

SavitribaiPhule Pune University
TY BBA Semester V (CBCS) Pattern 2019
Research Methodology
Course code GC 501
Credit 3

Depth of the course- Reasonable working knowledge

Course Objectives:

1. To develop an understanding of the right approach of Research Methodology and its role in Business.
2. To develop an understanding of the basic framework of the identification of various sources of information for data collection.
3. To develop an understanding of various Designs, Tools and Techniques of Research Study.
4. To enable the students in conducting Research work and write Research Paper and Research Project Report.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Introduction to Research Methodology and Research Problem	1.1 Introduction to Research- 1.2 Objectives of Research, 1.3 Motivations in Research, 1.4 Types of Research, 1.5 Research Approaches, 1.6 Significance of Research, 1.7 Research Process, 1.8 Criteria of Good Research, 1.9 Challenges before Researchers in India. 1.10 Meaning of Research Methodology. 1.11 Concept of Research Problem, 1.12 Selecting the Research Problem,	<ul style="list-style-type: none"> • To encourage students and educators to reflect upon the research process to enable them to position themselves in the bigger picture. • To understand the basic concept of Research and its Methodology. • To make students understand objectives, types, significance, the process of Research. • To make students aware of the concept of Research Problem and technique involved in defining Research Problem. • To know -how to formulate Research Hypothesis and its importance.

		1.13 Techniques involved in defining Research Problem, 1.14 Formulation of Research Hypothesis and its importance	
2	Research Design and Research Sampling	2.1 Research Design 2.2 Meaning of Research Design, 2.3 Need for Research Design, 2.4 Features of a Good Design, 2.5 Types of Research Design 2.6 Concept of Research Sampling, 2.7 Steps in Sampling Design, 2.8 Types of Sampling, 2.9 Determination of Sampling Size	<ul style="list-style-type: none"> • To make students understand the meaning, need, types of Research Design. • To inculcate knowledge of the concept of Research Sampling. • To understand the process of sampling design and types of sampling.
3	Methods of Data Collection and Processing and Analysis of Data	3.1 Collection of Primary Data- 3.2 Meaning and definition of Primary Data, 3.3 Advantages and Limitations of Primary Data, 3.4 Methods of Collecting Primary Data: 3.4.1 Observation Method, 3.4.2 Interview Method, 3.4.3 Questionnaire Method, 3.4.4 Scheduling/ Schedule Method 3.4.5 Other Methods 3.5 Collection of Secondary Data- 3.5.1 Meaning and definition of Secondary Data, 3.5.2 Advantages and Limitations of Secondary Data, 3.5.3 Sources of collecting Secondary Data 3.6 Data Processing – 3.6.1 Editing,	<ul style="list-style-type: none"> • To make students understand the meaning and definition of Primary Data and Secondary Data along with its advantages and limitations. • To provide sound knowledge about methods of collection of Primary Data and sources of collecting Secondary Data. • To find out the factors contributing to Job Satisfaction and use them in the actual functioning of the Organisation. • To provide an understanding of Data Processing and Data Analysis. • To make students aware of Hypothesis Testing.

		<p>3.6.2 Codification, 3.6.3 Classification, 3.6.4 Tabulation, 3.6.5 Scaling & Measurement</p> <p>3.7 Data Analysis- 3.7.1 Meaning of Data Analysis, 3.7.2 Need of Data Analysis, 3.7.3 Methods of Data Analysis</p> <p>3.8 Testing of Hypothesis- 3.8.1 Concepts in Testing of Hypothesis 3.8.2 Steps in the testing of hypothesis, 3.8.3 Chi-square Analysis, 3.8.4 Analysis of Variance</p>	
4	Interpretation and Report Writing	<p>4.1 Interpretation- 4.1.1 Meaning of Interpretation, 4.1.2 Need of Interpretation, 4.1.3 Techniques of Interpretation, 4.1.4 Precaution in Interpretation</p> <p>4.2 Report Writing – 4.2.1 Significance of Report Writing, 4.2.2 Steps in Writing Report, 4.2.3 The layout of the Research Report</p> <p>4.3 Research Paper Writing– 4.3.1 Meaning of Research Paper, 4.3.2 Structure of Research paper, 4.3.3 Referencing Styles 4.3.4 Ethics in Report Writing and Research Paper Writing</p>	<ul style="list-style-type: none"> • To make students aware of the meaning, need and different types of techniques of Interpretation. • To make understand students about steps in Report Writing and layout of the Research Report. • To immerse students in actual research (authentic learning) and motivate them to write Research Paper by providing the knowledge about meaning, structure and ethics in Research Paper writing.

Teaching Methodology

Teaching Hours Theory + Tutorials /Project Practical –as applicable	Innovative methods to be used	Expected Outcome
Unit 1 - 12 hours	Ice-breaker activities, Traditional classroom lectures Subject overview and preliminary presentation Class discussion.	Great gains in content knowledge, skill acquisition, and overall confidence and comfort for major concepts in the understanding concept of research. Formulate and evaluate research questions.
Unit 2 – 12 hours	Traditional classroom lectures Individual exercise, Large-group discussion, Small-group exercise,	The shift towards student-centeredness significantly enhanced students’ learning through the use of interactive small group activities and a high level of discussion and interaction. Knowledge acquisition about Research Design and Sampling Design.
Unit 3 – 12 hours	Traditional classroom lectures, Group participation informative evaluation of the topic and sub-topics, Group reflection on the data collection, Computer lab work on data processing and data analysis	Gain experience with instrument development and data collection methods. Practical understanding of data processing and Data Analysis.
Unit 4 – 12 hours	Traditional classroom lectures, Guest lecturer on Research Paper writing, Small-group scenario exercise on project report, Small-group critical reading exercise and class discussion on Ethics in Report Writing and Research Paper Writing.	Understanding about Changing Environment of HRM and its effects. A better understanding of Report and Research Paper writing

Evaluation

Unit Number	Internal Evaluation	External Evaluation
Unit – I	Student's Active participation in Ice-Breaking Session	25% MCQ 35% short notes 40% long answers
Unit – II	Individual exercise, Large-group discussion, Small-group exercise	
Unit – III	Lab-Work/ Activity	
Unit – IV	Research Paper submission and presentation	
Total – 30 Marks		

Suggested references

Sr. No.	Title of the Book	Author/s	Publication
1	Business Research Methods	Donald Cooper & Pamela Schindler	TMGH
2	Business Research Methods	Alan Bryman & Emma Bell	Oxford University Press
3	Research Methodology: Methods and Techniques	K. C.Kothari	New Age International Publication
4	Business Research Methodology .–	J. K. Sachdeva	Himalaya Publication)
5	Research Methodology	Dr. Prasant Sarangi	Taxmann's
6	Business Research Methodology	D. K. Sharma & A. K. Gupta	Delhi
7	Research methodology in Management	Arya P.P.and Pal, Yesh	Deep and Deep Publication, Delhi.

SavitribaiPhule Pune University
Question paper Pattern 2019 for TY BBA
University Examination Sub: Research Methodology
Course code 501

Q.No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		Answer in one sentence	5	
		Fill in the blanks	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

SavitribaiPhule Pune University
TY BBA Semester V(CBCS) Pattern 2019
Database Administration and Data Mining
Course Code- GC502
Credit – 3

Depth of the Course- Reasonable working knowledge

Course Objectives:

1. To understand the Database Management System
2. To understand the Data Mining Concepts
3. To understand the current trends in Data Management

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Introduction to Database Management System	1.1 Introduction, 1.2 Objectives, 1.3 DBMS concepts, 1.4 Purpose of Database System, 1.5 Advantages and Disadvantages of Database System	<ul style="list-style-type: none"> • To understand the concepts of a database management system. • To understand the scope of DBMS and its limitations.
2	Database Administration	2.1 Introduction 2.2 Purpose of Database administration, 2.3 Concept of Database Administration, 2.4 Transaction management, Properties of Transaction (ACID Properties)	<ul style="list-style-type: none"> • To understand the concept of transactions. • To understand the working of DBMS.

3	Data Warehousing	3.1 Introduction, 3.2 Purpose, 3.3 Data Warehousing concepts, 3.4 Need of Data Warehousing, 3.5 Applications, Advantages, Limitations	<ul style="list-style-type: none"> • To understand the concept of Data Warehousing. • To understand the relevance of Data Warehousing in businesses.
4	Data Analytics and Data Mining	4.1 Introduction, 4.1.1 Purpose, 4.1.2 Data Analytics Scope, and its Business Relevance. 4.1.3 Types of Data Analytics. Data Mining concepts 4.1.4 Need of Data Mining, Applications, Advantages, 4.1.5 Limitations 4.1.6 Cloud Computing Introduction, Purpose, Cloud 4.1.7 Computing concepts, Need of Cloud Computing, 4.1.8 Applications, Advantages, Limitations	<ul style="list-style-type: none"> • To understand the concept of Data Analytics and Mining. • To understand the relevance of Data Analytics and Mining in businesses. • To understand the concept of Cloud Computing. • To understand the relevance of Cloud Computing in businesses.

Teaching Methodology

Teaching Hours Theory	Innovative methods to be used	Expected Outcome
Unit 1- 12 hours	Students' Presentations, Video Sessions Group Discussions	Understanding of the DBMS concepts.
Unit 2- 12 hours	Students' Presentations, Video Sessions Group Discussions	Understanding of the working of the transaction management in the DBMS.
Unit 3- 12 hours	Students' Presentations, Video Sessions Case Studies	Understanding Data Warehousing and its scope and limitations.

Unit 4 - 12 hours	Students' Presentations, Video Sessions Case Studies	Understanding Data Analytics and Mining and its scope and limitations.
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Evaluation

Subject	Internal Evaluation	External Evaluation
Unit – I	MCQ Test, Open Book Test Group Presentations on DBMS Concepts	25% MCQs 35% Short Notes 45% Long Answers
Unit – II	MCQ Test, Open Book Test Group Presentations on Transaction Management	
Unit – III	MCQ Test, Chart preparation Group Presentations on Data Warehousing	
Unit – IV	MCQ Test, Group Presentations on Data Mining, Cloud Computing	

Suggested references

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Database System Concepts	Abraham Silberschatz, Henry F. Korth, S. Sudarshan	McGraw Hill Education; Sixth edition	India
2	Fundamentals of Database System	ElmasriRamez, NavatheShamkant	Pearson Education; Seventh edition	India
3	Data Mining and Data Warehousing: Principles and Practical Techniques	Parteek Bhatia	Cambridge University Press	India
4	Introduction to Data Mining	Pang-Ning Tan, Michael Steinbach, Vipin Kumar	Pearson Education; First edition	India
5	Cloud Computing	Sandeep Bhowmik	Cambridge University Press; First edition	India

SavitribaiPhule Pune University
Question paper Pattern 2019 for TY BBA
University Examination Sub: Database Administration and Data Mining
Course Code - 502

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		Answer in one sentence	5	
		Fill in the blanks	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Savitribai Phule Pune University
TY BBA Semester V (CBCS) Pattern 2019
Subject: Business Ethics
Course Code – GC 503
Credits – 3

Depth: Reasonable Working Knowledge

Course Objectives:

1. To provide a comprehensive understanding of the concepts of Business Ethics
2. To develop theoretical tools to understand current ethical issues and their impacts on business.
3. To analyze the role of Ethics in business, Government and Society.
4. To analyze the Ethical scenario concerning to Environment and consumer protection.

Unit No	Unit Title	Contents	Purpose and Skills to be Developed
1	Introduction to Business Ethics	1.1 Meaning, Nature and Scope of Business Ethics 1.2 Ethics in Contemporary Business 1.3 Organizational Ethical Climate – Ethical Decision Making and Importance of Framing Ethical Policies 1.4 Why Ethical Problems occur in Business 1.5 Difference between workplace Ethics and Laws 1.6 Ethical Code of Conduct in Global Business 1.7 Government protection policies against illegal business practices. 1.8 Influence of Interest Groups on the Government	<ul style="list-style-type: none"> • Understand the Role and Scope of Business Ethics. • Role of Ethics and its importance at National and International Level in business as well as individual level.
2	Corporation and Stakeholder Ethics	2.1 Impact of Business Decisions on Stakeholders 2.2 Leadership Ethics at the organizational level – Training Ethics, imbibing organizational values and cultures, Awareness of rule and	<ul style="list-style-type: none"> • Understand the concepts and role of Business and Stakeholder ethics.

		<p>regulations of an organization, Upskilling and Ethical knowledge of employees.</p> <p>2.3 Organization of Modern corporation and Interaction with stakeholders</p> <p>2.4 Whistleblower Act and Employee Rights: Privacy and Safety</p> <p>2.5 Collective Bargaining and Role of Management in implementing Ethics.</p> <p>2.6 Ethics in Compliance Management – Fraud, Corruption, Sanction Violations, Conflict of Interests, Human Rights Violation.</p> <p>2.7 Health and Safety Issues in Organizations – Workplace Safety, Measures to avoid accidents, Maintenance of Psychological well-being of employees.</p>	<ul style="list-style-type: none"> • Modern Organization role and responsibility towards stakeholders. • Understanding the concept of business, government, and societal ethics.
3	Corporate Social Responsibility and Marketing Ethics	<p>3.1 Role and Responsibility of Organizations towards government and society.</p> <p>3.2 CSR Performance – Meaning and Responsibility.</p> <p>3.3 CSR – Strategy in building community relationships.</p> <p>3.4 Corporate Citizenship and – Concept and Stages</p> <p>3.5 Ethical behaviour in Advertising Practices and Advertising ethics.</p> <p>3.6 Ethical and Unethical Target Marketing in Business</p> <p>3.7 Advertising abuses and Regulation</p> <p>3.8 Media Industry – Role, Impact and Ethical Practices</p>	<ul style="list-style-type: none"> • Understand the role of CSR in traditional and Modern Business. • Identify the efficiency relevancy of CSR in today’s world • Understand Marketing ethics and its importance.
4	Environmental and Consumer Ethical Issues	<p>4.1 Environmental Ethics and Human values – Meaning and Impact on Environmental problems</p> <p>4.2 Environmental legislation – Laws and Regulation with Indian Context and Stages of becoming an ecologically sustainable organization.</p> <p>4.3 Sustainable Development – Definition, Obstacles and Impact, Business operations – A threat to earth’s ecosystem.</p> <p>4.4 Difference between Customer and Consumerism</p> <p>4.5 Government regulation agencies for Consumer protection and Protecting consumer privacy online.</p>	<ul style="list-style-type: none"> • Understand the role of Environmental rules and regulations in protecting the environment. • Initiatives are taken towards building sustainable role models. • Understanding the need for ethics and laws in consumer protection.

Teaching Methodology

Teaching Hours	Innovative Methods to be used/ AV Applications	Project	Expected Outcome
12	<p>Films/Videos of Business Ethics practices adopted by different companies. Videos on corporates explaining the Business ethics scenario.</p> <p>Case studies on Interest Groups policies and their impact.</p> <p>Case studies/Videos on the importance of government protection policies.</p>	<p>Listing out various business ethics and practices adopted by major corporates.</p> <p>List out one company's ethical policy which has benefitted the economy and society at large.</p> <p>Evaluate India's Interest Groups and their impacts.</p> <p>Analyze the government protection policies in India.</p>	<p>To understand the basics of Business Ethics and its role.</p> <p>To understand the Government and societal concepts of ethical behaviour.</p>
12	<p>Films/Videos on corporates and stakeholder ethics and its importance.</p> <p>Case Studies on various International business ethics theories and their impact.</p> <p>Case Studies on government and societal policies impacting ethical behaviour.</p>	<p>List out anyone International case concerning ethical behaviour.</p> <p>List out the corporate and stakeholder ethics theories holding more practical relevance for Indian society.</p> <p>List out the Government and societal ethics concept.</p>	<p>To understand the various corporate and stakeholder ethics policies and their use.</p> <p>To understand workplace ethics and its importance.</p> <p>To understand the importance of Legal acts framed by the government.</p>

12	<p>Case studies and discussions on CSR activities adopted by organizations</p> <p>Case studies and discussions on CSR approach and evolving the concept.</p> <p>Case Studies/ Quiz/ Discussion on Ethical advertising adopted by organizations.</p> <p>Case Study/Debate on ethical and unethical marketing practices.</p> <p>Films/videos/Case study/ Discussion on the media and its role played in forming an ethical environment</p>	<p>List out the CSR activities adopted by companies.</p> <p>Identify the concept of CSR in modern business and Corporate citizenship in today's world.</p> <p>Identify the Ethical and unethical advertising practices adopted by corporations.</p> <p>List out the role played by media, especially Indian media in forming an ethical environment.</p>	<p>To understand various CSR activities adopted and implementation and their role.</p> <p>Understand the CSR and Corporate Citizenship concept.</p> <p>To understand the role and contribution of Media in business and society.</p> <p>Understand the concept of Ethical advertising.</p>
12	<p>Case study on policies and law adopted to protect the environment.</p> <p>Case study/ Discussion on consumer protection policies and their role.</p>	<p>To list out the policies and procedures adopted by leading countries to protect the environment.</p> <p>To identify various protection policies on consumer protection and its impact on society.</p>	<p>To understand the role of government in framing the environmental protection policies.</p> <p>To understand the importance of the consumer protection act and its role.</p>

Evaluation

Subject	Internal Evaluation	External Evaluation
Unit – I	MCQ Test, Open Book Test, Group Presentations on Business Ethics Concepts and its Role.	25% MCQs 35% Short Notes 45% Long Answers
Unit – II	MCQ Test, Group Presentations on Corporation and Stakeholders Ethical Issues, Assignments on Ethical Frameworks and Policies.	
Unit – III	MCQ Test, Assignments on Marketing Ethics, Individual/Group Presentations on CSR activities.	
Unit – IV	MCQ Test, Assignments on various conferences/summits on Environmental Protection Policies. Individual / Group Presentations on Environmental issues	

