissertation (PR)	0	0	0	0	0	4	4	2	8	14	0	22	26
9	Internship (IR)	0	0	0	0	4	0	4	4	0	8	4	0	8
10	Value Added Course (VE)	2	2	2	4	0	0	10	0	0	10	0	0	10
Total		22	22	22	22	22	22	132	22	22	176	22	22	176




Chairman BoS


Member Secretary-AC


Chairman-AC



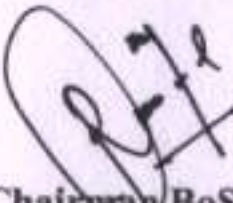
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FACULTY OF MANAGEMENT
Bachelor of Business Administration (BBA)

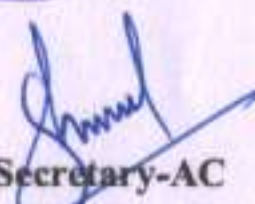
Credit Distribution Chart for B. B.A. Programme
SEMESTER-WISE CREDIT DISTRIBUTION

Description	Programme Core Courses (PC)	Ability Enhancement Courses (AE)	Multi-Disciplinary Courses (MD)	Indian Knowledge System (IK)	Value Added Courses (VE)	Skill Enhancement Courses (VS)	Project / Dissertation work (PR)	Internship (IR)	Discipline Specific Electives (PE)	Open Elective (OE)	Total Credits
BBA	62	14	04	02	10	12	04	04	20	0	132
BBA (Honors)	66	16	04	02	10	14	14	08	40	02	176
BBA (Honors with Research)	70	16	04	02	10	12	26	08	28	0	176

3 Years BBA Program	Total Credits = 132
4 Years BBA (Honors)	Total Credits = 176
4 Years BBA (Honors with Research)	Total Credits = 176




 Chairman BoS


 Member Secretary-AC


 Chairman-AC



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FACULTY OF MANAGEMENT
Bachelor of Business Administration (BBA)

Curriculum Structure
BBA I SEMESTER I

Course Code	Course Domain	Course Name	Teaching Scheme					Evaluation Scheme					Total
			L	T	P	SL	Credit	Scheme	Theory		Practical		
									Max.	Min. Passing %	Max.	Min. Passing	
0UBBPC101	F	Fundamentals of Management	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
3BPC102	F	Financial Accounting	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPC103	F, R	Business statistics and Logic	3	1	0	5	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBAE104	F	Business Communication	1	1	0	3	2	ISE	10	40*	-	-	50
								MSE	10				
								ESE	30				
0UBBVE105	F	Environmental Science & Sustainability	1	1	0	3	2	ISE	10	40*	-	-	50
								MSE	10				
								ESE	30				
0UBBIK106	F	IKS-Indian Vision For Human Society	1	1	0	3	2	ISE	10	40*	-	-	50
								MSE	10				
								ESE	30				
0UBBVS107	F	Computer Applications for Business	1	0	2	3	2	ISE	-	-	25	25**	50
								ESE	-	-	25		
0UBBAE108	F	Foreign Language (German /Japanese)	1	0	2	3	2	ISE	-	-	25	25**	50
								ESE	-	-	25		
TOTAL			14	6	04	28	22	TOTAL MARKS					550
Total Contact Hours Per Week			52										

Course Category	Programme Core Course	Discipline Specific Electives	Open Elective Course	Multi Disciplinary Elective Course	Indian Knowledge System	Value Added Course	Vocational and Skill Enhancement Course	Project / Dissertation	Internship	Ability Enhancement Course	Total
	PC	PE	OE	MD	IK	VE	VS	PR	IR	AE	
Credit	12	-	-	-	2	2	2	-	-	4	22

ISE :-In semester evaluation , MSE: - Mid Semester Examination, ESE: - End Semester Examination
 Note- * Scoring 40% in ESE is essential and Combining ISE+MSE+ESE=40% for theory course.
 ** ISE-40%:ESE-50%, coboned together need to be 50% for laboratory course.

The credit structure provides students with comprehensive business knowledge, Indian values, communication abilities, vocational skills, and professional competencies for employment, higher education, and entrepreneurship.

Chairman, BoS

Member Secretary-AC

Chairman-AC



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Bachelor of Business Administration (BBA)

Curriculum Structure
BBA I SEMESTER II

Course Code	Course Domain	Course Name	Teaching Scheme					Evaluation Scheme				Total	
			L	T	P	SL	Credit	Scheme	Theory		Practical		
									Max.	Min. Passing %	Max.		Min. Passing
0UBBPC201	F	Human Behavior and Organization	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPC202	F	Marketing Management	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPC203	F	Business Economics	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBVS204	F	Emerging Technologies and Application	1	0	2	4	2	ISE	10	40*	-	-	50
								MSE	10				
								ESE	30				
0UBBMD205	F, R	Media Literacy and Critical Thinking	1	1	0	2	2	ISE	10	40*	-	-	50
								MSE	10				
								ESE	30				
0UBBVE206	F	Constitution Of India	1	1	0	2	2	ISE	10	40*	-	-	50
								MSE	10				
								ESE	30				
0UBBAE207	F	Advance Excel Spreadsheet	0	0	4	3	2	ISE	-	-	25	25**	50
								ESE	-	-	25		
0UBBVS208	F	Financial Literacy-Fundamentals of Share Market	1	0	2	3	2	ISE	10	40*	-	-	50
								MSE	10				
								ESE	30				
TOTAL			13	05	08	26	22	TOTAL MARKS					
Total Contact Hours Per Week			52										

Course Category	Programme Core Course	Discipline Specific Electives	Open Elective Course	Multi Disciplinary Elective Course	Indian Knowledge System	Value Added Course	Vocational and Skill Enhancement Course	Project / Dissertation	Internship	Ability Enhancement Course	Total
	PC	PE	OE	MD	IK	VE	VS	PR	IR	AE	
Credit	12	-	-	2	-	2	4	-	-	2	22

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Note- * Scoring 40% in ESE is essential and Combining ISE+MSE+ESE=40% for theory course.

** ISE-40%:ESE-50%, coboned together need to be 50% for laboratory course.

After year 1 students are advised to take Social Responsibility & Community Engagement in vacation time

Chairman BoS

Member Secretary-AC

Chairman-AC



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FACULTY OF MANAGEMENT
Bachelor of Business Administration (BBA)

Total Credits in First Year BBA

SEM-I	SEM-II	TOTAL
22	22	44

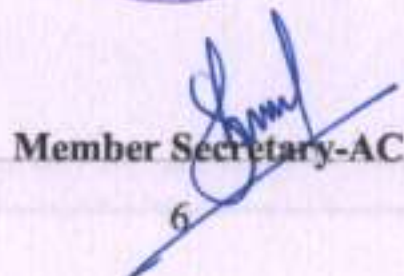
Multiple Entry and Multiple Exit Option available:

If a student wishes to exit after completion of Semester II, he/she has to complete additional four credit skill course: Swayam-NPTL courses of 12 week duration/ internship.

Undergraduate Certificate will be provided




Chairman BoS


Member Secretary-AC


Chairman-AC



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FACULTY OF MANAGEMENT
Bachelor of Business Administration (BBA)

Curriculum Structure
BBA II SEMESTER III

Course Code	Course Domain	Course Name	Teaching Scheme					Evaluation Scheme					Total
			L	T	P	SL	Credit	Scheme	Theory		Practical		
									Max.	Min. Passing %	Max.	Min. Passing	
0UBBPC301	F	Cost and Management Accounting	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPC302	F	Human Resource Management	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPC303	F	Legal and Ethical Issues in Business	1	1	0	4	2	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBAE304	F,R	Management Information System(MIS)	3	0	2	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBMD305	F	Indian System of Health and Wellness	3	0	0	4	2	ISE	-	-	25	25**	50
								ESE	-	-	25		
0UBBVE306	F	Yoga/ NSS/Sports /Disaster Management	1	0	1	2	2	ISE	-	-	25	25**	50
								ESE	-	-	25		
0UBBAE307	F	IT Skills-I / Managerial Skills-I	1	1	0	2	2	ISE	-	-	25	25**	50
								ESE	-	-	25		
0UBBVS308	F,R	Data Visualization	1	0	2	1	2	ISE	-	-	25	25**	50
								ESE	-	-	25		
TOTAL			16	4	5	25	22	TOTAL MARKS					600
Total Contact Hours Per Week			50										

Course Category	Programme Core Course	Discipline Specific Electives	Open Elective Course	Multi Disciplinary Elective Course	Indian Knowledge System	Value Added Course	Vocational and Skill Enhancement Course	Project / Dissertation	Internship	Ability Enhancement Course	Total
	PC	PE	OE	MD	IK	VE	VS	PR	IR	AE	
Credit	10	-	-	2	-	2	2	-	-	6	22

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** ISE-40%:ESE-50%, coboned together need to be 50% for laboratory course.

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Curriculum Structure
BBA II SEMESTER IV

Course Code	Course Domain	Course Name	Teaching Scheme					Evaluation Scheme					Total
			L	T	P	SL	Credit	Scheme	Theory		Practical		
									Max.	Min. Passing %	Max.	Min. Passing	
0UBBPC401	F	Financial Management	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPC402	F	Operation Management	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPC403	F,R	Business Research Methodology	1	1	0	4	2	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPC404	F,E	Entrepreneurship and Startup Eco-system	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPC405	F	International Business	1	1	0	4	2	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBVE406	F	Business Environment and Public Policy / Enterprise System and Platforms / Public Health and Management	1	1	0	1	2	ISE	10	40*	-	-	50
								MSE	10				
								ESE	30				
0UBBVS407	F,R	Design Thinking and Innovation	1	1	0	2	2	ISE	10	40*	-	-	50
								MSE	10				
								ESE	30				
0UBBAE408	F	Quantitative Skills-I/ Accounting Skills-I	1	0	2	2	2	ISE	10	40*	25	25**	50
								MSE	10				
								ESE	30		25		
TOTAL			14	7	2	25	22	TOTAL MARKS					650
Total Contact Hours Per Week			48										

Course Category	Programme Core Course	Discipline Specific Electives	Open Elective Course	Multi Disciplinary Elective Course	Indian Knowledge System	Value Added Course	Vocational and Skill Enhancement Course	Project / Dissertation	Internship	Ability Enhancement Course	Total
	PC	PE	OE	MD	IK	VE	VS	PR	IR	AE	
Credit	16	-	-	-	-	2	2	-	-	2	22

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FACULTY OF MANAGEMENT
Bachelor of Business Administration (BBA)

Total Credit in Second Year BBA

SEM-III	SEM-IV	TOTAL
22	22	44

Multiple Entry and Multiple Exit Option available:

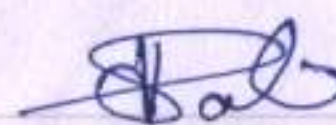
If a student wishes to exit after completion of IV Semester, he/she has to complete additional four credit skill course / internship.

Undergraduate Diploma will be provided




Chairman BoS


Member Secretary-AC


Chairman-AC



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FACULTY OF MANAGEMENT
Bachelor of Business Administration (BBA)

Curriculum Structure
BBA III SEMESTER V

Course Code	Course Domain	Course Name	Teaching Scheme					Evaluation Scheme					Total
			L	T	P	SL	Credit	Scheme	Theory		Practical		
									Max.	Min. Passing %	Max.	Min. Passing	
0UBBPC501	F	Strategic Management	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPC502	F	Logistic and Supply Chain Management	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
-	F, R	Discipline Specific Elective -Paper-I	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
-	F	Discipline Specific Electives- Paper-II	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPR503	F,R	Internship / Capstone Project	2	0	0	6	4	ISE	-	-	50	25**	100
								ESE	-	-	50	25**	
0UBBPR504	F,R	Major Project	-	-	-	-	-	Major Project (Evaluation in Sixth Semester)					
0UBBPE505	F,E	Audit Course-MOOC(Any Managerial or Entrepreneurship or Inter-personal Skill-I)	1	0	2	2	2	ISE	-	-	25	25**	50
								ESE	-	-	25	25**	
TOTAL			15	5	2	24	22	TOTAL MARKS					
Total Contact Hours Per Week			46										

Course Category	Programme Core Course	Discipline Specific Electives	Open Elective Course	Multi Disciplinary Elective Course	Indian Knowledge System	Value Added Course	Vocational and Skill Enhancement Course	Project / Dissertation	Internship	Ability Enhancement Course	Total
	PC	PE	OE	MD	IK	VE	VS	PR	IR	AE	
Credit	8	10	-	-	-	-	-	-	4	-	22

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Chairman BoS

Member Secretary-AC

Chairman-AC



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 An Autonomous Institute
FACULTY OF MANAGEMENT
Bachelor of Business Administration (BBA)

Curriculum Structure
BBA III SEMESTER VI

Course Code	Course Domain	Course Name	Teaching Scheme					Evaluation Scheme					Total
			L	T	P	SL	Credit	Scheme	Theory		Practical		
									Max.	Min. Passing %	Max.	Min. Passing	
0UBBPC601	F,R	Project Management	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPC602	F	Taxation	1	1	0	2	2	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
-	F	Discipline Specific Electives-III	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
-	F	Discipline Specific Electives -IV	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPR603	F,R	Major Project	0	0	0	8	4	ISE	-	-	50	25**	100
								ESE	-	-	50	25**	
0UBBVS604	F	Corporate Governance	2	0	0	3	2	ISE	-	-	50	25**	50
0UBBPE605	F,R	Audit Course II- MOOC (Any Research or Analytics) &Research Paper Writing	1	0	2	3	2	ISE	-	-	25	25**	50
								ESE	-	-	25	25**	
TOTAL			13	4	2	28	22	TOTAL MARKS					600
Total Contact Hours Per Week			47										

Course Category	Programme Core Course	Discipline Specific Electives	Open Elective Course	Multi Disciplinary Elective Course	Indian Knowledge System	Value Added Course	Vocational and Skill Enhancement Course	Project / Dissertation	Internship	Ability Enhancement Course	Total
	PC	PE	OE	MD	IKS	VAE	VS	PR	IR	AE	
Credit	6	10	-	-	-	-	2	4	-	-	22

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MOOC: Massive Open Online Courses-SWAYAM

Chairman BoS

Member Secretary-AC

Chairman-AC



Yashoda Shikshan Prasarak Mandal's
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An Autonomous Institute
FACULTY OF MANAGEMENT
Bachelor of Business Administration (BBA)

Total Credit after Third Year

SEM-I	SEM-II	SEM-III	SEM-IV	SEM-V	SEM-VI	TOTAL
22	22	22	22	22	22	132

BBA (Bachelor 's of Business Administration) Degree Awarded

Exit option available

The structure of the Three year bachelor's degree programme allows the opportunity to the students to experience the full range of holistic and multidisciplinary education in addition to a focus on the chosen major as per their choices .




