



॥ मा विद्या या विमुक्तये ॥

स्वामी रामानंद तीर्थ मराठवाडा विद्यापीठ, नांदेड

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

SWAMI RAMANAND TEERTH MARATHWADA UNIVERSITY, NANDED

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

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

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वाणिज्य व व्यवस्थापन विद्याशाखे अंतर्गत राष्ट्रीय शैक्षणिक धोरण २०२० नुसार पदवी B.B.A.(NMDC Hingoli) तृतीय वर्षाचे अभ्यासक्रम (Syllabus) शैक्षणिक वर्ष २०२५-२६ पासून लागू करण्याबाबत.

परिपत्रक

या परिपत्रकान्वये सर्व संबंधितांना कळविण्यात येते की, विद्यापीठा अंतर्गत येणा-या सर्व संलग्नित महाविद्यालयामध्ये शैक्षणिक वर्ष २०२५-२६ पासून पदवीस्तरावर राष्ट्रीय शैक्षणिक धोरण -२०२० लागू करण्याच्या दृष्टीकोनातून वाणिज्य व व्यवस्थापन विद्याशाखे अंतर्गत येणा-या अभ्यासमंडळांनी तयार केलेल्या पदवी तृतीय वर्षाच्या अभ्यासक्रमांना वाणिज्य व व्यवस्थापन विद्याशाखेच्या शिफारसीनुसार मा. विद्यापरिषदेने दि.२७ मे २०२५ रोजी संपन्न झालेल्या बैठकीतील विषय क्रमांक १९/६१-२०२५ च्या ठरावाअन्वये BBA III year (NMDC Hingoli) अभ्यासक्रमास मान्यता प्रदान केली आहे. त्यानुसार सदर विषयांचे अभ्यासक्रम (Syllabus) लागू करण्यात येत आहे.

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

'ज्ञानतीर्थ' परिसर,
विष्णुपुरी, नांदेड - ४३१ ६०६.

जा.क्र.:शै-१/एनईपी/बीबीए/२०२५-२६/ 206
दिनांक २०.०८.२०२५




सहायक कुलसचिव

शैक्षणिक (१-अभ्यासमंडळ) विभाग

प्रत : १) मा. आधिष्ठाता, वाणिज्य व व्यवस्थापन विद्याशाखा, प्रस्तुत विद्यापीठ.

२) मा. संचालक, परीक्षा व मुल्यमापन मंडळ, प्रस्तुत विद्यापीठ.

३) मा. प्राचार्य, सर्व संबंधित संलग्नित महाविद्यालये, प्रस्तुत विद्यापीठ.

४) मा. संचालक, सर्व संकुले परिसर व उपपरिसर, प्रस्तुत विद्यापीठ

५) मा. प्राचार्य, न्यू मॉडल डिग्री कॉलेज हिंगोली.

६) सिस्टीम एक्सपर्ट, शैक्षणिक विभाग, प्रस्तुत विद्यापीठ. याना देवून कळविण्यात येते की, सदर परिपत्रक संकेतस्थळावर प्रसिध्द करण्यात यावे.

SWAMI RAMANAND TEERTH
MARATHWADA UNIVERSITY, NANDED - 431606



**(Structure and Syllabus of Four Years Multidisciplinary UG
Program in Management with Multiple Entry and Exit Option)**

BACHELOR OF BUSINESS ADMINISTRATION

(New Model Degree College, Hingoli)

Third Year V & VI Semester

Under the Faculty of
COMMERCE & MANAGEMENT

Effective from Academic year 2025 – 2026
(As per NEP-2020)

From Dean's Desk:

To meet the challenge of ensuring excellence in Commerce and Management education, the issue of quality needs to be addressed, debated and taken forward in a systematic manner. Accreditation is the principal means of quality assurance in higher education. The major emphasis of accreditation process is to measure the outcomes of the program that is being accredited. In line with this Faculty of Commerce and Management of SRTM University of Nanded has taken a lead in incorporating philosophy of outcome-based education in the process of curriculum development. Faculty of Commerce and Management, SRTM University, Nanded in one of its meetings unanimously resolved that, each Board of Studies shall prepare some Program Objectives (PO's) and give freedom to affiliated Institutes to add few (PO's) and course objectives and course outcomes to be clearly defined for each course, so that all faculty members in affiliated institutes understand the depth and approach of course to be taught, which will enhance learner's learning process. It was also resolved that, maximum senior faculty from colleges and experts from industry to be involved while revising the curriculum. I am happy to state that, each Board of studies has adhered to their solutions passed by Faculty of Commerce and Management, and developed curriculum accordingly. In addition to outcome-based education, semester-based credit and grading system is also introduced to ensure quality of Commerce and Management education.

Semester based Credit and grading system enables a much-required shift in focus from teacher-centric to learner-centric education since the workload estimated is based on the investment of time in learning and not in teaching. It also focuses on continuous evaluation which will enhance the quality of education. SRTM University, Nanded has taken a lead in implementing the system through its affiliated Colleges and Faculty of Commerce and Management has devised a transparent credit assignment policy an adopted ten points scale to grade learner's performance. Credit assignment for courses is based on 15 weeks teaching learning process, however content of courses is to be taught in 12-13 weeks and remaining 3-2 weeks to be utilized for revision, guest lectures, coverage of content beyond syllabus etc.

Prof. D M Khandare,
Dean,
Faculty of Commerce and Management,

Chairman's Desk.....

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

A Commerce and Management UG program must therefore have a mission statement which is in conformity with program objectives and program outcomes that are expected of the educational process. The outcomes of a program must be measurable and must be assessed regularly through proper feedback for improvement of the Program. There must be a quality assurance process in place within the Institute to make use of the feedback for improvement of the Program. The curriculum must be constantly refined and updated to ensure that the defined objectives and outcomes are achieved. Students must be encouraged to comment on the objectives and outcomes and the role play individual courses in achieving them. In line with this Faculty of Commerce and Management in Swami Ramanand Teerth Marathwada University - Nanded.

We the chairmen of Board of Studies in 01) Accounts and Applied Statistics 02) Business Economics 03) Business Studies 04) Commercial and Mercantile Law 05) Management Science and Business Administration (Including NGO) Swami Ramanand Teerth Marathwada University - Nanded, happy to state here that, Program Objectives were finalized in a meeting where more than 60 members from different Institutes were attended, who were either Heads or their representatives of all five Board of Studies .The Program Objectives and Program Outcomes finalized listed below:

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

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

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

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

Dr. H.W. Kulkarni- Chairman, BOS in Accounting and Applied statistics

Programme Objectives:

1. To provide conceptual understanding to the students in different areas of communication, decision making, innovations and problem solving in day-to-day business activities. Demonstrate knowledge and understanding in diverse subjects and apply these to their workplace.
2. To develop rational thinking among the students to Examine the contextual knowledge from different perspectives and compare it with real business scenarios.
3. To develop communication skill among the students to use appropriate media to speak, read, write, and listen effectively with all stakeholders.
4. To develop employability skills among the students to exhibit employability skills like inter-personal skills, teamwork, problem-solving skills, Accounting and ICT & computing skills to be employable citizens of the country. Students will be equipped to join the industry or setup own entities, pursue further professional courses like C.A., C.S., C.M.A and other courses.
5. To develop managerial skills among the students to face upcoming challenges in the industry and business as the specializations offered expose them to practical aspects such as business analysis, decision making, innovations and problem solving in day-to-day business activities.
6. To develop professional ethics and responsible citizenship among the students to understand the impact of the professional ethics and responsibilities and norms of the business practices and apply ethical principles in business and life. Learn to participate in nation building by adhering the professional ethics.
7. To make aware about environment and sustainability to analyze the business issues and actions that have an impact on environment and sustainability. Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
8. To provide self-directed and lifelong learning to the students to do their higher education and can make research in the field of Commerce and Management. Acquire the ability to engage in independent and lifelong learning in the changing business scenario.
9. To develop accounting and assessment skill among the students to get the sound knowledge of the important provisions of the Income Tax and Goods and Service Tax Laws with their applications in solving problems on computation of Income Tax and GST Liability.
10. To provide legal compliances to the students relating to business and accounting through important provisions of Auditing, Business Laws, Corporate Laws, Labour and Industrial laws and their applications in practice.

