



**TILAK MAHARASHTRA VIDYAPEETH
DEPARTMENT OF MANAGEMENT**

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

SYLLABUS

For

IIIrd Year

(According TO NEP2020)

(Applicable from 2024)

SEMESTER- V

TILAK MAHARASHTRA VIDYAPEETH DEPARTMENT OF MANAGEMENT



NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

YEAR of Introduction : 2024

PROGRAM CODE	071		
YEAR	IIIrd Year		
SEMESTER	V		
NAME OF COURSE	Management Information System		
CATEGORY	Core		
COURSE CODE	BBA24-511		
PAPER NO	1		
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40	
CREDITS – MARKS	Total: 100	Credits: 4	Passing: 40%
	Theory : Yes	Practical : No	
TEACHING HOURS	Theory: 60	Practical:	

INTRODUCTION:

Management Information Systems (MIS) plays a crucial role in the management and functioning of organisations in the current era of digital technology. The objective of this course is to equip students with a thorough comprehension of how information systems are utilised to oversee business operations, facilitate decision-making, and attain a competitive edge. Students will investigate the function of Management Information Systems (MIS) in organisations, acquire knowledge about the many categories of information systems, and comprehend the influence of these systems on business processes and strategies.

COURSE OBJECTIVE:

1. Equip students with the knowledge and skills to effectively manage and utilize information systems within an organization.
2. Cover fundamental concepts of Management Information Systems (MIS).
3. Explore the development and implementation of information systems.
4. Demonstrate the strategic use of information technology to enhance business performance.
5. Provide insights into current trends and issues in the field of MIS.
6. Discuss data management practices.

COURSE OUTCOMES:

Upon successful completion of this course, students will be able to:

CO1. Define Management Information Systems (MIS) and differentiate between data and information & explain the relationship between information and management.

CO2. Utilize Information for Effective Decision Making

CO3. Apply Systems Theory to MIS

CO4. Analyze Various Information Systems in Organizations

CO5. Distinguish Between Information, Knowledge, and Wisdom

CO6. Implement Decision Support Systems (DSS) and E-Learning Solutions

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to MIS <ul style="list-style-type: none">• Definition of MIS• Distinction between Data and Information• Information and Management	5	5	NA	5	8
2	Information and Decisions <ul style="list-style-type: none">• Types and Sources of Information• Attributes of Information• Types of Decisions (Idealistic vs. Realistic)• Models of Decision Making• Tools for Decision Making	10	10	NA	6	10
3	Systems Theory <ul style="list-style-type: none">• Definition of System• Characteristics of Systems• Types of Systems• Negative Feedback and Entropy	10	10	NA	6	8

4	Information Systems in Organisations <ul style="list-style-type: none"> • Overview of Various Information Systems • ERP Systems • SCM Systems • CRM Systems • Business Intelligence 	10	10	NA	6	8
5	Information and Knowledge <ul style="list-style-type: none"> • Distinction between Information, Knowledge and Wisdom • Introduction to Knowledge Management 103 • Types of Knowledge • The Spiral of Knowledge Creation • Tools for Knowledge Conversion from tacit to explicit form. • Examples of Knowledge Management Practices 	9	9	NA	6	8
6	Decision Support Systems <ul style="list-style-type: none"> • Definitions of DSS • Structure of DSS • Applications of DSS 	10	10	NA	6	10
7	Role of MIS in Organisational Learning <ul style="list-style-type: none"> • Introduction to E-learning • Learning Management • Learning Content Management Systems 	6	6	NA	5	8
Total Hours		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Management information systems	Davis, Gordon B. & Olson, Margrethe H.	Tata McGraw -hill Publishing Company Ltd
Management Information Systems for the Information Age	Stephen Haag, Maeve Cummings	McGraw-Hill Education
Essentials of Management Information Systems	Kenneth C. Laudon, Jane P. Laudon	Pearson
Management Information Systems	Dr. Milind M. Oka	Everest Publishing House

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DEPARTMENT OF MANAGEMENT**



NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

YEAR of Introduction: 2024

PROGRAM CODE	071	
YEAR	IIIrd Year	
SEMESTER	V	
NAME OF COURSE	Research Methodology	
CATEGORY	Core	
COURSE CODE	BBA24-512	
PAPER NO	2	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical:

INTRODUCTION:

This course provides an in-depth understanding of the various research methodologies used in social sciences, natural sciences, and humanities. It aims to equip students with the necessary skills to design, conduct, and analyze research. Emphasis is placed on both qualitative and quantitative research methods, ethical considerations, data collection, and data analysis techniques.

COURSE OBJECTIVES:

- To expose students to the areas of commercial and business research activities.
- To develop an understanding of the right approach of Research Methodology and its role in Business.
- To provide the students with basic understanding of research process and tools for the same.
- To provide an understanding of the tools and techniques necessary for research and report writing.
- To learn the Techniques of writing & presenting Reports.

COURSE OUTCOME:

CO1. Define and understand the key concepts, characteristics, objectives, and importance of research, along with the essential qualities of researchers.

CO2. Analyze social research types, approaches, and their relevance in the social sciences.

CO3. Identify and apply the steps of the research process, including problem formulation, data collection, hypothesis testing, and report writing.

CO4. Develop research problems, designs, and hypotheses, understanding their sources, qualities, and challenges.

CO5. Collect primary and secondary data using various methods and apply appropriate measurement techniques, including scaling, coding, and tabulation.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction To Research – Meaning ,Definition Characteristics of Resaerch Objectives of Resaerch Importance of Resaerch Essential Qualities of Research Essential Qualities of Researcher	6	6	0	4	6
2	Social Research – Basic Types of Research Definition of Social Research Importance of Social Research Approaches to Social Research Types of Research in Social Sciences Relevance of Social Research	8	8	0	5	8

3	<p>Research Process</p> <p>Introduction</p> <p>Various steps in Research Process</p> <p>Finding Problem</p> <p>Detecting Problem Area</p> <p>Fixing Data collection area & method</p> <p>Hypothesis</p> <p>Testing</p> <p>Analysis of data</p> <p>Tabulation</p> <p>Report Writing</p> <p>Report Presentation</p>	10	10	0	6	10
4	<p>Problem Formulation</p> <p>Introduction</p> <p>Sources of Problems</p> <p>Research Design</p> <p>Importance of Research Design</p> <p>Basic Elements of Research Design</p>	8	8	0	4	8
5	<p>Hypothesis</p> <p>Meaning & Definition</p> <p>Sources of Hypothesis</p> <p>Types of Hypothesis</p> <p>Qualities of Hypothesis</p> <p>Difficulties in formulation of Hypothesis</p>	8	8	0	6	8
6	<p>Data Collection –</p> <p>Primary Data</p> <p>Types of methods to collect data</p> <p>Questionnaire Method</p> <p>Types of Questions</p> <p>Interview Method</p> <p>Case Study Method</p> <p>Advantages & Limitations</p> <p>Secondary Data – collection methods</p> <p>Internal Sources</p> <p>External Sources</p>	9	9	0	5	10

7	Scaling & Measurements & processing of data How to measure? Levels of Measurement Scales – Likert Scale ,Graphic Rating scale ,Employee satisfaction scale Coding of data Tabulation of data	6	6	0	5	6
8	Report Writing – Planning and Organization of Research Report Steps in Report	5	5	0	5	8
Total Hours		60	60		40	60

Recommended Books:

Title	Author	Publisher
Research methodology in management	Arya, P. P.	Deep &Deep Publication (P) Ltd
Research methodology	Kothari, C.R.	New Age International (P) Limited, Publishers
Research methodology	Majhi, Priti R.	Himalaya Publishing House
Research methodology in management	Michael, V. P.	Himalaya Publishing House

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NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

YEAR of Introduction : 2024

PROGRAM CODE	071		
YEAR	IIIrd Year		
SEMESTER	V		
NAME OF COURSE	Production and Operations Management		
CATEGORY	Core		
COURSE CODE	BBA24-513		
PAPER NO	3		
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40	
CREDITS – MARKS	Total: 100	Credits: 4	Passing: 40%
	Theory : Yes	Practical : No	
TEACHING HOURS	Theory: 60	Practical:	

INTRODUCTION:

Production and Operations Management focuses on the efficient management of the processes that produce and distribute goods and services. This course introduces students to the essential concepts and practices in managing production and operations, with an emphasis on decision-making, resource optimization, quality control, and supply chain management. Understanding POM is crucial for managers who aim to enhance productivity, improve quality, and achieve cost-effectiveness in organizations.

