

**The Kelkar Education Trust's  
V. G. Vaze College of Arts, Science and Commerce  
(Autonomous)**



Revised Syllabus as per  
NEP 2020 Guidelines and  
Question Paper Pattern of Courses of  
**BACHELOR OF BUSINESS ADMINISTRATION  
(B.B.A.) PROGRAMME  
FIRST YEAR  
*SEMESTER III AND IV***  
Under Choice Based Credit System,  
Grading and Semester System  
(To be implemented from  
Academic Year 2025-2026)  
Board of Studies

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## PROGRAM OUTCOMES

PO 1: Understanding of core business concepts such as finance, accounting, marketing, management, and economics.

PO 2: To analyse complex business situations, identify problems, and propose effective solutions using analytical and critical thinking skills.

PO 3: To acquire leadership skills necessary for leading teams, managing projects, and making strategic decisions within organizations.

PO 4: To have a strong ethical framework to guide their decision-making processes in business practices

PO 5: Expose students to global business practices, cultures, and economic systems, providing them with a global perspective.

PO 6: Equipped with the skills and mindset required for entrepreneurship and innovation, enabling them to start and grow their ventures.



# **SEMESTER III**



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<b>B.B.A. SEMESTER III</b>		
<b>Course Code</b>	<b>Full Name of Course (With Paper Name)</b>	<b>Credit Point</b>
	<b>Major Course (Major)</b>	
VYMM200	Marketing Management	4
VYBP201	Business Planning & Entrepreneurship Management	4
	<b>Minor Course (Minor)</b>	
VYCA202	Cost Accounting & Financial Management	4
	<b>Open Elective (OE)</b>	2
VFCI227	Corporate and Industrial Law	
	<b>Vocational &amp; Skill Enhancement Course (VSEC)</b>	2
VYCS203	Corporate Strategies	
	<b>Ability Enhancement Course (AEC) (Any One)</b>	2
VFCS233	Communication Skills in Hindi Language	
VFCS234	Communication Skills in Marathi Language	
	<b>Field Project</b>	2
VYRM204	Research Methodology	
	<b>Co-curricular Course (CC)</b>	2
VCE237	Community Engagement Activities	
VCA236	Cultural Activities	
VNS238	National Service Scheme (NSS)	
VSA239	Sports Activities	
VYG240	Yoga	
VKB241	Rhythmic Narratives: History & Foundation of Kathak and Bollywood Dance	
VSS242	Sangeet Sadhna-II	
	<b>Total</b>	<b>22</b>



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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester III</b>	
<b>Course Name: Marketing Management</b>		<b>Course Code: VYMM200</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>4</b>	
<b>Number of Credits</b>		<b>4</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	• <b>External Assessment</b>	<b>2</b>	<b>60</b>
	• <b>Internal Assessment</b>	<b>-</b>	<b>40</b>

**Course Objectives:**

<b>1</b>	Study the basic concepts in marketing applicable to business.
<b>2</b>	To critically analyse the marketing theories and concepts and understand their relevance in perspective to current business scenario in India.
<b>3</b>	To develop basic marketing skills among students in order to cater to the needs of the marketing industries.

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to Marketing:</b> <ul style="list-style-type: none"> <li>• Concepts and Definition, Scope, Core marketing concepts, Company orientation towards marketplace</li> <li>• Classification of products and services</li> <li>• 4 P's, 4 C's, 4 A's of marketing (Overview)</li> <li>• Marketing Environment (Micro and Macro)</li> </ul>	<b>15</b>
<b>2</b>	<b>Marketing Research, Consumer Behaviour and Marketing Mix</b> <ul style="list-style-type: none"> <li>• Marketing Research: Scope, importance, MR process</li> <li>• Consumer Behaviour: Types of consumers: Retail and Institutional factors influencing CB</li> <li>• Buying Decision process (5-stage model)</li> <li>• 4 Ps of marketing Product (Levels of product, PLC, New product development), Price (Pricing strategies), Place (Channel management), Promotion (tools)</li> </ul>	<b>15</b>
<b>3</b>	<b>Segmentation, Targeting, Positioning, Differentiation &amp; Competitive strategies</b> <ul style="list-style-type: none"> <li>• Segmentation (Geographic, Demographic, Behavioural, Psychographic)</li> <li>• Targeting (strategies)</li> <li>• Positioning (strategies)</li> <li>• Differentiation (strategies), Competitive strategies</li> </ul>	<b>15</b>



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4	<b>Recent Practices in Marketing ( Introduction, features, strategies)</b> <ul style="list-style-type: none"> <li>• Rural Marketing</li> <li>• Event Marketing</li> <li>• Green Marketing</li> <li>• Retail Marketing</li> <li>• Digital Marketing</li> <li>• International Marketing</li> </ul>	15
	<b>TOTAL</b>	<b>60</b>

**Course Outcomes:**

CO1	Introducing the concept of marketing and generating interest about it among students.
CO2	To create awareness about the marketing environment and core functions of marketing.
CO3	To investigate the marketing mix, Product mix, Product Lifecycle, Branding – Packaging, Promotion.
CO4	To explain concepts of segmentation, e-marketing, internet marketing and various trends of marketing.

**Recommended Resources**

Reference Books -	<ul style="list-style-type: none"> <li>• Kotlar, Philip, Marketing Management, Prentice Hall, NewDelhi. Stanton, Etzel, Walker,</li> <li>• Fundamentals of Marketing, Tata-McGraw Hill, New Delhi. Saxena, Rajan,</li> <li>• Marketing Management, Tata-McGraw Hill, New Delhi. McCarthy, E.J.,</li> <li>• Basic Marketing: A managerial approach, Irwin, New York.</li> <li>• Pillai R S, Bagavathi, Modern Marketing</li> </ul>
<u>E-Resources</u> Webliography:	



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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester III</b>	
<b>Course Name: Business Planning and Entrepreneurship Management</b>		<b>Course Code: VYBP201</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>4</b>	
<b>Number of Credits</b>		<b>4</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	• <b>External Assessment</b>	<b>02</b>	<b>60</b>
	• <b>Internal Assessment</b>	<b>-</b>	<b>40</b>

**Course Objectives:**

<b>1</b>	Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers.
<b>2</b>	To develop entrepreneurs and to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector.
<b>3</b>	To impart knowledge about the procedure of starting up an Enterprise and source of arranging for finance.
<b>4</b>	To create opportunity of entrepreneurship as a career option among students.

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
<b>1</b>	<b>FOUNDATIONS OF ENTREPRENEURSHIP DEVELOPMENT</b> <ul style="list-style-type: none"> <li>• Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities Characteristics and qualities of entrepreneur.</li> <li>• Innovation Theory by Schumpeter and Theory of High Achievement by McClelland.</li> <li>• External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economic, Personal.</li> <li>• Role of Entrepreneurial culture in Entrepreneurship Development.</li> </ul>	<b>15</b>
<b>2</b>	<b>TYPES &amp; CLASSIFICATION OF ENTREPRENEURS</b> <ul style="list-style-type: none"> <li>• Intrapreneur –Concept and Development of Intrapreneurship</li> <li>• Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group</li> <li>• NGO, BPO, Franchise, Merger and Acquisition.</li> </ul>	<b>15</b>



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	<ul style="list-style-type: none"> <li>Entrepreneurial development Program (EDP) – concept, factor influencing EDP.</li> </ul>	
	<b>ENTREPRENEUR PROJECT DEVELOPMENT &amp; BUSINESS PLAN</b>	
3	<ul style="list-style-type: none"> <li>Innovation, Invention, Creativity, Business Idea.</li> <li>Idea generation– Sources-Development of product/idea, Environmental scanning and SWOT analysis.</li> <li>Business Planning Process - Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization &amp; Management.</li> <li>Risk Management - Critical Risk Contingencies of the proposal, Scheduling and milestones.</li> </ul>	15
4	<b>VENTURE DEVELOPMENT</b> <ul style="list-style-type: none"> <li>Steps involved in starting of Venture and problem of Venture set-up.</li> <li>Sources of Finance - Venture funding, requirements of Capital (Fixed and working).</li> <li>Institutional support to an Entrepreneur.</li> <li>Marketing: Methods, Channel of Marketing, E-commerce.</li> </ul>	15
	<b>TOTAL</b>	<b>60</b>

**Course Outcomes:**

<b>CO1</b>	The students will be able to understand the skills required by an entrepreneur to perform functions and overcome the barriers while doing business.
<b>CO2</b>	They will gain knowledge about different types of entrepreneurs prevailing in the society.
<b>CO3</b>	The students will be able to apply knowledge and generate business ideas and check its feasibility before adopting and implementing such idea.
<b>CO4</b>	The students will learn about different monetary schemes offered by government and other financial institutions which can be availed while starting or doing business.