Programme Outcomes:

1. Conceptual Understanding - The students will acquire the knowledge, skill in different areas of communication, decision making, innovations and problem solving in day-to-day business activities. Demonstrate knowledge and understanding in diverse subjects and apply these to their workplace.
2. Rational Thinking - Examine the contextual knowledge from different perspectives and compare it with real business scenarios.
3. Effective Communication - Use appropriate media to speak, read, write and listen effectively with all stakeholders.
4. Employability Skills - Exhibit employability skills like inter-personal skills, teamwork, problem-solving skills, Accounting and ICT & computing skills to be employable citizens of the country. Students will be equipped to join the industry or setup own entities, pursue further professional courses like C.A., C.S., C.M.A and other courses.
5. Managerial Skills - Prepared to face upcoming challenges in the industry and business as the specializations offered expose them to practical aspects such as business analysis, decision making, innovations and problem solving in day-to-day business activities.
6. Professional Ethics and Responsible Citizenship - Understand the impact of the professional ethics and responsibilities and norms of the business practices and apply ethical principles in business and life. Learn to participate in nation building by adhering the professional ethics.
7. Environment and Sustainability - Analyze the business issues and actions that have an impact on environment and sustainability. Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
8. Self-directed and Lifelong Learning - Students will be able to do their higher education and can make research in the field of Commerce and Management. Acquire the ability to engage in independent and lifelong learning in the changing business scenario.
9. Accounting and Assessment Skill - The Students will get the sound knowledge of the important provisions of the Income Tax and Goods and Service Tax Laws with their applications in solving problems on computation of Income Tax and GST Liability.
10. Legal Compliances Related to Business and Accounting – Provides the candidates with sound Knowledge of the important provisions of Auditing, Corporate, Labour and Industrial laws and their applications in practice.



Swami Ramanand Teerth Marathwada University, Nanded

Faculty of Commerce and Management

Structure for Four Year Multidisciplinary UG Program in Management with Multiple Entry and Exit

Bachelor of Business Administration Subject: Management

Year& Level	Sem	Major		Minor (DSM) (Choose any one from pool of courses from same discipline)	Generic/Open Elective (There are two baskets of GE) Select one course from each basket of other disciplines or faculty)	VSC, SEC (VSEC) (Choose any one from pool of Major)	AEC, VEC, IKS	OJT, FP, CEP, CC, RP	Cum. Cr. per Sem.	Cum. Cr. per Degree
		(DSC) Mandatory	(DSE) Elective (Choose any one from Pool of Courses)							
1	2	3		4	5	6	7	8	9	10
I 4.5	I	DSC3101: 3Cr (Fundamentals of Management) DSC3102: 3Cr (Managerial Economics)	-	-	GE3101: 2Cr (Business Communication/Accounti ng for Everyone/Principles of Management/SWAYAM/ NPTEL) GE3102: 2Cr (Fundamentals of Entrepreneurship/Princip les of Banking/Fundamentals of GST/SWAYAM/NPTEL)	VSC3101:2Cr (Financial Accounting or UGC Vocational Course) SEC3101:2Cr (Tourism Management)	AECEN3101: 2Cr (Communicatio n Skills) VEC3101: 2Cr (Indian Constitution.) IKS3101: 2Cr	CC3101: 2Cr (NSS/NCC/Sports/ Culture /Health Wellness/ Fitness/ Yoga Edu)	22	UG Certificate 44
	II	DSC3151: 3Cr (Macro Economics) DSC3152: 3Cr (Organizational Behavior)	-	DSM3151:2Cr (Business Management)	GE3151: 2Cr (Principals of Marketing/Financial Literacy/Advertising Skills/SWAYAM/NPTEL) GE3152: 2Cr (Investment Awareness/Salesmanship Skills/Business Ethics/SWAYAM/NPTEL)	VSC3151: 2Cr (Business Statistics or UGC Vocational Course) SEC3151: 2Cr (Event Management)	AECXX3151: 2Cr (XX=MR/HN/P L/SK/KN) Personality Development VEC3151: 2Cr (Env. Studies)	CC3151: 2Cr (NSS/NCC/Sports/ Culture /Health Wellness/ Fitness/ Yoga Edu)	22	
	Cum. Cr.	12	-	2	8	4+4	4+4+2	4	44	
Exit Option: Award of UG Certificate in Major with 44 Credits and an additional 4 credits core NSOF course/Internship OR Continue with Major and Minor										

II 5.0	III	DSC3201: 4Cr (Human Resource Management) DSC3202: 4Cr (Principles of Marketing)	-	DSM3201:4Cr (Business Mathematics)	GE3201: 2Cr (Business Organisation/Office Organisation & Mngt. /SWAYAM/NPTEL)	VSC3201: 2Cr (Entrepreneurial Skill)	AECEN3201: 2Cr (Basic Managerial Skills)	FP3201: 2Cr CC3201: 2Cr (NSS/NCC/Sports/ Culture /Health Wellness/ Fitness/ Yoga Edu)	22	UG Diploma 88
	IV	DSC3251: 4Cr (Financial Mgt.) DSC3252: 4Cr (Production Mgt.)	-	DSM3251:4Cr (Quantitative Techniques in Mgt.)	GE3251:2Cr (Online Trading/People Mgt./SWAYAM/NPTEL)	SEC3251: 2Cr (Digital Fluency)	AECXX3251: 2Cr (Project Management) (XX=MR/HN/PL/SK/KN)	CEP3251: 2Cr CC3251: 2Cr (NSS/NCC/Sports/ Culture /Health Wellness/ Fitness/ Yoga Edu)	22	
	Cum. Cr.	28	-	10	12	6+6	8+4+2	8+4	88	
Exit Option: Award of UG Diploma in Major with 88 Credits and an additional 4 credits core NSQF course/Internship OR Continue with Major and Minor										
III 5.5	V	DSC3301: 4Cr (Human Resource Management & Development) DSC3302: 4Cr (Corporate Legal Framework)	DSE3301: 4Cr (Small Business & entrepreneurial Skills/Corporate Tax Planning & Mgt./Entrepreneurship)	DSM3301:4Cr (Retail Management)		VSC3301: 4Cr (Security Analysis & Portfolio Management)		FP3301/CEP3301: 2Cr (Field Project-II/Community Engagement Program)	22	UG Degree 132
	VI	DSC3351: 4Cr (Sales Promotion Strategy) DSC3352: 4Cr (Research Methodology) DSC3353: 2Cr (Export Import Documentation)	DSE3351: 4Cr (Contemporary Issues in Mgt./Corporate Social Responsibility/Import Export Mgt.)	DSM3351:4Cr (Agricultural Business Management)				OJT3351: 4Cr (On the Job Training)	22	
	Cum. Cr.	46	8	18	12	10+6	8+4+2	8+6+4	132	
Exit Option: Award of UG Degree in Major with 132 Credits OR Continue with Major and Minor										

