



स्वामी रामानंद तीर्थ
मराठवाडा विद्यापीठ, नांदेड

॥ सा विद्या या विमुक्तये ॥

स्वामी रामानंद तीर्थ मराठवाडा विद्यापीठ, नांदेड

'ज्ञानतीर्थ', विष्णुपुरी, नांदेड - ४३१ ६०६ (महाराष्ट्र राज्य) भारत

SWAMI RAMANAND TEERTH MARATHWADA UNIVERSITY, NANDED

'Dnyanteerth', Vishnupuri, Nanded - 431 606 (Maharashtra State) INDIA

Established on 17th September, 1994, Recognized By the UGC U/s 2(f) and 12(B), NAAC Re-accredited with 'B++' grade

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वाणिज्य व व्यवस्थापन विद्याशाखे अंतर्गत
राष्ट्रीय शैक्षणिक धोरण-२०२० नुसार
पदवी तृतीय वर्षाचे अभ्यासक्रम शैक्षणिक
वर्ष २०२६-२७ पासून लागू करण्याबाबत.

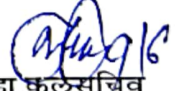
प रि प त्र क

या परिपत्रकान्वये सर्व संबंधितांना कळविण्यात येते की, दिनांक २२ एप्रिल २०२६ रोजी संपन्न झालेल्या मा.विद्यापरिषद बैठकीतील विषय क्र.१०/६४-२०२६ च्या ठरावानुसार वाणिज्य व व्यवस्थापन विद्याशाखेतील राष्ट्रीय शैक्षणिक धोरण-२०२० नुसार पदवी तृतीय वर्षाचे अभ्यासक्रम शैक्षणिक वर्ष २०२६-२७ पासून लागू करण्यास मा.विद्यापरिषदेने मान्यता प्रदान केली आहे. त्यानुसार वाणिज्य व व्यवस्थापन विद्याशाखेतील बी.कॉम, बी.बी.ए. तृतीय वर्षाचे खालील विषयाचे अभ्यासक्रम (Syllabus) शैक्षणिक वर्ष २०२६-२७ पासून लागू करण्यात येत आहे.

01	B.Com III Year (General)
02	B.Com III Year Banking & Insurance
03	B.Com III Year Accounting & Taxation
04	B.Com III Year Management & Entrepreneurship
05	B.B.A III Year (Affiliated College)

सदरील परिपत्रक व अभ्यासक्रम प्रस्तुत विद्यापीठाच्या या संकेतस्थळावर उपलब्ध आहेत. तरी सदरील बाब ही सर्व संबंधितांच्या निदर्शनास आणून द्यावी, ही विनंती.

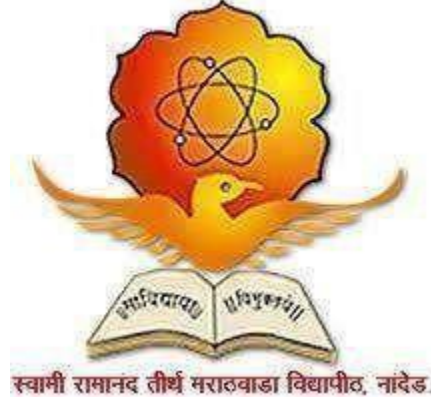
'ज्ञानतीर्थ' परिसर,
विष्णुपुरी, नांदेड - ४३१ ६०६.
जा.क्र.:शै-१/परिपत्रक/पदवी/बी.कॉम/२०२६-२७/५२
दिनांक : ०८.०६.२०२६


सहा.कुलसचिव
शैक्षणिक (१-अभ्यासमंडळ) विभाग

प्रत माहिती व पुढील कार्यवाहीस्तव :-

- १) मा. कुलगुरू महोदयांचे कार्यालय, प्रस्तुत विद्यापीठ.
- २) मा. प्र.कुलगुरू महोदयांचे कार्यालय, प्रस्तुत विद्यापीठ
- ३) मा. अधिष्ठाता, वाणिज्य व व्यवस्थापन विद्याशाखा, प्रस्तुत विद्यापीठ.
- ४) मा. संचालक, परिक्षा व मुल्यमापन मंडळ, प्रस्तुत विद्यापीठ.
- ५) मा. प्राचार्य, सर्व संबंधित संलग्नित महाविद्यालये, प्रस्तुत विद्यापीठ.
- ६) सिस्टीम एक्सपर्ट, शैक्षणिक विभाग, प्रस्तुत विद्यापीठ. यांना देवून कळविण्यात येते की, परिपत्रक अभ्यासक्रम संकेतस्थळावर प्रसिध्द करण्यात यावेत.

**SWAMI RAMANAND TEERTH
MARATHWADA UNIVERSITY, NANDED**



Curriculum Structure for Third Year of

**Bachelor in Business Administration (BBA),
Bachelor in Business Administration (Honours),
&
Bachelor in Business Administration (Honours with
Research)**

Under

**Faculty of Commerce & Management
(Affiliated Colleges)**

**Effective from Academic year 2026 – 2027
(As per NEP-2020)**

From Desk of Dean, Faculty of Commerce and Management:

To meet the challenge of ensuring excellence in Commerce and Management education, the issue of quality needs to be addressed, debated and taken forward in a systematic manner. Accreditation is the principal means of quality assurance in higher education. The major emphasis of accreditation process is to measure the outcomes of the programme that is being accredited. In line with this, Faculty of Commerce and Management, SRTM University of Nanded has taken a lead in incorporating guidelines given by All India Council for Technical Education (AICTE).

Faculty of Commerce and Management, SRTM University, Nanded in one of its meetings unanimously accepted the Model Curriculum prepared by Expert Committee constituted by the All-India Council for Technical Education (AICTE) for the Bachelor of Business Administration (BBA) and Bachelor of Management Studies (BMS) programs at the Undergraduate Level. In alignment with our continuous endeavour to enhance the quality of education in Our University, we embarked to implement the Model Curriculum for Bachelor of Business Administration (BBA). I am happy to state that, Board of studies has adhered to Model Curriculum constituted by the All-India Council for Technical Education (AICTE).

We are hopeful that this model curriculum will serve as a benchmark for management education in Our University and contribute significantly to the growth and development of the nation's future business leaders.

Prof. H.S. Patange,
Dean, Faculty of Commerce and Management,
Swami Ramanand Teerth Marathwada University, Nanded

Chairman's Desk

Education is the movement which brings the students, people, and the whole society from darkness to light. Education is a natural melodious and enlightened development of man's instinctive supremacies. Education is the dynamic process which activates the inbuilt traits and develops the child according to the needy situation and time. Commerce and Management education is the platform for any common man to conduct the various business activities smoothly and progressively. Commerce and Management education is basically that form of instruction which directly and indirectly prepares the businessman for his work. Commerce and Management education is a living discipline and is totally different from other disciplines. Hence it must charter new routes to service the aspirations of the nation.

A Commerce and Management UG program must therefore have a mission statement which is in conformity with program objectives and program outcomes that are expected of the educational process. The outcomes of a program must be measurable and must be assessed regularly through proper feedback for improvement of the Program. There must be a quality assurance process in place within the Institute to make use of the feedback for improvement of the Program. The curriculum must be constantly refined and updated to ensure that the defined objectives and outcomes are achieved. Students must be encouraged to comment on the objectives and outcomes and the role play individual courses in achieving them. In line with this Faculty of Commerce and Management in Swami Ramanand Teerth Marathwada University – Nanded, We the chairmen of Board of Studies in 01) Accounts and Applied Statistics 02) Business Economics 03) Business Studies 04) Commercial and Mercantile Law 05) Management Science and Business Administration (Including NGO) Swami Ramanand Teerth Marathwada University - Nanded, happy to state here that, Program Objectives were finalized in a meeting where more than 60 members from different Institutes were attended, who were either Heads or their representatives of all five Board of Studies.

Dr. C.K. Harnawale- Chairman, BOS in Business Economics

Dr. P.T. Pawar- Chairman, BOS in Business Studies

Dr. D.S. Yadav- Chairman, BOS in Commercial and Mercantile Law

Dr. M.S. Rode - Chairman, BOS in Management Science & Business Administration (Incl. NGO)

Dr. H.W.Kulkarni - Chairman, BOS in Accounts and Applied Statistics

Semester V						
Course Code	Course Title	Teaching Hours Per week	End of Semester Examination	Continuous Assessment	Total Marks	Total Credits
CC501	Strategic Management	3+1+0	50	50	100	4
CC502	Logistics and Supply Chain Management	3+1+0	50	50	100	4
SEC502	Major Project [Evaluation in sixth semester] (refer Appendix -5)	-	-	-	-	-
DSE01*	Discipline Specific Elective (Audit Course)	0	0	0	0	0
Discipline Specific Elective - (Finance)						
Course Code	Course Title	Teaching Hours Per week	End of Semester Examination	Continuous Assessment	Total Marks	Total Credits
DSE-FIN-01	Banking and Insurance	3+1+0	50	50	100	4
DSE-FIN-02	Income Tax (Direct Tax)	3+1+0	50	50	100	4
SEC501	Internship/capstone Project (refer Appendix -4)	-	Project Report 50	Viva-voce 50	100	4
Discipline Specific Elective - (Marketing)						
Course Code	Course Title	Teaching Hours Per week	End of Semester Examination	Continuous Assessment	Total Marks	Total Credits
DSE-MR-01	Consumer Behaviour	3+1+0	50	50	100	4
DSE-MR-02	Rural Marketing	3+1+0	50	50	100	4
SEC501	Internship/capstone Project (refer Appendix -4)	-	Project Report 50	Viva-voce 50	100	4
Discipline Specific Elective - (Human resource Management)						
Course Code	Course Title	Teaching Hours Per week	End of Semester Examination	Continuous Assessment	Total Marks	Total Credits
DSE-HRM-01	Training and Development	3+1+0	50	50	100	4
DSE-HRM-02	Compensation Management	3+1+0	50	50	100	4
SEC501	Internship/capstone Project (Refer Appendix -4)	-	Project Report 50	Viva-voce 50	100	4
Discipline Specific Elective - (Business Analytics)						
Course Code	Course Title	Teaching Hours Per week	End of Semester Examination	Continuous Assessment	Total Marks	Total Credits
DSE-BA-01	Marketing Analytics	3+1+0	50	50	100	4

DSE-BA-02	HR Analytics	3+1+0	50	50	100	4
SEC501	Internship/capstone Project (refer Appendix -4)	-	Project Report 50	Viva-voce 50	100	4
Discipline Specific Elective - (International Business)						
Course Code	Course Title	Teaching Hours Per week	End of Semester Examination	Continuous Assessment	Total Marks	Total Credits
DSE-IB-01	International Trade Policy & Strategy	3+1+0	50	50	100	4
DSE-IB-02	Global Business Environment	3+1+0	50	50	100	4
SEC501	Internship/capstone Project (refer Appendix -4)	-	Project Report 50	Viva-voce 50	100	4
Total						20

Note: Discipline Elective in Finance/ Marketing/ HR/Business Analytics/International Business

*Audit Courses (DSE01): Additional DSE as an Audit Course (Non-Credit but compulsory) can be opted by the student.

Semesters 1 & 2:

A Student must complete two online (one in semester 1 and second in semester 2) language-based classes i.e. Ability Enhancement Courses in Additional Languages. (Indian i.e. Sanskrit/Hindi/All Regional Languages or Foreign Languages i.e. Spanish/German/French/Korean/Mandarin) on platforms like **SWAYAM or MOOCs**. These are not taught in a classroom; a student should study them on his/her own. A student needs 75% attendance to pass, but there are no exams or grades.

Semesters 5 & 6:

A Student must complete two online **management courses** (one in semester 5 and second in semester 6) i.e. Discipline Specific Elective courses (on platforms like **SWAYAM or MOOCs**). These are not taught in a classroom; a student should study them on his/her own. A student needs 75% attendance to pass, but there are no exams or grades.

Re-entry Criteria in to Third Year (Fifth Semester):

The student who takes an exit after second year with an award of Diploma may be allowed to re-enter in to fifth Semester for completion of the BBA Program as per the respective University / Admitting Body schedule after earning requisite credits in the Second year

Minimum eligibility criteria for opting the course in the fourth year will as follows:

1. **BBA (Honours with Research) :** Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.
2. **For BBA(Honours):** BBA Degree

Semester VI						
Course Code	Course Title	Teaching Hours Per week	End of Semester Examination	Continuous Assessment	Total Marks	Total Credits
CC601	Project Management	3+1+0	50	50	100	4
CC602	Business Taxation (GST)	2+0+0	25	25	50	2
SEC601	Corporate Governance	2+0+0	25	25	50	2
DSE02*	Discipline Specific Elective (Audit Course)	0	0	0	0	0
Discipline Specific Elective - (Finance)						
Course Code	Course Title	Teaching Hours Per week	End of Semester Examination	Continuous Assessment	Total Marks	Total Credits
DSE-FIN-03	International Financial Management	3+1+0	50	50	100	4
DSE-FIN-04	Financial Planning	3+1+0	50	50	100	4
SEC602	Major Project [Initiated in 5 th Semester] (refer Appendix -5)	-	Project Report 50	Viva-voce 50	100	4
Discipline Specific Elective - (Marketing)						
Course Code	Course Title	Teaching Hours Per week	End of Semester Examination	Continuous Assessment	Total Marks	Total Credits
DSE-MR-03	Retail Marketing	3+1+0	50	50	100	4
DSE-MR-04	Integrated Marketing Communication	3+1+0	50	50	100	4
SEC602	Major Project [Initiated in 5 th Semester] (refer Appendix -5)	-	Project Report 50	Viva-voce 50	100	4
Discipline Specific Elective - (Human resource Management)						
Course Code	Course Title	Teaching Hours Per week	End of Semester Examination	Continuous Assessment	Total Marks	Total Credits
DSE-HRM-03	HRD-Systems and Strategies	3+1+0	50	50	100	4
DSE-HRM-04	Performance & Compensation Management	3+1+0	50	50	100	4

SEC602	Major Project [Initiated in 5 th Semester] (refer Appendix -5)	-	Project Report 50	Viva-voce 50	100	4
Discipline Specific Elective - (Business Analytics)						
Course Code	Course Title	Teaching Hours Per week	End of Semester Examination	Continuous Assessment	Total Marks	Total Credits
DSE-BA-03	Finance Analytics	3+1+0	50	50	100	4
DSE-BA-04	Social media and Web analytics	3+1+0	50	50	100	4
SEC602	Major Project [Initiated in 5 th Semester] (refer Appendix -5)	-	Project Report 50	Viva-voce 50	100	4
Discipline Specific Elective - (International Business)						
Course Code	Course Title	Teaching Hours Per week	End of Semester Examination	Continuous Assessment	Total Marks	Total Credits
DSE-IB-03	International Supply Chain Management	3+1+0	50	50	100	4
DSE-IB-04	EXIM policy and documentation	3+1+0	50	50	100	4
SEC602	Major Project [Initiated in 5 th Semester] (refer Appendix -5)	-	Project Report 50	Viva-voce 50	100	4
Total						20

Note:

1. BACHELOR IN BUSINESS ADMINISTRATION Degree will be awarded, if a student wishes to exit at the end of Third year.

***Audit Courses (DSE02): Additional DSE as an Audit Course (Non-Credit but compulsory) can be opted by the student.**

Semesters 1 & 2:

A Student must complete two online (one in semester 1 and second in semester 2) language-based classes i.e. Ability Enhancement Courses in Additional Languages. (Indian i.e. Sanskrit/Hindi/All Regional Languages or Foreign Languages i.e. Spanish/German/French/Korean/Mandarin) on platforms like **SWAYAM or MOOCs**. These are not taught in a classroom; a student should study them on his/her own. A student needs 75% attendance to pass, but there are no exams or grades.

Semesters 5 & 6:

A Student must complete two online **management courses** (one in semester 5 and second in semester 6) i.e. Discipline Specific Elective courses (on platforms like **SWAYAM or MOOCs**). These are not taught in a classroom; a student should study them on his/her own. A student needs 75% attendance to pass, but there are no exams or grades.

Exit Criteria after Third Year of BBA Programme: The students shall have an option to exit after 3rd year of Business Administration Program and will be awarded with a Bachelor's in Business Administration.

Internal Assessment (IA):

The internal assessment is based on the student's performance in mid semester tests (two best out of three), quizzes, assignments, class performance, attendance, viva- voce in practical, lab record etc.

At least 04 assignments covering entire syllabus must be given during the 'module wise assignments. The quizzes should be all students' centric and an attempt should be made to make quizzes more practical, interesting and innovative. Attendance of minimum 75% in all subjects recorded from time to time & Overall Class Performance of the student must be considered for 10 marks.

Internal Assessment for Papers with 4 Credits is as follows:

Sr. No	Particulars	Marks
1	Mid Semester Test - Three (two best out of three)	20 Marks
2	Assignment	10 Marks
3	Quizzes	10 Marks
4	Attendance & Class Performance	10 Marks
	Total	50 Marks

Internal Assessment for Papers with 2 Credits is as follows:

Sr. No	Particulars	Marks
1	Mid Semester Test - Three (two best out of three)	20 Marks
2	Assignment	05 Marks
	Total	25 Marks

1. University Assessment (UA):

- Question paper will comprise of 6 questions, each carrying 10 marks. The students need to solve total 5 questions.
- Question No.1 shall be compulsory based on Entire Syllabus & shall have total 8 short answer questions carrying 2 Marks each, out of which solve any 5 short notes (5 x 2 = 10 Marks)
Question No. 2 to Question No. 5 will be Broad Questions of 10 Marks each, out of which solve any Three Questions (10 x 3 = 30 Marks)
- Question No. 6 will be Compulsory Case Study / Numerical Based on Entire Syllabus / All Modules (10 Marks)
- Depending upon the nature of subject, the Questions may Be Conceptual/ Numerical/ Applied/ Case Study etc.
- The university rules shall be followed when admitting students into the next higher

semester for BBA. However, ATKT Rules will be applicable as per University Norms or the AICTE Model syllabus.

Sample Paper Pattern for 50 Marks Examination: -

Q.1	Short Notes Based on Entire Syllabus / All Modules (Compulsory)	10 Marks
Q.2	Based on Entire Syllabus / All Modules	10 Marks
Q.3	Based on Entire Syllabus / All Modules	10 Marks
Q.4	Based on Entire Syllabus / All Modules	10 Marks
Q.5	Based on Entire Syllabus / All Modules	10 Marks
Q.6	Case Study / Numerical Based on Entire Syllabus / All Modules (Compulsory)	10 Marks

Minimum Marks for Passing in for 50 Mark Papers shall be:

1. Internal Assessment (IA):	40% (20 Marks)
2. University Assessment (UA):	40% (20 Marks)

Sample Paper Pattern for 25 Marks Examination: -

Q.1	Short Notes Based on Entire Syllabus / All Modules (Compulsory)	10 Marks
Q.2	Based on Entire Syllabus / All Modules	10 Marks
Q.3	Based on Entire Syllabus / All Modules	10 Marks
Q.4	Case Study / Numerical Based on Entire Syllabus / All Modules (Compulsory)	05 Marks

Minimum Marks for Passing in for 25 Mark Papers shall be:

1. Internal Assessment (IA):	40% (10 Marks)
2. University Assessment (UA):	40% (10 Marks)

SEMESTER -V

CC 501	Strategic Management	3L:1T:0P	4 Credits
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Course Objective(s):

The objective of this course are:

1. To enhance the ability to do the job of a general manager responsible for strategic performance. Specifically, to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole.
2. Analyse the competitive situation and evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

Course Content:

Unit 1: Introduction to Strategy

Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management

Unit 2: Strategic Analysis

Environmental appraisal- Scanning the Environment ,Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company’s External Environment: Components of External Environment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces, Industry Analysis – Analysis of the competitive environment ; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis , Experience Curve, SWOT analysis, BCG Matrix, GE- Cell Matrix.

