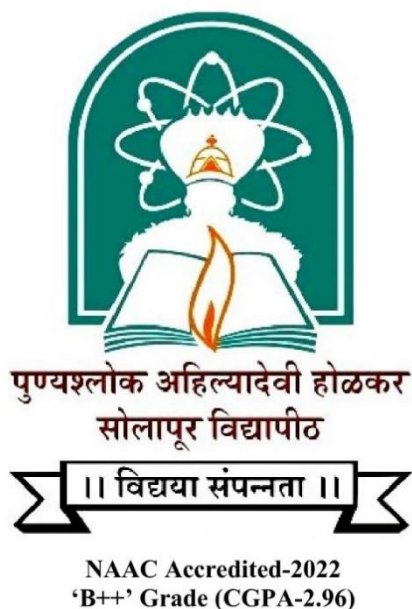


**PUNYASHLOK AHILYADEVI HOLKAR SOLAPUR  
UNIVERSITY, SOLAPUR**



**Name of the Faculty-Commerce and Management**

**Syllabus-NEP 2020**

**Name of the Course- B.Com. -II- Semester III and IV**

**B.Com. (Business Administration)**

**With effect from June-2025**

**PUNYASHLOK AHILYADEVI HOLKAR SOLAPUR UNIVERSITY, SOLAPUR**



**FACULTY: COMMERCE AND MANAGEMENT**

**PROGRAMME: B.COM. (BUSINESS ADMINISTRATION)**

**B.COM. - II SEMESTER – III AND IV (NEP 2020) W.E.F. JUNE 2025**



Sr. No	Category	Title of the Subject	Course Credit	Weekly Hours	Total Lectures	Total Marks		
						CA	UA	Total
Semester III								
1	Major Mandatory	Business Administration Paper III (Organizational Behavior)	04	04	60	60	40	100
2	Major Mandatory	Business Administration Paper – IV (Office Management)	04	04	60	60	40	100
3	Minor	Fundamentals of Entrepreneurship- I	04	04	60	60	40	100
4	Vocational Skill Course VSC	Management Information System	02	02	30	30	20	50
Semester IV								
1	Major Mandatory	Business Administration Paper – V (Logistic Management)	04	04	60	60	40	100
2	Major Mandatory	Business Administration Paper VI (Sales & Distribution Management)	04	04	60	60	40	100
3	Minor	Fundamentals of Entrepreneurship -II	04	04	60	60	40	100
4	Skill Enhancement Course (SEC)	Event Management	02	02	30	30	20	50

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<p><b>VERTICAL: MAJOR MANDATORY PAPER -III</b></p> <p><b>COURSE CODE:</b></p> <p><b>COURSE NAME: BUSINESS ADMINISTRATION PAPER III (ORGANISATIONAL BEHAVIOR)</b></p>			
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>	<b>Total marks</b>
<b>4 Credits</b>	<b>4 Hours</b>	<b>60 Hours</b>	<b>100 (UA 60 + CA 40)</b>
<p><b>Preamble:</b> Organizational Behaviour (OB) explores the dynamics of individual and group behavior within organizations. It combines insights from psychology, sociology, and management to enhance organizational effectiveness and improve interpersonal relationships. This course provides an in-depth understanding of behavioral patterns, organizational culture, leadership, and change management, equipping students with skills to navigate complex organizational environments.</p> <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"><li>1) To understand the fundamentals of individual and group behavior in organizations.</li><li>2) To analyze the impact of organizational culture, structure, and design on employee performance.</li><li>3) To develop the ability to manage conflict, power, and politics within organizations.</li><li>4) To prepare students to lead and manage organizational change effectively.</li></ol>			
<b>Unit</b>	<b>Contents</b>		<b>Lectures</b>
<b>Unit I- Introduction to Organizational Behaviour</b>	<ul style="list-style-type: none"><li>• Definition, Nature, and Scope of OB</li><li>• Importance of OB in Organizations</li><li>• Evolution and History of OB</li><li>• Disciplines Contributing to OB (Psychology, Sociology, Anthropology)</li><li>• Models of OB</li></ul>		<b>15</b>
<b>Unit-II – Individual Behavior</b>	<ul style="list-style-type: none"><li>• Personality: Meaning, Determinants, and Theories</li><li>• Perception: Process, Factors, and Impact on Decision-Making</li><li>• Attitudes: Formation, Types, and Impact on Behavior</li><li>• Motivation: Theories (Maslow, Herzberg, McClelland, Vroom) and Applications</li><li>• Emotional Intelligence in Organizations</li></ul>		<b>15</b>
<b>Unit III- Group Dynamics</b>	<ul style="list-style-type: none"><li>• Groups in Organizations: Types, Formation, and Roles</li><li>• Group Behavior: Norms, Cohesion, and Conflict</li></ul>		<b>15</b>