IV 6.0	VII	DSC3401: 4Cr DSC3402: 4Cr DSC3403: 4Cr DSC3404: 2Cr	DSE3401:4Cr	RM3401: 4Cr					22	UG Honours Degree 176
	VIII	DSC3451: 4Cr DSC3452: 4Cr DSC3453: 4Cr DSC3454: 2Cr	DSE3451:4Cr					OJT3451: 4Cr	22	
	Cum Cr.	74	16	18+4=22	12	10+6	8+4+2	8+6+8	176	
Four Year UG Honours Degree in Major and Minor with 176 Credits										
IV 6.0	VII	DSC3401: 4Cr DSC3402: 4Cr DSC3404: 2Cr	DSE3401: 4Cr	RM3401: 4Cr				RP3401: 4Cr	22	UG Honours with Research Degree 176
	VIII	DSC3451: 4Cr DSC3452: 4Cr DSC3454: 2Cr	DSE3451: 4Cr					RP3451: 8Cr	22	
	Cum. Cr.	66	16	18+4	12	10+6	8+4+2	8+6+8+12	176	
Four Year UG Honours with Research Degree in Major and Minor with 176 Credits										
Abbreviations: 1. DSC: Department/Discipline Specific Core (Major) 2. DSE: Department/Discipline Specific Elective (Major) 3. DSM: Discipline Specific Minor 4. GE/OE: Generic/Open Elective 5. VSEC: Vocational Skill and Skill Enhancement Course 6. VSC: Vocational Skill Course 7. SEC: Skill Enhancement Course 8. AEC: Ability Enhancement course						9. MIL: Modern Indian languages 10. IKS: Indian Knowledge System 11. VEC: Value Education Course 12. OJT: On Job Training: (Internship/Apprenticeship) 13. FP: Field Projects 14. CEP: Community Engagement and Service 15. CC: Co-Curricular Courses 16. RM: Research Methodology 17. RP: Research Project/ Dissertation				

B.B.A (3rd Year): Semester V (Level 5.5)

Teaching Scheme

Course Type	Course code	Course Title	Teaching Hours/Week		Credits Assigned		Total Credits
			Theory	Practical	Theory	Practical	
Discipline Specific Core (DSC)Major	CMDSC3301	Human Resource Planning & Development	04	--	04	--	04
	CMDSC3302	Corporate Legal Framework	04	--	04	--	04
Discipline Specific Minor (DSM)	CMDSM3301	Retail Management	04	--	04	--	04
Vocational Skill Course (VSC)	CMVSC3301	Security Analysis & Portfolio Management	04	--	02	--	02
Discipline Specific Elective (DSE) (Choose any one from Pool of Courses)	CMDSE3301.1	Small Business & Entrepreneurial Skills	04	--	04	--	04
	CMDSE3301.2	Corporate Tax Planning & Management					
	CMDSE3301.3	Entrepreneurship					
Field Projects (FP) <i>Or</i> Community Engagement Program (CEP)	CMFP3301	Field Project -II	--	04	--	02	02
Total			20	04	20	02	22

B.B.A (3rd Year): Semester V (Level 5.5)
Examination Scheme

Course Type	Course Code	Course Title	Theory Marks		Practical Marks		Total Marks
			CA (Continuous Assessment)	ESE (End of Semester Examination)	CA (Continuous Assessment)	ESE (End of Semester Examination)	
Discipline Specific Core (DSC)Major	CMDSC3301	Human Resource Planning & Development	20	80	--	--	100
	CMDSC3302	Corporate Legal Framework	20	80	--	--	100
Discipline Specific Minor (DSM)	CMDSM3301	Retail Management	20	80	--	--	100
Vocational Skill Course (VSC)	CMVSC3301	Security Analysis & Portfolio Management	20	80	--	--	100
Discipline Specific Elective (DSE) (Choose any one from Pool of Courses)	CMDSE3301.1	Small Business & Entrepreneurial Skills	20	80	--	--	100
	CMDSE3301.2	Corporate Tax Planning & Management					
	CMDSE3301.3	Entrepreneurship					
Field Projects (FP) Or Community Engagement Program (CEP)	CMFP3301	Field Project -II	10	40	--	--	50
Total			110	440	--	--	550

NOTE: -Learner / student must pass (with minimum 40%marks) separately in CA and ESE

1. 1 Credit = 25 Marks, Weekly 1 hour (60 min.) for Theory & 2 hours (120 min.) for practical.

B.B.A (3rd Year): Semester VI (Level 5.5)

Teaching Scheme

Course Type	Course code	Course Title	Teaching Hours/Week		Credits Assigned		Total Credits
			Theory	Practical	Theory	Practical	
Discipline Specific Core (DSC) Major	CMDSC3351	Sales Promotion Strategy	04	--	04	--	04
	CMDSC3352	Research Methodology	04	--	04	--	04
	CMDSC3353	Import Export Documentation	02	--	02	--	02
Discipline Specific Minor (DSM)	CMDSM3351	Agricultural Business Management	04	--	04	--	04
Discipline Specific Elective (DSE) (Choose any one from Pool of Courses)	CMDSE3351.1	Contemporary Issues in Management	04	--	04	--	04
	CMDSE3351.2	Corporate Social Responsibility					
	CMDSE3351.3	Import Export Management					
On Job Training (OJT)	CMOJT3351	On Job Training (OJT)	04	--	04	--	04
Total			22	--	22	--	22

B.B.A (3rd Year): Semester VI (Level 5.5)
Examination Scheme

Course Type	Course code	Course Title	Theory Marks		Practical Marks		Total Marks
			CA (Continuous Assessment)	ESE (End of Semester Examination)	CA (Continuous Assessment)	ESE (End of Semester Examination)	
Discipline Specific Core (DSC) Major	CMDSC3351	Sales Promotion Strategy	20	80	-	-	100
	CMDSC3352	Research Methodology	20	80	-	-	100
	CMDSC3353	Import Export Documentation	10	40	-	-	50
Discipline Specific Minor (DSM)	CMDSM3351	Agricultural Business Management	20	80	-	-	100
Discipline Specific Elective (DSE) (Choose any one from Pool of Courses)	CMDSE3351.1	Contemporary Issues in Management	20	80	-	-	100
	CMDSE3351.2	Corporate Social Responsibility					
	CMDSE3351.3	Import Export Management					
On Job Training (OJT)	CMOJT3351	On Job Training (OJT)	20	80	-	-	100
Total			110	440	--	--	550

NOTE: -

1. Learner / student must pass (with minimum 40%marks) separately in CA and ESE
2. 1 Credit = 25 Marks, Weekly 1 hour (60 min.) for Theory&2 hours (120 min.) for practical.