Unit 3: Strategy Formulation

Business Strategy Formulation: Generic strategies; Functional areas and link between business strategy and functional strategy; Corporate Strategy Formulation: Creating value and diversification; Strategic alliances; International expansion strategies; Introduction to strategies of growth, stability and renewal, types of growth strategies concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger & acquisitions

Unit 4: Strategy Implementation and Control

Structural Implementation; Functional and Operational Implementation; Behavioural Implementation; Strategy Evaluation and Control; Strategic leadership; Strategic control and corporate governance; Issues in Strategy Implementation; Creating effective organizational designs; Strategy and society; Managing innovation and fostering corporate entrepreneurship; Integration of Functional Plans and Policies- Strategy Evaluation and Control - Operational Control - Overview of Management Control.

Text Books (Latest Edition):

Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal . Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson.

Frank T Rothaermel . Strategic Management – 5th Edition (Indian), McGraw Hill.

Suggested Readings:

Arthur A Thompson, Margaret A Peteraf, John E Gamble, AJ Strickland III, Thomas Joseph (2021). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases, 22nd Edition, McGraw Hill.

Krishna G. Palepu, Tarun Khanna. (2010). Winning in Emerging Markets: A Roadmap for Strategy and Execution, Harvard Business Press.

Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.

Pankaj Ghemawat, "Strategy and the Business Landscape" Pearson Education

Porter, M. E. (1989). *From competitive advantage to corporate strategy* (pp. 234- 255). Macmillan Education UK.

CC 502	Logistics and Supply Chain Management	3L:1T:0P	4 Credits
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Course Description: Supply Chain Management is a comprehensive course that equips students with essential skills to manage and optimize supply chains in modern business environments. The course covers logistics, strategic fit, network design, sourcing, pricing, and demand management, emphasizing the impact of digital transformation on supply chain strategies and operations. Through case studies and practical insights, students will learn to design effective supply chain networks, optimize e-commerce operations, and manage global challenges.

Course Objectives:

1. To understand the strategic role of supply chain management in enhancing organizational competitiveness.
2. To explore the design and optimization of supply chain networks, particularly for e-commerce.
3. To examine the impact of sourcing and pricing decisions on supply chain efficiency and effectiveness.
4. To develop skills in coordinating and managing supply and demand in a globalized market environment.

Course Content:

Unit 1: Introduction to Supply Chain Management

Supply chain, objectives, importance, decision phases, process view, competitive and supply chain strategies, achieving, strategic fit, supply chain drivers, obstacles, framework, facilities, inventory, transportation.

Unit 2: Supply Chain Network Design

Designing the distribution network, role of distribution, factors influencing distribution, e-business application, Global supply chain networks, distribution networks in practice, network design in the supply chain, role of network, factors affecting the network design decisions, modeling for supply chain.

Unit 3: Sourcing and Pricing Strategies

Sourcing decisions and pricing management within supply chains, various sourcing strategies and pricing models, revenue management, cost-efficiency in supply chains, e-commerce dynamics.

Unit 4: Demand and Supply Coordination

Demand forecasting, demand forecasting techniques, aggregate planning, sales operations planning, supply chain activities to balance demand and supply efficiently. Importance of coordination across the supply chain.

Textbooks and References(Latest Editions):

Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.

Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson.

Suggested Case Topics:

Dell's direct model in PC manufacturing: Integration of supply chain and e- business.
Starbucks' sustainable sourcing practices: A supply chain perspective.
Walmart's supply chain management strategies for global dominance.

Course Outcomes:

- Design and manage effective supply chains that enhance organizational competitiveness.
- Gain practical insights into strategic sourcing, demand planning, and supply chain coordination.
- Understand how digital transformation affects supply chain strategies and operations.

Suggested Research Paper Reading:

Eyo-Udo, N. L., Odimarha, A. C., & Kolade, O. O. (2024). Ethical supply chain management: balancing profit, social responsibility, and environmental stewardship. International Journal of Management & Entrepreneurship Research, 6(4), 1069-1077.

Suggested Pedagogy:

This course employs various pedagogical methods, including interactive lectures, student discussions, presentations, engagement with research articles, case studies, and simulation exercises to provide a rich learning environment that fosters understanding and application of supply chain management principles.

Appendix – 5

MAJOR PROJECT & GUIDELINES

Course Code	:	SEC 602
Course Title	:	Major Project
Number of Credits	:	4
Course Category	:	Skill Enhancement Course

All Students must carry out an independent research project in an area of their interest: Business Administration.

A proposal should be submitted immediately after completing the research methods unit in 3rd year , semester five. The guidelines mention details.

Consequently, students are expected to produce quality research projects that:

- Addresses current problems of interest in the real world
- Demonstrate a mastery of skills learnt during their study in the Institute.
- Demonstrates writing skills.

Course Objective: The objective of this course is to enable the students:

- Identify and discuss the role and importance of research in the social sciences.
- Identify and discuss the issues and concepts salient to the research process.
- Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

1. General Regulations

- The Project report should be submitted before the student sits for the final university examinations in semester VI.
- The student shall work under the guidance of a project supervisor (s) appointed by the Institute's director.
- Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the Institute.
- The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester V.

- The students shall present a proposal at the panels and be awarded marks. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.
- The student will then complete chapters 4 and 5 of the project.
- Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the final defence and VIVA VOCE. The marks obtained will be added to the proposal defense marks and compiled
- The students should then submit two copies of the project report to the Institute 2 weeks before the final examination in semester VI.
- If the student is unsuccessful, the resubmission regulations will apply as stipulated in the academic policy.

2. Choosing a Project Title

- The project's title should be clear and specific to a real problem.
- Similar topics between students should be avoided.
- The project should be new and original, not replicating another person's work.
- At the proposal level, the appointed supervisor MUST approve the project title.
- The research committee must ratify all the topics.

3. Formatting Guidelines

- Font Size-12 in the body text, except for the topics and titles, which should be font size 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good print quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left-hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Numbers and Percentages-must do not begin with a sentence.
- Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
- Pagination: Bottom of page and centred.
- Report should be of 40–50 pages.

Evaluation will be done based on the project completed, presentation of the proposal and Viva Voce.

- One teacher shall be allotted the workload for supervising the Major project. The evaluation of the **project and viva-voce examination shall be conducted by an external examiner from the panel approved** by Swami Ramanand Teerth Marathwada University.

Course outcomes:

At the end of the project, students will be able to

- Understand basic concepts of research and carry out an analysis
- Explain key research concepts and issues
- Read, comprehend, and explain research articles in their academic discipline.
- Practically apply outcomes of previous research in present problems for decision-making.

SEMESTER -V Discipline Specific Elective -(Finance)

DSE-Fin-01	Banking and Insurance	3L:1T:0P	4 Credits
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Course Description:

This course provides a thorough examination of the principles, practices, and regulatory structures governing the banking and insurance sectors in India. Students will be oriented with the functions, procedures, products and services of banks and insurance companies. This course aims to facilitate a comprehensive understanding of the banking and insurance sectors, equipping students for careers in banking, insurance, financial services, or related fields.

Course Objective(s):

Develop understanding of fundamental principles and functioning of banking in India.

Explain concepts and general principles of insurance in relation with risk and its management.

Expand knowledge of various products & services and latest technologies used in banking and insurance sector.

Equip students with techniques to analyse the financial performance of banks for the purpose of risk management.

Course Content:

Unit 1: Introduction to Banking and Insurance

Evolution, structure, development of banking in India - Commercial (Public, Private and Foreign), Rural, Co-Operative bank. Significance and role of banks in economic development and growth.

RBI - objectives, functions and role in development. Banking

Products – Fee based and Fund based products. Types of Accounts, Deposits, Advances and Collaterals., CAMEL Rating and different banking ratios. Banking Regulations, Introduction to BASEL Norms. Capital Adequacy requirement, SLR, CRR, CAR requirements. Non-Performing Assets – Problems and efforts to manage them.

Evolution, structure, development of insurance in India. Definition of Insurance and Assurance. General Principles of Insurance, Insurance Terminology. Purpose and Need of Insurance--- Risk Meaning and definition, Risk and uncertainty, Chances of loss – Peril and Hazard - Classification of risks. Techniques of managing risk – Risk pooling- insurable risks vs. hedging – Risk Transfer Methods. Insurance Regulatory and Development Authority (IRDA) Duties, Powers and Functions of IRDA, The Banking Regulation (Amendment) Act, 2020

Unit 2: Retail Banking

Account opening process and documentation of different types of accounts – KYC and AML. Retail Products Overview (Customer requirements and Products development). Description of Liability products, Description of Asset Products. Credit scoring and CIBIL. Retail Product Marketing Strategies-- Tie-up with Institutions for Personal loans/ Credit cards/ Educational loans/ Authorized Dealers for Auto/ Vehicle loans, and with Builders/ Developers for Home loans. Delivery Channels - Branch, Extension counters, Universal Banking, ATMs, POS, Internet Banking, M-Banking. Customer Relationship Management, stages in CRM process. Technology for Retail Banking - Static information, Account opening, basic loan origination data etc. Updated information like income details at different frequencies. Transaction information, disbursement and final settlement of the loan amount.

Unit 3: Life Insurance

Fundamental principles of life insurance. Basic features of life insurance contracts. Life insurance products – Traditional and unit linked policies, Individual and group policies - With and without profit policies. Types of life insurance policies – Term insurance, Whole life insurance and its variants, Endowment insurance and its variants, Annuities and Pension Plans. Special Policies for children, females and handicapped. Mortality table, Different types of premiums, Premium payment options Premium calculations – Factors affecting premium. Assignment Nomination and Surrender of policy. Policy lapse and revival, Paid up value of policy. Insurance Application and Acceptance Procedure. Policy claims: Survival benefits, Death claims – Maturity claims, Early claims & non– early claims. Documents required for processing early claims. Death due to un-natural causes or accidents. Claims concession clause and extended claims concession clause – Presumption of death. Different channels for marketing of insurance, Bancassurance.

Unit 4: General Insurance.

Meaning, Evolution and Growth of General Insurance. Fundamentals of General Insurance. Fire Insurance: Fire Insurance coverage, Consequential loss (fire), Declaration policies. Marine Insurance: Marine Cargo policies, Hull policies, Institute cargo clauses, Institute hull clauses, Open policies. Motor Insurance: Types of policies, Third party Insurance, Comprehensive coverage, Conditions and Exclusions – premium. Health Insurance and Mediclaim policies, Personal Accident Insurance, Liability Insurance, Burglary Insurance, Rural Insurance covers, Agricultural Insurance Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability other Miscellaneous Insurances. Underwriting and Premium Rating: Proposal forms, Cover notes, Certificates of Insurance, Endorsements, Premium Rating, Premium Loading. Settlement of Claims: Claim procedure, TPAs, Claim forms, Investigation / Assessment. Essential Claim Documents. Settlement Limitation, Arbitration, Loss Minimization and Salvage.

Textbooks (Latest Editions)

Indian Institute of Banking and Finance; Risk Management. Macmillan India Ltd.

Koch, T. W., & MacDonald, S. S. Bank Management. Cengage Learning.

Rose, P. S., & Hudgins, S. C. Bank Management and Financial Services. McGraw Hill.

Indian Institute of Banking and Finance; Principles & Practices of Banking. Macmillan Indian Ltd.

Indian Institute of Banking and Finance; Banking Products & Services. Taxman Publications Pvt. Ltd.

Trieschmann, J. S., Hoyt, R. E., & Sommer, D. W; Risk Management & Insurance. Cengage Learning.

Insurance Institute of India; Principles of Insurance. Mumbai.

Insurance Institute of India; Practice of Life Insurance. Mumbai.

Insurance Institute of India; Practice of General Insurance. Mumbai.

Research Papers / Articles

1. Reddy, Y. V. (2006). "Economic Policies and India's Reform Agenda: New Thinking". New Delhi: Orient Black Swan.
2. Das, S. (2023). "Retail Credit Growth in India: Post-Pandemic Trends and Analysis." RBI Bulletin.
3. Patra, M. D. (2024). "Monetary Policy in India: Navigating Inflation and Growth." RBI Bulletin.
4. Gupta, S. (2023). "Evolution and Sustainability of Retail Credit in India." RBI Bulletin.
5. Ravi, S., & Bose, S. (2023). "Insurance and Economic Growth in India: A Critical Review." Journal of Risk and Insurance, 90(1), 123-145.
6. Sen, S., & Gupta, P. (2023). "Impact of Technology on the Insurance Sector in India." Insurance: Mathematics and Economics, 98, 45-59.
7. Roy, A.& Chakraborty,T. (2023)."Risk Management in Indian Insurance Companies." Journal of Financial Services Research, 57(2), 211- 229

Case Topics / Areas

- The Rise and Fall of a Particular Bank
- Merger of Associate Banks with State Bank of India
- Any Particular Bank Fraud Case
- Digital Transformation in Insurance Sector / Banking Sector
- Ayushman Bharat Scheme and Indian Medical Insurance Sector

Course Learning Outcome (s):

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

- Explain the functioning of the Banking and Insurance sectors and relate their growth with the economy as a whole.
- Compare various products and services offered by Banking and Insurance sectors.
- Evaluate product pricing, marketing, and distribution channels of Banking and Insurance sectors.
- Equip with tools and techniques for financial performance analysis and risk management in Banking and Insurance.

DSE-Fin-02	Income Tax (Direct Tax)	3L:1T:0P	4 Credits
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Course Description:

In this course, students will learn the basics of income tax, including its importance, scope, and legal framework. Topics include computing income under various heads such as salaries, house property, profits, gains from business and profession, capital gains, and other sources. The course covers total income computation, deductions, exemptions, assessment procedures, and filing tax returns. Emphasis is on understanding rules, regulations, and implications for taxpayers. By the end of the course, students will be able to compute income tax liabilities for individuals and businesses, and effectively comply with tax laws.

Course Objective(s):

Introduce students to the fundamental concepts of income tax, its scope, importance, and legal framework.

Enable students to calculate taxable income and tax liability available under the Income Tax Act. Familiarize students with the assessment process, including tax audits, to ensure compliance with income tax laws.

Equip students with the knowledge and skills to prepare and file income tax returns accurately after applying different tax management techniques and strategies.

Course Content:

Unit 1: Introduction to Income Tax

Background of Income Tax Act 1961. Introduction to Income. Important Definitions. Concept of Tax Planning, Tax Avoidance and Tax Evasion. Important features and Provisions of Income Tax Act. Basic Concepts: Assessment Year, Previous Year, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, etc. Residential Status and Incidence of Tax. Agricultural Income. Exempted Income.

Unit 2: Computation of Income under the Head Salaries and House Property

Salary meaning, definition, important considerations regarding salary, taxability of allowances and Perquisites, Profits in Lieu of Salary, Treatment of PF, Gratuity. Computation of Salaries taking into consideration all relevant provisions. Chargeability, Owner of house property, determination of annual value, deduction from Net Annual Value. Unrealized rent, self-occupied property. House Property exempt from Tax. Computation of Income from House Property taking into consideration all relevant provisions.

Unit 3 : Profits and Gains from Business and Profession, Capital Gains and Income from Other Sources

Basis of Determination of Profits and Gains of Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Tax Planning.

Meaning and definition of Capital Gains, Capital Assets, Assets not treated as capital Assets, Types of Capital Assets, concept of Cost Inflation Index, Capital Gains Exempt from Tax, Capital Gains Account Scheme, Exemption of Capital Gains, meaning of special terms used in Capital Gain Concept, Meaning of Transfer of Capital Assets, transactions

not regarded as Transfer. Computation of Capital Gains taking into consideration all relevant provisions.

Types on Income from Other Sources, Deductions Allowable in computing Income from Other Sources, Treatment of Interest on Securities, Computation of Income from Other Sources taking into consideration all relevant provisions

Unit 4: Computation of Total Income, Assessment and Filing of Return

Set Off and Carry forward of Losses, Clubbing of Income and Deemed Incomes, Deductions from Gross Total Income, Computation of Total Taxable Income of Individual taking into consideration all relevant provisions with Numerical/Cases. Calculation of Income Tax of Individuals Types of assessment.

Practical exposure to Filing of Return and various Provisions Relating to Advancement Payment of Tax

Text Books: (Latest Editions)

- Singhania, V. K., & Singhania, K. ;Direct Taxes Law and Practice. Taxmann Publications Pvt. Ltd.
- Taxmann Publications Pvt. Ltd. ; Income Tax Act, 1961 (Bare Act).
- Singhania, V. K., & Singhania, K.; Direct Taxes Ready Reckoner. Taxmann Publications Pvt. Ltd.
- Singhania, V. K. ; Students Guide to Income Tax. Taxmann Publications Pvt. Ltd.
- Gupta, R. ; Direct Taxes Manual (2 Volumes). Bharat Law House Pvt. Ltd.
- Ahuja, G., & Gupta, R. ; Master Guide to Income Tax Act. Wolters Kluwer India Pvt. Ltd.
- Manoharan, T. N. ; Income Tax Guidelines and Mini Ready Reckoner. Snow White Publications Pvt. Ltd.

Research Papers / Articles

- Chelliah, R. J. (1991). Taxation and Economic Development in India. Economic and Political Weekly, 26(20), 1133-1138.
- Subramanian, A. (2023). Impact of Direct Tax Reforms on Income Inequality in India. Indian Economic Review, 68(2), 235-258.
- Rao, M. G. (2022). Tax Compliance Behaviour: A Study of Indian Taxpayers. Journal of Taxation in Developing Countries, 18(1), 45-67.

Course Learning Outcome(s):

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

- Compute taxable income under various heads, such as salaries, house property, and business profits.
- Calculate income tax liabilities for individuals and businesses based on the principles learned in the course and apply deductions and exemptions appropriately to arrive at the total taxable income.
- Analyse tax implications and evaluate tax planning strategies to minimize tax liabilities within the legal framework.
- Create accurate income tax returns for submission to tax authorities.

Appendix – 4

Course Title: Internship/ Capstone Project - BBA – V

Course Code	:	SEC501
Course Title	:	Internship/ Capstone Project
Number of Credits	:	4
Course Category	:	SEC

Course Objective(s):

This internship capstone course aims to provide students with an integrative learning experience that combines professional work in a real-world organisation with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

Internship/ Capstone Project Student Engagement Process:

An internship/capstone project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step 1.

Orientation Session: The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting.

Step 2.

Identify an internship: Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

Step 3.

Internship agreement Form: The Student, Mentor, and internship Coordinator in the Industry will complete the internship agreement form.

Step 4.

Start of Internship: The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gain substantial experience while accommodating any academic commitments. Regular check-ins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

Step 5.

Submission of Report:

Front Page: Student Name, Course, Internship Company, Duration, Mentor Internship Agreement Form

Internship Certificate

Introduction & background of the Company Roles & responsibilities as an Intern Weekly work allotment & completion report Challenges & Solutions

Learning from the internship Conclusion

Step 6.