**Recommended Resources**

Reference Books -	<ul style="list-style-type: none"> <li>Dynamics of Entrepreneurial Development Management – Vasant Desai, Himalaya Publishing House.</li> <li>Entrepreneurial Development - S.S.Khanna</li> <li>Entrepreneurship &amp; Small Business Management - CL Bansal, Haranand Publication</li> <li>Entrepreneurial Development in India - Sami Uddin, Mittal</li> </ul>
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	Publication <ul style="list-style-type: none"><li>• Entrepreneur Vs Entrepreneurship- Human Diagno</li></ul>
<u>E-Resources</u>  Webliography:	



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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester III</b>	
<b>Course Name: COST ACCOUNTING &amp; FINANCIAL MANAGEMENT</b>		<b>Course Code: VYCA202</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>4</b>	
<b>Number of Credits</b>		<b>4</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	• <b>External Assessment</b>	<b>2</b>	<b>60</b>
	• <b>Internal Assessment</b>	<b>-</b>	<b>40</b>

**Course Objectives:**

<b>1</b>	This course will enable the students to combine practical & theoretical knowledge of cost accounting.
<b>2</b>	The course will provide decision-making skills to the students in the cost analysis context.
<b>3</b>	This course will enable the students to understand the meaning of financial management and analyse the different types of risks available in the business and its measurement to minimise the same.
<b>4</b>	This course will enable the students to analyse and understand various costs of capital.

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
<b>1</b>	<b>CLASSIFICATION OF COSTS, COST SHEET &amp; RECONCILIATION</b> <ul style="list-style-type: none"> <li>Classification of costs, Cost of Sales, Cost Centre, Cost Unit, Profit Centre and Investment Centre</li> <li>Cost Sheet, Total Costs and Unit Costs, Different Costs for different purpose Problems on preparation of cost sheet &amp; Estimated Cost sheet</li> <li>Practical problems on reconciliation of Cost &amp; Financial Accounting</li> </ul>	<b>15</b>
<b>2</b>	<b>PROCESS COSTING</b> <ul style="list-style-type: none"> <li>Process loss, Abnormal gains and losses, Joint products and by products. Excluding Equivalent units, Inter-process profit</li> <li>Practical problems Process Costing</li> </ul>	<b>15</b>
<b>3</b>	<b>FINANCIAL MANAGEMENT AND LEVERAGES</b> <ul style="list-style-type: none"> <li>Introduction, meaning, scope and objectives of financial management, Profit Vs. Value Maximization.</li> </ul>	<b>15</b>



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	<ul style="list-style-type: none"> <li>Introduction of leverages, Types of leverages: operating leverage, financial leverage &amp; Combined Leverage and practical problems based on the same.</li> </ul>	
<b>4</b>	<b>COST OF CAPITAL</b> <ul style="list-style-type: none"> <li>Introduction, Definition and Importance of Cost of Capital Measurement of Cost of Capital WACC (Including Practical Problems)</li> </ul>	<b>15</b>
	<b>TOTAL</b>	<b>60</b>

**Course Outcomes:**

	After the completion of the course, students will able to
<b>CO1</b>	Differentiating the cost in different heads, prepare a cost sheet and know the reasons for difference in profit in cost & financial statement & reconcile the profits.
<b>CO2</b>	Knowledge about the process costing system.
<b>CO3</b>	The learner will understand the basic concept of financial management along with the various sources which are available in the market to raise funds for the business and will also be able to analyse the risk factor.
<b>CO4</b>	Understand Introduction, measurement and practical application of cost of capital.

**Recommended Resources**

Reference Books -	<ul style="list-style-type: none"> <li>Advanced cost &amp; management accounting Sultan Chand &amp; Sons</li> <li>Advanced Cost Accounting Kalyani</li> <li>Cost &amp; Management Accounting Everest</li> <li>Cost &amp; Management Accounting Taxman</li> <li>Financial Management by I.M. Pandey, Vikas Publishing House, New Delhi</li> <li>Fundamentals of Financial Management by D. Chandra Bose, PHI Learning Pvt. Ltd., New Delhi</li> <li>Fundamentals of Financial Management by Bhabotosh Banerjee, PHI Learning Pvt. Ltd., New Delhi</li> <li>Fundamentals of Financial Management by Vyuptakesh Sharma, Pearson Education, New Delhi</li> <li>Fundamentals of Financial Management by J.C. Van Horne, Prentice Hall of India, New Delhi</li> <li>Financial Management : Text and Problems by M. Y. Khan and P. K. Jain, Tata Mc Graw Hill, New Delhi</li> </ul>
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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester III</b>	
<b>Course Name: Corporate and Industrial Law</b>		<b>Course Code: VFCI227</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>2</b>	
<b>Number of Credits</b>		<b>2</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	• <b>External Assessment</b>	<b>2</b>	<b>60</b>
	• <b>Internal Assessment</b>	<b>-</b>	<b>40</b>

**Course Objectives:**

<b>1</b>	Understand the types, incorporation, and legal framework of a company.
<b>2</b>	Understand the provisions of Health, Safety and Welfare of workers in factories.

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
<b>1</b>	<b>Companies Act, 2013</b> <ul style="list-style-type: none"> <li>• Classification of companies, Incorporation of a Company</li> <li>• Memorandum of Association, Articles of Association</li> <li>• Doctrine of Alter Ego, Ultra Vires, Constructive Notice, Indoor Management</li> </ul>	<b>15</b>
<b>2</b>	<b>Factories Act, 1948</b> <ul style="list-style-type: none"> <li>• Definitions (Sec 2(a) to Sec 2(m))</li> <li>• Health of workers (Sec 11 to 20)</li> <li>• Safety of workers (Sec 21 to 41)</li> <li>• Welfare of workers (Sec 42 to 50)</li> </ul>	<b>15</b>
	<b>TOTAL</b>	<b>30</b>

**Course Outcomes:**

<b>CO1</b>	Gain knowledge of basic structure of Companies and its legal framework.
<b>CO2</b>	Understand and apply regulation of working conditions for workers in factories.

**Recommended Resources**

Reference Books -	<ul style="list-style-type: none"> <li>• Companies Act 2013 by Ravi Puliani, Bharat Publication</li> </ul>
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	<ul style="list-style-type: none"><li>• An introductory guide to Central Labour Legislation – W A Dawson</li><li>• Industrial Law – P L Malik</li></ul>
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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester III</b>	
<b>Course Name: CORPORATE STRATEGY</b>		<b>Course Code: VYCS203</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>2</b>	
<b>Number of Credits</b>		<b>2</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	• <b>External Assessment</b>	<b>2</b>	<b>60</b>
	• <b>Internal Assessment</b>	<b>-</b>	<b>40</b>

**Course Objectives:**

<b>1</b>	The objective of this course is to learn the management policies and strategies at every Level to develop conceptual skills in this area as well as their application in the corporate world.
<b>2</b>	The focus is to critically examine the management of the entire enterprise from the Top Management viewpoints.
<b>3</b>	This course deals with corporate level Policy & Strategy formulation areas. This course aims to develop conceptual skills in this area as well as their application in the corporate world.