Chairman BoS


Member Secretary-AC


Chairman-AC

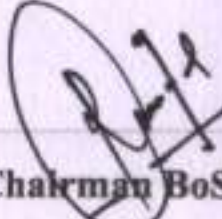


Yashoda Shikshan Prasarak Mandal's
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FACULTY OF MANAGEMENT
Bachelor of Business Administration (BBA)

Final Credit Distribution BBA Degree

CREDIT DISTRIBUTION : SEMESTER WISE								
1 Lecture hour = 1 Credit			1 Tutorial Hour = 1 Credit			1 Practical Hour = 0.5 Credit		
Sr. No	Type of Course	BBA DEGREE						
		No of Credits /Semester						
		1	2	3	4	5	6	TOTAL
1	Programme Core Course(PC)	12	12	10	14	8	6	62
2	Ability Enhancement Course (AE)	4	2	6	2	0	0	14
3	Multi-Disciplinary Elective Course (MD)	0	2	2	0	0	0	4
4	Indian Knowledge System(IK)	2	0	0	0	0	0	2
5	Discipline Specific Electives(PE)	0	0	0	0	10	10	20
6	Open Elective (OE)	0	0	0	0	0	0	0
7	Vocational and Skill Enhancement Course (VS)	2	4	2	2	0	2	12
8	Project / Dissertation (PR)	0	0	0	0	0	4	4
9	Internship (IR)	0	0	0	0	4	0	4
10	Value Added Course (VE)	2	2	2	4	0	0	10
Total		22	22	22	22	22	22	132




 Chairman BoS


 Member Secretary-AC


 Chairman-AC



Yashoda Shikshan Prasarak Mandal's
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Bachelor of Business Administration (BBA)

Third Year B.B.A. Discipline Specific Elective Bucket list

Third Year B.B.A.			
Semester-V		Semester-VI	
Course Code	Course (Subject)	Course Code	Course (Subject)
Major(Elective)			
Discipline Specific Elective-Marketing Marketing			
0UBBPEA501	Consumer Behavior	0UBBPEA601	Retail Marketing
0UBBPEA502	Sales Marketing	0UBBPEA602	Marketing of Services
Discipline Specific Elective-Financial Management			
0UBBPEB501	Financial Market Products and Services	0UBBPEB601	Financial Derivatives
0UBBPEB502	Investment Analysis and Portfolio Management	0UBBPEB602	International Financial Management
Discipline Specific Elective-Human Resource Management			
0UBBPEC501	HRD-Systems & Strategies	0UBBPEC601	Training and Development
0UBBPEC502	Change Management and Organizational Development	0UBBPEC602	Performance and Compensation Management
Discipline Specific Elective-Business Analytics			
0UBBPED501	Business Analytics for Management	0UBBPED601	Data Visualization
0UBBPED502	Business Analytics using R/Python Programming	0UBBPED602	Business Data Management and Cloud Computing

Discipline Specific Elective-Computer Application			
0UBBP EE501	Web Technology	0UBBP EE601	E-Commerce
0UBBP EE502	R Programming	0UBBP EE602	Data Mining & Data Warehousing
Discipline Specific Elective-International Business			
0UBBP EF501	International Trade and Policy	0UBBP EF601	Import and Export
0UBBP EF502	Global Business Environment	0UBBP EF602	International Institutions and Trade Implications

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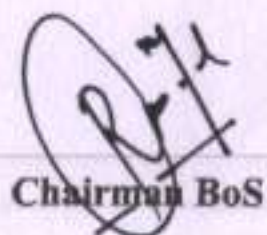
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Discipline Specific Elective-Supply Chain Management			
0UBBPEG501	Fundamentals of Supply Chain Management	0UBBPEG601	Management Decision Models
0UBBPEG502	Operation Strategy	0UBBPEG602	Quality Management & Business Process Improvement
Discipline Specific Elective- Elective Group H Banking and Insurance			
0UBBPEH501	Principles of Banking Management	0UBBPEH601	Digital Banking and Fin Tech
0UBBPEH502	Insurance Management	0UBBPEH602	Banking & Insurance Law




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Yashoda Shikshan Prasarak Mandal's
YASHODA TECHNICAL CAMPUS, SATARA
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Bachelor of Business Administration

Curriculum Structure
BBA Honors Degree
BBA IV SEMESTER VII

Course Code	Course Domain	Course Name	Teaching Scheme					Evaluation Scheme					TOTAL		
			L	T	P	SL	Credit	Scheme	Theory		Practical				
									Max.	Min. Passing %	Max.	Min. Passing			
0UBBPC701	E	Entrepreneurial Leadership	3	1	0	4	4	ISE	20	40*	-	-	100		
-	F	Discipline Specific Electives-V	3	1	0	4	4	MSE	20		40*	-		-	100
								ESE	60						
								ISE	20						
-	F	Discipline Specific Electives-VI	3	1	0	4	4	MSE	20	40*	-	-	100		
								ESE	60						
								ISE	20						
0UBBOE702	F	AI in Business	1	0	1	2	2	ISE	-	-	25	25**	50		
							ESE	-	25						
0UBBAE703	F,R	Marketing Skills / Advanced Quantitative Skills	1	0	1	2	2	ISE	20	40*	-	-	100		
								MSE	20						
								ESE	60						
0UBBPR704	F, R	Dissertation Work (Evaluation in eight Semester)	0	0	0	4	2	Major Project (Evaluation in Eight Semester)							
0UBBIR705	E, R	Summer Internship	0	0	0	8	4	ISE	-	-	50	25**	100		
								ESE	-	-	50	25**			
TOTAL			11	3	2	28	22	TOTAL MARKS							
Total Contact Hours Per Week			44												

Course Category	Programme Core Course	Discipline Specific Electives	Open Elective Course	Multi Disciplinary Elective Course	Indian Knowledge System	Value Added Course	Vocational and Skill Enhancement Course	Project / Dissertation	Internship	Ability Enhancement Course	Total
	PC	PE	OE	MD	IK	VE	VS	PR	IR	AE	
Credit	4	8	2	-	-	-	-	2	4	2	22

ISE :-In semester evaluation , MSE: - Mid Semester Examination, ESE: - End Semester Examination

Note- * Scoring 40% in ESE is essential and Combining ISE+MSE+ESE=40% for theory course.

** ISE-40%:ESE-50%, coboned together need to be 50% for laboratory course.

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YASHODA TECHNICAL CAMPUS, SATARA
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Bachelor of Business Administration

Curriculum Structure
BBA Honors
BBA -IV SEMESTER VIII

Course Code	Course Domain	Course Name	Teaching Scheme					Evaluation Scheme					TOTAL
			L	T	P	SL	Credit	Scheme	Theory		Practical		
									Max.	Min. Passing %	Max.	Min. Passing	
0UBBPE-VII-A801 TO-H801	F	Discipline Specific Elective-VII	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
PE-VIII A802 TO H802	F	Discipline Specific Elective-VIII	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
PE-IX A803 TO H803	F	Discipline Specific Elective-IX	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPR801	F,R	Dissertation work	0	0	8	8	8	ISE	-	-	100	25**	200
								ESE	-	-	100	25**	
0UBBVS802	F	IT Skills-II/Banking Skills-II	1	1	0	4	2	ISE	10	40*	-	-	50
								MSE	10				
								ESE	30				
TOTAL			10	4	8	24	22	TOTAL MARKS					550
Total Contact Hours Per Week			46										

Course Category	Programme Core Course	Discipline Specific Electives	Open Elective Course	Multi Disciplinary Elective Course	Indian Knowledge System	Value Added Course	Vocational and Skill Enhancement Course	Project / Dissertation	Internship	Ability Enhancement Course	Total
	PC	PE	OE	MD	IK	VE	VS	PR	IR	AE	
Credit	-	12	-	-	-	-	2	8	-	-	22

ISE :-In semester evaluation , MSE: - Mid Semester Examination, ESE: - End Semester Examination

Note- * Scoring 40% in ESE is essential and Combining ISE+MSE+ESE=40% for theory course.

** ISE-50%:ESE-50%, coboned together need to be 50% for laboratory course.



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YASHODA TECHNICAL CAMPUS, SATARA
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Bachelor of Business Administration

Total Credit in BBA Honours Degree

SEM-I	SEM-II	SEM-III	SEM-IV	SEM-V	SEM-VI	SEM-VII	SEM-VIII	TOTAL
22	22	22	22	22	22	22	22	176




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Yashoda Shikshan Prasarak Mandal's
YASHODA TECHNICAL CAMPUS, SATARA
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FACULTY OF MANAGEMENT
Bachelor of Business Administration

Curriculum Structure

BBA Honours with Research Degree

BBA -IV SEMESTER VII

Course Code	Course Domain	Course Name	Teaching Scheme					Evaluation Scheme					TOTAL
			L	T	P	SL	Credit	Scheme	Theory		Practical		
									Max.	Min. Passing %	Max.	Min. Passing	
0UBBPC701B	F	Advanced Data Analysis Tools	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPC702B	R	Advanced Research Methodology	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBIR703B	R	Research Internship Report & Viva Voce	0	0	0	5	4	ISE	-	-	50	25**	100
								ESE	-	-	50	25**	
0UBBPE704X	F	Discipline Specific Electives-X	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBPE705XI	F,R	Discipline Specific Electives-XI	3	1	0	4	4	ISE	20	40*	-	-	100
								MSE	20				
								ESE	60				
0UBBAE706B	F,R	Research Ethics	1	1	0	4	2	ISE	-	-	25	25**	50
								ESE	-	-	25		
TOTAL			13	5	0	25	22	TOTAL MARKS					550
Total Contact Hours Per Week			43										

Course Category	Programme Core Course	Discipline Specific Electives	Open Elective Course	Multi Disciplinary Elective Course	Indian Knowledge System	Value Added Course	Vocational and Skill Enhancement Course	Project / Dissertation	Internship	Ability Enhancement Course	Total
	PC	PE	OE	MD	IK	VE	VS	PR	IR	AE	
Credit	8	8	-	-	-	-	-	-	4	2	22

ISE :-In semester evaluation , MSE: - Mid Semester Examination, ESE: - End Semester Examination
 Note- * Scoring 40% in ESE is essential and Combining ISE+MSE+ESE=40% for theory course.
 ** ISE-40%:ESE-50%, coboned together need to be 50% for laboratory course.

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Yashoda Shikshan Prasarak Mandal's
YASHODA TECHNICAL CAMPUS, SATARA
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FACULTY OF MANAGEMENT
Bachelor of Business Administration

Curriculum Structure

BBA Honors with Research Degree

BBA -IV SEMESTER VIII

Course Code	Course Domain	Course Name	Teaching Scheme					Evaluation Scheme				TOTAL	
			L	T	P	SL	Credit	Scheme	Theory		Practical		
									Max.	Min. Passing %	Max.		Min. Passing
0UBBPR801B	R	Dissertation work (For Research Track)	0	0	0	10	22	ISE	-	-	300	150**	500
								ESE	-	-	200	100**	
TOTAL			0	0	0	10	22	TOTAL MARKS				500	
Total Contact Hours Per Week			10										

Course Category	Programme Core Course	Discipline Specific Electives	Open Elective Course	Multi Disciplinary Elective Course	Indian Knowledge System	Value Added Course	Vocational and Skill Enhancement Course	Project / Dissertation	Internship	Ability Enhancement Course	Total
	PC	PE	OE	MD	IK	VE	VS	PR	IR	AE	
Credit	-	-	-	-	-	-	-	22	-	-	22

ISE :-In semester evaluation , MSE: - Mid Semester Examination, ESE: - End Semester Examination
 Note- * Scoring 40% in ESE is essential and Combining ISE+MSE+ESE=40% for theory course.
 ** ISE-40%:ESE-50%, coboned together need to be 50% for laboratory course.



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Yashoda Shikshan Prasarak Mandal's
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FACULTY OF MANAGEMENT
Bachelor of Business Administration

Total Credit in BBA Honours with Research Degree

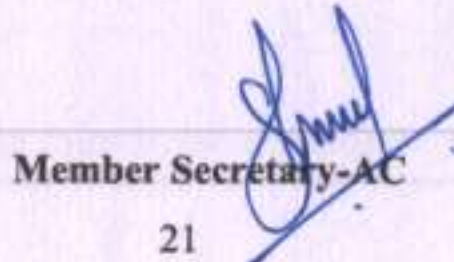
SEM-I	SEM-II	SEM-III	SEM-IV	SEM-V	SEM-VI	SEM-VII	SEM-VIII	TOTAL
22	22	22	22	22	22	22	22	176

The Dissertation work will start from the beginning of fourth year of BBA (Honours with Research) Program. Students of Fourth Year shall be assessed for Project Work and Research Internship Report and Viva –Voce and Dissertation (For Research Track).

Bachelor Degree with Honours with Research Awarded




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Yashoda Shikshan Prasarak Mandal's
YASHODA TECHNICAL CAMPUS, SATARA
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FACULTY OF MANAGEMENT
Bachelor of Business Administration (BBA)

Final Credit Distribution BBA, BBA Honours and BBA Honours with Research

CREDIT DISTRIBUTION : SEMESTER WISE														
1 Lecture hour = 1 Credit			1 Tutorial Hour = 1 Credit						1 Practical Hour = 0.5 Credit					
Sr. No.	Type of Course	BBA DEGREE							BBA-HONOURS		BBA-HONOURS WITH RESEARCH			
		No. of Credits /Semester												
		1	2	3	4	5	6	TOTAL	7H	8H	TOTAL	7HR	8HR	TOTAL
1	Programme Core Course (PC)	12	12	10	14	8	6	62	4	0	66	8	0	70
2	Ability Enhancement Course (AE)	4	2	6	2	0	0	14	2	0	16	2	0	16
3	Multi-Disciplinary Elective Course (MD)	0	2	2	0	0	0	4	0	0	4	0	0	4
4	Indian Knowledge System (IK)	2	0	0	0	0	0	2	0	0	2	0	0	2
5	Discipline Specific Electives (PE)	0	0	0	0	10	10	20	8	12	40	8	0	28
6	Open Elective (OE)	0	0	0	0	0	0	0	2	0	2	0	0	2
7	Skill Enhancement Course (VS)	2	4	2	2	0	2	12	0	2	14	0	0	12
8	Project /Dissertation (PR)	0	0	0	0	0	4	4	2	8	14	0	22	26
9	Internship (IR)	0	0	0	0	4	0	4	4	0	8	4	0	8
10	Value Added Course (VE)	2	2	2	4	0	0	10	0	0	10	0	0	10
Total		22	22	22	22	22	22	132	22	22	176	22	22	176



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Yashoda Shikshan Prasarak Mandal's
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Discipline Specific Electives (DSE) Bucket list:

DSE Group (PE)	DSE Course Code (PE)	Electives
1	A	Marketing Management
2	B	Financial Management
3	C	Human Resource Management
4	D	Business Analytics
5	E	Computer Application
6	F	International Business
7	G	Supply Chain Management
8	H	Banking and Insurance

1. Elective Group A Marketing Management

Sr. No.	Semester	Paper	Course Code	Course Name
1	Sem.-5	I	0UBBPEA501	Consumer Behavior
2	Sem.-5	II	0UBBPEA502	Sales Marketing
3	Sem.-6	III	0UBBPEA601	Retail Marketing
4	Sem.-6	IV	0UBBPEA602	Marketing of Services
5	Sem.-7(Honours)	V	0UBBPEA701	Digital Marketing
6	Sem.-7(Honours)	VI	0UBBPEA702	Supply Chain Management
7	Sem.-8(Honours)	VII	0UBBPEA801	International Marketing
8	Sem.-8(Honours)	VIII	0UBBPEA802	Rural Marketing
9	Sem.-8(Honours)	IX	0UBBPEA803	Neuro Marketing
10	Sem.-7(Research)	X	0UBBPEA901	B2B Marketing
11	Sem.-7(Research)	XI	0UBBPEA902	Integrated Marketing Communication


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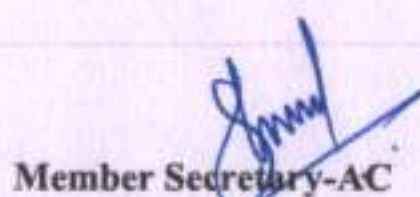
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2. Elective Group B Financial Management

