

Progressive Education Society's
Modern College of Arts, Science and Commerce (Autonomous)
Shivajinagar, Pune 5

(An Autonomous College affiliated to Savitribai Phule Pune University)

Syllabus

For

B. B.A. (Human Resource Management)

Choice Based Credit System (CBCS)

Syllabus under National Education Policy (NEP)

To be implemented from Academic Year 2025-2026

Semester III (Second Year)

Course Type	Course Code	Course Title	Credits		Teaching Scheme Hr./Week		Evaluation Scheme and Max Marks		
			TH	PR	TH	PR	CE	EE	Total
Major Core T (2+2 or 4), (T/P) (2)	24BaHrmU3101	Fundamentals of Organizational Behavior	4		4		40	60	100
	24BaBbaU3102	Principles and Practices of Management	2		2		20	30	50
VSC P (2)	24BaHrmU3501	Lab Course on Innovation in HR Practices		2		4	20	30	50
IKS (T/P) (2)	24BaBbaU3901	Ancient Indian Trade & Commerce	2		2		20	30	50
FP P (2)	24BaHrmU3002	Field Project I		2		4	20	30	50
Minor (T/P) (2+2 or 4)	24BaBbaU3301	Business Economics (Macro)	4		4		40	60	100
GE/OE (T/P) (2)	24BaBbaU3401	Event Management	2		2		20	30	50
AEC T (2)	24CpCopU3703	English Communication Skills II	2		2		20	30	50
CC T(2)	24CpCopU3001	Online Course on Yoga	2		2		20	30	50
Total			18	04	18	08	220	330	550

OE: Open Elective

AEC: Ability Enhancement Course

VEC: Value Education Course

CC: Co-Curricular Course

IKS: Indian Knowledge System

OJT: On Job Training

FP: Field Project

VSC: Vocational Skill Course

CEP: Community Engagement Project

SEC: Skill Enhancement Course

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S.Y. B.B.A (SEMESTER - III)
(2024 Course under NEP 2020)

Course Code: 24BaHrmU3101

Course Name: Fundamentals of Organization Behavior

Course Type: Major Core Theory

Teaching Scheme: TH: 4 Hours/Week

Credits: 4

Examination Scheme: CIA: 40 Marks

End Sem: 60 Marks

Prerequisites of the Course:

- Students should have basic awareness about corporate culture.
- Understanding of the fundamental principles of management.

Course Objectives:

- To understand the impact of individual, group behavior within the organization.
- To help them enhance and apply the knowledge they have received for the betterment of the Organization.

Course Outcomes:

On completion of the course, student will be able to –

CO No.	Course Outcome	Cognitive Level
CO 1	Define key concepts of Organizational Behavior, including its elements, models, and importance.	1
CO 2	Explain how personality, perception, attitudes, values, and motivation influence individual behavior at work.	2
CO 3	Use leadership and conflict management strategies to improve teamwork and group performance.	3
CO 4	Examine the impact of organizational structure, culture, and change on employee behavior and performance.	4
CO 5	Evaluate how different leadership styles and motivation techniques impact organizational productivity.	5
CO 6	Develop solutions to manage change and handle power and politics in organizations	6

Course Contents:

Chapter 1	Introduction to Organizational Behavior	No. of Lectures
	1.1 Definition and concept of OB 1.2 Elements of OB 1.3 Nature and Scope of OB 1.4 Importance of OB 1.5 Models of OB 1.6 Challenges and Opportunities for OB	10
Chapter 2	Foundation of Individual Behavior	No. of Lectures
	2.1 Concept of individual Behavior 2.2 Emotional Intelligence and its dimensions 2.3 Personality- Concepts, 2.3.1 Determinants of Personality, 2.4 Perception- Concept – 2.4.1 Process of Perception 2.4.2 Errors in Perception 2.5 Attitude – Concept 2.5.1 Components of Attitude 2.6 Values – Concept 2.6.1 Importance of values in organization. 2.7 Motivation – Concept 2.7.1 Importance of motivation in organization.	15
Chapter 3	Groups in Organization	No. of Lectures
	3.1 Group Dynamics 3.1.1 Understanding groups and teams 3.1.2 Group formation and development 3.1.3 Group norms and roles 3.1.4 Communication within groups 3.2 Leadership – concept 3.2.1 Basic qualities of leadership, 3.2.2 Leadership Styles 3.2.3 Developing leadership skills 3.3 Johari Window Model 3.4 Conflict – Concept, Process, 3.5 Conflict Management, 3.5.1 Conflict Resolution strategies.	15

Chapter 4	Organization System	No. of Lectures
	4.1 Organizational Structure and Design 4.2 Organizational Culture – 4.2.1 Characteristic of organizational culture. 4.2.2 Steps in creating organizational culture, 4.2.3 Strategies for sustaining Organizational culture. 4.3 Organizational Change – Importance 4.4 Resistance to Change 4.4.1 How to overcome resistance to change 4.4.2 Benefits of Resistance to change. 4. 5 Introduction of Power and politics.	15
Experiential Learning		No. of Lectures
Activity based on Johari window Model		05
Total No. of Lectures		60

Experiential Learning:

Students are encouraged to participate in the Johari Window activity to understand the self-awareness and team awareness. Johari Window activity offers students a powerful framework for self-discovery, interpersonal growth, and skill development, equipping them with valuable tools for success in both their personal and professional growth.

Recommended Books:

1. Organizational Behavior Text, Cases and Games- K. Aswathappa, Himalaya Publishing House
2. Organizational Behavior- Human Behavior at Work- J. W. Newstrom, Tata McGraw Hill Education Private Limited
3. Organizational Behavior - Fred Luthans, McGraw- HILL International Edition
4. Organizational Behavior- Dr. Chandra Shekhar Dash, International Book House P. Ltd.
5. Organizational Behavior- Uma Sekaran, The McGraw-Hill Companies
- 6 Understanding Organizations – Organizational Theory & Practice in India- Shukla, Madhukar: Prentice Hall

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S.Y. B.B.A (SEMESTER - III)
(2024 Course under NEP 2020)

Course Code: 24BaBbaU3102

Course Name: Principles and Practices of Management

Course Type: Major Core Theory

Teaching Scheme: TH: 2 Lectures/Week

Credits: 2

Examination Scheme: CIA: 20 Marks

End-Sem: 30 Marks

Prerequisites of the Course:

- Basic Communication Skills & Comprehensive ability.
- Planning and Time Management Skills.