<b>and Teamwork</b>	<ul style="list-style-type: none"> <li>• Team Building and Team Effectiveness</li> <li>• Decision-Making: Group vs. Individual</li> <li>• Managing Diversity in Teams</li> </ul>	
<b>Unit IV- Organizational Culture and Change</b>	<ul style="list-style-type: none"> <li>• Organizational Culture: Definition, Types, and Impact on Performance</li> <li>• Organizational Structure and Design</li> <li>• Change Management: Models and Strategies (Lewin's Model, Kotter's 8 Steps)</li> <li>• Resistance to Change: Causes and Overcoming Strategies</li> <li>• Innovation and Organizational Development</li> </ul>	<b>15</b>


### Course Outcome

On successful completion of the course, the students will be able to...

- 1) Describe and analyze individual behavior in organizations, including personality, perception, and attitudes.
- 2) Evaluate group dynamics, team building, and decision-making processes.
- 3) Identify strategies for conflict resolution, power management, and political navigation within organizations.
- 4) Design frameworks for managing organizational change and fostering a positive work culture.

### Suggested Readings:


- 1) **Stephen P. Robbins, Timothy A. Judge, & Seema Sanghi.** (2021). *Organizational Behavior*. Pearson Education.
- 2) **Fred Luthans.** (2011). *Organizational Behavior: An Evidence-Based Approach*. McGraw Hill Education.
- 3) **John W. Newstrom.** (2015). *Organizational Behavior: Human Behavior at Work*. McGraw Hill Education.
- 4) **K. Aswathappa.** (2021). *Organizational Behaviour*. Himalaya Publishing House.
- 5) **Keith Davis & John W. Newstrom.** (2002). *Human Behavior at Work: Organizational Behavior*. Tata McGraw Hill.
- 6) **Debra L. Nelson & James Campbell Quick.** (2013). *Organizational Behavior: Science, the Real World, and You*. Cengage Learning.
- 7) **McShane, S.L., Von Glinow, M.A., & Sharma, R.** (2020). *Organizational Behavior*. McGraw Hill Education.



**PUNYASHLOK AHILYADEVIHOLKAR SOLAPUR UNIVERSITY,**  
**SOLAPUR**

**PROGRAMME: B.COM. (BUSINESS ADMINISTRATION)**

**B.COM. - II SEMESTER – III (NEP 2020)**



**VERTICAL: MAJOR MANDATORY PAPER IV**

**COURSE CODE:**

**COURSE NAME: BUSINESS ADMINISTRATION PAPER – IV (OFFICE MANAGEMENT)**

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
<b>4 Credits</b>	<b>4 Hours</b>	<b>60 Hours</b>	<b>100 (UA 60 + CA 40)</b>

**Preamble:** The course on Office Management is designed to impart knowledge and skills required for managing office operations efficiently. The curriculum prepares students to handle modern office environments with proficiency, emphasizing the importance of systematic approaches, effective communication, and correspondence management. By focusing on practical and theoretical knowledge, the course aims to develop competencies essential for a successful career in administrative and office management roles.