Suggested References:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Business Ethics	Shailendra Kumar and Alok Kumar Rai	Cengage Learning India Pvt Ltd	India
2	Business Ethics: An Indian Perspective	A C Fernando, K P Muralidheeran, E.K Satheesh	Pearson Education	India
3	Business Ethics and Values	Dr. NeeruVasishth, Dr, Namita Rajput	Taxmann	India
4	Business Ethics: Foundation for CSR	P.Kamatchi	Dreamtech Press	India
5	Business Ethics: Principles and Practices	Daniel-Albuquerque	Oxford University Press	India
6	Business Ethics	Gautam Pherwani	Everest Publishing House	India
7	Business Ethics	C. S.V. Murthy,	Himalaya Publishing House	India
8	Understanding Business Ethics	Peter Stanwick, Sarah Stanwick,	Pearson Publishing	India
9	Business Ethics	Manuel G Velasquez,	Prentice-Hall India Learning Private Limited; 6 edition (2006)	India
10	Business Ethics	O.C. Ferrell, John Paul Fraedrich, Linda Ferrell,	Cengage Learning, 2013	India

SavitribaiPhule Pune University
Question paper Pattern 2019 for TY BBA (IB)
University Examination Sub: Business Ethics
Course Code - 503

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		Answer in one sentence	5	
		Fill in the blanks	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Savitribai Phule Pune University
TY BBA Semester V (CBCS) Pattern 2019
Course Title: Management of Corporate Social Responsibility
Course Code–GC 504
Credit – 3

Depth of the Course: Reasonable Understanding of Concept of CSR and Sustainability

Course Objectives:

1. To understand the concept and process of CSR
2. To Understand the industrial contribution for CSR Policy
3. To Understand the context of CSR of present-day Management
4. To Understand the contribution of CSR for the development of Society

Unit No.	Unit Title	Contents	Purpose and Skills to be Developed
1	Introduction to CSR	1.1 Meaning and Definition 1.2 Sustainability and Stakeholders Management, 1.3 Concept of Charity 1.4 Corporate Philanthropy 1.5Relation between CSR and Corporate Governance 1.6 Evolution of CSR in India 1.7 Models of CSR in India 1.8 Carroll’s Model 1.9 Initiatives in India	Purpose -Understanding of the concept and evolution of CSR To know about the various models of CSR Importance of CSR activities Skills to be developed -Applicability of concept and its importance -Understanding the functionality of Charity
2	Modules of Corporate Social Responsibility	2.1 Models of CSR- Trusteeship, Stakeholders, 2.2 Ethical Model, Statist Model, Liberal Model 2.3 International Framework of CSR 2.4 Sustainable Development Goals	Purpose – Various stakeholders roles and responsibilities in CSR activities Applicability of Models -Understanding of Goals that impacts the Industry Skills to be developed -Understanding of various models and how to apply them.
3	CSR-Legislation in India and the World	3.1 Section 135 of Companies Act, 3.2 Scope of CSR Activities under Schedule VII,	Purpose Knowing the legal aspect of CSR

		3.3 Appointment of Independent Directors on Board 3.4 Computation of Net Profit's implementation in India	-Statutory Authorities taking decisions -Net Profit contribution for CSR Funds Skills to be developed Knowing the legal aspect for implementing CSR -Decision-making ability
4	Identifying key stakeholders and their Roles and recent trends and opportunities in CSR	4.1 Role of Public Sector in Corporate, Government programmes that encourage voluntary responsible action of corporate 4.2 Role of Non-profit & Local Self-Governance in implementing CSR 4.3 CSR as. Strategic Tool for Sustainability and Challenges 4.4 Case Studies CSR initiatives	Purpose -Voluntary contribution by various corporates -Government Rules and Regulations regarding CSR in India - Learning through Case Studies of functionality and impact on the Corporate and Society Skills to be developed -Problem Solving Approach -Behavioural Skills

Teaching Methodology

Teaching Hours Theory + Tutorials /Project Practical	Innovative Methods to be used	Expected Outcomes
Unit 1- 12 hours	Use of PPT for better understanding of the concept	Understanding the concept of CSR and its history
Unit 2- 12 hours	Role Plays, Interactive Sessions with Feedbacks and PPT, expert's lecture on the legality	Need and application of CSR with help of various models
Unit 3- 12 hours	Group Discussions, Theory-based lectures	It will enable the students to understand the legal point of view involved in CSR
Unit 4 - 12 hours	Participative learning, Discussions, assignments, Industrial Expert Lectures	It will help students to understand how corporate is responsible for contributing to the society

Subject: (504) Management of Corporate Social Responsibility	Internal Evaluation (30Marks)	External Evaluation (70 Marks)
Unit – I	Test on MCQs based on the theory	25% MCQs

Unit – II	Group discussion, MCQs	35% Short Notes 45% Long Answers
Unit – III	Preparing report on CRS activities of any 5 Companies	
Unit – IV	Test on MCQs	
Total	30 Marks	70 Marks

Suggested References:-

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Corporate Social Responsibility: An Ethical to Approach	Mark S. Schwartz	TATA McGraw Hill	New Delhi
2	The World Guide to CSR	Wayne Visser and Nick Tolhurst	Prentice Hall India	New Delhi
3	Corporate Social Responsibility in India	Sanjay K Aggarwal	Taxmann	New Delhi
4	Corporate Social Responsibility: Concepts and Cases: The Indian Context	C.V. Baxi, Ajit Prasad	Sage Publication,	New Delhi
5	Sustainable CSR: CSR Basics-	Harsha Mukherjee	TATA McGraw Hill	New Delhi

Savitribai Phule Pune University
TY BBA Semester V (CBCS) Pattern 2019
Course Title: Management of Corporate Social Responsibility
Course Code 504

Q.No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		Answer in one sentence	5	
		Fill in the blanks	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short answers /Short notes	4*5 Marks	20 Marks
	Total			70 Marks

Savitribai Phule Pune University
TY BBA Semester V (CBCS) Pattern 2019
Course: Marketing Environment Analysis and Strategies
Course Code- DSE A 505 MM
Credit – (3 + 1) = 4

Depth of the Course- Understanding of the Marketing strategies and Environment Analysis adopting advanced tools.

Course Objectives :

- 1.To develop students' understanding of the factors shaping Marketing Environment
- 2.To develop students' ability to analyze the Business Environment
- 3.To develop students' understanding of the strategies for sustaining the forces in Marketing Environment

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Marketing Environment	1.1 Introduction – Marketing Microenvironment – 1.1.1 Company, 1.1.2 Suppliers, 1.1.3 Marketing intermediaries, 1.1.4 Competitors, Customers 1.2.1 Macro Environment – 1.2.2 Demographic environment, 1.2.3 Economic environment, 1.2.4 Natural environment, 1.2.5 Technological environment, 1.2.6 Political environment, 1.2.7 Social environment, 1.2.8 Cultural environment	<ul style="list-style-type: none"> • The unit introduces the forces shaping the marketing environment, required to analyze the Business position in the market.

2	Business Analysis	<p>2.1 Business Analysis process, 2.2 Analysis Parameters - Industry Size, Segment Size, Category Size, Segment wise contribution, Growth Patterns, 2.3 Growth Drivers, Competition CSF, KPI, BCG matrix, Porter's 5 force analysis 2.4 Data Analytics – Role of Data Analytics in Business Analysis. Scope, and its importance concerning marketing strategies. 2.4.1 Types of Data Analytics. 2.4.2 Challenges of Business Data Analytics.</p>	<ul style="list-style-type: none"> • The unit aims to help understand the Business Analysis process.
3	Marketing Research	<p>3.1 Need of Marketing research, 3.2 marketing research process, 3.3 Consumer Buying Behavior, Marketing environment affecting consumer-buying behaviour 3.4 Big Data Analytics – Concerning Consumer Psychologies</p>	<ul style="list-style-type: none"> • The module reveals the relevance of Marketing Research for finalizing the marketing strategies.
4	Marketing Strategies	<p>4.1 Introduction, 4.2 Product and Pricing Strategies, 4.3 Market Segmentation and Targeting Strategies, 4.4 Distribution Strategies, Communication Strategies. 4.5 Digital Marketing Strategies – Importance, and Challenges.</p>	<ul style="list-style-type: none"> • The module focuses on the marketing strategies in the various business domains.

Teaching Hours Theory + Tutorials /Project	Innovative methods to be used		Expected Outcome
Unit 1- 12 hours	Students' Presentations Marketing Environments		Understanding of basic Marketing Environment Concepts
Unit 2- 12 hours	Group Discussions on Business Analysis parameters		Understanding the parameters of Business Analysis
Unit 3- 12 hours	Presentations on the concept of Marketing Research		Understanding the concept of Marketing Research
Unit 4 - 12 hours	Case Studies on Marketing Strategies		Understanding the real-time scenario of marketing strategies
Tutorial 15 hours		<ul style="list-style-type: none"> • Prepare a key skill involved in running an International Business • Prepare a Business plan for selling in Domestic Market • A report on role of Packaging in Domestic Marketing • Prepare a research-based report on identifying new markets for Indian 	

		products. • Assignment on marketing strategies implemented by MNC's & data analytics	
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Evaluation

Subject	Internal Evaluation	External Evaluation
Unit – I	MCQ Test Open Book Test	25% MCQs 45% Short Answers 30% Long Answers
Unit – II	MCQ Test Group Presentations	
Unit – III	MCQ Test Group Discussions	
Unit – IV	MCQ Test Group Presentations Assignments	
	Tutorial	
Total	30 + 20 = 50 Marks	50 Marks

Suggested references

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Business Environment	Francis Cherunilam	Himalaya Publishing House Pvt. Ltd.	India
2	Business Environment for Strategic Management	Aswathappa, K.	Himalaya Publishing House Pvt. Ltd.	India
3	Introduction to Modern Business – Issues and Environment	Musselman and Hughes	Prentice-Hall: 7th Revised edition	USA
4	Marketing Inside Out	Srinivasan Siva Rao	Notion Press; 1st edition	India
5	Marketing Management - marketing cases in the Indian context	Philip Kotler	Pearson Education; Fifteenth edition	India

SavitribaiPhule Pune University
Question paper Pattern 2019 for TY BBA
University Examination Sub: Marketing Environment Analysis and Strategies
Course Code – DSE A 505

Q.No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	10 Marks
		Match the Pairs	5	
2	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
3	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
4	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			50 Marks

Savitribai Phule Pune University
TY BBA –Semester V(CBCS) Pattern 2019
Course: Legal Aspects in Marketing Management
Course Code- DSEA 506 MM
Credit – 2+4 =6

Depth of the Course- Functional Working Knowledge

Course Objectives:

1. To understand the application of different legal aspects in Marketing Management

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Introduction and Doorstep Selling/Home Delivery	1.1 Introduction to Legal Aspects of Marketing 1.2 Importance, Scope and Features 1.3 Door Step Selling/Home Delivery – Rules, Order Fixation and Cancellation, Applicability of Rules, Terms and Conditions, and Documents needed for Doorstep Selling/ Home Delivery. 1.4 Tele sales and Direct Mail Sales Concepts	<ul style="list-style-type: none"> • To understand the legal aspect of Marketing Management • To study law related to sales, home delivery, telesales and Direct Mail Sales
2	Advertising and Pricing	2.1 Meaning and Definition, Importance, Types of Advertising (TV, Radio, Print form Advertising) 2.2 Laws for Broadcasting the Advertisement 2.3 Claims for Misleading Advertisement 2.4 Harms and Offence – Children, Medicine and Health, National and Societal Interest 2.5 Meaning and Importance of Pricing related laws 2.6 Laws related to price/payment consumer rights surcharge payment regulations	<ul style="list-style-type: none"> • To understand rules and laws related to broadcasting ads via different forms • To study claims for misled adv campaign • To study price-related laws and consumer rights for surcharge payment
3	Online Marketing and CRM	3.1 Meaning and Definition of Online Marketing 3.2 Legal Consideration for Data Protection (data collected from potential customers, its usage, security) 3.3 Cookies –Monitoring and governing of cookies, security and confidentiality of client data while online marketing 3.4 Concept of CRM, Terms and Conditions related to CRM	<ul style="list-style-type: none"> • To understand issues and laws related to online marketing • To study Terms and conditions in CRM

4	Project Report	<p>Project preparation on any topic from the marketing syllabus. Refer the guidelines for preparation of project report.</p>	<ul style="list-style-type: none"> • To introduce the students to the general Marketing practices in Marketing origination. • To make students aware of different acts and laws and their application in real-time
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Teaching Methodology

Teaching Hours Theory + Tutorials /Project Practical	Innovative methods to be used	Project in Legal Aspects 4 Credits	Expected Outcome
Unit 1- 12 hours	Lectures/ Presentation/Discussion/videos	<p>1. Students are required to visit and collect data from market/field/Consumer forums/ organizations/supermarkets/departmental stores/malls individually or in groups and study laws practised, policies, legal issues, rules of Terms and Conditions.</p> <p>2. Students are required to prepare a Project on collected data.</p> <p>Note – Colleges can change the topics for projects as per the requirements of the course</p>	To understand the legal aspect of Marketing Management and law related to sales, home delivery, telesales and Direct Mail Sales To Understand the gist of the case study and way of attempt or solution
Unit 2- 12 hours	Lectures/Case studies/Discussion/videos/Model Making		To understand rules and laws related to broadcasting ads via different forms and claims for misled adv campaign. To study price-related laws and consumer rights for surcharge payment
Unit 3- 12hours	Lectures/ Case Studies/Discussion/Role Plays		To understand issues and laws related to online marketing and Ts & Cs in CRM

Evaluation

Subject	Project Evaluation by SPPU	External Evaluation
Unit – I	Project 30 marks & Viva 20 marks	25% MCQ 35% short notes 40% long answers (50 marks)
Unit – II		
Unit – III		
Project Viva		
Total	50 Marks	50 Marks

Suggested references

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Marketing and the laws	M. A. Sujan and HaishSujan	New Age Publication	New Delhi
2	Mercantile Law	N.D. Kapoor	S. Chand	New Delhi
3	Mercantile Law	Arun Kumar	Atlantic Publishers & Distributors Pvt Ltd	New Delhi
4	Best Practices in Law Firm Business Development and Marketing	Deborah Brightman Farone	Practising Law Institute	US
5	Mercantile & Commercial Laws	Rohini Agrawal	Taxmann	New Delhi

Savitribai PhulePune University
T.Y. BBA Semester V (CBCS) Pattern 2019
Course Title – Analysis of Financial Statements
Course Code- DSE B 505 FM
Credit- 3+1 = 4

Depth of the Course: Overview & Fundamental Knowledge of Analysis of Financial Statements

Course Objectives:

1. To develop the conceptual framework of financial analysis and provide practical exposure to apply various tools of Financial Statement Analysis.
2. To enable to use of various types of ratios for financial and investment decisions.
3. To impart knowledge about Cash Flow and Fund Flow Statements and their importance in financial analysis.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Introduction of Analysis & Interpretation of Financial Statements	1.1 Introduction of Schedule III as per Companies Act 2013, 1.2 Meaning and importance of Analysis of Financial Statements, 1.3 Tools and Techniques of financial analysis- 1.4 Comparative Financial Statements, 1.5 Trend Analysis, 1.6 Common Size Financial Statements, 1.7 Ratio Analysis, Fund Flow Statement and C 1.8 Cash Flow Statement	<ul style="list-style-type: none"> • To develop, critical & analytical skills for understanding the application of various tools of analysis of financial statements
2	Ratio Analysis	2.1 Meaning, Importance, Advantages & Limitations of Ratio, 2.2 Classification of Ratios- 2.2.1 Liquidity ratios, 2.2.2 Turnover ratios, 2.2.3 Profitability ratios and	<ul style="list-style-type: none"> • To develop analytical and interpreting skills for evaluating the financial position of business corporations by calculating and comparing various ratios

		2.2.4 Solvency ratios (Practical Problems based on the ratios- Problems based on reverse ratio is excluded.)	
3	Cash Flow Statement	3.1 Meaning, Objectives, Uses, and Limitations of Cash Flow Statement, 3.2 Methods of Cash Flow Statements- Direct methods and indirect methods. 3.3 Practical sums on an indirect method	<ul style="list-style-type: none"> To understand the cash management of any business corporations by preparing a cash flow statement.
4	Fund Flow Statement	4.1 Meaning, Objectives, Uses, and Limitations of Fund Flow Statement, 4.2 Preparation of Fund Flow Statement-Fund from operations & statement of changes in Working Capital 4.3 Practical sums on Preparation of Fund Flow Statement-	<ul style="list-style-type: none"> To understand the arrangement of funds for day-to-day business operations by preparing a fund flow statement

Teaching Methodology

Teaching + Tutorials Hours	Innovative methods to be used	Tutorials /Project for 1 credit	Expected Outcome
Unit 1- 12 hours	Lecture method, Classroom discussion based on PPT, Problem Solving & Case Study		To understand different tools of analysis & interpretation of financial statements.
Unit 2- 12 hours	Problem Solving, Participative Learning, Peer Learning & classroom Discussion.		To enable to use of various types of ratios for financial & investment decisions.
Unit 3- 12 hours	Problem Solving, Participative Learning, Peer Learning & classroom		To manage the cash flow arrangement of any business corporation

	Discussion.		
Unit 4 - 12 hours	Problem Solving, Participative Learning, Peer Learning & classroom Discussion.		To make available & manage various sources and application of funds for day-to-day business operations
Tutorial 15 Hours		<ul style="list-style-type: none"> • Financial Analysis of any company of three years using Trend Percentage/ Comparative Statement/ Ratio Analysis. • Financial Analysis of two different companies using Trend Percentage / Comparative Statement/ Ratio analysis. 	