Course Objectives:

- The study of this subject enables students to understand basic principles of management, their critical-thinking and problem-solving skills.
- To identify professional and managerial skills of a manager.

Course Outcomes:

On completion of the course, students will be able to –

CO No.	Course Outcome	Cognitive Level
CO 1	To Define the basic concept of Management	1
CO 2	To Understand the Principles of Management in real-life business situation.	2
CO 3	To Identify their Managerial Ability and Professional Skills.	3
CO 4	To Analyze case studies for Critical Thinking and Problem Solving	4
CO 5	To Evaluate the Functions of Management with real-life business situation	5
CO 6	To Understand & Improve Decision Making and Managerial Skills	2,6

Course Contents:

Chapter 1	Concept & Nature of Management	No. of Lectures
	1.1 Meaning, definition, characteristics, nature, importance, objectives & functions – main & subsidiary 1.2 Concept of Management & Administration 1.3 Levels of Management 1.4 Skills of a manager, roles of a manager	08
Chapter 2	Evolution of Management Thoughts	No. of Lectures
	2.1 Approaches to management – Classical, Neo-classical and Modern: Quantitative / Mathematical, Systems, Decision Making / Decision Theory, William Ouchi's Theory Z, MBO 2.2 Contributions to management thoughts – Taylor and Scientific theory, Fayol and Administrative theory, Mayo and Hawthorne Experiments 2.3 Indian Management Thought: Indian perspectives on Functions of Management	08
Chapter 3	Functions of Management	No. of Lectures
	3.1 Planning – Meaning, nature and objectives 3.2 Organizing – Meaning, nature, elements of organizing, delegation of authority – meaning, need, centralization – meaning, advantages & disadvantages, decentralization - meaning, advantages & disadvantages 3.3 Staffing – Meaning, nature, and importance 3.4 Directing, Controlling, & Coordinating - Meaning, nature, and importance 3.5 Communication – Meaning, types of communication in an organization, and importance 3.6 Motivation- Meaning and concept 3.7 Decision making – Meaning, types and importance	10
Experiential Learning		No. of Lectures
Problem Solving using Group Discussions followed by Guest lectures		04
Total No. of Lectures		30

Experiential Learning:

1. Followed by various guest lectures and group discussion activities, critical thinking for problem solving and communication skills can be developed among students.
2. Application of basic functions of management can be done with the help of role playing and other tools

Recommended Books:

1. Principles & Practice of Management – Dr. L.M. Prasad, Sultan Chand & Sons – New Delhi
2. Essentials of Management - Harold Koontz and Itin Wiebitch, McGraw Hill International
3. Principles of Management – P.C. Tripathi, P.N. Reddy, Tata McGraw Hill
4. Management Theory & Practice – J.N. Chandan
5. Principles of Management – T Ramasamy, Himalaya Publishing House

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S.Y. B.B.A (SEMESTER - III)
(2024 Course under NEP 2020)

Course Code: 24BaHrmU3501

Course Name: Lab course on Innovation
in HR Practices

Course Type: Vocational Skill Course

Teaching Scheme: PR: 4 Hours/Week

Credits: 2

Examination Scheme: CIA: 20 marks

End-Sem: 30 marks

Prerequisites of the Course:

- Students should have basic knowledge of the use of Computer and Mobile handling.
- Ability to set and accomplish goals and work using modern techniques.

Course Objectives:

1. To identify emerging and innovative practices in HRM.
2. To study basic knowledge of innovative practices in human resource management.
3. To learn and apply modern techniques in various functions of human resource management.

Course Outcomes:

On completion of the course, student will be able to –

CO No.	Course Outcome	Cognitive Level
CO 1	Understand the Concept of Innovation in HRM	1
CO 2	Explain the significance of Traditional and Innovative Hiring Methods, Digital Training Calendars, Work-Life Balance Strategies, and HR Policies in modern organizations.	2
CO 3	Demonstrate practical skills by creating recruitment forms, job descriptions, employee service books, and workplace policies for HRM processes.	3
CO 4	Compare and contrast Traditional vs. Digital HR Practices and assess the impact of Remote Working and Knowledge Management on employee performance.	4
CO 5	Create Innovative HR Strategies.	6
CO 6	Examine the Need for HR Transformation	4

Course Contents:

Chapter 1	Innovative Practices in HRM	No. of Lectures
	1.1 Innovation meaning 1.2 Types of Innovation in HR 1.3 Traditional HR Practices 1.4 Innovative Practices in HR 1.5 Impact of Innovative Practices in HRM 1.6 Need for Innovation in HR Practices	10
Chapter 2	Digital Transformation of HR	No. of Lectures
	2.1 Meaning of Digital Transformation 2.2 Need of HR Transformation 2.3 Stages of HR Transformation 2.4 Impact of Digital Transformation 2.5 Automation in HR	08
Chapter 3	Knowledge Management	No. of Lectures
	3.1 Knowledge Management: Introduction, Meaning, Concept 3.2 Nature of Knowledge Management 3.3 Knowledge Management Foundations 3.4 Organizational Impact of Knowledge Management 3.5 Factors influencing on Knowledge Management	12
Experiential Learning		No. of Lectures
The students will do 16 practical activities listed below. The students will prepare a report of all the listed topics and submit all the assignments in a single file after the completion of the semester.		30
Total No. of Lectures		60

Experiential Learning (List of Activities):

- **Professional Networking**
 1. Creating a profile on the professional website LinkedIn.
 2. Register on Naukri.com for Recruitment.
- **Recruitment & Selection Process**
 3. Design a Google Form for a Recruitment Application.
 4. Write a Job Description for HR Executive.
 5. Differentiate Between Traditional and Innovative Hiring Methods.
 6. Organize a Zoom meeting to conduct an online interview of the candidate.

- **Training & Development**
 7. Create a Training Calendar for a Fictional Company.
 8. Develop a Training Budget for the Fictional Company.
 9. Design an Interactive Digital Training Calendar.
- **Workplace Policies & Work-Life Balance**
 10. Create a Google Sheet for collaborative work.
 11. Study and analyze work-life balance strategies in two different companies.
 12. Study and analyze work-life Integration strategies in two different companies.
 13. Discuss the Implementation of HR Policies for Employees.
- **Knowledge Management & Remote Work**
 14. Presentation on Knowledge Management.
 15. Explore the Facility of Remote Working.
 16. Create an Employee Service Book for the Fictional Company.