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
<b>1</b>	<b>INTRODUCTION OF STRATEGIC MANAGEMENT and ENVIRONMENT SCANNING</b> <ul style="list-style-type: none"> <li>• <b>Strategic Management:</b> Meaning, Definition, Importance, Strategic management Process &amp; Levels of Strategy and Concept and importance of Strategic Business Units (SBU's)</li> <li>• <b>Strategic Intent</b>-Mission, Vision, Goals, Objective, Plans</li> <li>• <b>Strategic Management</b>-Meaning, Definition, Importance, Strategic management</li> <li>• Process &amp; Levels of Strategy and Concept and importance of Strategic Business Units (SBU's)</li> <li>• Environment Analysis and Scanning (SWOT)</li> </ul>	<b>10</b>
<b>2</b>	<b>STRATEGY FORMULATION and ANALYSIS</b> <ul style="list-style-type: none"> <li>• Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)</li> <li>• Business Level Strategy (Cost Leadership, Differentiation, Focus)</li> <li>• Functional Level Strategy (R&amp;D, HR, Finance, Marketing, Production)</li> <li>• Strategic Analysis: BCG Matrix, GE9Cell, Porter5 Forces, 7S Framework</li> </ul>	<b>10</b>



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<b>3</b>	<b>IMPLEMENTATION &amp; CONTROL</b> <ul style="list-style-type: none"> <li>• <b>Implementation:</b> Meaning, Steps and implementation at Project, Process, Structural, Behavioural.</li> <li>• <b>Strategic Evaluation &amp; Control–</b> Meaning, Steps of Evaluation &amp; Techniques of Control</li> </ul>	<b>10</b>
	<b>TOTAL</b>	<b>30</b>

**Course Outcomes:**

<b>CO1</b>	After the completion of the course, students will able to Know about the basic elements of Strategy
<b>CO2</b>	Knowledge of functions of Strategy
<b>CO3</b>	Recent trends in SM
<b>CO4</b>	Implementation of strategy

**Recommended Resources**

Reference Books -	<ul style="list-style-type: none"> <li>• KazmiAzhar, Business Policy &amp; Strategic Management, Tata McGraw-Hill.</li> <li>• P.K. Ghosh : Business Policy , Strategy , Planning and Management</li> <li>• Christensen , Andrews Dower: Business Policy- Text and Cases</li> <li>• William F. Gkycj : Business Policy – Strategy Formation and Management Action</li> <li>• Bongee and Colonan: Concept of Corporate Strategy.</li> </ul>
<u>E-Resources</u>  Webliography:	





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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester III</b>	
<b>Course Name: Communication Skill in Hindi Language</b>		<b>Course Code: VFCS233</b>	
<b>Lectures per week (4 Lectures of 60 minutes)</b>		<b>2</b>	
<b>Number of Credits:</b>		<b>2</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	● <b>External Assessment</b>	<b>1</b>	<b>30</b>
	● <b>Internal Assessment</b>	<b>-</b>	<b>20</b>

**Course Objectives:**

1	अपने विचार तथा भावनाओं को प्रभावी तरीके से एवं सारगर्भित रूप से दूसरे के समक्ष प्रस्तुत करना।
2	अपने विचार क्रमिक रूप से तथा उचित धाराप्रवाह में प्रस्तुत करने के लिए छात्रों के भीतर दक्षता उत्पन्न करना।
3	छात्रों में प्रसंगानुसार मुहावरे एवं लोकोक्तियों के प्रयोग की क्षमता विकसित करना।
4	शुद्ध उच्चारण के तत्वों की जानकारी प्रदान करना।
5	विद्यार्थियों में संभाषण के लिए आत्मविश्वास की भावना जागृत करना।

<b>Unit</b>	<b>Module</b>	<b>No. of Lectures</b>
<b>1</b>	भाषा कौशल का अर्थ, परिभाषा, स्वरूप और महत्व : भाषा कौशल के भेद : सुनना, बोलना, पढ़ना, लिखना।	<b>10</b>
<b>2</b>	संभाषण कौशल का अर्थ एवं स्वरूप । संभाषण के विभिन्न रूप : वार्तालाप, व्याख्यान, वाद-विवाद, अवाचीक, अभिव्यक्ति, जन सम्बोधन।	<b>10</b>
<b>3</b>	संबोधन कला के उपादान 1) भाषा ज्ञान 2) अंतराल ध्वनि (Volume) लहजा (Accent)	<b>10</b>
	<b>Total</b>	<b>30</b>

**Course Outcomes:**

	After the completion of the course, students will able to
CO1	अपने विचार तथा भावनाओं को प्रभावी तरीके से एवं सारगर्भित रूप से दूसरे के समक्ष प्रस्तुत कर सकेंगे।



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CO2	अपने विचार क्रमिक रूप से तथा उचित धाराप्रवाह में प्रस्तुत करने के लिए छात्रों के भीतर दक्षता उत्पन्न होगी।
CO3	छात्रों में प्रसंगानुसार मुहावरे एवं लोकोक्तियों के प्रयोग की क्षमता विकसित होगी।
CO4	शुद्ध उच्चारण के तत्वों की जानकारी होगी।
CO5	विद्यार्थियों में संभाषण के लिए आत्मविश्वास की भावना जागृत होगी।

Recommended Resources	
Reference Books -	<ol style="list-style-type: none"> <li>भाषण और संभाषण की दिव्य शक्ति – श्रीराम शर्मा, आचार्य युग निर्माण योजना प्रेस, मथुरा</li> <li>भाषण कला – डॉ. महेश शर्मा, ज्ञानगंगा दिल्ली</li> <li>भाषण – संभाषण, देवनाथ उपाध्याय, किताब महल इलाहाबाद</li> <li>शैली और कौशल, हिन्दी साहित्य कुटीर, बनारस</li> <li>भाषा-दर्शन, डॉ. रामलाल सिंह, विद्यामंदिर प्रकाशन</li> </ol>
E-Resources	<a href="https://egyankosh.ac.in/bitstream/123456789/28989/1/Unit-24.pdf">https://egyankosh.ac.in/bitstream/123456789/28989/1/Unit-24.pdf</a> <a href="https://mycoaching.in/sambodhan-karak">https://mycoaching.in/sambodhan-karak</a>
Webliography:	



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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester III</b>	
<b>Course Name: Communication Skill in Marathi Language</b> (मराठी भाषेतील संवाद कौशल्ये)		<b>Course Code: VFCS234</b>	
<b>Lectures per week (4 Lectures of 60 minutes)</b>		<b>2</b>	
<b>Number of Credits:</b>		<b>2</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	• <b>External Assessment</b>	<b>1</b>	<b>30</b>
	• <b>Internal Assessment</b>	<b>-</b>	<b>20</b>

**Course Objectives:**

1	मराठी भाषेच्या प्राथमिक पातळीवरील व्यावहारिक संवाद आत्मसात करणे.
2	मराठी भाषा संवाद कौशल्यासाठी कार्यालयीन व अनौपचारिक व्यवहार कसे करावेत याचे ज्ञान व्हावे.
3	संवादाचे महत्वाचे घटक, प्रकार व मर्यादा समजून घेता याव्यात यासाठी अध्ययनास प्रवृत्त करणे.
4	व्यावसायातील व संस्था, संघटन क्षेत्रातील सुसंवाद, माध्यम व कार्यक्रम यासाठी सूत्रसंचालन, मुलाखत, चर्चा व वक्तृत्व यातील कौशल्ये विकसित करणे.

<b>Unit</b>	<b>Module</b>	<b>No. of Lectures</b>
<b>1</b>	संवाद कौशल्ये - स्वरूप, विशेष व संवादाचे घटक : संवाद संकल्पना, संवादाचे प्रकार, संवादाचे घटक, संवाद, संवादातील अडथळे	<b>15</b>
<b>2</b>	व्यवसायातील संवादाचे प्रयोजन : कंपनी किंवा संस्था/ संघटन क्षेत्रातील सुसंवादाचे फायदे, सूत्रसंचालन, मुलाखत व वक्तृत्व यातील संवादाचे महत्व.	<b>15</b>
	<b>Total</b>	<b>30</b>

**Tutorials**

Speaking skills, presentations on soft skills, remedial grammar



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## Teaching Methodology

**Lectures, Flipped Classroom, Presentations, ICT, Case Studies, Demonstrations, Role play, Workshops, Guest Lectures**

## Course Outcomes:

	After the completion of the course, students will able to
CO1	मराठी भाषेतील प्राथमिक पातळीवरील व्यावहारिक संवाद आत्मसात करता येतात.
CO2	मराठी भाषा संवादातील स्पष्ट अर्थ अध्ययनकर्त्यांना कळतो.
CO3	मराठीत भाषा व्यावसायामधील संवादाचे फायदे-तोटे विद्यार्थ्यांच्या लक्षात येतात.
CO4	कार्यक्रम, प्रसार माध्यमांतील सूत्रसंचालन, चर्चा, मुलाखत वक्तृत्व यात रुची निर्माण होते.