Note- Students can do practical by using any one of the tools of Financial Analysis & evaluation can be done by conducting viva/PPT by the respective subject teacher

Evaluation

Subject- Analysis of Financial Statement	Internal Evaluation	External Paper Pattern (50 Marks)
Unit – I	MCQ/ long question/ short notes	Q.1 A Fill in the blanks (5M) Q.2 A Write Short Notes (Any 3) OR (15M) Q.2 Long Answer Q.3 Problems on Ratio Analysis (15M) Q.4 Problem on Fund Flow Statement
Unit – II	MCQ/Long questions/ problem/ short notes	
Unit – III	MCQ/Long questions/ problem/ short notes	
Unit – IV	MCQ/Long questions/ problem/ short notes	

		OR (15M) Q.4 Problem on Cash Flow Statement
Total –	30+ 20 marks for project= 50 Marks	50 Marks

Suggested references

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Advanced Management Accounting	Ravi Kishore	Taxman	New Delhi
2	Management accounting & Financial Analysis	Ravi Kishore	Taxman	New Delhi
3	Financial Reporting & Analysis	Dr. Jawahar Lal & Dr. Sucheta Guaba	Himalayan Publication House	New Delhi
4	Financial accounting & Analysis	P.Prem Chand & Madan Mohan	Himalayan Publication House	New Delhi
5	Management accounting & Financial Analysis	M.Y.Khan&P.K.Jain	Tata McGraw Hills	New Delhi

Savitribai Phule Pune University
T.Y. BBA Semester V (CBCS) Pattern 2019
Discipline-Specific Electives (DSE- B- FM)
Course Title – Legal Aspects of Finance & Security Laws
Course Code- DSE B 506 FM
Credit-2+4=6

Depth of the Course: Overview & Fundamental Knowledge of Legal Aspects related to finance.

Course Objectives:

1. To understand the Legal Aspects of Finance & Security Laws.
2. To know the legal provisions to obtain finance from various source of finance.
3. To explore various finance & securities-related laws in India.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Introduction to legal aspects of Finance	1.1 Overview of Indian Financial System, 1.2 Introduction to Legal aspect: - Finance, Securities market. 1.3 Basics of insurance, Derivatives, Commercial Banking, Capital Markets, Money Market, Forward Market Commission of India (FMC), Pension Fund Regulatory and Development Authority (PFRDA).	<ul style="list-style-type: none"> • To understand the fundamentals of legal aspects of Finance. • To know the basics of various financial instruments.
2	The issue, Listing of Securities&Investor Protection	2.1 Listing of Securities, 2.2 Issue of Capital and Disclosure Requirements (ICDR), 2.3 Procedure for Issue of Various Types of Shares and Debentures, 2.4 Employee Stock Option Scheme and Employee Stock Purchase Scheme,	<ul style="list-style-type: none"> • To understand the process of fundraising through IPO. • To explore the legal procedure of IPO listing & Delisting.

		2.5 Delisting of Securities.	
3	Companies Act 2013 & Investor Protection	3.1 Introduction to the Companies Act 2013, 3.2 Overviews of Companies Act 2013, 3.3 Legal Documents- Memorandum of Associations (MOA), Articles of Associations (AOA). 3.4 Importance of Preparation of Financial Statements & its disclosure. 3.5 Investor Education and Protection Fund (IEPF) under SEBI Regulations and Companies Act, 2013,	<ul style="list-style-type: none"> • To study & understand the basics of the Companies Act 2013. • To understand various legal documents under the Companies Act 2013 • To study legal norms regarding the selection of the appropriate source of finance. • To make aware students of various investment avenues.
4	Goods & Service Act 2017	4.1 Introduction to GST, 4.2 Types of GST, Overview of CGST, SGST, IGST & UTGST Act 2017, 4.3 Eligibility to register under GST, Benefits of GST Registration. 4.4 Procedure of GST Registration, 4.5 Introduction to GST Network, Functions of GSTN.	<ul style="list-style-type: none"> • To study & understand the basics of Goods & Service Tax. • To study various basic aspects related to GST.

Teaching Methodology

Teaching Hours Theory + Tutorials /Project Practical –as applicable	Innovative methods to be used	Expected Outcome
Unit 1 (13 hrs)	Group Discussion, Assignments.	To understand the Various Legal Provisions & Norms in the field of Finance.
Unit 2 (13 hrs)	Case Study, Group Discussion Based on SEBI Rules & Regulations.	To understand the objectives of Securities market regulators & also understand different Legal Provisions of the same.
Unit 3 (13 hrs)	Case Study, Group Discussion, Need-Based Project or Assignments.	To understand the significance of the Companies Act 2013 in the field of finance & also study its legal norms.
Unit 4 (9 hrs)	Group Discussion, Presentations by Students	To Study & understand the significance of Goods & Service Tax & also understand its implications.

Evaluation

Internal Evaluation	External Evaluation
30 Marks for Projects + 20 Marks for viva = 50 Marks	25% MCQs, 35% Short Notes, 40% Long Answers= 50 Marks

Suggested Topics for Projects:-

1. Study of IPOs recently listed on stock market.
2. Investor Education and Protection under SEBI Regulations
3. Investor Education and Protection under Companies Act, 2013,
4. Importance of Financial Education & Investor Grievance Redressed Mechanism at SEBI.
5. Actual of Working of GST IT infrastructure.
6. Implications of GST on Small vendors/businesses.
7. Benefits of GST to the Business & Government.

8. Study of Derivatives in the stock market & their importance for hedging.
9. Actual of Working of IRDA, Money Market, Capital Market, PFC, FMC, PFRDA etc.
10. Study of historical overview of legal aspects of finance.
11. Project on Recent Corporate Governance related cases in various companies.
12. Any other topic can be given based on the syllabus.

Suggested References:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Capital Market in India	E. Gordon, K. Natarajan	Himalaya Publishing House	Mumbai
2	Guide to Indian Capital Market	Sanjeev Aggarwal	Bharat Law House	Delhi
3	The Indian Financial System	Vasant Desai	Himalaya	Delhi
4	Financial Services and Markets	Dr. S.Gurusamy	Thomas	Delhi
5	SEBI Practice Manual; 59/32, New Rohtak Road, New Delhi-110005.	V.L. Iyer	Taxman Allied Service (P) Ltd.	Delhi
6	Indian Financial Systems	M.Y. Khan	Tata McGraw Hill.	Delhi
7	SEBI – Law, Practice & Procedure	S. Suryanarayanan	Commercial Law Publishers (India) V. Varadarajan Pvt. Ltd.	Delhi
8	Compliances and Procedures under SEBI Law	Mamta Bhargava	Taxmann: SEBI Manual	Delhi

SavitribaiPhule Pune University
Question paper Pattern 2019 for TY BBA
University Examination Sub: Legal Aspects of Finance & Security Laws
Course Code – DSE B 506

Q.No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	10 Marks
		Match the Pairs	5	
2	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
3	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
4	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks

Savitribai Phule Pune University
TY BBA Semester V (CBCS) Pattern 2019
Cross-Cultural HR & Industrial Relations
Course code DSE C 505 HRM
Credit 3+1= 4

Depth of the course- Functional knowledge

Program Objectives

1. To make students understand Cultural Variables in Multinational Enterprises.
2. To learn some basic business etiquette and dining etiquette that will help to work in different countries across the globe
3. To make students understand the relationship between Cross-Culture Management and Human Resource Management.
4. 4. To explain how employees can be prepared for international assignments.
5. 5. To provide students with the fundamental knowledge of Industrial Relations.
6. 6. To provide the knowledge to students of provisions under The Industrial Disputes Act,1947, The Factories Act, 1948 and The Maternity Benefit Act 2017

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Introduction to cross-Cultural Management	1.1 Understanding Culture and Cross-Culture 1.2 Meaning of Culture, 1.3 Six Dimensions of National Culture by Professor Geert Hofstede, 1.4 Cultural differences and similarities, 1.5 Cultural Variables in Multinational 1.6 EnterprisesCommunicating across Cultures 1.7 Negotiating across Cultures 1.8 Multicultural Teams 1.9 Cross-Cultural Management and business etiquette	<ul style="list-style-type: none"> • To understand the basic concept of Culture and Cross-Culture. • To make students understand Cultural Variables in Multinational Enterprises. • To learn some basic business etiquette and dining etiquette that will help to work in different countries across the globe. • To discuss the impact of cross-cultural communication on international business.

2	Cross-Culture and Human Resource Management	2.1 Cross-Culture and Human Resource Management 2.2 Cross-cultural Human Resource Management 2.3 Motivation Across Cultures 2.4 Leadership and Decision Making Across Cultures 2.5 Communication & Negotiation Across Cultures 2.6 Rewards Across Cultures 2.7 Training Across Cultures 2.8 Power and Conflict Across Cultures 2.9 Skills for a Global Manager 2.10 Cross-cultural Differences and Managerial Implications (The Role of Human Resource Management in Cross-Cultural Environment)	<ul style="list-style-type: none"> • To make students understand the relationship between Cross-Culture and Human Resource Management. • To make students aware of Cross-cultural Differences and Managerial Implications. •
3	Fundamentals of Industrial Relations	3.1 Meaning and definition of Industrial Relations, 3.2 Evolution of Industrial Relation, 3.3 Importance of Industrial Relations, 3.4 Scope of Industrial relations 3.5 Approaches towards the study of Industrial Relations (Psychological Approach, Sociological Approach, Socio Ethical Approach, Gandhian Approach, Industrial Relations Approach and HR Approach) 3.6 Ethical Codes & Industrial Relations	<ul style="list-style-type: none"> • To acquire a solid theoretical, practical and ethical perspective on many aspects of industrial relations. • To make students understand the meaning, definition, importance, scope and evolution of Industrial Relation. • To provide sound knowledge about different approaches towards the study of Industrial Relations • To provide an understanding of the relation between Ethical Codes & Industrial Relations •
4	The Industrial Disputes Act, 1947, The Factories Act, 1948 and The Maternity Benefit Act 2017	4.1 The Industrial Disputes Act, 1947 - 4.2 Definitions, 4.3 Authorities under the Act, 4.4 Power & Duties of authorities, 4.5 Strike & lockout, 4.6 Lay-off, 4.7 Grievance Redressal Machinery 4.8 The Factories Act, 1948	<ul style="list-style-type: none"> • To inculcate the knowledge among students about authorities under The Industrial Disputes Act, 1947. • To provide the knowledge to students of provisions under Strikes & Lockout and Lay-off. • To make students aware of how to regulate the conditions of work in manufacturing establishments coming within a factory. • To provide the knowledge of provisions regarding

	4.9 Definitions, 4.10 Authorities under the Act, 4.11 Provisions regarding Safety, 4.12 Provisions regarding Health, 4.13 Provisions regarding Welfare, 4.14 Provisions regarding Leave with Wages, 4.15 Provisions regarding Working hours of adults 4.16 The Maternity Benefit Act 2017 4.17 Application of Act. 4.18 Definition 4.19 Right to payment of maternity benefit 4.20 Payment of maternity benefit in case of death of a woman 4.21 Provision of creche' facility	the parameters such as the Safety, Health, Welfare, Leave with Wages and working hours employees in the organisation. <ul style="list-style-type: none"> To make students understand the provisions under The Maternity Benefit Act 2017.
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Teaching Methodology

Teaching Hours Theory + Tutorials /Project Practical –as applicable	Innovative methods to be used	Expected Outcome
Unit 1- 12 hours	<ul style="list-style-type: none"> Traditional classroom lectures Group Discussion Workshop on Business Etiquette Caselets solution 	Great gains in content knowledge, skill acquisition, and overall understanding of the basic concept of Culture and Cross-Culture Management. A better understanding of Dress Etiquette, Dining Etiquette etc through business Etiquette workshop.
Unit 2- 12 hours	<ul style="list-style-type: none"> Traditional classroom lectures Preliminary presentation from students across cultures. Role-play on Cross-cultural Differences and Managerial Implications. 	Strengthen key competencies in individual and group participation, oral communication and persuasion, critical thinking, problem-solving through individual presentation and role-plays. Inculcating key competencies of different concepts of Cross-Culture and Human Resource Management through Caselets solutions.

	<ul style="list-style-type: none"> • Caselets solution 	
Unit 3- 12 hours	<ul style="list-style-type: none"> • Traditional classroom lectures • Essay writing on Industrial Evolution • Student's presentation on different approaches towards the study of Industrial Relations • Group Discussion on Ethical Codes & Industrial Relations 	<p>Gain experience with instrument development and data collection methods.</p> <p>Practical understanding of data processing and Data Analysis.</p> <p>Develop thinking skills, listening abilities and how they are communicating their thoughts on Ethical Codes & Industrial Relations through Group Discussion.</p>
Unit 4 - 12 hours	<ul style="list-style-type: none"> • Traditional classroom lectures <ul style="list-style-type: none"> • Role-Plays on Strike & lockout and Lay-off • Student's presentation on different provisions under The Factories Act 1948 • Debate on Maternity Benefit Act 2017. 	<p>A better understanding of the Authorities under Act/s.</p> <p>Provide real-world scenarios to help students learn skills used in real-world situations through role-Play activity on Strike & lockout and Lay-off.</p> <p>Gain of deep knowledge of different provisions under The Factories Act 1948.</p> <p>Develop the power of deploying rational, reasoned arguments on The Maternity Benefit Act 2017 through debate activities.</p>
Tutorial 15 Hours	<ul style="list-style-type: none"> • Individual Project Report submission and presentation on any topic taught under this course 	

Evaluation

Unit Number	Internal Evaluation	External Evaluation
	Evaluation of students based on	
Unit – I	1. Active participation Group Discussion and Workshop	25% MCQ 35% short notes 40% long answers
Unit – II	1. Individual Presentations, 2. Active participation in Role-Plays 3. Caselets solution	
Unit – III	1. Essay writing submission 2. Student's Presentations 3. Active participation in Group-Discussion	
Unit – IV	1. Active participation in Role-Plays and Debate activities	
Tutorial		

Total –	30+20 = 50		50
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Suggested references

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Cross-cultural Management- Concepts and Cases	ShobhanaMadhavan	Oxford University Press	London
2	Culture's Consequence - International Differences in Work-related Values	Geert Hofstede	Sage Publications	New York
3	International Human Resource Management	Peter Dowling &Denice E. Welch	Cengage Learning	New York
4	Industrial Relations and Labour Laws	A. M. Sarma	Himalaya Publishing House	Pune
5	Labour and Industrial Laws	P.K. Padhi	PHI Learning Private Limited	New Delhi
6	Labour and Industrial Laws	S. P. Jain, Simmi Agarwal	Dhanpat Rai & Co.	New Delhi

Savitribai Phule Pune University
Question paper Pattern 2019 for TY BBA
University Examination Sub: Cross-Cultural HR & Industrial Relations
Course code C 505
Credit 4

Q.No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	10 Marks
		Match the Pairs	5	
2	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
3	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
4	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			50 Marks

Savitribai Phule Pune University
TY BBA –Semester V (CBCS) Pattern 2019
Cases in Human Resource Management + Project Viva
Course code DSE C 506 HRM
Credit - 2+4 = 6

Depth of the Course- Functional Working Knowledge

Course Objectives:

1. To understand the application of theory into practice.
2. Design critical thinking by making judgments related to problems in Case Studies of Human Resource.
3. Develop critical thinking for solving Case Studies of Human Resource.
4. To analyze the broad fundamental components of HRM.

Note: The Case Study examination paper will be for 2 credits and the Internship and project report along with viva-voce will be for 4 credits.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Case Study – Introduction	1.1 Case – Meaning – Objectives of Case Studies, 1.2 Characteristics & Importance of Case Studies, 1.3 Case Study analysis methodology (steps in Case Study Analysis) 1.4 Guidelines (Dos and Don'ts in Case Study Analysis).	<ul style="list-style-type: none"> • To make student know the gist of the Case Study and the way of attempt or solution. • Explain steps in solving case studies.
2	Areas of Case Study	2.1 Functions of HRM, 2.2 Challenges before HRM, 2.3 Role of HR Manager, 2.4 Job Analysis- Job Description, Job Specification, Job Evaluation, 2.5 Manpower Planning and Forecasting, 2.6 Recruitment and Selection,	<ul style="list-style-type: none"> • Analyze the broad fundamental components of HRM. • Develop critical thinking for solving Case Studies of Human Resource. • To develop the ability about getting acquainted with the theory and its application in real-life scenario of the HR Department.