- **Internship Evaluation:** The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarizing their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern’s understanding and experiences. This evaluation assesses the intern’s ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student’s submission. Report should be of 25–30 pages and One teacher shall be allotted the workload for supervising the Internship/Capstone project. The evaluation of the **project and viva-voce examination shall be conducted by an external examiner from the panel approved** by Swami Ramanand Teerth Marathwada University.

Course Outcome:

After the course, the outcomes are as follows under

1. Application of theoretical knowledge to real-world scenarios.
2. Development of professional skills and networking opportunities.
3. I understand workplace culture and dynamics.
4. Hands-on experience in a chosen field.

SEMESTER -V Discipline Specific Elective -
(Marketing)

DSE-MR-01	Consumer Behaviour	3L:1T:0P	4 Credits
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Course Objective(s):

A comprehensive study of consumer behavioral concepts and models designed to help understand, evaluate, and predict consumer behavior. The course also deepens a student's knowledge to understand the complexities of consumer decision-making and accordingly translate them into effective marketing strategies in the Indian Context.

Course Content:

Unit 1: Understanding Consumer Behavior

Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Value and the Consumer Behavior Framework; Online Consumer Behavior. Organizational Buying Behavior; Consumerism.

Unit 2: External Influences on Consumer Behavior

Characteristics influencing Consumer Behaviour, Lifestyles and Psychographics on Buying Behavior; Social Class and Group Influence on Consumer Behavior – Reference Group and Family Influence on Buying Behavior; Influence of Culture on Consumer Behavior

Unit 3: Internal Influences on Consumer Behavior

Consumer Perception; Consumer Learning, Memory and Involvement; Dynamics of Consumer Motivation; Consumer Personality; Consumer Attitudes and Attitude Change.

Unit 4: Consumer Decision Making

Concept of Consumer Decision; Situational Influence on Consumer's Decision; Consumer Decision Making Process – Need Recognition and Search, Alternative Evaluation and Choice, Post-purchase Behavior; Different Models of Consumer Decision Making.

Text Books / References: (Latest Edition)

1. Schiffman, L. G.; Kanuk L. L. and Kumar, S. R. Consumer Behavior. Pearson Education Inc.
2. Loudon, D. L. and Bitta, J. Albert Della. Consumer Behavior; Concepts and Applications. Tata McGraw Hill Publishing Company Limited
3. Babin, B.J.; Harris, E.G. and Mohan, Ashutosh. Consumer Behavior (CB): A South Asian Perspective. Cengage Learning India Pvt. Limited
4. Hawkins, D. I.; Best, R. J. and Coney, K. A. Consumer Behavior: Building Marketing Strategy. Tata McGraw-Hill Publishing Company Limited.
5. Evans, M.; Jamal, A. and Foxall, G. Consumer Behavior, John Wiley & Sons LTD.
6. Solomon, M. R. Consumer Behavior Buying, Having and Being. PHI Learning Private Limited
7. Nair, S. R. Consumer Behavior Consumer Behavior & Marketing Research. Himalaya Pub. House.

Course Outcome(s):

1. Develop a better understanding of concepts and models of consumer behavior.
2. It can provide insights for the consumer purchase decision process.
3. Able to develop appropriate marketing strategies for different segments of consumers

DSE-MR-02	Rural Marketing	3L:1T:0P	4 Credits
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Course Objective(s):

The objective of the course is to familiarize the participants with the conceptual understanding of Rural Marketing practices in the Indian context. How the marketing strategies will be different from urban marketing to rural marketing.

Course Content:

Unit 1: Introduction: Rural Marketing

Concept & Scope, Attractiveness & Challenges of Rural Markets, Rural vs. Urban Markets. Rural Marketing Environment Rural Market in India, Size and Scope, Environment and Emerging Profile of Rural Markets in India. Rural Vs Urban Marketing.

Unit 2: Rural Consumer Behavior

Rural Consumers Dimensions - Buying Decision Process, Marketing Mix for Rural Marketing, Researching Rural Market-Research approach, Rural Marketing Information System. Rural marketing Regulation and Institutional Support.

Unit 3:

Rural Marketing Mix, Rural Market Segmentation, Positioning Strategies for Rural Market. Strategies for New Product Planning & Development for Rural Markets, Product Mix. Pricing Strategies for Rural Markets-Pricing Policies, Innovation in Pricing of the Products.

Unit 4:

Challenges in Rural Communication, Advertising and Sales Promotion for Rural Markets, Rural Media, Branding in Rural Markets, Issues in Rural Distribution Channels, Tapping the Rural Markets, Rural Retailing, Haats/Shandies, Vans & Mobile Stores, Innovation in Rural Distribution Systems.

Text Books (Latest Edition):

1. Kashyap, P. & Raut, S. Rural Marketing, Biztantra
2. T.P. Gopal Swamy. Rural Marketing. Vikas Publishing House
3. Dogra, B. & Ghuman, K. Rural Marketing, TMH
4. Velayudhan, S. K. Rural Marketing. SAGE Publication
5. Mathur, U.C. Rural Marketing. Excel Books,
6. Krishnamacharyulu, C G. and Ramakrishnan, L. Rural Marketing. Pearson Education
7. Rahman, Habeeb Ur. Rural Marketing. HPH,
8. Singh, Sukhpal. Rural Marketing, Vikas Publishers
9. Kamat, Minouti & Krishnamoorthy, R. Rural Marketing, HPH, Agricultural

Course Outcome(s):

1. Acquaint the students with the appropriate concepts of rural marketing.
2. Develop an understanding of rural vs urban consumers & markets.
3. It will provide insights for understanding challenges and opportunities for rural markets and strategies relevant to rural consumers

Appendix – 4

Course Title: Internship/ Capstone Project - BBA – V

Course Code	:	SEC501
Course Title	:	Internship/ Capstone Project
Number of Credits	:	4
Course Category	:	SEC

Course Objective(s):

This internship capstone course aims to provide students with an integrative learning experience that combines professional work in a real-world organisation with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

Internship/ Capstone Project Student Engagement Process:

An internship/capstone project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step 1.

Orientation Session: The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting.

Step 2.

Identify an internship: Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

Step 3.

Internship agreement Form: The Student, Mentor, and internship Coordinator in the Industry will complete the internship agreement form.

Step 4.

Start of Internship: The internship lasts **eight weeks**. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gain substantial experience while accommodating any academic commitments. Regular check-ins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

Step 5.

Submission of Report:

Front Page: Student Name, Course, Internship Company, Duration, Mentor Internship Agreement Form, Internship Certificate, Introduction & background of the Company Roles & responsibilities as an Intern Weekly work allotment & completion report Challenges & Solutions, Learning from the internship Conclusion

Step 6.

Internship Evaluation: The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern’s understanding and experiences. This evaluation assesses the intern’s ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student’s submission. Report should be of 40–50 pages and One teacher shall be allotted the workload for supervising the Internship/Capstone project. The evaluation of the **project and viva-voce examination shall be conducted by an external examiner from the panel approved** by Swami Ramanand Teerth Marathwada University.

Course Outcome:

After the course, the outcomes are as follows under

1. Application of theoretical knowledge to real-world scenarios.
2. Development of professional skills and networking opportunities.
3. I understand workplace culture and dynamics.
4. Hands-on experience in a chosen field.

SEMESTER -V Discipline Specific Elective -(Human Resource Management)

DSE-HRM-01	Training and Development	3L:1T:0P	4 Credits
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Course Description:

This course describes the process of training and Development. Describes how training is different from learning and the three phases of learning and training. It examines the various process of creating and designing training programme and various ways to evaluate the return on investment and learning of training programmes, latest technology-based training methods, including online training, massive open online learning courses, Blended courses, flexible classrooms are dealt in detail.

Course Objective(s):

1. To understand the basic concepts of training and development
2. To know the importance and methodology of Training Needs Analysis process
3. To sensitize them to various methods of training and training evaluation
4. Understand the need for Cost benefit analysis of Training Programmes.

Course Content:

Unit 1: Training Introduction

Changing in training practice, looking inward, looking outward, appreciative enquiry, looking again and repositioning training; Employee Development & Methods of Training and Development

Unit 2: Training and Learning -two-way process

Knowledge, skill, action; training and learning; Three phases of learning; The learning spiral for participants in the three phases of training

Unit 3: The Needs Analysis Process

Training Needs Assessment: Concept, purpose and scope; Process of Needs assessment; Meaning of Skills gap assessment Needs Assessment Techniques: Person Analysis, Task Analysis and Organization Analysis; Need assessment in practice

Unit 4: Training Process and Evaluating Training and follow up support

Fine tuning objectives and Preparing partners; Setting the stage; Four training methods; Design the training Program; Trainer and training styles; Evaluating from Different angles, Evaluating, Learning, Objectives; Addressing four common imbalances, Determining Return on investment, determining costs, and benefits.Technology Based Training Methods;Developing Online training methods; Massive Open Online Courses; Blended Learning, Adaptive Learning, Flexible learning, Learning Management systems, Choosing New Technology methods

Text Books (Latest Edition):

1. Training for Development Part 1 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2011
2. Training for Organizational Transformation, Part 2 by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2000
3. Managing Performance through Training and Development, Eighth Edition
4. Author(s): Alan M. Saks | Robert R. Haccoun, 2019, Cengage learning
5. Employee Training and Development | 9th Edition by Raymond A. Noe and Amitabh Deo Kodwani, 2019, McGraw Hill

Course Outcome(s): At the end of this course students will be able to:

1. Evaluate training and development Process and New technology- based training methods
2. Assess training need analysis and know its importance
3. Create and design training Programme with objective and content
4. Evaluate the training Programmes.

DSE-HRM-02	Compensation Management	3L:1T:0P	4 Credits
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Course Description:

This course explores the ideas and techniques of compensation management to align with organizational purpose and goals. The course covered job analysis, job appraisal, external market analysis, pay structures, salary administration, incentive theories, and legal concepts. The topic delves into total compensation by exploring how basic pay, employee benefits, and incentive programs work together in an organization. This is for individuals responsible for designing, developing, implementing, and/or administering compensation programs.

Course Objectives:

1. To provide learners with a comprehensive understanding of the basic principles of designing, communicating, and managing compensation programs and how they contribute to an overall incentives' strategy.
2. To equip learners with the ability to Develop and clearly convey compensation philosophy, plans, and initiatives to various stakeholders.
3. To enable learners to understand utilise legal, fiscal, and ethical principles to guarantee adherence and fairness.
4. To develop learners' skills in gathering, organising, and evaluate data to develop job structure, compensation structure, and remuneration strategies.

Course Content:

Unit 1: Dynamics of Compensation Structure

Concept of Compensation structure, Objectives and benefits, Factors affecting compensation decisions, Components of compensation package, Scope and importance of compensation structure, Basic issues that help in designing the organizational strategy for compensation structure.

Unit 2: Current Trends in Designing the Compensation Structure

Introduction to job evaluation, Methods of job evaluation, Internal and external alignment in compensation structure, Market competitiveness, Application of expectancy and equity theories towards compensation structure, Cost to the company concept (CTC), Fringe Benefits: Various kinds of Fringe Benefits, ESOP, Executive remuneration, Compensation Committee and corporate governance.

Unit 3: Regulatory Framework for Compensation Structure

The Code on Wages, 2019 - Regulation of minimum wages, payment of wages, payment of bonus.

Unit 4: Grievances Redressal Relating to Conflicts Between Employers and Employees

Relating to Compensation Structure. The Employees Compensation (Amendment) determination, pay grades, wage surveys, comparable worth, competency-based pay, method of calculating wages.

Suggested Readings:

1. Cascio, W. (2015). Managing Human Resources: Productivity, Quality of Work Life, Profits. United Kingdom: McGraw-Hill Education.
2. Duff, M. C. (2017). Workers' Compensation Law: A Context and Practice Casebook. United States: Carolina Academic Press.
3. Henderson, R. I. (2020). Compensation Management in a Knowledge-based World. India: Pearson Education.

4. Milkovich, G. T., Newman, J. M., Venkata Ratnam, C. S. (2009). Compensation. United States: McGraw-Hill/Irwin.
5. Sharma, J. P. (2010). An Easy Approach to Company and Compensation Laws. Ane Books Pvt. Ltd.

Note: Learners are advised to use the latest edition of textbooks.

From the date of implementation of labour codes, this syllabus shall be disseminated as per new labour codes. Pedagogy: This course uses multiple pedagogies like interactive lectures, learner discussions and PPTs, research articles, case studies, and simulation exercises.

Practical Exercises:

The learners are required to:

1. Design a compensation structure for a hypothetical organisation.
2. Evaluate a job position and propose a compensation structure for it.
3. To analyse a case study on wage regulation in a specific industry.
4. Role-play a grievance redressal scenario related to compensation structure.

Course Outcomes:

After completion of the course, learners will be able to:

1. Explain the components of a compensation package and the importance of a compensation structure.
2. Organise a competitive compensation structure considering various factors like CTC, fringe benefits, ESOP, and executive remuneration.
3. Appraise the regulations related to minimum wages, payment of wages, and payment of bonus.
4. Design measures related to wage determination, pay grades, wage surveys, comparable worth, and competency-based pay.

Appendix – 4

Course Title: Internship/ Capstone Project - BBA – V

Course Code	:	SEC501
Course Title	:	Internship/ Capstone Project
Number of Credits	:	4
Course Category	:	SEC

Course Objective(s):

This internship capstone course aims to provide students with an integrative learning experience that combines professional work in a real-world organisation with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

Internship/ Capstone Project Student Engagement Process:

An internship/capstone project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step 1.

Orientation Session: The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting.

Step 2.

Identify an internship: Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

Step 3.

Internship agreement Form: The Student, Mentor, and internship Coordinator in the Industry will complete the internship agreement form.

Step 4.

Start of Internship: The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gain substantial experience while accommodating any academic commitments. Regular check-ins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

Step 5.

Submission of Report:

Front Page: Student Name, Course, Internship Company, Duration, Mentor Internship Agreement Form, Internship Certificate, Introduction & background of the Company Roles & responsibilities as an Intern Weekly work allotment & completion report Challenges & Solutions Learning from the internship Conclusion

Step 6.

Internship Evaluation: The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern’s understanding and experiences. This evaluation assesses the intern’s ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student’s submission. Report should be of 40–50 pages and One teacher shall be allotted the workload for supervising the Internship/Capstone project. **The evaluation of the project and viva-voce examination shall be conducted by an external examiner from the panel approved by Swami Ramanand Teerth Marathwada University.**

Course Outcome:

After the course, the outcomes are as follows under

1. Application of theoretical knowledge to real-world scenarios.
2. Development of professional skills and networking opportunities.
3. I understand workplace culture and dynamics.
4. Hands-on experience in a chosen field.

SEMESTER -V Discipline Specific Elective -(Business Analytics)

DSE-BA-01	Marketing Analytics	3L:1T:0P	4 Credits
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Course Objective:

The course aims to equip students with the knowledge and skills to apply various marketing analytics techniques, including descriptive, exploratory, and prescriptive data analytics, to make data-driven decisions. Students will learn to utilize tools like Excel/R/SPSS/Python for summarizing marketing data, conduct customer journey mapping, calculate customer lifetime value, perform RFM and churn analysis, and apply advanced methods such as cluster analysis, pricing analytics, and conjoint analysis to optimize marketing strategies.

Course Content:

Unit 1:

Relevance and Scope of Marketing Analytics, use of descriptive, exploratory and prescriptive data analytics. Recent Trends in Marketing Analytics.

Unit 2:

Summarize Marketing Data: Slicing and Dicing Marketing Data with PivotTables- Using Charts to Summarize Marketing Data- Using Functions to Summarize Marketing Data. (Excel/R/Python)

Unit 3:

Customer journey mapping using customer analytics, calculating customer life time value (CLV), RFM analysis, Customer churn and its analysis, Use of cluster analysis for customer segmentation, segmentation analysis process, cluster analysis and its applications

Unit 4:

Pricing objectives, Bundling and types of bundling, skimming, analytics with price skimming, price elasticity using regression-based model. Product Attribute Analysis [Conjoint]- Logistic Regression –Discrete Choice Analysis & Random Utility Theory

Text Book (Latest Editions):

1. Marketing Analytics- Seema Gupta, Avadhoot Jathar, Wiley Publications
2. Wayne L. Winston, Marketing Analytics-Data-Driven Techniques with Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana
3. Stephen Sorger , Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors.
4. Gary L. Lilien and Arvind Rangaswamy , Marketing Engineering: Computer- Assisted
5. Marketing Analysis and Planning, Pearson Education
6. Marketing Analytics, Moutusy Maity, Pavankumar Gurazada

Reference Books:

Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston

Readings:

1. Economic Times/ Financial Express/ Business Standard/ Mint, Business Today, Business World.
2. Dwivedi, Ram Kumar; Dixit, Rinku Sharma; Lohmor Choudhary, Shailee; Sahiba, Zainab; Naik, Satyaprakash, "The Customer Loyalty vs. Customer Retention: The Impact of Customer Relationship Management on Customer Satisfaction:", Web Intelligence, vol. Pre-press, no. Pre-press, pp. 1-18, 2024, Published: 4 January 2024, DOI: 10.3233/WEB-230098.
3. Dr. Biplab Kumar Biswal, Dr. Rinku Sharma Dixit, Dr. Shailee Lohmor Choudhary, Pulkit Srivastava, Dr. Mohnish Kumar, "Exploring the Ethical Use of Artificial Intelligence in Marketing and Advertising", Journal of Informatics Education and Research, Volume 3 (2), Year 2023, Pages 1566 -1572.
4. Wamika Sharma, Weng Marc Lim, Satish Kumar, Aastha Verma, Rajeev Kumra, Game on! A state-of-the-art overview of doing business with gamification, Technological Forecasting and Social Change, 10.1016/j.techfore.2023.122988, 198, (122988), (2024).
5. Gomaa Agag, Yasser Moustafa Shehawy, Ahmed Almoraish, Riyad Eid, Houyem Chaib Lababdi, Thouraya Gherissi Labben, Said Shabban Abdo,
6. Understanding the relationship between marketing analytics, customer agility, and customer satisfaction: A longitudinal perspective., Journal of Retailing and Consumer Services, Volume 77, 2024, 103663, ISSN 0969-6989, <https://doi.org/10.1016/j.jretconser.2023.103663>.

Online Resources:

https://onlinecourses.nptel.ac.in/noc20_mg30/preview

Case Studies

1. MedfirstIndia: Digital Marketing Analytics for Decision-Making, Sheri Lambert; Amy Lavin; Pradeep Racherla; Shravan Karpuram, <https://hbsp.harvard.edu/product/W34167-PDF-ENG?Ntt=marketing%20analytics>
2. Amazon Shopper Panel: Paying Customers for Their Data, By: Eva Ascarza; Ayelet Israeli, <https://hbsp.harvard.edu/product/521058-PDF-ENG?Ntt=marketing%20analytics>

Course Outcomes:

1. Demonstrate the ability to use descriptive, exploratory, and prescriptive data analytics to extract insights from marketing data and inform strategic decisions.
2. Apply advanced Excel/R/SPSS functions, PivotTables, and charts to effectively summarize and analyze marketing data.
3. Utilize customer analytics techniques, such as customer journey mapping, CLV calculation, RFM analysis, and churn analysis, to understand and predict customer behavior.
4. Implement advanced analytical methods, including cluster analysis for customer segmentation, regression-based price elasticity models, and conjoint analysis for product attribute evaluation.