Recommended Books:

1. HR Transformation - Dr Wade Larson, KDP Print US, 2021
2. Innovations and Challenges in Human Resource Management for HR - Rajesh Singh, Geeta Rana, Ravindra Sharma, Nova Science Publishers, Incorporated, 2021
3. Paradigms of Knowledge Management - Krishna Nath Pandey, Springer India, 2016
4. Digital HR Strategy - Soumyasanto Sen, Kogan Page, 2020

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S.Y. B.B.A (SEMESTER - III)
(2024 Course under NEP 2020)

Course Code: 24BaBbaU3901

Course Name: Ancient Indian Trade & Commerce

Course Type: Indian Knowledge System

Teaching Scheme: TH: 2 Hours/Week

Credit: 2

Examination Scheme: CIA: 20 Marks

End Sem: 30 Marks

Prerequisites of the Course:

- Students should have basic knowledge of ancient Indian history like Chatrapati Shivaji Maharaj

Course Objectives:

- To acquaint the students about the nature of Industry, Occupation and Agriculture in Mauryan period.
- To understand the nature of Trade and Commerce during Mauryan period.
- To understand the nature of Guilds system during Mauryan period.
- To make students understand the nature of Textiles during Mauryan period.
- To make them understand about Administration system during Mauryan period.

Course Outcomes:

On completion of the course, students will be able to -

CO No.	Course Outcome	Cognitive Level
CO1	To define concepts and explain nature of Industry, Occupation, Agriculture during Mauryan period.	1, 2,
CO2	To explain and distinguish Internal and External Trade during Mauryan Empire.	2,,4
CO3	To explain the nature of commerce Mauryan period.	2,5
CO4	To explain the nature and system of Guilds in Ancient India.	2,5
CO5	To explain nature of Textiles and Costume.	2
CO6	To explain and distinguish Coinage with and Administration system	2,4

Course Contents:

Chapter I	<u>Section-A</u> Industries & Occupation during Mauryan Period (322-185 BCE)	No. of Lectures
	1.1 Nature of Economic System: 1.1.1 Agriculture, 1.1.2 Irrigation 1.1.3 Occupation 1.1.4 Tax 1.1.5 Metals, and others	08
	<u>Section-B</u> Trade & Commerce in Maurya (322-185 BCE) and Gupta Period (320-550 CE)	No. of Lectures
	1.2. Trade 1.2.1. Nature of Trade 1.2.2. Trade Centers, 1.2.3. Internal Trade (Eastern India & Northern India) 1.2.4. External Trade (Srilanka, Egypt and Greece) 1.2.5. Trade Routes 1.2.6. Transportation 1.3. Weight and Measures 1.3.1. Nature of Weights and Measures	06
Chapter 2	Guilds in Ancient India	No. of Lectures
	2.1 Meaning of Guilds 2.2 Nature and Membership 2.3 Work 2.4 Importance of Guilds: Social and Economic	06
Chapter 3	Coinage	No. of Lectures
	3.1 Origin and Development of Coin 3.2 Nature of Coins: 3.2.1. Punch Marked, 3.2.2. Satavahana, and 3.2.3. Gupta 3.3 Importance Numismatics 3.4 Nature of Textiles and Costumes 3.5 Administration System: 3.5.1. Central Administration 3.5.2. Revenue Administration 3.5.3. Provincial Administration 3.5.4. Judicial Administration	06
Experiential Learning		No. of Lectures
Project, Guest Lecture, Visit		04
Total No. of Lectures		30

Recommended Books:

1. A.S. Altekar: State & Government in Ancient India, Banarsidas Publication Delhi
2. Shrivastav B: Trade & Commerce in Ancient Indian
3. Economic Sutras by Prof.Satish Y.Deodhar, IIMA Books Series
4. Essentials of Business Economics, Vikas Publications, Latest Edition
5. Kanagasabapathi, “Indian Models of Economy, Business and Management”, Third Edition, Prentice Hall India Ltd., Delhi
6. Lotus and Stones, Garuda Prakashan Pvt.Ltd. (31 October 2020)
7. Economic Modeling Analysis and Policy for Sustainability, IGI Global, Latest Edition by Goswami Anandajit

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S.Y. B.B.A (SEMESTER - III)
(2024 Course under NEP 2020)

Course Code: 24BaBbaU3301

Course Name: Business Economics (Macro)

Course Type: Minor Paper Theory

Teaching Scheme: TH: 4 Hours/Week

Credits: 4

Examination Scheme: CIA: 40 Marks

End Sem: 60 Marks

Prerequisites of the Course:

1. Students have knowledge about Economics.
2. Students have knowledge about Microeconomics and Macroeconomics.

Course Objectives:

1. Students will understand meaning and importance of study of Macroeconomics.
2. Students will be able to understand Macroeconomics Aggregates such as National Income, Inflation, Deflation, Money, Monetary Policies, Consumption, Savings, Investments and Business Cycles etc.
3. Students will understand role of Macroeconomics Policies in Economic Growth and Development of the Nation.

Course Outcomes:

On completion of the course, students will be able to -

CO No.	Course Outcome	Cognitive Level
CO1	To define Macroeconomics and its importance. To define, explain NI and its concepts. To explain importance of National Income. To explain different methods to measure National Income.	1,5
CO2	To explain and criticize Theories of Output and Employment.	2,5
CO3	To explain Consumption and Saving Function and distinguish its various types and to discuss about factors affecting on them.	2,4, 6
CO4	To define Investment Function and Classify investment. To define and explain Marginal efficiency of Capital, Multiplier and Accelerator Principle.	1,2,4
CO5	To define and explain Functions of money. To explain demand for and supply of money and measures of RBI to control credit. To explain, causes, consequences, classify and effects of inflation. To define stagflation and its causes.	1,5,4
CO6	To define, explain Business Cycle, Phases of Business Cycle and its effects.	1,2,5

Course Contents:

Chapter 1	Introduction to Macroeconomics and National Income	No. of Lectures
	1.1 Introduction to Macroeconomics: 1.1.1. .Meaning, Definition & Objectives of Macro Economics 1.1.2. Nature of Macroeconomics. 1.1.3. Scope of Macroeconomics 1.1.4. Significance of Macroeconomics 1.1.5. Limitations of Macro Economics 2.1. National Income: 2.1.1. Meaning and Importance of National Income 2.1.2. Concepts: Gross National Product (GNP), Net National Product (NNP), Gross Domestic Product Per Capita Income, Personal Income, Disposable Income 2.1.3. Measurement of National Income: Methods and Difficulties. 2.1.4. Circular Flow of Income in Two Sector Model (With Savings) 2.1.5. Circular Flow of Income in Three Sector Model (With Government) 2.1.6. Circular Flow of Income in Four Sector Model (With World Economy) 3.1. Theories of Output and Employment: 3.1.1. J.B.Say's Classical Theory of Employment 3.1.2. Keynes Criticism on Classical Theory of Employment 3.1.3. Kenyesian Theory of Employment	14
Chapter 2	Consumption, Saving and Investment	No. of Lectures
	2.1. The Consumption Function: Meaning 2.1.1. Average Propensity to Consume (APC) and Marginal Propensity to Consume (MPC) 2.1.2. Keynes Psychological Law of Consumption 2.1.3. Determinants of consumption 2.2. Saving Function: Meaning 2.2.1. Average Propensity to Save (APS) and Marginal Propensity to Save (MPS) 2.2.2. Determinants of consumption 2.3 Investment Function: Meaning 2.3.1. Types of Investment: Gross, Net, Induced & Autonomous. 2.3.2. Marginal Efficiency of Capital and its Determinants 2.3.3. Concept of Investment Multiplier and Acceleration Principal.	14

Chapter 3	Money and Inflation	No. of Lectures
	3.1. Money: 3.1.1. Meaning and Functions of Money 3.1.2. Demand for Money: 3.1.3. Classical Approach, Keynesian Approach 3.2. Supply of Money: 3.2.1. Meaning 3.2.2. Credit Creation of Commercial Banks, 3.2.3. Money Measures of RBI (M1, M2, M3, M4), 3.2.4. Credit Control Methods 3.3. Inflation: 3.3.1 Meaning and Definition 3.3.2. Philip Curve 3.3.3. Causes of Inflation 3.3.4. Consequences of Inflation 3.3.5. Demand Pull and Cost Push Inflation 3.3.6. Stagflation: meaning and Causes	14
Chapter 4	Trade Cycle	No. of Lectures
	4.1. Meaning and Definition of Trade Cycle 4.1.1. Characteristics of Trade Cycle 4.1.2. Phases of Trade Cycle 4.1.3. Control of Trade Cycle: Monetary Measures and Fiscal Measures	12
Experiential Learning		No. of Lectures
Assignments, Project, PPT.		06
Total No. of Lectures		60

Recommended Books:

Economics – Samuelson, Nordhaus –MC Graw Hill.
 Macro Economics-D.M.Mithani – Himalaya Publishing.
 Macro Economics - M.L.Jingan – Vrinda Publications (P) Ltd.
 Economics - Paul Samuelson, William D.Nordhaus – MC Graw Hil.l

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S.Y. B.B.A (SEMESTER - III)
(2024 Course under NEP 2020)

Course Code: 24BaBbaU3401

Course Name: Event Management

Course Type: Open Elective

Teaching Scheme: TH: 2 Hours/Week

Credits: 2

Examination Scheme: CIA: 20 Marks

End-Sem: 30 Marks

Prerequisites of the Course:

- Students should have basic knowledge about concept of events
- They should know various types of events.

Course Objectives:

- To acquaint the students with concepts, issues, and various aspects of event management.
- To understand the scope of the event management industry.
- Understand the concepts of market segmentation, niche marketing, targeting, positioning, and branding in events
- Acquire the skills necessary to organize and manage events, including pre-event, during-event, and post-event activities.
- Gain insights into the Meetings, Incentives, Conferences, and Exhibitions (MICE) industry in India and its significance in event management.

Course Outcomes:

On completion of the course, students will be able to –

CO No.	Course Outcome	Cognitive Level
CO 1	Define key terms related to event management. List the 5 C's and 5 W's of events.	1
CO 2	Explain the importance of event management. Describe the characteristics of different types of events.	2
CO 3	Apply the 5 C's and 5 W's to a real-world event scenario. Organize a team for an event based on the core concepts of event infrastructure.	3
CO 4	Analyse the role and qualities of an event organizer. Differentiate between revenue-generating and non-revenue-generating customers.	4
CO 5	Evaluate the factors to be considered when selecting a venue. Critique the effectiveness of pre-event, during-event, and post-event activities.	5

Course Contents:

Chapter 1	Introduction to Event and Event Management	No. of Lectures
	1.1 Introduction and Definition of Event. 1.2 Importance of Event Management 1.3 5 C's of Events. 1.4 5 W's of Event. 1.5 Types of Events and its characteristics. 1.6 Objectives of Event Management. 1.7 MICE in India	08
Chapter 2	Event Infrastructure	No. of Lectures
	2.1 Event Infrastructure: 2.1.1 Core Concept, 2.1.2 Core People, 2.1.3 Core Talent, 2.1.4 Core Structure. 2.2 Clients: 2.2.1 Types of clients 2.2.2 Revenue Generating Customers. 2.2.3 Nonrevenue Generating Customers. 2.3 Event Organizers: 2.3.1 Role of Event Organizer, 2.3.2 Qualities of an Event Organizer, 2.4 Venue: 2.4.1 In-house Venue, 2.4.2 In-door Venue, External Venue. 2.4.3 Factors to be considered on selection of venue.	08
Chapter 3	Procurement, Warehouse Management and Inventory Management	No. of Lectures
	3.1 Activities in Event Management: 3.1.1 Pre-event Activities. 3.1.2 During-Event Activities. 3.1.3 Post-event Activities. 3.2 Event management process 3.2.1 Define event goals and objectives 3.2.2 Organize a team 3.2.3 Set a budget 3.2.4 Choose an event date and venue 3.2.5 Plan event details 3.2.6 Market and promote the event 3.2.7 Execute and manage the event 3.3 Concept of Market in Event: 3.3.1 Segmentation for Events 3.3.2 Niche marketing in events. 3.3.3 Targeting. 3.3.4 Positioning of Events. 3.3.5 Branding in Events.	08

Experiential Learning	No. of Lectures
Visit to any trade fairs or exhibitions or any other event category.	06
Total No. of Lectures	30

Experiential Learning:

The students will attend any event on their own and make a report. The report should be made in the following format.