Sr. No.	Semester	Paper	Course Code	Course Name
1	Sem.-5	I	0UBBPEB501	Financial Market Products and Services
2	Sem.-5	II	0UBBPEB502	Investment Analysis and Portfolio Management
3	Sem.-6	III	0UBBPEB601	Financial Derivatives
4	Sem.-6	IV	0UBBPEB602	International Financial Management
5	Sem.-7(Honours)	V	0UBBPEB701	Banking and Insurance
6	Sem.-7(Honours)	VI	0UBBPEB702	Direct Tax
7	Sem.-8(Honours)	VII	0UBBPEB801	Strategic Corporate Finance
8	Sem.-8(Honours)	VIII	0UBBPEB802	Behavioral Finance
9	Sem.-8(Honours)	IX	0UBBPEB803	Financial Modelling
10	Sem.-7(Research)	X	0UBBPEB901	Business Analysis and Valuation
11	Sem.-7(Research)	XI	0UBBPEB902	Sustainable Finance




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2. Elective Group C Human Resource Management

Sr. No.	Semester	Paper	Course Code	Course Name
1	Sem.-5	I	0UBBPEC501	HRD-Systems & Strategies
2	Sem.-5	II	0UBBPEC502	Change Management and Organizational Development
3	Sem.-6	III	0UBBPEC601	Training and Development
4	Sem.-6	IV	0UBBPEC602	Performance and Compensation Management
5	Sem.-7(Honours)	V	0UBBPEC701	HR Analytics
6	Sem.-7(Honours)	VI	0UBBPEC702	Cross Cultural HRM
7	Sem.-8(Honours)	VII	0UBBPEC801	Behavioral Testing and Training for Employee Retention
8	Sem.-8(Honours)	VIII	0UBBPEC802	Team Building in the Organization
9	Sem.-8(Honours)	IX	0UBBPEC803	Negotiating Skills
10	Sem.-7(Research)	X	0UBBPEC901	Employee Life Cycle Management
11	Sem.-7(Research)	XI	0UBBPEC902	Coaching and Mentoring




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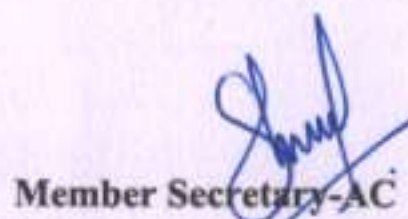
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4 Elective Group D Business Analytics

Sr. No.	Semester	Paper	Course Code	Course Name
1	Sem.-5	I	0UBBPED501	Business Analytics for Management
2	Sem.-5	II	0UBBPED502	Business Analytics using R/ Python Programming
3	Sem.-6	III	0UBBPED601	Data Visualization using Tableau/Powerbi
4	Sem.-6	IV	0UBBPED602	Business Data Management and Cloud Computing
5	Sem.-7(Honours)	V	0UBBPED701	Finance Analytics
6	Sem.-7(Honours)	VI	0UBBPED702	Social Media and Web Analysis
7	Sem.-8(Honours)	VII	0UBBPED801	Ethical and Legal Aspects of Analytics
8	Sem.-8(Honours)	VIII	0UBBPED802	Marketing Analytics
9	Sem.-8(Honours)	IX	0UBBPED803	HR Analytics
10	Sem.-7(Research)	X	0UBBPED901	Business Analytics and Intelligence
11	Sem.-7(Research)	XI	0UBBPED902	Artificial Intelligence and Deep Learning




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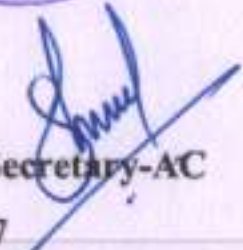


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5. Elective Group E-Computer Application

Sr. No.	Semester	Paper	Course Code	Course Name
1	Sem.-5	I	0UBBPTEE501	Web Technology
2	Sem.-5	II	0UBBPTEE502	R Programming
3	Sem.-6	III	0UBBPTEE601	E-Commerce
4	Sem.-6	IV	0UBBPTEE602	Data Mining & Data Warehousing
5	Sem.-7(Honours)	V	0UBBPTEE701	Enterprise Resource Planning
6	Sem.-7(Honours)	VI	0UBBPTEE702	Software Project Management
7	Sem.-8(Honours)	VII	0UBBPTEE801	E-Governance
8	Sem.-8(Honours)	VIII	0UBBPTEE802	Modern Operating Environment
9	Sem.-8(Honours)	IX	0UBBPTEE803	Business Data Processing
10	Sem.-7(Research)	X	0UBBPTEE901	Recent Trends in IT
11	Sem.-7(Research)	XI	0UBBPTEE902	Computer Applications in Statistics


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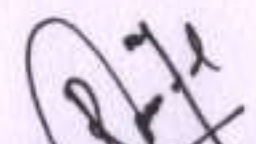


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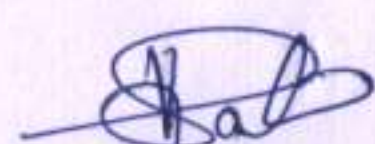
6. Elective Group F International Business

Sr. No.	Semester	Paper	Course Code	Course Name
1	Sem.-5	I	0UBBPEF501	International Trade & Policy
2	Sem.-5	II	0UBBPEF502	Global Business Environment
3	Sem.-6	III	0UBBPEF601	Import and Export
4	Sem.-6	IV	0UBBPEF602	International Institutions and Trade Implications
5	Sem.- 7(Honours)	V	0UBBPEF701	International Supply Chain Management
6	Sem.-7(Honours)	VI	0UBBPEF702	Transactional & Cross-Cultural Marketing
7	Sem.-8(Honours)	VII	0UBBPEF801	Value and Ethics in International Business
8	Sem.-8(Honours)	VIII	0UBBPEF802	Foreign Exchange Management
9	Sem.-8(Honours)	IX	0UBBPEF803	International Human Resource Management
10	Sem.-7(Research)	X	0UBBPEF901	E-commerce and International Trade
11	Sem.-7(Research)	XI	0UBBPEF902	International Strategic Management




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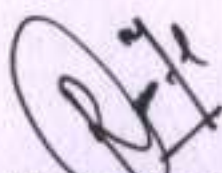


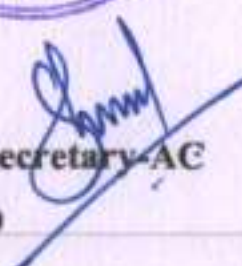
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Bachelor of Business Administration (BBA)

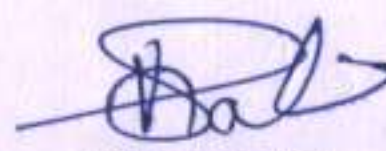
7. Elective Group G Supply Chain Management

Sr. No.	Semester	Paper	Course Code	Course Name
1	Sem.-5	I	0UBBPEG501	Fundamentals of Supply Chain Management
2	Sem.-5	II	0UBBPEG502	Operations Strategy
3	Sem.-6	III	0UBBPEG601	Management Decision Models
4	Sem.-6	IV	0UBBPEG602	Quality Management & Business Process Improvement
5	Sem.- (Honours)	V	0UBBPEG701	International Supply Chain Management
6	Sem.-(Honours)	VI	0UBBPEG702	Project Management
7	Sem.-(Honours)	VII	0UBBPEG801	Supply Chain Management
8	Sem.-8(Honours)	VIII	0UBBPEG802	Supply Chain Analytics
9	Sem.-8(Honours)	IX	0UBBPEG803	Logistic and Distribution Management
10	Sem.-7(Research)	X	0UBBPEG901	Supply Chain Modelling & Design
11	Sem.-7(Research)	XI	0UBBPEG902	Marketing Channels




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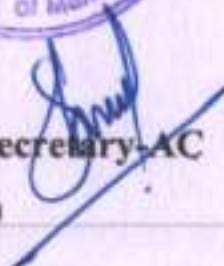


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8. Elective Group H Banking and Insurance

Sr. No.	Semester	Paper	Course Code	Course Name
1	Sem.-5	I	0UBBPEH501	Principles of Banking Management
2	Sem.-5	II	0UBBPEH502	Insurance Management
3	Sem.-6	III	0UBBPEH601	Digital Banking and Fin Tech
4	Sem.-6	IV	0UBBPEH602	Banking & Insurance Law
5	Sem.-7(Honours)	V	0UBBPEH701	Retail Banking and Financial Services
6	Sem.-7(Honours)	VI	0UBBPEH702	Life and General Insurance
7	Sem.-8(Honours)	VII	0UBBPEH801	Financial Inclusion and Microfinance
8	Sem.-8(Honours)	VIII	0UBBPEH802	Insurance Underwriting and Claims Management
9	Sem.-8(Honours)	IX	0UBBPEH803	Banking Technology and Cyber Security
10	Sem.-7(Research)	X	0UBBPEH901	Investment and Wealth Management
11	Sem.-7(Research)	XI	0UBBPEH902	Emerging Trends in Banking and Insurance (AI, Blockchain & Insurance Technique)


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Yashoda Shikshan Prasarak Mandal's
YASHODA TECHNICAL CAMPUS, SATARA
An Autonomous Institute
Faculty of Management
Bachelor of Business Administration

Academic Rules and Regulations

1) Program Duration and Structure

1. Program Duration and Structure

1. The program shall be a Full-Time program. four academic years (eight semesters), with provision for multiple entry and exit
2. The duration of program shall be of four years.
3. The program shall be run on self-supporting basis.
4. Student must complete the program as per Institutions regulations.

2. Academic Year: Each academic year shall normally comprise two semesters, namely:

1. Odd Semester
2. Even Semester

3. Academic Calendar: Each semester consists of a minimum of 90 instruction days. The odd semesters typically run from July to December and even semesters from January to June

4. Credit Structure

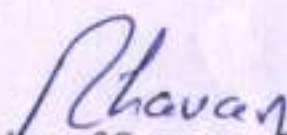
There shall be Three Year B. B.A. Programme with 132 credits.

The candidate wishes to attempt for Four-Year B.B.A. (Honours / Research) may opt for 4th year which will have 44 credit. Hence,

Four Year B.B.A. Programme will require 176 credits.

5. Multiple Entry and Exit: The programme shall provide Multiple Entry and Multiple Exit opportunities, subject to fulfillment of prescribed academic and credit requirements. Under the UGC framework.

6. Multidisciplinary and Holistic Education: The BBA curriculum shall provide opportunities for multidisciplinary, interdisciplinary, skill-based, vocational, value-based and experiential learning, in accordance with NEP 2020.


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7. Academic Bank of Credits (ABC): Students shall maintain and accumulate academic credits through the Academic Bank of Credits (ABC), wherever applicable, in accordance with prevailing UGC regulations. The ABC framework supports credit accumulation, transfer and multiple entry-exit.

8. Honours /Honours with Research: Students fulfilling the prescribed credit, academic performance, research and other requirements may be eligible for Bachelor's Degree with Honours/Honours with Research, as applicable under the Institution regulations.

9. Maximum Period for Completion: The maximum permissible period for completion of the BBA programme shall be 7 years.as per AICTE Guidelines.

2) Admission Eligibility and Registration

BBA program with multiple entry and multiple exit options are as given below:

Year	Programme	Class	From Academic Year
First Year(Level 1)	Undergraduate Certificate (One Year or Two Semesters)	B.B.A Part-I	2026-27
Second Year(Level 2)	Undergraduate Diploma (Two Years or Four Semesters)	B.B.A Part-II	2027-28
Third Year(Level 3)	Bachelor's Degree (Three Years or Six Semesters)	B.B.A Part-III	2028-29
Bachelor with Honours(Level 4)	Bachelor Degree with Honours (Four Years or Eight Semesters)	B.B.A Part-IV	2029-30
Bachelor with Honours with Research(Level 4)	Bachelor Degree with Honours with Research (Four Years or Eight Semesters)	B.B.A Part-IV	2029-30


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(If the candidate wants to exit after a certain level, the Awards after completing specific level will be: Undergraduate Certificate in Business Administration, Undergraduate Diploma in Business Administration, B.B.A. and B.B.A. (Honours /Research) for Level 1, Level 2, Level 3 and Level 4.respectively. Other provisions for multiple entry and exit as per the Institute rules and regulations are applicable).

Medium of Instruction

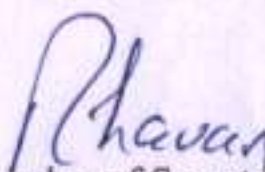
The medium of instructions shall be in English.

Eligibility Criteria

- A candidate for being eligible for admission to the Degree Course in Business Administration shall have passed XII Std. (10+2) Examination in any stream of the
- Maharashtra Board of Higher Secondary Education or its equivalent or any Diploma in Technology/Engineering/Agriculture/Pharmacy or MCVC of not less than two years from any recognized Board or Vocational stream. A candidate must have passed 12th std or qualifying examination as candidate belonging to all Category.
- A candidate who has completed qualifying education from any Foreign Board/ University must obtain an Equivalence Certificate from Association of Indian Universities (AIU) or competent body in India.
- Candidate should appear for the Common Entrance Test (MH-CET), conducted by the competent Authority of Maharashtra State or State Common Entrance Test Conducted By CET Cell .MH-CET(PCM/PCB Group) for the BBA Admission.

➤ Rules of Government of Maharashtra will be applicable for this admission Process.

The eligibility of students taking admission at B.B.A. Part-I [Level 1] (Initial Entry) and the eligibility of students making lateral entry (Multiple Entry-ME) admission at Level 2/ Level 3/ Level 4 are required to be scrutinized (with stipulated procedure) on the basis of following criteria:


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(A) Eligibility requirements for admission to B. B.A. Part-I (Level 1)

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

OR

- ii) An Examination of any other Statutory University or an examining Body recognized as equivalent thereto.
- iii) No candidate shall be allowed to appear the B.B.A. Part-I (or Undergraduate Certificate in Business Administration) Examination unless the candidate has satisfactorily kept two terms for the programme at a college affiliated to this Institute .

(B) Eligibility requirements for admission to B. B.A. Part-II (Level 2)

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

OR

- ii) An Examination of any other Statutory Institute or an examining Body recognized as equivalent thereto.
- iii) No candidate shall be allowed to appear the B.B.A. Part-II (or Undergraduate Diploma in Business Administration) Examination unless the candidate has satisfactorily kept two terms for the programme at a college affiliated to this Institute or any other recognized university.

(C) Eligibility requirements for admission to B. B.A. Part-III (Level 3)

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

OR

- ii) An Examination of any other Statutory Institute or an examining Body recognized as


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equivalent thereto.

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

(D) Eligibility requirements for admission to B.B.A. Part-IV (Level 4)

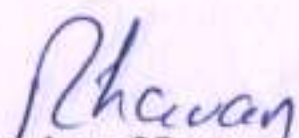
- i) The students passing the B.B.A Part-III (or Three-Year Undergraduate Degree in Business Administration) shall be allowed to enter upon the B.B.A. Part-IV (or Four-Year Undergraduate Degree in Business Administration with Honours/ Honours with Research).
- ii) Minimum eligibility criteria for opting the course in the fourth year will be as follows: • BBA (Honours with Research): Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.
- iii) For BBA (Honours): BBA Degree Note : The students who are eligible for BBA (Honours with Research) shall have choice to pursue either BBA (Honours) or BBA (Honours with Research).

OR

- iv) No candidate shall be allowed to appear the B.B.A. Part-IV (or Four-Year Undergraduate Degree in Business Administration with Honours/ Honours with Research) Examination unless the candidate has satisfactorily kept two terms for the programme at a college affiliated to this Institute .

Eligibility Application Requirement

- (a) Students who are seeking admission for Level 1 need to apply for eligibility.
- (b) Students who are not taking any exit from the programme at any level and students re-entering after taking exit, need not require to make application for eligibility at Level 2, 3 and 4.
- (c) However, students from other university who wish to seek admission for any level of undergraduate degree need to apply for eligibility.