COURSE OBJECTIVE:

COURSE OUTCOMES:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
1	Introduction to Production and Operations Management Concept of Production and Operations Management,	10	10	0	6	9

	Definition of Operations Management, Evolution of Operations Management, Nature and Scope of Production and Operations Management					
2	Plant Location Concept of Plant location, Factors affecting plant location, location analysis, Capacity planning, Importance of capacity planning, principles of capacity planning	10	10	0	6	9
3	Plant Layout Definition of plant layout, Objectives of plant layout, Principles of plant layout, factors influencing plant layout, Types of plant layout – Product layout, Process layout, Fixed position layout, Hybrid layout	10	10	0	6	9
4	Material Handling Concept of material handling, objectives of material handling, General principles of material handling, material handling equipment's – cranes, conveyors, industrial trucks, elevators and lifts	10	10	0	6	9
5	Materials and Maintenance Management Concept of materials management, materials planning, inventory control, stores management, Material Requirement Planning(MRP), Concept of Maintenance management, types of	10	10	0	6	9

	maintenance					
6	Recent trends in Production and Operations Management Total quality management, lean production, logistics and supply chain management, Concept of Just-in-Time, Kaizen, Quality circles	10	10	0	10	15
Total Hours		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Production and Operations Management	Panneerselvam	PHI
Production and Operations Management	Ajay K. Garg	TMH
Operations Management: Theory and Practice	B. Mahadevan	Pearson
Production and Operations Management	K. Aswathappa, Shridhar Bhatt	Himalaya Publishing House

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NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

YEAR of Introduction : 2024

PROGRAM CODE	071		
YEAR	IIIrd Year		
SEMESTER	V		
NAME OF COURSE	Services Marketing		
CATEGORY	Discipline Specific Elective (DSE)		
COURSE CODE	BBA24-514-MKTG		
PAPER NO	4		
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40	
CREDITS – MARKS	Total: 100	Credits: 4	Passing: 40%
	Theory : Yes	Practical : No	
TEACHING HOURS	Theory: 60	Practical:	

INTRODUCTION:

India's service industry, which is the most dynamic and fast-growing sectors of its economy, contributing significantly to the country's GDP, has surpassed agriculture and manufacturing as the largest driver of economic growth, with both domestic demand and global opportunities propelling its expansion. India has positioned itself as a global leader in key service sectors, including IT, healthcare, education, and tourism. Therefore it is prudent that students study services marketing due to the rapidly evolving nature of the service industry in India and its significant role in the country's economy. The course "Introduction to Services" provides an in-depth examination of the service industry, which is becoming increasingly essential in the contemporary economy. This course shall familiarize students with the essential ideas of services, encompassing its definition, features, and their unique distinctions from products.

COURSE OBJECTIVES:

- To introduce the fundamental concepts, definitions, and characteristics of services.
- To analyze the growing importance of services in the global and national economy.
- To explore the difference between goods and services and understand the unique challenges in marketing services.
- To provide a deep understanding of the Service Marketing Mix and its extended components.
- To examine the significance of service quality and models that help manage and improve service delivery.

COURSE OUTCOMES:

On completion of this course the students will be able to :

CO1: Understand the fundamental concepts of services marketing.

CO2: Analyze the unique characteristics of services and differentiate between goods and services.

CO3: Apply the concepts of product, price, place, and promotion to services marketing contexts.

CO4: Evaluate the importance of people, physical evidence, and process through Extended Marketing Mix.

CO5: Assess the significance of service quality.

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching - learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end- sem)
Unit 1	Introduction to Services: Meaning and Definition of Services, Growing Importance of Services,	10	10	0	6	9
Unit 2	Characteristics of Services: 4-I and 1-O, Goods Vs Services	10	10	0	6	9
Unit 3	Service Marketing Mix: Product, Price, Place, Promotion, Challenges in Marketing of services	10	10	0	6	9
Unit 4	Extended Service Marketing Mix: PEOPLE, PHYSICAL EVIDENCE, PROCESS	10	10	0	6	9
Unit 5	Managing Service Quality: Significance of services quality, Service quality Gap Model, Gringos Model of service quality (Internal marketing, external marketing and Interactive marketing).	10	10	0	6	9
Unit 6	Case Studies	10	10	0	10	15

Total	60	60	0	40	60
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Recommended Books:

Title of Book	Author	Publisher
Service marketing-The Indian Context	R. Shrinivasan	PHI Learning
Services Marketing	Govind Apte	Oxford Press, 2011K
Services marketing	S.M.Jha	Himalaya Publishing House
Services marketing	ICFAI center for management research	ICFAI University Press

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NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

YEAR of Introduction : 2024

PROGRAM CODE	071	
YEAR	IIIrd Year	
SEMESTER	III	
NAME OF COURSE	Financial Services	
CATEGORY	Discipline Specific Elective (DSE)	
COURSE CODE	BBA24-514-FM	
PAPER NO	4	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical:

INTRODUCTION:

The financial services industry forms the backbone of economic growth by enabling efficient resource allocation, risk management, and financial intermediation. This course provides an in-depth understanding of the diverse range of financial services, their evolution, and their crucial role in fostering economic development. From traditional banking and insurance to contemporary trends like FinTech and digital payments, the curriculum is designed to offer comprehensive insights into the structure, functioning, and regulatory environment of financial services in India and globally.

COURSE OBJECTIVE:

- Provide a foundational understanding of financial services, their scope, and evolution in India.
- Examine the roles and contributions of banks, NBFCs, insurance, and investment services to economic growth.
- Familiarize students with regulatory frameworks and emerging trends like FinTech, blockchain, and digital payment systems.

COURSE OUTCOMES:

Upon successful completion of this course, students will be able to:

CO1. Define and explain the scope, nature, and types of financial services and their role in economic development.

CO2. Analyze the structure, functioning, and services provided by banks and NBFCs, including recent trends in their operations.

CO3. Describe the fundamentals of insurance services, their risk management role, and the regulatory framework in India.

CO4. Evaluate various investment avenues, mutual fund structures, and the regulatory aspects influencing investment services.

CO5. Assess the impact of emerging trends like FinTech, blockchain, and digital payments on the financial services industry.