DSE-BA-02	HR Analytics	3L:1T:0P	4 Credits
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Course Objective(s):

The course is designed to equip students with the knowledge, skills, and competencies necessary to understand and apply data analytics techniques in the field of human resource management.

Course Content:

Unit 1:

Evolution and rise of HR Analytics, Application of HR metrics: HR operations metrics, recruitment metrics, training and development metrics, to measure, monitor and take corrective actions so as to conduct the HR function and operations efficiently.

Unit 2:

Descriptive analytics, HR dashboards using any software, slicing and Dicing of HR data with pivot table application

Unit3:

HR analytics application of correlation and regression, understanding variants of T test, one way and two-way ANOVA, interpretation and understanding of different statistical tools and techniques, classification problem using logistics regression.

Unit4:

HR Analytics applied to absenteeism, HR operations efficiency, job classification, employee attrition, training and development, Decision tree and clustering algorithms.

Text Books (Latest Edition):

1. Practical Applications of HR Analytics, by Manish Gupta Pratyush Banerjee, Jatin Pandey, Sage (Text book).
2. HR Analytics : Connecting Data and Theory by Rama Shankar Yadav and Sunil Maheshwari , Wiley(Text Book)
3. HR Analytics Essentials You Always Wanted To Know (Self-Learning Management Series) Dr. Michael Walsh , Vibrant Publishers.
4. Doing Hr Analytics: A Practitioner's Handbook With R Examples by Mr. Sundmark, Lyndon |
5. HR Analytics, 2ed: Understanding Theories and Applications by Dipak Kumar Bhattacharyya, Wliey.
6. Winning on HR Analytics: Leveraging Data for Competitive Advantage by RAMESH SOUNDARARAJAN and KULDEEP SINGH, Sage.
7. Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley

Readings

- Kale, Hritik & Anute, Nilesh. (2022). HR Analytics and its Impact on Organizations Performance. 9.
- McCartney, S. and Fu, N. (2022), "Bridging the gap: why, how and when HR analytics can impact organizational performance", Management Decision, Vol. 60 No. 13, pp. 25-47. <https://doi.org/10.1108/MD-12-2020-1581>
- Alessandro Margherita, Human resources analytics: A systematization of research topics and directions

for future research, Human Resource Management Review, Volume 32, Issue 2, 2022, 100795, <https://doi.org/10.1016/j.hrmr.2020.100795>.

- Khaliq , R., & Saritha , B. (2023). Benefits and Challenges of Adopting HR Analytics: A Comprehensive Review . Journal of Economics, Management and Trade, 29(11), 24–33. <https://doi.org/10.9734/jemt/2023/v29i111159>
- By Prof. Pooja Karekar Dr. Beena Jiby, “The power of HR analytics- Transforming HR in India” International Journal of International Institute of Management Studies, Jan 2022, Vol1, Issue 1, pp 15 – 30.
- Sharma M, Bhatia MS. HR analytics adoption: An exploration of challenges and critical success factors. Personnel Review. 2020;49(1):59-86.

Case Studies:

- Money Cash Flow Inc.: HR Analytics Applied to Employee Retention and Well-Being Issues (A), Michel Cossette; Gabrielle Reyburn, <https://hbsp.harvard.edu/product/HEC162-PDF-ENG?Ntt=hr%20analytics>
- Money Cash Flow Inc.: HR Analytics Applied to Employee Retention and Well-Being Issues (B), Michel Cossette; Gabrielle Reyburn, <https://hbsp.harvard.edu/product/HEC163-PDF-ENG?Ntt=hr%20analytics>
- Is HR the Most Analytics-Driven Function?, Thomas H. Davenport, <https://hbsp.harvard.edu/product/H04WQI-PDF-ENG?Ntt=hr%20analytics>

Course Outcomes

1. Students will understand the importance of using data and analytics and the HR metrics leading to data-driven decision-making.
2. Students will enhance their analytical skills to collect, analyze, interpret, and visualize HR data using statistical and analytical tools.
3. Students will apply analytics techniques to address real-world HR challenges and problems.
4. Students will familiarize themselves with key HR metrics, performance indicators, and benchmarks used to assess and measure HR outcomes and effectiveness.

Overall, the course aims to prepare students for careers in HR management by providing them with the analytical tools, techniques, and mindset needed to leverage data and analytics for informed decision making and strategic HR management.

Tools: SPSS/Excel/R/Python (suggestive list)

Appendix – 4

Course Title: Internship/ Capstone Project - BBA – V

Course Code	:	SEC501
Course Title	:	Internship/ Capstone Project
Number of Credits	:	4
Course Category	:	SEC

Course Objective(s):

This internship capstone course aims to provide students with an integrative learning experience that combines professional work in a real-world organisation with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

Internship/ Capstone Project Student Engagement Process:

An internship/capstone project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step 1.

Orientation Session: The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting.

Step 2.

Identify an internship: Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

Step 3.

Internship agreement Form: The Student, Mentor, and internship Coordinator in the Industry will complete the internship agreement form.

Step 4.

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Step 5.

Submission of Report:

Front Page: Student Name, Course, Internship Company, Duration, Mentor Internship Agreement Form, Internship Certificate, Introduction & background of the Company Roles & responsibilities as an Intern Weekly work allotment & completion report Challenges & Solutions, Learning from the internship Conclusion.

Step 6.

Internship Evaluation: The Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern’s understanding and experiences. This evaluation assesses the intern’s ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student’s submission. Report should be of 40–50 pages and One teacher shall be allotted the workload for supervising the Internship/Capstone project. **The evaluation of the project and viva-voce examination shall be conducted by an external examiner from the panel approved by Swami Ramanand Teerth Marathwada University.**

Course Outcome:

After the course, the outcomes are as follows under

1. Application of theoretical knowledge to real-world scenarios.
2. Development of professional skills and networking opportunities.
3. I understand workplace culture and dynamics.
4. Hands-on experience in a chosen field.

SEMESTER -V Discipline Specific Elective -(International Business)

DSE-IB-01	International Trade Policy & Strategy	3L:1T:0P	4 Credits
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Course Objective:

To provide thorough understanding of India's foreign trade policy, its historical review, regulatory framework, and policy measures. Students will understand and learn the provisions of foreign trade policy for export and import, the regulatory and institutional support to develop implications for businesses, industries, and policymakers.

Course Content-

Unit 1: Introduction

India's foreign trade, Direction and composition of India's exports and imports, need for and significance of foreign trade policy, Preamble and legal framework of foreign trade policy, Various definitions, Government objectives under Foreign Trade Policy, Historical review of trade policy since 1991, General policy provisions regarding imports and exports, Rationale and impact of foreign trade policy.

Unit 2: Import Policies

Structure of Import Policy, Instruments of Import Policy-Import Substitution, Import restrictions- Types of Licensing – OGL, Canalized, Replenishment, Automatic; Advance and Additional License; Holding of License, Third party, Exim scripts, Conditions of license, Negative List. Tariff - Types of Tariffs, Tariffs rates, Bind rates, Quantitative Restrictions, Anti - Dumping, Countervailing Duties.

Unit 3: Export Promotion Policies

Export led growth and Export support growth, Review of Export Promotion Policies since 1991, Export Promotion Schemes (MEIS), EPCG scheme, Duty drawback scheme, DE passbook scheme, Deemed exports, Current Foreign Trade Policy.

Unit 4: Regulatory and Institutional Set-up

FEMA, Export Promotion Councils, Commodity Boards, Development Authority (APEDA, MPEDA), Export Houses, Export Processing Zone (EPZ), Foreign Trade Zone (FTZ), Electronics Hardware Technology Parks (EHTP), Software Technology Parks (STP), Special Economic Zone (SEZ), Agri Export Zone (AEZ), 100% Export Oriented Unit (E.O.U).

Textbooks (Latest Edition):

1. Export Management, Himalaya Publishing House, Divya Singh and Amit Gautam
2. Foreign Trade Policy, Ministry of Commerce, Govt. of India
3. Handbook of Procedures, Directorate General of Foreign Trade, Govt. of India
4. Economic Survey, Ministry of Finance, Govt. of India
5. Foreign Trade Policy and Handbook of Procedures (Vol I and II), Commercial Law Publishers, S C Jain, Shweta Jain and Abhishek Jain

Readings:

1. Golub, S. S., Hajkova, D., Mirza, D., Nicoletti, G., & Yoo, K. Y. (2003). The influence of policies on trade and foreign direct investment. OECD Economic Studies, 2003(1), 7-83.
2. Volpe Martincus, C., & Carballo, J. (2012). Export promotion activities in developing countries: What kind of trade do they promote?. The Journal of International Trade & Economic Development, 21(4), 539-578.
3. Broocks, A., & Van Biesebroeck, J. (2017). The impact of export promotion on export market entry. Journal of International Economics, 107, 19-33.

Case Studies:

1. The Indian Shrimp Industry Organizes to Fight the Threat of Anti-Dumping Action
https://www.wto.org/english/res_e/booksp_e/casestudies_e/case17_e.htm
2. Looking at trade policy through a "gender lens"- Summary of Seven Country Case Studies Conducted by Unctad

https://unctad.org/system/files/official-document/ditc2014d3_en.pdf

*Mode of Evaluation: Continuous Internal Assessments

Course Outcomes:

On successful completion of the course the learner will be able to-

1. Understand and comprehend the historical development, objectives, key features and institutional framework of foreign trade policy. (Bloom's Level: Remember, Understand)
2. Analyze the impact of trade policy and trade barriers on international trade flows. (Bloom's Level: Analyze, Apply)
3. Assess the implications of trade policy for businesses, industries, and economies and develop recommendations for policymakers based on trade policy analysis. (Bloom's Level: Evaluate, Create)

DSE-IB-02	Global Business Environment	3L:1T:0P	4 Credits
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Course Objective(s):

The objective of this course is to understand the concept of globalization and its impact on businesses worldwide. To analyze the interplay of economic, political, and cultural factors in the global business environment. To evaluate the opportunities and challenges of operating in diverse international markets, develop strategies for managing risks and adapting to changes in the global business landscape. Apply theoretical concepts to real- world case studies and scenarios.

Course Content:

Unit 1: Introduction to the Global Business Environment

Definition and Scope of Global Business: Understanding international markets and operations; Historical Evolution of Globalization: Key phases and milestones in global trade; Key Drivers of Globalization: Technology, trade policies, transportation, and communication; Multinational Enterprises (MNEs): Characteristics, strategies, and market entry modes; Impact of MNEs: Economic, cultural, and environmental influences on host and home countries; Global vs. Transnational Business: Differences, strategies, and organizational structures

Unit 2: Environments of Global Business

Overview of the PESTEL Framework: Understanding the components; Political Environment: Government policies, stability, and international relations; Economic Environment: Economic growth, exchange rates, inflation, and market conditions; Social Environment: Cultural trends, demographics, and consumer behaviors; Technological

Environment: Technological advancements, innovation, and digital transformation; Ecological Environment: Environmental regulations, sustainability practices, and impact on business; Legal Environment: Regulatory frameworks, compliance, and legal issues in international business; Case Studies: Application of PESTEL analysis in real-world scenarios

Unit 3: International Organizations and Agreements

General Agreement on Trade and Tariffs (GATT) – Concept; World Trade Organization (WTO)- Functions, Principles, Organizational Structure; The WTO Agreements - A Bird's eye view; Salient feature of Uruguay Round Agreement Dispute Settlement Mechanism, Ministerial Conferences

International Economic Organizations: Introduction, Objectives, Organizational Structure and Functions; International Monetary Fund (IMF); World Bank Group International Bank for Reconstruction and Development (IBRD) & International Development Association (IDA); Organization for Economic Co-operation and Development (OECD); United Nations Conference on Trade and Development (UNCTAD); IFC International Finance Corporation; Asian Development Bank (ADB)

Unit 4: Globalism vs Regionalism

Evolution of regional trade agreements (RTAs); United States–Mexico–Canada Agreement (USMCA), European Union (EU), Association of Southeast Asian Nations (ASEAN), Mercosur (Southern Common Market), Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP); Emerging trends and challenges in global trade governance.

Text books(Latest Edition):

1. International Business: Competing in the Global Marketplace, 14th Edition, McGraw Hill, Charles Hill
2. Global Business. 3rd Ed. Cengage, Learning, Peng, M.
3. International Business Environments and Operations. 16th Ed. Harlow: Pearson, DanielS, J. D., Radebaugh, L. H. and Sullivan D. P

Research Papers:

1. Jahanshahi, A. A., & Nawaser, M. (2011). Globalization and Its Impacts on the World Economic Development. International Journal of Business and Social Science, 2(23), 291-297.
2. Dunning, J. H., & Lundan, S. M. (2008). The Role of Multinational Enterprises in Global Economic Development. Multinational Business Review, 16(1), 1-20. DOI: 10.1108/1525383X200800001.

3. Van den Bossche, P., & Prévost, D. (2016). The WTO: Functions and Impact on International Trade. *International and Comparative Law Quarterly*, 65(1), 245-278. DOI: 10.1017/S0020589315000500.
4. Bhagwati, J., & Panagariya, A. (1999). Globalism vs Regionalism: A Study of Trade Agreements. *Journal of International Economics*, 12(3), 329-356. DOI: 10.1016/S0022

Case Studies:

1. Tata Group's Global Expansion - "The Tata Group's Global Footprint: Building a Global Business" - Harvard Business Review.
2. Infosys: Navigating PESTEL Factors - "Infosys in India: Building a Software Giant" Harvard Business School Case Study.
3. Reliance Jio: Transforming India's Digital Landscape - "Reliance Jio: Revolutionizing Telecommunications in India" - Ivey Business School Case Study.
4. Mahindra & Mahindra: Collaborating with International Financial Institutions - "Mahindra & Mahindra in South Africa: Innovating from the Base of the Pyramid" Harvard Business Review.
5. Bharti Airtel's Entry into African Markets - "Bharti Airtel in Africa: A New Frontier" INSEAD Case Study.
6. Dr. Reddy's Laboratories: Leveraging Regional Trade Agreements - "Dr. Reddy's Laboratories: Realizing a Vision" - Ivey Business School Case Study

Course Outcome(s):

1. Understand and describe the main features of the international business environment and its primary institutions. (Bloom's Level: Remember, Understand)
2. Analyze the political, social, economic, technological, and other configurations that support cross-border trade. (Bloom's Level: Analyzing)
3. Apply an understanding of the different modes of engagement with international markets and explore the interconnectedness between these and the economic, legal, governmental, political, regulatory, cultural, and other environments in which expanding companies operate. (Bloom's Level: Applying, Analyzing)
4. Evaluate the key decisions that multinational firms make in relation to the choice of markets and entry strategies (Bloom's Level: Evaluating)

*Mode of Evaluation: Continuous Internal Assessments

Appendix – 4

Course Title: Internship/ Capstone Project - BBA – V

Course Code	:	SEC501
Course Title	:	Internship/ Capstone Project
Number of Credits	:	4
Course Category	:	SEC

Course Objective(s):

This internship capstone course aims to provide students with an integrative learning experience that combines professional work in a real-world organisation with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

Internship/ Capstone Project Student Engagement Process:

An internship/capstone project is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organisation. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

Step 1.

Orientation Session: The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting.

Step 2.

Identify an internship: Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

Step 3.

Internship agreement Form: The Student, Mentor, and internship Coordinator in the Industry will complete the internship agreement form.

Step 4.

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Step 5.

Submission of Report:

Front Page: Student Name, Course, Internship Company, Duration, Mentor Internship Agreement Form Internship Certificate, Introduction & background of the Company Roles & responsibilities as an Intern Weekly work allotment & completion report Challenges & Solutions, Learning from the internship Conclusion.

Step 6.

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Course Outcome:

After the course, the outcomes are as follows under

1. Application of theoretical knowledge to real-world scenarios.
2. Development of professional skills and networking opportunities.
3. I understand workplace culture and dynamics.
4. Hands-on experience in a chosen field.

SEMESTER -VI

CC 601	Project Management	3L:1T:0P	4 Credits
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Course Description: Project Management is a core course designed to introduce students to the fundamental aspects of planning, executing, monitoring, and closing projects across diverse industries. The course emphasizes the use of project management tools, particularly Microsoft Project, to manage timelines and resources efficiently. Through exploring risk management, stakeholder communication, and Agile methodologies, students will develop the critical thinking and practical skills necessary for successful project management.

Course Objectives:

1. To provide a comprehensive understanding of the project management lifecycle from inception to closure.
2. To enhance skills in using project management tools such as Microsoft Project for managing complex projects.
3. To explore effective stakeholder management and communication strategies critical for project success.
4. To analyze risk management strategies and their application to ensure project success under varying circumstances.

Course Content:

Unit 1: Fundamentals of Project Management:

Core concepts of project management, project life cycle, role of the project manager, organizational context of projects, stages of a project from initiation to closure, key responsibilities of a project manager in driving project success.

Unit 2: Project Planning and Tools:

Planning phase of project management, project scope and objectives, developing a Work Breakdown Structure (WBS), scheduling techniques such as Gantt charts and PERT/CPM, create and manage schedules, project management tools to streamline project planning.

Unit 3: Executing and Monitoring Projects:

Resource allocation, budgeting, and quality control within project execution. risk management processes including identification, analysis, and response strategies resource management and performance tracking, to ensure project alignment with planned objectives.

Unit 4: Concluding Projects and Agile Methodologies:

Closing phase of projects, performance measurement, stakeholder communication, and post-project evaluation. Agile project management principles and the Scrum framework, comparing Agile with traditional project management methods, managing projects in dynamic environments.

Suggested Case Topics:

1. The Big Dig: A project management analysis of Boston's Central Artery/Tunnel Project.
2. The launch of Apple's iPhone: Managing high-stakes technology projects.

3. Project management in non-profits: The case of the Global Fund's initiatives.

Suggested Research Paper Reading:

Orieno, O. H., Ndubuisi, N. L., Eyo-Udo, N. L., Ilojianya, V. I., & Biu, P. W. (2024). Sustainability in project management: A comprehensive review. *World Journal of Advanced Research and Reviews*, 21(1), 656-677.

Textbooks (Latest Edition):

1. *Information Technology Project Management*, by Kathy Schwalbe, Cengage Learning.
2. *Project Management: A Managerial Approach*, by Jack R. Meredith and Samuel J. Mantel Jr., Wiley.

References

Course Outcomes:

1. Understand and apply the key principles of project management to various project environments.
2. Gain proficiency in using Microsoft Project for project planning, execution, monitoring, and closing.
3. Develop skills in stakeholder management and communication strategies essential for project success.
4. Explore and apply risk management techniques to mitigate potential project issues.

Suggested Pedagogy:

This course utilizes various teaching methodologies such as interactive lectures, student discussions, PowerPoint presentations, engagement with research articles, case studies, and simulation exercises to provide a comprehensive learning experience.

CC 602	Business Taxation (GST)	2L:0T:0P	2 Credits
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Course Description:

This course provides a comprehensive understanding of business taxation, focusing on Goods and Services Tax (GST) and Customs Duty. Students will examine the principles, concepts and practices of key areas, gaining insights into impact on business operations. By the end of the course, students will be equipped with the knowledge and skills necessary to navigate the complexities of GST and Customs Duty in the business environment.

