



Savitribai Phule Pune University, Pune

Faculty of Commerce and Management

Bachelor of Commerce – Business Management
(B.Com. - BM)

Revised Curriculum (2024 Pattern as per NEP-2020)

w.e.f. Academic Year: 2026-2027

TYBCom-BM Semester V						
Course Type	Course	Course Code	Course Title	Credits		Hours / Week
				Theory	Practical	
Major Mandatory	Major Mandatory 11 (Any ONE and as per specialization taken at SY)	MJ-301-BMF	Finance: Analysis of Financial Statements	4	-	4
		MJ-301-BMM	Marketing: Marketing Environment Analysis and Strategies			
		MJ-301-BMH	HRM: Organizational Changes in HRM			
		MJ-301-BMA	Agri. Business : Recent Trends in Agri – Business Management			
		MJ-301-BMS	Service Mgmt: Recent Trends in Services			
	Major Mandatory 12 (Any ONE and as per specialization taken at SY)	MJ-302-BMF	Finance: Strategic Financial Management	4	-	4
		MJ-302-BMM	Marketing: Strategic Marketing Management			
		MJ-302-BMH	HRM: Strategic Human Resource Management			
		MJ-302-BMA	Agri. Business : Strategic Agri – Business Management			
	Major Mandatory 13 (Any ONE and as per specialization taken at SY)	MJ-303-BMF	Finance: Cases in Finance	4	-	4
		MJ-303-BMM	Marketing: Cases in Marketing			
		MJ-303-BMH	HRM: Cases in HRM			
		MJ-303-BMA	Agri. Business : Cases in Agri. Business Management			
	MJ-303-BMS	Service Mgmt: Cases in Service Management				
Major Elective	Major Elective 1	ME-301-BM	Decision Making & Risk Management	4	-	4
Minor	Minor 4	MN-301-BM	Ethics & Corporate Social Responsibility	2		2
Vocational Skill Development Course (VSC)	Vocational Skill Development Course (VSC)	VSC-301-BM	Entrepreneurship Essentials	-	2	4
Field Projects (FP)/ Community Engagement and Service corresponding to the Major (CEP)	Project	FP-301-BM	Related to Major Mandatory	-	2	4
Total				18	4	-

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-301-BMF	Major Mandatory 11	Analysis of Financial Statements	4	4

Course Objectives	
1	To develop conceptual understanding of financial statement analysis and interpretation using various analytical tools and techniques.
2	To enable students to analyze financial performance and make financial and investment decisions using different accounting ratios.
3	To impart practical knowledge of Fund Flow and Cash Flow Statements for effective financial planning and control.
4	To develop analytical and problem-solving skills related to financial reporting and business decision-making.

Course Outcome	
CO1	To understand the tools and techniques of financial statement analysis.
CO2	To apply accounting ratios for financial analysis and decision-making.
CO3	To analyze fund flow Statements and changes in working capital.
CO4	To analyze cash flow statements for assessing the cash position of a business organization.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Analysis and Interpretation of Financial Statements	1.1 Introduction to Schedule III as per the Companies Act, 2013 1.2 Meaning and importance of analysis of financial statements 1.3 Tools and techniques of financial analysis: 1.3.1 Comparative financial statements 1.3.2 Trend analysis 1.3.3 Common size financial statement 1.3.4 Ratio analysis	15

<p style="text-align: center;">2 Ratio Analysis</p>	<p>2.1 Meaning, importance, advantages, and limitations of ratios 2.2 Classification of ratios: 2.3 Liquidity ratios 2.4 Turnover ratios 2.5 Profitability ratios 2.6 Solvency ratios 2.7 Practical problems based on ratios <i>(Problems based on reverse ratios are excluded.)</i></p>	<p style="text-align: center;">15</p>
<p style="text-align: center;">3 Fund Flow Statement</p>	<p>3.1 Meaning, objectives, uses, and limitations of fund flow statement 3.2 Difference between Fund Flow Statement and Cash Flow Statement, 3.3 Preparation of Fund Flow Statement 3.4 Funds from Operations 3.5 Statement of Changes in Working Capital 3.6 Practical Problems on Preparation of Fund Flow Statement</p>	<p style="text-align: center;">15</p>
<p style="text-align: center;">4 Cash Flow Statement</p>	<p>4.1 Meaning, objectives, uses, and limitations of cash flow statement 4.2 Methods of cash flow statements: 4.3 Direct method 4.4 Indirect method 4.5 Practical problems on cash flow statement <i>using the indirect method</i></p>	<p style="text-align: center;">15</p>

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Financial Management	I. M. Pandey	Vikas Publishing House	New Delhi
2	Financial Statement Analysis and Interpretation	Prasanna Chandra	McGraw Hill Education	New Delhi
3	Management Accounting	S. N. Maheshwari	Sultan Chand & Sons	New Delhi
4	Advanced Accountancy	Shukla & Grewal	S. Chand Publication	New Delhi

5	Financial Accounting for Management	Ambrish Gupta	Pearson Education	Noida
6	Management Accounting and Financial Analysis	M. Y. Khan & P. K. Jain	Tata McGraw Hill	New Delhi
7	Cases and Problems on Financial Management	Prof. A. P. Rao	Everest Publication House	Pune, Mumbai
8	Management Accounting and Financial Analysis	Ravi Kishore	Taxmann	New Delhi
9	Financial Reporting and Analysis	Dr. Jawahar Lal & Dr. Sucheta Guaba	Himalaya Publishing House	Mumbai

Other Learning Material E- Resource:

Other Learning Material / E-Resources

- Annual Reports of Companies
- SEBI and RBI Official Reports
- Ministry of Corporate Affairs (MCA) Website
- National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) Websites
- Online Financial Databases and Company Financial Statements

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-301-BMM	Major Mandatory 11	Marketing Environment Analysis and Strategies	4	4

Course Objectives	
1	To introduce students to the concepts, importance, and components of the marketing environment and its influence on business and marketing decisions.
2	To provide an understanding of strategic analysis tools and frameworks used for evaluating competitive and market situations.
3	To familiarize students with product, pricing, branding, and competitive marketing strategies used in dynamic business environments.
4	To acquaint students with recent trends, technological developments, and challenges in formulating and implementing modern marketing strategies.

Course Outcome	
CO1	To understand the concepts, nature, and impact of micro and macro environmental factors on marketing decisions and business strategy.
CO2	To analyze industry structure, competitive dynamics, and strategic analysis models for effective strategic decision-making.
CO3	To apply product, pricing, branding, and competitive marketing strategies in different business situations.
CO4	To analyse recent trends, technological advancements, and challenges in modern marketing strategies using practical examples and case studies.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Marketing Environment And Analysis of Micro and Macro Environment	1.1 Marketing environment: 1.2 Meaning, concept 1.2.1 Importance, nature and characteristics of marketing environment 1.3 Environmental forces influencing business strategy 1.3.1 Macro environmental factors (PESTLE) 1.3.1 Micro environmental factors 1.3.2 Applications of micro and macro environmental factors 1.4 Impact of environmental changes on marketing decisions	15

<p style="text-align: center;">2 Strategic Analysis Tools</p>	<p>2.1 Industry structure and competitive dynamics models: 2.1.1 Porter’s five forces model 2.1.2 Competitive dynamics, industry life cycle model 2.1.3 Hyper competition model 2.1.4 Game theory in competitive dynamics 2.2 Corporate portfolio and market growth matrix analysis: 2.2.1 BCG Matrix 2.2.2 GE–McKinsey Matrix 2.3 Integrative strategic alignment and decision-making matrices: 2.3.1 SWOT Analysis 2.3.2 TOWS Matrix 2.3.3 SPACE Matrix 2.4 Emerging frameworks for blue ocean and digital era environments</p>	<p style="text-align: center;">15</p>
<p style="text-align: center;">3 Marketing Strategies</p>	<p>3.1 Introduction to marketing strategies: 3.2 Need, objectives and significance of marketing strategies, components of marketing strategies 3.3 Product life cycle strategies new product development strategies 3.3.1 Branding and rebranding strategies 3.3.2 Packaging and labelling strategies 3.3.3 Types of pricing strategies 3.4 Competitive marketing strategies 3.4.1 Market leader strategies 3.4.2 Market challenger strategies 3.4.3 Market follower strategies, 3.4.4 Market niche strategies</p>	<p style="text-align: center;">15</p>
<p style="text-align: center;">4 Recent Trends and Challenges in Marketing Strategies</p>	<p>4.1 Recent trends in marketing strategies: 4.2 Digital and Social Media Marketing. 4.2.1 Intensive marketing, 4.2.3 Artificial Intelligence and Automation, Personalized marketing, 4.2.4 Influencer Marketing, Mobile and e-commerce marketing, 4.2.5 Green and sustainable marketing, 4.2.6 Omni channel customer experience, Neuromarketing, Customization 4.3 Challenges in formulating & executing Marketing Strategies. 4.3.1 Rapid technological changes, 4.3.3 Increasing market competition, 4.3.4 Data privacy and security concerns in Marketing. 4.4 Practical examples or case lets - McDonald, Coca cola, Tata industry, Amul etc.</p>	<p style="text-align: center;">15</p>