- Introduction about the event: Name of event, Date, Venue.
- Details of Organisers and management
- Type of event-Explain
- Expected Number of Attendees
- Number and types of Stalls
- List of events/activities
- List of Sponsors and types of interaction points with sponsors.
- Type of Venue and its pros and cons.
- Details about the Layout of the event.
- Details about the stage and Decoration.
- Safety and risk management measures adopted in the event.
- Parking management.
- Washroom facility.
- Audio-visual arrangements.
- How was the canvassing of the event done? Explain with examples.
- Examples of press coverage of the event.

Recommended Books:

1. Event Management: Wagen, Lynn Van Der, Pearson Education, 2012.
2. Event Marketing and Management: Gaur, Sanjaya Singh, Vikas Publishing House Pvt Ltd. 2003.
3. Business Management: G. M. Dumbre, Success Publications, Pune.
4. Event Planning and Management: Sharma, Diwakar, Deep & Deep Publication Pvt Ltd. 2005.
5. Events Management: Raj, Razaq, SAGE Publication India Pvt. Ltd. 2009

Semester IV (Second Year)

Course Type	Course Code	Course Title	Credits		Teaching Scheme Hr./Week		Evaluation Scheme and Max Marks		
			TH	PR	TH	PR	CE	EE	Total
Major Core T (2+2 or 4), (T/P) (2)	24BaHrmU4101	Industrial Relations and Labor Law	4		4		40	60	100
	24BaBbaU4102	Business Organization and System	2		2		20	30	50
VSC P (2)	24BaHrmU4501	Lab Course on Managerial Skills		2		4	20	30	50
CEP P (2)	24CpCopU4003	Community Engagement Project		2		4	20	30	50
Minor (T/P) (2+2 or 4)	24BaBbaU4301	Public Finance and International Economics	4		4		40	60	100
GE/OE (T/P) (2)	24BaBbaU4401	Business Planning and Project Management	2		2		20	30	50
SEC T (2)	24BaBbaU4601	Research Methodology (Tools and Analysis)	2		2		20	30	50
AEC T (2)	24CpCopU4701/ 24CpCopU4702	MIL-II (Hindi) / MIL-II (Marathi)	2		2		20	30	50
CC T (2)	24CpCopU4001	Health and Wellness	2		2		20	30	50
Total			18	04	18	08	220	330	550

OE: Open Elective

AEC: Ability Enhancement Course

VEC: Value Education Course

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IKS: Indian Knowledge System

OJT: On Job Training

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CEP: Community Engagement Project

SEC: Skill Enhancement Course

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S.Y. BBA (SEMESTER – IV)
(2024 Course under NEP 2020)

Course Code: 24BaHrmU4101

Course Name: Industrial Relations & Labor Law

Course Type: Major Core Theory

Teaching Scheme: TH: 4 Lectures/Week

Credits: 4

Examination Scheme: CIA: 40 Marks

End-Sem: 60 Marks

Prerequisites of the Course:

- Basic understanding of Industry and Healthy Relationship

Course Objectives:

- To develop knowledge base of labor & industry.
- To introduce various Indian laws related to labor.
- To give students insight into application of labor laws in employment aspects.

Course Outcomes:

On completion of the course, students will be able to –

CO No.	Course Outcome	Cognitive Level
CO 1	To Define the basic concept of Industry.	1
CO 2	To Understand the legal framework of industry and it's functioning.	2
CO 3	To Apply legal knowledge to functioning of labour in industrial system.	3
CO 4	To Analyse functioning of Trade unions.	4
CO 5	To Evaluate various legal provisions with related to Factories.	5
CO 6	To Understand & Improve the role of workers participation in management.	2,6

Course Contents:

Chapter 1	Introduction to Industrial Relations	No. of Lectures
	1.1 Meaning, definition, importance, scope of Industrial Relations and factors in Industrial Relations 1.2 Approaches towards the study of Industrial Relations (Psychological Approach, Sociological Approach, Socio Ethical Approach, Industrial Relations, Approach and HR Approach) 1.3 Evolution of Industrial Relations 1.4 Collective Bargaining – Meaning, Characteristics, Importance, Process, Pre-requisites and Types. 1.5 WPM-Pre-requisites, Objectives, Levels and Types.	15
Chapter 2	Trade Union Act, 1926	No. of Lectures
	2.1 Trade Unions: concept, functions, TU Movement in India 2.2 Registration of Trade Union & Cancellation of Registration 2.3 Rules of Trade Union 2.4 Rights and Privileges of Registered Trade Union 2.5 Duties and Liabilities of a Registered Trade Union.	10
Chapter 3	The Industrial Disputes Act, 1947	No. of Lectures
	3.1 Meaning, definition & Causes of Industrial Disputes 3.2 Types of Conflict Resolution: Negotiation, Investigation, Mediation, Conciliation, arbitration & Adjudication 3.3 Model Grievance Procedure 3.4 The Industrial Disputes Act, 1947 - Definitions, Authorities under the Act, Power & Duties of Authorities, Strike & lockout, Lay-off, retrenchment, closure and dismissal, Grievance Redressal Machinery, Penalties	15
Chapter 4	The Factories Act, 1948	No. of Lectures
	4.1 Definitions 4.2 Authorities 4.3 Provisions regarding Health 4.4 Provisions regarding Welfare, 4.5 Provisions regarding Safety, 4.6 Provisions regarding Leave with Wages, 4.7 Provisions regarding Working hours of adults 4.8 Penalties	15

Experiential Learning	No. of Lectures
Field study to Trade Unions or Court visits	05
Total No. of Lectures	60

Experiential Learning:

Authorities under Industrial Dispute Act, 1947 such as Conciliation, Labour Court, and Arbitration etc. are one of the important machineries to settle the dispute and conflict and Trade Union for establishing and maintaining healthy industrial relations. Students are therefore encouraged to interview industrial worker as a member of the trade union to find out the issues between employer and employees, approach of trade unions and their leaders in overcoming the problem.

Note: All the Acts should be considered as per the latest amendments.

Recommended Books:

1. Bare Acts.
2. Industrial Law - P.L. Malik
3. Labour Laws- Taxman
4. Labour & Industrial Laws-S.K. Puri
5. Labour & Industrial Laws-Goswami V.G.
6. Labour & Industrial Laws- Mishra S.N.
7. Labour & Industrial Laws- K.M. Pillai

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S.Y. BBA (SEMESTER – IV)
(2024 Course under NEP 2020)

Course Code: 24BaBbaU4102

Course Name: Business Organization and System

Course Type: Major Core Theory

Teaching Scheme: TH: 2 Hours/Week

Credits: 2

Examination Scheme: CIA: 20 Marks

End-Sem: 30 Marks

Prerequisites of the Course:

- Students should have basic awareness about various types of business.
- Students should have awareness about recent developments in business.