	<p>2.7 Training and Executive Development, 2.8 Employee Compensation, Performance Appraisal, 2.9 Career Planning, 2.10 Employee Morale, Job Satisfaction, 2.11 Workforce Diversity, 2.12 International HRM, E-HRM, 2.13 Human Resource Information System, 2.14 Work from Home, Change Management 2.15 Out-Sourcing, 2.16 Rights of an employee at the workplace., HR Policy, 2.17 Legal issues related to HR in the Organization, 2.18 Wage & Salary Administration, 2.19 The Workmen’s Compensation Act, 1923, 2.20 The Payment of Gratuity Act, 1972, 2.21 Sexual Harassment of Women at Workplace, 2.22 Workers Participation in Management, 2.23 Organizational Development, 2.24 Employee Record Management, 2.25 Individual Behavior, Group Behavior, Personality, 2.26 Values and Attitude, 2.27 Group Dynamics, Conflict Management,</p>	<ul style="list-style-type: none"> • To make students know about recent happening in important concepts of Human Resource. • Design critical thinking by making judgments related to problems in case studies of Human Resource. • To understand the challenges faced/confronted in recent times.
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Evaluation:

Project Report Evaluation	External Evaluation
<p>Students must undergo for internship and must do fieldwork, survey, analysis of data, prepare a hard binding project report. The project report must be submitted to the college along with a soft copy of the same.</p>	<p>The external evaluation will be done based on an examination paper comprising of Case studies to solve for a maximum of 50 marks.</p>

For external evaluation, there will be a viva voce. Such viva-voce shall be conducted by a referee appointed by the University along with an internal referee.	
Having gone through all the topics, students have to be given cases to solve and are asked to submit a soft copy in PDF and PPT to college.	
Project Report- 30 marks & Viva-Voce - 20 marks = Total Marks 50	50 Marks

Suggested References

Sr. No.	Title of the Book	Author/s	Publication
1	Case Study Solutions Human Resource Development	H. Kaushal	MacMillan
2	Human Resource Management (Text and Cases)	S.S. Khanka	S. Chand
3	Human resource Management Text and Cases	K. Aswathappa	McGraw Hill India
4	Cases in Human Resource Management	David Kimball	SAGE Publications, Inc
5	Organizational Behavior: Text, Cases, Games	K. Aswathappa	Himalaya Publishing House
6	Organizational Behavior: Text & Cases	Suja R, Nair	Himalaya Publishing House

Savitribai Phule Pune University
TYBBA Semester V (CBCS) Pattern2019
Course : Health Care Management
Course Code -DSE D 505 SM
Credit 3+1=4

Depth of the Course –Reasonable working knowledge.

Course Objectives:

1. To create awareness related to health care management and services.
2. To enables students to understand the various healthcare services& other developments in the Indian health care service sector.
3. To provide students insight into the Functions & Role of modern healthcare management services offered to cater for the current needs.

Unit No.	Unit Title	Contents	Purpose and Skills to be developed
1	Basics of Health care Management	1.1 Importance, meaning, objectives of health care Management, 1.2 Types of healthcare services, Need of hospital administration, 1.3 Management of hospital services, 1.4 Wellness and fitness, Homecare and public healthcare service management.	<ul style="list-style-type: none"> • To understand the importance of healthcare management • Ability to understand hospital administration, homecare, and public healthcare.
2	Management & Healthcare	2.1 HR management in the health sector, 2.2 Operations and Supply chain management in health care, Financial Management in healthcare, 2.3 Healthcare -advertising and Media Management, 2.4 Digital Marketing of healthcare services.	<ul style="list-style-type: none"> • To understand how to manage human resource, financial resources, media management, supply chain management required to healthcare services

3.	Problems and Prospects of Health care Management	3.1 The problem faced by the health industry, Quality Management, 3.2 Opportunities in healthcare services and Management, 3.3 Changing scenario of the health industry.	<ul style="list-style-type: none"> To understand problems and prospects of the healthcare industry. Ability to understand changing scenario of the health industry.
4.	IT and Health care Management	4.1 Information System Overview, the structure of MIS specific to the hospital; 4.2 Information and data; Information for control, decision 4.3 IT applications in healthcare Management	<ul style="list-style-type: none"> To understand the role of MIS in healthcare management. To understand the use of IT in decision making. To understand the various applications of IT in healthcare management.

Teaching Methodology

Unit & teaching Hours	Innovative methods to be used	A V Applications	Project	Expected Outcome
I-(14)	Presentation on how healthcare is important in wellness and fitness. Presentation on identifying different needs of healthcare services	Short films on healthcare management	Healthcare Services- Development of Human being and Organization	To develop an awareness of healthcare and to understand its societal importance.
II-(13)	Poster presentation on the various discipline of management and healthcare	Films on different Institutions meeting different needs of finance/Marketing/HR/S up-ply chain management	Developing a suitable financial/ Marketing/HR needs assessment chart.	To develop a rational understanding regarding the role and utility of different sources of finance. Marketing and HR needs

III- (11)	Presentation on the negligence of healthcare and losses. Advantages of healthcare service management	Films on healthcare service industries	A report on the healthcare service industry, hospital administration, quality management	To understand problems, issues related to healthcare services and how it is important to maintain quality in this business for the development of the nation
IV – (10)	Presentation emerging trends in healthcare services, business, Use of IT in healthcare service management	Films on IT applications in healthcare Service management	Are port on IT applications in healthcare Service management	To have the right understanding of how modern healthcare business is changing and what are the new trends in the healthcare industry

Evaluation Method

Unit No	Internal evaluation	External Evaluation
	Evaluation of students based on	
Unit-I Unit-II Unit-III Unit-IV	1. Role Play 2. Chart Preparation and Presentation 3. Debate 4. Group Discussion	25% MCQ 35% Short notes 40% Long answer
Project/ Practical	1 Project Submission. 2. Presentation.	
Total	50 Marks	50 Marks

Suggested References

Sr.No	Title of the Book	Author	Publication	Place
1	Healthcare Operations and Management	Daniel B. McLaughlin and John R. Olson	ISBN 9781567938524	e-book
2	Principles of Hospital Administration and Planning	B.M.Sakharkar	Jaypee Brothers Medical Publishers	New-Delhi
3	Quality Management in Hospitals	S.K. Joshi	Jaypee Brothers Medical Publishers	New-Delhi
4	Delivering Quality Service: Balancing Customer Perceptions expectations	Zeithmal, Parasuraman, Berry	Simon and Schuster Inc.	New-York
5	Hospital Information Systems	Kelkar S.A.	Cloudbtail India	
6	Hospital Management and Hospital Operations	Dr. Shalini Suri	Jain Book Depot	New-Delhi
7	Financial Services and Markets	Dr.S.Gurusamy	Thomson	Delhi
8	Marketing management	Philip Kotler, Keller-Jha	Pearson Education New Delhi	New Delhi
9	Advertising and Promotion	Belch and Belch	Tata McGraw Hill	New Delhi
10	Human Resource Management	L. M. Prasad	Sultan Chand & Company Ltd.	New Delhi

SavitribaiPhule Pune University
Question paper Pattern 2019 for TY BBA
University Examination Sub: Health Care Management
Course Code – DSE D 505

Q.No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	10 Marks

		Match the Pairs	5	
2	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
3	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
4	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			50 Marks

Savitribai Phule Pune University
TYBBA Semester V (CBCS) Pattern2019
Course: Permissions and Legal Aspects in Services
Course Code -DSE D 506 SM
Credit 2+4=6

Depth of the Course–Reasonable working knowledge

Course Objectives:

- 1.To create awareness related to services.
2. To enables students to understand the importance of the service sector.
3. To provide students insight into recent practices in the service sector

Unit No.	Unit Title	Contents	Purpose and Skills to be developed
1	Overview of Service Laws	1.1 Concept of services, 1.2 Overview of service laws 1.3 precautions while delivering services, 1.4 Rules and regulations advertising policy for services 1.5 Service Prospects and Proposal-overview of service proposal 1.6 Service agreements -terms and conditions	<ul style="list-style-type: none"> • To understand the fundamentals of different laws related to services.
2	Legality of Service	2.1Performance of Services – Contract of Agencies (Contract Act) 2.2 Effect of breach of services agreement or contract 2.3 Consumer protection act and service industry	<ul style="list-style-type: none"> • To understand legal aspects of the performance of services, consumer protection act and service industry

3.	Legal Responsibilities -Travel & Tourism	3.1 Legal Responsibilities of Travel & Tourism -Travel, Agents & Tour Operators, Online Travel Sales, Transportation & Common Carriers, Tour packages and agreement related to tour- clear publication of facilities, Mode and instalment of Payment, cancellation policy and refund terms and conditions. 3.2 Safety & Security Issues in the Hospitality Industry, Safety & Security Programs,	<ul style="list-style-type: none"> To understand legal responsibilities of travel and tourism, hospitality Industry
4.	Case Study -	4.1 Case Studies related to legal aspects of Services, disputes, jurisdiction in case of the dispute arises	<ul style="list-style-type: none"> Designing of Cases related to legal aspects of services

Teaching Methodology

Teaching Hours Theory + Practical	Innovative methods to be used	AV Applications	Project	Expected Outcome
Unit 1- 12 hours	Presentation on how the law is important related to services	Short films on how the law is important related to services	Discussion on Various Legal issues related to services	To understand service laws and their importance to society and business development.
Unit 2- 12 hours	Post representation on Performance of Services – Contract of Agencies (Contract Act), Effect of breach of services agreement or contract, Consumer protection act and service industry	Films on different legal issues related to services	A report on services agreement, breach of contract	To understand the impact of a breach of service agreement or contract

Unit 3- 12 hours	Presentation on legal responsibilities -travel & tourism	Films on legal responsibilities of travel & tourism	Airport on legal responsibilities of travel & tourism	To understand problems, issues related to travel and tourism.
Unit 4 - 12 hours	Presentation on legal aspects of Services, disputes, jurisdiction in case of the dispute arises	Films on legal aspects of Services, disputes, jurisdiction in case of the dispute arises	A report on legal aspects of Services, disputes, jurisdiction in case of the dispute arises	To understand legal aspects of Services, disputes, jurisdiction in case of the dispute arises

Evaluation Method

Unit No	Internal evaluation	External Evaluation
	Evaluation of students based on	
Project/ Practical	1 Project Submission. 2. Presentation.	25% MCQ 35% Short notes 40% Long answer
Total	50 Marks	50 Marks

Suggested References

Sr. No	Title of the Book	Author	Publication	Place
1	Legal Aspects of Business	Akhileshwar Pathak	Mc-Graw Hill	New-Delhi
2	Legal Aspects of Corporate Management and Finance	Don Mayer, Daniel Warnwer , George Siedel	Saylor Foundation	New-York
3	Legal and economic considerations surrounding reproductive tourism	Anastasia Paraskou and Babu P. George	Jaypee Brothers Medical Publishers	New-Delhi
4	Important Acts that Transformed India: For UPSC Civil Services Examination	Alex Andrews George	Mc-Graw Hill	Delhi
6	Labour Laws: Everybody should know	H.L.Kumar	Universal Law Publishing	New Delhi

Savitribai Phule Pune University
TY BBA Semester V(CBCS) Pattern 2019
Course Title: Warehouse Management
Course Code DSE E 505 ABM
Credit – 3+1=4

Depth of the Course: Understanding Core Aspects of Warehouse Management

Course Objectives:

1. To introduce the fundamental concepts, key principles and activities related to Warehousing function in the modern organization.
2. To address the operational aspects of planning and managing warehouses.
3. To give exposure related to business functions in warehouse and supply chain management including inventory, purchasing, materials and logistics.
4. To familiarize with the issue in core functions in warehouse management.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Warehouse Management	Introduction, Objectives, Supply Chain impact on Stores and Warehousing, Retail Logistics, Retail transportation, Issues in retail logistics, Managing retail shrinkage. 1.3 Need for warehousing management 1.4 Evolution of warehousing, 1.5 Role of a warehouse manager Functions of Warehouses 1.6 Types of Warehouses, Warehousing Cost, 1.7 Warehousing Strategies, 1.8 Significance of Warehousing in Logistics, 1.9 Warehousing Management Systems (WMS)	Purpose :- -Learning & understanding the concept of warehouse management. -Understanding issues in retail logistic. Skills to be developed:- -Development of Managerial Skills. - Learning Warehousing Strategies and warehousing management system.

2	Role and Strategic Aspects of Warehousing in Retail.	<p>2.1 Retailing and Warehousing, Challenges in retail warehousing, Setting up a warehouse, Retail product tracking in the warehouse using RFID.</p> <p>2.2 Types of warehouses, Benefits of warehousing.</p> <p>2.3 Role of government in warehousing.</p> <p>2.4 Characteristics of an ideal warehouse, Storing products in a warehouse</p> <p>2.5 Warehousing and Supply Chain</p> <p>2.6 Different Types of Customers in Warehousing</p> <p>2.7 Importance of Warehouse in a Value Chain, Warehouse Location, Modern Warehouse Operations.</p> <p>2.8 World-class warehousing.</p>	<p>Purpose:-</p> <ul style="list-style-type: none"> - Understanding government role in warehousing. -Understanding the retail product tracking & importance of warehouse in the value chain. -Highlighting various challenges faced by the Retail Industry. - Availing opportunities available indifferent Retail Industry. <p>Skills to be developed:-</p> <ul style="list-style-type: none"> -Adaptability to New /Recent trends. -Acquiring knowledge of warehousing techniques.
3	Technology Aids in Warehouse Management Introduction to Operations and Supply Chain Management	<p>Introduction, Objectives, Bar Code Scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID)</p> <p>Definition, Concept, Significance and Functions of Operations and SCM. – Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives.</p> <p>Quality: Definitions from various Perspectives, Customers view and Manufacturer's view.</p> <p>Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition.</p>	<p>Purpose:-</p> <ul style="list-style-type: none"> -To understand the importance of Supply chain management. -To learn the new aids in Warehouse Management. -To understand customer and Manufacturer view. <p>-Skills to be developed:-</p> <ul style="list-style-type: none"> - To explore the importance of the supply chain technological world, primary trade-offs in making supply chain decisions, and basic tools for the effective and efficient supply chain management.

		3.1 Technological Change, Ethical and Environmental Issues on Operations and Supply Chain function.	
4	Warehouse and its Operations, Warehouse and Dispatch Management	4.1 Introduction, Objectives, Warehouse Structure, Warehouse Operations, 4.2 Receiving inventory, Picking inventory, Locating inventory, Organizing inventory, Dispatching inventory, 4.3 Equipment Used for a Warehouse. Types of warehousing, Warehouse Layout Docking and Marshalling, Warehouse Safety Management	Purpose:- -To satisfy customer needs and requirements. -To evaluate the external and internal factors and control through planning and review. Skills to be developed:- -Development of practical knowhow concerning the warehouse and its management

Teaching Hours Theory + Tutorials /Project Practical	Innovative Methods to be used	Project/ Tutorial for 1 credit	Expected outcome
Unit 1- 12 hours	Group Discussion on opportunities in Warehouse management, Theory lectures for conceptual understanding.	<ul style="list-style-type: none"> • Prepare report on different layouts of warehouses • A report on role of Packaging in warehouse management • Prepare a research-based report on safety measures in warehouse management 	Learning will be more practical based on theory, thereby aid students in better understanding.
Unit 2- 12 hours	Interactive Sessions followed by feedback, Practical Assignments.		It enables students to learn the basics of warehouse management which will help them to provide the vision for new businesses in the current market.
Unit 3- 12 hours	Use of PPT Use of Microsoft Word and Excel for project preparation		Ability to collect relevant data and its analysis and interpretation.
Unit 4 - 12 hours	Arranging Sessions of Experts from Warehouse Management and Presentations by students for self-learning.		Awareness of actual scenario w.r.t. warehouse and its management.
Tutorial 15 hours			

Evaluation Methods

Unit No	Internal Evaluation	External Evaluation
Unit – I	1.MCQ on meaning, Definition and challenges of warehouse management 2. Open Book Test. 3. Presentation on Principles of warehousing	

Unit – II	1.Presentation on different innovative practices by Indian companies in warehousing. 2. Case Study on Foreign warehousing strategies. 3. Chart making on International market selection process.	25% MCQ 35% Short notes 40% Long answers
Unit – III	1.MCQ on contents of unit	
Unit – IV	1.Case study on warehouse safety	
	Tutorial	
Total	30 +20 = 50 Marks	50 Marks

Suggested References

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Supply Chain Management Strategy, Planning and Operations	Sunil Chopra/Peter Meindi/ D.V.Kalara	Pearson	New Delhi
2	Warehouse Management	Gwynne Richards	Kogan Page Ltd	Great Britain
3	Logistic and Supply Chain Management	Martin Christopher	FT Publishing	UK
4	Reference Books:-A Supply Chain Logistic Program For Warehouse Management.	David E. Mulcahy,JochimSydow	CRC Press	UK
5	Operations Management	Lee Krajewski, Larry Ritzman, Manoj Malhotra	Pearson Education	New Delhi
6	Supply Chain Management Strategy, Planning and Operations	Sunil Chopra/Peter Meindi/ D.V.Kalara	Pearson	New Delhi

SavitribaiPhule Pune University
Question paper Pattern 2019 for TY BBA
University Examination Sub: Warehouse Management
Course Code – DSE E 505

Q.No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	10 Marks
		Match the Pairs	5	
2	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
3	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
4	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			50 Marks

Savitribai Phule Pune University
TY BBA Semester V(CBCS) Pattern 2019
Course Title: Permissions and Legal Aspects in Agriculture
Course Code DSE E 506 ABM
Credit – 2+4=6

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Introduction to Framing and Act in India	1.1 Introduction of farmers and Farming, 1.2 Right of Farmers, 1.1 Politics and the legal system Contracts 1.2 Agricultural labour and employment Sales and productibility 1.3 Study of different agricultural Policy	<ul style="list-style-type: none"> • To study and Explain the right of Farmers and Framing • To understand the legal system and politics. • To understand Contracts and torts • To study agricultural labour and employment. • To understand Sales and productibility. <p>Skills to be developed: -Positive approach towards Agricultural sector, identifying opportunities in services, to know the legal fact about agriculture.</p>
2	New Farm Act 2020	2.1 Introduction 2.2 Meaning and Definition Salient feature of	<ul style="list-style-type: none"> • To understand the basic concept of New farm acts 2020 • To understand the Application of the new acts

		<p>real estate sales & finance –secured transactions, farm products rule</p> <p>- farm bankruptcy & mediation, business planning & partnerships</p> <p>- corporations and cooperatives leases& production contracts</p> <p>2.3 Farmers' Produce Trade and Commerce (Promotion and Facilitation)Act,2020</p> <p>2.4 Farmers(Empowerment and Protection) Agreement on Price Assurance and Farm Services Act, 2020</p> <p>2.5 Essential Commodities(Amendment)Act,2020</p>	<ul style="list-style-type: none"> • To understand the practical usage of new Actsto framers <p>Skills To Be Developed-</p> <p>Practical Knowhow</p>
3	Legislations OnAgriculture	<p>3.1 Agricultural Produce (Grading andMarking)Act, 1937</p> <p>3.2 FertilizerControlOrder1985</p> <p>3.3 National Bank for Agriculture and Rural Development Act, 1981</p> <p>3.4 Seeds Act 1966, Property rights,- Fencelaws&propertytaxes</p>	<ul style="list-style-type: none"> • To understand the basic concept of all different acts. • To gain knowledge and application of acts. • Toknowthelegalterm and permission of different acts.
4	Environmental law for agricultural	<p>4.1 Agricultural chemicals</p> <p>4.2 Environmental liabilities</p> <p>4.3 Impact of Climatic changes on Agricultural</p>	<ul style="list-style-type: none"> • To know about laws and act for agricultural • To introduce the students to the general law related to agricultural • To enhance the awareness of the students towards different acts and their application

Teaching Methodology

Teaching Hours Theory + Tutorials /Project Practical	Innovative Methods to be used	Project for 4 credit	Expected outcome
Unit 1- 12 hours	Interactive Sessions followed by feedback, YouTube Videos for better understanding.	Preparing small reports on any Law as assigned by subject faculty	Learning will be more practical based on theory, thereby aid students in better understanding.
Unit 2- 12 hours	Visits to various Agriculturalrelatedunits(organizations or offices) to gain practical knowledge w.r.t.serviceelementsanditseffective implementation. GroupDiscussiononActs	Asking students to make a report on any Irrigation or agricultural organization of their own choice w.r.t Agricultural elements.	Development of interest in the Agricultural sector and implementation of various concepts in practice.
Unit 3- 12 hours	Use of PPT and preparation ofPPT based on fieldwork for agricultural Market and Marketing	Assigning students with tasks based on the current situation and its impact on the Agricultural sector.	Ability to collect relevant data and its analysis and interpretation.
Unit 4 - 12 hours	Arranging Sessions of experts from the industry (Guest lecture series)	Maintaining a record of every session by the students for evaluation by the teachers	Awarenessofactualscenario w.r.t. Agricultural operations and its management.