## Recommended Resources

Reference Books -	<ol style="list-style-type: none"> <li>1) व्यक्तिमत्त्व विकासासाठी संभाषण व लेखन कौशल्ये, संपादक: डॉ. पृथ्वीराज तौर, डॉ. शैलेन्द्र लेंडे, डॉ. वंदना महाजन, अथर्व पब्लिकेशन्स</li> <li>2) संवाद कौशल्य, डॉ. आशा भागवत, डायमंड पब्लिकेशन</li> <li>3) भाषा आणि कौशल्य विकास, प्रा. डॉ. संदीप माळी, प्रशांत पब्लिकेशन</li> <li>4) मध्यमांसाठी लेखन व संवाद कौशल्ये, डॉ. अक्षय घोरपडे, प्रशांत पब्लिकेशन.</li> <li>5) मराठी भाषा उपयोजन आणि सर्जन, प्रा. सुहासकुमार बोबडे.</li> <li>6) व्यावहारिक मराठी - डॉ. प्रकाश परब.</li> <li>7) व्यावहारिक मराठी - ल. रा. नासिराबादकर, फडके प्रकाशन कोल्हापूर</li> </ol>
E-Resources	<ol style="list-style-type: none"> <li>1. <a href="https://books.google.co.in/books/about/%E0%A4%AD%E0%A4%BE%E0%A4%B7%E0%A4%BE_%E0%A4%86%E0%A4%A3%E0%A4%BF_%E0%A4%">https://books.google.co.in/books/about/%E0%A4%AD%E0%A4%BE%E0%A4%B7%E0%A4%BE_%E0%A4%86%E0%A4%A3%E0%A4%BF_%E0%A4%</a></li> </ol>



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	<p><a href="#">%95%E0%A5%8C%E0%A4%B6%E0%A4%B2%E0%A5%8D.html?id=Y4nxDwAAQBAJ&amp;redir_esc=y</a></p> <p>2. <a href="https://www.kopykitab.com/Madhyamansathi-Savand-And-Lekhan-Kaushalye-by-Dr-Akshya-Ghorpade">https://www.kopykitab.com/Madhyamansathi-Savand-And-Lekhan-Kaushalye-by-Dr-Akshya-Ghorpade</a></p> <p>3. <a href="https://www.kopykitab.com/Sanvad-ani-Lekhan-Kaushalye-by-Dr-Akshay-Kishor-Ghorpade">https://www.kopykitab.com/Sanvad-ani-Lekhan-Kaushalye-by-Dr-Akshay-Kishor-Ghorpade</a></p> <p>4. <a href="https://www.kopykitab.com/Bhashik-Kaushalya-Vikas-by-Dr-Haresh-Shelke-Dr-Gitanjali-Chine-Dr-Atul-Chaure">https://www.kopykitab.com/Bhashik-Kaushalya-Vikas-by-Dr-Haresh-Shelke-Dr-Gitanjali-Chine-Dr-Atul-Chaure</a></p>
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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester III</b>	
<b>Course Name: Research Methodology</b>		<b>Course Code: VYRM204</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>2</b>	
<b>Number of Credits</b>		<b>2</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	● <b>External Assessment</b>	-	-
	● <b>Internal Assessment</b>	-	<b>50</b>

**Course Objectives:**

<b>1</b>	This course will enable the students to combine practical & theoretical knowledge of research.
<b>2</b>	The course will strengthen decision-taking skills of the students based on the research observations and conclusions.
<b>3</b>	The students of this course will be active learners & develop awareness of emerging trends in different research techniques.
<b>4</b>	To learn data collection from little implementations to most important inventions that might require diving deep into concepts.

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
<b>1</b>	<b>INTRODUCTION TO RESEARCH:</b> <ul style="list-style-type: none"> <li>Introduction and meaning of research, Objectives of research, Features and Importance of research in Accounting and Finance, Objectives and Types of research - Basic, Applied, Descriptive, Analytical and Empirical Research.</li> <li>Formulation of research problem: Meaning and Selection Review of Literature</li> </ul>	<b>10</b>
<b>2</b>	<b>DATA COLLECTION AND PROCESSING:</b> <ul style="list-style-type: none"> <li>Data Collection: Introduction and meaning, types of data  <b>Primary data:</b> Observation, Experimentation, Interview, Schedules, Survey, Questionnaires, Limitations of Primary data.  <b>Secondary data:</b> Sources and Limitations.</li> <li>Factors affecting the choice of method of data collection.</li> <li>Sampling: Significance, Methods, Factors determining sample size.</li> <li>Data Presentation: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation</li> <li>Hypothesis Testing: Z-Test and Chi-Square Test</li> </ul>	<b>15</b>
<b>3</b>	<b>FIELD PROJECT</b>	<b>05</b>
	<b>TOTAL</b>	<b>30</b>



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Course Outcomes:	
	After the completion of the course, students will able to
<b>CO1</b>	Demonstrate knowledge of research processes.
<b>CO2</b>	Identify, compare, and explain the key elements of research project.
<b>CO3</b>	Make different hypothesis and prove them with research methodology techniques.
<b>CO4</b>	Know importance of research in social sciences.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"><li>• Research Methods in Accounting, Malcolm Smith</li><li>• Research Methods and Methodology in Finance and Accounting, by Viv Beattie and Bob Ryan</li></ul>
<u>E-Resources</u>  Webliography:	



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**EVALUATION PATTERN**

**INTERNAL EVALUATION**

● **For Major, Minor, Open Elective (OE), Vocational & Skill Enhancement (VSEC) Courses**

Sr. No.	Description	Marks
I	Individual Project / Assignment / Presentation	15
II	Group Project / Assignment / Presentation	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	<b>TOTAL MARKS</b>	<b>40</b>

**Note:** For OE from science faculty, practical examination of 40 marks will be conducted for Internal Evaluation.

● **For Ability Enhancement (AEC) Courses**

Sr. No.	Description	Marks
I	Project / Assignment / Presentation	10
II	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	<b>TOTAL MARKS</b>	<b>20</b>

● **For Co - Curricular (CC) Courses**

Sr. No.	Description	Marks
I	Class Test	15
II	Activities	35
	<b>TOTAL MARKS</b>	<b>50</b>

● **For Field Project (FP), Community Engagement Programme (CEP) Courses**

Sr. No.	Description	Marks
I	Weekly reporting (Minimum 4 hours/week)	15
II	Writing report	20
III	Viva-voce/presentation	15
	<b>TOTAL MARKS</b>	<b>50</b>





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EXTERNAL EVALUATION		
<ul style="list-style-type: none"> <li>For Major, Minor, Open Elective (OE), Vocational &amp; Skill Enhancement (VSEC) Courses</li> </ul>		
<ul style="list-style-type: none"> <li>Maximum Marks: 60</li> <li>Questions to be set: 04</li> <li>Duration: 2 Hours</li> <li>All Questions are compulsory carrying 15 marks each</li> </ul>		
Q. No.	Description	Marks
Q.1	Full Length Question OR Full Length Question	15
Q.2	Full Length Question OR Full Length Question	15
Q.3	Full Length Question OR Full Length Question	15
Q.4	Full Length Question OR Full Length Question	15
	<b>TOTAL MARKS</b>	<b>60</b>
<b>Note:</b> Question of 15 marks can be further sub-divided into questions of 5/5/5, 8/7 or 10/5.		
<ul style="list-style-type: none"> <li>For Ability Enhancement (AEC) Courses</li> </ul>		
Q. No.	Description	Marks
Q.1	Attempt any two out three: (5 marks each)	10
Q.2	Attempt any two out three: (5 marks each)	10
Q.3	Attempt any two out three: (5 marks each)	10
	<b>TOTAL MARKS</b>	<b>30</b>



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• Distribution of marks as per Units, COs and Bloom's Taxonomy					
Unit	COs	Bloom's Taxonomy Level	Type of Question	Marks	Weightage (%)
1	CO1: Explain	Understanding (L1)	Short notes	15	25
2	CO2: Apply	Applying (L2)	Essay Type: Problem solving	15	25
3	CO3: Analyse/ Evaluate	Analysing/Evaluating (L3)	Essay Type: Case Study	15	25
4	CO4: Create	Creating (L4)	Essay Type – application based task	15	25



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22.	Ms. Preeti Chaudhary, Member, Syllabus Committee Visiting Faculty
23.	Mr. Viral Rami, Member, Syllabus Committee Visiting Faculty
24.	Mr. Venkat Raman, Member, Syllabus Committee Visiting Faculty



# **SEMESTER IV**



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<b>B.B.A. SEMESTER IV</b>		
<b>Course Code</b>	<b>Full Name of Course (With Paper Name)</b>	<b>Credit Point</b>
	<b>Major Course (Major)</b>	
VYPO250	Production and Operations Management	4
VYEI251	Export Import Management	4
	<b>Minor Course (Minor)</b>	
VYME252	Managerial Economics	4
	<b>Open Elective (OE)</b>	2
VFMI227	Management Information System (M-I-S)	
	<b>Vocational &amp; Skill Enhancement Course (VSEC)</b>	
VYAM253	Accounting for Managerial Decisions	2
	<b>Ability Enhancement Course (AEC) (Any One)</b>	
VFWS283	Writing Skills in Hindi Language	2
VFWS284	Writing Skills in Marathi Language	
VYCE254	<b>Community Engagement Program</b>	2
	<b>Co-curricular Course (CC)</b>	2
VCE287	Community Engagement Activities	
VCA286	Cultural Activities	
VNS288	National Service Scheme (NSS)	
VSA289	Sports Activities	
VYG290	Yoga	
VKB291	Rhythmic Narratives: History & Foundation of Kathak and Bollywood Dance	
VSS292	Sangeet Sadhna-II	
	<b>Total</b>	<b>22</b>



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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester IV</b>	
<b>Course Name: PRODUCTION AND OPERATION MANAGEMENT</b>		<b>Course Code: VYPO250</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>4</b>	
<b>Number of Credits</b>		<b>4</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	• <b>External Assessment</b>	<b>2</b>	<b>60</b>
	• <b>Internal Assessment</b>	<b>-</b>	<b>40</b>

**Course Objectives:**

<b>1</b>	To acquaint learners with the basic management decisions with respect to production and quality management.
<b>2</b>	To make the learners understand the designing aspect of production systems.
<b>3</b>	To enable the learners, apply what they have learnt theoretically.