Course Objectives:

1. To make the students aware about various activities of business, business practices and recent trends in the business world.
2. To study the challenges before the businesses and setting up of a business enterprise.

Course Outcomes:

On completion of the course, student will be able to –

CO No.	Course Outcome	Cognitive Level
CO1	Define key terms related to business, trade, and industry	1
CO2	Explain the evolution of industry from Industry 1.0 to 4.0 and the impact of globalization on businesses	2
CO3	Identify different forms of business organizations (e.g., sole proprietorship, partnership firm, joint-stock company) and determine the suitability of each form for various business scenarios	3
CO4	Compare the merits and demerits of different forms of business organizations, such as sole proprietorships, partnership firms, and joint-stock companies	4
CO5	Assess the effects of Foreign Direct Investment (FDI) on retail trade and evaluate the role of industry associations like MCCIA, ROC, FICCI, and IIA	5

CO6	Apply the import and Export procedure and understand the difference between Domestic trade and Foreign trade	6
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Course Contents:

Chapter 1	Nature and Evolution of Business	No. of Lectures
	1.1 Business – Meaning, characteristics, Objectives of Business, Requisites for success in Business, Divisions of Business 1.2 Evolution of Industry 1.0 to Industry 4.0 1.3 Globalization & Emergence of MNCs - Merits & Demerits 1.4 Introductions to - Mergers and Acquisitions, Franchising. BPOs and KPOs, E-Commerce, M-Commerce, On-line trading, Patents, trademarks, and copyrights	08
Chapter 2	Forms of Business Organizations	No. of Lectures
	2.1 Mixed Economy—Private Sector—Public Sector—Cooperative sector—Joint sector —Service Sector 2.2 Forms of Business Organizations—Sole proprietorship, Partnership firm, Joint stock company—Features—Merits, demerits and suitability of various forms of business 2.3 Opportunity and idea generation—Business Plan Preparation — Feasibility Study	08
Chapter 3	Domestic and Foreign Trade	No. of Lectures
	3.1 Intermediaries in Domestic Trade and Foreign Trade – Effects of FDI on Retail Trade 3.2 Import and Export procedure 3.3 EXIM policy 3.4 Industry Associations like MCCIA, ROC, FICCI, IIA etc.	08
Experiential Learning		No. of Lectures
- Comparison between sole proprietor and partnership firms. - Survey on sole proprietors who does online business.		06
Total No. of Lectures		30

Experiential Learning:

Students are encouraged to take up live projects in the market in order to acquaint students to align their theoretical knowledge and its application.

Recommended Books:

1. Business Organization and Management - Vijay Kumar Kaul Pearson New Delhi
2. Business organization - Dr. Khushpat S. Jain Himalaya Publishing House Mumbai
3. Modern Business Organisation and Management – Systems Approach S.A. Sherlekar , V.s. Sherlekar Himalaya Publishing House Mumbai
4. Business Organization - Rajendra P. Maheshwari, J.P. Mahajan International Book House New Delhi
5. Business Organisation and management - Neeruvashishtha, Namita Rajput Kitab Mahal Allahabad
6. New Course in Organization of Commerce - A.N. Rangparia ,Chopde, Negwekar and more Sheth Mumbai
7. Students' guide to Business Organisation - Dr. Neeru Vashishth Taxmann New Delhi
8. Business Organisation and Management - Jagdish Prakash Kitab Mahal Allahabad

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S.Y. BBA (SEMESTER – IV)
(2024 Course under NEP 2020)

Course Code: 24BaHrmU4501

Course Name: Lab Course on Managerial Skills

Course Type: Vocational Skill Course

Teaching Scheme: PR: 4 Lectures/Week

Credits: 2

Examination Scheme: CIA 20 Marks

End Sem: 30 Marks

Prerequisites of the Course:

1. To identify and reflect the personal characteristics that helps to achieve organization objectives within the workplace.
2. To know the importance of time management and exhibit self-management by setting reasonable boundaries.
3. To know about critical thinking and problem solving.

Course Objectives:

1. Students should learn various managerial skills.
2. Students should understand the importance of time.
3. To strengthen skills of the students i.e. Inter-personal Skill, People Management Skill, Critical Thinking and Problem Solving Skill.

Course Outcomes:

On completion of the course, students will able to –

CO No.	Course Outcome	Cognitive Level
CO1	Understanding concepts like self through SWOT analysis , relationship building	1
CO2	Demonstrate different Managerial skills like time management, decision making , critical thinking	2
CO3	Applying different skills in real life cases	3
CO4	Analyzing different cases by using different managerial skills like decision making , critical thinking , problem solving	4
CO5	Evaluating different skills through activities ,role play	5
CO6	Discussing skills through PPT Presentation ,debate and group discussion	6

Course Contents:

Chapter-1	Managing Self and Others and Time Management	No. of Lectures
	1.1 Importance of knowing oneself, - 1.2 Process of knowing oneself-SWOT Analysis- 1.3 Stages in Interpersonal Relationship- 1.4 Relationship Building Time Management: 1.5 The 80:20 Rule- Time Management Matrix- 1.6 Scheduling-Grouping of Activities – Overcoming 1.7 Procrastination-Time Circle Planner	08
Chapter -2	Decision Making	No. of Lectures
	2.1 Decision making process- 2.2 Steps in effective decision making – 2.3 Effective decision making in Teams – 2.4 Decision making styles	04
Chapter - 3	Critical Thinking and Problem Solving	No. of Lectures
	Critical Thinking: 3.1 What is Critical Thinking, 3.1.1 Obstacles to Critical Thinking, 3.1.2 Reasons for beliefs and doubts? Cognitive Biases: 3.2 What is Cognitive Bias, 3.3 Thinking Fast and slow, 3.4 Classification of cognitive Biases and Experts opinion. Problem Solving: 3.5 Linking Critical Thinking and cognitive Biases, 3.6 The art of asking questions, 3.7 Problem framing, problem setting, 3.8 Classification of Problem Solving, 3.9 Methods for problem solving,	12
Experiential Learning		No. of Lectures
To enhance skills the case studies, presentation group discussions activities will assign to students.		06
Total No. of Lectures		30

Experiential Learning:

The following activities will assign to students, students can able to do:

1. Time Audit
2. Johari Window
3. Time Matrix
4. The wheel of Life
5. SWOT analysis
6. Decision Making
7. Workplace Ethics
8. Perception Vs Reality

9. Decision Making
10. Resume Writing
11. PPT Report
12. Case Study 1
13. Case Study 2
14. Case study 4
15. Group Discussion

Recommended Books:

1. McGrath E.H., Basic Managerial Skills, S.Chand, 2013.
2. Vaughn, L – The power of Critical Thinking
3. Kahneman, D. Thinking , Fast and Slow Mcmillan.
4. Alex K., Managerial Skills, S.Chand.
5. Harward Business Review Manager's Handbook: The 17 Skills Leaders Need to Stand Out (HBR Handbooks), Harward Business Review Press- 2017.