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Marketing Management	Philip Kotler, Kevin Lane Keller Francis Cherunilam	Pearson Education	Harlow, England
2	Strategic Marketing Management	Viva Books Originals	Viva Books Originals	India
3	Marketing Inside Out	Srinivasan Siva Rao	Notion Press, 1st Edition	India
4	Marketing Management – Marketing Cases in the Indian Context	K. Aswathappa	Himalaya Publishing House Pvt. Ltd.	India

Other Learning Material E- Resource:

Open Educational Resources (OER) & Open Textbooks:

- 1.Open Textbook Library (University of Minnesota)
- 2.Oregon State University Open Textbooks (Strategic Management by John Morris)
- 3.MERLOT Business Portal (Multimedia Educational Resource for Learning and Online Teaching)

Global Online Courseware & Video Repositories:

- 1.MIT Open Course Ware (Sloan School of Management)
- 2.Coursera / edX Institutional Repository (Free Audit Tracks)
- 3.Khan Academy / Academic YouTube Channels (Competitive Strategy Series)

Interactive Tools, Simulations & Digital Databases

- 1.Harvard Business Publishing (HBP) Education Simulation Suite
- 2.Strategic Management Society (SMS) Teaching Community Resources
- 3.MindTools / Strategy Tools Repository

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours / Week
5	MJ-301-BMH	Major Mandatory 11	Organizational Changes in HRM	4	4

Course Objectives	
1	To understand the concept, nature, importance, and need for organizational change and organizational development in modern business organizations
2	To understand the various models of organizational change and organizational development, and analyze their role in improving organizational effectiveness, adaptability, and employee performance
3	To understand the concept, significance, and process of Organizational Development and its role in managing organizational change for improving overall organizational effectiveness and employee performance.
4	To understand the concept, importance, and application of Organizational Development interventions for managing organizational change and improving overall organizational effectiveness.

Course Outcome	
CO1	Understand the fundamentals of organizational change and its significance in improving organizational effectiveness and adaptability.
CO2	Evaluate different models of organizational change and demonstrate their relevance in facilitating organizational growth and development.
CO3	To understand the fundamentals of Organization Development and analyze its role in managing organizational change and enhancing overall performance.
CO4	Understanding the role of Organizational Development interventions in managing change, enhancing team effectiveness, and promoting organizational growth.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Organizational Change	1.1 Concept of organizational change: 1.1.1 Meaning and definition of organizational change 1.1.2 Nature and characteristics of change 1.1.3 Importance of change in modern organizations 1.1.4 Need for change in business environment 1.2 Drivers of organizational change 1.2.1 Internal forces 1.2.3 External forces 1.3 Types of organizational change	15

	1.4 Process of organizational change 1.5 Resistance to Change 1.5.1 Meaning and causes 1.5.2 Techniques to overcome resistance	
2 Approaches and Models of Organizational Change	2.1 Approaches of Organizational Change 2.1.1 Behavioral Approach 2.1.2 Cognitive Approach 2.1.3 Psychodynamic Approach 2.2 Models of Organizational Change 2.2.1 System model of Change 2.2.2 Kurt Levins Force field Analysis Model 2.2.3 The Continuous change Process Model 2.2.4 Change and Transition Management Model 2.2.5 Organizational Growth Model 2.2.6 ADKAR Model 2.2.7 McKinsey 7s Framework	15
3 Introduction to Organization Development	3.1 Introduction, Definition and Meaning of OD 3.2 Objectives and Importance of OD 3.3 Nature of OD 3.4 Characteristics of OD 3.6 Scope of OD 3.5 Assumptions and values of OD 3.6 OD process	15
4 Organizational Development Interventions & Strategies	4.1 Introduction & meaning of OD interventions 4.2 Features of OD 4.3 Types of OD interventions 4.3.1 Human process interventions 4.3.2 Techno-structural & HRM interventions 4.3.3 Strategic interventions 4.4 Strategies for success of OD Programmes	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Human Resource Management	K. Aswathappa	McGraw Hill Education	New Delhi, India
2	Organization Development and Transformation	French & Bell	Tata McGraw Hill	New Delhi, India
3	Human Resource Management	C.B. Mamoria and Satish Mamoria	Himalaya Publishing House	Mumbai, Maharashtra

4	Human Resource Management	Gray Dessler	Pearson Publisher	United States
5	Change Management	Robert a Paton and James McCalman	Sage Publication	London
6	Managing Organizational Change: A Multiple Perspectives Approach	Ian Palmer; Richard Dunford; David Buchanan	McGraw-Hill	New York 2
7	Organizational Behaviour	B. Hiriappa	Himalaya Publishing House	Mumbai
8	Organization Development: Interventions and Strategies	S. Ramnarayan, T. V. Rao, and Kuldeep Singh.	Sage Publications India	New Delhi

Other Learning Material E- Resource:

1. [eGyanKosh Digital Repository](#).
2. [OpenStax Organizational Behavior Textbook](https://openstax.org/details/books/organizational-behavior).: <https://openstax.org/details/books/organizational-behavior>
3. [OpenStax Principles of Management Textbook](https://openstax.org/details/books/principles-management). <https://openstax.org/details/books/principles-management>
4. www.changedynamix.com

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-301-BMA	Major Mandatory 11	Recent Trends in Agri – Business Management	4	4

Course Objectives	
1	To understand the concept and importance of digital technologies in modern agriculture and to familiarize students with emerging agri-tech tools
2	To study the applications of green energy in agriculture and innovative farming practices.
3	To study the role of big data in farm management and agricultural decision-making.
4	To study modern financial technologies and to develop entrepreneurial skills with regards to agribusiness

Course Outcome	
CO1	Develop awareness about innovation, automation, and technology-driven opportunities in the agricultural sector.
CO2	Analyze the role of green energy solutions in promoting sustainable and environmentally friendly agriculture.
CO3	Understand the concept and applications of big data in agriculture and farm management.
CO4	Understand the concepts and opportunities related to agribusiness entrepreneurship and agri-startups

Unit	Title and Contents	No. of Lecture Hours
1 Digital Agriculture, Ecommerce and Agri-Tech	1.1 Use of Artificial Intelligence (AI), drones, IoT, and precision farming, Mobile apps and digital platforms for farmers 1.2 Smart irrigation and farm automation 1.3 Online marketing of agricultural products 1.4 Digital marketplaces and farmer-producer platforms 1.5 Direct-to-consumer (D2C) agriculture models	15
2 Renewable Energy in Agriculture, Emerging Agri Business Models	2.1 Solar-powered irrigation systems 2.2 Biofuel and biogas projects 2.3 Green energy applications in farming 2.4 Agripreneurship 2.5 Vertical farming and hydroponics 2.6 Urban agriculture and smart farming	15

3 Climate Change and Risk Management, Data Analytics in Agriculture	3.1 Impact of climate change on agriculture 3.2 Disaster and risk management in farming 3.3 Crop diversification strategies 3.4 Big data in farm management 3.5 Forecasting demand and prices 3.6 Decision-making through analytics	15
4 Agricultural Finance and FinTech, International Agri Trade, Entrepreneurship in Agribusiness	4.1 Digital payment systems in agriculture 4.2 Crop insurance and agricultural credit 4.3 Agri-financing and microfinance 4.4 WTO and global agricultural trade 4.5 Agri export zones and global supply chains 4.6 Start-ups in agriculture 4.7 Agri-enterprise development 4.8 Rural entrepreneurship opportunities	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Digital Agriculture and Smart Farming	Satapathy, C.	New India Publication	New Delhi
2	Non-Conventional Energy Resources	Khan, B. H.	McGraw-Hill Education	New Delhi
3	Big Data Analytics	Kumar, K.	Pearson Education	New Delhi
4	Dynamics of Entrepreneurial Development and Management	Vasant Desai	Himalaya Publishing House	Mumbai
5	Agricultural Finance and Management	S. Subba Reddy & P. Raghu Ram	Oxford & IBH Publishing	New Delhi

Other Learning Material E- Resource:

Research Journals and Online Resources

- [Food and Agriculture Organization \(FAO\)](#)
- [National Bank for Agriculture and Rural Development \(NABARD\)](#)
- [World Trade Organization \(WTO\)](#)
- [Agricultural and Processed Food Products Export Development Authority \(APEDA\)](#)

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-301-BMS	Major Mandatory 11	Recent Trends in Services	4	4

Course Objectives	
1	To understand the key concepts, types, and evolution of services in the modern economy.
2	To apply service management principles and digital tools to real-world service scenarios.
3	To analyze the impact of recent trends on service delivery.
4	To evaluate and create strategies for enhancing service quality, customer satisfaction, and operational efficiency.

Course Outcome	
CO1	To recall and explain contemporary service concepts and their significance.
CO2	To apply service management techniques and technological tools to practical situations.
CO3	To analyze trends and challenges in service sectors and interpret their effects on business performance.
CO4	To critically assess service strategies and recommend improvements for quality and efficiency.