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- **End-Semester Examination (ESE):** The ESE is conducted at the end of each semester through written examinations for theory courses and practical examinations, including viva-voce, for practical courses.
- **Passing Standard:**
 - a) **Theory Courses:**
 - Students must secure a minimum of 40% marks in the End-Semester Examination (ESE).
 - The combined marks of ISE + MSE + ESE must be at least 40% of the total marks.
 - b) **Practical Courses:**
 - Internal Semester Evaluation (ISE) carries 40% weightage, and the End-Semester Examination (ESE) carries 40% weightage.
 - Students must secure a minimum of 50% combined marks in ISE and ESE, as prescribed by the Institute.
- **For Summer Internship/Project /Dissertation**

Evaluation is based on work done, quality of report, performance in viva-voce, presentation etc.

5. Summer Internship Project (SIP)

- At the start of the 5th semester (during the summer break), in 6th, 7th semester also every student must undergo a mandatory Corporate Summer Internship for two months in an organization approved by the institute.
- Submission of a formal project report and a successful defense via presentation and viva-voce before an Internal panel in the fifth semester.
- 6th semester also every student must undergo a mandatory Corporate Summer Internship for two months in an organization approved by the institute. & make report, Submission of a formal project report and a successful defense via
- Presentation and viva-voce before an external panel is compulsory.
- 8th Semester is for Dissertation work student do internship for 6 months & make report, Submission of a formal project report and a successful defense via presentation and viva-voce before an external panel is compulsory.

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Calculation of SGPA and CGPA

Semester Grade Point Average (SGPA):

$$SGPA = \frac{\sum (Course Credits \times Grade Points)}{\sum Course Credits}$$

Cumulative Grade Point Average (CGPA):

$$CGPA = \frac{\sum (Semester Credits \times SGPA)}{\sum Credits Earned}$$

7. Graduation, Award of Degree and Ranks

- Students who pass all courses within the stipulated timeframe and secure a CGPA of 5.0 and above shall be awarded the BBA Degree under classifications such as *First Class with Distinction*, *First Class*, or *Second Class*.
- Institute gold medals and university ranks may be awarded to top-performing students based exclusively on their performance across regular attempts in all 8 semesters, as determined by the Academic Council.

8. Power to Modify

- The Academic Council of the autonomous institute reserves the right to alter, amend, or modify any of these academic regulations, curriculum structures, or evaluation schemes from time to time, based on industry needs and statutory updates.


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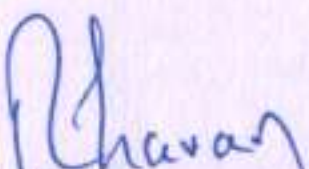



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B.B.A. PART-I
SEMESTER- I & II
SYLLABUS


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Course Structure:

Class	BBA I SEM I
Course Code and Course Title	0UBBPC101, Fundamentals of Management
Prerequisite/s	Basic understanding of concept and need of management in organization.
Teaching Scheme: Lecture/Tutorial/Practical	03/01/00
Credits	04
Evaluation Scheme: ISE/MSE/ESE	20/20/60

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBPC101_1	Define the management principles used to solve practical business problems.	L1
0UBBPC101_2	Explain how various management theories differ and describe how well they work in different types of organizations.	L2
0UBBPC101_3	Apply a mix of management theories and practices to develop a management strategy for an organization.	L3
0UBBPC101_4	Analyze given business scenarios to identify inefficiencies and differentiate the underlying factors affecting performance.	L4

Course Contents:		
Unit 1	Introduction to Management Definition, Nature, Features, Importance, Functions and principles of management, Management and Administration, levels of management, role of managers and managerial skills, Evolution of management thought: Classical, Behavioral, Quantitative, Systems, Contingency and Modern approaches; Management as a science and an art;	15 Hrs.
Unit 2	Planning, Organizing and Staffing Nature, Importance and Purpose of planning in management; Forecasting. Types of plans: strategic, tactical, operational; Planning process and techniques; Decision making-Importance and steps, decision making models and tools;	15 Hrs.

Rhavan
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[Signature]
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	Organizational structure and design; types of organizational structures, Centralization Vs Decentralization of Authority and Responsibility – Span of Control; Co-ordination and integration, MBO and MBE; Nature and Importance of staffing – Process of recruitment and selection, training and development, Performance appraisal System.	
Unit 3	Leading, Directing and Controlling Meaning and Nature of Directing, Directing / Leading Core Elements, Leadership Theories (Trait, Behavioral, Contingency, Participative, Charismatic, Transformational, Level-5 leader), Motivation Theories and Practices (Maslow, Herzberg Two Factor, McGregor's Theory X & Theory Y), Hawthorne Effect, Communication (Meaning and Importance) in management, Team Building and Group Dynamics; Controlling-meaning and steps in controlling, Control process and systems, Essentials of sound control system, methods of establishing control, Types of Control; Performance measurement and management.	15 Hrs.
Unit 4	Strategic Management, Ethics and Social Responsibility Overview of Strategic Management, SWOT Analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate Social Responsibility (CSR), Carroll's Pyramid of CSR, Sustainable management practices, Core Approaches to Ethical Decision-Making, Stakeholder Analysis, case studies on ethical business practices.	15 Hrs.

Suggested Fieldwork/Practical Work

1. Visit a factory in your area and prepare the organization chart showing various levels of management and their functions.
2. Visit a foundry or other manufacturing unit in your area and enlist the roles performed by the managers and comment on their necessity and sequence.


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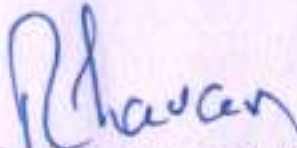
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3. Study the staffing policy and sources of a local co-operative sugar factory /spinning mill or a private company.
4. Study how management functions are performed in any organization.
5. Study the annual report of any public limited company/bank for recording the activities under the CSR.
6. Visit to any organization conduct SWOT Analysis of the company and understand their strategy formulation.
7. Visit to any organization. Conduct interview of different managers and note ethical issues faced by them.
8. Study sustainable management practices undertaken in organization for organizational development
9. Analyze any two cases given in reflective Exercises & cases
10. Study Leadership styles used by managers in any organization as per situation and understand how it is beneficial for improving productivity.

Note: Each student should prepare report for any 5 practical's /Field work including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone related to your topic with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

References

1. Agarwal, T. (2026 Edition 1st). Indian ethos in Management. Himalaya Publishing House.
2. J.K.Mitra. (2023 Edition 1st). Principles and Practices of Management. Oxford university, Press.
3. Jones. (2014 Edition 6th). Essentials of Contemporary Management. McGraw - Hill education.
4. Kapoor. (2018 Edition 2nd). Principles of Management. Khanna Book Publishing.
5. Koontz, H. (2021 Edition 11th). Essentials of Management. McGraw Hill.


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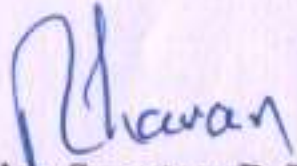


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7. L.M.Prasad. (2019 Edition 5th). Principles and Practices of management. Sultan chand and sons Publication.
8. Mrutunjaya, H. (2013 Edition 2nd). Business Ethics and value System. PHI Learning Publication.
9. R.N.Gupta. (2005 Edition 2nd). Principles of Management. S.Chand Publication.
10. R.Nandgopal. (2010 Edition 1st). Indian Ethos and Values in Management. McGraw Hill Education.
11. Rao. (2022 Edition 1st). Management principles and applications. Taxmann Publication.
12. Robbins, S. (2017 Edition 13th). Management. Pearson.
13. Robbins, S. (2022 Edition 15th). Management. Pearson.
14. Vasishtha, N. (2022 Edition 1st). Principles of management with case studies. Taxmann's Publication pvt. ltd.
15. Vrat, P. (2003 Edition 1st). Case stuides in Management. Vikas Publication.

E Learning Resources

1. Laheri, V. K. (2026). *Principles of management* [Online course]. SWAYAM. https://onlinecourses.swayam2.ac.in/e-learning/preview/ini26_cm16
2. Malik, A. (2026). *Principles of human resource management* [Online course]. SWAYAM-NPTEL. https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_mgl54


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Course Structure:

Class	BBA I SEM I
Course Code and Course Title	0UBBPC102, Financial Accounting
Prerequisite/s	Basic understanding of accounting and financial activities of organization
Teaching Scheme: Lecture/Tutorial/Practical	3/1/0
Credits	4
Evaluation Scheme: ISE/MSE/ESE	20/20/60

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBPC102_1	State applications of various principles and practices of accounting in preparation of accounting statements.	L2
0UBBPC102_2	Demonstrate the knowledge on the process of accounting cycle.	L2
0UBBPC102_3	Illustrate the knowledge of systematic maintenance of books of accounts to real life business.	L3
0UBBPC102_4	Compare annual financial statements of Sole proprietorship and Company form of business.	L4
0UBBPC102_5	Assess Financial sustainability disclosure standards.	L5
0UBBPC102_6	Develop Sustainability reporting need and methods.	L6

Course Contents:

Unit 1	Introduction to Accounting, Accounting System and Process Meaning, Need for accounting and accounting information system, Stakeholder using accounting information, Qualitative aspects of Financial Accounting, Accounting standards in India and International (outline), Branches of Accounting, Types of Business Organizations, Accounting Taxonomy, Accounting concepts and conventions, Accounting concept of income and expenditure, Classification of capital and revenue- expenditure and income, accounting equation of assets equals capital and liabilities, accounting process, contingent assets and liabilities, Fictitious assets.	15 Hrs.
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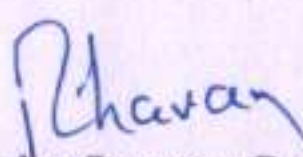


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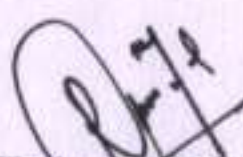
Unit 2	Recording Transactions and Trial Balance Transactions -nature, Entry in Journal, Purchases, sales, Returns, Receivables, and payables, Inventory, Depreciation and amortizations, reserves, Intangible assets accounting, GST transactions, Entry in Ledger, Accounting accuracy through Trial Balance, correction of errors.	15 Hrs.
Unit 3	Final Accounts Preparation of Trading and Profit and Loss Account, Cash Books, and Balance Sheet of Sole Trading Concerns, Importance of disclosures in Final Accounts	15 Hrs.
Unit 4	Company Final Accounts Introduction to company-kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance Sheet (horizontal and Vertical). Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.	15 Hrs.

Suggested Fieldwork/Practical Work:

1. Visit any local grocery shop or professional firm and record the list of books maintained in shop.
2. Prepare a flow chart of accounting journey from financial transaction to Balance sheet and comment on it.
3. Visit any Sole Proprietorship concern and study GST Transactions process and know about tax documents etc. and prepare report on it.
4. Study Final Accounts of any Sole-Proprietorship and identify the different heads of expenses and receipts.


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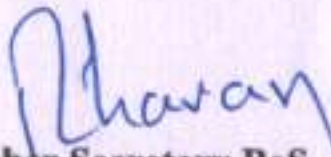


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5. Study Final Accounts of any Company for 3 years and compare different heads of receipts and expenditure.
6. Distinguish Depreciation and Amortisation with some examples
7. Explain difference between GAAP and IFRS with examples
8. Prepare a Trial Balance of Partnership firm by taking 30 financial items of purchase, Sales, income and expenditure and personal accounts.
9. Study and prepare report on applications and practices of Green Accounting in India

Note:

Each student should prepare report for any 5 practical /Field work including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible


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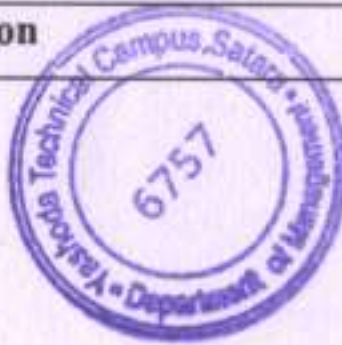
Course Structure:

Class	BBA I SEM I
Course Code and Course Title	0UBBPC103 ,Business Statistics and Logic
Prerequisite/s	Basic understanding of Mathematical tools
Teaching Scheme: Lecture/Tutorial/Practical	3/1/0
Credits	4
Evaluation Scheme: ISE / MSE / ESE	20/20/60

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBPC103_1	Outline the relevant concepts of Statistics to a given context/business scenario,	L2
0UBBPC103_2	Demonstrate data handling skills with clarity and logical reasoning.	L3
0UBBPC103_3	Organize business data and conduct statistical treatment.	L3
0UBBPC103_4	Evaluate and interpret data using appropriate statistical techniques.	L5
0UBBPC103_5	Assess data trends using appropriate statistical models.	L4

Course Contents:		
Unit 1	Measures of Central Tendency, Dispersion, Measures of Skewness and Kurtosis Classification and Tabulation of data, Frequency Distribution, Diagrams and Graphs, Measure of Central Tendency- Arithmetic Mean, Weighted Arithmetic Mean, Median, Mode, Geometric Mean and Harmonic Mean (theory only) and meaning of partition values- Quartiles, Deciles, Percentiles . Measures Of Dispersion - Range, Quartile Deviation, Mean Deviation from mean and median, standard deviation and coefficient of variation. Skewness - meaning, difference between Dispersion and Skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance.	15 Hrs.
Unit 2	Correlation and Regression	15 Hrs.

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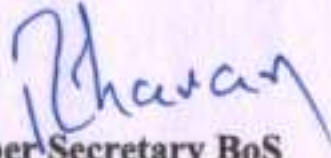


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	Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable error. regression- meaning and utility of regression analysis, comparison between correlation and regression, regression lines –x on y, y on x, regression equations and regression coefficients, meaning	
Unit 3	Probability and Probability Distributions Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value.	15 Hrs.
Unit 4	Introduction to Logic Number series, coding decoding and odd man out series, direction sense test, seating arrangements – linear and circular, blood relations, arithmetic and geometric progressions, Inductive and deductive reasoning.	15 Hrs.

Suggested Fieldwork/Practical Work:

1. Collect the data on demographic profile of students admitted in BBA or any other course and apply descriptive statistical tools (measures of central tendency) for meaningful analysis and interpretation.
2. Collect data on the demographic profile of students admitted in BBA or any other course and present it in tabular form as well using suitable graphs
3. Collect the 12 months data of electricity bill of your home, expenses per month for a year, SSC, HSC marks of your friends and apply descriptive statistical tools for meaningful analysis and interpretation.
4. Identify Real-Life examples and Use measures of Dispersion and write interpretation.
5. Visit the service organization/business organization/industry nearby to understand the practical applications of statistical techniques in business and decision making.


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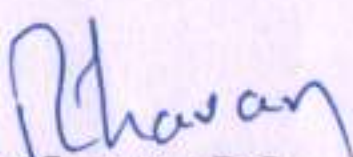
6. Make use of above data to calculate the correlation between score of SSC and HSC. Correlation between income, electricity bill and expenses per month.
7. Make use of above data to calculate the regression taking expenses as a dependent variable.
8. Collect the data from 10 female friends and 10 male friends on the variables considered for selecting the smart phones and use spearman's rank correlation for analysis.
9. Get the data of select shares from internet and apply statistical tools to draw meaningful conclusions.
10. Toss a single coin 5 times and measure the count of getting a head. Again repeat this experiment and measure the count of getting a tail. Find its probability of getting no. of heads by binomial distribution. Also find the probability of no. of tails by using binomial formula.

Note:

Practical Component: Understanding basic concepts of statistics is possible by incorporating data sets from real life situations. In every unit one hour could be set aside to handle realistic data such as number of steps taken on a day, daily expenditures of students, air quality index in various months in various cities, stock prices etc. using EXCEL and make their interpretations. Students may make short presentations of their analysis to add to the learning experience.

Reference Book:

- 1) Levin, R. I., & Rubin, D. S. (2014). *Statistics for management* (7th ed.). Pearson.
- 2) Gupta, S. P. (2021). *Statistical methods* (46th rev. ed.). Sultan Chand & Sons.
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7) Gupta, S. C., & Gupta, I. (2022). *Business statistics* (18th rev. ed.). Himalaya Publishing House.