**Swami Ramanand Teerth Marathwada
University, Nanded**

**(Syllabus of Four Years Multidisciplinary UG
Program in Management with Multiple Entry and
Exit Option)**

**B.B.A (3rd Year): Semester V (Level 5.5)
Subject: Management (B.B.A)**



Swami Ramanand Teertha Marathwada University, Nanded

(Syllabus of Four Years Multidisciplinary UG Program in Management
with Multiple Entry and Exit Option)

B.B.A (3rd Year): Semester V (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Human Resource Planning & Development

(Discipline Specific Core) - Major

Course Code: CMDSC3301

Course prerequisites:	Basic knowledge of Planning , Classroom, Blackboard, E-materials, Books etc
Course Objectives	The Syllabus is designed to give students the basic knowledge of Managing of human resources in an organization.
Course Outcomes	To have an understanding of the basic concepts, functions and processes of Human Resource Planning and Development.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ **Continuous Assessment (CA):**

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ **End Semester Examination (ESE for 4 Credit Course):**

1. Question paper will comprise of 6 questions, each carrying 20 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
4. The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	Human Resource Management		15
	1.1	Meaning, Importance, Objectives and Function,	
	1.2	Process of Human Resource Management, Scope of HRM,	
	1.3	Difference between HRM and Personal Management,	
	1.4	Evolution of HRM, Role of Human Resource Manager, Duties and Responsibilities of a Human Resource Manager.	
2.0	Human Resource Planning		13
	2.1	Objectives of Human Resource Planning	
	2.2	Needs of Human Resource Planning	
	2.3	Process of Human Resource Planning	
	2.4	Factors of Human Resource Planning	
3.0	Human Resource I		12
	3.1	Recruitment, Selection, Placement,	
	3.2	Promotion, Demotion, Transfer	
	3.3	Induction, Employee separation	
4.0	Human Resource II		10
	4.1	Training and development, Meaning,	
	4.2	Objective and Purpose, Need,	
	4.3	Benefits and Methods of Training, HR Accounting and Audit	
	4.4	Job Analysis, Job Description and job specification.	
5.0	Human Resource Environment		10
	5.1	Work Environment, Grievance Handling,	
	5.2	Worker's Participation in Management	
	5.3	Collective Bargaining, and its Importance, Employee Discipline.	
Total			60 Hrs.

Reference Books:

1. *Personnel Management, Text and Case, Dr. C.B. Memoria, Himalaya Publishing House.*
2. *Human Resource Management, P. Subba Rao, Himalaya Publishing House.*
3. *Human Resource Management, Dr. S.S. Khanka, S. Chand & Company Ltd.*
4. *Human Resource Management, Dr. C.B. Gupta, Sultan Chand and Sons.*



Swami Ramanand Teertha Marathwada University, Nanded

(Syllabus of Four Years Multidisciplinary UG Program in Management

With Multiple Entry and Exit Option)

B.B.A (3rd Year): Semester V (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Corporate Legal Framework

(Discipline Specific Core) - Major

Course Code: CMDSC3302

Course prerequisites:	Basic Legal knowledge of Corporate, Classroom, Blackboard, E-materials, Books etc
Course Objectives	The objective of this paper is to provide an understanding of basic Laws affecting a business enterprise.
Course Outcomes	After completing this course the students would be able to have a basic Understanding of the law relating to contract, consumer protection, competition, companies and dispute resolution.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 4 Credit Course):

1. Question paper will comprise of 6 questions, each carrying 20 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
4. The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	The companies Act.1956:		15
	1.1	Definition, Types of Companies:	
	1.2	Memorandum of Association; Articles of Association	
	1.3	Prospectus; Share capital and membership: Meetings and resolution; company managerial remuneration	
	1.4	Winding up dissolution of companies.	
2.0	The Negotiable Instruments Act.1881:		12
	2.1	Definition, types of negotiable instruments	
	2.2	Negotiation; Holder and holder in due course;	
	2.3	Payments in due course; Endorsement and crossing of cheque	
	2.4	Presentation of Negotiable Instruments.	
3.0	SEBI Act.1992:		10
	3.1	Organization and Objectives of SEBI	
	3.2	Powers under Securities Contract Regulation Act 1956 transferred to SEBI;	
	3.3	Role of SEBI in controlling the security markets.	
4.0	The Consumer Protection Act.1986:		10
	4.1	Salient features; definition of consumer	
	4.2	Rights of consumer;	
	4.3	Grievance redressal machinery	
5.0	Regulatory Environment for International Business:		13
	5.1	WTO-Regulatory framework of WTO Basic principles & its charter.	
	5.2	WTO-origin-functions- Dynamics of WTO including ministerial continues-Implications of WTO	
	5.3	obligations on INDIA-GATS-Telecom, Banking, Insurance, Educations, Health	
	5.4	TRIPS and its implications on Pharmaceuticals in INDIA	
Total			60 Hrs.

Reference Books:

1. Avadhani V.A.: *SEBI Guidelines and Listing of Companies*, Himalaya Publishing House, Delhi (Indian
2. *Contract Act, 1872)*
3. *Securities (Contract and Regulation) Act 1956.*
4. *The Negotiable Instruments Act 1881* Singh, Avtar: *Law relating to Monopolies, Restrictive and Unfair Trade Practices*, Eastem Book co.
5. *Ramaiya A Guide to companies Act: Wardha Publishing, Nagpur*
6. *P. Saravanavel & S. Sumathi, Legal Aspects of Business, Himalaya.*
7. *M. P. Vijaya Kumar, First Lessons of Business and Corporate Laws – Show white.*



Swami Ramanand Teertha Marathwada University, Nanded

(Syllabus of Four Years Multidisciplinary UG Program in Management

With Multiple Entry and Exit Option)

B.B.A (3rd Year): Semester V (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Retail Management

(Discipline Specific Minor)

Course Code: CMDSM3301

Course prerequisites:	Basic knowledge of Management, Classroom, Blackboard, E-materials, Books etc.
Course Objectives	The objective of the course is to enhance the students with the skills required to be directly employed as a sales or marketing executive manager or to start a retail business of their own.
Course Outcomes	At the successful completion of this course students will be able to understand the organized retail sector and its operations and various strategies involved in the retail sector.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 4 Credit Course):

- Question paper will comprise of 6 questions, each carrying 20 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
- The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	Retail Management:		15
	1.1	Meaning of Retail and Retailing, Types of Retailers	
	1.2	Factors Attracting Global Retailers to India	
	1.3	Factors influencing the Growth of Retailers in India	
	1.4	Profiles of Retailers in India- Food Bazar, Reliance Group.	
2.0	Consumer Buying Behavior:		12
	2.1	What is Consumer Behavior?	
	2.2	Stages in the Buying Decision Process	
	2.3	Buying Characteristics influencing Consumer Behavior.	
3.0	Retail Market Segmentation:		13
	3.1	Meaning, Importance, and Benefit of Market Segmentation	
	3.2	Types of Market Segmentation	
	3.3	Elements, and Levels of Market Segmentation, Market Targeting.	
4.0	Customer Relationship Management:		10
	4.1	Meaning, Importance of CRM,	
	4.2	Steps involved CRM Process, Relationship based Buying,	
	4.3	Importance of Customer Retention Management.	
5.0	Mall Management:		10
	5.1	Introduction, The rising Mall Culture	
	5.2	Impulse Buying at Malls,	
	5.3	Factors affecting the Success of Mall.	
Total			60 Hrs.

Reference Books:

1. *Modern Retail Marketing* - J.N. Jain and Singh, Regal Pub., New Delhi.
2. *Marketing Management* - C.B. Gupta, Sultan Chand and Sons, New Delhi.
3. *Retail Management* - Sujay Nair, Himalaya Pub. House, New Delhi.
4. *Marketing Management* - K. Karunakaran, Himalaya Pub. House, New Delhi.
5. *Retail Management* - Michael, Levy, Barton. A, Weitz –, Tata McGraw Hill Pub., Delhi.
6. *Retail Marketing Management* - David Gilbert, Pearson Education Ltd., New Delhi.



Swami Ramanand Teertha Marathwada University, Nanded

(Syllabus of Four Years Multidisciplinary UG Program in Management

With Multiple Entry and Exit Option)

B.B.A (3rd Year): Semester V (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Security Analysis & Portfolio Management

(Vocational Skill Course - VSC)

Course Code: CMVSC3301

Course prerequisites:	Basic knowledge of Security Market/Share Market, Classroom, Blackboard, E-materials, Books etc.
Course Objectives	This course provides a broad overview of investment management and to provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.
Course Outcomes	At the end of this course students should be able to provide a theoretical and practical background in the field of investment and measuring the portfolio performances.