Unit	Title and Contents	No. of Lecture Hours
1 Overview of current trends in service industries	1.1 Introduction to service sector and emerging service economy 1.2 Understanding of Current Trends and development in Service Industries: financial, hospitality, health, telecom, consultancy, logistics, education, agriculture services, insurance, ITES (IT enabled Services) and BPO/KPO, 1.3 Development of innovative tourism, e-Services and retail Services, business development services, impact on Indian economy	15

<p style="text-align: center;">2 Technology in Services</p>	<p>2.1 Technology in services, the emergence of self-service, infotainment Automation in services, 2.2 Technological innovations in services: Challenges of adopting new technology in service, Managing the new technology adoption process, 2.3 Artificial Intelligence (AI) and Automation in Services, Chatbots and Virtual Assistants in Customer Service, Future of Technology in Service Industries</p>	<p>15</p>
<p style="text-align: center;">3 Globalization of Services</p>	<p>3.1 Meaning and importance of globalization of services, Globalization and Indian services, 3.2 Domestic growth and expansion strategies – focused service, focused network, clustered service and diversified network, 3.3 Franchising – meaning, nature, benefits and issues, Global service strategies – Multi-country expansion, importing customers, following your customers</p>	<p>15</p>
<p style="text-align: center;">4 Case Study</p>	<p>4.1 Case study analysis based on - successful Indian service startups, 4.2 Analysis of digital service platforms such as online banking, e-health, e-learning, and e-commerce, 4.3 Case Study on AI-based Service Platforms,</p>	<p>15</p>

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Emerging Trends in Service Sector	Editor-G.U.K.Rao	NI for MSME Enterprises	Hyderabad
2	Service Marketing	P.K.Sinha and S.C. Sahoo	Himalaya Publishing House	New-Delhi
3	Delivering Quality Service: Balancing Customer Perceptions expectations	Zeithmal, Parsuraman, Berry	Simon and Schuster Inc.	New-York
4	Financial Services and Markets	Dr. S.Gurusamy	Thomson	Delhi
5	Quality Management in Hospitals	S.K. Joshi	Jaypee Brothers Medical Publishers	New-Delhi
6	Hospital Information Systems	Kelkar S.A.	Cloudtail India	

Other Learning Material E- Resource:

1. [SWAYAM – Service Management: Integrating Strategy, Operations, and Technology](#) – IIT Kharagpur course covering service strategy, operations, service quality, demand and capacity management.
2. [SWAYAM – Managing Services](#) – IIT Kanpur course focusing on service management across marketing, operations, technology, and people management.
3. [SWAYAM – Services Marketing: Integrating People, Technology, Strategy](#) – IIT Roorkee course on service marketing concepts, customer satisfaction, and service strategies.
4. [SWAYAM – Strategic Services Marketing](#) – IIT Roorkee course dealing with service experience, customer expectations, and strategic marketing of services.
5. [SWAYAM – Services Marketing: A Practical Approach](#) – IIT Kharagpur practical-oriented course useful for understanding customer-focused service businesses.

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-302-BMF	Major Mandatory 12	Strategic Financial Management	4	4

Course Objectives	
1	To understand the interface between strategic management along with financial management and Strategic investigation into growth or profit leakages.
2	To analyze the concepts like leverages, EBIT-EPS, EVA and dividend distribution models.
3	To appreciate the challenges of ethical entrepreneurship and financial management.
4	To know the emerging concepts like startup finance and financial engineering.

Course Outcome	
CO1	To formulate financial strategies that maximize shareholder wealth and support long-term organizational objectives.
CO2	To interpret the relationship between leverage, ebit-eps and eva and its practical applications.
CO3	To apply ethical principles and professional standards in strategic financial decisions and financial reporting.
CO4	To evaluate financial planning and valuation techniques applicable to startups and entrepreneurial ventures.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Strategic Financial Management	1.1 Meaning of strategy, the strategist and strategic financial management. 1.2 Meaning, scope and objectives of strategic financial management. 1.3 Styles and ways of strategies under strategic financial management. 1.4 Role of strategic financial management in corporate strategy, financial goals and strategy. 1.5 Shareholder value maximization and stakeholder interests, strategic vs. operational finance, emerging role of the finance manager. 1.6 'Nine References' for strategic financial management. 1.7 Strategic investigation of growth or profit leakages. 1.8 Inflation accounting (accounting for changing price levels)	15

<p style="text-align: center;">2</p> <p style="text-align: center;">Strategic Financing Decisions</p>	<p>2.1 Meaning of leverages, types of leverages. leverage calculations. (simple practical numerical)</p> <p>2.2 EBIT-EPS analysis (simple practical numerical)</p> <p>2.3 Meaning of indifference point - calculation of indifference point between financing alternatives.</p> <p>2.4 Dividend, types of dividend policies, factors affecting dividend policies. Walter's model and Gordon's model (simple practical numerical)</p> <p>2.5 Economic value added (EVA); owners' value added (OVA) & market value added (MVA)</p> <p>2.6 XBRL: Introduction, advantages and disadvantages and users</p>	<p style="text-align: center;">15</p>
<p style="text-align: center;">3</p> <p style="text-align: center;">Ethical Aspects of Strategic Financial Management</p>	<p>3.1 Concept of ethics, management ethical dilemma.</p> <p>3.2 Ethical economical combinations</p> <p>3.3 Ethical brand equity and long-term results</p> <p>3.4 Assessment of ethical financial performance</p> <p>3.5 Entrepreneurship and ethical financial management</p> <p>3.6 Functional ethics in financial management</p>	<p style="text-align: center;">15</p>
<p style="text-align: center;">4</p> <p style="text-align: center;">Recent Trends in Strategic Financial Management</p>	<p>4.1 Startup Finance: The basics of startup financing.</p> <p>4.2 The startup lifecycle and funding stages. innovative ways to finance a startup.</p> <p>4.3 Mode of financing for startup and innovative ways to finance a startup.</p> <p>4.4 Vendor finance; venture finance; employee finance; dealer finance; dealer finance; structured finance.</p> <p>4.5 Financial engineering: meaning and scope of innovative financial engineering.</p>	<p style="text-align: center;">15</p>

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Strategic Financial Management	Dr. Girish P. Jakhotiya	Vikas Publishing House Pvt. Ltd.	New Delhi
2	Strategic Financial Management	Prasanna Chandra	Mc Graw Hill	New Delhi
3	Strategic Financial Management	Palanisamy Saravanan, Jayprakash Sugavanam, Bharathy Jayaprakash	Oxford Higher Education	New Delhi
4	Strategic Financial Management	ICAI	ICAI	New Delhi
5	Management Accounting	Shashi Gupta & R. K. Sharma	Kalyani Publications	New Delhi

Other Learning Material E- Resource:

<https://corporatefinanceinstitute.com/resources/financial-modeling/financial-management/>

<https://www.investopedia.com/terms/s/strategic-financial-management.asp>

<https://hbr.org/topic/subject/finance-and-investing>

<https://pages.stern.nyu.edu/~adamodar/>

<https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/>

<https://www.economicdiscussion.net/financial-management>

<https://www.managementstudyguide.com/financial-management.htm>

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-302-BMM	Major Mandatory 12	Strategic Marketing Management	4	4

Course Objectives	
1	To develop an understanding of strategic marketing concepts, frameworks, and their role in achieving organizational goals.
2	To equip learners with analytical tools for evaluating competitive advantage and formulating effective marketing strategies.
3	To enable application of customer insight, segmentation, positioning, and branding techniques in dynamic market environments.
4	To foster strategic thinking for implementing, monitoring, and controlling marketing plans with emphasis on ethics, sustainability, and performance metrics.

CO No.	Course Outcome
CO1	Explain the scope, evolution, and process of strategic marketing using tools like SWOT and PESTEL.
CO2	Analyze corporate, business, and functional strategies to assess competitive advantage using BCG, Ansoff, GE/McKinsey etc.
CO3	Apply customer insight, segmentation, targeting, positioning, and branding strategies for effective marketing decisions.
CO4	Evaluate the impact of digital technologies, big data, and AI on strategic marketing and customer relationship management.
CO5	Design strategic marketing plans incorporating alliances, product life cycle, ethics, sustainability, and risk management.
CO6	Evaluate marketing performance using metrics like KPI, ROI, and CLV through real-world case analysis.