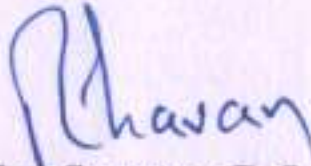
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Course Structure:

Class	BBA I SEM I
Course Code and Course Title	0UBBAE104, Business Communication
Prerequisite/s	Basic understanding of communication tools
Teaching Scheme: Lecture/Tutorial/Practical	01/01/00
Credits	02
Evaluation Scheme: ISE / MSE / ESE	10/10/30

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBAE104_1	Describe the concept, process, significance and types of communication in business organizations.	L2
0UBBAE104_2	Explain the principles, methods, and techniques of effective business communication.	L3
0UBBAE104_3	Draft various types of business letters by applying appropriate written communication techniques.	L3
0UBBAE104_4	Apply suitable strategies, including feedback, to overcome communication barriers and improve communication effectiveness.	L3

Course Contents:

Unit 1	A) Introduction to Communication in Organizations Introduction to Business Environment and Communication, Models of communication, Basics of Communication (types, channels and barriers), 7Cs of communication, Formal and informal communication, Listening Skills, communication on social media platforms	15 Hrs.
	B) Written Communication Need & Types, Basics of Writing Office Circulars, Agenda, Notice, Office Memorandum, Office Orders, News Letters; Planning and executing different types of messages, Report Writing: Types of Business Reports, Formal Report- Components and Purpose, Writing Reports on Field Work/Visits to Industries, Drafting Minutes of a Meeting, Formal letters (Planning & Layout of Business Letter)- Sales Letters, Complaint & Follow up Letters, Promotion Letters, Job application Letters, cover letters, resume,	

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	Resignation Letters, Types of Employment Interviews, Performing Optimally in a Job Interview-Do's and Don'ts Before, During and After the Interview.	
Unit 2	A] Oral Communication Meaning, Nature and Scope of Effective Oral Communication; Media for Oral Communication- Face-to-Face Conversation, Teleconference, Press Conference, Telephonic Conversations, Radio Presentation, Public address and Podcast, Group Discussion, Teams Communication- managing communication during online meeting, Online and Offline professional etiquettes. B] Digital Communication Individual communicating via Social media, Organizations communicating via Social media, Use of Technology for Communication, Effective IT communication tools, PowerPoint presentation skills; Infographics, introduction to contemporary alternatives (such as- Prezi, Visme, Microsoft Sway, Zoho)	15 Hrs.

Suggested Activities/Fieldwork:

1. Visit any local cooperative institute, private or educational institute and identify the communication channels used. Prepare a brief report explaining their purpose.
2. Select an organization and prepare a flowchart showing formal and informal communication network with examples of upward, downward, horizontal and diagonal communication.
3. Visit a local bank, cooperative society or business firm and observe customer correspondence. Draft an enquiry letter, complaint letter, quotation and follow-up letter based on real business situations.
4. Visit a Business Organization/Industry and prepare a Business Report based on communication practices observed.

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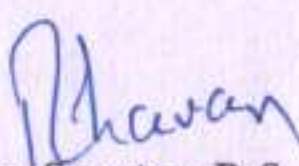
5. Visit a retail store, bank or customer service center and observe employee-customer interactions. Evaluate verbal and non-verbal communication techniques.
6. Create a Professional LinkedIn Profile, Resume and Cover Letter and apply for a suitable internship or job opening.
7. Visit the sales or marketing department of a business and observe how employees communicate product information to customers. Present the findings using PowerPoint and an infographic.
8. Create an infographic explaining business data such as sales performance, customer satisfaction or market trends using Canva or Visme.
9. Analyze a Company's Digital Communication (website, LinkedIn, social media) and submit a report.

Note:

Each student should prepare report any 2 practical or field work including detailed information as per guidelines and structure/format given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report.

Reference Books

1. Raman, M., & Singh, P. (2022). Business Communication. Latest edition. New Delhi: Oxford University Press.
2. Bovee, C. L., & Thill, J. V. (2023). Business Communication Today. 15th edition. Pearson.
3. Murphy, H., Hildebrandt, H., & Thomas, J. (2021). Effective Business Communication. Latest edition. New Delhi: McGraw-Hill Education.
4. Pal, R., & Korlahalli, J. S. (2022). Essentials of Business Communication. Latest edition. New Delhi: Sultan Chand & Sons.
5. Kumar, S., & Lata, P. (2020). Communication Skills. 3rd edition. New Delhi: Oxford University Press.


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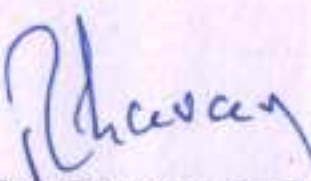


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2. NPTEL/SWAYAM. (2026). *Developing Soft Skills and Personality*. Course Instructor: IIT Kanpur. Available at: https://onlinecourses.nptel.ac.in/noc26_hs249/preview (Accessed on: 25 July 2026).


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Course Structure:

Class	BBA I SEM I
Course Code and Course Title	0UBBVE105, Environmental Science And Sustainability
Prerequisite/s	Basic Knowledge about Environment
Teaching Scheme: Lecture/Tutorial/Practical	01/01/00
Credits	02
Evaluation Scheme: ISE/MSE/ESE	10/10/30

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBVE105_1	Understand environment, natural resources, and sustainability in business.	L2
0UBBVE105_2	Understand ecosystems, biodiversity, and conservation practices.	L2
0UBBVE105_3	Apply pollution control, waste management	L3
0UBBVE105_4	Apply environmental ethics, sustainability, and environmental laws.	L3

Course Contents:

Unit 1	Environment, Natural Resources, Sustainability, and Ecosystem Management Introduction to Environment, Natural Resources and Sustainability, Concept and Components of Environment Natural Resources: Renewable and Non-renewable Resources and Sustainable Resource Management. Ecosystem: Structure, Functions Biodiversity: Importance, Threats Conservation of Biodiversity((In-situ & Ex-situ); Concept and Principles of Sustainability; Sustainable Development and Green Economy Climate Change and Carbon Footprint, and the role of businesses in Environmental Sustainability.	15 Hrs.
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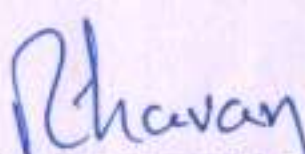
Unit 2	Environmental Challenges, Sustainable Business Practices. Environmental Challenges and Sustainable Business Practices. Environmental Pollution: Types, Causes, Effects and Control Measures. Waste Management (Solid, Plastic, E-waste) and the 5Rs (Refuse, Reduce, Reuse, Recycle, Recover) Sustainable Development Goals (SDGs) and Responsible Consumption and Production. Environmental, Social and Governance (ESG) Framework Environmental Ethics and Corporate Social Responsibility (CSR) for Sustainability. Role of Business in Environmental Sustainability Overview of Major Environmental Laws in India	15 Hrs.
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Suggested Field Work or Practical Work

1. A study of environmental pollution and its impact on human being.
2. A study of importance of biodiversity and threatens to the biodiversity.
3. A study of plastic waste generation and its impact.
4. A study of relationship between environment and human health.
5. A study of environmental legislations and the judiciary's role in environmental protection.
6. A study of major environmental issues and their impacts.
7. A study of mis-use and over exploitation of natural resources.
8. A study of impact of population growth, industrialization and urbanization.
9. A study of major environmental components of sustainable development.
10. A study of man-made activities responsible for the degradation of the environment.

Note:

Each student should prepare report of any 4 field work topics including detailed information after visiting to the location generating various environmental issues as per the guidelines of subject


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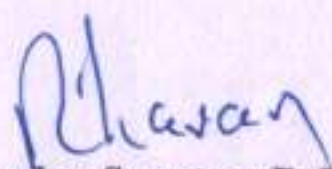
teacher.

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2. Bharucha, E. (2023). Textbook of environmental studies for undergraduate courses (4th ed.). Orient Blackswan Private Limited.
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4. Rajagopalan, R. (2015). Environmental studies: From crisis to cure (3rd ed.). Oxford University Press.
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6. Basu, M., & Savarimuthu, X. (2017). Fundamentals of environmental studies (1st ed.). Cambridge University Press.
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8. Wright, R. T., & Boorse, D. F. (2016). Environmental science: Toward a sustainable future (13th ed.). Pearson.

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1. National Geographic Society. (n.d.). *Environment*. <https://education.nationalgeographic.org>
2. National Programme on Technology Enhanced Learning. (n.d.). *Environmental science*. <https://nptel.ac.in>
3. SWAYAM. (n.d.). *Environmental studies*. <https://swayam.gov.in>
4. United Nations Development Programme. (n.d.). *Sustainable Development Goals*. <https://www.undp.org/sustainable-development-goals>
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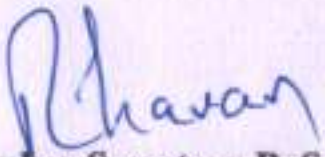

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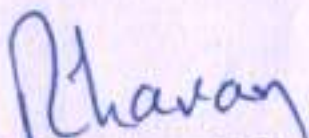
Course Structure:

Class	BBA I SEM I
Course Code and Course Title	0UBBIK106, IKS-Indian Vision For Human Society
Prerequisite/s	Basic understanding of concept of Human Society
Teaching Scheme: Lecture/Tutorial/Practical	2/0/0
Credits	2
Evaluation Scheme: ISE /MSE/ESE	10/10/30

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBIK106_1	Explain the concept of "Vasudhaiva Kutumbkam" and its realization process as a base for the development of vision for a human society.	L2
0UBBIK106_2	Identify the universality in humans and its coexistence in existence.	L1
0UBBIK106_3	Demonstrate the sense of responsibility, duties, and participation of individual for establishment of fearless society.	L3
0UBBIK106_4	Explain the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the holistic development of physical, mental and spiritual wellbeing of one and all, at the level of individual, society, nation and ultimately the whole world.	L2

Course Contents:

Unit 1	A) The world view & Vision of Human Society The concept of non-duality of Prakriti (Jad) and Purush (Chetana), human as coexistence of Jad & Chetan, Pancha-mahabhutas, the root of sorrow and suffering, freedom from sorrow, salvation, eternal peace truth (vyaharika satya), ultimate truth. B) Aspiration and Purpose of Individual and Human Society Aims of Human life; at individual level and societal level. At societal level; Four purusarthas Dharma, Artha, Kama, Moksha. Individual level; Abhyudaya (progress), Nihisreyasa (perfection) Pravrtti, Nivrtti. Dharma;	15 Hrs.
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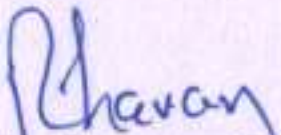



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	Dharma sutras (Gautama, Apastamba, Baudhayana, Vasistha). Dharma-Shastra; (Manusmriti, Naradamrti, Visnumrti, Yajnavalkya Smriti) sociology, different stages of life like studenthood, householdership, retirement and renunciation, rites and duties, judicial matters, and personal laws (Aachara, Vyavahara, Prayaschitta).	
Unit 2	A) Program for Ensuring Human Purpose: at Individual and Societal Level –I Fundamental concept of Nitishastra: Satyanishtha Aur Abhiruchi (Ethics, Integrity & aptitude). The true nature of self; Shiksha Valli, Bhrigu Valli (concept of Atman-Brahman (self, soul). The true constitution of Human: Ananda Valli (Annamaya Kosha, Pranamaya Kosha, Manomaya Kosha, Vijnanamaya Kosha, Anandamaya Kosha). The four states of consciousness (Waking state, Dreaming state, Deep Sleep State, Turiya the fourth state), Consciousness (seven limbs and nineteen mouths), Prajna, Awareness. The Life Force Prana (Praana-Apaana-Vyaana-Udaana- Samaana) B) Program for Ensuring Human Purpose: at Individual and Societal Level - II Differentiating Vidya and Avidya, human bondages, Higher and Lower Knowledge (Para Vidhya & Apra Vidhya). Concept of Sattva, Rajas, Tamas and 7 Hours need of balancing the same, Patanjali yog sutra; Yama, Niyama, Asanas, pranayams, pratyahara, dharna, dhyana, Samadhi, Sixteen category of padartha, pramans (pratyaksh, anumana, upaman, shabda). Saadhana chatushtayam (viveka, vairagya, mumukshatavam, shadsampathi (sama, dama, uparama, titiksha, shraddha,	15 Hrs.


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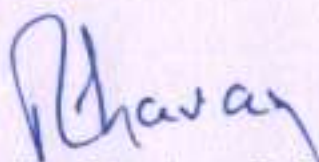
	samadhana), Understanding Nitya karma, Naimittika Karma, Kamya karma, prayaschitta karma, Nishidha Karma.	
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Suggested Fieldwork/Practical Work:

1. Explain practical application of 'Vasudhaiv Kutumbkam' theme in Indian culture.
2. Write detailed Essay on Vasudhaiv Kutumbkam theme
3. Write note on composition of Panch Mahabhuta in human body and its importance.
4. Study role of Purushartha in human life and prepare report on it.
5. Read the Book-Kautiya's Arthashastra and write Book Review
6. Conduct group activity on states of consciousness
7. Invite Experts in Yoga and Meditation techniques to know its importance in human life and prepare report on it
8. Arrange group presentation/activity on stages of human life
9. Write a note on 3 Gunas-Nature of Aattva,Rajas and Tamas with some examples
10. Write a note on Importance on Patanjali Yog Sutra-Yama,Niyama,Asanas

Note:

Each student should prepare report for any 5 practicals /Field work including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.


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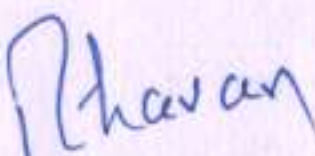
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- 2) Radhakrishnan, S. (2008). Indian Philosophy, Volume I . Oxford University Press.
- 3) Radhakrishnan, S. (2008). Indian Philosophy, Volume II . Oxford University Press.
- 4) Radhakrishnan, S. (2015). The Principal Upanishads . Harper Collins Publishers India .
- 5) Keith, A. (1925). The religion and philosophy of the Veda and Upanishads. Delhi: Motilal Banarsidass Publishers.
- 6) Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: HindologyBooks, 2008.
- 7) SK Das, The education system of Ancient hindus, Gyan publication house, India.
- 8) Maharaj Swami chidatmanjee, Ancient Indian Society, Anmol publication Pvt.Ltd.,India
- 9) Kuhn, T. 1970. The Structure of Scientific Revolutions, (2nd ed.). University of Chicago Press, USA.

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- 2) Siddiqui, M. S. (n.d.). Indian ethos and knowledge systems. SWAYAM.
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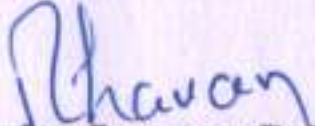
Course Structure:

Class	BBA I SEM I
Course Code and Course Title	0UBBVS107, Computer Applications in Business
Prerequisite/s	Basic knowledge of computers and digital devices.
Teaching Scheme: Lecture/Tutorial/Practical	01/00/02
Credits	02
Evaluation Scheme: ISE / ESE	25/25

Course Outcomes (COs):		Bloom's Level
Upon successful completion of this course, the student will be able to:		
0UBBVS107_1	Explain computer software, its types, licensing and business applications.	L2
0UBBVS107_2	Create and manage business documents, spreadsheets and presentations using Microsoft Office.	L3
0UBBVS107_3	Explain AI, Generative AI and AI tools and apply them in business and academic tasks.	L3
0UBBVS107_4	Explain e-commerce, business models and digital payment systems and apply them to online business operations.	L3

Course Contents:

Unit 1	Computer Basics and Microsoft Office: Word, Excel and PowerPoint	15Hrs.
	Introduction, Computer Software - Definition, Types– Application Software, System Software, Open Source Software, Software licensing, software used in business Creating, saving, editing and printing documents; using Find & Replace, spelling and grammar check and formatting text, tables, pages and document layouts. Working with workbooks and worksheets; formatting data, using basic formulas and functions and creating charts for data presentation. Creating and managing presentations; formatting slides with text, images and multimedia and applying transitions and animations for effective presentations.	