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching - learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end- sem)
Unit 1	Introduction to Financial Services: 1.1 Definition and Scope of Financial Services 1.2 Evolution of Financial Services in India 1.3 Role of Financial Services in Economic Development 1.4 Types of Financial Services: Banking, Insurance, Mutual Funds, etc.	10	10	0	6	9
Unit 2	Banking and Non-Banking Financial Companies (NBFCs) 2.1 Structure and Functioning of Banks 2.2 Services Provided by Banks 2.3 Role of NBFCs in Financial Markets 2.4 Comparison between Banks and NBFCs 2.5 Recent Trends in Banking and NBFCs	10	10	0	6	9
Unit 3	Insurance Services 3.1 Basics of Insurance: Life and General Insurance	10	10	0	6	9

	3.2 Insurance Products and their Features 3.3 Role of Insurance in Risk Management 3.4 Regulatory Framework of Insurance Services in India (IRDAI) 3.5 Trends in the Insurance Sector					
Unit 4	Investment Services and Mutual Funds 4.1 Overview of Investment Services 4.2 Types of Investments: Stocks, Bonds, Real Estate, etc. 4.3 Mutual Funds: Types, Structure, and Benefits 4.4 Role of AMCs (Asset Management Companies) 4.5 Regulatory Aspects of Investment Services (SEBI Guidelines)	10	10	0	6	9
Unit 5	Emerging Trends in Financial Services 5.1 FinTech and its Impact on Financial Services 5.2 Digital Payments and E-Wallets 5.3 Crowd funding and Peer-to-Peer Lending 5.4 Blockchain and Cryptocurrency 5.5 Regulatory Challenges and Innovations in Financial Services	10	10	0	6	9
Unit 6	Case Studies	10	10	0	10	15
Total		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Mastering Fintech	Prof. Arvind Singh Rajpurohit, Prof. Neeraj S. Bakshi, Dr. Manisha Raghunath Shedge, Dr. Avinash Prabhakar Bhavsar	JSR Publication
Financial Services	M.Y. Khan	McGraw Hill Education (India) Private Limited
Management of Financial Services	V.K. Bhalla	Anmol Publications Pvt Ltd
Indian Financial System	Bharti Pathak	Pearson Education India
Financial Markets and Institutions	Frederic S. Mishkin, Stanley G. Eakins	Pearson Education

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NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

YEAR of Introduction : 2024

PROGRAM CODE	071		
YEAR	IIIrd Year		
SEMESTER	III		
NAME OF COURSE	Industrial Relations		
CATEGORY	Discipline Specific Elective (DSE)		
COURSE CODE	BBA24-514-HRM		
PAPER NO	4		
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40	
CREDITS – MARKS	Total: 100	Credits: 4	Passing: 40%
	Theory : Yes	Practical : No	
TEACHING HOURS	Theory: 60	Practical:	

INTRODUCTION:

Studying Industrial Relations is crucial as it equips managers with a deep understanding of the dynamics between employers, employees, trade unions, and government bodies. This knowledge is essential for fostering harmonious workplace relationships, ensuring compliance with labor laws, and effectively managing conflicts. The course discusses the historical development of IR in India, the legal frameworks governing labor relations, and the practical mechanisms for resolving industrial disputes. Additionally, it examines the evolving trends in IR, providing students with the tools to analyze real-world case studies and develop strategic solutions to workplace challenges.

COURSE OBJECTIVES:

- To provide a comprehensive understanding of the definition, scope, and objectives of Industrial Relations.
- To highlight the significance of IR in maintaining a harmonious organizational environment.
- To familiarize students with the legal framework governing labor relations in India, including key labor laws and their practical applications.
- To equip students with strategies for effective conflict prevention, resolution, and dispute management in industrial settings.

COURSE OUTCOMES:

By the end of this course, students will be able to:

CO1. Define and explain the scope and objectives of Industrial Relations.

CO2. Articulate the importance of IR in fostering organizational harmony and productivity.

CO3. Identify and analyze the roles of employers, employees, trade unions, and the government in shaping IR.

CO4. Demonstrate knowledge of key labor laws in India and their practical implications in the workplace.

CO5. Develop and apply strategies for managing industrial conflicts and disputes using effective resolution mechanisms.

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching - learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-semester)
Unit 1	Introduction to Industrial Relations <ul style="list-style-type: none"> • Definition, Scope, and Objectives • Importance of IR in organizations • Historical development of Industrial Relations in India 	10	10	0	6	9
Unit 2	Key Stakeholders in Industrial Relations <ul style="list-style-type: none"> • Role of employers, employees, and trade unions • Government and its influence on IR • Employer-employee relationships and collective bargaining 	10	10	0	6	9
Unit 3	Factories Act 1948	10	10	0	6	9
Unit 4	Employment Standards: Working Hours, Leaves & Holidays, LayOffs and					

	Dismissals.					
Unit 5	Conflict Resolution and Dispute Management <ul style="list-style-type: none"> • Types of industrial conflicts • Strategies for conflict prevention and resolution • Collective Bargaining • Dispute settlement mechanisms (conciliation, arbitration, adjudication) 	10	10	0	6	9
Unit 6	Emerging Trends in Industrial Relations	10	10	0	6	9
Unit 7	Case Studies	10	10	0	10	15
Total		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Dynamics of industrial relations	Mamoria, C.B.	Himalaya Publishing House
Labour laws & industrial relations	Ramtirthkar, R. R.	Himalaya Publishing House
Essentials of human resource management and industrial relations	Rao, Subba P.	Himalaya Publishing House

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NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

YEAR of Introduction : 2024

PROGRAM CODE	071	
YEAR	IIIrd Year	
SEMESTER	III	
NAME OF COURSE	Brand Management	
CATEGORY	Discipline Specific Elective (DSE)	
COURSE CODE	BBA24-515-MKTG	
PAPER NO	5	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical:

course aims to:

1. Provide a comprehensive understanding of the fundamental concepts and significance of branding.
2. Explore various types of brands and their advantages and disadvantages in the marketplace.
3. Introduce key branding concepts such as brand hierarchy, personality, identity, and positioning.
4. Examine strategic approaches to brand development, extension, and management.
5. Highlight the importance of brand loyalty, equity, and their impact on customer retention and business growth.

COURSE OUTCOMES:

By the end of the course, learners will be able to:

CO1. Explain the meaning, definition, and significance of branding, along with the advantages and disadvantages of various types of brands.

CO2. Analyze key branding concepts, including brand hierarchy, brand personality, brand image, identity, and positioning, to understand their role in building a brand.

CO3. Understand different branding strategies and the steps involved in brand development, including brand extension and ethical considerations in branding.

CO4. Assess factors influencing brand loyalty and equity, and identify methods for building and maintaining customer loyalty.

CO5. Apply techniques for managing brand performance and conducting brand evaluations to ensure sustained brand relevance and success.

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching - learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end- sem)
Unit 1	Meaning, Definition and Significance of Branding; Types of Brands, Advantages and Disadvantages of Branding.	10	10	0	6	9
Unit 2	Concepts in Branding: Brand Hierarchy, Brand personality, Brand Image, Brand Identity, Brand Positioning.	10	10	0	6	9
Unit 3	Brand Strategies: Concept and types of branding strategies. Steps in brand development, Brand Extension, Ethics in Branding.	10	10	0	6	9
Unit 4	Brand loyalty and Brand Equity: Concept, Factors affecting brand loyalty; Benefits of brand loyalty- Types of Customer Brand Loyalty; Building brand loyalty - Brand Positioning and Brand Associations.	10	10	0	6	9
Unit 5	Managing Brand: Brand Performance, Evaluation of Brands.	10	10	0	6	9
Unit 6	Case Studies	10	10	0	10	15
Total		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Brand management	Sharma, Jaya	Essential Books
Brand management	Gupta, S. L.	Himalaya Publishing House
Brand Positioning	Subroto Sen Gupta	Tata McGraw-Hill
Future of branding	Srivastava, Rajendra (Ed.)	Sage Publication India Pvt. Ltd
Creating Powerful Brands	McDonald Malcolm and De Chernatony L	Amazon.Co.UK

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NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

YEAR of Introduction : 2024

PROGRAM CODE	071	
YEAR	IIIrd Year	
SEMESTER	III	
NAME OF COURSE	Financial Management	
CATEGORY	Discipline Specific Elective (DSE)	
COURSE CODE	BBA24-515-FM	
PAPER NO	5	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical:

INTRODUCTION:

Business Finance is the lifeblood of any organization, crucial for its growth, sustainability, and success. This course explores the foundational principles, concepts, and techniques of financial management, emphasizing its role in strategic decision-making. From understanding financial statements to managing working capital, capital structure, and investment decisions, the course equips students with analytical tools and frameworks essential for sound financial planning and control in dynamic business environments.