Unit	Title and Contents	No. of Lecture Hours
1. Foundations of Strategic Marketing	1.1 Meaning, scope, and importance of strategic marketing, Strategic Marketing vs Traditional Marketing 1.2 Evolution of marketing concepts: production, product, selling, marketing, societal and holistic marketing 1.3 Role of marketing in business strategy 1.4 Strategic marketing management process (analysis → planning → implementation → control)	15

	<p>1.5 Case studies: Delta Airlines (customer-centric strategy), ITC (strategic vision), Hindustan Unilever – Purpose-Led Marketing Strategy</p>	
<p>2. Strategic Planning and Competitive Advantage</p>	<p>2.1 Levels of strategy: corporate, business, functional</p> <p>2.2 Marketing fit with corporate and business strategies</p> <p>2.3 Market orientation and customer value creation</p> <p>2.4 Value chain analysis and core competencies</p> <p>2.5 Competitive advantage: cost leadership, differentiation, focus strategies (Porter)</p> <p>2.6 Tools for strategic planning: BCG Matrix, Ansoff Growth Matrix, GE/McKinsey Grid</p> <p>2.7 Case discussion: Disney’s diversification strategy, Amul – Cooperative Marketing and Competitive Advantage in India</p>	<p>15</p>
<p>3. Customer Insights, Segmentation, and Positioning</p>	<p>3.1 Understanding consumer behavior and decision-making processes</p> <p>3.2 Business-to-business (B2B) buying behavior and institutional markets</p> <p>3.3 Market segmentation: geographic, demographic, psychographic, behavioral</p> <p>3.4 Targeting strategies and positioning approaches</p> <p>3.5 Branding and brand equity: building, measuring, and managing</p> <p>3.6 Digital customer insights: role of big data, AI personalization, and marketing dashboards, social media insights and digital engagement</p> <p>3.7 Case study: Uber’s segmentation and positioning strategy, Nykaa – Building a Digital-First Beauty Brand in India</p>	<p>15</p>
<p>4. Strategic Marketing Implementation and Control</p>	<p>4.1 Designing and executing strategic marketing plans</p> <p>4.2 Strategic alliances, partnerships, and networks in marketing</p> <p>4.3 Managing marketing across product life cycle and competitive scenarios</p> <p>4.4 Marketing metrics and performance measurement (KPIs, ROI, CLV)</p> <p>4.5 Implementation challenges: barriers, structures, and risk management</p>	<p>15</p>

	<p>4.6 Ethics, sustainability, and socially responsible marketing strategies</p> <p>4.7 Case study: Global brands managing strategy execution (e.g., Coca-Cola, Unilever), Tata Motors – Brand Repositioning with the Nexon EV</p>	
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Reference Material:

Reference Books

1. Kotler, P., Keller, K. L., & Chernev, A. (2022). Marketing Management (16th Global Edition). Pearson.
2. Ferrell, O. C., Hartline, M., & Hochstein, B. W. (2022). Marketing Strategy (8th Edition). Cengage.
3. Walker, O. C., Mullins, J., & Boyd, H. W. (2019). Marketing Strategy: A Decision-Focused Approach. McGraw Hill.
4. Porter, M. E. Competitive Advantage: Creating and Sustaining Superior Performance. Free Press.
5. Wilson, R. M. S. & Gilligan, C. (2021). Strategic Marketing Management (10th Edition). Routledge.

Case Studies & Articles

1. Delta Airlines Customer Satisfaction Study <https://www.jdpower.com/business/press-releases/2026-north-america-airline-satisfaction-study>
2. ITC Strategic Vision https://itcportal.com/about-itc.html#item_1703240300929-tab
3. Disney Diversification Strategy <https://accid.org/wp-content/uploads/2019/03/Case-Disney-Linares-Cardona-Carreraformatvno-note.pdf>
4. Uber Segmentation & Positioning <https://static1.squarespace.com/static/6425dee2ede4280449eccecc/t/6483cf9eb866304854f4c4bd/1686359981033/Uber-Case-Study-digitalbizmodels-com-v2.pdf>
5. Coca-Cola Sustainability & Strategy <https://www.coca-cola.com/ph/en/sustainability>
6. Nykaa Brand Strategy – <https://www.hbr.org>
7. Tata Motors Nexon EV Repositioning – <https://www.tatamotors.com/innovation/electric-vehicles/>

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-302-BMH	Major Mandatory 12	Strategic Human Resource Management	4	4

Course Objectives	
1	To develop an understanding of the concepts, scope, and strategic importance of Human Resource Management in alignment with organizational goals and business strategies.
2	To familiarize learners with competency development, potential appraisal, strategic HR systems, HR evaluation, audit, and analytics for effective workforce management and decision-making.
3	To study Strategic HR Systems and Applications.
4	To develop understanding among students regarding HR Evaluation, HR Audit and HR Analytics for measuring HR effectiveness and supporting strategic decision-making in organizations.

Course Outcome	
CO1	To explain the concepts, evolution, trends, and strategic role of HRM in achieving organizational effectiveness.
CO2	To apply concepts of competency mapping, HR systems, HR audit, and HR analytics in strategic human resource practices.
CO3	Understand and apply Strategic HR systems and technological applications used for effective Human Resource management in organizations.
CO4	Apply the concepts of HR Evaluation, HR Audit and HR Analytics for assessing organizational effectiveness and supporting strategic human resource decision-making.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Strategic Human Resource Management	1.1 Meaning and definition of SHRM, nature and scope of SHRM 1.2 Evolution of strategic human resource management. 1.3 Strategic vs traditional HRM. 1.4 Role of HR as a strategic partner. 1.5 Linking HR strategies with business strategies (Case studies) 1.6 Importance of aligning HR strategies with business objectives	15

<p style="text-align: center;">2 Competency and Potential Development</p>	<p>2.1 Meaning and importance of competency development 2.2 Types of competencies 2.3 Competency mapping 2.4 Competency models 2.5 Competency assessment techniques 2.6 Meaning and importance of potential development 2.7 Potential appraisal methods 2.8 Career planning, succession planning, and talent development</p>	<p style="text-align: center;">15</p>
<p style="text-align: center;">3 Strategic HR Systems & Applications</p>	<p>3.1 Meaning and concept of strategic HR systems 3.2 Components of strategic human resource systems 3.3 Human resource information system (HRIS): Meaning, importance 3.4 Applications of HR Technology in recruitment and selection 3.5 Performance management systems and employee analytics 3.6 E-HRM: Concept and benefits 3.7 Strategic workforce planning using HR systems 3.8 Role of artificial intelligence and digital technology in hr practices 3.9 Challenges in implementation of strategic HR Systems 3.10 Case studies on strategic HR applications in organizations</p>	<p style="text-align: center;">15</p>
<p style="text-align: center;">4 HR Evaluation, Audit & Analytics</p>	<p>4.1 HR Evaluation: meaning and concept of HR evaluation 4.1.1 Importance of HR evaluation in organizations 4.1.2 HR evaluation for strategic decision-making 4.2 HR audit 4.2.1 Meaning and significance of HR audit 4.2.2 Types of HR audit 4.2.3 Process of conducting HR audit and audit report 4.3 HR Analytics: Introduction to HR metrics and HR analytics 4.3.1 Role of data-driven HR decision making 4.3.2 Types of HR analytics 4.4 Strategic applications of HR analytics</p>	<p style="text-align: center;">15</p>

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Strategic Human Resource Management	Tanuja Agarwala	Oxford University Press	India
2	Human Resource Management	Dessler, Gary	Pearson India	Noida, Uttar Pradesh, India.
3	Strategic Human Resource Development	Kandula, Srinivas R.	PHI Learning Pvt. Ltd.	New Delhi, 2001.
4	<i>HR Analytics</i>	Dipak Kumar Bhattacharyya	Sage Publication	New Delhi

Other Learning Material E- Resource:

SWAYAM – Strategic Human Resource Management : [https://online-degree.swayam2.ac.in/mri22_01_d04_s1_cc2/preview?utm](https://online-degree.swayam2.ac.in/mri22_01_d04_s1_cc2/preview?utm_source=swayam)

NPTEL – Advances in Strategic Human Resource Management (HRM) [https://nptel.ac.in/courses/110101164?utm_source](https://nptel.ac.in/courses/110101164?utm_source=swayam)

e-PG Pathshala – Human Resource Management (Management Studies) [https://epgp.inflibnet.ac.in/?utm_source](https://epgp.inflibnet.ac.in/?utm_source=swayam)

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-302-BMA	Major Mandatory 12	Strategic Agri – Business Management	4	4

Course Objectives	
1	To provide knowledge about strategic agri–business management concepts and practices.
2	To develop understanding of planning, marketing, and financial management in agriculture.
3	To enhance managerial and decision-making skills in agri–business operations.
4	To promote innovation, sustainability, and growth strategies in agricultural business.

Course Outcome	
CO1	Students will understand the principles and scope of strategic agri–business management.
CO2	Students will be able to apply marketing, financial, and operational strategies in agri–business.
CO3	Students will analyze opportunities, challenges, and risks in the agriculture sector.
CO4	Students will gain knowledge of sustainable practices, innovation, and growth in agri–business.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Strategic Agri–Business Management	1.1 Meaning and Scope of Agri–Business 1.2 Importance of Agri–Business 1.3 Concepts of Strategic Management 1.4 Agri–Business Environment Analysis 1.5 Opportunities and Challenges in Agriculture	15
2 Strategic Planning and Marketing	2.1 Strategic Planning Process 2.2 Vision, Mission and Goals in Agri–Business 2.3 Agricultural Marketing Concepts 2.4 Pricing, Branding and Promotion 2.5 Digital and Online Marketing in Agriculture	15

<p style="text-align: center;">3</p> <p>Financial and Operational Management</p>	<p>3.1 Sources of Agricultural Finance 3.2 Budgeting and Financial Planning 3.3 Supply Chain and Distribution Management 3.4 Risk Management and Crop Insurance 3.5 Human Resource Management in Agri–Business</p>	<p>15</p>
<p style="text-align: center;">4</p> <p>Growth, Innovation and Sustainability</p>	<p>4.1 Growth and Expansion Strategies 4.2 Technology and Innovation in Agriculture 4.3 Sustainable Agriculture Practices 4.4 Government Policies and Support 4.5 Case Studies of Successful Agri–Businesses</p>	<p>15</p>