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
<b>1</b>	<b>PRODUCTION and OPERATION MANAGEMENT</b> <ul style="list-style-type: none"> <li>Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems.</li> <li>Product Development, Classification and Product Design.</li> <li>Plant location &amp; Plant layout– Objectives, Principles of good product layout, and types of layouts.</li> <li>Importance of purchase management.</li> </ul>	<b>15</b>
<b>2</b>	<ul style="list-style-type: none"> <li><b>MATERIALS MANAGEMENT</b></li> <li>Materials Management: Concept, Objectives and importance of materials management Various types of Material Handling Systems.</li> <li>Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML, MNG</li> <li>EOQ: Assumptions limitations &amp; advantages of Economic Order Quantity, Simple numerical on EOQ, Lead Time, Reorder Level, Safety Stock, and Simple numerical on reorder level</li> </ul>	<b>15</b>
<b>3</b>	<b>BASICS OF PRODUCTIVITY &amp; TQM</b> <ul style="list-style-type: none"> <li>Basics Of Productivity &amp; TQM: Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran, Kaizen, P. Crosby's philosophy.</li> </ul>	<b>15</b>



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	<ul style="list-style-type: none"> <li>Product &amp; Service Quality Dimensions, SERVQUAL</li> <li>Characteristics of Quality, Quality Assurance, Quality Circle: Objectives of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity</li> </ul>	
<b>4</b>	<b>QUALITY IMPROVEMENT STRATEGIES &amp; CERTIFICATIONS</b> <ul style="list-style-type: none"> <li>Quality Improvement Strategies &amp; Certifications: Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV</li> <li>TAGUCHI'S QUALITY ENGINEERING, ISO 9000, ISO 1400, QS9000. Malcolm Baldrige National Quality Award (MBNQA), Deming's Application Prize.</li> </ul>	<b>15</b>
	<b>TOTAL</b>	<b>60</b>

**Course Outcomes:**

CO1	The student will know the various types of production systems, and various factors of production like development of a product, location of a production plant, layout of a plant and procurement of resources.
CO2	The student will be acquainted with various ways and equipments used to move material and techniques to manage their inventories.
CO3	The student will be familiarized with the concept of Total Quality Management and ways to improve productivity.
CO4	The student will be familiarized with various quality improvement strategies like Lean manufacturing, six sigma etc, and about various certifications and awards in quality and performance excellence.

**Recommended Resources**

Reference Books -	<ul style="list-style-type: none"> <li>Production and Operations Management: R.Paneerselvam</li> <li>Production (Operations) Management: L.C.Jhamb</li> <li>K. Ashwathappa and K. Shridhar Bhatt; Production and Operations management</li> <li>Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw-Hill</li> <li>Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House</li> </ul>
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	<ul style="list-style-type: none"><li>• Gerard Leone and Richard D. Rahn, “Productivity Techniques”, Jaico Book House</li><li>• John S. Oakland, “TQM: Text with Cases”, Butterworth-Heinemann</li></ul>
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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester IV</b>	
<b>Course Name: Import and Export Management</b>		<b>Course Code: VYEI251</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>4</b>	
<b>Number of Credits</b>		<b>4</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	• <b>External Assessment</b>	<b>2</b>	<b>60</b>
	• <b>Internal Assessment</b>	<b>-</b>	<b>40</b>

<b>Course Objectives:</b>	
<b>1</b>	To understand natures of export-import business
<b>2</b>	To understand international trade regulations
<b>3</b>	To be able to identify products and markets for export/import and draw the export/import strategies
<b>4</b>	To familiarise with export/ import procedures and important documentation
<b>5</b>	To aware of different requirements for export/import to different countries

<b>Unit</b>	<b>Content</b>	<b>No. of Lect ures</b>
<b>1</b>	<b>Foreign Trade</b> <ul style="list-style-type: none"> <li>• Meaning, Dumping Policy, Balance Of Trade, Balance Of Payment, Foreign Contracts, International Trade Agreements/Institutions, Methods Of Foreign Trade.</li> </ul>	<b>15</b>
<b>2</b>	<b>International Environment And Trade Barriers:</b> <ul style="list-style-type: none"> <li>• Meaning And Components of International Environment.</li> <li>• Trade Barriers -Meaning, Definitions, Objectives and Types.</li> </ul>	<b>15</b>
<b>3</b>	<b>Foreign Trade Policy:</b> <ul style="list-style-type: none"> <li>• Back Ground, Objectives, Highlights, Special Focus Initiatives, Briefing on Export And Trading Houses, Briefing On Negative List Of Exports</li> <li>• Export Procedure- Stages in Export procedure – Excise clearance procedure – Role in Custom House Agents (CHA) – Shipping and Customs formalities – Marine Insurance – Negotiation of Export documents – Realization of Export Proceeds – ISO Certification – Procedure for obtaining ISO certification.</li> <li>• Export Documents - Main documents used in Export Trade and their importance in Export Trade – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate's Receipt – Bill of Lading – GR Form.</li> </ul>	<b>15</b>



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<b>4</b>	<b>Regulation For International Trade:</b> <ul style="list-style-type: none"> <li>• Laws Governing India's Export-Import Trade: Pre-Shipment Inspection And Quality Control Act (1963).</li> <li>• Foreign Exchange Management Act (FEMA).</li> </ul>	15
	<b>TOTAL</b>	<b>60</b>

Course Outcomes:	
<b>CO1</b>	To understand the basic knowledge of export & Import management.
<b>CO2</b>	To understand custom procedure.
<b>CO3</b>	To identify export procedure with documentation work.
<b>CO4</b>	To learn export product process.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> <li>• Foreign Trade And Foreign Exchange- B.K.Chaudhuri&amp;O.P.Agarwal, Himalaya Publishing House.</li> <li>• Export Import Procedures And Documentation-Dr. Khushpat S. Jain,</li> <li>• Export Marketing-Khushpat S. Jain &amp;PoonamKakkad</li> <li>• Carl A. Nelson, Import/Export: How to Take Your Business Across Borders, 4th ed McGraw Hill, 2009</li> <li>• New Import Export Policy - Nabhi Publications</li> <li>• EXIM Policy &amp; Handbook of EXIM Procedure – VOL I &amp; II</li> <li>• Export Management – D.C. Kapoor</li> </ul>
<u>E-Resources</u>  Webliography:	



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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester IV</b>	
<b>Course Name: Managerial Economics</b>		<b>Course Code: VYME252</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>4</b>	
<b>Number of Credits</b>		<b>4</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	• <b>External Assessment</b>	<b>2 hours</b>	<b>60</b>
	• <b>Internal Assessment</b>		<b>40</b>

<b>Course Objectives:</b>	
<b>1</b>	It will help students analyse how macroeconomic indicators affect the economy.
<b>2</b>	This course, which is a field in Business Economics, will help them evaluate the overall performance of the economy in terms of national income.
<b>3</b>	It will help them to focus on the economic issues related to business organization and management.
<b>4</b>	It will help them to analyse changing trends in in International as well as domestic markets.