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S.Y. BBA (SEMESTER – IV)
(2024 Course under NEP 2020)

Course Code: 24BaBbaU4301

Course Name: Public Finance and
International Economics

Course Type: Minor Paper Theory

Teaching Scheme: TH: 4 Hours/Week

Credits: 4

Examination Scheme: CIA: 40 Marks

End Sem: 60 Marks

Prerequisites of the Course:

1. Students should have basic knowledge of macroeconomics.
2. Students should know Finance.
3. Students should know revenue, expenditure and debt.

Course Objectives:

1. Understand students public finance concepts including taxation, public expenditure, budgeting and fiscal policy.
2. Understand students analyze different tax systems and policies, including income tax, property tax, and tax incidence. .
3. Understand the students analyze public expenditure theories of public goods and merit goods, need of public debt and fiscal policy and its impact on economy.
4. Understand student's basics of international trade and theories including Ricardian, Hecksher-Ohlin.
5. Understand students balance of payments, international finance and monetary system including exchange rates and international monetary system.
6. Understand students different international trade policies and agreements including, including WTO, FTAs.

Course Outcomes:

On completion of the course, students will be able to -

CO No.	Course Outcome	Cognitive Level
CO1	To define and explain concepts public finance and public revenue, sources of revenues.	1,2,5
CO2	To define and explain public expenditure and public debt, its types and effects.	1,2,5
CO3	To discuss the role of fiscal, classify budget, deficit financing and role of finance commission.	6,4
CO4	To define international trade, explain international trade theories, BOPs,	1,2,5
CO5	To evaluate Foreign Trade Policy, explain role of foreign capital, foreign exchange market and different type's foreign exchange rates.	5,2,5
CO6	To discuss role of international financial institutions.	6

Course Contents:

Chapter 1	Public Finance: Public Revenue, Public Expenditure and Public Debt	No. of Lectures
	1.1. Public Finance: Meaning, 1.1.1. Principle of Maximum Social Advantage 1.1.2. Public Revenue: Meaning 1.2. Direct Tax and Indirect Taxes: Meaning 12.1. Goods and Service Tax: Concept, Objectives and Need of GST in India 1.2.2. Concept of Impact of Tax, Incidence of Tax, Shifting of Tax & Taxable Capacity 1.3. Public Expenditure: Meaning, Classification 1.4. Public Debt: Meaning, Sources and Importance of Public Debt	14
Chapter 2	Fiscal Policy, Budget, Deficit Financing	No. of Lectures
	2.1. Fiscal Policy: Meaning, Objectives and Instruments of Fiscal Policy 2.2. Budget: Meaning, 2.2.1. Classification of Budget 2.2.2. Fiscal Responsibility and Budget Management Act, 2.2.3. Fiscal Federalism 3.1. Deficit Financing: Meaning and Objectives 3.1.1 Fiscal Solvency	12

Chapter 3	Introduction to International Economics and Theories of International Trade	No. of Lectures
	3.1. International Economics: Meaning, Scope and Importance 3.2. Theory of Absolute Cost Advantage and Ricardian Theory of Comparative Cost 3.2.1. Heckscher-Ohlin Theory 3.3. Terms of Trade: Meaning and Types of Terms of Trade 3.3.1. Causes of Unfavorable Terms of Trade to Developing Countries 3.4. Balance of Trade and Balance of Payments 3.4.1. Balance of Payments - Components 3.4.2. Disequilibrium in BOPs and 3.4.3. Measures to correct Disequilibrium in BOPs	14
Chapter 4	India's Foreign Trade and Policy, Foreign Capital, Foreign Exchange & Regional and International Cooperation	No. of Lectures
	4.1. India's Foreign Trade and Policy : 4.1.1. Role of Foreign Trade in Economic Development 4.1.2. Highlights of India's Foreign Trade Policy Since 2015 4.1.3. Special Economic Zone: Meaning, Objectives and Role of SEZ in India's Economy 4.2. Foreign Exchange Rate: Meaning 4.2.1. Types of Exchange Rate: Fixed and Flexible Exchange Rate 4.2.2. Foreign Exchange Market: Meaning, and Functions 4.3. International Financial Institutions: 4.3.1. World Trade Organization (WTO): Agreements on Agriculture : GATs, TRIPS, TRIMS 4.3.2. IMF: Objectives and Functions 4.3.3. World Bank: Objectives and Functions	14
Experiential Learning		No. of Lectures
Assignments, Group Discussion, Report Writing		06
Total No. of Lectures		60

Recommended Books:

- Economics – Samuelson, Nordhaus –MC Graw Hill.
- Macro Economics-D.M.Mithani – Himalaya Publishing.
- Macro Economics - M.L.Jingan – Vrinda Publications (P) Ltd.
- Economics - Paul Samuelson, William D.Nordhaus – MC Graw Hill

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S.Y. BBA (SEMESTER – IV)
(2024 Course under NEP 2020)

Course Code: 24BaBbaU4401 **Course Name:** Business Planning & Project Management

Course Type: Open Elective

Teaching Scheme: TH: 2 Hours/Week

Credits: 2

Examination Scheme: CIA: 20 Marks

End Sem: 30 Marks

Prerequisites of the Course:

- Students should have basic understanding of business planning & development.
- Students should know the key role of a manager in planning & executing any work.
- Students should have knowledge and basic understanding of different projects like construction projects, IT projects, academic projects etc.

Course Objectives:

- To familiarize with the concept of business plan and business plan preparation.
- To create a conceptual understanding of strategies and Strategic Management process.
- To understand concept of project, Project Management approach and Project Management skills.
- To familiarize the students with the functions and techniques of Project Management.