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Strategic Management in Agriculture	Dr. S. C. Jain	CBS Publishers	New Delhi
2	Agri-Business Management	Subba Reddy	Himalaya Publishing House	Mumbai
3	Agricultural Marketing in India	S. S. Acharya & N. L. Agarwal	Oxford & IBH Publishing	New Delhi
4	Agri-Business and Management	N. M. Dhaka	Kalyani Publishers	Ludhiana
5	Principles of Agribusiness Management	James G. Beierlein	Waveland Press	Illinois
6	Strategic Management	Fred R. David	Pearson Education	Noida
7	Agricultural Economics and Agribusiness	C. B. Mamoria	Kitab Mahal Publishers	Allahabad
8	Agribusiness Management	Darryl E. Ray	McGraw Hill Education	New York

Other Learning Material E- Resource:

Sr. No.	E-Resource / Learning Material	Provider / Website
1	e-NAM (National Agriculture Market)	Government of India
2	ICAR E-Courses	ICAR
3	AgriTech Articles and Reports	NABARD
4	Online Agri-Business Courses	SWAYAM
5	Agricultural Marketing Resources	AGMARKNET
6	Research Journals in Agriculture	Google Scholar
7	Agri-Business Case Studies	FAO (Food and Agriculture Organization)
8	Digital Agriculture and Farming Videos	YouTube Educational Channels
9	E-books on Agri-Business Management	National Digital Library of India
10	Agricultural Statistics and Reports	Ministry of Agriculture & Farmers Welfare

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-302-BMS	Major Mandatory 12	Strategic Services Management	4	4

Course Objectives	
1	To familiarize students with the concepts, characteristics, strategies, and challenges of strategic services management and the role of services in the Indian and global economy.
2	To develop understanding of service design, customer experience, and service quality models for improving customer satisfaction, retention, and service recovery.
3	To equip students with knowledge of technology, innovation, globalization, and data analytics in strategic service delivery and global service management.
4	To enable students to understand strategic, sustainable, and emerging practices in service organizations and future opportunities in the service sector.

Course Outcome	
CO1	Explain the concepts, characteristics, strategies, and challenges of strategic services management and evaluate the role of services in the Indian and global economy.
CO2	Apply service design, customer experience, and service quality models to improve customer satisfaction, retention, and service recovery processes.
CO3	Analyze the impact of technology, innovation, globalization, and data analytics on service delivery and evaluate global service strategies across industries.
CO4	Assess strategic and sustainable practices in service organizations and examine emerging trends, capacity management, and future opportunities in the service sector.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Strategic Services Management	1.1 Nature and characteristics of services 1.2 Concept and scope of strategic services management 1.3 Service strategy and competitive advantage 1.4 Types of service strategies, challenges in service management 1.5 Service economy in India and global markets	15
2 Service Design, Customer Experience & Quality Management	2.1 Service design and service blueprinting 2.1.1 Customer journey mapping 2.1.2 Service delivery system 2.2 Customer experience management (CEM) 2.2.1 Customer expectations and perceptions 2.3 Service quality dimensions (SERVQUAL Model) 2.3.1 Gap model of service quality 2.3.2 Customer satisfaction and customer retention strategies 2.3.3 Complaint handling and service recovery strategies	15

<p style="text-align: center;">3 Technology, Innovation & Global Service Strategies</p>	<p>3.1 Role of technology in service management, automation, AI, and digital platforms in services, 3.2 Innovation in service delivery 3.2.1 Omnichannel service strategy 3.3 Strategic use of data analytics in services, 3.4 Globalization of services: 3.4.1 Outsourcing and offshoring of services, 3.4.2 International service standards and benchmarking, 3.4.3 Managing cross-cultural service encounters, 3.5 Case studies on technology-enabled service firms</p>	15
<p style="text-align: center;">4. Strategic Issues, Sustainability & Emerging Trends in Services</p>	<p>4.1 Capacity and demand management in services 4.1.1 Managing service supply chains 4.2 Strategic human resource management in services 4.3 Ethics and sustainability in service management 4.3.1 Green Services and Sustainable Practices 4.4 Emerging trends in services: gig economy, experience economy, smart services, hyper-personalization 4.5 Subscription-based service models 4.6 Future opportunities in the service sector</p>	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Services Marketing: Integrating Customer Focus Across the Firm	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler	McGraw-Hill Education	New York, USA
2	Services Marketing: People, Technology, Strategy	Christopher Lovelock, Jochen Wirtz	Pearson Education	London, UK
3	Service Management: Operations, Strategy, Information Technology	James A. Fitzsimmons, Mona J. Fitzsimmons	McGraw-Hill	New York, USA
4	Service Operations Management	Robert Johnston, Graham Clark	Pearson Education	Harlow, UK
5	Strategic Management of Service Organizations	Richard Normann	Wiley	Chichester, UK

Other Learning Material E- Resource:

1. https://onlinecourses.nptel.ac.in/noc25_mg144/preview

2. https://onlinecourses.nptel.ac.in/noc24_mg76/preview
3. <https://www.investopedia.com/terms/s/services-marketing.asp>
4. <https://www.managementstudyguide.com/services-marketing.htm>
5. <https://www.marketing91.com/services-marketing/>

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-303-BMF	Major Mandatory 13	Cases in Finance	4	4

Course Objectives	
1	To develop understanding of practical financial problems faced by business organizations
2	To provide knowledge of financial decision-making through real business case studies.
3	To understand concepts of investment, financing, and working capital management and to develop analytical and problem-solving skills in financial management
4	To understand dividend payment decisions
5	To study the practical applications of financial decision making

Course Outcome	
CO1	To identify the goals of financial management.
CO2	To evaluate projects using capital budgeting techniques and time value of money for financial decision making.
CO3	To design optimum capital structure using EBIT and EPS analysis.
CO4	To evaluate working capital effectiveness in an organization.
CO5	To get insight of basic dividend payment decision

Unit	Title and contents	No. of Lecture Hours
1 Introduction	1.1 Financial Management – Concept, Goals & Objectives, 1.2 Financial decisions-types of financial decisions, role of a financial manager; 1.3 Financial planning – Principles of Sound financial planning, steps in financial planning, 1.4 Factors influencing a sound financial plan.	08

<p style="text-align: center;">2 Fund Raising and Capital Budgeting</p>	<p>2.1 Meaning and importance of finance 2.2 Fund raising methods 2.3 Sources of finance 2.4 Investment decisions 2.5 Time value of money: Meaning, need, future value (single flow, uneven flow & annuity); present value (single flow – uneven flow & annuity) 2.6 Capital budgeting: Meaning and importance 2.6.1 Techniques of capital budgeting 2.6.2 Payback Period 2.6.3 Accounting Rate of Return 2.6.4 Discounted Payback Period 2.6.5 Net Present Value (NPV) 2.6.6 Profitability Index 2.6.7 Internal Rate of Return (IRR) (Problems on above concepts) 2.7 Practical case studies and problems investment decisions</p>	22
<p style="text-align: center;">3 Capital Structure and Cost of Capital</p>	<p>3.1 Meaning and importance capital structure Meaning of Capital Structure, 3.2 Factors influencing Capital Structure, Optimum Capital Structure – EBIT, EPS Analysis, Leverages – Problems on capital structure decision. 3.3 Meaning of Cost of capital, Theories of cost: Net Income (NI) Approach, Net Operating Income (NOI) Approach, Traditional Approach, Modigliani-Miller (M&M) Theory 3.4 Methods of calculation of various cost of capital viz. Equity shares, retained earnings, preference share (redeemable and non-redeemable), Debenture (redeemable and non-redeemable), Debt capital (Before and after tax) 3.5 Weighted Average Cost of Capital (WACC) 3.6 Financial decision-making case studies Practical problems on WACC calculation</p>	15
<p style="text-align: center;">4 Working Capital Management & Dividend Decisions</p>	<p>4.1 Introduction, meaning, concepts, classification and importance of working capital. 4.2 Factors determining working capital requirements, 4.3 Operating cycle 4.4 Practical problems on assessment and forecasting of working capital requirements. 4.5 Meaning, Types of dividends. 4.5.1 Dividend Theories (Relevance & Irrelevance): Walter’s Model, Gordon’s Model, Modigliani-Miller (MM) Hypothesis 4.5.2 Factors Influencing Dividend Policy.</p>	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Financial Management	I M Pandey	Vikas Publication	Delhi

2	Financial Management	Prasanna Chandra	TMH	New Delhi
3	Financial Management	S N Maheshwari	Sultan Chand	Delhi
4	Capital Market in India	E. Gordon, K. Natarajan	Himalaya Publishing House	Mumbai
5	Fundamentals of Financial Management	Vyuptakesh Sharan	Pearson	Delhi
6	Financial Management	Khan & Jain	McGraw Hill Education	New Delhi
7	Principles of Corporate Finance	Brealey & Myers	McGraw Hill Education	New York
8	Cases in Finance	Various Authors	Himalaya Publishing House	Mumbai

Other Learning Material E- Resource:

<https://hbsp.harvard.edu/finance/>

<https://corporatefinanceinstitute.com/resources/>

https://swayam-plus.swayam2.ac.in/courses/course-details?id=P_NERGY_03

<https://ncfe.org.in/e-library/>

<https://www.munich-business-school.de/en/l/business-studies-dictionary/financial-knowledge/financial-planning>

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-303-CM	Major Mandatory 13	Cases in Marketing	4	4

Course Objectives	
1	Bridge theoretical marketing knowledge with practical applications
2	Develop analytical, problem-solving, and decision-making skills through case studies.
3	Encourage experiential learning via projects, fieldwork, or internships.
4	Foster understanding of contemporary marketing challenges (digital, ethical, sustainable, rural, global, etc.).
5	Prepare students for real-world marketing roles

Course Outcome (COs)	
By the end of this course, students should be able to.:	
CO1	Analyze and interpret marketing cases to identify key business problems, opportunities, and challenges.
CO2	Apply marketing concepts, frameworks, and tools such as STP, Marketing Mix, SWOT Analysis, and Consumer Behaviour models to real-world business situations.
CO3	Develop strategic marketing solutions and recommendations based on case analysis, market insights, and organizational objectives.
CO4	Evaluate the effectiveness of digital marketing, brand management, and customer engagement strategies in contemporary business environments.
CO5	Assess ethical, sustainable, and emerging marketing practices and their impact on organizational performance and society.