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
<b>1</b>	<b>INTRODUCTION TO MACROECONOMIC DATA AND THEORY</b> <ul style="list-style-type: none"> <li>• <b>Macroeconomics:</b> Meaning, Scope and Importance.</li> <li>• <b>Circular flow of aggregate income and expenditure:</b> Closed and open economy models.</li> <li>• <b>The Measurement of national product:</b> Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare.</li> <li>• <b>Short run economic fluctuations:</b> Features and Phases of Trade Cycles.</li> <li>• <b>The Keynesian Principle of Effective Demand:</b> Aggregate Demand and Aggregate Supply-ConsumptionFunction-Investmentfunction-effectsofInvestment Multiplier on Changes in Income and Output.</li> </ul>	
<b>2</b>	<b>MONEY, INFLATION AND MONETARY POLICY</b> <ul style="list-style-type: none"> <li>• <b>Demand for Money:</b> Classical and Keynesian approaches and Keynes' liquidity preference theory of interest.</li> <li>• <b>Inflation:</b> Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy.</li> <li>• <b>Monetary policy :</b>Meaning, objectives and instruments, inflation targeting.</li> </ul>	<b>15</b>



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<b>3</b>	<b>CONSTITUENTS OF FISCAL POLICY</b> <ul style="list-style-type: none"> <li>● <b>Fiscal Policy:</b> Meaning, Objectives - Contra cyclical Fiscal Policy and Discretionary Fiscal Policy.</li> <li>● <b>Instruments of Fiscal policy:</b> Canons of taxation - Factors influencing incidence of taxation - Effects of taxation Significance of Public Expenditure - Social security contributions- Low Income Support and Social Insurance Programmes - Public Debt - Types, Public Debt and Fiscal Solvency, Burden of debt finance.</li> <li>● <b>Union budget</b> -Structure- Deficit Concepts-Fiscal Responsibility and Budget Management Act. Case Studies.</li> </ul>	
<b>4</b>	<b>OPEN ECONOMY: THEORY AND ISSUES OF INTERNATIONAL TRADE</b> <ul style="list-style-type: none"> <li>● <b>The basis of international trade: Ricardo's</b> Theory of comparative cost advantage - The Heckscher – Ohlin theory of factor endowments- <b>Foreign Investment:</b> Foreign Portfolio investment- Benefits of Portfolio capital flows- Foreign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational corporations</li> <li>● <b>Balance of Payments:</b> Structure -Types of Disequilibrium - Measures to correct disequilibrium in BOP.</li> <li>● <b>Foreign Exchange and foreign exchange market</b> : Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates- Managed flexibility</li> <li>● Case Studies</li> </ul>	15
	<b>TOTAL</b>	<b>60</b>

**Course Outcomes:**

<b>CO1</b>	Explain the concepts of Macroeconomics and its interrelations with Microeconomics.
<b>CO2</b>	Students will be in a position to understand the real economic situations like inflation, recession, foreign exchange.
<b>CO3</b>	Apply the principle of Macroeconomics in explaining the behavior of Macroeconomic variables at national as well as global level.
<b>CO4</b>	Able to analyze different trends in international trade.

**Recommended Resources**

Reference Books -	<ul style="list-style-type: none"> <li>● Ackley.G (1976), Macro Economic Theory and Policy, Macmillan Publishing Co. New York</li> <li>● Ahuja. H.L., Modern Economics — S.Chand Company Ltd. New Delhi.</li> <li>● Blanchard Olivier (2000), Macro Economics, Englewood Elitt, Prentice Hall</li> <li>● Bouman John, Principles of Macro Economics</li> <li>● Dornbush , Rudiger, Fisher Stanley and Startz, Richards Macroeconomics, Nineth edition 2004 Tata- Mac Graw Hill, New Delhi.</li> <li>● Dwivedi, D.N. (2001), Macro Economics: Theory and Policy, Tata-Mac Graw Hill, New Delhi.</li> <li>● Friedman Hilton (1953) Essays in Positive Economics, University of.</li> </ul>
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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester IV</b>	
<b>Course Name: Management Information System (M-I-S)</b>		<b>Course Code: VFMI227</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>2</b>	
<b>Number of Credits</b>		<b>2</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	• <b>External Assessment</b>	<b>2</b>	<b>60</b>
	• <b>Internal Assessment</b>	<b>-</b>	<b>40</b>

**Course Objectives:**

<b>1</b>	To understand the basic components, hardware, software, generations, classification and applications of computers.
<b>2</b>	To learn basic concepts of Information Technology, its support and role in Management, for managers
<b>3</b>	To understand basic concepts of IT risk, cyber security and laws, domains and security therein

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
<b>1</b>	<b>INTRODUCTION TO IT SUPPORT IN MANAGEMENT</b> <b>Information Technology concepts</b> Concept of Data, Information and Knowledge <b>Introduction to Information Systems and its major components.</b> Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) Types of CBIS - brief descriptions and their interrelationships/hierarchies Office Automation System (OAS) Transaction Processing System (TPS) Management Information System (MIS) Decision Support Systems (DSS) Executive Information System (EIS)	<b>10</b>
<b>2</b>	<b>MANAGEMENT INFORMATION SYSTEM</b> <b>Overview of MIS, Definition, Characteristics, Subsystems of MIS (Activity and Functional subsystems), Structure of MIS, Reasons for failure of MIS.</b> <b>Understanding Major Functional Systems: Marketing &amp; Sales Systems, Finance &amp; Accounting Systems, Manufacturing &amp; Production Systems, Human Resource Systems, Inventory Systems</b> <b>Decision support system</b> <b>Definition, Relationship with MIS.</b> <b>Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS</b>	<b>10</b>



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<b>3</b>	<b>E-SECURITY SYSTEMS</b> <b>Threats to Computer systems and control measures.</b> Types of threats- Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management <b>IT Risk</b> Definition, Measuring IT Risk, Risk Mitigation and Management <b>Information Systems Security</b> <b>Security on the internet</b> Network and website security risks, Website Hacking and Issues therein. Security and Email <b>Cyber Laws</b> <b>E-Business Risk Management Issues</b> Firewall concept and component, Benefits of Firewall <b>Understanding and defining Enterprise wide security frame work</b> <b>Information Security Environment in India with respect to real Time Application in Business</b> Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples' Cash, Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions <b>Threat Hunting Software</b>	<b>10</b>
	<b>TOTAL</b>	<b>30</b>

**Course Outcomes:**

<b>CO1</b>	Apply managerial decision-making concepts and understand Management Information System.
<b>CO2</b>	Understand the concept of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation.
<b>CO3</b>	Understand relationship between database management and data warehouse approaches, the requirements, and applications of data Warehouse.
<b>CO4</b>	Apply the concepts of business process outsourcing and cloud computing.

**Recommended Resources**

Reference Books -	<ul style="list-style-type: none"> <li>Information Technology for Management, 6TH ED (With CD )</li> <li>By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)</li> </ul>
<u>E-Resources</u>	E-Book <a href="https://play.google.com/books/reader?id=tsP15h9gr8MC&amp;printsec=frontcover&amp;output=reader&amp;hl=en&amp;pg=GBS.PR7.w.2.1.0">https://play.google.com/books/reader?id=tsP15h9gr8MC&amp;printsec=frontcover&amp;output=reader&amp;hl=en&amp;pg=GBS.PR7.w.2.1.0</a> <a href="https://play.google.com/books/reader?id=F1zbUaBtk7IC&amp;printsec=frontc">https://play.google.com/books/reader?id=F1zbUaBtk7IC&amp;printsec=frontc</a>
Webliography:	



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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester IV</b>	
<b>Course Name: Accounting for Managerial Decisions</b>		<b>Course Code: VYAM253</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>2</b>	
<b>Number of Credits</b>		<b>2</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	• <b>External Assessment</b>	<b>2</b>	<b>60</b>
	• <b>Internal Assessment</b>	<b>-</b>	<b>40</b>

<b>Course Objectives:</b>	
<b>1</b>	To acquaint management learners with basic accounting fundamentals
<b>2</b>	To develop financial analysis skills among learners
<b>3</b>	The course aims at explaining the core concepts of business finance and its importance in managing a business