Evaluation:- Project =50 /External–50Marks

Permissions and Legal Aspect on Agricultural	InternalEvaluation (50 Marks)	External Evaluation (50 Marks)
Unit– I, II, III & IV	Various aspects like assignment, presentation, GDs etc. as decided by college authorities(30marks) Class tests, PPT Notes preparation	50 marks final Paper as per University guidelines
Project	Project - 50marks	50marks

Suggested References

Sr.No.	Title of the book	Author/s
1.	HistoryofAgriculture	M.S.Randhawa
2.	TheFutureofIndianAgriculture	Y.K. Alagh
3.	Land and Water ManagementEngineering	V.V.N.Murty
4.	TheNatureandPropertiesof soil	N.C. Brady and RayWeil
5	Bare Acts	Government of India

TY BBA – Semester VI

Savitribai Phule Pune University
TY BBA Semester VI (CBCS) Pattern 2019
Course: Essentials of E-Commerce
Course Code- GC 601
Credit – 3

Depth of the Course- Reasonable Working knowledge of E-Commerce Management.

Course Objectives :

1. To understand the importance, role, and activities of E-Commerce.
2. To understand various E-Money and E-Payment systems used in E-Commerce.
3. To understand the concept of E-Marketing and its tools in E-Commerce.
4. To Understand the concept of Cyber Space and Cyber Security in E-Commerce.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	E-Commerce and Business Model Concepts	1.1- Introduction to E-Commerce Role of E-Commerce in Business Economy. Growth of E-Commerce in India 1.2 - Factors responsible for the growth of E-Commerce in India Opportunities and Challenges for E-Commerce in India 1.3- E-Commerce Business Models – Introduction, Types, how to choose e-commerce business models. 1.4- Modern Procurement in E-Commerce - E-Procurement – Introduction, E-Commerce and Technological tools 1.5- E-Distribution – Introduction, Features, Scope and	<ul style="list-style-type: none">• To understand the concept and role of E-Commerce business with context to India.• To understand the concept of various business models used in E-Commerce.• To understand the role of IT infrastructure in the development of

		<p>Advantages. Architectural Models in B2B 1.6- E-Commerce and Infrastructure – Electronic Data Interchange, Internet, Intranet, Extranet, Backend Informatics System Integration etc.</p>	E-Commerce in India.
2	E-Money and E-Payment Systems	<p>2.1 - E-Money – FIAT Currency, E-Money classification, Advantages of E-Money. Digital Currencies, Crypto Currencies -Introduction, Digital Disruption in E-Money Market. 2.2- Modern Digital Payment trends – Credit/Debit Cards, QR Code Scanners, Mobile point of sale, NEFT and RTGS. Contactless Payments – Samsung Pay/Apple Pay and use of NFC Technology. 2.3 - Unified Payment Interfaces (UPI) and Mobile Wallets Role of modern digital payment systems and Challenges faced in Indian Retail Sector.</p>	<ul style="list-style-type: none"> • To understand the concept of digital currencies. • To understand various modern digital payment systems used in E-commerce.
3	Role of E-Marketing	<p>3.1- Search Engine Optimization (SEO), Content Marketing, Pay Per Click (PPC) Advertising, Business E -Branding Social Media Marketing and Analytical tools used, Internet Banking, Mobile Retailing.</p> <p>3.2 - Use of Artificial Intelligence and Augmented Reality – Programmatic Advertising, Chatbots, Conversational marketing, Home assistants, Messaging apps, Personalized marketing, Website Designing.</p> <p>3.3 - Visual Search – Social Media Stories, Google lens, Blogs, Use of user-generated content, Privacy Marketing, Semantic Keyword search, Neuro-marketing.</p>	<ul style="list-style-type: none"> • To understand various tools and techniques used in E-Commerce. • The role of modern tools used in E-marketing.

4	Cyber Security and Technology	<p>4.1 - Cyberwarfare - Automotive hacking, Cloud services vulnerability, Mobile Hacking. Data Privacy as a discipline, Insider threats, Phishing, ATM frauds.</p> <p>4.2- Cyber Crimes – Financial Frauds, Defamation, Copyrights, Spying of Trade Secrets, Infringement of IT property, Digital Signature.</p> <p>4.3 - Social Media Crimes, Data Theft, Transfer of data without permission, Spread of Virus/worms, Trojans, Child Pornography, Forgery, Anti-National posts, Cyber-crime against government institutions.</p> <p>4.4 - Information Technology Act -2000: Role, Need and Importance, Software development and legal issues, Shrink-wrap contracts.</p>	<ul style="list-style-type: none"> • To understand the concept of cyber warfare and crimes that took place in cyberspace. • To understand the role of IT Act -2000 with the Indian context.
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Teaching Methodology

Teaching Hours Theory + Tutorials /Project Practical	Innovative methods to be used	Expected Outcome
Unit 2- 12 hours	Students' Presentations Case Studies on various business E-Commerce Models.	Understanding of the Role of E-Commerce Industry and the utility of E-Commerce models.
Unit 3- 12 hours	Students' Presentations Videos on success stories of UPI applications Case Study on Paytm, PhonePe, Google Pay etc.	Understanding of the working of the E-Commerce transactions in E-Commerce and its Utility.

Unit 4 - 12 hours	Students' Presentations Group Discussions on the role of modern E-Commerce modes. Case Studies on the use of Artificial Intelligence and Augmented Reality in E-Commerce.	Understanding the recent e-marketing tools and their utility. Understanding the role of technology in the modern E-Commerce sector.
Unit 1- 12 hours	Students' Presentations on building awareness in Cybersecurity and the Information Technology Act 2000. Video Sessions on potential threats of cyber techniques and hacks and measures to avoid it.	Understanding the scope of cybersecurity and technology. Understanding the need for cybersecurity and its implementation.

Evaluation

Subject	Internal Evaluation (30Marks)	External Evaluation (70 Marks)
Unit – I	MCQ Test, Open Book Test Group Presentations on E-Commerce Concepts and their Role.	25% MCQs 35% Short Notes 45% Long Answers
Unit – II	MCQ Test Group Presentations on E-Commerce Transaction systems., Assignments	
Unit – III	MCQ Test, Individual/Group Presentations on E-Commerce tools and techniques.	
Unit – IV	MCQ Test, Assignments, Individual / Group Presentations on Cyber Security and Technology.	

Suggested references

Sr. No.	Title of the Book	Author/s	Publication	Place
1	E-Commerce – An Indian Perspective	S.J.P.T. Joseph	PHI Learning Pvt. Ltd.; 6th edition (10 October 2019)	India
2	E-Commerce	Shruti Mathur	Pinnacle Learning (1 January 2020)	India
3	E-Commerce Concepts- Models – Strategies.	C.S.V. Murthy	Himalaya Publishing House	India
4	E-Business and E-Commerce Management	David Chaffey	Pearson Education – 5 th Edition	India
5	Ecommerce Unmasked: Hidden Secrets to fight Online battles. (Online Edition)	Rekha Chandulal	Rekha Chandulal; 1st edition (30 January 2015)	India
6	E-Commerce – Strategy Technology and Applications	David Whiteley	McGraw Hill Education (1 July 2017)	India
7	Electronic Commerce – Framework Technologies and Applications	Bharat Bhasker	McGraw Hill Education; Fourth edition (1 July 2017)	India

SavitribaiPhule Pune University
Question paper Pattern 2019 for TY BBA
University Examination Sub: Essentials of E-Commerce
Course Code - 601

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		Answer in one sentence	5	
		Fill in the blanks	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Savitribai Phule Pune University
TY BBA Semester VI (CBCS) Pattern 2019
Course: Management Information System
Course code GC 602
Credit 3

Depth of the Course- Reasonable Working knowledge of E-Commerce Management.

Course Objectives

1. To describe the basic concept of Information Technology and Management Information System.
2. To describe the role of information technology and information systems in business.
3. To contrast and compare how MIS support business processes.
4. To introduce the fundamental knowledge of Structured System Analysis and Design.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Basic Concepts of Information Technology and Management Information System	1.1 Meaning and basic concept of Information Technology, 1.2 Meaning and basic concept of Information System 1.3 Meaning and basic concept of Management Information System 1.4 Role of Information Technology in Management Information System 1.5 Management Information System as an instrument for organizational change.	<ul style="list-style-type: none"> • To understand the basic concept of Information Technology and Management Information Technology. • To make students understand the role of Information Technology in Management Information System. • To make students understand how MIS can be used as an instrument for Organizational Change.
2	Decision Making and Information	1.5 Decision Making 1.6 Models of Decision Making, 1.7 Classical Model, 1.8 Administrative Model and 1.9 Herbert Simon's Model 1.10 Information	<ul style="list-style-type: none"> • To make students understand the models of Decision Making and their application Decision-Making Process. • To provide sound knowledge about types of Information. • To make students aware of attributes of

		1.11 Types of information, 1.12 Attributes of Information and its relevance to decision making.	Information and its relevance to Decision Making.
3	System Analysis and Design	1.1 System 1.2 Meaning and definition 1.3 System Analysis 1.4 Meaning and definition of system analysis 1.5 Need for system analysis, 1.6 System analysis of the existing system, 1.7 System analysis of new requirements, 1.8 System Development Model, 1.9 Structured System Analysis and Design 1.10 Object-Oriented Analysis.	<ul style="list-style-type: none"> To explain to students the concepts of System, System Analysis. To inculcate knowledge of the different System Development Model. To inculcate the knowledge of Structured System Analysis and Design among students.
4	Information system applications	a. MIS applications, b. DSS – GDSS - DSS applications in E enterprise, c. Knowledge Management System and Knowledge-Based Expert System, d. Enterprise Model System and E-Business, e. E-Commerce, f. E-communication, g. Business Process Reengineering.	<ul style="list-style-type: none"> To make students understand the application of MIS in an enterprise. To provide sound knowledge about DSS – GDSS - DSS applications in E enterprise. To find out the relation between Enterprise Model System and E-Business.

Teaching Methodology

Teaching Hours Theory + Tutorials /Project Practical –as applicable	Innovative methods to be used	Expected Outcome
Unit 1- 12 hours	<ul style="list-style-type: none"> Traditional classroom lectures Preliminary presentation from students on Information Technology and Management 	<ul style="list-style-type: none"> Great gains in content knowledge, skill acquisition, and overall confidence and comfort for understanding the basic concept

	<p>Information Technology.</p> <ul style="list-style-type: none"> • Assignment. 	<p>of MIS.</p> <ul style="list-style-type: none"> • Students active participation in an understanding of Information Technology and Management Information Technology.
Unit 2- 12 hours	<ul style="list-style-type: none"> • Traditional classroom lectures • Role-plays • Group Discussion • Caselets solution 	<ul style="list-style-type: none"> • The shift towards student-centeredness significantly enhanced students' learning through the use of interactive small group activities and a high level of discussion and interaction.
Unit 3- 12 hours	<ul style="list-style-type: none"> • Traditional classroom lectures • Lab practice • Guest Lecture from System Analyst and Designer. 	<ul style="list-style-type: none"> • Practical Knowledge Acquisition about System Analysis and Design
Unit 4 - 12 hours	<ul style="list-style-type: none"> • Traditional classroom lectures • Lab practice • Guest Lecture from expert • Caselets solution 	<ul style="list-style-type: none"> • A better understanding of different applications in an enterprise through lab practice and Expert's Guest Lecture.

Evaluation

Unit Number	Internal Evaluation	External Evaluation
	Evaluation of students based on	
I	Students active participation in presentation and assignment submission	25% MCQ 35% short notes 40% long answers
II	Active participation in Role-Plays and Group Discussion Caselets solution	
III	Active participation in Lab practice Guest Lecture attendance	
IV	Active participation in Lab practice Guest Lecture attendance activities Caselets solution	
Total – 30 Marks		70 Marks

Suggested references

Sr. No.	Title of the Book	Author/s	Publication
1	Management Information Systems	Jawadekar, W.S.	Tata McGraw Hill Private Limited
2	Management Information Systems	Kenneth C. Laudon and Jane P. Laudon	Pearson Education
3	Management Information System	Goyal, D.P	MACMILLAN India Limited
4	Management Information System	Davis and Olson	Tata McGraw Hill Private Limited
5	Decision Support Systems and Intelligent Systems	Turban and Aronson	Pearson Education Asia
6	Management Information System	Murthy C.S.V	Himalaya Publications
7	Management Information Systems	James A. O' Brien, George M. Marakas	Global McGraw Hill
8	Information Systems The Foundation of E-Business	Steven Alter	Pearson Education

SavitribaiPhule Pune University
Question paper Pattern 2019 for TY BBA
University Examination Sub: Management Information System
Course Code - 602

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		Answer in one sentence	5	
		Fill in the blanks	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

SavitribaiPhule Pune University
TY BBA –Semester VI (CBCS) Pattern 2019
Course: Business Project Management
Course Code- GC 603
Credits – 3

Depth of the Course- Intermediate knowledge & Insights in Project Management.

Course Objectives:

1. To develop a significant understanding of Project Management.
2. To develop a concept based approach towards Management of Business Projects.
3. To develop the relationship between the significance of Businesses Projects & their Management.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Introduction to Project Management	1.1 Defining Business Project Management 1.2 Exploring opportunities in the project management field 1.3 Developing Project management skills 1.4 Categorising different types of Business Projects 1.5 Understanding the difference between Projects & Programmes.	<ul style="list-style-type: none"> • To understand the role & importance of Management in Business Projects. • To develop the skills of managing Business Projects.
2	Planning & Implementing your Project	1.1 Planning a Project 1.2 Developing a Business Project Management Plan 1.3 Assessing the feasibility of a Project 1.4 Identifying & Managing the Risk 1.5 Managing a Project & Setting up a Project Database. 1.6 Creating an effective work schedule 1.7 Monitoring a business project 1.8 Managing Change 1.9 Address of Problems	<ul style="list-style-type: none"> • To develop conceptual clarity in Planning & Implementation of Business Projects. • To develop the quest of taking calculated risks towards Managing the Business Projects.

3	Business Project Management Techniques	a. Identifying Organisational Structures b. Estimation of Costs & Budget c. Using CPM tools (Gantt Chart, WBS, Project Network Diagram) d. Establishing the CPM e. Implementing PERT Tool f. Using Process improvement tools (Fishbone, SIPOC)	<ul style="list-style-type: none"> • To provide an understanding of the tools & techniques necessary to effectively manage & control the projects in businesses. • To understand the relevance of a technique-based project management system in the success of business projects.
4	Managing Project issues & their commencement	4.1 Identifying Project Costs 4.2 Calculating Return on Investment (ROI) 4.3 Calculating the Payback Period 4.4 Determining Net Present Value (NPV) 4.5 Identifying the life cycle of a Project 4.6 Handling over a Project 4.7 Closing a Project 4.8 Reviewing a Project	<ul style="list-style-type: none"> • To develop the basic understanding behind Business Project Issues & strategies for its addressal. • To develop a mindset of calculation-based business projects to minimise the chances of its failure.

Teaching Hours - Theory	Innovative methods to be used	Expected Outcome
Unit 1- 12 hours	Group-wise discussion to understand the nuances of Business Projects & its need for Management	To have an adequate understanding of the subject their various perspectives.
Unit 2- 12 hours	Unguided sessions based upon case studies, in which strategies are adopted by project-specific organisations.	To help students develop a cognizance towards Project-specific strategy building & its effectiveness.
Unit 3- 12 hours	Adoption of Project-based learning through dummy projects of the business.	To develop the hands-on training mindset amongst the students.
Unit 4 - 12 hours	Analysis of project-related issues and their solutions through case-based learning	To develop the solution-based approach amongst the management students towards problem-solving.