**Course Objectives:**

- 1) To introduce the fundamental concepts, principles, and functions of office management.
- 2) To provide an understanding of various means of office communication and their application in modern business contexts.
- 3) To develop skills in drafting and managing business correspondence with an emphasis on professionalism.
- 4) To explore office systems, filing, indexing, and records management techniques essential for operational efficiency.
- 5) To familiarize students with modern office technologies and systems for correspondence and records retention

Unit	Contents	Lectures
<b>Unit I- Introduction to Office Management</b>	<ul style="list-style-type: none"> <li>• Introduction: Meaning, functions and importance of office management</li> <li>• Principles of office management and organization.</li> <li>• Office Manager: Qualifications and qualities of office manager.</li> <li>• Role and responsibilities of an office manager.</li> </ul>	<b>15</b>
<b>Unit II- Office Accommodation</b>	<ol style="list-style-type: none"> <li>a) Office accommodation: Selection of site. Office layout. Environment and working conditions.</li> <li>b) Office Communication: Various means of communication- Their use, merits and limitations.</li> </ol>	<b>15</b>

<b>and Communication</b>	Selection of means of communication. Correspondence through Internet.	
<b>Unit III: Office Correspondence</b>	<ul style="list-style-type: none"> <li>• Office correspondence- Meaning and Definition</li> <li>• Different types of circular letters.</li> <li>• Importance of correspondence in business and Govt. offices Essentials of good business and official correspondence</li> <li>• Various forms of correspondence</li> </ul>	<b>15</b>
<b>Unit IV: Office Systems and Operational Aspects</b>	a) Office Systems: Office forms-stationary-continuous stationary-office Stationary and supplies- systems and procedures- Records management -Filing –Essential of good filling systems. b) Definition of indexing- essentials of a good indexing Systems-Selection of suitable indexing systems- Types of index-Records retention and micro filling.	<b>15</b>



### **Course Outcomes**

On successful completion of the course, the students will be able to...

- 1) Explain the meaning, functions, and importance of office management.
- 2) Evaluate office accommodation factors such as site selection, layout, and environmental conditions to optimize productivity.
- 3) Demonstrate proficiency in using various means of office communication and correspondence through modern technologies like the Internet.
- 4) Draft effective business and official correspondence and understand its importance in business and government settings.
- 5) Apply knowledge of indexing systems and records retention methods, including microfiling, for operational efficiency in office management.

### **Suggested Readings:**

- 1) **"Office Management: Principles and Practices"** by R.K. Chopra
- 2) **"Modern Office Management"** by C. B. Gupta
- 3) **"Office Layout and Environment"** by Frank W. Butterfield
- 4) **"Essentials of Business Communication"** by Rajendra Pal and J.S. Korlahalli
- 5) **"Business Correspondence and Report Writing"** by R.C. Sharma and Krishna Mohan
- 6) **"Office Correspondence and Filing Techniques"** by A.K. Tandon
- 7) **"Records Management"** by Judith Read and Mary Lea Ginn
- 8) **"Office Systems: Design and Implementation"** by James A. O'Brien
- 9) **"Office Procedures for the 21st Century"** by Sharon Burton and Nelda Shelton
- 10) **"Principles of Management"** by Stephen P. Robbins and Mary Coulter

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<p><b>VERTICAL: MINOR- I</b> <b>COURSE CODE:</b> <b>COURSE NAME: FUNDAMENTALS OF ENTREPRENEURSHIP- I</b></p>				
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>	<b>Total marks</b>	
<b>4 Credits</b>	<b>4 Hours</b>	<b>60 Hours</b>	<b>100 (UA 60 + CA 40)</b>	

**Preamble:** The goal of the course is to give students a grasp of the fundamentals of entrepreneurship, the qualities that make an entrepreneur successful, how to launch a new business. Students will have the ability to manage risks, design business plans, and comprehend how the corporate sector operates.