Course Outcomes:

On completion of the course, student will be able to –

CO No.	Course Outcome	Cognitive Level
CO1	Understand the key concepts and types of business strategies	1
CO2	Relate the use of corporate level, business level & functional strategies in business	2
CO3	Apply the network techniques while planning projects in real business	3
CO4	Analyse & define project life cycle & phase-wise resource requirements	4

CO5	Evaluate the project based on pre-defined project criteria	5
CO6	Understand the proper procedures for closing a project and utilize insights to improve project management practices	1,6

Course Contents:

Chapter 1	Business Planning & Business Strategies	No. of Lectures
	1.1 Business Planning: Meaning & Process 1.2 Business Plan: Meaning, Scope 1.3 Strategy: Concept, Elements, Different Levels of Strategy 1.4 Strategic Management: 1.4.1 Meaning, Process, 1.4.2 Strategic Fit Vs Strategic Intent: External Analysis (Industry & Competitive & PESTL), Internal Analysis (SWOT analysis) 1.4.3 Strategy Formulation: Strategy Alternatives: Growth/Expansion, Stability, Retrenchment, Combination 1.4.4 Strategy Implementation: Meaning & Process	12
Chapter 2	Project Management & Network Techniques	No. of Lectures
	2.1 Project: Meaning, Objectives, Types 2.2 Project Management: Meaning, Objectives, Scope 2.3 The Project Life Cycle, Project Management 2.4 Project Selection Criteria 2.5 Project Portfolio Process 2.6 Estimating Project Budget 2.7 Project Proposals 2.8 The Project Manager: Qualities, Role, Special Demands on the Project Manager 2.9 Project Network: Concept, Development of Project Network 2.10 Network Techniques: PERT & CPM 2.11 Project Control: Meaning, Tools	12
Chapter 3	Project Evaluation & Termination	No. of Lectures
	3.1 Purpose of Evaluation 3.2 Project Audit: Construction and Use of the Audit Report, The Project Audit Life Cycle, some essentials of an Audit/Evaluation. 3.3 Project Termination: Varieties, Reasons, Process.	06
Total No. of Lectures		30

Recommended Books:

1. Production and Operation Management: K. Mahanthappa and Siddharth Bhat, Himalaya Publishing House, 2010 editions
2. Project Management - Samuel J Mantel, Jr, Jack R. Meredith, Scott M. Shafer, Margaret M, Sutton with M.R. Gopalan, Wiley India Pvt. Ltd.
3. Project Management - Vasant Desai, Himalaya Publishing House
4. Project Management: A Managerial Approach, Jack R. Meredith, Samuel J. Mantel Jr. Wiley India Pvt. Ltd.
5. Strategic Management - Text & Cases: V S P Rao, V Hari Krishna, Excel Books
6. Business Policy and Strategic Management - Concepts & Applications: Vipin Gupta, Kamala Gollakota, R. Srinivasan
7. Strategic Management and Business Policy: Azhar Kazmi, the McGraw -Hill Companies

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S.Y. BBA (SEMESTER – IV)
(2024 Course under NEP 2020)

Course Code: 24BaBbaU4601

Course Name: Research Methodology
(Tools & Analysis)

Course Type: Skill Enhancement Course

Teaching Scheme: TH: 2 Hours/Week

Examination Scheme: CIA: 20 Marks

Credits: 2

End Sem: 30 Marks

Prerequisites of the Course:

- Students should have preliminary knowledge about the concept of research.
- Students should have knowledge of use of statistics into research.
- Students should have an idea about survey and report writing.

Course Objectives:

1. To provide the students with basic understanding of research process.
2. To provide an understanding of the tools and techniques necessary for research.
3. To understand the importance report writing and the basic format to be used.
4. To create awareness about Plagiarism and Self-Plagiarism

Course Outcomes:

On completion of the course, student will be able to –

CO No.	Course Outcome	Cognitive Level
CO1	Define the key concepts & elements of research	1
CO2	Understand the process of research and the steps involved	2
CO3	Apply research knowledge to solve real life problems or issues	3
CO4	Analyze the importance of primary and secondary data in research	4

CO5	Interpret and evaluate the research outcomes	5
CO6	Propose different solutions to management problems	6

Course Contents:

Chapter 1	Introduction to Research	No. of Lectures
	1.1 Research – Meaning, Characteristics & Importance 1.2 Types of Research. 1.3 Basic Research Process – Steps involved 1.4 Research Design – Meaning, Characteristics of a Good Research Design 1.5 Population & Sampling – Introduction & Meaning 1.6 Hypothesis Framing – Concept, Types of hypotheses, Types of Errors,	04
Chapter 2	Primary Data & Secondary Data	No. of Lectures
	2.1 Primary Data – Concept and Definitions 2.2 Respondents – Concept and Meaning 2.3 Primary Data – Methods of collecting Primary Data 2.3.1 Survey Method – Types of Surveys 2.3.2 Questionnaire Method – Types of Questions, Essentials of a Good Questionnaire 2.3.3 Interview Method – Types of Interviews 2.3.4 Experimentation & Observation Methods 2.3.5 Focus Group Methods like Panel Groups & Group Discussions 2.4 Advantages and Disadvantages of Primary Data 2.5 Secondary Data – Concept and Definition 2.6 Secondary Data – Methods & Sources of Collecting Secondary Data 2.7 Advantages and Disadvantages of Secondary Data	13
Chapter 3	Data Analysis & Project Report Writing	No. of Lectures
	3.1 Data Processing – Editing, Codification, Classification, Tabulation, Scaling & Measurement – Concept 3.2 Data Analysis – Concept 3.3 Project Report Writing – Selecting and Defining Topic, Writing Chapters, Subject Matter, Style and Structure 3.4 Research Paper Writing – Structure of Research Paper 3.5 Plagiarism and Self- Plagiarism	13
Total No. of Lectures		30

Recommended Books:

1. Ghosh, B.N. Scientific Method and Social Research (Sterling: New Delhi)
2. Kothari. C.R. Research Methodology – Methods and Techniques (New Age: New Delhi)
3. Sangale B. R. Research Methodology – (Success Publications, Pune)
4. Donald. R. Cooper and Pamela S. Schindler, Business Research Methods (Irwin McGraw- Hill Publications, New Delhi).
5. Naresh K. Malhotra, Basic Marketing Research 4/E (Pearson Education Publications).
6. S. N. Murthy and U. Bhojanna, Business Research Methods. (Excel Books, New Delhi).