Course Objective(s):

1. Analyse the legal provisions governing GST and Customs Duty to comprehend their scope and application in business transactions.
2. Examine the tax implications of GST and Customs Duty on different business activities.
3. Explain procedures and methods to calculate GST liabilities and Customs Duty obligations accurately, ensuring compliance with relevant laws and regulations.
4. Orient with the practical application of GST and Customs Duty in business decision-making processes.
5. Provide knowledge of latest amendments and changes in GST and Customs Duty laws to adapt business strategies and practices accordingly.

Course Content:

Unit 1: Goods and Service Taxes (GST) – Overview and Concepts

Fundamentals of GST, Constitution {101st Amendment} Act 2016, Tax Structure in India, Types of Taxes – Direct and Indirect Taxes. Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, one nation one tax, objectives, structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages. Introduction to Central Goods and services Tax 2017 (CGST), State Goods and Service Tax Act 2017 (SGST), Union Territory Goods and Services Tax Act 2017 (UTGST), Integrated Goods and Services Tax Act 2017, Goods and Service Tax Network (GSTN), GST Council. Dual Model of GST – GSTN. Process of registration, compulsory registration, exemption from registration, liability for registration, deemed registration, cancellation of registration and revocation of registration. GST Unique Identification Number (GSTIN).

Unit 2: Levy, Collection and Input Tax Credit

Meaning of Supply, scope of supply, types of Supplies – Composite and Mixed Supplies. Levy and Composition, Composition of Levy. Persons liable to pay GST, Time of Supply and Value of Supply. Input Tax Credit – eligible and ineligible tax credit. Availability of Tax Credit under special circumstances- Transfer of Input Tax Credit – Input Service Distributor- Tax Invoice - Bill of Supply- Credit Note -Debit Note - Receipt Voucher - Payment Voucher - Revised Invoice - Transportation of goods without issue of Invoice - Delivery Challan. Payment of Tax -Modes of Payment - Electronic Liability Register - Electronic Credit Ledger - Electronic Cash Ledger- Time line for Payment of Tax - Challan Reconciliation - Interest on Late Payment - Set off of Input Tax Credit - Refunds- Application for Refund of Tax, Interest, Penalty, Fees or any Other Amount.

Unit 3 : Filing of GST Returns and Audit

Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7-GSTR8- GSTR – 9 -

GSTR10- GSTR11. Audit by tax authority's U/s 65 – Special Audit U/s 66- Audit by department- Power of Departmental Audit – Returns- Authorization to Audit – Audit Procedure – Duration of Audit- Audit Findings-Reply to Audit Findings - Period of Limitation to issue Show Cause Notice - Assessment under Chapter XII- Assessment & Audit Rules (no 98 to 102) - Demands and Recovery.

Practical's on online GST Registration Process and Payment of Tax; Enabling GST and Defining Tax Details - Tally ERP; Defining Tax Rates at Master and Transaction Levels; Defining GST Rates at Stock Group Level; Defining GST Rate at Transaction Level; Accounting of GST Transactions; Creation of GST Duty ledgers; GST Reports; Generating GSTR; Exporting GSTR; Uploading of GSTR on GST portal.

Unit 4: Customs Duty

Introduction- Basic Concepts - Territorial Waters - High Seas – Types of Customs Duties- Basic customs duty - Protective duties - Safeguard duty – Countervailing Duty on subsidized articles - Anti-dumping duty – Baggage - Valuation - Baggage Rules and Exemptions. Procedure (including warehousing) - Export Procedure - Deemed Exports -Duty drawback - Customs (Import of Goods at Concessional Rate of Duty) Rules, 2017 - Valuation of Imported Goods -Valuation of Export Goods.

Readings:

Textbooks (Latest Editions)

1. Datey, V. S.; Indirect Taxes. Taxmann Publications Pvt. Ltd.
2. Balachandran, V. ; Indirect Tax Laws. Sultan Chand & Sons.
3. Datey, V. S.; GST and Customs Law. Taxmann Publications Pvt. Ltd.
4. Singhanian, V. K., & Singhanian, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd.
5. Sahay, B. S., & Ranjan, R. ; Goods and Services Tax (GST). Cengage Learning India.
6. Sury, M. M.; Indirect Taxes. New Century Publications.

Course Learning Outcome(s):

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

1. Describe the legal framework of GST and Customs Duty, including key provisions, regulations thereby explaining the tax implications on various business transactions.
2. Interpret tax laws and regulations to assess the impact of GST and Customs Duty on business operations and compliance requirements.
3. Calculate GST liabilities and Customs Duty obligations for different business scenarios and solve practical taxation problems related to the two.
4. Analyse the implications of GST and Customs Duty on business decisions, considering factors such as cost, risk, and compliance for effective planning thereby minimizing tax liabilities.
5. Create compliance frameworks for businesses to ensure adherence to GST and Customs Duty regulations.

SEC 601	Corporate Governance	2L:0T:0P	2 Credits
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Course Description:

This course will teach the fundamental theories and practice of corporate governance. This course covers the history of the corporation, boards of directors, the division of profit sharing and various forms of employee ownership and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading, international corporate governance, and policy developments likely to impact the corporation.

Course Objectives:

1. To provide learners with a comprehensive understanding of the concept of Corporate Governance, its emergence, and its significance in the modern organizational context.
2. To equip learners with the ability to assess and identify the various global corporate failures, using international codes of corporate governance.
3. To enable learners to understand and apply various composition of the board, the role of board and board committees, and concepts like insider trading, shareholder activism, class action suits, whistleblowing mechanism, and CSR in corporate governance.
4. To develop learners' skills for understanding the regulatory framework of corporate governance in India and to investigate the impact of corporate failures in India and common governance problems in these failures.

Course Content:

Unit 1: Conceptual Framework of Corporate Governance:

Corporate Governance: Meaning, significance, and principles; Management and corporate governance; Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholders' Theory; One Tier and Two-Tier Boards

Unit 2: Corporate Governance and Role of Stakeholders:

Board composition: Executive directors, non-executive directors and independent directors; Role of Board and board committees; Insider Trading; Shareholder activism; Class action suits; Whistleblowing Mechanism, CSR and Corporate Governance

Unit 3: Global Corporate Failures and International Codes:

Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, SOX Act 2002, OECD Principles of Corporate Governance.

Unit 4: Corporate Governance Regulatory Framework in India and Corporate Failures in India:

Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017); Regulatory framework: Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015.Satyam Computer Services Ltd, Kingfisher Airlines, PNB Heist; ICICI Bank; Common Governance Problems in various Corporate Failures in India and abroad.

Suggested Readings: (Latest Editions)

- Act, S. O. (2002). Sarbanes-Oxley act. Washington DC.
- Aparajita, S., & Rhudra, R. Insider Trading Regulation 2015. GNLU L. Rev., 4, 69.

- Monks, R. a. G., & Minow, N. Corporate Governance. John Wiley & Sons.
- Roy Chowdhury Ghosh, A. Corporate Governance Under the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.
- Satheesh Kumar, T. N. Corporate Governance. India: Oxford University Press.
- Sharma, J. P. Corporate Governance, Business Ethics and CSR:(with Case Studies and Major Corporate Scandals). Ane Books Pvt. Ltd.
- Note: Latest edition of readings may be used and latest amendments to the regulations shall be referred to.
- Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

Practical Exercises:

The learners are required to:

1. Research and present on the application of different theories of corporate governance in real-world companies.
2. Analyse a recent case of insider trading or shareholder activism and discuss its impact on the company's corporate governance.
3. Research and present on the impact of a major corporate failure on the development of international codes of corporate governance.
4. Analyse the impact of a specific regulation on corporate governance practices in India.
5. Research and present on a major corporate failure in India and the governance problems that contributed to this failure.

Course Outcomes: After completion of the course, learners will be able to:

1. Describe the concept of corporate governance and its significance and discuss different theories of corporate governance.
2. Demonstrate the role of different stakeholders in corporate governance and interpret concepts like insider trading, shareholder activism, and CSR.
3. Relate major global corporate failures and the international codes that were developed in response.
4. Judge the regulatory framework of corporate governance in India, major corporate failures in India and the common governance problems associated with these failures.

Appendix – 5

MAJOR PROJECT & GUIDELINES

Course Code	:	SEC 602
Course Title	:	Major Project
Number of Credits	:	4
Course Category	:	Skill Enhancement Course

All Students must carry out an independent research project in an area of their interest: Business Administration.

A proposal should be submitted immediately after completing the research methods unit in 3rd year , semester five. The guidelines mention details.

Consequently, students are expected to produce quality research projects that:

- Addresses current problems of interest in the real world
- Demonstrate a mastery of skills learnt during their study in the Institute.
- Demonstrates writing skills.

Course Objective: The objective of this course is to enable the students:

- Identify and discuss the role and importance of research in the social sciences.
- Identify and discuss the issues and concepts salient to the research process.
- Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

1. General Regulations

- The Project report should be submitted before the student sits for the final university examinations in semester VI.
- The student shall work under the guidance of a project supervisor (s) appointed by the Institute's director.
- Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the Institute.
- The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester V.

- The students shall present a proposal at the panels and be awarded marks. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.
- The student will then complete chapters 4 and 5 of the project.
- Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the final defense and VIVA VOCE. The marks obtained will be added to the proposal defense marks and compiled.
- The students should then submit two copies of the project report to the Institute 2 weeks before the final examination in semester VI.
- If the student is unsuccessful, the resubmission regulations will apply as stipulated in the academic policy.

2. Choosing a Project Title

- The project's title should be clear and specific to a real problem.
- Similar topics between students should be avoided.
- The project should be new and original, not replicating another person's work.
- At the proposal level, the appointed supervisor **MUST** approve the project title.
- The research committee must ratify all the topics.

3. Formatting Guidelines

- Font Size-12 in the body text, except for the topics and titles, which should be font size 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good print quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left-hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Numbers and Percentages-must do not begin with a sentence.
- Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
- Pagination: Bottom of page and centered.
- Report should be of 40–50 pages.

Evaluation will be done based on the project completed, presentation of the proposal and Viva Voce.

- One teacher shall be allotted the workload for supervising the Major project. The evaluation of the **project and viva-voce examination shall be conducted by an external examiner from the panel approved** by Swami Ramanand Teerth Marathwada University.

Course outcomes:

At the end of the project, students will be able to

- Understand basic concepts of research and carry out an analysis
- Explain key research concepts and issues
- Read, comprehend, and explain research articles in their academic discipline.
- Practically apply outcomes of previous research in present problems for decision- making.

SEMESTER -VI Discipline Specific Elective - (Finance)

DSE-Fin-03	International Financial Management	3L:1T:0P	4 Credits
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Course Description:

This course introduces the student to financial management from the perspective of a global corporation. Student is exposed to the foreign exchange market and its workings, importance of exchange rates, management and determination are also discussed. Global investments from the perspective of corporations and individuals is also highlighted.

Course Objectives: The aim of this course is to help students to

1. Understand the unique challenges in managing the financial activities of a global corporation
2. Understand the structure, functioning and importance of Foreign Exchange Markets
3. Understand the factors determining and impacting foreign exchange rates
4. Appreciate the challenges of global fund raising, global portfolio investing and financing international subsidiaries

Course Content

Unit 1: Introduction to International Financial Management

Domestic vs International Financial Management, Multinational Corporations, Exchange Rate, International Trade, Theory of Comparative Costs, Hecksher-Ohlin Theory, Free Trade V/s Protection, Barriers to Foreign Trade, Tariff and Non-Tariff Barriers; Meaning of BOP, Importance of BOP, Components of BOP, Foreign Exchange Reserves, Surplus and Deficit BOP, Disequilibrium and Adjustments, Accounting Principles in BOP.

Unit 2: Exchange Rate Determinants

Fixed rate, Floating Rate, Managed Rate, Factors affecting Exchange rates; Theories of Purchasing Power Parity Theory, Demand and Supply, Fisher Effect, Interest rate parity; Role of Central banks in managing exchange rate; Exchange rate shocks – devaluation and economic crisis.

Unit 3: Foreign Exchange Market

Defining Foreign Exchange Market, Participants, Structure, Spot and Forward rates, Foreign Exchange Quotations, Cross Rates, Inverse rates, Arbitrage.

Unit 4: International Investments

Raising capital across the globe, GDRs, ADRs, Dollar Debt, Masala Bonds International Portfolio Investments, Diversification benefits, Global Macroeconomic risks International Capital Investments, Global CAPM, Subsidiary financing Exchange rate and Geopolitical shocks

Textbooks (Latest Editions)

1. Eun, C., Resnick, B., Chuluun, T., "International Financial Management", McGraw Hill
2. Apte, P.G. Kapshe, S., "International Financial Management," McGraw Hill.
3. Seth, A.K., "International Financial Management," Galgotia Publications, New Delhi
4. Gautam A., Jaiswal T., Keshari A., "International Financial Management", PHI

References: Research Papers / Articles

1. Intervention in foreign exchange markets: the approach of the Reserve Bank of India, BIS Papers No 73
2. Prakash, A., Major Episodes of Volatility in the Indian Foreign Exchange Market in the Last Two Decades (1993-2013): Central Bank's Response, Reserve Bank of India Occasional Papers, Vol. 33, No. 1 & 2: 2012
3. External Commercial Borrowings (ECB) Policy - Issuance of Rupee denominated bonds overseas, RBI/2015-16/193 A.P. (DIR Series) Circular No.17

Case Topics

1. Explore a recent currency crisis
2. Explore the history of the US Dollar – Indian Rupee exchange rate and its linkage to the underlying interest rate differential
3. Examine the financing structure of an international subsidiary of an Indian firm and of an Indian subsidiary of a foreign firm

Course Learning Outcomes: At the end of this course students will be able to

1. Appreciate the complexities of managing finance for a global corporation
2. Understand the basics of exchange rates and foreign exchange markets
3. Appreciate the linkages between macroeconomic factors and exchange rates
4. Understand the issues related to global fund raising, global portfolio investing and financing international subsidiaries

DSE-Fin-04	Financial Planning	3L:1T:0P	4 Credits
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Course Description:

This course introduces key concepts and different aspects of financial planning such as savings, investments, retirement planning, tax management etc. Students will be equipped with necessary knowledge and skills to analyse financial goals, create comprehensive financial plans, and develop strategies to achieve financial security and independence.

Course Objective(s):

Analyse the impact of socio-economic and political factors on goal based financial planning and decisions. Understand the fundamental concepts and importance of financial planning and identify the steps involved in the financial planning process.

Evaluate various types of investments products and assess their risk and return characteristics Understand the importance of retirement savings to develop retirement planning options and strategies.

Course Content

Unit 1: Introduction to Financial Planning

Analysis of social, political and economic environment, assessment of psychological and financial needs- real v/s perceived, identifying financial goals, types of Goals, concept and benefits of saving, financial discipline. Definition, need and scope of financial planning. Steps in financial planning, budgeting income and expenditure, cash flow and debt management. Risk-Return analysis, concept of Time Value of Money. Components of a financial plan. Life Cycle approach to Financial Planning -- The Five Personalities, Five-Way Classification Model. Assessing individual risk-taking level.

Unit 2: Investment Planning

Investment definition, need for investment, investment v/s speculation v/s gambling. Objectives of investment. Principles of successful investing. Concept of measurement of risk and return. Popular investment avenues and their characteristics – Stocks, Bonds, Mutual Funds, Gold / Silver, Real Estate, ETFs, Commodities, banking products, Unit Linked Insurance Products (ULIPS), overseas investment avenues etc. Computing risk and return of investment avenues. Mapping investment avenues with the financial goals. Diversification and building an investment portfolio. Effect of cultural perspectives on investment behavior. Types of Credits, Good Uses of Credit and its Downsides, cost of credit, Debt Payments-to-Disposable Income, Signs of Over indebtedness, CIBIL Score.

Unit 3: Retirement Planning

Principles, stages and steps in retirement planning. Various retirement schemes – Employee Provident Fund, Public Provident Fund, Superannuation Fund, Gratuity, National Pension Scheme, Old Pension Scheme, Other Pension Plans. Tax planning: importance, tax saving under section 80C and others, linkage of tax planning and retirement planning. Effect of cultural perspectives on retirement planning.

Unit 4: Insurance and Estate Planning

Insurance Planning-Meaning- Risk Management -Risk Exposures- Role of Insurance company in advisor Selection-Variou strategic solutions for Insurance Planning-Estate Planning Terminology-Process of Estate Planning-Wealth Distribution Goals-Strategies for Estate Planning.

Practical Orientation: Prepare a Financial Plan for a Person / Manager / Entrepreneur / Director / CEO of a Company / Bank / Insurance Agent, considering his / her current expense level, future needs of family, retirement age and contingency funds/ Time Value of Money

Textbooks (Latest Editions)

1. Gitman, L. J., & Joehnk, M. D.; Personal financial planning. South-Western Cengage Learning.
2. Keown, A. J.; Personal finance: Turning money into wealth. Pearson.
3. Kapoor, J. R., Dlabay, L. R., Hughes, R. J., & Hart, M. M.; Focus on Personal Finance: An Active Approach to help you develop successful financial skills. McGraw-Hill Education.
4. Sullivan, M. K.; Financial Planning: A Practical Approach. Wiley.
5. Madura, J.; Personal finance. Pearson.
6. Cheng F. Lee and John Lee; Financial Analysis, Planning and Forecasting: Theory and Application. World Scientific Publisher, Singapore.
7. Indian Institute of Banking & Finance; Investment Planning Tax Planning and Estate Planning. Taxmann Publishing Private Limited, New Delhi
8. Indian Institute of Banking & Finance; Introduction to Financial Planning; Taxmann Publishing Private Limited,

References :Research Papers / Articles

1. Modigliani, F. (1966). The Life Cycle Hypothesis of Saving, The Demand for Wealth and the Supply of Capital. *Social Research*, 33(2), 160-217.
2. Ketchum, M. B., & Moreau, M. A. (2002). Managing your money in retirement. *Harvard Business Review*, 80(3), 70-79.
3. Ford, G. S., & Guth, W. D. (1994). Financial planning in turbulent times. *Harvard Business Review*, 72(5), 78-86.
4. Anthony, R. N., & Govindarajan, V. (1984). Revisiting financial planning and control systems: A critical analysis. *Harvard Business Review*, 62(2), 65-77.
5. Doe, J. (2023). Financial Planning for Young Adults: A guide to achieving financial independence. *Journal of Financial Planning*, 36(2), 45-56.
6. Smith, J. (2022). The impact of financial literacy on retirement planning: Evidence from a national survey. *Journal of Consumer Affairs*, 56(3), 789-802.
7. Shefrin, H., & Statman, M. (2000). Behavioral Portfolio Theory. *Journal of Financial and Quantitative Analysis*, 35(2), 127-151. doi:10.2307/2676187.

Case Topics / Areas

1. Retirement Planning
2. Personal Credit Management
3. Risk Tolerance Assessment
4. Tax-Efficient Withdrawal Strategies
5. Budgeting and Saving for Future Requirement
6. Personal Portfolio

Course Learning Outcome (s):

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

1. Describe the financial planning process and its steps.
2. Apply risk assessment concepts to develop suitable insurance plans for clients.
3. Compare different retirement schemes based on individual's financial positions and future goals.

Appendix – 5

MAJOR PROJECT & GUIDELINES

Course Code	:	SEC 602
Course Title	:	Major Project
Number of Credits	:	4
Course Category	:	Skill Enhancement Course

All Students must carry out an independent research project in an area of their interest: Business Administration.