**Course Objectives:**

1. To Understand the concept of entrepreneurship and key traits of successful entrepreneurs.
2. To explore the various types of entrepreneurs and the ethical and social responsibilities they face.
3. To examine the key factors that influence entrepreneurship, the role of entrepreneurship in economic development,
4. To guide students through the process of identifying business opportunities, developing a business idea, and planning a new venture.
5. To study the problems of MSME and to familiarize students with the step-by-step process of forming an MSME
6. To teach students the essentials of preparing a project report and guide them in preparing a comprehensive project report for an MSME,

Unit	Contents	Lectures
<b>Unit I- Introduction to Entrepreneur</b>	<ul style="list-style-type: none"> <li>• Entrepreneur: Meaning and Definition and Types</li> <li>• Key Traits of Successful Entrepreneurs</li> <li>• Ethics and Social responsibility of Entrepreneur</li> <li>• Entrepreneur vs Entrepreneur</li> <li>• Challenges Faced by Entrepreneurs.</li> </ul>	<b>15</b>

<b>Unit II- Introduction to Entrepreneurship</b>	<ul style="list-style-type: none"> <li>• Entrepreneurship: Meaning and Definition</li> <li>• Factors affecting entrepreneurship</li> <li>• Role of Entrepreneurs in Economic Development</li> <li>• Theories of Entrepreneurship               <ul style="list-style-type: none"> <li>a) Innovation Theory by Schumpeter</li> <li>b) Risk bearing theory of Knight</li> <li>c) Theory of High Achievement by McClelland</li> </ul> </li> </ul>	<b>15</b>
<b>Unit III: Starting New Venture</b>	<ul style="list-style-type: none"> <li>• Types of Business Ventures</li> <li>• The Business Idea and Opportunity</li> <li>• Business Planning Process</li> <li>• Sources of Financing               <ul style="list-style-type: none"> <li>a) Bootstrapping and Self-financing</li> <li>b) Angel Investors and Venture Capitalists</li> <li>c) Government Grants, Loans, and Schemes</li> <li>d) Crowdfunding and Peer-to-Peer Lending</li> </ul> </li> </ul>	<b>15</b>
<b>Unit IV: Entrepreneurship and Micro, Small and Medium Enterprises(MSME) and Project Report</b>	<ul style="list-style-type: none"> <li>• Micro, Small and Medium Enterprises (MSME): Meaning &amp; Importance, Problems and Remedies</li> <li>• Steps Involved in the Formation of MSME</li> <li>• Udyam Aadhar Concept &amp; Importance</li> <li>• Report Writing: Contents of Project Report, Preparation of Project Report- Hotel Business</li> </ul>	<b>15</b>

### Course Outcome



On successful completion of the course, the students will be able to...

1. Identify the characteristics of successful entrepreneurs and differentiate between various types of entrepreneurs.
2. Understand the ethical and social responsibilities of entrepreneurs, and compare entrepreneurship with intrapreneurship.
3. Discuss the role of entrepreneurs in economic development.
4. Apply the entrepreneurial process to identify business opportunities and create business plans.
5. Identify various sources of financing and evaluate the pros and cons of different funding options.
6. Equipped with the knowledge of the procedures and steps involved in setting up an MSME.
7. prepare a well-structured, detailed, and professional project report.