Unit	Title and Contents	No. of Lecture Hours
1	Introduction to Case Studies 1.1 Cases 1.1.1 Introduction to Cases. 1.1.2 Meaning of Case. 1.1.3 Definition of Case Study. 1.1.4 Types of Case Studies. 1.2 Objectives of Case Studies 1.2.1 Meaning and Purpose of Case Studies.	10

	<p>1.2.2 Objectives of Case Studies.</p> <p>1.3 Characteristics and Importance of Case Studies</p> <p>1.3.1 Characteristics of Case Studies.</p> <p>1.3.2 Importance of Case Studies.</p> <p>1.4 Guidelines for Case Studies and Case Discussion</p> <p>1.4.1 Guidelines for Case Analysis.</p> <p>1.4.2 Case Discussion Process.</p> <p>1.4.3 Effective Case Presentation and Participation.</p>	
<p style="text-align: center;">2</p>	<p>Case Studies on Key Marketing Areas</p> <p>2.1 Consumer Behavior & Buyer Decision Process</p> <p>2.1.1 Consumer Behavior Cases.</p> <p>2.1.2 Buyer Decision Process Cases.</p> <p>2.2 Marketing Mix (4Ps)</p> <p>2.2.1 Product Strategy Cases.</p> <p>2.2.2 Price Strategy Cases.</p> <p>2.2.3 Place Strategy Cases.</p> <p>2.2.4 Promotion Strategy Cases.</p> <p>2.3 Product Mix – Product Life Cycle</p> <p>2.3.1 Product Mix Cases.</p> <p>2.3.2 Product Life Cycle Cases.</p> <p>2.4 Brand Management</p> <p>2.4.1 Brand Building Cases.</p> <p>2.4.2 Brand Equity Cases.</p> <p>2.5 Price Mix</p> <p>2.5.1 Pricing Strategy Cases.</p> <p>2.5.2 Pricing Decision Cases.</p> <p>2.6 Place Mix: Distribution & Supply Chain</p> <p>2.6.1 Distribution Channel Cases.</p> <p>2.6.2 Supply Chain Management Cases.</p> <p>2.7 Organized and Unorganized Marketing</p> <p>2.7.1 Organized Marketing Cases.</p> <p>2.7.2 Unorganized Marketing Cases.</p> <p>2.8 Service Marketing</p> <p>2.8.1 Service Quality Cases.</p> <p>2.8.2 Customer Service Cases.</p> <p>2.9 Digital & Social Media Marketing</p> <p>2.9.1 Digital Marketing Cases.</p> <p>2.9.2 Social Media Marketing Cases.</p> <p>2.10 Rural Marketing</p> <p>2.10.1 Rural Consumer Cases.</p> <p>2.10.2 Rural Marketing Strategy Cases.</p> <p>2.11 International Marketing</p> <p>2.11.1 Global Market Entry Cases.</p> <p>2.11.2 International Marketing Strategy Cases.</p> <p>2.12 Marketing Research & New Product Development</p> <p>2.12.1 Marketing Research Cases.</p> <p>2.12.2 New Product Development Cases.</p> <p>2.13 Ethical & Legal Issues in Marketing</p> <p>2.13.1 Ethical Marketing Cases.</p> <p>2.13.2 Legal Issues in Marketing Cases.</p> <p>2.14 Sustainable/Green Marketing</p> <p>2.14.1 Green Marketing Cases.</p>	<p style="text-align: center;">20</p>

	2.14.2 Sustainable Marketing Cases.	
3	<p>Strategic Marketing Case Analysis</p> <p>3.1 Case Analysis Framework 3.1.1 Introduction to Case Analysis Framework. 3.1.2 Identifying Marketing Problems. 3.1.3 SWOT Analysis.</p> <p>3.2 Strategic Marketing Decision Making 3.2.1 Market Opportunity Assessment. 3.2.2 Strategy Formulation.</p> <p>3.3 Digital Marketing Cases 3.3.1 Customer Analytics and KPIs. 3.3.2 Digital Marketing Performance Evaluation.</p> <p>3.4 Brand Management Cases 3.4.1 Reputation Management. 3.4.2 Brand Recovery Strategies.</p> <p>3.5 Marketing Case Analysis and Recommendations 3.5.1 Case Analysis Process. 3.5.2 Strategic Recommendations. 3.5.3 Evaluation of Alternative Solutions.</p>	15
4	<p>Contemporary Marketing Cases</p> <p>4.1 Consumer Behaviour Cases 4.1.1 Consumer Buying Behaviour. 4.1.2 Customer Satisfaction and Loyalty Cases.</p> <p>4.2 Digital Marketing Cases 4.2.1 Social Media Marketing Cases. 4.2.2 Influencer Marketing Cases.</p> <p>4.3 Brand Management Cases 4.3.1 Brand Positioning Cases. 4.3.2 Brand Extension Cases.</p> <p>4.4 Sustainable and Ethical Marketing Cases 4.4.1 Green Marketing Cases. 4.4.2 Ethical Issues in Marketing Cases.</p> <p>4.5 Emerging Marketing Trends 4.5.1 Artificial Intelligence in Marketing. 4.5.2 Omnichannel Marketing Cases.</p>	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Marketing Management	Philip Kotler & Kevin Lane Keller	Pearson India	South Asia
2	Case Study Solutions Marketing	H. Kaushal	Lakshmi	New Delhi

3	Marketing Management	V. S. Ramaswamy , S. Namakumari	Macmillan	New Delhi
4	Foundational Of marketing	John Fahy& David Jobber	Tata McGraw Hill	New Delhi
5	Marketing In India Text and cases	S. Neelamrgham	Vikas Publication	New Delhi
	Marketing - Cases Insights	Paul Baines, Chris Fill, Kelly page Piyush K. Sinha	Oxford	New Delhi

Other Learning Material E- Resource:

1. <https://hbsp.harvard.edu/cases/>
2. <https://www.thecasecentre.org/>
3. <https://onlinecourses.nptel.ac.in/>
4. <https://www.managementparadise.com/>
5. <https://www.marketing91.com/category/case-studies/>

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-303-BMH	Major Mandatory 13	Cases in HRM	4	4

Course Objectives	
1	To make student know the gist of the case study and the way of attempt or solution
2	To understand practical applications of human resource management through case studies.
3	To enhance critical thinking and problem-solving abilities in the areas of HRM.
4	To develop analytical and decision-making skills in HR situations.

Course Outcome	
CO1	To analyze HR problems using case study methods.
CO2	To apply HR theories in practical organizational situations.
CO3	To develop critical and strategic thinking in human resource management.
CO4	To evaluate employee-related issues and recommend suitable solutions.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to HRM Cases and Case Analysis Method	1.1 Case – meaning – objectives of case studies, 1.2 Characteristics & importance of case studies, 1.3 Steps in case study analysis 1.3 Tools & techniques for case analysis 1.4 HR functions and responsibilities 1.5 Emerging trends in HRM	15
2 Case Studies -I	2.1 Job analysis: Job description, job specification, job evaluation, 2.2 Recruitment and selection 2.3 Talent acquisition challenges 2.4 Training 2.5 Executive development 2.6 promotion issues in the organization	15

3 Case Studies - II	3.1 Employee motivation and morale 3.2 Leadership and team building 3.3 Grievance and conflict management 3.4 Industrial relations 3.5 Organizational culture and employee well-being	15
4. Case Studies -III	4.1 Workforce diversity 4.2 Work from home and hybrid work culture 4.3 Sexual harassment at workplace 4.4 Stress management and employee counseling 4.5 HR ethics and corporate social responsibility 4.6 Change management and organizational development	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Case Study Solutions Human Resource Development	H. Kaushal	MacMillan Publisher India Pvt. Ltd	New Delhi, India
2	Human Resource Management (Text and Cases)	S.S. Khanka	S. Chand	New Delhi, India
3	Human resource Management Text and Cases	K. Aswathappa	McGraw Hill India	New Delhi, India
4	Cases in Human Resource Management	David Kimball	SAGE Publications, Inc	Los Angeles, California, USA
5	Organizational Behaviour: Text, Cases	K. Aswathappa	Himalaya Publishing House	Mumbai, India
	Organizational Behaviour: Text & Cases	Suja R, Nair	Himalaya Publishing House	Mumbai, India

Other Learning Material E- Resource:

https://onlinecourses.nptel.ac.in/noc24_mg81/preview

<https://openstax.org/details/books/organizational-behavior>

<https://www.managementstudyguide.com/organizational-behavior.htm>

<https://courses.lumenlearning.com/wm-organizationalbehavior/>

https://www.tutorialspoint.com/organizational_behavior/index.htm

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-303-BMA	Major Mandatory 13	Cases in Agri – Business Management	4	4

Course Objectives	
1	To understand the concepts and importance of Agri–Business Management.
2	To develop analytical and decision-making skills through case studies.
3	To study marketing, finance, and operational practices in agri–business.
4	To promote innovation and sustainable practices in agriculture business.