Evaluation :

Subject	Internal Evaluation	External Evaluation
Unit – I	Group Discussion	25% MCQ 35% short notes 40% long answers Fill in the blanks True and False Short answer question -25% Short notes - 35% Long answer questions -40%
Unit – II	Powerpoint Presentations on sub-points	
Unit – III	Simulation of Projects	
Unit – IV	1. Role Play. 2. Case-lets Solution & Discussion	
	30 Marks	70 Marks

Suggested References

Sr. No.	Title of the Book	Author/s	Publication	Place
1.	Strategic Project Management	Terry Schmidt	John Wiley & Sons	Mumbai & Pune
2.	Project Management: A Systems approach	Harold Kerzner	Wiley	Mumbai, Delhi
3.	Project Management	V.E. Rama Reddy & P Gopalakrishnan	Trinity	Mumbai
4.	Project Planning & Control	James Lewis	McGraw Hill	Mumbai, Pune & Delhi

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Question paper Pattern 2019 for TY BBA
University Examination Sub: Business Project Management
Course Code - 603

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		Answer in one sentence	5	
		Fill in the blanks	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

SavitribaiPhule Pune University
TY BBA –Semester VI (CBCS) Pattern 2019
Course: Management of Innovations and Sustainability
Course Code GC 604
Credits – 3

Depth of the Course: Reasonable Practical Knowledge of various core aspects concerning subject concepts.

Course Objectives:

1. To understand the concepts of Innovation and Sustainability in a practical sense.
2. To better know the significance of organisational sustainable development and the economic implications of sustainable development.
3. To learn about the most common errors made when handling sustainable growth.
4. To understand the concept of Sustainability Innovation. Understand socio-political aspects of sustainable development – social responsibility aspect.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1.	Management of Innovation Sustainability: An Introduction	1.1 Introduction 1.2 Defining innovation 1.3 Approaches to innovation 1.4 Differences between invention and innovation 1.5 Product innovation and process 1.6 Technological innovation, commercial or organizational Innovation 1.7 Indicators Characteristics of innovation in different sectors 1.8 Sustainable innovation 1.9 Defining Sustainability Innovation 1.10 Sustainability as Key Driver of Innovation 1.11 Innovation for Sustainable Development	<ul style="list-style-type: none"> • Clarify the concept of Innovation • Understanding the relation between Innovation and Sustainability • Introduction to a management approach to Innovation • Highlight on Changing views of innovation over time • Focusing on Sustainable development and its long-term benefit • Students can Practically understand the concepts of Innovation and Sustainability
2.	Managing Innovation with Firms& Strategies and Concepts for Innovation	.1 Organisation and Innovation .2 The dilemma of Innovation Management .3 Organisational characteristics that facilitate the innovation process	<ul style="list-style-type: none"> • To Identify the factors organisations have to manage to achieve success in Innovation • To Identify the activities performed by key individuals in the management of Innovation.

		.4 Organisation structure and Innovation .5 The role of Individual in the Innovation Process .6 IT System and Their Impact on Innovations .7 The innovation imperative: Why innovate	<ul style="list-style-type: none"> • To highlight Strategies for innovation and its implementation • Understanding Management of Innovation in a practical sense
3.	Service Innovation and Sustainability Innovation in Business	3.1 The Growth in Service 3.2 Different Types of Services 3.3 Characteristics of service and how they differ from product 3.4 Classification of Service innovation 3.5 Service innovation and the consumer 3.6 Energy and Materials: New Challenges in the First Decade of the Twenty-first Century 3.7 Defining Sustainability Innovation	<ul style="list-style-type: none"> • Understanding the scope and complexity of the challenges that have recently spurred sustainability innovation concerning energy and materials. • Gain insight into the fundamental drivers creating opportunities for entrepreneurs and new ventures in the sustainability innovation arena. • Begin to apply the basic ideas and concepts of sustainable design.
4.	Management of sustainable development	4.1 Economic aspects of sustainable development 4.2 Socio-political aspects of sustainable development 4.3 Ecologic aspects of sustainable development 4.4 Green organisations	<ul style="list-style-type: none"> • A better understanding of several aspects of sustainable development • Being able to explain their viewpoints and decisions, work in groups and accept and take into account criticism and comments

Teaching Hours Theory + Tutorials /Project Practical	Innovative Methods to be used	Expected outcome
Unit 1- 12 hours	Interactive Sessions followed by feedback, Role Play for various types of entrepreneur.	It enables students to learn the basics of Entrepreneurship and entrepreneurial development which will help them to provide the vision for their Start-up.
Unit 2- 12 hours	Group Discussion and Brain Storming sessions for the generation of innovative ideas. Theory lectures for conceptual understanding.	Development of interest and positive approach towards entrepreneurship and new start-ups.
Unit 3- 12 hours	Use of PPT for better understanding of various financial institutions and Schemes	Ability to collect relevant data and its analysis and interpretation.
Unit 4 - 12 hours	Arranging Sessions of experts from the service industry (Guest lecture series), Presentations by students for self-learning.	Understanding key aspects of success and failure of businesses.

Evaluation:

Subject	Internal Evaluation	External Evaluation
Unit – I	Continuous assessment based on criteria such as Presentations Class Tests Practical Assignments as suitable for each unit	25%MCQ, Short notes-35%, Long answers- 40%
Unit – II		
Unit – III		
Unit – IV		
	30 Marks	70 Marks

Suggested References: -

Title of the Book	Author/s	Publication	Place
Innovation Management & New Product Development	Paul Trott	Pearson	Netherland
Sustainable Economic Development and Environment	Raj Kumar Sen, Kartik C. Roy	Atlantic Publishers and Distributors Pvt. Ltd.	India
Sustainability Management	Deb Prasanna Choudhury	Zorba Books	India
Sustainable Development and Environment	Snigdha Tripathi	Ankit Publication	India
Concepts and Approaches for Sustainability Management	Khai Ern Lee	Springer International Publishing	Switzerland AG

SavitribaiPhule Pune University
Question paper Pattern 2019 for TY BBA
University Examination Sub: Management of Innovations and Sustainability
Course Code - 604

Q. No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	20 Marks
		Match the Pairs	5	
		Answer in one sentence	5	
		Fill in the blanks	5	
2	Solve any 3 out of 5	Long Answer Question	3*10 Marks	30 Marks
3	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			70 Marks

Savitribai Phule Pune University
TY BBA Semester VI (CBCS) Pattern 2019
Course: International Brand Management
Course Code-DSE A 605 MM
Credit – 3 + 1 = 4

Depth of the Course- Fundamental knowledge of Brand Management in the International Market

Course Objectives :

1. To develop students' understanding of the concept of developing brands
2. To develop students' understanding of the concept of brand equity
3. To develop students' understanding of the strategies in managing brand portfolios

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Understanding Brand	1.1 Introduction, Brand concepts, 1.2 Purpose of Brands, 1.3 Characteristics of strong brands, 1.4 the purpose of branding, 1.5 fundamental concepts of branding	<ul style="list-style-type: none"> • The module aims to familiarize the students with the key conceptual foundations of developing and managing a strong brand.
2	Developing Brand	2.1 Process and methods of developing brand elements, 2.2 creating brand associations and introducing a new brand in the international market, 2.3 identify effective marketing and marketing communications strategies,	<ul style="list-style-type: none"> • The module introduces the process of creating a brand. • Designing marketing/marketing

		2.4 Including the use of social/digital platforms, 2.5 Design marketing and marketing communications programs that build brand equity in the international market	communications programs that effectively communicate the desired brand identity to target markets
3	Evaluating Brand	3.1 Processes and methods of measuring brand performance, 3.2 Qualitative and quantitative tools for measuring brand image and strength, 3.3 Interpret brand performance data, Brand evaluation plans in the international scenario	<ul style="list-style-type: none"> The module reviews the methods of measuring and interpreting brand performance.
4	Managing Brand	4.1 Concepts and tools for managing brands over time, international geographic areas, and market segments, 4.2 Consumer-brand relationships, Strategic alliances, Brand portfolios, and Brand repositioning/revitalization.	<ul style="list-style-type: none"> The module focuses on the stewardship and management of brands over time, geographic areas, and market segments. It covers the strategies for more established brands as they attempt to grow and stay relevant over time.

Teaching methodology

Teaching Hours Theory + Tutorials /Project Practical	Innovative methods to be used	Tutorial/ Projects for 1 Credit	Expected Outcome
Unit 1- 12 hours	Students' Presentations or Role play on brand concepts, Video Sessions on International Brands	<ul style="list-style-type: none"> • Assignment on the characteristics of International Brand concerning its strengths and challenges 	Understanding of basic Brand Concepts
Unit 2- 12 hours	Case Studies on International Brands, Group Discussions on Brand Development in the International circuit	<ul style="list-style-type: none"> • Assignment on developing a new brand for International Markets 	Understanding the process of Brand Development
Unit 3- 12 hours	Presentations or Role play on International Brand comparisons measuring performance data,	<ul style="list-style-type: none"> • Group discussions on International Brand performances 	Understanding the concept and process of Brand Evaluation
Unit 4 - 12 hours	Case Studies, Group Discussions on the Success and Failures of International Brands		Understanding Brand Management
Tutorial 15 hours			

Evaluation

Subject	Internal Evaluation	External Evaluation
Unit – I	MCQ Test Open Book Test	25% MCQs 45% Short Answers 30% Long Answers
Unit – II	MCQ Test Group Presentations	
Unit – III	MCQ Test Group Discussions	
Unit – IV	MCQ Test Group Presentations Assignments	
Total	30 +20 Marks	50 Marks

Suggested references

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Strategic Brand Management	Isaac C. Jacob Kevin Lane Keller, Vanitha Swaminathan, Ambi M.G. Parameswaran	Pearson Education; Fifth edition	India
2	The New Strategic Brand Management: Advanced Insights and Strategic Thinking	Jean-Noël Kapferer	Kogan Page; 5th edition	London, UK

3	Strategic Brand Management: Building, Measuring, and Managing Brand Equity	Kevin Keller, Vanitha Swaminathan	Pearson; 5th edition	India
4	Brand Management: Co-creating Meaningful Brands	Michael Beverland	SAGE Publications Ltd; 1st edition	USA
5	The Origin of Brands: How Product Evolution Creates Endless Possibilities for New Brands	Al Ries, Laura Ries	Harper Business; New edition	USA

SavitribaiPhule Pune University
Question paper Pattern 2019 for TY BBA
University Examination Sub: International Brand Management
Course Code – DSE A 605

Q.No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	10 Marks
		Match the Pairs	5	
2	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
3	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
4	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			50 Marks

SavitribaiPhule Pune University
TY BBA –Semester VI (CBCS) Pattern 2019
Course: Cases in Marketing Management + Project
Course Code- DSE A 606 MM
Credit - 2+4 = 6

Depth of the Course- Functional Working Knowledge

Course Objectives: To understand the application of theory into practice.

Note: 1. The case study examination paper will be for 2 credits and the Internship and project report along with viva voce will be for 4 credits.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Case Study – Introduction	1.1 Case – Meaning – Objectives of Case Studies 1.2 Characteristics & Importance of Case Studies 1.3 Guidelines for Case Studies & Cases Discussion.	<ul style="list-style-type: none"> To make student know the gist of the case study and way of attempt or solution
2	Areas of Case Study	2.1 Product Mix with PLC 2.2 Price Mix – Elements in Price Mix, Factor affecting Pricing, Pricing Methods. 2.3 Place Mix – Physical Distribution Management System, Types, Intermediaries, strategies, trends in SCM. 2.4 Promotion Mix – Elements, Advertising, Media Mix, AIDA, DAGMAR, IMC. 2.5 Extended Ps of Marketing Mix 2.6 New Product Development 2.7 Product Extension and Product Diversification. 2.8 Traditional Marketing and Modern Marketing 2.9 Rural Marketing	<ul style="list-style-type: none"> To develop the ability about getting acquainted with the theory and its application in a real-life scenario. To make students know about recent happening in marketing. To understand the challenges faced/confronted in recent times

	2.10 Services Marketing 2.11 Organised&Unorganised Retail Marketing 2.12 E-Marketing and Digital Marketing 2.13 Green Marketing 2.14 Market Segmentation 2.15 Targeting 2.16 Positioning and Niche Market	
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Innovative methods to be used	Expected Outcome
Lectures/Case studies/Discussion/videos/ Role Plays	Students shall understand the challenges faced by the people and organisations in the day to day work life. They shall understand the techniques and solutions to overcome those challenges.

Evaluation:

Project Report Evaluation	External Evaluation
Students must undergo for internship - Refer Internship manual For external evaluation, there will be a viva voce. Such viva-voce shall be conducted by a referee appointed by the University along with an internal referee.	Case study based The external evaluation will be done based on an examination paper comprising of Case studies to solve for a maximum of 50 marks 15*3 cases 5*1 short note
Having gone through all the topics, students have to be given cases to solve and are asked to submit a soft copy in PDF and PPT to college.	

Project Report- 30 marks & Viva Voce - 20 marks = Total Marks 50	50 Marks
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Suggested references

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Marketing Management	Philip Kotler & Keven Lane Keller	Pearson India	South Asia
2	Case Study Solutions Marketing	H. Kaushal	Lakshmi	New Delhi
3	Marketing Management	V. S. Ramaswamy, S. Namakumari	Macmillan	New Delhi
4	Foundational Of marketing	John Fahy & David Jobber	Tata McGraw Hill	New Delhi
5	Marketing In India Text and cases	S. Neelamrgham	Vikas Publication	New Delhi
6	Marketing - Cases Insights	Paul Baines, Chris Fill, Kelly page Piyush K. Sinha	Oxford	New Delhi

Savitribai Phule Pune University
T.Y. BBA Semester VI (CBCS) Pattern 2019
Discipline-Specific Electives (DES- B- FM)
Course Title – Financial Management
Course Code-DSE B 605 FM
Credits –3+1=4

Depth of the Course- Functional knowledge of banking Operations and various Regulatory Authorities in India.

Course Objectives

1. To know various sources of finance of business
2. To study and understand the capital structure of the company and its cost of capital
3. To study optimum capital mix & concept of over capitalisation& undercapitalization.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Sources of Finance	1.1 Long term Sources of Finance- Owned Funds & Borrowed Funds, Equity shares, Preference Shares, Debentures, Term Loan, Lease Financing, Hire Financing 1.2 Short term Sources of Finance- Bank overdraft, Cash Credit, Bills Discounting, Ploughing back of Profit,	<ul style="list-style-type: none"> • To understand various sources of finance for raising capital /funds required for the business. By studying various sources of finance analytical & reasoning skills will be developed.
2	Capital Structure	2.1 Meaning, Concept, Importance, 2.2 Factors affecting Capital Structure-Internal Factors, External Factors & General Factors 2.3 Cost of Capital- Meaning, weighted Average Cost, Operating leverages, 2.4 Financial leverages, Combined Leverages (Problem on Leverages)	<ul style="list-style-type: none"> • To understand the proportion of borrowed capital & owned capital, considering their cost of capital. It helps to develop calculative & mathematical skills.
3	Capitalisation	3.1 Meaning, Modern Concept of Capitalisation, Need, 3.2 Under capitalisation-Meaning, Causes & Remedies	<ul style="list-style-type: none"> • To understand the process of undercapitalization & overcapitalization. It helps to develop professional & problem-solving skills.

		3.3 Over Capitalisation- Meaning, Causes, & Remedies	
4	Capital Budgeting	4.1 Meaning, 4.2 Techniques of Capital Budgeting, 4.3 Mutually Exclusive Proposals	<ul style="list-style-type: none"> To understand the process of evaluation of mutually exclusive proposals. It helps to evaluate different investment proposals through experiential learning.

Teaching Methodology

Teaching + Tutorial Hours	Innovative methods to be used	Tutorials /Project for 1 credit	Expected Outcome
Unit 1- 12 hours	Lecture method, Classroom discussion based on PPT, Case study, Participative learning	Study of different sources of finance available in Public Limited Companies. Students can collect the information of sources of finance of Automobile/Pharma/ Textile/IT/Power/Steel/FMG/Petrochemicals etc.	To understand various sources of finance for raising capital /funds required for the business
Unit 2- 12 hours	Problem Solving, Participative Learning, Peer Learning & Classroom Discussion.		To understand the proportion of borrowed capital & owned capital, considering their cost of capital
Unit 3- 12 hours	Participative Learning, Peer Learning & Classroom Discussion.		To understand the process of undercapitalization & overcapitalization
Unit 4 - 12 hours	Problem Solving, Participative Learning, Discussion on Expert lecture, Peer Learning & classroom Discussion.		To understand the process of undercapitalization & overcapitalization
Tutorial 15 hours			

Note- Faculty can assign separate industry to each student for practical. Students can study 5 to 6 different companies of the same industry of sources of finance.

Evaluation

Internal Evaluation	External Paper Pattern (50 Marks)	
MCQ/ long question/ short notes	Q.1 A Fill in the blanks	(5M)
MCQ/Long questions/ problem/ short notes	Q.2 A Write Short Notes (Any 3)	(15M)
MCQ/Long questions/ problem/ short notes	Q.3 Long Answer (option can be given)	(15M)
MCQ/Long questions/ problem/ short notes	Q.4 Problems on leverages	(15M)
30+ 20 marks for project= 50 Marks	50 Marks	

Suggested references

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Financial Management	I.M.Pandey	Vikas	New Delhi
2	Financial Management	Ravi.M.Kishore	Taxman	New Delhi
3	Financial accounting & Analysis	P.Prem Chand & Madan Mohan	Himalayan Publication House	New Delhi
4	Financial Management	Prasanna Chandra	Tata McGraw Hill	New Delhi
5	Financial Management	Khan & Jain	Tata McGraw Hill	New Delhi

Savitribai Phule Pune University
T.Y. BBA Semester VI (CBCS) Pattern 2019
Course Title – Cases in Finance +Project
Course Code- DSE B 606 FM
Credit- 2+4=6

Depth of the Course: Application-based Knowledge of core areas of finance.