Course Teaching and Evaluation Scheme

Teaching Scheme				Evaluation Scheme					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 4 Credit Course):

- Question paper will comprise of 6 questions, each carrying 20 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
- The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	Introduction to Investment & Security Analysis:		15
	1.1	Meaning of Investment, Objectives of Investment,	
	1.2	Classification of Investment, Process of Investment, Types of Investors.	
	1.3	Security Analysis; - Meaning of Security, Types of Security,	
	1.4	Meaning of Security Analysis Concept of Risk and Return, Diversification of Risk.	
2.0	Stock market in India:		12
	2.1	Bombay Stock Exchange, National Stock Exchange.	
	2.2	Over the Counter Exchange of India, Regulation of Securities Market (SEBI)	
	2.3	Types of Security Market Indices in India - BSE Sensex BSE 100 Index, NSE-Nifty	
3.0	Fundamental Analysis and Technical Analysis:		10
	3.1	Economic Analysis, Industry Analysis, Company Analysis	
	3.2	Concept of Technical Analysis,	
	3.3	Efficient Market Hypothesis (EMH), Forms of Efficient Market Hypothesis	
4.0	Portfolio Management:		13
	4.1	Meaning of Portfolio Management	
	4.2	Portfolio Construction Approaches – Markowitz Model & Efficiency Frontier,	
	4.3	Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT)	
5.0	Portfolio Performance:		10
	5.1	Measures and Portfolio Revision Sharpe's Performance Index,	
	5.2	Treynor's Performance Index,	
	5.3	Jensen's Performance Index, Portfolio Diversification.	
Total			60 Hrs.

Reference Books:

1. *Security Analysis and Portfolio Management* – Avadhani. V. A.- Himalaya Publishing House, 9th Edition.
2. *Security Analysis and Portfolio Management* – Donald Fischer & Ronald Jordon-Pearson Education, 6th Edition.
3. *Investment Analysis & Portfolio Management* – Frank Reilly & Keith Brown - Cengage Learning, 8th Edition.
4. *Investment Management* – Dr. Preeti Singh- Himalaya Publishing House, 16th Edition.
5. *Investment Analysis & Portfolio Management* – Prasanna Chandra (Tata McGraw Hill) 3rd Edition.



Swami Ramanand Teertha Marathwada University, Nanded

(Syllabus of Four Years Multidisciplinary UG Program in Management

With Multiple Entry and Exit Option)

B.B.A (3rd Year): Semester V (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Small Business & Entrepreneurial Skills

(Discipline Specific Elective - DSE)

Course Code: CMDSE3301.1

Course prerequisites:	Basic knowledge of Business, Classroom, Blackboard, E-materials, Books etc.
Course Objectives	<ul style="list-style-type: none">- The goals of this subject is to inspire students and help them imbibe an Entrepreneurial mind-set.- The students will learn what entrepreneurship is and how it has impacted the world and their country.- They will be introduced to key traits and be given an opportunity to assess their own strengths and identify gaps that need to be addressed to become a successful entrepreneur.
Course Outcomes	After learning this course students Apply business strategies to plan for achieving specific goals in an organization based on analysis of internal and external factors.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 4 Credit Course):

1. Question paper will comprise of 6 questions, each carrying 20 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
4. The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	Setting up a Small Business Enterprise:		10
	1.1	Identifying the Business Opportunity,	
	1.2	Business opportunities in various sectors,	
	1.3	Formalities for setting up of a Small Business Enterprise.	
2.0	Entrepreneurship:		13
	2.1	Importance of Entrepreneurship, Concepts of Entrepreneurship,	
	2.2	Characteristics of a Successful Entrepreneur, Functions of Entrepreneurs.	
	2.3	Types of Starts-up from EDP (Entrepreneurial Decision Process).	
3.0	Sickness in Small Business Enterprises:		10
	3.1	Definition of Sickness and Status of Sickness of SSIs in India,	
	3.2	Causes for Sickness/Incipient Sickness in SSI	
	3.3	Symptoms of Sickness, Cures for SSIs' Sickness.	
4.0	Strategic Management in Small Business:		15
	4.1	Organization Life Cycle	
	4.2	Strategic Management: - A. Strategic Planning, B. Five-Step Strategic Planning Process, C. Benefits of Strategic Plan,	
	4.3	The Essence of Business Ethics.	
5.0	Institutional support for Small Business;		12
	5.1	Need of Institution Support for Small Business	
	5.2	Types of Institution: MSME - Ministry of Micro, Small & Medium Enterprises	
	5.3	District Industries Centers (DICs), Functions of DIC:	
Total			60 Hrs.

Reference Books:

1. *Dynamics of Entrepreneurship Development* – Vasant Desai.
2. *Entrepreneurship Development New Venture Creation* – Satish Taneja, S. L. Gupta
3. *Entrepreneurship and Small Business Management* – Siropolis.



Swami Ramanand Teertha Marathwada University, Nanded

With Multiple Entry and Exit Option)

B.B.A (3rd Year): Semester V (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Corporate Tax Planning & Management

(Discipline Specific Elective - DSE)

Course Code: CMDSE3301.2

Course prerequisites:	Basic knowledge of Management and Tax, Classroom, Blackboard, E-materials, Books etc.
Course Objectives	This course is designed to make the students aware of the corporate tax laws on India. Understanding the corporate tax laws and use it for tax planning is the basic objective of the course.
Course Outcomes	After learning the subject, the students will be able to understand the taxation of the corporate house.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 4 Credit Course):

- Question paper will comprise of 6 questions, each carrying 20 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
- The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	Introduction to Tax Planning and Management:		13
	1.1	Basic Concepts, Residential Status and Tax incidence, exempted incomes,	
	1.2	Concept of tax planning, significance, methods and problems of tax planning,	
	1.3	Tax avoidance; Tax evasion and Tax management.	
2.0	Tax Planning and Management Decisions:		13
	2.1	Tax planning in specific business decisions i.e., own or lease decision, make or buy decision;	
	2.2	Make or Buy decision; Retain or Replace,	
	2.3	Renewal or Renovation and Shutdown or Continue decision, Expand or Contract.	
3.0	Tax Provisions:		12
	3.1	Tax provisions relating to: free trade zones; infrastructure sector and backward areas.	
	3.2	Deduction of Tax, filling of returns,	
	3.3	Different types of Assessment, Defaults and Penalties.	
4.0	Tax Issues Relating to Amalgamation and Recent Trends in Tax Planning:		12
	4.1	Concept of Amalgamation of companies for tax purpose;	
	4.2	Tax incentives to amalgamating companies;	
	4.3	Tax incentives to shareholders of amalgamating companies and Tax incentives to Amalgamated Company.	
5.0	Corporate Tax and Dividend Policy:		10
	5.1	Corporate Taxation,	
	5.2	Dividend Tax, Dividend Policy,	
	5.3	Irrelevance of Dividend Policy.	
Total			60 Hrs.