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
<b>1</b>	<b>ANALYSIS AND INTERPRETATION OF ACCOUNTS</b> <ul style="list-style-type: none"> <li>• Vertical Forms of Balance Sheet and Profit and Loss Account suitable for analysis</li> <li>• Trend Analysis.</li> <li>• Comparative Statement.</li> <li>• Common Size Statement.</li> </ul> NOTE: Practical Problems based on the above	<b>15</b>
<b>2</b>	<b>FINANCIAL STATEMENT ANALYSIS: RATIO ANALYSIS</b> <ul style="list-style-type: none"> <li>• Meaning of financial Statement Analysis, steps, Objective and types of Analysis. Ratio analysis: Meaning, classification, advantages and Limitations.</li> <li>• Balance Sheet Ratios:               <ul style="list-style-type: none"> <li>• Current Ratio</li> <li>• Liquid Ratio</li> <li>• Stock Working Capital Ratio</li> <li>• Proprietary Ratio</li> <li>• Debt Equity Ratio</li> <li>• Capital Gearing Ratio</li> </ul> </li> <li>• Revenue Statement Ratios:               <ul style="list-style-type: none"> <li>• Gross Profit Ratio</li> </ul> </li> </ul>	<b>15</b>



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	<ul style="list-style-type: none"> <li>• Expenses Ratio</li> <li>• Operating Ratio</li> <li>• Net Profit Ratio</li> <li>• Net Operating Profit Ratio</li> <li>• Stock Turnover Ratio</li> <li>• Combined Ratio</li> <li>• Return on Capital employed (Including Long Term Borrowings)</li> <li>• Return on proprietor's Fund</li> <li>• (Shareholders Fund and Preference Capital)</li> <li>• Return on Equity Capital</li> <li>• Dividend Payout Ratio</li> <li>• Debt Service Ratio</li> <li>• Debtors Turnover</li> </ul>	
	<b>TOTAL</b>	<b>30</b>

Course Outcomes:	
<b>CO1</b>	After the completion of the course, students will able to Learn vertical format & make different analysis.
<b>CO2</b>	Make decisions and suggest on the basis of Ratio analysis.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> <li>• Cost Management by Saxena &amp; Vashi's</li> <li>• Cost &amp; Management Accounting by Ravi N. Kishor, Publication Taxmonth</li> <li>• Essential of Management Accounting by P. N. Reddy, Himalaye</li> <li>• Advanced Management Accounting by Robert S Kailar, Holl</li> <li>• Financial Of Management Accounting by S. R. Varshney, Wisdom</li> <li>• Introduction Of Management Accounting by Charbs T Horngam, PHI Learnng</li> <li>• Management Accounting by I.m. Pandey, Vikas</li> <li>• Cost &amp; Management Accounting by D. K. Mattal, Galgotia</li> <li>• Management Accounting by Khan &amp; Jain, Tata Megaw</li> <li>• Management Accounting by R.P. Resstogi</li> </ul>



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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester IV</b>	
<b>Course Name: Writing Skill in Hindi Language</b>		<b>Course Code: VFWS283</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>2</b>	
<b>Number of Credits</b>		<b>2</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	● <b>External Assessment</b>	<b>1</b>	<b>30</b>
	● <b>Internal Assessment</b>	<b>-</b>	<b>20</b>

**Course Objectives:**

<b>1</b>	वर्णों को ठीक-ठीक लिखना सीखना तथा सुंदर लेख का अभ्यास करना।
<b>2</b>	शुद्ध अक्षर विन्यास का ज्ञान कराना तथा वाक्य रचना के नियमों से परिचित कराना।
<b>3</b>	विचार तार्किक क्रम में प्रस्तुत करना तथा अनुभवों का लेखन करना।
<b>4</b>	वाक्य रचना, शुद्ध वर्तनी, विराम चिह्नों का प्रयोग सिखाना।
<b>5</b>	छात्रों को सृजनात्मक शक्ति और मौलिक रचना करने में निपुण बनाना।

<b>Units</b>	<b>Module</b>	<b>Lectures</b>
<b>1</b>	संवाद लेखन : अर्थ एवं स्वरूप ब) विविध माध्यमों के लिए संवाद लेखन : धारावाहिक व फिल्म के आधार पर	<b>10</b>
<b>2</b>	पटकथा लेखन : अर्थ, परिभाषा एवं स्वरूप ब) पटकथा लेखन के विविध माध्यम	<b>10</b>
<b>3</b>	समीक्षा लेखन : अर्थ एवं स्वरूप (फिल्म समीक्षा, फिल्म समीक्षा लेखन, पुस्तक समीक्षा, पुस्तक समीक्षा लेखन)	<b>10</b>
	<b>Total Lectures</b>	<b>30</b>

**Course Outcomes:**

	After the completion of the course, students will able to
<b>CO 1</b>	वर्णों को ठीक-ठीक लिखना सीखना तथा सुंदर लेख का अभ्यास कर सकेंगे।



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CO 2	शुद्ध अक्षर विन्यास तथा वाक्य रचना के नियमों से परिचित होंगे।
CO 3	विचार तार्किक क्रम में तथा अनुभवों का लेखन कर सकेंगे।
CO 4	वाक्य रचना, शुद्ध वर्तनी, विराम चिह्नों का प्रयोग सिखेंगे।
CO 5	छात्रों को सृजनात्मक शक्ति और मौलिक रचना करने में निपुण कर सकेंगे।

Recommended Resources	
Reference Books -	<ol style="list-style-type: none"> <li>1. हिन्दी पत्रकारिता – स्वरूप और संरचना – ग्रंथलोक प्रकाशन, दिल्ली – 110032</li> <li>2. मीडिया लेखन : सिद्धांत और व्यवहार – डॉ. चंद्रप्रकाश मिश्र, संजय प्रकाशन, नई दिल्ली – 110002</li> <li>3. प्रयोजनमूलक हिन्दी : सिद्धांत और प्रयोग – दंगल झाल्ट</li> <li>4. पटकथा लेखन एक परिचय – मनोहर श्याम जोशी, राजकमल प्रकाशन, दिल्ली</li> <li>5. संवाद भाग 2 – संध्या सिंह, राष्ट्रीय शैक्षिक अनुसंधान और प्रशिक्षक परिषद</li> <li>6. संवाद पथ – अंबरीष त्रिपाठी, पुस्तक नामा</li> <li>7. साहित्य समीक्षा के पाश्चात्य मानदंड – डॉ. राजेन्द्र वर्मा, मध्यप्रदेश हिन्दी ग्रंथ अकादमी, भोपाल</li> </ol>
E-Resources Webliography:	<a href="https://testbook.com/amp/hindi-grammar/samvad-lekhan">https://testbook.com/amp/hindi-grammar/samvad-lekhan</a> <a href="https://en-m-wikipedia-org.translate.goog/wiki/Screenwriting?_x_tr_sl=en&amp;_x_tr_tl=hi&amp;_x_tr_hl=hi&amp;_x_tr_pto=wa">https://en-m-wikipedia-org.translate.goog/wiki/Screenwriting?_x_tr_sl=en&amp;_x_tr_tl=hi&amp;_x_tr_hl=hi&amp;_x_tr_pto=wa</a>



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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester IV</b>	
<b>Course Name: Writing Skill in Marathi Language (मराठी भाषेतील लेखन कौशल्ये)</b>		<b>Course Code: VFWS284</b>	
<b>Lectures per week (1 Lecture is of 60 minutes)</b>		<b>2</b>	
<b>Number of Credits</b>		<b>2</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	● <b>External Assessment</b>	<b>1</b>	<b>30</b>
	● <b>Internal Assessment</b>	<b>-</b>	<b>20</b>

**Course Objectives:**

<b>1</b>	मराठी भाषेतील प्राथमिक पातळीवरील लेखन कौशल्ये आत्मसात करणे.
<b>2</b>	मराठी भाषेतील लेखन कौशल्याचे उद्दिष्टे, प्रकार व टप्पे समजून घेणे.
<b>3</b>	मराठी भाषेच्या लेखन कौशल्यातील व्यावसायामधील विविध संधी उपलब्ध करून देण्याबाबत प्रोत्साहन देणे.
<b>4</b>	वर्तमान पत्र, इंटरनेटवरील लेखन, लेखक/ कवी, भाषांतर, मसुदा लेखन (Content Writing) इ. कौशल्याचे ज्ञान प्राप्त करून देणे.