Course Objectives:

1. To Study & understand the core areas of finance.
2. To study the practical applications of finance.
3. To prepare project reports based on the internship & understanding of core areas of finance.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Fund Raising & Capital Budgeting	1.1 Fund Raising: Meaning, Importance, Process. (Theory) 1.2 Investment Decisions: Long term, Medium-term, Short Term, its importance (Theory) 1.3 Capital Budgeting: Meaning, Importance, Types (Practical cases)	<ul style="list-style-type: none"> • To understand the importance of fundraising. • To study & understand the practical applications of Capital Budgeting.
2	Working Capital Management	2.1 Working Capital:- Meaning, Importance, Cases on Working capital.	<ul style="list-style-type: none"> • To understand the concept & importance of Working Capital Management. • To study & understand the practical applications of Working Capital.
3	Cost of Capital	3.1 Return of Capital Employed (ROCE): Meaning, Importance (Theory) 3.2 Return on Investment: Meaning, Importance. (Theory)	<ul style="list-style-type: none"> • To study & understand the basics of ROCE, ROI & Cost of Capital. • To study & understand the practical applications of Cost of Capital.

		3.3 Cost of Capital: Meaning, Importance, Cases on Cost of Capital	
4	Project Report	Project-based on core areas of finance/ based on internship. (Refer to the suggested topics given below) Internship guidelines are attached separately	<ul style="list-style-type: none"> • To study & understand implications of selected core areas of finance under study. • To give insights based on data collection & data analysis to the students. • To inculcate research culture among students through conducting research in finance.

Teaching Methodology

Teaching Hours Theory + Tutorials /Project Practical –as applicable	Innovative methods to be used	Expected Outcome
Unit 1- 12 hours	Group Discussion, Assignments. Case Study.	To understand the fundamentals of fundraising.
Unit 2- 12 hours	Case Study, Group Discussion.	To understand the practical applications of capital budgeting.
Unit 3- 12 hours	Case Study, Group Discussion.	To understand the practical applications of Cost of Capital.
Unit 4 - 24hours	Project Report under the guidance of the Subject teacher.	To understand the research-based outcomes of core areas of finance based on internship.

Evaluation

Internship	External Evaluation
30 Marks for Projects + 20 Marks for viva = 50 Marks	Problems and Case studies = 50 Marks

Suggested Topics for Project: -

1. Projected financial statements to be submitted to the bank for a loan proposal.
2. Analysis & interpretations of financial statement with the help of Techniques like
3. Ratio analysis, Fund flow Analysis, Cash flow Analysis.
4. Project-related Insurance sector.
5. Working Capital Management.
6. Any other topic related to core areas of finance based on internship by students.

Suggested References:

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Capital Market in India	E. Gordon, K. Natarajan	Himalaya Publishing House	Mumbai
2	Guide to Indian Capital Market	Sanjeev Aggarwal	Bharat Law House	Delhi
3	The Indian Financial System	Vasant Desai	Himalaya	Delhi
4	Financial Services and Markets	Dr. S.Gurusamy	Thomas	Delhi
5	Guide to Financial Management	John Tennent	The Economist	Delhi
6	Indian Financial Systems	M.Y. Khan	Tata McGraw Hill.	Delhi
7	Corporate Finance Management	Glen Arnold	Pearson	Delhi
8	Fundamentals of Financial Management	Vyuptakesh Sharan	Pearson	Delhi

Savitribai Phule Pune University
TY BBA Semester VI (CBCS) Pattern 2019
Global Human Resource Management
Course code DSE C 605 HRM
Credit 3+1=4

Depth of the Course- Fundamental knowledge

Course Objectives:

1. To understand the concepts, theoretical framework, and issues of HRM in Global Perspective
2. Identify and Understand issues and practices about the major HRM functions within the context of the global environment.
3. To learn how to conduct strategic human resource management in an international setting.
4. To learn how companies manage their expatriates.
5. To look at HRM in a broader, comparative, and international perspective to deal with complex issues and manifold risks.
6. To study understanding of international approaches to dealing with people in organizations.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Introduction to Global HRM	1.1 Meaning and definition of Global HRM, 1.2 Features of Global HRM, 1.3 Objectives of Global HRM, 1.4 Development of Global HRM, 1.5 Significance of Global HRM in International Business 1.6 Categorization of countries and employees in the concept of Global HRM 1.7 Difference between Global HRM and Domestic HRM	<ul style="list-style-type: none"> • To introduce the students to the study and the practice of Global HRM. • To learn the development of Global HRM. • To review the significance of Global HRM in International Business. <p>To make students understand the difference between Global HRM and Domestic HRM.</p>
2	Global HR Functions-I	2.1 Global Staffing, 2.2 The role of expatriates and non-expatriates, 2.3 Staffing Policy Approaches in International HRM 2.4 Recruiting staff for Global Assignment	<ul style="list-style-type: none"> • To provide information about Global Workforce Management functions.

		<p>2.5 Global labour market</p> <p>2.6 Global Recruitment function; head-hunters, cross-national advertising, e-recruitment;</p> <p>2.7 Selecting staff for Global Assignment</p> <p>2.8 Criteria and techniques,</p>	<ul style="list-style-type: none"> • To get insights into the concepts of Expatriates and Non- Expatriates • To inculcate knowledge of the concept of Global Recruitment and Selection. • To understand the Global Staffing issues.
3	Global HR Functions-II	<p style="text-align: center;">Global Training & Development</p> <p>3.1 Meaning definition,</p> <p>3.2 Objectives,</p> <p>3.3 Importance,</p> <p>3.4 The role of expatriate training,</p> <p>3.5 Key components of effective pre-departure training,</p> <p>3.6 Developing staff through international assignments,</p> <p>3.7 Barriers in Global Training & Development</p> <p>3.8 Global Compensation Meaning & definition, Objectives,</p> <p>3.9 Key components of Global Compensation program,</p> <p>3.10 Approaches to Global Compensation</p> <p>3.11 Barriers in Global Compensation</p>	<ul style="list-style-type: none"> • To provide information about Global Workforce Management functions. • To make students understand the concepts of Global Training & Development, Global Compensation and Global Performance Management. • To make students aware of barriers in Global Training & Development, Global Compensation and Global Performance Management.
4	Global HRM Trends and Future Challenges	<p>4.1 Strategic HRM in multinational enterprises,</p> <p>4.2 Ethics-related challenges for the HR function of the multinational enterprise</p> <p>4.3 Challenges in an uncertain world: Safety, security and counterterrorism</p> <p>4.4 The evolving role of the HRM function in MNCs</p> <p>Role of Technology in Global HRM</p> <p>Knowledge Management and Global HRM</p>	<p>To provide sound knowledge about strategic HRM and Ethics related challenges for the HR functions in multinational enterprises.</p> <p>To make students aware of technology in Global HRM.</p> <p>To make students understand the relationship between Knowledge Management and Global HRM.</p>

Teaching Methodology

Teaching Hours Theory + Tutorials /Project Practical –as applicable	Innovative methods to be used	Tutorial/Project	Expected Outcome
Unit 1- 12 hours	<ul style="list-style-type: none"> Traditional classroom lectures Preliminary presentation from students on study and practice of Global HRM. Assignment. 	<ul style="list-style-type: none"> Caselets from MNC's on successful expatriation Designing an e-recruitment campaign using various methods and mediums for E-recruitment Comparison between techniques of international selection and domestic selection. Comparative study of various cultures of different nations with respect to work ethics, time and job performance <p>Tutorial 15 hours</p>	<ul style="list-style-type: none"> Great gains in content knowledge, skill acquisition, and overall confidence and comfort for major concepts in understanding the concept of Global HRM. Students' active participation in understanding Global HRM.
Unit 2- 12 hours	<ul style="list-style-type: none"> Traditional classroom lectures Role-plays on expatriates and non-expatriates. Group Discussion Caselets solution Guest Lecture from any MNC's Recruitment and Selection HR Manager 		<ul style="list-style-type: none"> The shift towards student-centeredness significantly enhanced students' learning through the use of interactive small group activities and a high level of discussion and interaction. Practical Knowledge Acquisition about Global Recruitment and Selection.
Unit 3- 12 hours	<ul style="list-style-type: none"> Traditional classroom lectures Group Discussion Caselets solution Guest Lecture from any MNC's HR Manager 		<ul style="list-style-type: none"> Practical Knowledge Acquisition about Global Training & Development, Global Compensation and Global Performance Management.
Unit 4 - 12 hours	<ul style="list-style-type: none"> Traditional classroom lectures Debate activity on Global Safety, security and counterterrorism Role-play on the evolving role of the HRM function in MNCs. 		<ul style="list-style-type: none"> A better understanding of Global HRM Trends and Future Challenges through students activities.

	• Caselets solution		

Evaluation

Unit Number	Internal Evaluation		External Evaluation
	Evaluation of students based on	Marks	
I	3 Student's active participation in presentation and assignment submission.	30	25% MCQ 35% short notes 40% long answers
II	4. Student's active participation in Role-Plays and Group Discussion 5. Caselets solution		
III	4 Caselets solution 5 Active participation in Group-Discussion		
IV	4. Active participation in Role-Plays and Debate activities 6 Caselets solution		
Total		30+20=50	50

Suggested References

Sr. No.	Title of the Book	Author/s	Publication
1	International Human Resource Management	Peter Dowling and Denice Welch	Cengage Learning
2	International Human Resource Management: Globalization, National Systems and Multinational Companies	Tony Edwards	Pearson Education

3	International Human Resource Management	Monir Tayeb	Oxford University Press

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Question paper Pattern 2019 for TY BBA
University Examination Sub: International Human Resource Management
Course Code DSE C 605

Q.No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	10 Marks
		Match the Pairs	5	
2	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
3	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
4	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			50 Marks

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TY BBA Semester VI (CBCS) Pattern 2019
Recent Trends & HR Accounting + Project
Course Code DSE C 606 HRM
Credit 2+4 = 6

Depth of the Course- Comprehensive Knowledge

Course Objectives

- 1.To make students understand the theoretical and practical fundamental knowledge of Recent Trends in HRM and HR Accounting.
- 2.To describe various Employee Engagement Strategies to enhance Employee Engagement.
- 3.To discuss the uses of Human Resource Information Systems in organizations.
4. To explain the different methods used to calculate the value of human Resources.
5. To define Human Resource Audit and outline its scope.
6. To study the methods of Human Resource Valuation.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Employee Engagement	1.1 Meaning and definition of employee Engagement, 1.2 Factors Influencing Employee Engagement, 1.3 Strategies for Enhancing Employee Engagement, 1.4 Company values and building employee loyalty, 1.5 Challenges in engaging employees, 1.6 Employee engagement and company branding strategies	<ul style="list-style-type: none"> • To understand the basic concept of Employee Engagement. • To study factors influencing Employee Engagement. • To describe various Employee Engagement Strategies to enhance Employee Engagement. • To make students understand the relationship between Employee Engagement and company branding strategies.

2	Human Resource Information System and Personnel Research	<p>2.1 Human Resource Information System</p> <p>2.2 Meaning and definition of Human Resource Information System,</p> <p>2.3 Components of Human Resource Information System,</p> <p>2.4 Advantages and Limitations of Human Resource Information System,</p> <p>2.5 Process of designing of Human Resource Information System</p> <p>2.6 Personnel Research</p> <p>2.7 Meaning and definition of Personnel Research,</p> <p>2.8 Approaches to Personnel Research,</p> <p>2.9 Process of Personnel Research</p>	<ul style="list-style-type: none"> • To make students understand the basic concept of Human Resource Information System. • To discuss the uses of Human Resource Information Systems in organizations. • To list the advantages and identify the limitations of the Human Resource Information System. • To map out the process involved in designing of Human Resource Information System. • To make students understand the meaning and definition of Personnel Research and Human Resource Audit. • To appreciate the purpose of Personnel Research in an organization. • To discuss the major approaches employed for Personnel Research. • To delineate the process followed in conducting Personnel Research.
3	Human Resource Accounting and Human Resource Audit	<p>3.1 Human Resource Accounting</p> <p>3.2 Meaning and definition of HR Accounting,</p> <p>3.3 Need and Objectives of HR Accounting,</p> <p>3.4 Advantages and Limitations of HR Accounting,</p> <p>3.5 Human Resource Valuation: Monetary and Non-Monetary methods of Human Resource Valuation</p> <p>3.6 Human Resource Audit</p> <p>3.7 Meaning, definition and objectives of Human Resource</p>	<ul style="list-style-type: none"> • To make students aware of the meaning, need and objectives of HR Accounting. • To list the advantages and identify the disadvantages of HR Accounting. • To study the methods of Human Resource Valuation. • To define Human Resource Audit and outline its scope.

	Audit, 3.8 Areas and levels of Human Resource Audit	
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Teaching Methodology

Teaching Hours Theory + Project Practical –as applicable	Innovative methods to be used	Expected Outcome
Unit 1- 12 hours	<ul style="list-style-type: none"> • Traditional classroom lectures • Preliminary presentation from students. • Role-plays • Assignment. • Caselets solution 	<ul style="list-style-type: none"> • Great gains in content knowledge, skill acquisition, and overall confidence and comfort for understanding the basic concept of Employee Engagement. • Students active participation in an understanding strategy of Employee Engagement.
Unit 2- 12 hours	<ul style="list-style-type: none"> • Traditional classroom lectures • Role-plays • Group Discussion • Computer lab practice • Personnel Research Questionnaire preparation, data collection and analysis activity 	<ul style="list-style-type: none"> • The shift towards student-centeredness significantly enhanced students' learning through computer lab to understand the use of computer in HRIS. • Interactive small group activities and a high level of discussion and interaction. • Exposure of hidden skills and talent of students.
Unit 3- 12 hours	<ul style="list-style-type: none"> • Traditional classroom lectures • Guest Lecture from HR manager on HR Accounting and HR Audit. • Computer lab practice • Caselets solution 	<ul style="list-style-type: none"> • Practical Knowledge Acquisition about HR Accounting and HR Audit. • A better understanding of different methods of HR valuation through computer lab practice and Expert's Guest Lecture.

Project	<ul style="list-style-type: none"> Project-based on internship – referee separate guidelines 	1 Learning By doing
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Evaluation

Unit Number	Internal Evaluation		External Evaluation
	Evaluation of students based on	Marks	
Project Report	Project Report preparation, submission and VIVA.	50	25% MCQ 35% short notes 40% long answers
Total –		50	50

Suggested references

Sr. No.	Title of the Book	Author/s	Publication
1	Employee Engagement for Dummies	Bob Kelleher	Wiley Publications
2	Engage! Co-creating Organizational Vitality and Individual Fulfillment	Sunil Maheshwari	Sage Publications India
3	Employee Engagement: A Recipe to Boost Organisational Performance	Vipul Saxena	Notion Press
4	Human Resource Management	L. M. Prasad	Sultan Chand & Company Ltd.
5	Human Resource Management	K. Ashwathappa	Tata McGraw Hill
6	Personnel and Human Resource Management	A. M. Sharma	Himalaya Publication House
7	Human Resource Management (text and Cases)	S. S. Khanna	S. Chand

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Question paper Pattern 2019 for TY BBA
University Examination Sub: Recent Trends & HR Accounting + Project
Course code C 606
Credit 6

Q. No.	Nature of Question Project – SPPU external 50 marks	Total Marks - 50 marks Objectives - Compulsory Question Solve any 3 out of 5 Solve any 4 out of 6
	50 marks – Project Viva	50 SPPU

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TYBBA Semester VI (CBCS)
Pattern2019
Course: Global Tourism and Hospitality Management
CourseCode–DSE D605SM
Credit3+1=4

Depth of the Course –Reasonable working knowledge

Course Objectives:

1. To create awareness related to health care management and services.
2. To enables students to understand the various healthcare services & other developments in the Indian health care service sector.
3. To provide students insight into the Functions & Role of modern healthcare services offered to cater for the current needs.

Unit No.	Unit Title	Contents	Purpose and skills to be developed
1	Introduction to Tourism Industry	1.1 Basic components of tourism, Travel agency- 1.2 History, Operation/Functions and Types. Tour Operators- Functions and Types. 1.3 Accommodation Industry- Types and Classification, Air Transportation Industry, objectives of ITDC, Poshtel tourism.	<ul style="list-style-type: none"> • To understand tourism and its components • Ability to understand operations, functions, tour operator and industry.
2	Growth and Development Modern Tourism	2.1 Global Tourism, 2.2 Factor influencing the growth of tourism, 2.3 New product development, travel Organisation in India and European countries, 2.4 Effect of tourism on employment, economic development,	<ul style="list-style-type: none"> • To understand global tourism, the effect of tourism on economic and regional development.

		regional development, 2.5 World tourism and travel council. Events and tourism.	
3.	Hospitality Management	3.1 Hospitality: Classification & Categorization of Hotels- 3.2 Hotel Ownership. A brief account of Commercial Hotels- Residential Hotels, Resort Hotels, Airport hotels, Bed & Breakfast Hotels, Convention hotels, Casino Hotels, and Motels. 3.3 Emerging trends in Accommodation- Time, share. Condominium- Home Stays, Tree Huts, Houseboats, Capsule hotel. Major Hotel chains in India. Incredible India.	<ul style="list-style-type: none"> • To understand hospitality management, Emerging trends in hospitality management. • Ability to understand changing scenario of hospitality management.
4.	Value Chain:	4.1 Definitions: Hospitality and Hotel. The link between Hospitality and Travel and Tourism industry, safety and Hygiene, 4.2 virtual reality tours, 4.3 Travelers at rest, Home away from Home, 4.4 Hospitality culture Atithi Devo Bhavah, 4.5 Expectations of the guest.	<ul style="list-style-type: none"> • To understand the link between hospitality and travel industry, needs and wants of prospects, and hospitality culture.