Reference Books:

1. *Corporate Tax Planning & Management- Girish Ahuja & Ravi Gupta- Bharat Law House Latest Edition.*
2. *Corporate Tax Planning- E. A. Srinivas- Mc Graw Hill Latest Edition.*
3. *Corporate Taxation- H. P. Ranina- Orient Law House Latest Edition.*
4. *Tax Planning & Management- V. K. Singhania- Taxmann Publication Latest Editio.*



Swami Ramanand Teertha Marathwada University, Nanded

With Multiple Entry and Exit Option)

B.B.A (3rd Year): Semester V (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Entrepreneurship

(Discipline Specific Elective - DSE)

Course Code: CMDSE3301.3

Course prerequisites:	Basic knowledge of Management and Business, Classroom, Blackboard, E-materials, Books etc.
Course Objectives	The purpose of the paper is to orient the learner toward entrepreneurship as a career option and creative thinking and behavior for effectiveness at work and in life.
Course Outcomes	After the completion of this paper, student will have the entrepreneurial temper with conceptual input and practical insight as how to be an entrepreneur.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 4 Credit Course):

- Question paper will comprise of 6 questions, each carrying 20 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
- The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	Introduction to Entrepreneurship:		15
	1.1	Meaning and concept of entrepreneurship, the history of entrepreneurship development,	
	1.2	role of entrepreneurship in economic development and future of entrepreneurship,	
	1.3	Entrepreneur; Meaning of entrepreneur, the skills required to be an entrepreneur and the entrepreneurial decision process.	
2.0	Entrepreneurship and Micro, Small and Medium Enterprises:		13
	2.1	Concept of business groups and role of business houses and family business in India,	
	2.2	The contemporary role models in Indian business: their values, business philosophy and behavioral orientations.	
	2.3	Conflict in family business and its resolution.	
3.0	Business Opportunity Identification:		10
	3.1	Business ideas, methods of generating ideas, and opportunity recognition,	
	3.2	Preparing a Business Plan: Meaning and significance of a business plan,	
	3.3	Components of a business plan and feasibility study.	
4.0	Financing the New Venture:		10
	4.1	Importance of new venture financing, types of ownership securities,	
	4.2	Venture capital, Types of debt securities,	
	4.3	Determining ideal debt-equity mix, and financial institutions and banks.	
5.0	Launching the New Venture:		12
	5.1	Choosing the legal form of new venture,	
	5.2	Protection of intellectual property, and marketing the new venture,	
	5.3	Harvesting Rewards; Exit strategies for entrepreneurs, bankruptcy and succession and harvesting strategy.	
Total			60 Hrs.

Reference Books:

1. SS Khanka, *Entrepreneurial Development*, S. Chand & Co, Delhi
2. Kuratko and Rao, *Entrepreneurship: A South Asian Perspective*, Cengage Learning.
3. Rao, V.S.P – *Business Entrepreneurship & Management* – Vikash Publication
4. Desai, Vasant. *Dynamics of Entrepreneurial Development and Management*. Mumbai, Himalaya Publishing House.
5. Dollinger, Mare J. *Entrepreneurship: Strategies and Resources*. Illinois, Irwin.
6. Holt, David H. *Entrepreneurship: New Venture Creation*. Prentice-Hall of India, New Delhi.



**Swami Ramanand Teerth Marathwada
University, Nanded**

**(Syllabus of Four Years Multidisciplinary UG
Program in Management with Multiple Entry and
Exit Option)**

**B.B.A (3rd Year): Semester VI (Level 5.5)
Subject: Management**



Swami Ramanand Teertha Marathwada University, Nanded

With Multiple Entry and Exit Option)

B.B.A (3rd Year): Semester VI (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Sales Promotion Strategy

(Discipline Specific Core - DSC) - Major

Course Code: CMDSC3351

Course prerequisites:	Basic knowledge of Sales and Marketing, Classroom, Blackboard, E-materials, Books etc.
Course Objectives	This course gives students knowledge about manage the tool set that modern companies use to incentivize sales in the short term; prepare an agency brief on sales promotion; set up a sales promotion plan and implement & verify the effectiveness of a sales promotion plan.
Course Outcomes	On completion of this course, the student will be able to demonstrate strong conceptual knowledge in the functional area of sales and promotion strategy.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 4 Credit Course):

1. Question paper will comprise of 6 questions, each carrying 20 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
4. The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	Selling:		12
	1.1	Concept, Objectives and functions of sales management;	
	1.2	Fundamentals of selling; selling process, salesmanship;	
	1.3	Product and Customer knowledge, Knowledge of Customer in Sales	
2.0	Sales Planning:		13
	2.1	Importance and types of sales planning, Salesman, Types and Qualities of Salesman,	
	2.2	Manpower planning of sales organization, Recruitment, Selection,	
	2.3	Training and Development of Sales Personnel.	
3.0	Sales Promotion:		12
	3.1	Nature and importance of sales promotion, its role in marketing,	
	3.2	Forms of sales promotions- Consumer oriented sales promotion;	
	3.3	Trade-oriented sales promotion & Sales force-oriented sales promotion.	
4.0	Advertising:		13
	4.1	Defined Objectives Advertising as a tool of Marketing;	
	4.2	Advertising effect – Economic and Social;	
	4.3	Advertising and Consumer Behavior; Advertising Science in India. Advertising Media	
5.0	Sales Meeting:		10
	5.1	Sales Meeting and Sales contests,	
	5.2	Sale Budget, Sales Quotas, Sales Territories,	
	5.3	Sales Forecasting and Techniques used.	
Total			60 Hrs.

Reference Books:

1. Asker, David et. al: Advertising Management, Prentice Hall New Delhi
2. Anderson, Hair, Bush: Professional sales management, McGraw Hill, Singapore.
3. Batra, Rajeev, John G. Myers and David A. Aaker: Advertising Management, Prentice Hall, Hall
4. Delhi.
5. Ford, Churchill, Walkar: Management of Sales force, McGraw Hill Singapore.
6. Gupta, Vaswar Das: Sales Management, In the Indian Perspective, Prentice Hall, Delhi.
7. Johnson Krutz, Scehwing: Sales Management, McGraw Hill Singapore
8. Krik C.A. Salesmanship, Tarapore wala, Bombay.
9. Patrick, Forsyth: Sales Management Handbook, Jaico Publications, Bombay
10. Sandage Ch.H. and Fry Burger: Advertising – Theory and Practice, Richard D Irwing, Illinois.



Swami Ramanand Teertha Marathwada University, Nanded

With Multiple Entry and Exit Option)

B.B.A (3rd Year): Semester VI (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Research Methodology

(Discipline Specific Core - DSC) - Major

Course Code: CMDSC3352

Course prerequisites:	Basic knowledge Research, Classroom, Blackboard, E-materials, Books etc.
Course Objectives	The primary objective of this course is to develop a research orientation among the students and to acquaint them with fundamentals of research methods and to develop an understanding of various research designs and techniques.
Course Outcomes	After successfully completion of these course students will be able to explain key research concepts, issues and it develops the ability to apply the methods while working on a research project work.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 4 Credit Course):

1. Question paper will comprise of 6 questions, each carrying 20 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
4. The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	Introduction to Research:		12
	1.1	Meaning, Objectives, Nature and importance of Research,	
	1.2	Types of Research,	
	1.3	Process and Steps of Research.	
2.0	Research Problem:		13
	2.1	Research Problem- Selecting Problem,	
	2.2	Techniques involved in Defining the problem.	
	2.3	Hypothesis – Meaning – Sources of Hypothesis –Characteristics of good Hypothesis.	
3.0	Research Design & Data Processing:		13
	3.1	Meaning of Research Design – Need of Research Design – Features of Good Design – types of research design	
	3.2	Sampling – Types of Sampling, Data Collection	
	3.3	Types of Data – Methods and tools of data collection, Data analysis.	
4.0	Interpretation of Data:		10
	4.1	Meaning of Interpretation, Need of Interpretation,	
	4.2	Techniques of Interpretation,	
	4.3	Precaution in Interpretation	
5.0	Research Report Writing:		12
	5.1	Meaning of Report, Types of Reports, Significance of Report Writing	
	5.2	Steps in Writing Report,	
	5.3	The layout of the Research Report	
Total			60 Hrs.