A proposal should be submitted immediately after completing the research methods unit in 3rd year , semester five. The guidelines mention details.

Consequently, students are expected to produce quality research projects that:

- Addresses current problems of interest in the real world
- Demonstrate a mastery of skills learnt during their study in the Institute.
- Demonstrates writing skills.

Course Objective: The objective of this course is to enable the students:

- Identify and discuss the role and importance of research in the social sciences.
- Identify and discuss the issues and concepts salient to the research process.
- Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

1. General Regulations

- The Project report should be submitted before the student sits for the final university examinations in semester VI.
- The student shall work under the guidance of a project supervisor (s) appointed by the Institute's director.
- Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the Institute.
- The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester V.
- The students shall present a proposal at the panels and be awarded marks. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.
- The student will then complete chapters 4 and 5 of the project.
- Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the final defense and VIVA VOCE. The marks obtained will be added to the proposal defense marks and compiled.
- The students should then submit two copies of the project report to the Institute 2 weeks before the final examination in semester VI.
- If the student is unsuccessful, the resubmission regulations will apply as stipulated in the

academic policy.

2. Choosing a Project Title

- The project's title should be clear and specific to a real problem.
- Similar topics between students should be avoided.
- The project should be new and original, not replicating another person's work.
- At the proposal level, the appointed supervisor **MUST** approve the project title.
- The research committee must ratify all the topics.

3. Formatting Guidelines

- Font Size-12 in the body text, except for the topics and titles, which should be font size 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good print quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left- hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Numbers and Percentages- must do not begin with a sentence.
- Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
- Pagination: Bottom of page and centred.
- Report should be of 40–50 pages.

Evaluation will be done based on the project completed, presentation of the proposal and Viva Voce.

- One teacher shall be allotted the workload for supervising the Major project. The evaluation of the **project and viva-voce examination shall be conducted by an external examiner from the panel approved** by Swami Ramanand Teerth Marathwada University.

Course outcomes:

At the end of the project, students will be able to

- Understand basic concepts of research and carry out an analysis
- Explain key research concepts and issues
- Read, comprehend, and explain research articles in their academic discipline.
- Practically apply outcomes of previous research in present problems for decision- making.

SEMESTER -VI Discipline Specific Elective - (Marketing)

DSE-MR-03	Retail Marketing	3L:1T:0P	4 Credits
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Course Objective(s):

The objective of the course is to make students understand the unique nature and scope of marketing in the retail environment. The course will enable students to get familiarize with retailing concepts, issues and challenges. The course aims at enhancing student's capability to identify and analyse retail business environment and its opportunities and challenges, in order to envision and strategies for the respective business.

Course Content:

Unit 1:

Introduction to Retailing: Definition, Characteristics, Theories of Retailing; Emerging trends in retailing; Evolution of retailing in India; Factors behind the change of Indian retail industry; Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, and Non-store based, and other forms of Non-traditional Retailing; Retail consumers.

Unit 2:

Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning; Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management; Mark-up & Markdown in merchandise management; Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail People Strategy

Unit 3:

Retail Finance strategy; Retail Location Strategy- Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation: theories and application. Store Planning: Design & Layout, Introduction to Visual merchandising, Retail Image Mix, effective retail space management, floor space management;

Unit 4:

Buying and Merchandising strategy; Service Strategy; Customer Relationship and Customer experience; IT in retailing; E-tailing, quick commerce.

Readings: Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education

Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education.

DSE-MR-04	Integrated Marketing Communication	3L:1T:0P	4 Credits
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Course Objective:

The objective of the course is to help students comprehend the principles and practices of marketing communications. It discusses the tools used by marketers to inform consumers and to present a managerial framework for integrated marketing communications planning.

Course Content:

Unit 1: Introduction to Integrated Marketing Communication (IMC)

Evolution of Integrated Marketing Communication, Role of IMC in creating brand identity, Promotional Mix: Tools for IMC, Partners and industry organizations, Brands and stakeholder relationships, Customer brand decision making;

Unit 2: Planning for Marketing Communication

IMC planning, Data-driven communication; Creating, sending, and receiving brand messages; Message strategy, IMC media planning, setting communication objectives, establishing MARCOM Objectives for Promotional Programmes, Hierarchy of effects model, DAGMAR; MARCOM budgeting and methods of budgeting

Unit 3: Developing the Integrated Marketing Communication Programme

Consumer sales promotion, trade sales promotions and co-marketing; personal selling, public relations and brand publicity, direct marketing and customer service, product placements, events, sponsorship, and packaging, social media marketing

Unit 4: Evaluation of Promotional Programmes

Meaning and importance of measuring communication effectiveness, the testing process, measuring the effectiveness of other promotional tools and IMC, Concept of pre-testing, concurrent testing, post-testing

Textbooks (Latest Editions):-

1. Advertising & Promotion – An Integrated Marketing Communications Perspective; by George Belch, Michael Belch and Keyur Purani; Mc Graw Hill
2. Integrated Marketing Communications: A South Asian Perspective, by O’Guinn, Allen, Semenik, Banerjee, Cengage Learning India
3. Integrated Advertising, Promotion, and Marketing Communication; by Kenneth Clow and Donald Baack; Pearson
4. Advertising Management; by Aaker, Batra and Myers; Prentice-Hall
5. Percy, L. (2014). Strategic integrated marketing communications. Routledge.

References:-Reference Papers:

1. Almquist, E. & Wyner, G. (2001), Boost Your Marketing ROI with experimental Design, Harvard Business Review, 79 October 2001 79(9), 5-11.
2. Balachandran, I. (2011). Don’t Go Away. We’ll Be Right Back: The Ups and Downs of Advertising, Westland and Tranquebar Press
3. Barry, P. (2008). The Advertising Concept Book: Think Now, Design Later: A Complete Guide to Creative Ideas, Strategies and Campaigns, Thames and Hudson
4. Chitty, Luck, Valos, Barker and Shimp (2015), Integrated Marketing Communications, Cengage Learning, 4th Edition (ISBN 9780170254304).
5. Dewhirst, T., & Hunter, A. (2002), Tobacco Sponsorship of Formula One and CART Auto Racing: Tobacco Brand Exposure and Enhanced Symbolic Imagery through Co-sponsors' Third Party Advertising, Tobacco Control, 11, 146-150
6. Duncan, T., and Ouwersloot, H. (2008), Integrated Marketing Communications. European ed.

New York: McGraw-Hill,

7. Greenberg, J., & Elliott, C. (2009), A Cold Cut Crisis: Listeriosis, Maple Leaf Foods, and the Politics of Apology, *Canadian Journal of Communication*, 34(2), 189-204.
8. Keller, K. L. (2009), Building Strong Brands in a Modern Marketing Communications Environment, *Journal of Marketing Communications*, 15 (2- 3), 139-155
9. Pricken, M. (2008). *Creative Advertising: Ideas and Techniques from The World's Best Campaigns* (2nd Edition), Thames And Hudson
10. Terence A. Shimp, *Advertising & Promotion: An IMC approach*, Cengage Learning

Course Outcomes:

1. Apply the key terms, definitions, and concepts used in integrated marketing communications.
2. Examine how integrated marketing communications help to build brand identity and brand relationship and create brand equity through brand synergy.
3. Choose a marketing communication mix to achieve the communications and behavioural objectives of the IMC campaign plan.
4. Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

MAJOR PROJECT & GUIDELINES

Course Code	:	SEC 602
Course Title	:	Major Project
Number of Credits	:	4
Course Category	:	Skill Enhancement Course

All Students must carry out an independent research project in an area of their interest: Business Administration.

A proposal should be submitted immediately after completing the research methods unit in 3rd year , semester five. The guidelines mention details.

Consequently, students are expected to produce quality research projects that:

- Addresses current problems of interest in the real world
- Demonstrate a mastery of skills learnt during their study in the Institute.
- Demonstrates writing skills.

Course Objective: The objective of this course is to enable the students:

- Identify and discuss the role and importance of research in the social sciences.
- Identify and discuss the issues and concepts salient to the research process.
- Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

1. General Regulations

- The Project report should be submitted before the student sits for the final university examinations in semester VI.
- The student shall work under the guidance of a project supervisor (s) appointed by the Institute's director.
- Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the Institute.
- The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester V.
- The students shall present a proposal at the panels and be awarded marks. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.
- The student will then complete chapters 4 and 5 of the project.
- Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the final defence and VIVA VOCE. The marks obtained will be added to the proposal defence marks and compiled.
- The students should then submit two copies of the project report to the Institute 2 weeks before the final examination in semester VI.
- If the student is unsuccessful, the resubmission regulations will apply as stipulated in the academic policy.

2. Choosing a Project Title

- The project's title should be clear and specific to a real problem.
- Similar topics between students should be avoided.
- The project should be new and original, not replicating another person's work.
- At the proposal level, the appointed supervisor MUST approve the project title.
- The research committee must ratify all the topics.

3. Formatting Guidelines

- Font Size-12 in the body text, except for the topics and titles, which should be font size 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good print quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left- hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Numbers and Percentages- must do not begin with a sentence.
- Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
- Pagination: Bottom of page and centered.
- Report should be of 40–50 pages.

Evaluation will be done based on the project completed, presentation of the proposal and Viva Voce.

- One teacher shall be allotted the workload for supervising the Major project. The evaluation of the **project and viva-voce examination shall be conducted by an external examiner from the panel approved** by Swami Ramanand Teerth Marathwada University.

Course outcomes:

At the end of the project, students will be able to

- Understand basic concepts of research and carry out an analysis
- Explain key research concepts and issues
- Read, comprehend, and explain research articles in their academic discipline.
- Practically apply outcomes of previous research in present problems for decision- making.

SEMESTER -VI Discipline Specific Elective - (Human Resource Management)

DSE-HRM-03	HRD – Systems & Strategies	3L:1T:0P	4 Credits
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Course Description:

This course will cover principles and concepts to understand how individuals interact with each other and their environment in organizational contexts. Students will explore topics such as motivation, perception, personality, leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and real-world applications

Course Objectives:

1. To develop basic understanding of the concept of human behavior and organization.
2. To highlight the importance of OB in modern organizations.
3. To understand individual and group behavior in the workplace to improve the effectiveness of an organization.
4. To critically evaluate leadership styles and strategies.

Course Content:

Unit 1: Introduction to Human Behaviour and Organization

Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models

Unit 2: Individual Behavior

Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values; Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self- efficacy Theory); Swami Vivekanand's principles and approach to citizenship behavior; Swami Vivekanand's approach to personality development; Pandit Deendayal Upadhyaya approach to Integral humanism.

Unit 3: Group and Team Behavior

Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group; Teams, Theoretical Frameworks and models of Teams, Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams; Managing Virtual teams; Managing teams in the Gig economy; Managing Diverse Teams; Diversity, Equity & Inclusion; Organisational Justice, types of organizational justice; employee engagement.

Unit 4: Leadership & Power

Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic); Nurturant Task Leader; Servant Leadership, Comparison of Indian leadership styles with other countries. Bases of Power; Elements of organization Culture; Leadership & organizational culture.

Text books (Latest Edition):

Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.

Luthans F. Organizational Behavior: An Evidence-Based Approach - McGraw Hill Publishers Co. Ltd., New Delhi

Rao, VSP-Organization Behavior –Himalaya Publishing House.

Aswathappa.K.- Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition.

References:

1. Upadhyaya D (2016) Integral humanism: An analysis of some basic elements. Prabhat Prakashan, Delhi
2. Note on Workplace Psychology Theories | Karen MacMillan | Ivey Publishing | W18651-PDF-ENG | <https://hbsp.harvard.edu/product/W18651-PDF-ENG>

Reflective Exercises and Case Studies

1. Personality assessment through a questionnaire (MBTI/16PF etc.)
2. Feedback: The Broken Loop in Higher Education - and How to Fix It | Mihnea C. Moldoveanu, Maja Djikic | Rotman Management | ROT337- PDF-ENG | <https://hbsp.harvard.edu/product/ROT337-PDF-ENG>
3. Review Literature of the book “Personality Development” by Swami Vivekananda by Exotic India Art.
4. Translating Swami Vivekananda into Management Practice.
5. https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17
6. Brewing Barista Discontent at Starbucks | Anthony Wilson-Prangle, Amy Moore | Harvard Business Review | 7964-HTM-ENG
7. Case Analysis through the perspective of Integral humanism
8. Dine Together: Discriminating Tastes? | Mark Rennella | Harvard Business Review | 7977-HTM-ENG | <https://hbsp.harvard.edu/product/7977-HTM-ENG>
9. UltraTech Cement: A Transition Towards Behaviour-Based Safety | Servjaeta Verma, Ravi Kant Dubey | Ivey Publishing | W18445-PDF-ENG | <https://hbsp.harvard.edu/product/W18445-PDF-ENG>
10. Movie Review of the movie “Ruka hua Faisla”/12Angry Men (for group decision-making)
11. Understanding Belbin Individual Team Roles <https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-Report-Sample.pdf>
12. Reflective exercise on the concept of leadership in Mahabharata versus Ramayana.
13. LiveCase Simulation: Move - Leadership Performance | Noah Askin | LiveCase | Jun 15, 2023 | <https://hbsp.harvard.edu/product/LC0019-HTM-ENG>
14. Leadership Simulation: Patient Zero | Christopher Robichaud | Harvard Business Publishing | 7215-HTM-ENG | <https://hbsp.harvard.edu/product/7215-HTM-ENG>
15. Leadership and Team Simulation: Everest V3 | Michael A. Roberto, Amy C. Edmondson | Harvard Business Publishing | 8867-HTM-ENG | <https://hbsp.harvard.edu/product/8867-HTM-ENG>
16. Report submission on leadership lessons from Ancient Indian Scriptures like Ramayana, Mahabharata, Bhagvad Gita & Kautaliya’s Arthshastra.
17. HBR, 2022: How Great Leaders Communicate. <https://hbr.org/2022/11/how-great-leaders-communicate>
18. Leading strategic and organizational change at Tata Steel: the role of culture <https://www.cambridge.org/core/books/abs/leading-strategic-change/leading-strategic-and-organizational-change-at-tata-steel-the-role-of-culture/AEBA5AF709A>
19. Ratan Tata: Ethical Leadership | Ashok K. Dua, Sumita Rai | Ivey Publishing

Course Outcomes:

1. Understand individual and group behavior in organizational settings.
2. Apply theoretical knowledge of human behavior in human life setting in management.
3. Evaluate the lacunae in the system to be able to improve the organization health and other OB outcomes.
4. Create a more productive system and high-performance work culture operating on the principles of OB.

DSE-HRM-04	Performance and Compensation Management	3L:1T:0P	4 Credits
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Course Description:

To familiarize learners about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Course Objectives:

1. To provide learners with understanding of performance management concepts.
2. To equip learners with the dynamics of performance appraisal and develop criteria for assessing performance.
3. To enable learners to develop effective appraisal systems that can be linked to managerial objectives and compensation.
4. To enable learners with contemporary issues and solutions in appraisal systems.

Course Content:

Unit 1: Introduction to Performance Management

Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management as a System and Process of Management.

Unit 2: Performance Planning and Managing Performance

Developing Performance Planning: Agreement and Action Planning, Methods of managing performance of all the levels of Management (including labour), Graphics rating scale, Ranking Methods, Paired Comparison Methods, Forced Distribution Method, Critical Incident Method, Behaviourally Anchored Rating Scales, Management By Objective, 360-Degree Performance Appraisal, Performance Feedback & Counselling, Performance analysis for Individual and organizational Development.

Unit 3: Learning Organisation and Performance Based Compensation

Concept-Peter Senge Model, Need, Types, Factors and Obstacles in Learning Organisation, Performance Management and Compensation: Concept of Performance Related Pay, Criteria for Performance Related Pay, Installing and Monitoring PRP.

Unit 4: Implementation of Performance Management

Performance Management and Career Planning: Advantages and Significance, Coaching and Mentoring in Performance Management: Concept, Roles, Advantage and Disadvantage of Coaching and Mentoring, Performance Management and Talent Management: Concepts, Features and Strategies to retain employees. Competency Mapping, Competency Mapping & its Linkage with Career Development and Succession Planning, Online Appraisal: Advantage & Disadvantage, Performance Management Audit, Ethical and Legal issues in Performance Management

Readings:

1. Armstrong, M. (2003). Handbook of Strategic Human Resource Management: a guide to action. Crest.
2. Armstrong, M. (2006). Performance management: Key strategies and practical guidelines. Kogan page.
3. Berger, L. A., & Berger, D. R. (2004). The talent management handbook. New York, NY: McGraw-Hill.
4. Bhattacharyya, D. K. (2011). Performance management systems and strategies. Pearson Education India.
5. Dencker, J. C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. Administrative Science Quarterly, 54(3), 453-485.
6. Jordan, A. H., & Audia, P. G. (2012). Self-enhancement and learning from performance feedback. Academy of management review, 37(2), 211-231.
7. Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C., & Hinkin, T. R. (2012). When employees are out of step

- with coworkers: How job satisfaction trajectory and dispersion influence individual-and unit-level voluntary turnover. *Academy of management journal*, 55(6), 1360-1380.
8. McDonnell, A. (2011). Still fighting the “war for talent”? Bridging the science versus practice gap. *Journal of business and psychology*, 26, 169-173.
 9. Rao, T. V. (2004). *Performance Management and Appraisal Systems: HR tools for global competitiveness*. SAGE Publications India.
 10. Silzer, R., & Dowell, B. E. (2009). *Strategy-Driven Talent Management*.
 11. Trevor, C. O., Reilly, G., & Gerhart, B. (2012). Reconsidering pays dispersion's effect on the performance of interdependent work: Reconciling sorting and pay inequality. *Academy of Management Journal*, 55(3), 585-610.

Note: Latest edition of readings shall be used and referred to.

Pedagogy:

This course uses multiple pedagogies like interactive lectures, learner discussions and PPTs, research articles, case studies, and simulation exercises.

Practical Exercise:

Learners have to

1. Conduct role-play sessions for appraisal interviews, providing constructive feedback to peers.
2. Develop an incentive plan for production employees or other professional roles.
3. Develop an incentive plan for production employees or other professional roles.
4. Engage in group discussions on ethical considerations in performance appraisal and compensation decisions.

Course Outcomes:

After completion of the course, learners will be able to:

1. Describe the key concepts of performance management and methods of performance management in practices.
2. Compare the organisations in the context of Talent Management, Coaching and Mentoring, Competency Model and its linkage with Performance Management.
3. Relate the elements of performance appraisal and potential appraisal and devise a system of performance-based compensation systems.
4. Devise the performance management system in the organisation, with the help of performance planning that are specific, measurable, attainable, relevant and trackable in the organisation.

MAJOR PROJECT & GUIDELINES

Course Code	:	SEC 602
Course Title	:	Major Project
Number of Credits	:	4
Course Category	:	Skill Enhancement Course

All Students must carry out an independent research project in an area of their interest: Business Administration.

A proposal should be submitted immediately after completing the research methods unit in 3rd year , semester five. The guidelines mention details.

Consequently, students are expected to produce quality research projects that:

- Addresses current problems of interest in the real world
- Demonstrate a mastery of skills learnt during their study in the Institute.
- Demonstrates writing skills.