COURSE OBJECTIVE:

- To introduce the foundational concepts of financial management, including its objectives, modern approaches, and integration with other business disciplines.
- To develop analytical skills for financial statement analysis using various techniques such as ratio analysis, cash flow statements, and trend analysis.
- To explore the principles of working capital management, capital structure, cost of capital, and leverage to enhance financial decision-making.
- To equip students with capital budgeting tools and techniques for evaluating investment opportunities and understanding the time value

COURSE OUTCOMES:

CO1. Explain the core concepts of financial management, including its objectives and modern approaches such as investment, financing, and dividend policy decisions.

CO2. Analyze and interpret financial statements using techniques like ratio analysis, trend analysis, and cash/funds flow statements for informed decision-making.

CO3. Evaluate working capital requirements, identify influencing factors, and recommend strategies for effective short-term financial management.

CO4. Assess capital structure decisions, compute the cost of capital, and analyze the impact of leverage on financial performance.

CO5. Apply traditional and modern capital budgeting tools, such as ARR, NPV, and IRR, to evaluate and make sound investment decisions.

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching - learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
Unit 1	<ul style="list-style-type: none"> • Business Finance: • Introduction to Business Finance, Meaning and Definition of Financial Management. • Objectives of Financial Management-(Profit Maximization and Wealth Maximization). • Modern Approach to Financial Management-(Investment Decision, Financing Decision, Dividend Policy Decision). • Finance and its relation with other disciplines, Functions of Finance Manager 	10	10	0	6	9
Unit 2	<p>Techniques of Financial Statement Analysis:</p> <ul style="list-style-type: none"> • Introduction, Objectives of financial statement analysis. • Various techniques of analysis viz Common Size Statements, Comparative 	10	10	0	6	9

	Statements, Trend Analysis, Ratio Analysis, Funds Flow Statement & Cash Flow Statement					
Unit 3	Working Capital Management: <ul style="list-style-type: none"> • Meaning of Working Capital, its components & types. • Operating Cycle, factors affecting working capital. • Estimation of working capital requirement. (Total Cost Method & Cash Cost Method) 	10	10	0	6	9
Unit 4	Capital Structure: <ul style="list-style-type: none"> • Meaning and Factors affecting Capital Structure. • Different sources of finance. • Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), • Trading on Equity • Concept of Leverages and its types. 	10	10	0	6	9
Unit 5	Capital Budgeting: <ul style="list-style-type: none"> • Meaning, Definition of Capital Budgeting, Time value of money. • Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR 	10	10	0	6	9
Unit 6	Case Studies	10	10	0	10	15
Total		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Financial Management	Vechalekar N.M.	Nirali Prakashan
Financial Management	Reddy, G. Sudarsana	Himalaya Publishing House
Advanced Financial Management	N.M.Vechalekar	Nirali Prakashan
Advanced Financial Management	Narendra Singh	Himalaya Publishing House
Financial Management	Pandey I. M.	Vikas Publishing House Pvt. Ltd.

TILAK MAHARASHTRA VIDYAPEETH DEPARTMENT OF MANAGEMENT



NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

YEAR of Introduction : 2024

PROGRAM CODE	071	
YEAR	IIIrd Year	
SEMESTER	III	
NAME OF COURSE	Compensation Management	
CATEGORY	Discipline Specific Elective (DSE)	
COURSE CODE	BBA24-515-HRM	
PAPER NO	5	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical:

INTRODUCTION:

Compensation Management is a critical component of human resource management, concentrating on the tactics and policies employed to establish employee remuneration. This course examines diverse strategies for administering pay, incentives, perks, and awards to enhance employee motivation and maintain organisational competitiveness. Comprehending pay management is essential for managers to efficiently attract, retain, and motivate people while adhering to legal and ethical norms.

COURSE OBJECTIVE:

- To introduce students to the fundamentals of compensation management.
- To understand the relationship between compensation and employee motivation, performance, and retention.
- To study various compensation structures, including salary and non-salary components.
- To explore the impact of legal and ethical issues in designing compensation plans.
- To develop the ability to create and manage compensation programs that align with organizational goals.

COURSE OUTCOMES:

Upon successful completion of this course, students will be able to:

CO1. Understand the principles and concepts of compensation management

CO2. Analyze and design compensation structures that are competitive and aligned with organizational strategies.

CO3. Evaluate various compensation models and practices used in organizations.

CO4. Apply legal and ethical considerations in compensation design that are bases for drafting compensation policies.

CO5. Develop compensation policies for different types of taking into account industry standards, legal constraints, and employee needs.

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching - learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end- sem)
Unit 1	Introduction to Compensation Management: <ul style="list-style-type: none"> • Definition, Importance, and Objectives of Compensation • Key Concepts: Direct vs. Indirect Compensation 	8	8	0	6	9
Unit 2	Compensation Structures: <ul style="list-style-type: none"> • Pay and Benefits Structures • Salary Surveys and Market Pricing • Internal Equity and External Competitiveness 	8	8	0	6	9
Unit 3	Incentive Systems and Employee Benefits: <ul style="list-style-type: none"> • Incentive Plans: Short-term and Long-term • Benefits: Health, Retirement, and Other Perks 	8	8	0	6	9
Unit 4	Legal and Ethical Issues in Compensation: <ul style="list-style-type: none"> • Labor Laws, 	8	8	0	6	9

	Minimum Wage, Equal Pay for Equal Work <ul style="list-style-type: none"> Ethical Considerations in Compensation 					
Unit 5	Compensation Strategy and Organizational Fit: <ul style="list-style-type: none"> Aligning Compensation with Organizational Goals Performance-linked Compensation and Motivation Job Evaluation and Pay-for-Performance 	8	8	0	6	9
Unit 6	Case Studies	5	5	0	10	15
Total		45	45	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Compensation Management	K. Aswathappa	Tata McGraw-Hill Education
Labour cost and compensation management	Rao, A.P.	Everest Publishing House
Compensation	Milkovich, George T.	Tata McGraw Hill Education Private Limited.

**TILAK MAHARASHTRA VIDYAPEETH
DEPARTMENT OF MANAGEMENT**



NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

YEAR of Introduction : 2024

PROGRAM CODE	071	
YEAR	IIIrd Year	
SEMESTER	III	
NAME OF COURSE	Indian Knowledge System (Discipline Specific)	
CATEGORY	IKS	
COURSE CODE	BBA24-516	
PAPER NO	6	
MARKING SCHEME	Continuous evaluation (INT): 50	
CREDITS – MARKS	Total: 50	Credits: 2 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 30	Practical: NA

INTRODUCTION:

The Indian Knowledge System (IKS) holds immense significance as it offers a rich and diverse body of wisdom developed over millennia, encompassing various disciplines such as philosophy, science, management, and governance. Studying the Indian Knowledge System (IKS) is essential for BBA students as it provides a deep understanding of ancient management principles and their practical applications in modern business. This course delves into the core teachings of Indian scriptures, such as the Vedas, Upanishads, Bhagavad Gita, and Ramayana, to explore key concepts like leadership, strategy, ethics, and governance. By analyzing these ancient philosophies, students can gain valuable insights into ethical decision-making, sustainable practices, and organizational behavior. The course encourages students to integrate these teachings with contemporary management challenges, fostering a holistic approach to leadership and organizational governance.

COURSE OBJECTIVES:

1. Understand the core principles of management embedded in ancient Indian texts and practices.
2. Explore the relevance of ancient Indian management philosophies in contemporary organizational practices.
3. Analyze case studies and teachings from ancient Indian scriptures for leadership, strategy, ethics, and governance.
4. Foster a holistic approach to decision-making by integrating ethical and sustainable practices.

COURSE OUTCOMES:

By the end of this course, students will:

CO1. Gain knowledge of ancient Indian management principles and their theoretical foundations.

CO2. Apply lessons from ancient Indian texts to contemporary management challenges.

CO3. Develop ethical and sustainable approaches to leadership and decision-making.

CO4. Cultivate a holistic perspective on organizational behavior and governance.