Reference Books:

1. C.R. Kothari *Research Methodology: Methods and Techniques*, New age international Publishers, New Delhi.
2. Kerlinger F.N. *Fundamentals of behavior Research* Holt Rinehart & Sinson Newyork
3. Sadha A.N. Singh *Amerjit: Research Methodology in social sciences* Himalaya Pub. 1980
4. Bajpai S.R.: *Methods in social survey & Research* kitab Ghar Kanpur
5. Whitney: *Research in education*.



Swami Ramanand Teertha Marathwada University, Nanded

With Multiple Entry and Exit Option)
B.B.A (3rd Year): Semester VI (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Import Export Documentation

(Discipline Specific Elective - DSC)

Course Code: CMDSC3353

Course prerequisites:	Basic knowledge Research, Classroom, Blackboard, E-materials, Books etc.
Course Objectives	To familiarize students with the process of documentation of Export-Import.
Course Outcomes	On completion of this course, the students will be able to prepare the Documentation of Import-Export business.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
02	--	30	--	10	10	10	40	--	50

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 2 Credit Course):

- Question paper will comprise of 6 questions, each carrying 10 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
- The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	Preliminaries for Exports and Imports:		07
	1.1	Meaning and Definition of Export – Classification	
	1.2	Strategy and Preparation for Export Marketing	
	1.3	Export Marketing Organizations	
2.0	Registration Formalities:		08
	2.1	IEC – RCMC – Export Licensing – Selection of Export Product – Identification of Markets	
	2.2	Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit	
	2.3	Liberalization of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers	
3.0	Export Import Documentation:		08
	3.1	Aligned Documentation System	
	3.2	Commercial Invoice – Shipping Bill	
	3.3	Certificate of Origin – Consular Invoice – Mate's Receipt – Bill of Lading	
4.0	GR Form – ISO 9000		07
	4.1	Procedure for obtaining ISO 9000 – BIS 14000 Certification	
	4.2	Types of Marine Insurance Policies. Import Documents – Transport Documents	
	4.3	Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration	
Total			30 Hrs.

Reference Books:

1. *Handbook of Import-Export Procedures – Ministry of Commerce, -, Government of India, New Delhi.*
2. *Export: What, Where and How, Paras Ram, Anupam Publishers, Delhi.*
3. *Exports – Do it Yourself, Mahajan M.I., Snow White Publications, New Delhi.*
4. *Import – Do it Yourself, M. I. Mahajan, Snow White Publications, New Delhi.*
5. *Export Marketing, TAS Balagopal, Himalaya Publishing House.*
6. *Export Documentation and Procedures, , Nabhi Publications, New Delhi.*
7. *International Marketing Management, R.L. Varshney, Sultan Chand.*
8. *International Marketing, Terpstra, Holt Saunder,*
9. *International Business, Concept, Environment and Strategy, Sharan V.*
10. *Export Management, D.C. Kapoor, Vikas Publishing House*



Swami Ramanand Teertha Marathwada University, Nanded

With Multiple Entry and Exit Option)

B.B.A (3rd Year): Semester VI (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Agricultural Business Management

(Discipline Specific Minor - DSM)

Course Code: CMDSM3351

Course prerequisites:	Basic knowledge Research, Classroom, Blackboard, E-materials, Books etc.
Course Objectives	This course provides a perspective and understanding of the key components of Agricultural Business management, with a focus on the management tools used to measure Business performance.
Course Outcomes	On successful completion of the course students should be able to understand of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 4 Credit Course):

1. Question paper will comprise of 6 questions, each carrying 20 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
4. The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	The Indian Agricultural Economy (Characteristics, Importance & Economic Planning):		12
	1.1	Characteristics of the Indian Agricultural Economy, Role, & Importance of Agriculture in the Indian Economy,	
	1.2	Agricultural Planning in India, Agricultural Price Policy in India, Governmental Programmed for Rural Development	
	1.3	Achievement of Agricultural Planning, Drawback of the Agricultural Planning, The New Economic Policy & Agricultural, Agricultural & Government Intervention.	
2.0	Opportunities & Constraints in the Management of Agro Business Enterprises:		13
	2.1	Agri-Business, Scope of Agri-Business, Setting up of an Agro Industry, Opportunities in Agri-Business on Account of the new Economic Policy,	
	2.2	Opportunities in Agri-Business through General Agreement on Tariff & Trade (GATT) or the World Trade Organization (WTO), Potential for Agricultural Exports,	
	2.3	Policy Imperatives, Role of Multinationals Agricultural Development, Constraints in Agri-Business management.	
3.0	Agricultural Services through Institutional Linkages to Agri-Business Enterprises:		13
	3.1	Backward Institutional Linkages to Agricultural,	
	3.2	Forward Institutional Linkages Agriculture,	
	3.3	A Case of Grape Exports by the Grape Growers of Nasik through Institutional Linkages.	
4.0	Agro Industries & their Linkages		12
	4.1	Uniqueness of Agro-Industries,	
	4.2	Agro-industries & the New Industrial Policy,	
	4.3	Various Agro Industries,	
5.0	Agro Industries & their Linkages to the National Economy:		10
	5.1	Agro-Industries & Linkages the National Economy,	
	5.2	Agro-Industries & Integrated rural Development	
	5.3	Advantage of Farm Industry Linkages.	
Total			60 Hrs.

Reference Books:

1. *Agribusiness Management*, Freddie L. Barnard, Freddie L. Barnard, Jay T. Akridge, Frank J. Dooley, John C. Foltz.
2. *Agribusiness Management*, Walter David Downey, Steven P. Erickson, McGraw-Hill, 1987.



Swami Ramanand Teertha Marathwada University, Nanded

With Multiple Entry and Exit Option)
B.B.A (3rd Year): Semester VI (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Contemporary Issues in Management

(Discipline Specific Elective - DSE)

Course Code: CMDSE3351.1

Course prerequisites:	Basic knowledge Research, Classroom, Blackboard, E-materials, Books etc.
Course Objectives	The course objective is to give students the confidence and experience of debating issues on the managerial agenda without necessarily having the assurance that all the facts and possible knowledge available are within their command.
Course Outcomes	After this course each student will know, understand and explain the role, rights, and responsibility of Corporate Governance and Employment-At-Will. s. Students will also understand the responsibilities of global climate change, the differences between free speech and commercial speech, and the Corporate Social Responsibility (CSR) of corporations.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 4 Credit Course):

1. Question paper will comprise of 6 questions, each carrying 20 marks.
2. Question No.1 will be compulsory and based on any module of entire syllabus.
3. Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
4. The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	Contemporary Issues in Management:		10
	1.1	Inflation Dynamics: why it is concern FDI, CSR	
	1.2	Corporate governance, Women entrepreneurship:	
	1.3	Issues, challenges and policies.	
2.0	Contemporary Issues in Marketing:		12
	2.1	Green Marketing: Evolution of emerging opportunities and challenges,	
	2.2	Green Marketing Strategies for sustainable development,	
	2.3	Governmental pressure.	
3.0	Contemporary Issues in Finance:		13
	3.1	Inflation Accounting: Meaning & need of inflation accounting,	
	3.2	Human resources accounting, Merger & Acquisitions	
	3.3	What is key? Insurance: Concept & Types of Insurance, Banks: Meaning, Types & Functions of Banks	
4.0	Contemporary Issues in Human Resource Management:		12
	4.1	Emerging challenges of HRM, Ethical issues facing HRM,	
	4.2	Change Management: The challenges faced by organization,	
	4.3	Human Development Index, Career Planning and Development, Development of HR record.	
5.0	Contemporary Issues in General Management:		13
	5.1	Technology Management: Meaning & Challenges in technology management	
	5.2	Knowledge Management approaches,	
	5.3	Total Quality Management: Meaning & process of TQM, Training: Meaning & process of Training management.	
Total			60 Hrs.