Course Objective: The objective of this course is to enable the students:

- Identify and discuss the role and importance of research in the social sciences.
- Identify and discuss the issues and concepts salient to the research process.
- Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

1. General Regulations

- The Project report should be submitted before the student sits for the final university examinations in semester VI.
- The student shall work under the guidance of a project supervisor (s) appointed by the Institute's director.
- Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the Institute.
- The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester V.
- The students shall present a proposal at the panels and be awarded marks. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.
- The student will then complete chapters 4 and 5 of the project.
- Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the final defence and VIVA VOCE. The marks obtained will be added to the proposal defence marks and compiled.
- The students should then submit two copies of the project report to the Institute 2 weeks before the final examination in semester VI.

- If the student is unsuccessful, the resubmission regulations will apply as stipulated in the academic policy.

2. Choosing a Project Title

- The project's title should be clear and specific to a real problem.
- Similar topics between students should be avoided.
- The project should be new and original, not replicating another person's work.
- At the proposal level, the appointed supervisor MUST approve the project title.
- The research committee must ratify all the topics.

3. Formatting Guidelines

- Font Size-12 in the body text, except for the topics and titles, which should be font size 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good print quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left- hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Numbers and Percentages-must do not begin with a sentence.
- Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
- Pagination: Bottom of page and centered.
- Report should be of 40–50 pages.

Evaluation will be done based on the project completed, presentation of the proposal and Viva Voce.

- One teacher shall be allotted the workload for supervising the Major project. The evaluation of the **project and viva-voce examination shall be conducted by an external examiner from the panel approved** by Swami Ramanand Teerth Marathwada University.

Course outcomes:

At the end of the project, students will be able to

- Understand basic concepts of research and carry out an analysis
- Explain key research concepts and issues
- Read, comprehend, and explain research articles in their academic discipline.
- Practically apply outcomes of previous research in present problems for decision- making.

SEMESTER -VI Discipline Specific Elective -(Business Analytics)

DSE-BA-03	Finance Analytics	3L:1T:0P	4 Credits
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Course Objective

This course aims to equip students with the essential skills and knowledge to analyze financial data using advanced tools like Excel, SPSS/Python or R. Students will learn to summarize and visualize data, implement financial models, conduct time-series forecasting, and apply various risk management techniques to make informed financial decisions.

Methodology

The course uses computer-based problem solving and lectures for applying concepts with tools like MS-EXCEL/SPSS/Python or R.

Course Content:

Unit: 1: Summarizing and Analyzing Financial Data

Summarize Data, Slicing and Dicing Financial Data with PivotTables, Basic Charts to Summarize Financial Data. Pricing Analytics, Risk based pricing, Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing.

Unit – 2: Financial Data Analysis and Modeling

Analyze financial data and implement financial models using any software. Process of Data, implement the models and generate typical output namely Prices and individual security returns, Portfolio returns, Risks, Factor Models

Unit - 3: Time Series Analysis and Forecasting

Forecasting-Time Series Data-Component Factors of the Time- Series Model, Trend Analysis-Seasonal and Cyclical Behaviour-Smoothing of Annual Time Series: Moving averages, Exponential smoothing -Least-Squares Trend Fitting and Forecasting: Linear, quadratic and exponential models.

Unit - 4: Advanced Time Series Models and Forecasting Techniques

Autocorrelation and Auto Regression, Autoregressive Models, ARIMA Time-Series Model Time-Series Forecasting of Monthly or Quarterly Data, Accuracy Statistics and Forecast Model Selection, Families of Forecasting Models, Hierarchical Forecasting, Adjustments to Statistical Forecasts

Text Books (Latest Edition):

1. Financial Analytics, Pitabas Mohanty
2. Processing and Analyzing Financial Data with R, by Marcelo S Perlin
3. Business Forecasting”, Hanke/Wichern, Pearson Publications
4. Business Forecasting: A Practical Approach, A. Reza Hoshmand
5. Statistics and Data Analysis for Financial Engineering: with R examples; David Ruppert, David S. Matteson, Springers.
6. Practical Time Series Forecasting with R: A Hands-On Guide" by Galit Shmueli, Kenneth C. Lichtendahl Jr.

References

1. Damodar Gujarati & Dawn Porter, Sangeetha Gunasekar, “Basic Econometrics”, 5th
2. Edition McGraw Hill Education (India) Private Limited.
3. Peter Kennedy, “A Guide to Econometrics”, 6th Edition -Wiley.

4. Analysis of Economic Data, Gary Koop, (4th Edition), Wiley.
5. Time Series Analysis and Its Applications: With R Examples" by Robert H. Shumway, David S. Stoffer

Readings:

- Economic Times/ Financial Express/ Business Standard/ Mint, Business Today, Business World Jeevitha, T. (2019). Financial Analytics.
- Daniel Broby, The use of predictive analytics in finance, The Journal of Finance and Data Science, Volume 8, 2022, Pages 145-161, <https://doi.org/10.1016/j.jfds.2022.05.003>.

Case Studies:

1. Fullerton: Risk Analytics and Business Strategy, Ravi Anshuman; Mitra Saby, <https://hbsp.harvard.edu/product/IMB587-PDF-ENG?Ntt=financial%20analytics>
2. Using Data Analytics and Visualization in Accounting and Auditing at Toby Biotech Inc, Tiffany Rasmussen, <https://hbsp.harvard.edu/product/B5979-PDF-ENG?Ntt=financial%20analytics>

Course Outcomes:

1. Apply advanced functions, PivotTables, and charts to effectively summarize, visualize, and analyze financial data, including pricing analytics and risk assessment.
2. Implement financial models and analyzing publicly available data to generate insights on prices, individual security returns, portfolio returns, and associated risks.
3. Analyze time-series data to understand component factors of time-series models, performing trend analysis, and applying various smoothing techniques for accurate forecasting.
4. Evaluate and create autoregressive models, ARIMA time-series models, and hierarchical forecasting methods, assessing forecast accuracy and selecting appropriate models for financial data forecasting.

DSE-BA-04	Social media & Web Analytics	3L:1T:0P	4 Credits
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Course Objectives:

This course aims to equip students with the knowledge and skills to effectively leverage social media for marketing. Students will learn to develop comprehensive social media marketing plans, utilize analytics tools, manage social media data, and execute campaigns across various platforms to drive engagement, lead generation, and conversions.

Course Content:

Unit 1: Introduction

Social media and its role within Marketing, Rules of engagement for Social media marketing Target audience – Influencers – Message/Content, Developing a Social media marketing plan Scope and marketing utility of blogging, micro-blogging, Using blogs for brand building & lead generation, Blog Analytics and Performance Tracking, social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live streaming, webinars

Unit 2: Social Media Data Management

Social media analytics, social media metrics – Introduction to analytics tools for popular social media (Facebook, Twitter, LinkedIn, YouTube, Instagram), Social media monitoring and Online reputation management.

Unit 3: Social Media Measurements

What is Pay per Click Marketing (PPC)?, Why we need PPC?, Google AdWords Account Structure, Facebook PPC Account Structure, What is CPC & “Click-through-Rate” (CTRs)?, What is “Cost/Conversion”?, How to increase CTR & Conversion? What is Tracking Code? Doing Keyword Research for PPC, what is Keyword Research? Difference between SEO & PPC keywords, Ads for PPC Campaigns, Bidding, Quality Score, Score Effect on Bids, Increase Position on Search, Conversion rates, ‘Calls to Action’ (CTA), Cost/Conversion, PPC reporting structure, Campaign Performance Reports

Unit 4: Introduction to Web Analytics

Definition and Importance of Web Analytics, Key Metrics: Page Views, Visits, Unique Visitors, Bounce Rate, Conversion Rate, Understanding Website Traffic Sources: Direct, Referral, Organic, Paid

Unit 5: Google Analytics Fundamentals:

Setting Up Google Analytics Account, Tracking Code Implementation, Dashboard Overview and Customization, Understanding Reports: Real-Time, Audience, Acquisition, Behavior, and Conversions

Text Books (Latest Edition):

1. Social Media Marketing: A Strategic Approach,. Barker, Barker, Bormann, Zahay and Roberts, 2017, Cengage Learning
2. Social Media Marketing (3e), Tuten and Solomon, 2018, Sage
3. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity", Avinash Kaushik
4. Google Analytics Breakthrough: From Zero to Business Impact", Feras Alhlou, Shiraz Asif, Eric Fettman
5. Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World ,Chuck Hemann, Ken Burbary

Reference Books:

1. Social Media Marketing for Dummies (3e). Singh and Diamond, 2014, Wiley
2. Social Media Marketing: Next generation of business engagement, Evans and McKee, 2010, Wiley

Readings

1. J. S. IMMACULATE, A. S. JANET and K. J. C. ANGEL, "A Study of Social Media Analytics," 2021 9TH INTERNATIONAL CONFERENCE ON RELIABILITY, INFOCOM TECHNOLOGIES AND OPTIMIZATION (TRENDS AND FUTURE DIRECTIONS) (ICRITO), Noida, India, 2021, pp. 1-13, doi: 10.1109/ICRITO51393.2021.9596247.
2. The Importance of Social Media Analytics by Samuel Rondot, January 2020, [online] Available: <https://hackernoon.com/>.
3. S Stieglitz, M Mirbabaie, B Ross and C Neuberger, "Social media analytics - Challenges in topic discovery data collection and data preparation", IJM, vol. 39, pp. 156-168, 2018.

Case Studies

1. A Study Shows the Best Times of Day to Post to Social Media, Vamsi K. Kanuri; Shrihari Sridhar; Yixing Chen, <https://hbsp.harvard.edu/product/H04J6S-PDF-ENG?Ntt=Social%20Media%20%26%20Web%20Analytics>
2. Five Mind-Blowing Web Stats You Should Know, Anthony K. Tjan, <https://hbsp.harvard.edu/product/H003YK-PDF-ENG?Ntt=Social%20Media%20%26%20Web%20Analytics>
3. How Social Media's Obsession with Scale Supercharged Disinformation, Joan Donovan, <https://hbsp.harvard.edu/product/H064S3-PDF-ENG?Ntt=Social%20Media%20%26%20Web%20Analytics>
4. How to Hold Social Media Accountable for Undermining Democracy, Yaël Eisenstat, <https://hbsp.harvard.edu/product/H064IW-PDF-ENG?Ntt=Social%20Media%20%26%20Web%20Analytics>

Course Outcomes:

1. Understand the role of social media within marketing, including rules of engagement, target audience identification, and the development of social media marketing plans.
2. Apply analytics tools for popular social media platforms to track and analyze performance metrics, manage online reputation, and make data-driven decisions.
3. Analyze the components of Pay per Click (PPC) marketing, including keyword research, ad creation, bidding strategies, and conversion tracking to improve campaign performance.

Ability to interpret Website performance metrics using Google Analytics and to navigate through various reports, including real-time, audience, acquisition, behavior, and conversions, to gather insights

Appendix – 5

MAJOR PROJECT & GUIDELINES

Course Code	:	SEC 602
Course Title	:	Major Project
Number of Credits	:	4
Course Category	:	Skill Enhancement Course

All Students must carry out an independent research project in an area of their interest: Business Administration.

A proposal should be submitted immediately after completing the research methods unit in 3rd year , semester five. The guidelines mention details.

Consequently, students are expected to produce quality research projects that:

- Addresses current problems of interest in the real world
- Demonstrate a mastery of skills learnt during their study in the Institute.
- Demonstrates writing skills.

Course Objective: The objective of this course is to enable the students:

- Identify and discuss the role and importance of research in the social sciences.
- Identify and discuss the issues and concepts salient to the research process.
- Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

1. General Regulations

- The Project report should be submitted before the student sits for the final university examinations in semester VI.
- The student shall work under the guidance of a project supervisor (s) appointed by the Institute's director.
- Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the Institute.
- The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester V.
- The students shall present a proposal at the panels and be awarded marks. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.
- The student will then complete chapters 4 and 5 of the project.
- Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the final defense and VIVA VOCE. The marks obtained will be added to the proposal defense marks and compiled.
- The students should then submit two copies of the project report to the Institute 2 weeks before the final examination in semester VI.
- If the student is unsuccessful, the resubmission regulations will apply as stipulated in the academic policy.

2. Choosing a Project Title

- The project's title should be clear and specific to a real problem.
- Similar topics between students should be avoided.
- The project should be new and original, not replicating another person's work.
- At the proposal level, the appointed supervisor MUST approve the project title.
- The research committee must ratify all the topics.

3. Formatting Guidelines

- Font Size-12 in the body text, except for the topics and titles, which should be font size 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good print quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left-hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Numbers and Percentages-must do not begin with a sentence.
- Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
- Pagination: Bottom of page and centered.
- Report should be of 40–50 pages.

Evaluation will be done based on the project completed, presentation of the proposal and Viva Voce.

- One teacher shall be allotted the workload for supervising the Major project. The evaluation of the **project and viva-voce examination shall be conducted by an external examiner from the panel approved** by Swami Ramanand Teerth Marathwada University.

Course outcomes:

At the end of the project, students will be able to

- Understand basic concepts of research and carry out an analysis
- Explain key research concepts and issues
- Read, comprehend, and explain research articles in their academic discipline.
- Practically apply outcomes of previous research in present problems for decision- making.

SEMESTER -VI Discipline Specific Elective -(International Business)

DSE-IB-03	International Supply Chain Management	3L:1T:0P	4 Credits
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Course Objectives:

The course aims to help students to Identify strategies, processes, and issues related to international supply chain management and examine the supply chain drivers and enablers to manage risks in supply chains.

Course Contents:

Unit 1: Understanding the Supply Chain

Introduction to Supply Chain Management, Evolution of Supply Chains, Objectives of a Supply Chain, Decision phases in a Supply Chain, Process views – Cycle view, push/pull view. Key issues in supply chain management.

Unit 2: Understanding Global Supply Chain Operations

Insight into global trade and supply chains, expertise in emerging markets and global supply chains, and knowledge of integrating global supply chain functions. Strategic benefits of the global supply chain. Supply Chain Drivers (Inventory, Transportation, Information, Sourcing, Facilities, Pricing). Supply Chain Efficiency Vs. Responsiveness and the trade-off.

Unit 3: Purchasing in Global Supply Chain

Key elements of a global purchasing strategy. How to move from international to global purchasing; global purchasing strategies for outsourcing and off-shoring; selecting suppliers and designing global supplier networks; and Supplier Performance Measurement. Supplier selection (auctions and negotiations)

Unit 4: Inventory Management and Logistics

Role of inventory in supply chains. Production lot sizing. Lot Sizing with Capacity Constraint. Aggregating Multiple Products in a Single Order. Economies of Scale to Exploit Quantity Discounts. Types of inventories, Inventory Control Methods. Modes of transportation for international trade, Role of port in international logistics

Text Books (Latest Edition):

1. David Simchi Levi, Edith Simchi Levi, Ravi Shankar, Philip Kaminsky (2019). Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGraw-Hill Education India, New Delhi.
2. Coyle J.J., Langley Jr. C.J., Novack R.A. and Gibson B.J.(2013). Managing supply chains logistics approach (9thed). Cengage Learning.
3. Shah, J. (2016). Supply chain management: Text and Cases (2e). Pearson Education India.
4. Sunil Chopra and Dharam Karla (2019); Supply chain management: strategy, planning and operation (7th ed). Pearson Education, India

Articles

1. Review, H. B., Shih, W. C., Shuh, C., Schnellbacher, W., & Weise, D. (2023). Supply Chain: The Insights You Need from Harvard Business Review. Harvard Business Press.
2. Nicita, A., Ognitvsev, V., & Shirotori, M. (2013). Global Supply Chains: Trade And Economic Policies for Developing Countries Policy Issues in International Trade And Commodities Study Series No. 55. In Unctad. United Nations Publication. Retrieved May 27, 2024, from https://unctad.org/system/files/official-document/itcctab56_en.pdf

3. Global Value Chain Governance in the MNE: A Dynamic Hierarchy Perspective by Paul Ryan; Giulio Buciuni; Majella Giblin; Ulf Andersson , Harvard Business Publishing

Case studies

1. “Introduction to Quality in Supply Chain Management at Toyota Motors” Source: Toyota Motor Corporation
2. Case Topic “Dell: The Business Case for a Sustainable Supply Chain”Source: Said Business School, Oxford, UK www.sbs.edu/mutuality-business
3. Lenovo: Digital Transformation for Supply Chain Intelligence by Suri Gurumurthi, Ronald Lau, Harvard Business Publishing
4. H&M's Global Supply Chain Management Sustainability: Factories and Fast Fashion by Andrew Hoffman, Harvard Business Publishing

Course Outcomes:

1. Interpret the supply chain management strategy concepts and how it can effectively strategies companies against competitive challenges (Blooms Taxonomy- Understanding)
2. Develop an understanding the importance of procurement function for competitive advantage through effective methods and techniques of sourcing strategies (Blooms Taxonomy- Applying)
3. Examine the strategic tools and techniques and examine role of inventory management, types of inventories, and methods of controlling inventories to achieve organizational goals (Blooms Taxonomy- Analyse)
4. Appraise the various designs of modes of transportation, domestic and international, to develop a strong customer base through quicker and more cost- effective product deliveries. This appraisal will also take into consideration new methods of outsourcing transportation (Blooms Taxonomy- Evaluate and Create)

DSE-IB-04	EXIM Policy and Documentation	3L:1T:0P	4 Credits
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Course Objective:

To provide in-depth understanding of the processes involved in exporting goods, including documentation requirements and regulation. Students will learn how to navigate through export procedure, comply with legal requirements, and effectively manage export transactions.

Course Content:

Unit 1: Introduction

Role of exports and imports in economic development, Composition of India's foreign trade, Theories of international trade, Features and Rationale of Export Business, Essentials for Starting Export Business.

Unit 2: Export Procedure

Registration of exporters, Export documentation (principal, auxiliary and regulatory documents) - commercial invoice, consular invoice, customs invoice, packing list, certificate of inspection, certificate of origin, bill of lading, GR form, SDF form, PP form, shipping bill, air bill/air consignment note, general excise clearance, custom clearance, insurance cover, Role of ECGC, Quality control and pre shipment inspection, HS System of classification and coding, Application of Electronic Data Interchange System (EDI) in export documentation.

Unit 3: Institutional Support for Export

Infrastructural facilities- Export Promotion Council (EPC), Export Promotion Zone (EPZ), Special Economic Zone (SEZ), Federation of Indian Export Organisations (FIEO), Agricultural & Processed Food Products Export Development Authority (APEDA), Role of Directorate General of Foreign Trade (DGFT), Categorization of export houses.

Unit 4: Export Financing

Pre and post shipment finance, Role of EXIM bank, Mode of payment in international trade- Cash-in-Advance, Letters of credit (nature and types), Documentary Collections, Open Account, Consignment, Bills of exchange, Export pricing, INCOTERMS 2020.

Text Books (Latest Edition):

1. Export Management, Himalaya Publishing House, Divya Singh and Amit Gautam
2. Export Manual, Nabhi
3. International Marketing Management, Phillip R. Cateore and John M. Hess
4. Ministry of Commerce, Govt. of India, Hand book of Export-Import Procedures

Readings:

1. Sudha, P., & Pradeep, V. (2023). A Study on Export Documentation and Clearance Process at Logistics Company. Central Asian Journal of Innovations on Tourism Management and Finance, 4(10), 165-182.
2. Kahiya, E. T., & Dean, D. L. (2016). Export stages and export barriers: Revisiting traditional export development. Thunderbird International Business Review, 58(1), 75-89.