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-semester)
Unit 1	<p>Introduction to Ancient Indian Management</p> <p>1.1 Meaning and Significance of Ancient Indian Management</p> <p>1.2 Introduction of Vedas and Upanishads, Puranas (Bhagvatgeeta and Ramayana)</p> <p>1.4 Ethics in Management: Insights from the Bhagavad Gita and Ramayana.</p>	5	5	0		
Unit 2	<p>Leadership and Strategy</p> <p>2.1 Leadership Lessons from the Bhagavad Gita: Vision, Duty, and Emotional Intelligence.</p> <p>2.2 Leadership in medieval period of Indian History: Emperor Ashoka, Chhatrapati Shivaji Maharaj, Shrimant Bajirao Peshwa-I, Raja Chola-I, Rani Laxmibai, Ahilyabai Holkar, Tara Rani.</p>	5	5	0		NA
Unit 3	<p>Organizational Behavior and Team Management</p> <p>3.1 The Gurukul System: Knowledge Management and Mentorship</p> <p>3.2 Concept of Yajna (Sacrifice) and its Relevance to Teamwork.</p>	5	5	0		

Unit 4	Economic and Resource Management 4.1 Principles of Wealth Creation in Arthashastra 4.2 Trade and Commerce in Ancient India: Domestic and International (Indus Civilisation)	5	5	0		
Unit 5	Practical Applications and Case Studies 5.1 Case Study: Chanakya's Strategic Alliances and Diplomacy 5.2 Sustainability Practices in Ancient Indian Traditions 5.3 Group Activity: Comparing Ancient and Modern Management Practices	10	10	0		
Total		30	30	0	50	---

Recommended Books:

Title of Book	Author	Publisher
Chanakya's Arthashastra (English Translations)	Chanakya	Various publishers (multiple editions)
Leadership Lessons from Indian Epics	Devdutt Pattanaik	Penguin India
Research Papers and Articles on Ancient Indian Economic and Administrative Systems	Various Authors	Academic Journals/Research Publications

SEMESTER- VI

TILAK MAHARASHTRA VIDYAPEETH DEPARTMENT OF MANAGEMENT



NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

YEAR of Introduction : 2024

Programme Code	071	
YEAR	IIIrd Year	
SEMESTER	VI	
NAME OF COURSE	Strategic Management	
CATEGORY	Core	
COURSE CODE	BBA24-611	
PAPER NO	1	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical: 0

INTRODUCTION:

Strategic Management is a comprehensive subject that equips students with the knowledge and tools to formulate, implement, and evaluate business strategies. This course emphasizes the dynamic environment of business and the strategic decisions required to achieve competitive advantage and long-term organizational success. Students will explore core concepts, analytical frameworks, and practical applications of strategic thinking.

COURSE OBJECTIVES:

- To introduce students to the fundamentals of strategic management and its importance in business.
- To provide an understanding of the strategic decision-making process.
- To analyze internal and external environments impacting organizations.
- To explore tools and techniques for strategy formulation and implementation.

COURSE OUTCOMES:

By the end of the course, students will be able to:

- CO1. Explain the fundamental concepts and frameworks of strategic management.
- CO2. Conduct an in-depth analysis of internal and external business environments.
- CO3. Develop and evaluate strategic options for organizational growth.

CO4. Design implementation plans to achieve strategic objectives effectively.

CO5. Critically assess the impact of strategic decisions on organizational performance and sustainability.

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching - learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end- sem)
Unit 1	Introduction to Strategic Management: <ul style="list-style-type: none"> • Definition, Concept, and Importance of Strategic Management • Levels of Strategy: Corporate, Business, and Functional • Strategic Intent: Vision, Mission, Goals, and Objectives 	8	8	0	6	9
Unit 2	Environmental Scanning and Industry Analysis: <ul style="list-style-type: none"> • Internal and External Environment • SWOT Analysis • PESTLE Analysis • Porter's Five Forces Model • Competitor Analysis 	12	12	0	6	9
Unit 3	Types of Strategies & Implementation: <ul style="list-style-type: none"> • Corporate Level • Business level • Functional Level Strategy • Strategic Tools: BCG Matrix and GE-McKinsey Matrix 	12	12	0	6	9
Unit 4	Strategy Implementation <ul style="list-style-type: none"> • Steps in Strategy Implementation • Resource Allocation 	8	8	0	6	9

	<ul style="list-style-type: none"> Challenges in Strategic Implementation 					
Unit 5	Strategy Evaluation and Control: <ul style="list-style-type: none"> Key Performance Indicators (KPIs) Balanced Scorecard Strategic Control Techniques Challenges in Strategy Evaluation 	12	12		6	9
Unit 6	Case Studies	8	8	0	10	15
Total		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Strategic Management concepts	David, Fres R.	Pearson Education
Strategic Management	John A. Pearce	McGraw Hill Education (India) Private Limited
Strategic Management	Sandhya Singh	Vayu Education of india
Business policy and strategic management	Azhar Kazmi	Tata McGraw Hill Education Private Limited.

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NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

YEAR of Introduction : 2024

Programme Code	071	
YEAR	IIIrd Year	
SEMESTER	VI	
NAME OF COURSE	Entrepreneurship Development	
CATEGORY	Core	
COURSE CODE	BBA24-612	
PAPER NO	2	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical: 0

INTRODUCTION:

Entrepreneurship Development is a course that provides students with an introduction to the dynamic world of entrepreneurship. This course delves into the entrepreneurial process, from the conception of an idea to the establishment of profitable enterprises. It underscores the indispensable function of entrepreneurs in the realms of economic development, innovation, and problem-solving. Students will acquire a thorough comprehension of entrepreneurial practices and obstacles by means of practical applications, case studies, and theoretical concepts.

COURSE OBJECTIVE:

- Introduce students to the foundational concepts, history, and evolution of entrepreneurship.
- Develop the ability to identify, evaluate, and act on business opportunities.
- Equip students with the skills required to create and manage a business plan.
- Provide insights into funding options and financial management for startups.
- Enhance understanding of the legal, ethical, and managerial aspects of entrepreneurship.
- Foster creativity, innovation, and strategic thinking in addressing entrepreneurial challenges.

COURSE OUTCOMES:

By the end of the course, students will be able to:

CO1: Understand the characteristics, types of entrepreneurs, and their role in economic development.

CO2: Identify and evaluate business opportunities through creativity, market research, and feasibility analysis.

CO3: Develop comprehensive business plans and manage funding and financial aspects of a startup.

CO4: Demonstrate leadership and problem-solving skills to address entrepreneurial challenges and scale ventures effectively.

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching - learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end- sem)
Unit 1	Introduction to Entrepreneurship: Definition, Concept, and Evolution of Entrepreneurship Characteristics and Qualities of Successful Entrepreneurs Types of Entrepreneurs: Intrapreneurs, Social Entrepreneurs, and Tech Entrepreneurs Role of Entrepreneurship in Economic Development	8	8	0	6	9
Unit 2	Idea Generation and Opportunity Identification: Sources of Business Ideas Creativity and Innovation in Entrepreneurship Market Research and Feasibility Analysis Assessing Risks and Opportunities	12	12	0	6	9
Unit 3	Business Planning: Elements of a Business Plan Developing Vision, Mission, and Goals Marketing and Sales Strategies Financial Planning and Budgeting	12	12	0	6	9
Unit 4	Funding and Financial Management:	8	8	0	6	9

	Sources of Finance: Bootstrapping, Venture Capital, Angel Investors, and Bank Loans Government Schemes and Support for Entrepreneurs (with examples from India) Cash Flow Management Basics of Financial Statements					
Unit 5	Startup Management: Building and Leading Teams Managing Growth and Scaling Operations Legal and Ethical Aspects of Entrepreneurship Challenges and Failures in Startups: Lessons Learned	12	12		6	9
Unit 6	Case Studies and Practical Applications	8	8	0	10	15
Total		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Entrepreneurship Development	Desai, Vasant & Rai, Urmila	Himalaya Publishing House
Entrepreneurship Development	Baporikar, Neeta	Himalaya Publishing House
Entrepreneurship Development	Chaudhary, Neeraj	Wisdom Publications

TILAK MAHARASHTRA VIDYAPEETH DEPARTMENT OF MANAGEMENT



NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

PROGRAM CODE: 071

YEAR of Introduction : 2024

Programme Code	071	
YEAR	IIIrd Year	
SEMESTER	VI	
NAME OF COURSE	Introduction to International Business	
CATEGORY	Core	
COURSE CODE	BBA24-613	
PAPER NO	3	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical: 0

INTRODUCTION:

This course offers a comprehensive examination of international business management, with a specific emphasis on the challenges and intricacies of conducting business in the global marketplace. This course explores fundamental principles, models, and tactics employed by corporations to effectively operate in global settings, encompassing cultural, political, economic, and legal aspects.