Course Outcome	
CO1	Students will understand the fundamentals of agri–business management.
CO2	Students will be able to analyze real-life agri–business cases and problems.
CO3	Students will apply strategic and managerial concepts in agricultural business.
CO4	Students will gain knowledge about sustainable and technology-driven agri–business practices.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Agri–Business Cases	1.1 Meaning and Importance of Case Studies 1.2 Types of Agri–Business Cases 1.3 Agri–Business Environment Analysis 1.4 Problems and Challenges in Agriculture 1.5 Case Study Approach in Decision Making	
2 Cases in Agricultural Marketing	2.1 Cases on Agricultural Marketing Strategies 2.2 Cases on Branding and Promotion of Farm Products 2.3 Cases on Supply Chain and Distribution 2.4 Cases on Digital Marketing in Agriculture 2.5 Cases on Export of Agricultural Products	

<p>3 Cases in Agri-Business Operations and Finance</p>	<p>3.1 Cases on Agri-Business Planning 3.2 Cases on Financial Management and Budgeting 3.3 Cases on Risk Management and Crop Insurance 3.4 Cases on Human Resource Management 3.5 Cases on Government Policies and Agricultural Schemes</p>	
<p>4 Cases in Innovation and Sustainable Agriculture</p>	<p>4.1 Cases on Agri-Tech Startups 4.2 Cases on Organic and Sustainable Farming 4.3 Cases on Cooperative Farming Models 4.4 Cases on Technology and Innovation in Agriculture 4.5 Successful Agri-Business Case Studies in India</p>	

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Cases in Agribusiness Management	C. S. Rayudu	Himalaya Publishing House	Mumbai
2	Agribusiness Management Case Studies	Subba Reddy	CBS Publishers	New Delhi
3	Agricultural Marketing and Case Analysis	S. S. Acharya	Oxford & IBH Publishing	New Delhi
4	Case Studies in Agriculture and Rural Development	N. M. Dhaka	Kalyani Publishers	Ludhiana
5	Agribusiness Management	Freddie L. Barnard	Routledge Publications	London
6	Strategic Management: Concepts and Cases	Fred R. David	Pearson Education	Noida
7	Cases in Management and Agribusiness	P. K. Khanna	Sultan Chand & Sons	New Delhi
8	Agricultural Economics and Agribusiness	C. B. Mamoria	Kitab Mahal Publishers	Allahabad

Other Learning Material E- Resource:

Sr. No.	E-Resource / Learning Material	Provider / Website
1	e-NAM (National Agriculture Market)	Government of India
2	ICAR E-Courses	ICAR
3	Agri-Business Research Articles	NABARD
4	Online Agri-Business Courses	SWAYAM
5	Agricultural Marketing Information	AGMARKNET
6	Research Journals and Papers	Google Scholar
7	Agri-Business Case Studies	FAO (Food and Agriculture Organization)
8	Digital Agriculture Learning Videos	YouTube Educational Channels
9	E-books on Agriculture and Management	National Digital Library of India
10	Agricultural Reports and Statistics	Ministry of Agriculture & Farmers Welfare

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-303-BMS	Major Mandatory 13	Cases in Service Management	4	4

Course Objectives	
1	To understand the concepts and importance of service management through case studies.
2	To develop analytical and problem-solving skills in service sector situations.
3	To study marketing, operational, and HR practices in service industries.
4	To promote innovation and customer-oriented strategies in service management.

Course Outcome	
CO1	Students will understand the fundamentals of service management and case analysis.
CO2	Students will be able to analyze service sector problems and provide solutions.
CO3	Students will apply marketing, operational, and HR concepts in service industries.
CO4	Students will gain knowledge about innovation, technology, and customer satisfaction in services.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Service Management Cases	1.1 Meaning and Importance of Service Management 1.2 Nature and Characteristics of Services 1.3 Types of Service Industries 1.4 Challenges in Service Management 1.5 Case Study Approach in Service Decision Making	15
2 Cases in Service Marketing	2.1 Cases on Service Marketing Strategies 2.2 Cases on Customer Relationship Management 2.3 Cases on Branding and Promotion of Services 2.4 Cases on Digital Marketing in Services 2.5 Cases on Service Quality and Customer Satisfaction	15

3 Cases in Service Operations and HRM	3.1 Cases on Service Operations Management 3.2 Cases on Financial Management in Services 3.3 Cases on Human Resource Management in Service Sector 3.4 Cases on Leadership and Team Management 3.5 Cases on Complaint Handling and Customer Support	15
4 Cases in Innovation and Modern Service Practices	4.1 Cases on E–Services and Online Platforms 4.2 Cases on Technology and Innovation in Services 4.3 Cases on Sustainable Service Practices 4.4 Cases on Global Service Management 4.5 Successful Case Studies in Service Industries	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Services Marketing and Management	C. Bhattacharjee	Himalaya Publishing House	Mumbai
2	Service Management	James A. Fitzsimmons	McGraw Hill Education	New York
3	Services Marketing	Valarie Zeithaml & Mary Jo Bitner	Tata McGraw Hill	New Delhi
4	Service Operations Management	Robert Johnston	Pearson Education	London
5	Cases in Service Management	Dr. S. L. Gupta	Kalyani Publishers	Ludhiana
6	Customer Relationship Management	Jagdish Sheth	McGraw Hill	New Delhi
7	Service Marketing	Christopher Lovelock	Pearson Education	Noida
8	Management of Services	J. N. Jain	Vrinda Publications	Delhi

Other Learning Material E- Resource:

1. <https://www.thecasecentre.org/>
2. <https://hbsp.harvard.edu/cases/>
3. <https://www.managementparadise.com/>
4. <https://www.marketing91.com/category/case-studies/>

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	ME-301-BM	Major Elective	Decision Making & Risk Management	4	4

Course Objectives	
1	To understand the fundamental concepts, principles, and processes of decision making and risk management.
2	To examine the various models, tools, and technological applications used in decision making and problem solving.
3	To develop analytical, creative, and leadership abilities required for effective individual and group decision making.
4	To evaluate the influence of personal values, organizational culture, and career factors on strategic decision making.

Course Outcome	
CO1	Explain the concepts, principles, styles, and processes of decision making along with the significance of risk management in organizations.
CO2	Apply various decision-making models, problem-solving techniques, and technological tools for effective managerial decisions.
CO3	Analyze the role of leadership, creativity, workplace conflicts, and decision-making competencies in organizational settings.
CO4	Evaluate the influence of individual values, career choices, organizational conflicts, and strategic risk management on business decisions.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Decision making and Risk Management	1.1 Decision making – Introduction, 1.2 Factors affecting decision making, 1.3 Principles of decision making 1.4 Steps in decision making process, 1.5 Decision making styles – types 1.6 Reasons for failure of rational models, 1.6.1 Traps that lead to sub-optimal decisions 1.6.2 Biases in decision making 1.7 Risk management: Meaning, significance and role	15

<p style="text-align: center;">2 Decision making Tools and Models</p>	<p>2.1 Role of technology in decision making and data analysis. 2.2 Models of decision making: 2.2.1 Rational model of decision making, 2.2.2 Myers Briggs, 2.2.3 Bounded Rationality model, 2.2.4 Retrospective decision model, 2.2.5 OODA Loop model, 2.2.6 Ladder of Inference 2.2.7 Herbert Simon’s decision-making model 2.3 Problem Solving – Meaning and difference between problem solving and decision making 2.4 EQ (Emotional Intelligence) versus IQ as essential decision-making traits</p>	<p>15</p>
<p style="text-align: center;">3 Role of Decision Making and leadership</p>	<p>3.1 Definitions of leadership and followership, 3.2 Common motives of leaders and followers. 3.3 Creative decision making – Meaning and significance 3.3.1 Characteristics and process of creative solutions, 3.3.2 Creative decision making in groups. 3.4 Blocks in decision making – Routine and emergency problems, threats in decision making 3.5 Understand workplace problems and conflicts. 3.5 Strategies to deal with workplace problems 3.6 Decision making competencies – Meaning, types and techniques</p>	<p>15</p>
<p style="text-align: center;">4 Individual and Organizational Values in Decision Making and Risk Management</p>	<p>4.1 Importance of team composition, understanding your own value system and how it influences choices 4.2 Career Decision Making – Concept, Steps, and factors Influencing Career Choices. 4.3 Donald Super theory of Career Development 4.4 Dealing with organizational Conflict and Risk - Resistance to change, 4.5 Strategic decision making: meaning, and significance.</p>	<p>15</p>