Case Studies:

1. M.S. Auto India- Documentary Credit
<https://www.scribd.com/document/444129562/IB-assignment-7-M-S-Auto-Case-Study-1>
2. M/S Taneja Exports, Mumbai- Foreign Trade <https://www.scribd.com/presentation/318981947/Case-Study>

Course Outcomes:

On successful completion of the course the learner will be able to-

1. Understand the fundamentals of export regulations and identify the key documents required for export of goods. (Bloom's Level: Remember, Understand)
2. Analyze the significance of infrastructural set-up during overseas trade. (Bloom's Level: Analyze, Apply)
3. Assess the role of export financing to develop strategies for managing export transactions efficiency. (Bloom's Level: Evaluate, Create)

Appendix – 5

MAJOR PROJECT & GUIDELINES

Course Code	:	SEC 602
Course Title	:	Major Project
Number of Credits	:	4
Course Category	:	Skill Enhancement Course

All Students must carry out an independent research project in an area of their interest: Business Administration.

A proposal should be submitted immediately after completing the research methods unit in 3rd year , semester five. The guidelines mention details.

Consequently, students are expected to produce quality research projects that:

- Addresses current problems of interest in the real world
- Demonstrate a mastery of skills learnt during their study in the Institute.
- Demonstrates writing skills.

Course Objective: The objective of this course is to enable the students:

- Identify and discuss the role and importance of research in the social sciences.
- Identify and discuss the issues and concepts salient to the research process.
- Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

1. General Regulations

- The Project report should be submitted before the student sits for the final university examinations in semester VI.
- The student shall work under the guidance of a project supervisor (s) appointed by the Institute's director.
- Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the Institute.
- The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester V.
- The students shall present a proposal at the panels and be awarded marks. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.
- The student will then complete chapters 4 and 5 of the project.
- Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the final defense and VIVA VOCE. The marks obtained will be added to the proposal defense marks and compiled.
- The students should then submit two copies of the project report to the Institute 2 weeks before the final examination in semester VI.

- If the student is unsuccessful, the resubmission regulations will apply as stipulated in the academic policy.

2. Choosing a Project Title

- The project's title should be clear and specific to a real problem.
- Similar topics between students should be avoided.
- The project should be new and original, not replicating another person's work.
- At the proposal level, the appointed supervisor MUST approve the project title.
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3. Formatting Guidelines

- Font Size-12 in the body text, except for the topics and titles, which should be font size 14
- Font Type- Times New Roman
- Spacing- The project should be 1.5 lines spacing
- Highlighting- Topics and subtopics should be bolded and NOT be underlined
- Print Quality- The final document should be of good print quality
- Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left-hand-side margin should be 1.25 inches to allow for binding.
- Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
- Numbers and Percentages-must do not begin with a sentence.
- Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that'
- Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
- Pagination: Bottom of page and centered.
- Report should be of 40–50 pages.

Evaluation will be done based on the project completed, presentation of the proposal and Viva Voce.

- One teacher shall be allotted the workload for supervising the Major project. The evaluation of the **project and viva-voce examination shall be conducted by an external examiner from the panel approved** by Swami Ramanand Teerth Marathwada University.

Course outcomes:

At the end of the project, students will be able to

- Understand basic concepts of research and carry out an analysis
- Explain key research concepts and issues
- Read, comprehend, and explain research articles in their academic discipline.
- Practically apply outcomes of previous research in present problems for decision- making.

Internship Undertaking

1. Student Name:			
2. Current Address			
3. Residence Address			
4. Email id			
5. Mobile No.			
6. AADHAR No.			
7. PAN			
8. Overall GPA			
9. Mode of Internship			
10. Internship Preferences			
	Location	Core Area	Organization /Institute
Preference-1			
Preference-2			
Preference-3			
<p>I confirm that I agree with the terms, conditions, and requirements of the Internship Policy</p> <p>Student Signature: _____</p> <p>Date _____</p>			
<p>I confirm that the student has attended the internship orientation and has met all paperwork and process requirements to participate in the internship program, and has received approval from his/her mentor.</p> <p>Sign of Department Faculty Coordinator Date _____</p>			

Template of the Resume of the Intern

1. **Name:**
2. **Contact Details:**
3. **Contact Number:**
4. **Email ID:**
5. **AADHAR No.**
6. **Education**

Name of the Department / College	Name of the Course	Year	Specialization	Marks / CGP
	SSC			
	HSC			
	BBA			

7. Details of Internship / Work Experience (if done earlier):
8. Details Project Work (done earlier, if any):
9. Academic Experience (Semester Project, extracurricular activities, etc.):
10. Emphasize accomplishments that are relevant to the field
11. Other Achievements and Personal Interests
12. Leadership positions held outside your formal work environment
13. Personal interests and accomplishments that will distinguish you from other applicants
14. Volunteer service/Social Work
15. Languages known (Mention the level of Proficiency)
16. Computer Proficiency (Mention the skills you possess)

Signature of the student

Appendix -4

Format of Letter for Internship in an Industry/Enterprise/Organization

To,
The (Manager, HR)
.....
.....

Subject: Request for ___week(s) / Internship in your Industry/ Enterprise/ Organization.

Dear Sir,

The S. R. T. M. University, Nanded / College established in _____, _____, Maharashtra reflects the vision of leading industrialists and educationalists. Our university / college is accredited with “_” grade by NAAC in _____. The University / College has been recognized about it’s over all academic excellence and infrastructure.

As a part of the implementation of NEP-2020, the University has made a provision of completing 08 weeks Internship Training for the students of this University. The primary objective of Internship is to enable the students to acquire skills by getting hands-on-training in the real work environment.

The University / College has identified your esteemed Organization / Industry / Establishment for imparting Internship to the students of ___course. Around (no.) students would be participating for Internship. We would like to seek your cooperation in organizing the Internship at your organization. Kindly accord your permission and give at least one-week time for students to join training after confirmation.

S.No.	Name	Roll no.	Year	Department

The resumes of these students are attached with this letter. If vacancies exist, kindly do plan for Interviews for the students in above branches.

A line of confirmation will be highly appreciated.

Yours sincerely,

Nodal Officer / TPO

Relieving Letter of Student

To,
The General Manager (HR)
.....
.....

Subject: Relieving letter for the student(s) to complete Internship Training in your esteemed organization

Dear Sir,

Kindly refer your letter / e-mail dated.....on the above cited subject. As permitted by your good self the following students will undergo Industrial Internship in your esteemed organization under your sole guidance and direction

Sr. No.	Name	Roll no.	Year	Department

This training being an essential part of the curriculum, the following guidelines have been prescribed in the curriculum for the training. You are therefore, requested to please issue following guidelines to the concerned student mentor.

- i. Intern ship schedule may be prepared and a copy of the same may be sent to us.
- ii. Each student is required to prepare Internship diary and report.
- iii. Kindly check the Internship diary of the student daily.
- iv. Issue instruction regarding working hours during training and maintenance of the attendance record

You are requested to evaluate the student’s performance on the basis of grading i.e. Excellent, Very Good, Satisfactory and Non-Satisfactory on the below mentioned factors:

- i. Attendance and general behavior
- ii. Relation with workers and supervisors
- iii. Initiative and efforts in learning
- iv. Knowledge and skills improvement
- v. Contribution to the organization

The performance report may please be forwarded to the undersigned on completion of training in sealed envelope.

Your efforts in this regard will positively enhance knowledge and practical skills of the students, your cooperation will be highly appreciated, and we shall feel obliged.

The students will abide by the rules and regulation of the organization and will maintain a proper discipline with keen interest during their internship. The students will report to you on dated along with a copy of this letter.

Yours sincerely,

Nodal Officer / TPO

Format of Agreement between the University Department / College Principal and Representative of the Industry / Organization

Agreement

This agreement is made between the Nodal Officer / Training and Placement Officer / Principal of the University / College Department and the Representative of the Industry or Organization for Internship/Capstone Project with provision to be made by the Industry/ Enterprise or Organization on the following:

1. Assigning a Trainer or Supervisor for Internship Training of students by the Industry/ Organization.
2. Engaging students on subject-specific work and providing required guidance or support to ensure their learning.
3. Monitoring the attendance and work completed by students on daily basis.
4. Provide experience letter/certificate of Internship Training to students on completion of the training.
5. In case students need to extend beyond agreed hours, prior intimation shall be taken from Principal/Head of the School.
 - (i) Abide by Prevention of Sexual Harassment Act (POSH) for students undergoing training.
 - (ii) Information shall be provided to trainees regarding working conditions of the job, such as physical requirements potential hazards, health risks, noise levels, etc.

Signature of the Representative
Of the Industry/ Organization

Signature of the Nodal Officer
Training and Placement Officer
Of the University / College

Date:

As per the UGC's Sexual Harassments Act, 'sexual harassment' includes unwelcome sexually tinted behavior, whether directly or by implication, such as (i) physical contact and advances, (ii) demand or request for sexual favors, (iii) making sexually remarks, (iv) showing pornography, or (v) any other unwelcome physical, verbal, or non-verbal conduct of a sexual nature.

Format of the Student's Diary (Logbook)

1. Student Name: _____
2. Trade / Course Studying: _____
3. Department / College Name: _____

4. Industry / Enterprise / Organization: _____

Week	Task Assigned	Activities Performed	Key Learning	Additional Remarks

Signature of Industry Supervisor

Student's Signature

Student's Attendance Sheet

Name & Address of Organization

Name of the Student	
Department / College Name	
Roll Number	
Name of Course	
Type of Work Assigned	
Date of Commencement of Training	
Date of Completion of Training	

Month and Year (to be signed by the Internship Supervisor):

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						

- v. Attendance Sheet should remain affixed in Daily Training Diary. Do not remove or tear it off.
- vi. Holidays should be marked in Red Ink in attendance column. Absent should be marked as 'A' in Red Ink.

Name and Signature with date of Internship Supervisor _____

Supervisor Evaluation of Intern

Student Name: _____ Date: _____

Work Supervisor: _____ Title: _____

Organization: _____

Internship Address: _____

Dates of Internship: From _____ To _____

Please evaluate intern by indicating the frequency with which you observed the following behaviors:

Parameters	Needs Improvement	Satisfactory	Good	Excellent
Behaviors				
Performance dependable manner				
Cooperates with co-workers and supervisors				
Shows interest in work				
Learns quickly				
Shows initiative				
Produces high quality work				
Accepts responsibility				
Accepts criticism				
Demonstrates organizational skills				
Uses technical knowledge and expertise				
Shows good judgment				
Demonstrates Creativity / originality				
Analyzes problems effectively				

Is self-reliant				
Communicates well				
Writes effectively				
Has a professional attitude				
Gives a professional appearance				
Is punctual				
Uses time effectively				

Overall performance of student intern (circle one):

(Needs improvement / Satisfactory / Good/Excellent)

Additional comments, if any:

Signature of Industry supervisor _____

HR Manager _____

Format for Preparation of Report on Internship/Capstone Project by Students

Students are required to prepare a report on the work they performed and learnt during Internship Training. The report will be included in the student portfolio. Students shall include the following information in the Internship report:

Sr. No.	Section	Expected Details
1.	Introduction	<ul style="list-style-type: none">Title of the ReportStudent's Name, Department / College, Grade, Roll No.Name of the Job Role
2.	Internship Overview	<ul style="list-style-type: none">Employer/Workplace DetailsName of Internship Site, Address, Website, Supervisor NameBrief Profile of the Organization (Government Private, NGO, Business Activity, etc.)Internship Dates (Start and End), Timings, Number of Hours completed.
3.	Internship Details	<ul style="list-style-type: none">Activities Performed and Observations made during InternshipList of Tools and Equipment used during InternshipKey Learnings and Challenges faced during InternshipAny innovative work done during Internship

Proforma for Evaluation of Internship by the College

1. Name of Student _____
2. Mob.No. _____
3. Roll No. _____
4. Program /Semester _____
5. Period of Training _____
6. Home Address with contact No. _____
7. Address of Training Site: _____
8. Address of Training Providing Agency: _____
9. Name / Designation of Training In-charge _____
10. Type of Work _____
11. Date of Evaluation _____
12. Please rate the following:

Sr. No.	Particular	Grade
1	Quality and effectiveness of presentation	
2	Depth of knowledge and demonstrated skills	
3	Variety and relevance of learning experience	
4	Practical applications and relationships with concepts taught	
5	Internship Report	
6	Attendance record, student log, supervisor evaluation	

Overall grade: _____

Additional Remarks:

Signature of Faculty Mentor

**Format for Internship/Capstone Project
Completion Certificate**

This is to certify that Mr. / Ms. _____ (name of the Student/Trainee),
pursuing his/ her _____ course in the Department of Management, College-
Name _____ has successfully completed Internship/Capstone Project
at _____ and completed __ Weeks of Internship/Capstone
Project from _____ to _____. He/ she has participated in the following
activities/ tasks.

- 1.
- 2.
- 3.
- 4.
- 5.

Signature
Name of the Authorized Signatory
Designation
Name of Industry/Enterprise/Organization
Office Stamp

Place:
Date:

Student Feedback of Internship

(To be filled by Students after Internship completion)

Student Name: _____ Date: _____

Industrial Supervisor: _____ Title: _____

Supervisor Email: _____ Internship is: _____ Paid _____ Unpaid _____

_____ Organization: _____

_____ Internship Address: _____

_____ Faculty Coordinator: _____

_____ Department: _____

Dates of Internship: From _____ To _____

Give a brief description of your internship work (title and tasks for which you were responsible): Was your internship experience related to your major area of study?

- vii. Yes, to a large degree
- viii. Yes, to a slight degree
- ix. No, not related at all

Indicate the degree to which you agree or disagree with the following statements.

This experience has:	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree
Given me the opportunity to explore a career field					
Allowed me to apply classroom theory to practice					
Helped me develop my decision-making and problem-solving skills					
Expanded my knowledge about the work world prior to permanent employment					
Helped me develop my written And oral communication skills					
Provided a chance to use leadership skills (influence others, develop ideas with others, stimulate decision-making and action)					
Expanded my sensitivity to the ethical implications of the work involved					

Internship/Capstone Project Policy Document of S. R. T. M. University, Nanded

Made it possible for me to be more confident in new situations					
Given me a chance to improve My inter personal skills					
Helped me learn to handle Responsibility and use my time wisely					
Helped me discover new aspects of myself that I didn't know existed before					
Helped me develop new interests and abilities					
Helped me clarify my career goals					
Provided me with contacts which may lead to future employment					
Allowed me to acquire information and/ or use equipment not available at my Institute					

- In the Institute internship program, faculty members are expected to be mentors for students. Do you feel that your faculty coordinator served such a function? Why or why not?
- How well were you able to accomplish the initial goals, tasks and new skills that were set down in your learning contract? In what ways were you able to take a new direction or expand beyond your contract? Why were some goals not accomplished adequately?
- In what are as did you most develop and improve?
- What has been the most significant accomplishment or satisfying moment of your internship?
- What did you dislike about the internship?
- Considering your overall experience, how would you rate this internship? (Circle one).
Satisfactory / Good / Excellent
- Give suggestions as to how your internship experience could have been improved. (Could you have handled added responsibility? Would you have liked more discussions with your professor concerning your internship? Was closer supervision needed? Was more of an orientation required?)

Signature of Student

Name: _____

Roll No. _____

Date: _____

MAJOR PROJECT GUIDELINES FOR *APPENDIX-5*
BACHELORS IN BUSINESS ADMINISTRATION/BACHELORS IN BUSINESS
ADMINISTRATION (HONOURS)/ BACHELOR'S IN BUSINESS ADMINISTRATION
(HONOURS AND RESEARCH)

TITLE PAGE OUTLINE (not paginated)
The title should be in upper case and Centered,
and the font size should be 14
For Example

TOPIC- GREEN INITIATIVE'S IMPACT
ON CUSTOMER LOYALTY

Student Name
Name

Supervisors

Class and Year
(In Upper Case)
Case)

Designation
(In Upper

Research Project Submitted in Partial Fulfillment for the Degree of
Bachelor in Business Administration
from----- University

Month Year

DECLARATION

- a) A signed declaration by the candidate with the following statement
This project is my original work and has not been presented for a degree in
any other University or for any other award

Students Name: _____

Sign_____Date _____

- b) A signed declaration by the University Supervisor with the following
statement.

- c) I confirm that the candidate did the work reported in this project under my supervision.

Name:

Sign _____ Date _____

DEDICATION

A dedication statement not exceeding 25 words may follow the declaration, beginning on a separate page.

Dedication may be to a person or persons to whom they have special attachments. A simple statement such as “to my father..... and my mother” and a reason for the dedication may be given.

ACKNOWLEDGEMENT

Acknowledgement should be 150 words and follow the dedication beginning on a separate page.

An acknowledgement is an extension of appreciation for the contribution of others and assistance given during the entire research process. It recognizes the person the writer is indebted to for guidance and help during the study.

ABSTRACT

An abstract of the research project not exceeding three hundred (300) words and beginning on a new page. It should be a one-paragraph continuous prose, single-spaced and on one page only.

The abstract should be one page single paragraphed and should contain

- The purpose and objectives of the study
- Significance of the study
- Methodology used
- Findings
- Recommendations

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

(All tables and figures must have a number and heading and follow APA style)

Declaration to List of figures should be in centre 14 font size.

MAIN DOCUMENT (Pagination of 1, 2, 3, 4, etc should begin in Chapter One)

1.0 CHAPTER ONE: INTRODUCTION

(Chapter Title - center 14 font size)

1.1 Introduction – Overview of chapter contents

1.2 Background of the Study

1.3 Problem Statement

Should it be a paragraph, and should it clearly show what the problem is? What the research seeks to solve. Give authoritative sources/citations on what has been done and what is missing.

1.4 Objectives of Study

I clearly state the goal of the study.

1.4.1 Specific Objectives

- They should be SMART.
- They should be within the scope.

1.5 Significance of the Study

It should explain who benefits from the study and how.

1.6 Scope of the Study

It should include the concept, content, geographical, and time scope.

1.7 Organisation of the Study

Should include the structure of the study chapter by chapter

2.0 CHAPTER TWO: LITERATURE REVIEW

(Chapter Title - centre 14 font size)

2.1 Introduction – Overview of chapter contents

2.2 Theoretical Literature of the Problem.

A theoretical framework consists of concepts, definitions, and existing theories/theories u your study. It must demonstrate

an understanding of theories and concepts relevant to the problem the project is solving.

2.3 Critical Review and Research Gap Identification

You should identify the unique innovation of your project. This should clearly show the gap you are filling in the project. Otherwise, your project will be seen as plagiarised.

3.0 CHAPTER THREE: METHODOLOGY

(Chapter Title - centre 14 font size)

3.1 Introduction – Overview of chapter contents

3.2 Project Design

This section should explain the details of the proposed project and how you will explore your research question. Include questionnaire.

4.0 CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

(Chapter Title - center 14 font size)

4.1 Introduction – overview of chapter contents

4.2 Presentation of Findings. The findings should address each objective.

Objective 1

Objective 2, etc.

Check to ensure all the objectives are addressed.

5.0 CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

(Chapter Title - center 14 font size)

5.1 Introduction - overview of chapter contents

5.2 Summary of Findings

5.3 Conclusions

5.4 Recommendations.

6.0 REFERENCES

Use Reference – acknowledgement of works referred to or citations. American Psychological Association (APA) reference style should be used.

7.0 APPENDICES

A. Questionnaire