COURSE OBJECTIVE:

1. Understand the core principles of global commerce.
2. Conduct an analysis of the worldwide business climate.
3. Analyse the influence of cultural, political, and economic elements on the functioning of international business activities.
4. Create effective methods for entering and conducting business in global marketplaces.
5. Utilise international business management theory in practical situations.

COURSE OUTCOMES:

Upon successful completion of this course, students will be able to:

CO1. Explain the core concepts, trends, and factors driving globalization and competitive advantage in international business.

CO2. Evaluate the impact of economic, political, legal, technological, and cultural factors on global trade and investment.

CO3. Understand the role of global trade agreements (GATT/WTO) and analyze challenges in trade negotiations, FDI, and FPI.

CO4. Assess the functions of international financial institutions and the impact of globalization on foreign investment and FDI policies.

CO5. Apply international trade theories to develop market entry strategies like exporting, licensing, and joint ventures.

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-semester)
Unit 1	International Business: Introduction, Concept, Definition, Scope, Trends Challenges and opportunities; factors causing globalization of business Nature, Meaning and Importance of International competitive advantage	10	10	NA	6	10
Unit 2	International Trade and Investment: Promotion of global business Role of GATT/WTO Multilateral trade negotiation and agreements VIII & IX round discussions and agreements Challenges for global business	10	10	NA	8	10
Unit 3	International monetary systems: IMF, World Bank, IBRD, IFC, IDA Existing international arrangements; Globalization and foreign investment- Introduction FDI, National FDI policy framework, FPI, Impact of globalization.	10	10	NA	6	10
Unit 4	Global Business Environment: Economic environment Political	10	10	NA	6	10

	and legal environment Technological environment Cultural Environment					
Unit 5	Theories of International Trade and Investment: Classical theories (Absolute Advantage, Comparative Advantage) Modern theories (Product Life Cycle, New Trade Theory) Foreign direct investment (FDI) theories Trade Barriers- Tariff and Non Tariff Barriers	10	10	NA	8	10
Unit 6	International Market Entry Strategies Exporting, licensing, franchising Joint ventures and strategic alliances Foreign direct investment	10	10	NA	6	10
Total		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
International business	Subba Rao,P	Himalaya Publishing House
International Business: Environment and Management	V.K. Bhalla and S. Shivaramu	Anmol Publications
International Business: Competing in the Global Marketplace	Charles W. L. Hill, Arun K. Jain	McGraw-Hill Education
International Marketing.	Cherunilam, Francis	Himalaya Publishing House
International marketing	Rathor, B. S.	Himalaya Publishing House

**TILAK MAHARASHTRA VIDYAPEETH
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NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

PROGRAM CODE: 071

YEAR of Introduction : 2024

Programme Code	071	
YEAR	IIIrd Year	
SEMESTER	VI	
NAME OF COURSE	Sales and Distribution Management	
CATEGORY	Discipline Specific Elective (DSE)	
COURSE CODE	BBA24-614-MTKG	
PAPER NO	4	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical: 0

INTRODUCTION:

Sales and Distribution Management is a crucial component of the business curriculum that focuses on the strategies, processes, and techniques used to effectively sell and distribute products in both domestic and global markets. This course provides students with the knowledge required to manage sales operations, distribution channels, and customer relationships, enabling them to understand the critical role these functions play in achieving business success.

COURSE OBJECTIVE:

- To provide an understanding of sales management and distribution systems.
- To familiarize students with the tools and techniques used in managing a sales force.
- To explore various types of distribution channels and their impact on business.
- To develop the skills necessary for effective sales forecasting and budgeting.

COURSE OUTCOMES:

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
Unit 1	Introduction to Sales and Distribution Management	10	10	NA	6	10

	<p>Definition and scope of sales and distribution management</p> <p>Evolution of sales management</p> <p>Objectives and functions of sales management</p> <p>Importance of distribution in the overall marketing strategy</p>					
Unit 2	<p>Sales Force Management</p> <p>Sales force planning and recruitment</p> <p>Training and motivating the sales team</p> <p>Sales compensation and incentives</p> <p>Performance evaluation and control</p>	10	10	NA	8	10
Unit 3	<p>Sales Techniques and Strategies</p> <p>Personal selling process</p> <p>Sales techniques: B2B vs. B2C selling</p> <p>Building customer relationships</p> <p>Handling objections and closing sales</p>	10	10	NA	6	10
Unit 4	<p>Distribution Channels and Systems</p> <p>Types of distribution channels: Direct and Indirect</p> <p>Channel design and selection</p> <p>Managing channel conflicts</p> <p>Role of intermediaries and logistics in distribution</p>	10	10	NA	6	10
Unit 5	<p>Sales Forecasting and Budgeting</p> <p>Importance of sales forecasting</p> <p>Quantitative and qualitative forecasting techniques</p> <p>Sales budgeting and resource allocation</p> <p>Monitoring and controlling sales performance</p>	10	10	NA	8	10
Unit 6	<p>Role of Technology in Sales and Distribution</p> <p>Role of CRM systems in sales management</p> <p>E-commerce and digital distribution channels</p> <p>Use of automation and data analytics in sales and distribution</p> <p>Future trends in sales and distribution management</p>	10	10	NA	6	10
Total		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Sales and distribution management	ICFAI university for management research	ICFAI center
Sales and distribution management	Nair, N.G. & Nair, Latha.	Himalaya Publishing House
Sales and distribution management	Chunawalla, S. A.	Himalaya Publishing House



TILAK MAHARASHTRA VIDYAPEETH DEPARTMENT OF MANAGEMENT

NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

PROGRAM CODE: 071

YEAR of Introduction : 2024

Programme Code	071	
YEAR	IIIrd Year	
SEMESTER	VI	
NAME OF COURSE	Audit and Taxation	
CATEGORY	Discipline Specific Elective (DSE)	
COURSE CODE	BBA24-614-FM	
PAPER NO	4	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical: 0

INTRODUCTION:

The study of audit and taxation is vital for ensuring financial transparency, legal compliance, and informed decision-making. Auditing verifies financial accuracy, maintaining organizational credibility, while taxation knowledge helps individuals and businesses comply with tax laws, optimize financial planning, and minimize liabilities, preventing legal issues. This course introduces students to the fundamental concepts of auditing and taxation, both of which are integral to the financial management and governance of businesses. Students will be equipped to handle real-world challenges in the finance domain, making them well-prepared for roles in accounting, finance, and corporate governance.

COURSE OBJECTIVE:

- To provide an understanding of the principles and practices of auditing.
- To familiarize students with the basic concepts of taxation and its applications.
- To enable students to interpret financial statements and identify tax implications.
- To develop skills in tax computation, filing returns, and compliance.

COURSE OUTCOMES:

Upon completing the course, students will:

- CO1. Understand the objectives, scope, and types of auditing.
- CO2. Gain knowledge of direct and indirect taxes and their applications.
- CO3. Be able to analyze financial statements for audit and tax purposes.
- CO4. Apply tax planning strategies in personal and business contexts.