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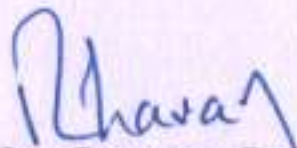


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Unit 2	Basics of Artificial Intelligence and E-Commerce Introduction to Artificial Intelligence (AI), its importance and applications in business and daily life. AI tools such as ChatGPT, Gemini and Microsoft Copilot, Generative AI, Benefits, limitations, future trends in AI. Introduction to e-commerce, its types and business models; online shopping, digital payments (UPI, wallets and net banking), e-commerce platforms such as Amazon and Flipkart.	15Hrs.
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Suggested Activities/Field Work:

1. Study the software ecosystem of a business organization or educational institution. Identify the operating system, application software, open-source software, software licensing and business software used and prepare a concise report on their applications.
2. Prepare business documents such as a business letter, office notice and meeting agenda using Microsoft Word by applying appropriate formatting, page layout, tables, headers, footers and page numbering.
3. Develop a business data worksheet in Microsoft Excel by applying formulas, functions, cell formatting, conditional formatting and charts for effective data analysis and presentation.
4. Design a professional presentation using Microsoft PowerPoint on a business organization, startup or entrepreneur by incorporating themes, SmartArt, charts, images, multimedia, transitions and animations.
5. Study software licensing models and identify the types of software licenses used in educational institutions or business organizations. Prepare a report on their significance and business applications.
6. Explore Artificial Intelligence tools such as ChatGPT, Gemini and Microsoft Copilot for generating business correspondence, reports, presentation outlines and marketing content. Evaluate the generated output.


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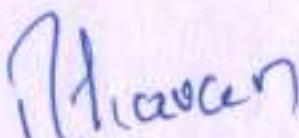
7. Study the applications of Artificial Intelligence in functional areas such as marketing, finance, human resource management, customer service and operations. Present the findings using Microsoft PowerPoint.
8. Study an e-commerce platform and analyze its business model, product categories, pricing strategies, customer services, payment methods, logistics and return policies.
9. Study the business model of a leading e-commerce company and analyze its revenue model, customer value proposition, digital marketing strategies, logistics and payment ecosystem.

Note:

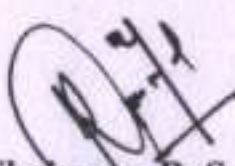
Subject teacher can give any other practical on the basis of syllabus. Each student should solve any 5 practical's under the guidance of subject teacher and prepare note on it.

Reference Books

1. Thareja, R. (2024). Information technology and its applications in business. Oxford University Press.
2. Sudalaimuthu, S., & Anthony Raj, S. (2022). Computer applications in business (3rd edition). Himalaya Publishing House.
3. Sinha, P. K., & Sinha, P. (2013). Computer fundamentals (6th edition). BPB Publications.
4. Joseph, P. T. (2022). E-commerce: An Indian perspective (6th edition.). PHI Learning.
5. Laudon, K. C., & Laudon, J. P. (2024). Management information systems: Managing the digital firm (18th edition). Pearson.
6. Chaffey, D. (2022). Digital business and e-commerce management (8th edition). Pearson.
7. Lambert, J. (2022). Microsoft Office 365 & Office 2021 step by step. Microsoft Press.
8. Russell, S., & Norvig, P. (2021). Artificial intelligence: A modern approach (4th edition). Pearson.


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1. National Programme on Technology Enhanced Learning. E-business.
<https://nptel.ac.in/courses/110105083>
2. National Programme on Technology Enhanced Learning. An introduction to artificial intelligence. https://onlinecourses.nptel.ac.in/noc20_cs42/preview

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Course Structure:

Class	BBA I SEM I
Course Code and Course Title	0UBBAE108 , German-I
Prerequisite/s	Basic Understanding of English Language
Teaching Scheme: Lecture/Tutorial/Practical	1/0/2
Credits	2
Evaluation Scheme: ISE / ESE	25/25

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBAE108_1	Remember and pronounce basic German vocabulary, greetings, numbers and fundamental alphabetic structures.	L1
0UBBAE108_2	Explain and construct simple sentences using correct grammatical foundations including verb conjugations, personal pronouns, and sentence syntax.	L2
0UBBAE108_3	Apply language skills to introduce oneself and others, ask/answer simple questions, and manage basic everyday social exchanges.	L3
0UBBAE108_4	Differentiate and execute basic professional and business communication skills, such as reading schedules, ordering, and writing brief messages.	L4

Course Contents		
Unit 1	Foundations of German, Personal Interaction & Daily Workplace: Greetings (Begrüßungen), introducing oneself and others, countries and languages, spelling out names, speaking about professions, basic business networking etiquette, corporate objects, office environments, furniture, describing a flat/office space, colors, and handling telephone numbers/addresses. Regular and irregular verb conjugations (Präsens), personal pronouns, position of verbs in a statement vs. a question (W-Fragen and Ja/Nein-Fragen), definite and indefinite articles (der, die, das; ein, eine), negative articles (kein, keine), plural forms of nouns, and introduction to the Accusative Case (Akkusativ).	15Hrs.

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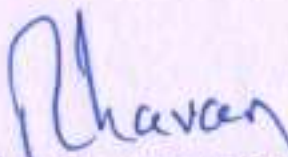


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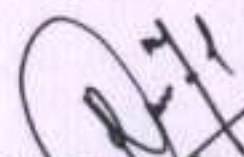
Unit 2	Time Management, Schedules, Leisure & Business Hospitality: Telling time (formal/informal), days of the week, months, scheduling business appointments, discussing hobbies, daily work routines, corporate working hours, ordering food at a business lunch, groceries and markets, currency (Euro), describing a city, navigating transport, and reading basic corporate invitations. Separable verbs (trennbare Verben), modal verbs (können, müssen, wollen), prepositions used with time (am, um, von... bis), word order changes, Accusative case complements, possessive articles (mein, dein), and basic syntax of modal verbs in sentences.	15Hrs.
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Suggested Fieldwork/Practical Work:

1. Introduce yourself and a peer in German using formal and informal corporate greetings in a role play activity.
2. Design a bilingual business card and basic professional profile sheet in German.
3. Create a daily schedule and appointment calendar in German for a mock business week.
4. Draft a basic office dialogue ordering food and beverages for a corporate lunch in German.
5. Prepare a short presentation describing an office room, corporate items, and equipment in German.
6. Read and translate a simple corporate email/invitation or public notice in German.
7. Role-play a telephone conversation taking down contact details and phone numbers in German.
8. Conduct a brief listening and comprehension quiz based on German audio dialogues (e.g., Nicos Weg).


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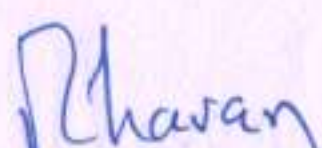
Each student should prepare report for any 5 practical's /Field work including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Books:

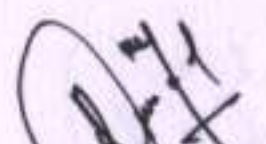
- 1) Dengler, S., et al. (2021). *Netzwerk Neu A1: Kursbuch und Arbeitsbuch*. Ernst Klett Sprachen.
- 2) Funk, H., et al. (2019). *Studio d A1: Deutsch als Fremdsprache*. Cornelsen Verlag.
- 3) Bell, L. (2022 Edition 14th). *Diversity in Organizations*. Cengage Learning India Pvt. Ltd.
- 4) Braunert, J., & Schuman, W. (2018 Edition). *Unternehmen Deutsch Aufbaukurs - A1/A2*. Ernst Klett Sprachen.
- 5) Dengler, S., et al. (2021 Edition). *Netzwerk Neu A1: Kursbuch und Arbeitsbuch*. Ernst Klett Sprachen.
- 6) Durrell, M. (2015 Edition 2nd). *Essential German Grammar*. Routledge.
- 7) Funk, H., et al. (2019 Edition). *Studio d A1: Deutsch als Fremdsprache*. Cornelsen Verlag.
- 8) Jin, F., & Voß, U. (2017 Edition). *Grammatik aktiv: A1-B1*. Cornelsen Verlag.
- 9) Robbins, S. (2001 Edition 9th). *Organizational Behaviour*. Prentice Hall of India Ltd., New Delhi.

E- Learning Resources

- 1) Issac, A. C. (2026). *German Language Fundamentals - Level A1*. SWAYAM-NPTEL.
https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_mg20
- 2) Deutsche Welle (2025). *Nicos Weg - German for Beginners A1*. DW Learn German.
<https://learngerman.dw.com/en/nicos-weg/c-36519789>


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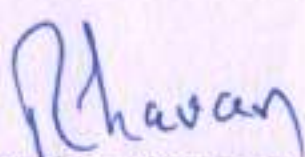
	• Katakana alphabets from ア to ゼ and Numbers from 1 to 100 • Katakana alphabets from タ to ン and classroom expressions. • Doubling of consonants and compound words in Katakana.	
Unit 2	A. Demonstrative pronouns in Japanese Language-Level-I • Uses of demonstrative pronouns これ、それ、あれ • Substitution for a noun • The こ、そ、あ、ど system of demonstrative. • Demonstrative pronouns ここ、そこ、あそこ、どこ and their polite forms. • Affirmation and negation in simple present tense. • Uses of particles から、まで。 B. Expressing time in Japanese Language-Level-II • Multiples of 100, 1000, 10,000 • Uses of particles へ、で、と、よ • Uses of interrogative pronouns なん、いつ、なに	15 Hrs.

Suggested Fieldwork/Practical Work:

Subject Teacher should assign practical work based on syllabus and evaluate student performance.
(E.g. Assignment, Presentation, Group Activity, Role Play, Group Discussion, etc.)

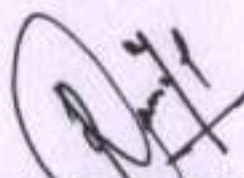
Reference Books:

- 1) Minna No Nihongo I – Pub. By 3A Corporation, Japan.
- 2) Nihongo shoho Vol. I - Pub By Japan Foundation, Tokyo, Japan
- 3) Kanji Picture book Vol. I & II Japan Foundation.
- 4) Sulabh Janani Vyakaran – Part-(I) Dr. V.N. Kinkar, Pune.


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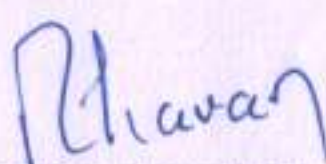


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- 5) Genki – Japan Times.
- 6) Aural Comprehensions in Japanese –Osamu & Nobuko Mizutani.
- 7) An Introduction to Modern Japanese – Osamu & Nobuko Mizutani.
- 8) Japanese for Today – Y.Yoshida.
- 9) Japanese Language Patterns –Alphonsa.
- 10)Nihongo Dekimasu – Japan Foundation.
- 11)Gokakudekiru.

E- Learning Resources:

- 1) Misra, V. (n.d.). *Introduction to Japanese language and culture* [Online course]. SWAYAM–NPTEL. <https://nptel.ac.in/courses/121104005>
- 2) Misra, V. (n.d.). *Japani bhasha – Saral swaroop* [Online course]. SWAYAM–NPTEL. <https://nptel.ac.in/courses/109104194>


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B.B.A. PART-I
SEMESTER- II
SYLLABUS

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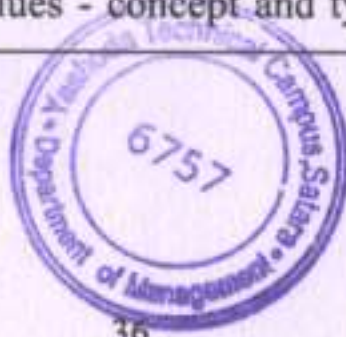
Course Structure:

Class	BBA I SEM II
Course Code and Course Title	0UBBPC201, Human behaviour and Organization
Prerequisite/s	A Good Knowledge of Organization Structure and Human Behaviour
Teaching Scheme: Lecture/Tutorial/Practical	03/01/00
Credits	04
Evaluation Scheme: ISE/MSE/ESE	20/20/60

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBPC201_1	Define the term 'human behavior' and list the core components of an organization.	L1
0UBBPC201_2	Explain how applying Organizational Behavior concepts impacts the performance and culture of modern organizations.	L2
0UBBPC201_3	Apply the concepts of individual and group behavior to real-world workplace scenarios to improve organizational effectiveness.	L3
0UBBPC201_4	Analyze differentiate and compare various leadership styles and strategies to identify their key components and relationships.	L4

Course Contents:		
Unit 1	Introduction to Human Behaviour and Organization Meaning, importance, and historical development of organizational behaviour; Historical Evolution: Scientific Management, the Hawthorne Studies, and the Human Relations Movement, Factors influencing organizational behaviour; Contributing disciplines of OB. OB models	15 Hrs.
Unit 2	Foundations of Individual Behaviour; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and	15 Hrs.

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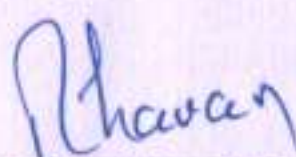


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	instrumental values. Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal setting Theory, Reinforcement Theory, Self-efficacy Theory). Decision making – Concept, Types, Process, Importance.	
Unit 3	Group & Team Behaviour Groups and Work Teams: Concept: Five Stage model of group development. Groupthink and shift; Indian perspective on group norms, Theories of Group formation, Group Structure and Group Cohesiveness, Group, and teams; Types of teams; Team effectiveness, Creating team players from individual building. Individual & Group conflict; E-teams.	15 Hrs.
Unit 4	Leadership & Power Leadership: Concept; Trait theories; Behavioural Theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic): Comparison of Indian leadership styles with other countries. Bases of Power. Organizational Culture: Concept of culture; Impact (functions and liability); Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need for and importance of Cross-Cultural management, cultural intelligence, international negotiation, and global human resources Stress, and it's Management.	15 Hrs.

Suggested Field Work or Practical Work

1. Identify different personalities and assess those personalities through a questionnaire (MBTI/16PF ETC)
2. Identify different personalities and assess this personality through Indian scriptures.


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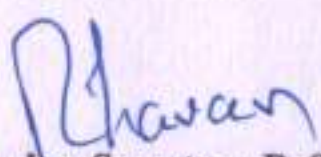
3. Read Swami Vivekananda's 'Personality Development' Book and write book review.
4. Explain Swami Vivekananda's Philosophy for management practices.
5. Assess the ways of self-directed learnings.
6. Watch Movie 'Ruka Hua Faisla' / 12 Angry Men - on Group Decision making and prepare report on it.
7. Identify a firm and analyze how business decisions are made in particular situation as individual vs. team. Also state which form is better and why?
8. Study Belbin individual Team roles and prepare report on it.
9. Conduct group activity for stress management techniques.
10. Study concept of leadership in Mahabharata vs. Ramayana and prepare report on it.

Note:

Each student should prepare report for any 5 practical's / Field work including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

References Books :

1. Bell, L. (2022 Edition 14th). Diversity in Organizations. Cenagage Learning India Pvt. Ltd.
2. D., M. (1992 Edition 2nd). Handbook Of industrial and Organizational Psychology. Consulting Psychologists Press.
3. Fred, L. (2011 Edition 12th). Organizational Behaviour : An Evidence - Based Approach. McGraw Hill Publisher Co. Ltd., New Delhi.
4. Griffin, P. G. (2024 Edition 14th). Organisational Behaviour: Managing people and organisations with MindTap,. Cengage Learning India Pvt. Ltd.