### **Suggested Readings:**

1. **Bygrave, W. D., & Zacharakis, A.** (2014). *Entrepreneurship: Theory, Process, and Practice* (9th ed.). Cengage Learning.
2. **Hisrich, R. D., Peters, M. P., & Shepherd, D. A.** (2017). *Entrepreneurship* (9th ed.). McGraw-Hill Education.
3. **Schein, E. H.** (2010). *Organizational Culture and Leadership* (4th ed.). Wiley.
4. **Robinson, S. P., & Judge, T. A.** (2017). *Organizational Behavior* (17th ed.). Pearson Education.
5. **Schumpeter, J. A.** (1934). *The Theory of Economic Development*. Harvard University Press.
6. **Knight, F. H.** (1921). *Risk, Uncertainty and Profit*. Houghton Mifflin.
7. **McClelland, D. C.** (1961). *The Achieving Society*. Princeton University Press.
8. **Baumol, W. J.** (1993). *Entrepreneurship, Management, and the Structure of Payoffs*. MIT Press.
9. **Barringer, B. R., & Ireland, R. D.** (2015). *Entrepreneurship: Successfully Launching New Ventures* (5th ed.). Pearson Education.
10. **Kurato, D. F., & Hodgetts, R. M.** (2007). *Entrepreneurship: A Contemporary Approach* (8th ed.). Thomson South-Western.
11. **Sharma, S., & Raina, M.** (2020). *Entrepreneurship and Small Business Management*. PHI Learning Pvt. Ltd.
12. **Timmons, J. A., & Spinelli, S.** (2014). *New Venture Creation: Entrepreneurship for the 21st Century* (10th ed.). McGraw-Hill.
13. **MSME Ministry, Government of India.** (2020). *Annual Report on MSME Sector*. Ministry of Micro, Small and Medium Enterprises.
14. **Ghosh, B. N.** (2008). *Small Business Management: An Entrepreneurial Approach*. New Age International.
15. **Udyam Registration Portal.** (2020). *Udyam Registration Guidelines*. Ministry of MSME, Government of India.
16. **Verma, S., & Shekhawat, M.** (2016). *Business Plan Development and Project Report Writing*. New Delhi: Excel Books.
17. **Sharma, M.** (2011). *Project Management and Entrepreneurship*. Global India Publications.

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<p><b>VERTICAL: VOCATIONAL SKILL COURSE- P-II</b></p> <p><b>COURSE CODE:</b></p> <p><b>COURSE NAME: MANAGEMENT INFORMATION SYSTEM</b></p>				
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>		<b>Total marks</b>
<b>2 Credits</b>	<b>2 Hours</b>	<b>30 Hours</b>		<b>50 (30 UA+ 20 CA)</b>

**Preamble:** The course on Management Information Systems (MIS) is designed to provide students with a foundational understanding of how information systems are utilized in organizations to enhance efficiency, support decision-making, and drive business success. It emphasizes the components, benefits, and applications of MIS while addressing critical aspects like information security, ethical issues, and legal considerations. This course prepares students to understand and effectively manage information systems in dynamic business environments

#### Course Objectives:

- 1) To introduce the fundamental concepts and components of MIS.
- 2) To explore the benefits and types of MIS.
- 3) To familiarize students with information security management.
- 4) To discuss ethical and legal considerations related to the use of information systems.
- 5) To analyze the strategic role of MIS in business operations and decision-making processes.

Unit	Contents	Lectures
<b>Unit I- Introduction to MIS</b>	MIS: Definition, Concepts, and Importance Benefits of MIS Components of MIS: Hardware, Software, Data, People, and Processes Types of Information Systems: TPS, DSS, ESS, and KMS	<b>15</b>
<b>Unit II- Application of MIS</b>	Information Security Management: Threats and Controls Ethical Issues in Information Systems Legal and Regulatory Aspects of MIS Role of MIS in Business Decision-Making	<b>15</b>



## **Course Outcome**

On successful completion of the course, the students will be able to...

- 1) Define MIS and explain its importance and benefits in organizational contexts.
- 2) Identify and describe the components of MIS, including hardware, software, data, people, and processes.
- 3) Differentiate between types of information systems such as TPS, DSS, ESS, and KMS, and their applications.
- 4) Evaluate threats to information systems and propose effective security controls.
- 5) Discuss ethical and legal considerations associated with the use of MIS in organizations.
- 6) Apply MIS concepts to enhance business decision-making and operational efficiency.