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
Unit 1	Basics of Auditing Definition, Objectives, and Scope of Auditing Types of Audits: Internal, Statutory, Tax, and Performance Audits Audit Process: Planning, Execution, and Reporting	12	12	NA	8	10
Unit 2	Audit of Financial Statements Vouching and Verification Audit of Assets and Liabilities Internal Control and Risk Assessment	12	12	NA	8	10
Unit 3	Introduction to Taxation Types of Taxes: Direct and Indirect Basics of Income Tax Act: Assessment Year, Previous Year, Assessee Residential Status and Tax Incidence	12	12	NA	8	10
Unit 4	Income Tax Computation Computation of Income under Different Heads: Salary, Business/Profession, and Capital Gains Deductions and Exemptions under Income Tax Act Tax Filing Process and Deadlines	12	12	NA	8	10
Unit 5	Goods and Services Tax (GST) Overview of GST: Features, Advantages, and Structure GST Registration and Filing Process Input Tax Credit and Tax Invoice	12	12	NA	8	10
Total		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Auditing	Sharma, N. K.	Shree Niwas Publications
Auditing: Principles and Practice	Ravinder Kumar and Virender Sharma	PHI Learning Pvt. Ltd.
Fundamentals of Auditing	Sanjib Kumar Basu	Pearson

**TILAK MAHARASHTRA VIDYAPEETH
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NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

PROGRAM CODE: 071

YEAR of Introduction : 2024

Programme Code	071	
YEAR	IIIrd Year	
SEMESTER	VI	
NAME OF COURSE	Labour Laws	
CATEGORY	Discipline Specific Elective (DSE)	
COURSE CODE	BBA24-614-HRM	
PAPER NO	4	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical: 0

INTRODUCTION:

Labor laws play a crucial role in maintaining industrial peace and harmony by providing a legal framework for resolving disputes between employees and employers. Therefore the study of Labour Laws is essential for understanding the legal framework that governs employment relationships and helps in the resolution of conflicts within the workplace. By studying these laws, students will gain insights into the legislative framework that ensures the welfare, rights, and ethical treatment of workers within the industry. Additionally, ethical issues and unfair labor practices are explored to provide a holistic understanding of the labor landscape.

COURSE OBJECTIVE:

- To familiarize students with key labor laws in India, including the Industrial Disputes Act, Trade Union Act, and Payment of Wages Act.
- To understand the provisions of employee compensation laws, such as the Payment of Bonus Act and the Payment of Gratuity Act.
- To provide knowledge on ethical issues and workers' rights in labor practices.
- To apply theoretical concepts through case studies on labor law applications and challenges faced by organizations.

COURSE OUTCOMES:

By the end of this course, students will be able to:

- CO1. Understand and interpret the provisions of the **Industrial Disputes Act**, including strikes, lockouts, retrenchment, and lay-offs.

CO2. Analyze the provisions related to **Trade Unions**, including registration, immunity, and rights of office bearers.

CO3. Explain the objectives of the **Equal Remuneration Policy, Minimum Wages Act, and Payment of Wages Act.**

CO4. Understand the provisions of the **Payment of Bonus Act** and the **Payment of Gratuity Act**, including eligibility, disqualification, and payment procedures.

CO5. Identify unethical labor practices and apply theoretical concepts to real-world case studies involving labor laws.

COURSE DETAILS:

Unit No.	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end-sem)
Unit 1	Industrial Dispute Act <ul style="list-style-type: none"> • Object • Definitions- Wages and Authorities • App. Govt. • Industry • Strike and lockout • Lay off • Retrenchment • Industrial Dispute 	9	9	NA		8
Unit 2	Trade Union Act <ul style="list-style-type: none"> • Object • Definitions • Trade dispute • Trade Union • Office bearers • Registration of Trade union • Cancellation of trade union • Immunity, rights, disqualification of trade unions 	9	9	NA		8
Unit 3	Equal Remuneration Policy: Minimum Wages Act: Objectives and Scope, Authorities Payment of Wages: Fixation of Minimum Wages, Deductions, Authorities	9	9	NA		8

Unit 4	Payment of Bonus Act • Object • Eligibility of bonus • Disqualification of bonus • Minimum and maximum bonus • Recovery of bonus	9	9	NA		8
Unit 5	Payment of Gratuity Act • Object • Payment of gratuity • Nomination of gratuity	9	9	NA		8
Unit 6	Ethical Issues related to Labour-Unfair Labour Practices	9	9	NA		5
Unit 7	Case Studies	6	6	NA	8	15
Total		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Labour Laws	Ramtirthkar, R. R.	Himalaya Publishing House
Industrial and labour laws	Jain S.P.	Dhanpat Rai & Co.
Compliances under Labour Laws	H.L. Kumar	Universal Law Publishing

**TILAK MAHARASHTRA VIDYAPEETH
DEPARTMENT OF MANAGEMENT**



NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

PROGRAM CODE: 071

YEAR of Introduction : 2024

Programme Code	071	
YEAR	IIIrd Year	
SEMESTER	VI	
NAME OF COURSE	Retail Marketing	
CATEGORY	Discipline Specific Elective (DSE)	
COURSE CODE	BBA24-615-MKTG	
PAPER NO	5	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical: 0

INTRODUCTION: Retail Management is an all-encompassing course specifically tailored for Bachelor of Business Administration (BBA) students, with a primary emphasis on the fundamental principles and methodologies employed in the retail sector. This course encompasses a wide range of topics related to retailing, such as analysing the retail environment, developing retail strategies, managing inventory, overseeing shop operations, and implementing customer relationship management. Students will acquire knowledge and understanding of the most recent trends and technology that are influencing the retail industry.

COURSE OBJECTIVE:

- To provide students with a comprehensive understanding of the retail industry.
- To equip students with the knowledge and skills to develop, implement, and evaluate effective retail strategies.
- To understand the principles of merchandise planning, sourcing, pricing, and best practices in store layout and operations.
- To emphasize the importance of customer relationship management, ethical practices, and the role of technology in modern retail.

COURSE OUTCOMES:

Upon successful completion of this course, students will be able to:

- CO1. Analyze retail environments to identify key factors influencing retail operations.

CO2. Develop and implement strategic retail plans aligned with market demands and organizational goals.

CO3. Manage merchandise effectively, including inventory control, product assortment, and pricing strategies.

CO4. Apply best practices in store operations, including layout design, visual merchandising, and customer experience optimization.

CO5. Leverage retail technologies and ethical practices to enhance operational efficiency and customer satisfaction.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end- sem)
Unit 1	Introduction to Retail Management: <ul style="list-style-type: none"> • Definition and scope of retail management • Evolution of retailing • Types of retailers 	9	9	NA		8
Unit 2	Retail Environment and Strategy: <ul style="list-style-type: none"> • Retail market segmentation • Retail positioning strategies • Competitive analysis 	9	9	NA		8
Unit 3	Merchandise Planning and Buying: <ul style="list-style-type: none"> • Merchandise mix and assortment planning 	9	9	NA		8

	<ul style="list-style-type: none"> Buying process and vendor selection Pricing strategies 					
Unit 4	Store Operations and Management: <ul style="list-style-type: none"> Store layout and design Visual merchandising Customer service management 	9	9	NA		8
Unit 5	Inventory Management: <ul style="list-style-type: none"> Inventory control methods. Stock turnover and inventory turnover ratio Technology in inventory management 	9	9	NA		8
Unit 6	Legal and Ethical Issues in Retailing. <ul style="list-style-type: none"> Consumer protection laws Ethical issues in retail Corporate social responsibility 	9	9	NA		5
Unit 7	Case Studies	6	6	NA	8	15
Total Hours		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Retail management	Ghosal, Gourav.	Essential Books
Retail Management	Suja Nair	Himalaya Publications
Retail Management: A Global Perspective	Harjit Singh	SAGA Publications
Retail Management: A Strategic Approach	Barry Berman and Joel R. Evans	Pearson
Essentials of Retailing	L. P. Wessel and Ronald W. Lane	McGraw-Hill Education

**TILAK MAHARASHTRA VIDYAPEETH
DEPARTMENT OF MANAGEMENT**



NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

PROGRAM CODE: 071

YEAR of Introduction : 2024

Programme Code	071	
YEAR	IIIrd Year	
SEMESTER	VI	
NAME OF COURSE	Security Analysis and Portfolio management	
CATEGORY	Discipline Specific Elective (DSE)	
COURSE CODE	BBA24-615-FM	
PAPER NO	5	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical: 0

INTRODUCTION:

This course will help students understand the various strategies for making sound investment decisions. It equips them with the skills to differentiate between speculative activities and long-term investments, fostering better decision-making. Students will also explore the nature of capital markets, different types of financial risks, and methods to measure risk and return.