Reference Books:

1. *Contemporary Issues in Management*, Lindsay Hamilton and Anita Mangan.
2. *Contemporary Issues in Management and Organisational Behaviour*, Peter Murray, David Poole, Grant Jones..



Swami Ramanand Teertha Marathwada University, Nanded

With Multiple Entry and Exit Option)
B.B.A (3rd Year): Semester VI (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Corporate Social Responsibility

(Discipline Specific Elective - DSE)

Course Code: CMDSE3351.2

Course prerequisites:	Basic knowledge Research, Classroom, Blackboard, E-materials, Books etc.
Course Objectives	The objective of this paper is to make the students aware about the importance of ethics and role of CSR in the business to encourage moral practices and sensitivity towards the ethical dimension of managerial problems.
Course Outcomes	Understand the importance of CSR in the day-to-day working of organizations, Learn the issues involved in maintaining ethics and how to deal with such situations and gives the student an understanding of the political, social, and economic drivers behind CSR.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 4 Credit Course):

- Question paper will comprise of 6 questions, each carrying 20 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
- The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	Corporate Social Responsibility:		13
	1.1	Introduction, Definitions of CSR, the effects of organization activity, the principles of	
	1.2	CSR, changing emphasis in companies, Environmental issues and their effects and implication	
	1.3	Stakeholders and Social Contract, Issues Concerning Sustainability.	
2.0	Corporate Behavior:		13
	2.1	Ethics, CSR and Corporate Behavior, what is Ethics, Ethical Philosophic,	
	2.2	Corporate Behavior, Corporate Reputation	
	2.3	Performance Evaluation and Performance Reporting.	
3.0	Globalization and CSR:		12
	3.1	Globalization, how globalization affects CSR,	
	3.2	CSR in NON-Profit Organization,	
	3.3	Types of NFP, CSR Issues in NFPs	
4.0	CSR & Strategy:		12
	4.1	Role of Business Manager, managers and Business Ethics,	
	4.2	Corporate Governance,	
	4.3	Corporate Governance Principles.	
5.0	Corporate Social Responsibility and Leadership:		10
	5.1	Corporate Social Responsibility and Leadership,	
	5.2	Concept of Leadership, Styles of Leadership	
	5.3	Motivation, Corporate Planning,	
Total			60 Hrs.

Reference Books:

1. Murthy C.S.V. (2014), "Business Ethics Text and Cases", Himalaya publishing Pvt. Ltd.
2. Prof. Bajaj P.S. and Prof. Agrawal Raj, (2012), "Business Ethics an Indian Perspective", Biztantra Management for the Flat world, New Delhi.
3. Murthy C.S.V. (2013), "Business Ethics and Corporate Governance", Himalaya Publishing Pvt. Ltd., Girgaon Mumbai.



Swami Ramanand Teertha Marathwada University, Nanded

With Multiple Entry and Exit Option)
B.B.A (3rd Year): Semester VI (Level 5.5)

Subject: Management

Under Faculty of Commerce and Management

Effective from Academic Year 2025 – 2026 (As per NEP-2020)

Course Title: Import Export Management

(Discipline Specific Elective - DSE)

Course Code: CMDSE3351.3

Course prerequisites:	Basic knowledge Research, Classroom, Blackboard, E-materials, Books etc.
Course Objectives	To provide necessary knowledge, skills and foundations for acquiring wide range of careers into expanding world of Import & Export Management.
Course Outcomes	Students will gain an understanding of the guiding principles and concepts of international management that focuses on international import-export trade operations.

Course Teaching and Evaluation Scheme

<u>Teaching Scheme</u>				<u>Evaluation Scheme</u>					
Credits Assigned		Teaching Hours		Continuous Assessment			End of Semester Exam Marks	Practical/ Oral Exam Marks	Total Marks
Theory	Practical	Theory	Practical	Test I Marks	Test II Marks	Average Marks of Two Tests			
04	--	60	--	20	20	20	80	--	100

❖ Continuous Assessment (CA):

- Two tests must be conducted which should cover at least 80% of syllabus.
- The marks of the average of two tests will be considered for final Internal Assessment.

❖ End Semester Examination (ESE for 4 Credit Course):

- Question paper will comprise of 6 questions, each carrying 20 marks.
- Question No.1 will be compulsory and based on any module of entire syllabus.
- Attempt any 3 questions (from Q.2 to Q.6) covering all the modules of the syllabus.
- The students need to solve total 4 questions.

Course Contents

Module No.	Unit No.	Topic	Teaching Hours
1.0	Preliminaries for Exports and Imports:		13
	1.1	Meaning and Definition of Export, Classification, Strategy and Preparation for Export Marketing	
	1.2	Export Marketing Organizations, Registration Formalities, IEC, RCMC, Export Licensing,	
	1.3	Selection of Export Product, Identification of Markets, Methods of Exporting, Pricing Quotations, Payment Terms, Letter of Credit	
2.0	Export-Import Procedure:		12
	2.1	Steps in Export Procedure, Export Contract, Forward Cover, Export Finance, Institutional framework for Export Finance,	
	2.2	Excise Clearance, Pre-shipment Inspection, Methods of Pre-shipment Inspection,	
	2.3	Role of Clearing and Forwarding Agents.	
3.0	Shipping and Customs Formalities:		10
	3.1	Customs EDI System. Pre-Import Procedure,	
	3.2	Steps in Import Procedure, Legal Dimensions of Import Procedure,	
	3.3	Customs Formalities for Imports, Warehousing of Imported goods, Exchange Control Provisions for Imports.	
4.0	Export and Import Documentation:		12
	4.1	Aligned Documentation System, Commercial Invoice, Shipping Bill, Certificate of Origin, Consular Invoice, Mate's Receipt, Bill of Lading,	
	4.2	GR Form, ISO 9000, Procedure for obtaining ISO 9000, BIS 14000 Certification. Import Documents,	
	4.3	Transport Documents, Bill to Entry, Certificate of Inspection, Certificate of Measurements, Freight Declaration.	
5.0	Policy and Institutional Framework for Exports and Imports:		13
	5.1	Foreign Trade Policy, Highlights, Special Focus Initiatives, Duty Drawback, Deemed Exports,	
	5.2	ASIDE, MAI & MDA, Star Export Houses, Town of Export Excellence EPCG Scheme, Incentives for Exporters	
	5.3	Export Promotion Councils: Commodity Boards – FIEO – IIFT – EOUs – SEZs – ITPO – ECGC – EXIM Bank	
Total			60 Hrs.

Reference Books:

1. *Handbook of Import-Export Procedures* – Ministry of Commerce, -, Govt. of India, New Delhi.
2. *Paras Ram - Export: What, Where and How*, Anupam Publishers, Delhi.
3. *Mahajan M.I. - Exports – Do it Yourself*, Snow White Publications, New Delhi
4. *Mahajan M.I. -Imports – Do it Yourself*, Snow White Publications, New Delhi.
4. *TAS Balagopal - Export Marketing*, Himalaya Publishing House.
5. *R.L. Varshney - International Marketing Management*, Sultan Chand.