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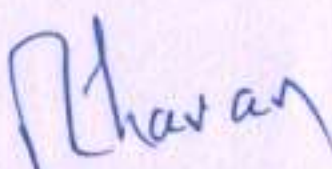


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5. Johnson, D. (2018 Edition 1st). Organizational Behaviour and Human Resource management. Springer International Publishing.
6. K., A. (2018 Edition 18th). Organizational Behaviour. Himalaya Publishing House, Mumbai.
7. L.M.Prasad. (2014, Edition 5th). Organizational Theory behaviour. Sultan Chand & Sons, New Delhi.
8. Rao, V. (2012 Edition 10th). Organizational Behaviour. Himalaya Publishing House, Mumbai.
9. Robbins, S. (2001 Edition 9th). Organizational Behaviour. New delhi: Prentice hall of India Ltd.
10. V., R. (2009 Edition 2nd). Human Behaviour in Organization. pearson.
11. W., J. (1997 Edition 14th). Organizational behaviour : Human Behaviour at work. McGraw - Hill Education.
12. Wallace. (2012 Edition 10th). Personal Development for life and work. Cengage Learning India Pvt. Ltd.

E- Learning Resources

1. Issac, A. C. (2026). *Organizational behaviour: Individual dynamics in organization* [Online course]. SWAYAM-NPTEL. https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_mg20
2. Garg, P. (2025). *Advance course in organizational behavior* [Online course]. SWAYAM-NPTEL. <https://onlinecourses.nptel.ac.in/e-learning/preview/noc25hs150>


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Course Structure:Class	BBA I SEM II
Course Code and Course Title	0UBBPC202 , Marketing Management
Prerequisite/s	Basic knowledge of business, markets, and communication skills
Teaching Scheme: Lecture/Tutorial/Practical	03/01/04
Credits	04
Evaluation Scheme: ISE/MSE/ESE	20/20/60

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBPC202_1	Explain basic marketing concepts, environment, customer value, digital marketing, and AI in marketing	L2
0UBBPC202_2	Apply STP, consumer behavior, product, and pricing concepts to marketing problems.	L3
0UBBPC202_3	Analyze promotion, distribution, digital channels, and service marketing practices.	L4
0UBBPC202_4	Analyze contemporary marketing practices, including digital, AI, green, social, ethical, and emerging trends.	L4

Course Contents:		
Unit 1	Introduction to Marketing and Marketing Environment Introduction to Marketing: Nature, Scope and Importance of Marketing; Evolution of Marketing; Core Marketing Concepts; Selling Concept, Marketing Concept, and Holistic Marketing Concept. Marketing Environment: Demographic, Economic, Political, Legal, Socio-cultural, and Technological Environment (Indian Context); Types of Marketing (B2C, B2B, B2G, C2C). Introduction to Digital Marketing, Introduction to AI in Marketing.	15 Hrs.

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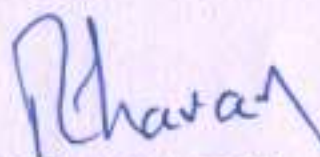


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Unit 2	Market Segmentation, Consumer Behavior and Product Decisions Market Segmentation: Concept of Segmentation, Targeting and Positioning (STP); Levels and Bases of Market Segmentation. Consumer Behavior; Cultural, Social, Personal and Psychological Factors influencing Consumer Behavior (Indian Context); Consumer and Business Buying Decision Processes; Consumer Behavior in the Digital Age: Online Shopping, Social Media, Customer Reviews and Influencer Marketing (Introductory concepts). Product Decisions: Product Classification; Product Life Cycle (PLC); Product Line and Product Mix; Branding, Packaging, Labeling; Brand Management; New Product Development.	15 Hrs.
Unit 3	Pricing, Promotion and Distribution Decisions Pricing, Pricing Objectives; Determinants; Pricing Methods; Pricing Strategies; Introduction to Dynamic Pricing and AI-based Pricing (Concept only). Promotion Decisions: Promotion Mix; Advertising; Sales Promotion; Public Relations; Publicity; Personal Selling. Digital Promotion: Social Media Marketing; Content Marketing; Email Marketing; Online Advertising (Basic Concepts). Distribution Decisions: Marketing Channels; Channel Functions and Levels; Intermediaries (Wholesalers and Retailers); Fundamentals of Retail Management.	15 Hrs.
Unit 4	Services Marketing and Contemporary Marketing Practices Marketing of Services: Characteristics of Services; Marketing Strategies for Service Firms; 7Ps of Services Marketing. Contemporary Issues in Marketing: E-commerce, Digital Marketing, Ethics and Social Responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing and Green Marketing (Introductory aspects only). AI Applications in Marketing: Chat bots, Customer	15 Hrs.


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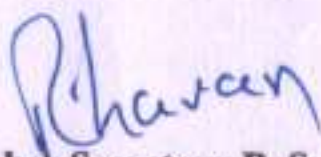
	Personalization and Marketing Automation (Introductory concepts only). Emerging Marketing Trends: Influencer Marketing, Mobile Marketing (Introduction only).	
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Text Books

1. Kotler, P., Keller, K. L., & Chernev, A. (2022). *Marketing management* (16th ed.). Pearson Education.
2. Aaker, D. A., & Moorman, C. (2024). *Strategic market management: Global perspectives* (11th ed.). John Wiley & Sons.
3. Kotler, P., Keller, K. L., Chernev, A., & Sheth, J. N. (2022). *Marketing management* (16th ed.). Pearson Higher Education.
4. Kotler, P., Armstrong, G., & Agnihotri, P. Y. (2021). *Principles of marketing* (17th ed.). Pearson Education.
5. Ramaswamy, V. S., & Namakumari, S. (2023). *Marketing management: Indian context – Global perspective* (6th ed.). McGraw Hill Education (India).

Reference Books

1. Sheth, J. N., & Sisodia, R. S. (Eds.). (2006). *Does marketing need reform? Fresh perspectives on the future*. Routledge.
2. Percy, L. (2023). *Strategic integrated marketing communications* (3rd ed.). Routledge.
3. Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital marketing* (7th ed.). Pearson Higher Education.
4. Biswas, A. K. (2023). *Strategic market management: Managing markets for profit and growth*. Notion Press.
5. Kumar, N. (2004). *Marketing as strategy: Understanding the CEO's agenda for driving growth and innovation*. Harvard Business Review Press.


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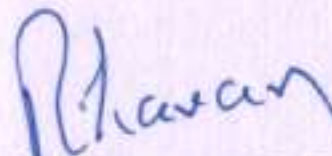


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6. Doyle, P. (2000). *Value-based marketing: Marketing strategies for corporate growth and shareholder value*. John Wiley & Sons.

E-Learning Resources

1. Bharadhwaj, S. (n.d.). *Marketing management*. SWAYAM. <https://swayam.gov.in>
2. Harvard Business Review. (n.d.). *Marketing articles and case studies*. <https://hbr.org>
3. Mishra, A. (n.d.). *Marketing management*. SWAYAM (IIM Bangalore). https://onlinecourses.swayam2.ac.in/imb25_mg21/preview


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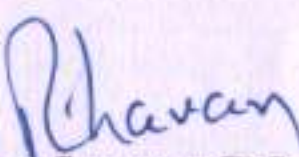
Course Structure:

Class	BBA I SEM II
Course Code and Course Title	0UBBPC203, Business Economics
Prerequisite/s	Basic knowledge of different economic concept
Teaching Scheme: Lecture/Tutorial/Practical	3/1/0
Credits	4
Evaluation Scheme: ISE / MSE /ESE	20/20/60

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBPC203_1	State basic concepts of microeconomics and solve the problem of reallocation	L3
0UBBPC203_2	Explain distribution of the scarce resources.	L2
0UBBPC203_3	Understand the form and nature of the market and their pricing strategies.	L2
0UBBPC203_4	Examine national income level and true measures for increasing economic welfare.	L4
0UBBPC203_5	Assess various challenges associated with the Indian economy and help to balance the economy.	L5

Course Contents:

Unit 1	Fundamentals and Basic Elements of Microeconomics The Economic Problem: Scarcity and Choice, Nature and Scope Positive and Normative Economics. Scope of Study and Central Problems of Micro and Macroeconomics. Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand. Supply Schedule: individual and market supply, determinants of supply, law of supply, Elasticity of supply. Determination of demand and supply, effect of a shift in demand and supply.	15 Hrs.
Unit 2	Producer and Consumer Behavior Theory of Production-Factors of Production, Production Function, Law	15 Hrs.


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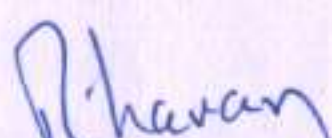


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	of Variable Proportions. Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi- Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.	
Unit 3	Analysis of Market Concept of Market and Main Forms of Market. Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition and oligopoly.	15 Hrs.
Unit 4	National Income and Various Indian Economy Challenges Circular Flow of Income. Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income. A Brief Introduction of Indian Economy - Pre-and Post-Independence. Current Challenges Facing by Indian Economy- Human Capital Formation, Poverty, Dynamic Business Environment, Trade with Various Nations, Sustainable Economic Development	15 Hrs.

Suggested Fieldwork/Practical Work:

1. Arrange a debate on a basic economics problem under Micro and Macro Economics
2. Explain Law of Demand with practical examples
3. Explain the law of diminishing marginal utility by taking the example of pizza consumption.
4. Explain the concept and types of price elasticity of demand by taking examples for day to day life.
5. Explain the price leadership strategy adopted by reliance Jio in India Telecommunication market and its impact on other players.
6. Identify different forms of market for different products.
7. Study current challenges facing Indian economy-human capital formation, poverty.
8. Elaborate different methods of calculating National Income with examples.


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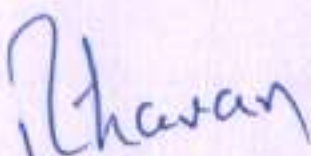
Each student should prepare report for any 5 practical's /Field work including detailed information as per guidelines and format of report given by subject teacher. Take photographs in your cell phone related to your topic with prior permission during the visit to business units and discussion with people. Produce the black and white print of photographs in your report wherever possible.

Reference Book:

- 1) McConnell, C. R., Brue, S. L., & Flynn, S. M. (2021). *Microeconomics: Principles, problems, and policies* (22nd ed.). McGraw-Hill.
- 2) Ahuja, H. L. (2019). *Advanced economic theory (Microeconomic analysis)* (21st ed.). S. Chand Publishing.
- 3) Jain, K. P. (2014). *Advanced economic theory* (Rev. ed.). Atlantic Publishers & Distributors.
- 4) Jhingan, M. L. (2014). *Modern micro economics* (7th ed.). Vrinda Publications.
- 5) Baumol, W. J., & Blinder, A. S. (2016). *Microeconomics: Principles and policy* (13th ed.). Cengage Learning India Pvt. Ltd.
- 6) Arnold, R. A. (2019). *Macroeconomics* (13th ed.). Cengage Learning India Pvt. Ltd.
- 7) Mankiw, N. G., & Taylor, M. P. (2020). *Microeconomics* (5th ed.). Cengage Learning India Pvt. Ltd.
- 8) Mankiw, N. G. (2021). *Principles of economics* (9th ed.). Cengage Learning India Pvt. Ltd.

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- 1) Mani, H. S. (n.d.). *Microeconomics*. NPTEL. <https://nptel.ac.in/courses/110101005>
- 2) Mishra, T. (n.d.). *Managerial economics*. NPTEL. <https://nptel.ac.in/courses/110101149>


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Course Structure:

Class	BBA I SEM II
Course Code and Course Title	0UBBVS204, Emerging Technologies And Applications
Prerequisite/s	Basic knowledge of technologies used in business
Teaching Scheme: Lecture/Tutorial/Practical	01/00/01
Credits	02
Evaluation Scheme: ISE / MSE / ESE	10/10/30

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBVS204_1	Explain the concepts, service models and business applications of Cloud Computing.	L2
0UBBVS204_2	Describe the concepts and business applications of Augmented Reality (AR) and Virtual Reality (VR)	L2
0UBBVS204_3	Apply Internet of Things (IoT) concepts to identify solutions for smart business and industrial applications.	L3
0UBBVS204_4	Apply Industry 4.0 concepts to improve business operations, production and supply chain management.	L3

Course Contents:		
Unit 1	Cloud Computing and Augmented Reality (AR) and Virtual Reality (VR) Introduction to Cloud Computing and its importance in business; cloud service models (IaaS, PaaS and SaaS); cloud deployment models (Public, Private and Hybrid); data security, privacy and basic cloud governance. Introduction to AR and VR; differences between AR and VR; applications of AR and VR in marketing, retail, customer experience and employee training; benefits, challenges and future opportunities of AR/VR in business.	15 Hrs.

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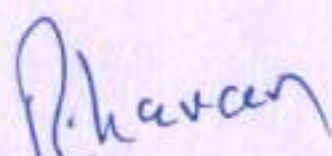


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Unit 2	Internet of Things (IoT) and Industry 4.0 Introduction to the Internet of Things (IoT); IoT components including sensors, actuators and smart devices; IoT applications in smart homes, healthcare, agriculture and business. Introduction to Industry 4.0, impact of Industry 4.0 on production, supply chains and business operations; future trends and business opportunities.	15 Hrs.
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Suggested Field Work or Practical Work

1. Study the cloud services used by any organization (e.g., Amazon, Netflix, Google, Flipkart). Identify the enterprise solutions (ERP/CRM), security features and governance practices adopted.
2. Create a free account on Google Drive or Microsoft OneDrive. Upload, organize and share files with classmates. Identify the cloud service model (SaaS) and explain the benefits of cloud computing for businesses.
3. Compare AWS, Microsoft Azure and Google Cloud Platform based on cloud services, deployment models, scalability and pricing. Recommend the most suitable platform for a startup or small business.
4. Install and explore any free AR application (Google Lens, IKEA Place, etc.) or watch a 360° VR experience. Prepare a report comparing AR and VR and explain their applications in marketing and customer experience.
5. Study how any organization uses AR/VR for employee training or customer engagement. Explain the advantages, challenges and opportunities of integrating AR/VR into business processes.
6. Identify at least 10 IoT devices used at home, college or public places. Explain the sensors used, connectivity technologies (Wi-Fi/Bluetooth/5G) and their role in improving efficiency.


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7. Conduct a case study of a Smart City (e.g., Pune, Surat, Ahmedabad or Singapore). Identify IoT applications in traffic management, smart lighting, waste management or public safety and explain their business and social benefits.
8. Study any manufacturing company (e.g., Tata Motors, Mahindra, Maruti Suzuki). Identify the use of Industry 4.0 technologies such as automation, robotics, IoT or digital twins and analyze their impact on productivity and supply chain efficiency.

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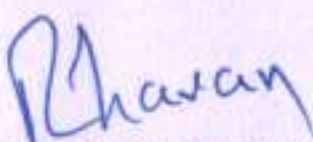
Subject teacher can give any other practical on the basis of syllabus. Each student should solve any 2 practical's under the guidance of subject teacher and prepare note on it.

Reference Books

1. Saurabh, K., & Saxena, A. (2021). Cloud computing. Wiley India.
2. Jose, J. (2021). Internet of things (2nd edition). Khanna Publishing House.
3. Van Engelen, E. S. (2022). Emerging technologies. BPB Publications.
4. Maheshwari, A. (2022). Digital transformation and Industry 4.0. Wiley India.
5. Jain, V. K. (2020). Cloud computing and virtualization. Khanna Publishing House.
6. Kamal, R. (2021). Internet of things and Industry 4.0. McGraw Hill Education (India).
7. Erl, T., Puttini, R., & Mahmood, Z. (2020). Cloud computing: Concepts, technology & architecture. Pearson.
8. Gilchrist, A. (2021). Industry 4.0: The industrial Internet of Things (2nd edition). Apress.