COURSE OBJECTIVE:

- To understand the difference between investing and speculating and explore various investment options.
- To recognize the goals and limitations of investing.
- To use basic analysis methods and apply tools to evaluate investments.
- To learn how to create and manage a portfolio using various strategies.

COURSE OUTCOMES:

Upon successful completion of this course, students will be able to:

- CO1. Differentiate between investment and speculation and apply this understanding to market conditions.
- CO2. Evaluate a variety of investment options and construct a balanced portfolio.
- CO3. Assess personal and market risks and understand their impact on investment returns.
- CO4. Perform fundamental and technical analyses on securities, including stocks and bonds.

CO5. Develop and manage portfolios using optimization techniques and apply portfolio management theories like CAPM to real-world investment problems.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end- sem)
Unit 1	Introduction to Investment and Capital Markets <ul style="list-style-type: none"> • Investment vs Speculation, • Investment Process, • Investment Avenues: Equity, debt, options, futures, alternatives. • Objectives & Constraints: Goals, risk tolerance, time, liquidity. • Capital Markets 	9	9	NA		8
Unit 2	Risk and Return <ul style="list-style-type: none"> • Security Returns: Measuring returns. • Types of Risks, • Risk in Modern Markets, • Beta & Expected Return. 	9	9	NA		8
Unit 3	Fundamental and Bond Analysis: <ul style="list-style-type: none"> • Economic, Industry, and Company Analysis • Bond Markets. • Bond Returns & Prices • Systematic Risk in Bonds 	9	9	NA		8

Unit 4	Technical Analysis <ul style="list-style-type: none"> • Dow Theory. • Chart Types: Line, bar, candlestick. • Price Patterns & Trend Lines 	9	9	NA		8
Unit 5	Portfolio Analysis and Selection: Portfolio Analysis Markowitz Optimization Portfolio Selection Sharpe Optimization	9	9	NA		8
Unit 6	Capital Market and Portfolio Management Theory: <ul style="list-style-type: none"> • CAPM: Risk-return in market theory. • Alternative Theories • Portfolio Strategies 	9	9	NA		5
Unit 7	Case Studies	6	6	NA	8	15
Total Hours		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Security analysis and portfolio management	Fischer, Donald E.	Pearson Education
Security Analysis and Portfolio Management	V.K. Bhalla	S. Chand & Company Ltd.
Investment Analysis and Portfolio Management	J. C. Verma	Bharat Law House
Equity Valuation and Portfolio Management	K. R. R. Murthy, J. P. Mehta	McGraw-Hill Education India

TILAK MAHARASHTRA VIDYAPEETH DEPARTMENT OF MANAGEMENT



NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

PROGRAM CODE: 071

YEAR of Introduction : 2024

Programme Code	071	
YEAR	IIIrd Year	
SEMESTER	VI	
NAME OF COURSE	Performance Management	
CATEGORY	Discipline Specific Elective (DSE)	
COURSE CODE	BBA24-615-HRM	
PAPER NO	5	
MARKING SCHEME	End-Semester (EXT): 60	Continuous evaluation (INT): 40
CREDITS – MARKS	Total: 100	Credits: 4 Passing: 40%
	Theory : Yes	Practical : No
TEACHING HOURS	Theory: 60	Practical: 0

INTRODUCTION:

Performance Management is a crucial aspect of organizational success. This course aims to familiarize students with the concepts, principles, and processes of performance management systems. It emphasizes understanding the role of performance management in achieving organizational goals and driving employee development.

COURSE OBJECTIVES:

- To provide students with a comprehensive understanding of performance management systems and their importance in organizations.
- To equip students with the skills to design and implement effective performance management processes.
- To analyze the relationship between performance management, employee development, and organizational success.
- To explore tools and techniques for evaluating and improving individual and team performance.

COURSE OUTCOMES:

After completing this course, students will be able to:

CO1. Explain the concepts, principles, and objectives of performance management.

CO2. Design and implement performance management systems that align with organizational goals.

CO3. Evaluate the effectiveness of performance management systems and suggest improvements.

CO4. Understand the role of feedback, appraisal, and coaching in employee performance.

CO5. Apply performance management techniques to enhance individual and team productivity.

COURSE DETAILS:

Unit No	Title of unit with detailed content	No of teaching-learning hours per unit	Theory	Practical	Marks Weightage	
					INT (continuous evaluation)	EXT (end- sem)
Unit 1	Introduction to Performance Management Definition, Scope, and Objectives Importance of Performance Management in Organizations Components of Performance Management Systems	9	9	NA		8
Unit 2	Performance Planning Setting Goals and Objectives Key Performance Indicators (KPIs) Aligning Individual Goals with Organizational Goals	9	9	NA		8
Unit 3	Performance Appraisal Methods of Appraisal: Traditional and Modern Appraisal Feedback and Review Process Common Challenges in Performance Appraisal	9	9	NA		8
Unit 4	Employee Development and Coaching Role of Feedback and Coaching in Performance Improvement Development Plans and Career Path Role of Training in Performance Management	9	9	NA		8
Unit 5	Tools and Techniques in Performance Management Balanced Scorecard 360-Degree Feedback Performance Metrics and Dashboards	9	9	NA		8

Unit 6	Emerging Trends in Performance Management Technology in Performance Management Continuous Performance Management	9	9	NA		5
Unit 7	Case Studies	6	6	NA	8	15
Total Hours		60	60	0	40	60

Recommended Books:

Title of Book	Author	Publisher
Effective performance management	Costello, Sheila J.	Tata McGraw Hill Education Private Limited.
Performance Management.	Armstrong, Michael.	Jaico Publication House
Performance Management	Rao, T. V	Sage response Business Books

**TILAK MAHARASHTRA VIDYAPEETH
DEPARTMENT OF MANAGEMENT**



NAME OF THE PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION

PROGRAM CODE: 071

YEAR of Introduction : 2024

Programme Code	071	
YEAR	IIIrd Year	
SEMESTER	VI	
NAME OF COURSE	Internship	
CATEGORY	Internship	
COURSE CODE	BBA24-616	
PAPER NO	6	
MARKING SCHEME	Continuous evaluation (INT): 50	
CREDITS – MARKS	Total: 50	Credits: 2 Passing: 40%
	Theory : No	Practical : No
TEACHING HOURS	Theory: NA	Practical: 0

INTRODUCTION:

The Internship Program is designed to give an insight to students about professional environment to allow them to gain practical experience in the workplace before receiving their degree. This is a mandatory requirement for fulfillment of academic curriculum of the degree.

COURSE OBJECTIVES:

Each student will learn through “hands-on” experiences in an organization through employment for 8 weeks (precisely 60 days). Students will be engaged in activities and work designated by the employer. Students are required to acquire the skills and knowledge, necessary to become successfully employed in a similar occupational or professional environment.

Assessment:

The Internship programme will be assessed as follows:

40 Marks for Internal Assessment: Based on the report submitted after completion of the internship.

60 Marks for External Assessment: Viva Voce and Presentation.