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Decision Making: 5 Steps to Better Results	Harvard Business Review	Harvard Business Review Press	India
2	Decision Making Essentials You Always Wanted to Know	Mark Koscinski	Vibrant Publishers	India

3	On Making Smart Decisions	Harvard Business Review	Harvard Business Review Press	India
4	Decisive – How to Make Better Decisions	Chip Heath	Random House Business	United Kingdom
5	Thinking in Bets – Making Smarter Decisions When You Don't Have All the Facts	Annie Duke	Portfolio Publishing	India
6	Credit Appraisal, Risk Analysis and Decision Making	D. D. Mukherjee	Snowwhite Publications	India
7	Managing Project Risk and Uncertainty	Chris Chapman and Stephen Ward	Wiley Publications	India
8	Fundamentals of Risk Measurements	Chris Marrison	Tata McGraw Hill	India

Other Learning Material E- Resource:

1. SWAYAM – Effective decision making : https://onlinecourses.swayam2.ac.in/e-learning/preview/cec24_hs95
2. SWAYAM – Multi-Criteria Decision Making and Applications https://onlinecourses.nptel.ac.in/e-learning/preview/noc24_ge01

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MN-301-BM	Minor	Ethics & Corporate Social Responsibility	2	2

Course Objectives	
1	To understand the concept and importance of ethics in business.
2	To develop ethical decision-making abilities among students.
3	To understand the concept and scope of corporate social responsibility.
4	To create awareness about sustainability and responsible business practices.

Course Outcome	
CO1	Understand fundamentals of ethics and ethical values.
CO2	Apply ethical principles in business situations.
CO3	Explain CSR concepts and sustainability practices.
CO4	Analyze the role of business in social and environmental development.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Business Ethics	1.1 Introduction to Ethics, Meaning and Definition of Ethics, Nature and Importance of Ethics, Types of Ethics, Values and Morality, Ethics in Personal and Professional Life. 1.2 Business Ethics: Meaning and Importance of Business Ethics, Objectives of Business Ethics, Ethical Issues in Business, Ethical Decision Making, Code of Conduct and Corporate Governance 1.3 Ethical Practices in Business: Ethics in Marketing, Ethics in Human Resource Management, Ethics in Finance and Accounting, Ethics in Information Technology and Digital Business	15
2 Corporate Social Responsibility (CSR)	2.1 Introduction to CSR, meaning and concept of CSR, evolution and importance of CSR, objectives and scope of CSR, CSR and sustainable development 2.2 CSR framework in India: CSR provisions under companies act 2013, role of government in CSR, CSR policies and programs, stakeholder approach in CSR. 2.3 CSR practices and sustainability: environmental responsibility, community development initiatives, education and healthcare CSR activities, green business and sustainability. examples of CSR initiatives taken by Indian companies	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Business Ethics and Corporate Social Responsibility	C.S.V. Murthy	Himalaya Publishing House	Mumbai
2	Business Ethics and Corporate Governance	A.C. Fernando	Pearson Education	New Delhi
3	Business Ethics: Concepts and Cases	Manuel G. Velasquez	Pearson Education	New Delhi
4	Business Ethics and Corporate Social Responsibility	Dr. S.S. Khanka	S. Chand Publishing	New Delhi
5	Corporate Governance, Ethics and Social Responsibility	V. Balachandran & V. Chandrasekaran	PHI Learning Pvt. Ltd.	New Delhi
6	Business Ethics: For B.Com, BBA, BBM and BMS	Prabhat Kumar Roy & Chandra Kumar Roy	Vikas Publishing House	Noida
7	Business Ethics: Corporate Governance, CSR and Indian Ethics	Prof. N.M. Khandelwal	Misha Books	Jaipur
8	Business Ethics and Corporate Governance	K.V. Bhanu Murthy & Usha Krishna	Tata McGraw Hill	New Delhi

Other Learning Material E- Resource:

1. https://onlinecourses.nptel.ac.in/noc25_mg08/preview
2. <https://www.managementstudyguide.com/business-ethics.htm>
3. <https://www.investopedia.com/terms/c/corporategovernance.asp>
4. <https://corporatefinanceinstitute.com/resources/management/corporate-governance/>
5. https://www.tutorialspoint.com/business_ethics_and_corporate_governance/index.htm

Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	VSC-301-BM	Vocational Skill Development Course (VSC)	Entrepreneurship Essentials	2	4

Course Objectives	
1	To understand the fundamentals of entrepreneurship and entrepreneurial leadership.
2	To develop the ability to identify customer needs and business opportunities.

Course Outcome	
CO1	To explain the concepts and principles of entrepreneurship and entrepreneurial leadership.
CO2	To analyse customer requirements and identify potential business opportunities.

Unit	Title and Contents	No. of Lecture Hours
1 Entrepreneurship Fundamentals	1.1 Meaning and concept, attributes and mind-set of entrepreneurial and intrapreneurial leadership, role models in each and their role in economic development. 1.2 Understanding and analyzing the macro-Problem and Industry perspective, technological, socio economic and urbanization trends and their implication on new opportunities. 1.3 Aligning passion, identifying and defining problem using Design thinking principles. Analyzing problem and validating with the potential customer.	15
2 Customer Discovery, Ideation and competition mapping	2.1 Understanding customer, customer segmentation, creating and validating customer personas. 2.2 Understanding Customer Jobs-to-be-done and crafting innovative solution design to map to customer's needs and create a strong value proposition. Iterating problem-customer fit. 2.3 Examining ideation techniques and generating solution ideas. Competition and Industry trends mapping for assessing market sizing - initial opportunity.	15

This Course will be executed in collaboration with SPPU's Innovation, Incubation & Linkages and Wadhavani Foundation.

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Entrepreneurship (11th Edition)	Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha	McGraw Hill	New York
2	The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses	Eric Ries	Crown Business	New York
3	Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers	Alexander Osterwalder & Yves Pigneur	John Wiley & Sons	Hoboken, New Jersey
4	Start with Why	Simon Sinek	Penguin Books Limited	London
5	Change by Design Revised & Updated: How Design Thinking Transforms Organizations and Inspires Innovation	Tim Brown	Harper Business	New York
6	The Dolphin and the Shark: Stories on Entrepreneurship	Namita Thapar	Penguin Books Limited	New Delhi
7	Effectuation: Elements of Entrepreneurial Expertise	Saras D. Sarasvathy	Elgar Publishing Ltd	Cheltenham, UK

Other Learning Material E- Resource:

1. https://onlinecourses.nptel.ac.in/noc20_ge08/preview
2. https://onlinecourses.nptel.ac.in/noc24_mg93/preview
3. <https://nptel.ac.in/courses/127105007>
4. <https://nptel.ac.in/courses/110101167>
5. <https://www.managementstudyguide.com/entrepreneurship-development.htm>
6. https://www.tutorialspoint.com/entrepreneurship_development/index.htm

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	FP-301-BM	Field Projects (FP)	Field Project	2	4

Course Objectives	
1	To understand the practical aspects of field-based research and project work.
2	To develop analytical, communication, and problem-solving skills through field study.

Course Outcome	
CO1	To understand and apply field research techniques in project work.
CO2	To analyse information and prepare project reports effectively.

Unit	Title and Contents	No. of Lecture Hours												
1 Field Visit Structure	<ul style="list-style-type: none"> Pre-visit orientation session by concerned teachers Selection of industry/organization (department level) Visit to manufacturing firms / service organizations / logistics companies/ Export houses Interaction with professionals Data collection and observation (Preparing Questionnaire) 	15												
2 Student Activities During Visit	<ul style="list-style-type: none"> Follow discipline (safety protocols) as prescribed by the organization. Observation of business operations for practical understanding Interaction with officials Documentation study (if any) Understanding working of business firms Note-taking and data collection Photography (if permitted) 	15												
3 Project preparation	<p>The final project shall be presented as a book along with a presentation to be evaluated by the faculty mentor.</p> <p>Total Evaluation will be of 50 Marks and distributes as follows</p> <table border="1"> <thead> <tr> <th>Component</th> <th>Marks</th> </tr> </thead> <tbody> <tr> <td>Attendance & Participation</td> <td>10</td> </tr> <tr> <td>Field Visit Report</td> <td>20</td> </tr> <tr> <td>Viva/Presentation</td> <td>10</td> </tr> <tr> <td>Industry Interaction & Observation Quality</td> <td>10</td> </tr> <tr> <td>Total</td> <td>50 Marks</td> </tr> </tbody> </table>	Component	Marks	Attendance & Participation	10	Field Visit Report	20	Viva/Presentation	10	Industry Interaction & Observation Quality	10	Total	50 Marks	
Component	Marks													
Attendance & Participation	10													
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Total	50 Marks													

<p style="text-align: center;">4</p> <p>Field Visit Report Format</p>	<ol style="list-style-type: none"> 1. Title page 2. Certificate 3. Acknowledgement 4. Objectives of Visit 5. Company/Organization Profile 6. Methodology 7. Observations and findings 8. Learning Outcomes 9. Conclusion 10. References 11. Annexures (photos, brochures, etc.) <p>Notes:</p> <ul style="list-style-type: none"> ❖ Students will be assessed on continuous basis with respect to their performance. ❖ Submission of two spiral visit reports, duly signed by students and concerned mentors at the time of viva is mandatory. 	
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