E- Learning Resources

1. Ghosh, S. K., *Cloud computing*. NPTEL, Indian Institute of Technology Kharagpur. <https://nptel.ac.in/courses/106105167>
2. Misra, S., *Introduction to Internet of Things (IoT)* NPTEL, Indian Institute of Technology Kharagpur. <https://nptel.ac.in/courses/106105166>


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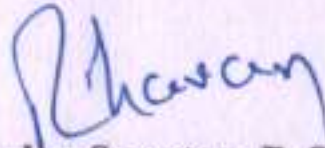
Course Structure:

Class	BBA I SEM II
Course Code and Course Title	0UBBMD205 , Media Literacy And Critical Thinking
Prerequisite/s	Basic knowledge of media used in business communication and general awareness of digital platforms.
Teaching Scheme: Lecture/Tutorial/Practical	01/01/00
Credits	02
Evaluation Scheme: ISE /MSE/ ESE	10/10/30

Course Outcomes (COs):		Bloom's Level
Upon successful completion of this course, the student will be able to:		
0UBBMD205_1	Understand media literacy and critical thinking by explaining the role and impact of media in contemporary society.	L2
0UBBMD205_2	Apply media literacy skills to analyze media messages, visuals, advertisements, and identify misinformation and AI-generated content.	L3
0UBBMD205_3	Apply critical thinking to evaluate media production, media ownership, audience behaviour, and the use of AI in media content.	L3
0UBBMD205_4	Analyze ethical, legal, and digital media issues, including the responsible use of AI and digital citizenship.	L4

Course Contents:

Unit 1	A) Foundations of Media Literacy and Critical Thinking Meaning and importance of media literacy and critical thinking; evolution of media literacy in India, media as a tool of communication; role of media in shaping public opinion, attitudes, and behaviour; introduction to traditional and digital media; introduction to Artificial Intelligence (AI) in media – meaning, basic applications, and its growing role in communication and content creation.	15 Hrs.
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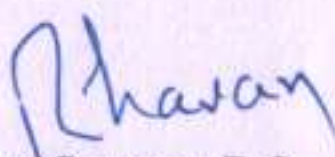


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	B) Deconstructing Media Texts: Types of media – print, television, radio, digital and social media; analyzing media messages, images, advertisements, and news; introduction to visual media analysis using basic semiotics; identifying misinformation, fake news, and AI-generated content (basic concepts).	
Unit 2	A) Media Consumption and Production: Media production, distribution, and consumption in India; impact of media ownership on content; evaluation of media content and audience behaviour. AI tools in media production – automated content creation, recommendation systems, and personalized content (introductory concepts only). B) Ethics, Regulation, and Digital Media Literacy Ethics in media communication; media laws and regulatory framework in India; digital media literacy and responsible online behaviour; digital citizenship and online safety; responsible use of social media; Ethical use of AI in media, privacy concerns, AI bias, copyright, deepfakes, and responsible use of AI tools (introductory concepts only).	15 Hrs.

Suggested Field Work / Practical Work

1. Identify the media literacy resources and communication tools used by different organizations. Analyze their effectiveness in promoting informed communication and decision-making.
2. Apply media literacy principles to analyze real-life media examples and demonstrate how informed decisions can be made by critically evaluating media content.


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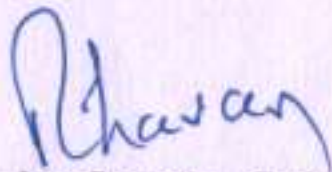

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3. Collect and study different forms of media texts (e.g., newspapers, television advertisements, social media posts, blogs, podcasts, or videos) and analyze their purpose, target audience, communication techniques, and identify whether any content is AI-generated or human-created.
4. Watch a video on fake news, misinformation, and AI-generated deepfakes. Discuss its key messages and reflect on ways to identify and respond to misleading information.
5. Conduct a classroom activity to analyze visual media (e.g., advertisements, posters, or social media images) using the principles of semiotics to interpret signs, symbols, and meanings.
6. Analyze the techniques used to evaluate media content, including credibility, accuracy, bias and authenticity, reliability and source verification.
7. Study and explain the key provisions of relevant legal frameworks governing digital media, such as copyright, data privacy, cyber laws, and information technology regulations.
8. Prepare a report on ethical practices in digital media, covering responsible content creation, privacy, plagiarism, cyber ethics, ethical use of AI in media, and responsible online behaviour.
9. Analyze any two case studies related to media, focusing on issues such as misinformation, media ethics, advertising, digital communication, AI in media, or media regulation.
10. Examine the impact of digital media on contemporary media literacy practices and evaluate its influence on information consumption, critical thinking, digital citizenship, and responsible media use.

Note: Each student should prepare report any 4 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.


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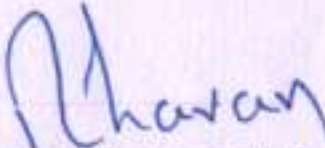
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Reference Books:

1. Potter, W. J. (2019). Media literacy (8th ed.). SAGE Publications.
2. Hobbs, R. (2011). Media literacy in the digital age. Routledge.
3. Halpern, D. F. (2014). Thought & knowledge: An introduction to critical thinking (5th ed.). Psychology Press.
4. Baran, S. J., & Davis, D. K. (2015). Mass communication theory: Foundations, ferment, and future (8th ed.). Cengage Learning.
5. Kahneman, D. (2011). Thinking, fast and slow. Farrar, Straus and Giroux.
6. Kahne, J., & Bowyer, B. (2017). Media literacy education in action: Theoretical and pedagogical perspectives. Routledge.
7. Barbour, K., & Marshall, J. (2012). The media literacy handbook. ASCD.
8. Bhaskar, N. K. (2019). Media laws and ethics in India. LexisNexis.
9. West, R., & Turner, L. H. (2018). Understanding intercultural communication: Negotiating a grammar of culture (2nd ed.). Routledge.
10. Aufderheide, P., & Jaszi, P. (2018). Reclaiming fair use: How to put balance back in copyright (2nd ed.). University of Chicago Press.
11. Hammond, J. S., Keeney, R. L., & Raiffa, H. (2015). Smart choices: A practical guide to making better decisions (Rev. ed.). Harvard Business Review Press.
12. Covey, S. R. (2020). The 7 habits of highly effective people: Powerful lessons in personal change (30th anniversary ed.). Simon & Schuster.

E- Learning Resources

1. Nirmal, A. (n.d.). *Media ethics and digital citizenship (Fundamentals of digital communication: Etiquette, ethics and engagement)*. SWAYAM. <https://swayam.gov.in>


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2. Ghosh, A. (n.d.). *Communication and media studies (Text, textuality and digital media)*. NPTEL. <https://nptel.ac.in>

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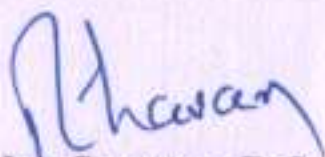
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Course Structure:

Class	BBA I SEM II
Course Code and Course Title	0UBBVE206, Constitution Of India
Prerequisite/s	Fundamentals of Law and Constitution for Business Application
Teaching Scheme: Lecture/Tutorial/Practical	01/01/00
Credits	02
Evaluation Scheme: ISE /MSE/ESE	10/10/30

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBVE206_1	Develop understanding about constitutional frameworks and apply these to a new or existing business situations.	L3
0UBBVE206_2	Analyze corporate structures and apply it to corporate entities including director liabilities and CSR Compliances.	L4
0UBBVE206_3	Evaluate standard commercial agreements by applying essentials of valid contract and implementing legal remedies.	L5
0UBBVE206_4	Explain how fundamental rights, trade freedoms and state directives impact corporate operations and governance	L3

Course Contents:		
Unit 1	A) Law of General Contracts Introduction and formation of Contract, Essentials of Valid Contract, Free consent, Lawful Consideration & object, Overview of Indian Contract Act, 1872 Modes & Remedies of Discharge of Contract B) Indian Constitution : Fundamental Rights (Art.14, 19, 21) , Fundamental Duties Directive Principles of State Policy, Art. 301- 307 of Indian Constitution	15 Hrs.
Unit 2	A) Corporate Laws Company and its Features. Types of Companies, Memorandum of	15 Hrs.


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	Association & Articles of Association, Directors- Meaning, Powers, and Duties B) Modern Regulations in Business Rights of Consumers under Consumer Protection Act, 2019 Unfair Trade Practices and E-consumer, Digital Contracts under Cyber Laws , Electronic Record-Parties to E-record and legal provisions	
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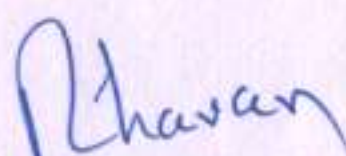
Suggested Case Studies / Practical Work

1. Mohiri Bibee vs. Dharmodas Ghosh
2. Soloman vs. Soloman Co. Ltd.
3. State of Rajasthan vs. Mohan Lal Vyas
4. Chintamrao vs. State of Madhya Pradesh
5. State of Bombay vs. R.M.D. Chamaurbagwala

Note: Each students should prepare report 2 case studies including detailed information about the same as per the guidelines of subject teacher.

Reference Books:

1. Basu, D. D. (2024). Introduction to the Constitution of India. LexisNexis.
2. Eastern Book Company. (2024). Bare Act: The Information Technology Act, 2000. Eastern Book Company.
3. Kapoor, N. D. (2023). Elements of mercantile law. Sultan Chand & Sons.
4. LexisNexis. (2024). Bare Act: The Constitution of India. LexisNexis.
5. Narayan, P. (2023). E-commerce: Legal compliance. Eastern Book Company.
6. Professional Publications. (2024). Bare Act: The Companies Act, 2013. Professional Publications.


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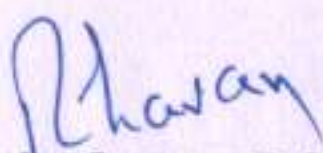


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7. Professional Publications. (2024). Bare Act: The Indian Contract Act, 1872. Professional Publications.
8. Rattan, J. (2023). Cyber laws and information technology. Bharat Publications.
9. Singh, A. (2024). Company law. Eastern Book Company.

E-learning Sources:

1. Srinivasan, S., & Mukherjee, K. (n.d.). SWAYAM/NPTEL online courses. National Programme on Technology Enhanced Learning. <https://onlinecourses.nptel.ac.in>


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Course Structure:

Class	BBA I SEM II
Course Code and Course Title	0UBBAE207, Advance Excel Spreadsheet
Prerequisite/s	Basic knowledge of Computer applications
Teaching Scheme: Lecture/Tutorial/Practical	0/00/02
Credits	02
Evaluation Scheme: ISE/ESE	25/25

Course Outcomes (COs): Upon successful completion of this course, the student will be able to:		Bloom's Level
0UBBAE207_1	Explain Excel features and use core functions for business calculations.	L2
0UBBAE207_2	Apply logical functions, worksheet management, and data analysis tools to manage business data.	L3
0UBBAE207_3	Apply lookup and reference functions to retrieve and process business information.	L3
0UBBAE207_4	Apply Excel charting and visualization tools to create business reports and communicate information effectively.	L3

Course Contents:		
Unit 1	Advanced Excel Course – Advanced Functions and Data Management Features, Core Functions-Date and time functions, Text functions, Database functions, Power Functions (COUNTIF, COUNTIFS, SUMIF, SUMIFS) Finance Functions (PV, FV, PMT, INTRATE), Statistical functions (Average, Median, Mode, STDEVA) Writing conditional expressions (using IF), Using logical functions (AND, OR, NOT), DATA Analysis: Sub Total Reports, Auto Filter, Password Protecting Worksheets, Linking Multiple Sheets, Sheet Referencing, Linking Between Word/Excel/PPT	15 Hrs.
Unit 2	Advanced Excel Course – Working with Lookup Functions and	15 Hrs.

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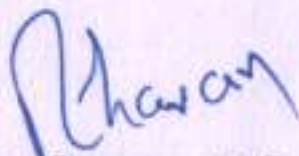
	Charts Functions: LOOKUP, VLOOKUP, HLOOKUP, COUNTIF, SUMIF, VLOOKUP with Exact Match, Approximate Match, Nested VLOOKUP with Exact Match, VLOOKUP with Tables New Features of Excel, Spark Lines, Inline Charts, Data Charts, Histograms, Combo charts, Area Chart, Overview of all the new features	
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Suggested Practical Work

1. Design an Employee Payroll Worksheet using advanced Excel functions.
2. Develop a Monthly Sales Analysis Report using statistical and financial functions.
3. Prepare a Student Result Processing System using logical functions (IF, AND, OR, NOT).
4. Create and manage a Sales Database using Auto Filter, Subtotal Reports, Worksheet Protection and Sheet Linking.
5. Develop a Product Inventory Management System using LOOKUP, VLOOKUP and HLOOKUP functions.
6. Design an Employee Information Retrieval System using MATCH, INDEX and Nested VLOOKUP functions.
7. Create a Business Dashboard using Sparklines and advanced charting features.
8. Generate a Business Performance Report using interactive data visualization techniques in Excel.

Note:

Subject teacher can give any other practical on the basis of syllabus. Each student should solve any 5 practical's under the guidance of subject teacher and prepare note on it.


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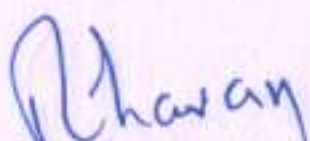
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Reference Books

1. Winston, W. L. (2019). Microsoft Excel data analysis and business modeling (6th edition). Microsoft Press.
2. McFedries, P. (2022). Microsoft Excel 365 formulas and functions (1st edition). Pearson.
3. Alexander, M., & Walkenbach, J. (2013). Excel dashboards and reports (2nd edition). Wiley.
4. Jelen, B., & Alexander, M. (2019). Excel pivot tables and pivot charts (1st edition.). Que Publishing.
5. Linoff, G. S. (2010). Data analysis using Microsoft Excel (2nd edition). Wiley.
6. Bendoly, E. (2016). Excel basics to blackbelt (1st edition). Cambridge University Press.
7. Harvey, G. (2007). Microsoft Office Excel 2007 for dummies (1st edition). Wiley.
8. Alexander, M., & Kusleika, D. (2019). Excel 2019 power programming with VBA (1st edition). Wiley.

E- Learning Resources

1. GCFGlobal. *Advanced Excel tutorial*. GCFGlobal. <https://edu.gcfglobal.org/en/excel/>
2. Bansal, S. *Excel basics to advanced training*. Trump Excel. <https://trumpexcel.com/excel-training/>


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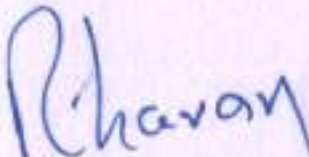


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- 7) Housel, M. (2021). The psychology of money. Jaico Publishing House.
- 8) Halan, M. (2023). Let's talk mutual funds. HarperCollins Publishers India.
- 9) Kapoor, J. R., Dlabay, L. R., Hughes, R. J., & Hart, M. (2022). Focus on personal finance (7th ed.). McGraw-Hill Education.
- 10) Halan, M. (2018). Let's talk money: You've worked hard for it, now make it work for you. HarperCollins Publishers India.
- 11) Housel, M. (2021). The psychology of money (1st Indian ed.). Jaico Publishing House.

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- 1) Mahakud, J. (2026). *Financial institutions and markets* .NPTEL/SWAYAM.
https://onlinecourses.nptel.ac.in/noc26_mg43/preview
- 2) Anshuman, V. R. (n.d.). *Financial markets* [Online course]. NPTEL.
<https://nptel.ac.in/courses/111103126>


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