Teaching Methodology

Teaching Hours Theory + Tutorials /Project	Unit & teaching Hours	Innovative methods to be used	AV Applications	Project	Expected Outcome
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Practical					
Unit 1- 12 hours	I-(14)	Presentation on tour operators, tourism industry. Presentation on identifying different needs of travel and tourist operators, their management.	Short films on role of tour operator, air industry, transport industry	Tours and travel, tourism management Agencies working in India.	To understand the management of tours, travels and tourism.
Unit 2- 12 hours	II-(13)	Comparative analysis of tour operators and their management,	Films on different agencies meeting different needs of customers. Scale of operations	Developing a suitable plan of short and long tours.	To understand the importance of the tourism industry for the development of the nation.
Unit 3- 12 hours	III-(11)	Presentation on the different type of Hoteliering	Films on Incredible India	A report on tourism industry, tour operators, tour packages	To understand hospitality management, Emerging trends in hospitality management. to understand changing of hospitality management.
Unit 4 - 12 hours	IV – (10)	Presentation of emerging trends in hospitality management	Films on virtual reality tours. Postel tourism	A report link between travel and hospitality management	To understand the link between hospitality and travel industry, needs and wants of prospects, and hospitality culture.

Evaluation Method

Unit No	Internal evaluation	Internal Evaluation	External Evaluation
	Evaluation of students based on		
Unit-I Unit-II Unit-III Unit-IV	1. Role Play 2. Chart Preparation and Presentation 3. Debate 4. Group Discussion	30	25% MCQ 35% Short notes 40% Long answer
Project/ Practical	1 Project Submission. 2. Presentation.	20	
	Total	30 +20	50

Suggested References

Sr. No	Title of the Book	Author
1	Travel & Tourism	Cottman
2	Tourism development- Principles and practices	A.R. Bhatia.
3	Introduction to Hospitality - I & II	Dennis Foster
4	Encyclopedia of Hotel & Hospitality Management	R.K Arora,
5	Hotel Operation	Chakravarty, Dr. Barun Kumar
6	Tourism and Hoteliering.	Negi J.M.S,
7	Accommodation Operation Management.	S. Kaushal, S.N Gowthan
8	Delivering Quality Service: Balancing Customer Perceptions expectations	Zeithmal, Parsuraman, Berry

**SavitribaiPhule Pune University
Question Paper Pattern**

Course: Global Tourism and Hospitality Management

**Code SM 605
Credits-4**

Q. No.	Compulsory / Choice	Nature of Question	Marks Internal	Total Marks- External
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	10	Objective Type Questions Short & Long Answer Questions
		Match the Pairs		
		Answer in one sentence		
		Fill in the blanks		
2	Solve any 3 out of 5	Short & Long Answer Question	20	
3	Mini project	Mini project	20	
	Total		50	50

SavitribaiPhulePune University
TYBBASemesterVI(CBCS)Pattern2019
Course : Recent Trends In Services + Project
Course Code DSE D 606 SM
Credit :2+4=6

Depth of the Course–Reasonable working knowledge

Course Objectives:

1. To create awareness related to recent trends in services.
2. To enables students to understand the changes taking place in the service sector.
3. To provide students insight into recent developments in the service sector

Unit No.	Unit Title	Contents	Purpose and Skills to be developed
1	Overview of current trends in service industries	Understanding of Current Trends and development in Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, Agriculture services, Insurance, ITES (IT-enabled Services), development of innovative tourism, e-Services and retail Services, business development services, impact on Indian economy	• To understand current trends of different types of service industries
2	Technology in Services	Technology in services, the emergence of self-service, infotainment Automation in services, Technological innovations in services: Challenges of adopting new technology in service, Managing the new technology adoption process, multimedia development as service enterprises	• To understand the use of technology in services challenges of adopting new technology in services

3.	Globalization of Services	Meaning and importance of globalization of services, Globalization and Indian services, Domestic growth and expansion strategies – focused service, focused network, clustered service and diversified network, Franchising – meaning, nature, benefits and issues, Global service strategies – Multi-country expansion, importing customers, following your customers,	<ul style="list-style-type: none"> To understand differences between global services and Indian services, growth of services, global service strategies
4.	Case Study -	Case study analysis based on - Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITES (IT-enabled Services), Travel & Tourism, e-Services and Professional Services., rural service enterprises	<ul style="list-style-type: none"> Designing and delivering services

Teaching Methodology

Unit & teaching Hours	Innovative methods to be used	AV Applications	Project	Expected Outcome
I-(14)	Presentation on current trends in various service segments	Short films on service industries	Current trends in service industries	To understand the service needs of society and how industry fulfilling the needs of societies
II-(13)	Poster presentation on technological inventions in the field of service management	Films on different Technological advances in the service sector	Comparative analysis of old and new service requirement	To understand advances in different service segment.

III- (11)	Presentation on the globalization of services, global service strategies	Filmsonglobal service strategy	A report on Current trends in service industries, Comparative analysis of old and new service requirement	To understand the difference between global service and Indian service strategies.
IV – (10)	Presentation and discussion on emerging trends in financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITES (IT-enabled Services), Travel & Tourism, e-Services and Professional Services.	FilmsonITES (IT-enabled Services), Travel & Tourism, e-Services and Professional Services.	AreportonIT applications in Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities.	To have the right understanding of how the modern service business is changing and what are the new trends in the industry.

Evaluation Method

Unit No	Internal evaluation	External Evaluation	External Evaluation
	Evaluation of students based on		
Unit-I Unit-II Unit-III Unit-Iv Project/ Practical	1 Project Submission. 2. Presentation. Refer internship guidelines	50	25% MCQ 35% Short notes 40% Long answer
	Total	50	50

Suggested References

Sr.No	Title of the Book/Reference	Author	Publication	Place
1	Emerging Trends in Service Sector	Editor-G.U.K.Rao	NI for MSME Enterprises	Hyderabad
2	Service Marketing	P.K.Sinha and S.C. Sahoo	Himalaya Publishing House	New-Delhi
3	Delivering Quality Service: Balancing Customer Perceptions expectations	Zeithmal, Parsuraman, Berry	Simon and Schuster Inc.	New-York

3	Media reports, Press releases, Department of industrial policy and promotions (DIPP) Statistics, Department of Information and Technology			
4	Quality Management in Hospitals	S.K. Joshi	Jaypee Brothers Medical Publishers	New-Delhi
5	Hospital Information Systems	Kelkar S.A.	Cloudtail India	
7	Financial Services and Markets	Dr. S.Gurusamy	Thomson	Delhi

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TY BBA Semester VI (CBCS) Pattern 2019
Course Title: Agricultural Export
Course Code DSE E605 ABM
Credit – 3+1 = 4

Depth of the Course: Basics and Overall Perspective of Agriculture Export

Course Objectives:

1. To introduce the concept of Agriculture Export
2. To develop practical insight in enhancing business Processes of Agriculture Export and international markets.
3. To expose students to a systematic framework of international markets and institutional infrastructure.
4. To enhance agriculture export skills in students

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Introduction	1.1 -Introduction to agriculture 1.2 -forms of agriculture production 1.3 -need for import and export 1.4 -analysis of marketable surplus and marketed surplus 1.5 -analysis of import and export 1.6 -statistics of agricultural products in India	Purpose:- - To learn various forms of agricultural exports. - Better understanding of agricultural products of India. Skills to be developed:- - Developing Conceptual and Analytical ability related to agricultural exports - Innovation & creativity.

2	Introduction to world agricultural trade	<p>2.1 Overview of world agricultural trade</p> <p>2.2 Issues impacting international agricultural trade</p> <p>2.3 Agricultural policy</p> <p>2.4 Technology advancement on agricultural products</p>	<p>Purpose:-</p> <ul style="list-style-type: none"> -To understand global agricultural trade -To understand agricultural policy related to exports -To understand recent trends and technologies in agricultural products <p>Skills to be developed:-Positive approach towards agricultural exports, Identifying opportunities foreign markets by agricultural exports</p>
3	Market Identification	<p>3.1 Identifying foreign markets for agriculture export</p> <p>3.2 marketing plan for exports</p> <p>3.3 export documents and procedure</p> <p>3.4 terms of payment and export finance legal dimensions</p>	<p>Purpose:-</p> <ul style="list-style-type: none"> - To better understand foreign markets. - To gain practical knowledge of marketing in foreign markets. <p>Skills to be developed:- Professional Marketing capabilities about foreign markets.</p>
4	Institutional infrastructure	<p>4.1 Institutional infrastructure for export promotion in India</p> <p>4.2 export assistance</p> <p>4.3 State trading in imports and exports</p> <p>4.4 working of the State trading organisations in India</p>	<p>Purpose:-</p> <ul style="list-style-type: none"> -To get an understanding of Institutional infrastructure for export promotion in India. - To gain knowledge of trading in imports and exports in the agriculture sector. <p>Skills to be developed:- Enhancement of working knowledge Institutions for export promotion in India</p>

Teaching Methodology

Teaching Hours Theory + Tutorials /Project Practical	Innovative Methods to be used	Project for 1 credit	Expected outcome
Unit 1- 12 hours	YouTube Videos about agricultural production practices in India for better understanding. Interactive Sessions followed by feedback.	Preparing small reports on field visit experience as assigned by subject faculty	Learning will be more practical based on theory, thereby aid students in better understanding.
Unit 2- 12 hours	Field Visits to various agriculture export-oriented organisations to gain practical knowledge.	Asking students to make a report on any of the agricultural export-oriented organisations guided by the instructor.	Development of interest in agricultural export-oriented organisations and implementation of various concepts in practice.
Unit 3- 12 hours	Use of PPT and preparation of PPT based on fieldwork for agricultural export-oriented Industry.	Assigning students with tasks to identify the right international markets for given agricultural products.	Ability to find a relevant market for given agricultural products.

Unit 4 - 12 hours	Arranging Sessions of experts from government organisations/institutions supporting the export of agricultural products.	Maintaining a record of every session by the students for evaluation by the teachers	Awareness of various government institutions supporting the export of agricultural products.
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Subject: Agriculture Export (605)	Internal Evaluation	External Evaluation	Suggested Add on course
Unit – I	Methodologies like assignment, presentation, GD etc. as decided by college authorities(30 marks)	50 marks Paper	EXIM A-Z: A wholesome Approach to Exports, Imports Business
Unit – II	Class tests, PPT		Flower Exports Management
Unit – III	Case studies and Notes preparation		Cold chain logistics in Export business
Unit – IV	Field visit report for 20 marks		Program in Export-Import Management by Exim
Total	30+20=50 marks	50 marks	

Evaluation: -Internal (30+20=50)/ External – 50 Marks

Suggested References:-

Sr.No	Title Of the Book	Author/s	Publication	Place
1.	Agricultural Geography	S. S. Dhillon	Tata McGraw-Hill	Delhi
2.	Export Potential of Indian Agriculture	Jagdish Prasad	Mittal Publications	Delhi
3.	Agriculture Marketing	Sawalia Bihari Verma	Scientific Publisher	Delhi

4.	Export Promotion in India: The Institutional Infrastructure	S. Bhashyam	Commonwealth Publishers	Delhi
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Question paper Pattern 2019 for TY BBA
University Examination Sub: Agricultural Export
Course Code DSE E 605

Q.No.	Compulsory / Choice	Nature of Question	Marks	Total Marks
1	Compulsory Question	Objective Type Questions Multiple Choice Questions	5	10 Marks
		Match the Pairs	5	
2	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
3	Solve any 1 out of 2	Long Answer Question	1*10 Marks	10 Marks
4	Solve any 4 out of 6	Short Notes	4*5 Marks	20 Marks
	Total			50 Marks

Savitribai Phule Pune University
TY BBA Semester VI (CBCS) Pattern 2019
Course Title: Tourism Development in Rural India + Project
Course Code DSE E606
Credit – 2+4=6

Depth of the Course: Understanding Core Aspects of Tourism Development in Rural India.

Course Objectives:

1. To Understand the concept of Rural Tourism
- 2 To understand the significance and need of Rural Tourism in India
- 3 To know Tourism Resource in rural areas
- 4 To Understand the role of rural tourism in the Indian Economy & Rural Development
- 5 To highlight Sustainable Tourism- Its role in rural areas.

Unit No.	Unit Title	Contents	Purpose & Skills to be developed
1	Introduction to the concept of Rural Tourism	1.1 Definitions, Need, Scope and characteristics of Rural Tourism 1.2 Types and forms of Rural Tourism Rural Territory- It's Potential as a Tourism Product 1.3 The village as a primary tourism product- Showcasing rural life, art, culture and heritage 1.4 Rural Tourism- Indian context	Purpose :- -Learning & understanding the concept of Rural Tourism -Understanding and acquiring knowledge of village as a primary tourism product Skills to be developed:- -Widening scope concerning Rural Tourism in India - Management Skills such as facing challenges, Risk etc.
2	Role of Tourism in	2.1 Importance and Benefits of Rural	Purpose:-

	Economic and Rural Development	<p>Tourism</p> <p>2.2 Costs associated with Rural Tourism Impact of Rural Tourism on the rural community</p> <p>2.3 Rural tourism – Rural and Economic Development of India</p> <p>2.4 Challenges and issues of Rural Tourism in India.</p>	<p>- Understanding the significance of Rural Tourism.</p> <p>-Understanding the challenges faced by Rural Tourism in India.</p> <p>- Availing opportunities available in Rural Tourism in India.</p> <p>Skills to be developed:-</p> <p>-Adaptability to New /Recent trends and Flexibility.</p>
3	Rural Tourism Business Plan	<p>3.1 Feasibility and Execution, Infrastructure,</p> <p>3.2 Marketing and Financial Assistance requisites</p> <p>3.3 The intervention of Professional Agencies - Linkages for development of Rural Tourism in India.</p>	<p>Purpose:-</p> <p>-To gain practical knowledge about framing business plan w.r.t. Rural Tourism.</p> <p>- To gain practical know-how.</p> <p>Skills to be developed:-</p> <p>- Development of Practicality.</p>
4	Recent Trends in Rural Tourism in India	<p>4.1 Sustainable Tourism, Agro Tourism,</p> <p>4.2 Inspirational Tourism</p> <p>4.3 Technology and Innovation-Changing concept of rural tourism</p> <p>4.4 Recent tourism initiatives are taken by Government in India</p> <p>4.5 Tourism projects in India</p> <p>Case Study on rural tourism in India</p>	<p>Purpose:-</p> <p>- Highlighting recent trends in Rural Tourism.</p> <p>- Learning various challenges and problems of rural tourism through the case study.</p> <p>Skills to be developed:-</p> <p>-Analytical ability through Case study analysis.</p>

Teaching Methodology

Teaching Hours Theory + Tutorials /Project Practical	Innovative Methods to be used	Internship Project Report for 4credit(50 Marks)	Expected outcome
Unit 1- 12 hours	Interactive Sessions followed by feedback, E-content reference, Group Discussion for idea generation and sharing	Gathering information on Rural Tourism in Indian, Initiatives taken by Indian Government and Projects of Rural Tourism in India.	Learning will be more practical based, thereby helping students in better understanding of core aspects.
Unit 2- 12 hours	Visits to Tours and Travel agency to gain practical knowledge of Rural tours organised by them and several aspects concerning it and getting consumer feedback.	Preparing report based on a visit in consultation with a subject expert and covering core aspects of Rural tours.	Development of interest in Rural Tourism and highlighting its essential aspects concerning practical implementation.
Unit 3- 12 hours	Use of PPT Use of Microsoft Word and Excel for project preparation	Students are required to prepare a consolidated report including govt. Initiatives and Rural Tourism Projects and appear for viva-voce.	Ability to collect relevant data and its analysis and interpretation.
Unit 4 - 12 hours	Arranging Sessions of experts from the Tourism Industry (Guest lecture series) for availing experience-based knowledge. Case Study on Rural Tourism	Maintaining a record of all the students for evaluation.	Awareness of actual scenario w.r.t. Rural Tourism and its management.

Evaluation :- Internal 50/ External 50

Subject: Service Management (606)	Internal Evaluation Credit 4	External Evaluation Credit 2
Unit – I	Project Report and Viva-Voce (50 marks)	50 marks Paper (Based on Theory)
Unit – II		
Unit – III	-Internship based project report.	25% MCQ 35% Short notes 40% Long answer
Unit – IV		
Total =6	50 Marks	50 Marks

Suggested References:-

Sr.No.	Title Of the Book	Author/s	Publication	Place
1.	Marketing Rural Tourism: Experience and Enterprise	Gunjan Saxena	Edward Elgar Publishing Ltd	India
2.	Tourism in India	Bhatia.T. K.	CABI	Amazon
3.	Rural Tourism And Enterprise 2017	P Robinson, A Oriade	CABI	Amazon
4.	Rural Tourism and Sustainable Business	Derek R Hall , Irene Kirkpatrick, and Morag Mitchell	Channel View Publications	Amazon

Note.

Faculty members are requested to refer to project and internship manual for better execution of the course .Teaching methodology may be modified as per the requirements of students and available resources.