<b><u>Units</u></b>	<b><u>Module</u></b>	<b><u>Lectures</u></b>
<b>I</b>	लेखन कौशल्ये स्वरूप उद्दिष्टे आणि टप्पे : लेखन कौशल्याची उद्दिष्टे, लेखन कौशल्याचे टप्पे, लेखनाचे प्रकार	<b>15</b>
<b>II</b>	लेखन कौशल्ये आणि व्यावसायीक संधी : लेखन कौशल्याचे महत्व, वर्तमानपत्रातील लेखन, इंटरनेटवरील लेखन, लेखक/ कवी, भाषांतर, मसुदा लेखन ( Content Writing )	<b>15</b>
	<b>Total No. of Lectures</b>	<b>30</b>



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**Course Outcomes:**

	After the completion of the course, students will able to
CO1	मराठी भाषेतील प्राथमिक लेखन कौशल्याचे आकलन होऊन ती व्यावहारिक जीवनात आत्मसात करता येतात.
CO2	मराठी भाषेच्या लेखनकौशल्यातील उद्दिष्ट्ये, प्रकार व टप्पे याचे ज्ञान मिळते.
CO3	व्यावसायिक, माध्यमातील लेखन कौशल्ये - वृत्तपत्रे, भाषांतर, इंटरनेटवरील लेखन व <b>Content Writing</b> यावरील लेखन कौशल्ये शिकता येतात.
CO4	भविष्यातील मराठी भाषा लेखनविषयक प्रसार व समाज माध्यमे तसेच व्यावसायातील संधी मिळावी यासाठी प्रयत्नशील राहता येते.

**Tutorials**

**Speaking skills, presentations on soft skills, remedial grammar**

**Teaching Methodology**

**Lectures, Flipped Classroom, Presentations, ICT, Case Studies, Demonstrations, Role play, Workshops, Guest Lectures**

**Recommended Resources**

Reference Books -	<ol style="list-style-type: none"> <li>1) व्यक्तिमत्त्व विकासासाठी संभाषण व लेखन कौशल्ये, संपादक: डॉ. पृथ्वीराज तौर, डॉ. शैलेन्द्र लेंडे, डॉ. वंदना महाजन, अथर्व पब्लिकेशन्स</li> <li>2) संवाद कौशल्य, डॉ. आशा भागवत, डायमंड पब्लिकेशन</li> <li>3) भाषा आणि कौशल्य विकास, प्रा. डॉ. संदीप माळी, प्रशांत पब्लिकेशन</li> <li>4) मध्यमांसाठी लेखन व संवाद कौशल्ये, डॉ. अक्षय घोरपडे, प्रशांत पब्लिकेशन.</li> <li>5) मराठी भाषा उपयोजन आणि सर्जन, प्रा. सुहासकुमार बोबडे.</li> <li>6) व्यावहारिक मराठी - डॉ. प्रकाश परब. व्यावहारिक मराठी - ल. रा. नासिराबादकर, फडके प्रकाशन कोल्हापूर</li> </ol>
E-Resources Webliography:	<ol style="list-style-type: none"> <li>1. <a href="https://books.google.co.in/books/about/%E0%A4%AD%E0%A4%BE%E0%A4%B7%E0%A4%BE_%E0%A4%86%E0%A4%A3%E0%A4%BF_%E0%A4%95%E0%A5%8C%E0%A4%B6%E0%A4%B2%E0%A5%8D.html?id=Y4nxDwAAQBAJ&amp;redir_esc=y">https://books.google.co.in/books/about/%E0%A4%AD%E0%A4%BE%E0%A4%B7%E0%A4%BE_%E0%A4%86%E0%A4%A3%E0%A4%BF_%E0%A4%95%E0%A5%8C%E0%A4%B6%E0%A4%B2%E0%A5%8D.html?id=Y4nxDwAAQBAJ&amp;redir_esc=y</a></li> <li>2. <a href="https://www.kopykitab.com/Madhyamansathi-Savand-And-Lekhan-Kaushalye-by-Dr-Akshya-Ghorpade">https://www.kopykitab.com/Madhyamansathi-Savand-And-Lekhan-Kaushalye-by-Dr-Akshya-Ghorpade</a></li> <li>3. <a href="https://www.kopykitab.com/Sanvad-ani-Lekhan-Kaushalye-by-Dr-Akshay-Kishor-Ghorpade">https://www.kopykitab.com/Sanvad-ani-Lekhan-Kaushalye-by-Dr-Akshay-Kishor-Ghorpade</a></li> <li>4. <a href="https://www.kopykitab.com/Bhashik-Kaushalya-Vikas-by-Dr-Haresh-Shelke-Dr-Gitanjali-Chine-Dr-Atul-Chaure">https://www.kopykitab.com/Bhashik-Kaushalya-Vikas-by-Dr-Haresh-Shelke-Dr-Gitanjali-Chine-Dr-Atul-Chaure</a></li> </ol>



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<b>SY Bachelor of Business Administration (B.B.A.)</b>		<b>Semester IV</b>	
<b>Course Name: Community Engagement Programme</b>		<b>Course Code- VYCE254</b>	
<b>Lectures per week (2 Lectures of 60 minutes)</b>		<b>-</b>	
<b>Number of Credits:</b>		<b>2</b>	
<b>Evaluation System</b>	<b>Assessment</b>	<b>Hours</b>	<b>Marks</b>
	● <b>External Assessment</b>	-	-
	● <b>Internal Assessment</b>	-	<b>50</b>

Community engagement programme for business administration students includes:

- Entrepreneurship Development Programs: Supporting local entrepreneurs through mentorship, training, and resource connection.
- Financial Literacy Workshops: Conducting workshops to educate communities on personal finance, budgeting, and money management.
- Marketing and Branding Support: Providing pro-bono marketing and branding services to non-profit organizations or social enterprises.
- Leadership Development Programs: Developing leadership skills through training, mentorship, and community service projects.
- Social Entrepreneurship Incubators: Creating incubators to support student-led social entrepreneurship ventures.
- Community Needs Assessments: Conducting research to identify community needs and developing business solutions to address them.
- Business Ethics and Sustainability Forums: Organizing forums to discuss ethical business practices, sustainability, and social responsibility.

These programs help students apply theoretical concepts to real-world problems, develop practical skills, and understand the role of business in society.



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**EVALUATION PATTERN**

**INTERNAL EVALUATION**

● **For Major, Minor, Open Elective (OE), Vocational & Skill Enhancement (VSEC) Courses**

Sr. No.	Description	Marks
I	Individual Project / Assignment / Presentation	15
II	Group Project / Assignment / Presentation	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	<b>TOTAL MARKS</b>	<b>40</b>

**Note:** For OE from science faculty, practical examination of 40 marks will be conducted for Internal Evaluation.

● **For Ability Enhancement (AEC) Courses**

Sr. No.	Description	Marks
I	Project / Assignment / Presentation	10
II	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	<b>TOTAL MARKS</b>	<b>20</b>

● **For Co - Curricular (CC) Courses**

Sr. No.	Description	Marks
I	Class Test	15
II	Activities	35
	<b>TOTAL MARKS</b>	<b>50</b>

● **For Field Project (FP), Community Engagement Programme (CEP) Courses**

Sr. No.	Description	Marks
I	Weekly reporting (Minimum 4 hours/week)	15
II	Writing report	20
III	Viva-voce/presentation	15
	<b>TOTAL MARKS</b>	<b>50</b>





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EXTERNAL EVALUATION		
<ul style="list-style-type: none"> <li>For Major, Minor, Open Elective (OE), Vocational &amp; Skill Enhancement (VSEC) Courses</li> </ul>		
<ul style="list-style-type: none"> <li>Maximum Marks: 60</li> <li>Questions to be set: 04</li> <li>Duration: 2 Hours</li> <li>All Questions are compulsory carrying 15 marks each</li> </ul>		
Q. No.	Description	Marks
Q.1	Full Length Question OR Full Length Question	15
Q.2	Full Length Question OR Full Length Question	15
Q.3	Full Length Question OR Full Length Question	15
Q.4	Full Length Question OR Full Length Question	15
	<b>TOTAL MARKS</b>	<b>60</b>
<b>Note:</b> Question of 15 marks can be further sub-divided into questions of 5/5/5, 8/7 or 10/5.		
<ul style="list-style-type: none"> <li>For Ability Enhancement (AEC) Courses</li> </ul>		
Q. No.	Description	Marks
Q.1	Attempt any two out three: (5 marks each)	10
Q.2	Attempt any two out three: (5 marks each)	10
Q.3	Attempt any two out three: (5 marks each)	10
	<b>TOTAL MARKS</b>	<b>30</b>



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• Distribution of marks as per Units, COs and Bloom's Taxonomy					
Unit	COs	Bloom's Taxonomy Level	Type of Question	Marks	Weightage (%)
1	CO1: Explain	Understanding (L1)	Short notes	15	25
2	CO2: Apply	Applying (L2)	Essay Type: Problem solving	15	25
3	CO3: Analyse/ Evaluate	Analysing/Evaluating (L3)	Essay Type: Case Study	15	25
4	CO4: Create	Creating (L4)	Essay Type – application based task	15	25



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**--THE END--**