## **Suggested Readings:**

- 1) **"Management Information Systems: Managing the Digital Firm"** by Kenneth C. Laudon and Jane P. Laudon
- 2) **"Principles of Information Systems"** by Ralph M. Stair and George W. Reynolds
- 3) **"Information Systems Security: Principles and Practices"** by Mark S. Merkow and Jim Breithaupt
- 4) **"Ethics in Information Technology"** by George W. Reynolds
- 5) **"Legal Aspects of Information Technology"** by Ian Lloyd
- 6) **"Business Information Systems"** by Paul Bocij, Andrew Greasley, and Simon Hickie
- 7) **"Decision Support and Business Intelligence Systems"** by Efraim Turban, Ramesh Sharda, and Dursun Delen

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<p><b>VERTICAL: MAJOR MANDATORY PAPER V</b> <b>COURSE CODE:</b> <b>COURSE NAME: BUSINESS ADMINISTRATION PAPER – V (LOGISTIC MANAGEMENT)</b></p>			
<b>Course Credits</b> <b>4 Credits</b>	<b>No. of Hrs. per Week</b> <b>4 Hours</b>	<b>Total No. of Teaching Hrs.</b> <b>60 Hours</b>	<b>Total marks</b> <b>100 (UA 60 + CA 40)</b>

**Preamble:** Logistics management plays a crucial role in modern business operations by optimizing the flow of goods, services, and information. This course aims to provide a comprehensive understanding of logistics management concepts, emphasizing both domestic and global contexts. By exploring the intricacies of customer service, office logistics, global supply chains, and allied logistics concepts, students will gain the knowledge and skills required to thrive in the dynamic field of logistics. The curriculum integrates theoretical frameworks with practical applications, preparing students to address challenges and leverage opportunities in the logistics sector.

**Course Objectives:**

- 1) To provide an in-depth understanding of logistics management and its historical evolution, importance, and modern trends.
- 2) To analyze the role of customer service and outsourcing in enhancing logistics efficiency.
- 3) To explore the organizational, strategic, and operational dimensions of global logistics management.
- 4) To impart knowledge about allied logistics concepts such as warehousing, transportation, and courier services.
- 5) To equip students with the ability to address critical issues, barriers, and financial challenges in logistics performance.

Unit	Contents	Lectures
<b>Unit I- Introduction to Logistics Management</b>	<ul style="list-style-type: none"> <li>Logistics: Definition, History and Evolution, Objectives and Importance</li> <li>Emerging concept in logistics</li> <li>Logistics Management: Definition and Evolution</li> <li>Role of Logistics management</li> <li>Integrated Logistics Management</li> </ul>	<b>15</b>
<b>Unit II- Office Logistics and Customer Service</b>	<ul style="list-style-type: none"> <li>Customer Service: Meaning and Definition</li> <li>Elements of Customer Service</li> <li>Phases in Customer Service</li> <li>Procurement and Outsourcing - Definition of Procurement/Outsourcing</li> <li>Benefits of Logistics Outsourcing</li> </ul>	<b>15</b>

	<ul style="list-style-type: none"> <li>• Critical Issues in Logistics Outsourcing</li> </ul>	
<b>Unit III: Global Logistics</b>	<ul style="list-style-type: none"> <li>• Global Supply Chain: Concept</li> <li>• Organizing for Global Logistics</li> <li>• Strategic Issues in Global Logistics</li> <li>• Modes of Transportation in Global Logistics</li> <li>• Barriers to Global Logistics</li> <li>• Financial Issues in Logistics Performance</li> </ul>	<b>15</b>
<b>Unit IV: Logistics Allied Concepts</b>	<ul style="list-style-type: none"> <li>• Warehouse: Warehouse-Meaning, Types and Benefits of Warehousing</li> <li>• Transportation- Meaning, Types and Benefits of Transportations,</li> <li>• Courier/Express-Meaning, Categorization of Shipments, Courier Guidelines, Pricing in Courier</li> <li>• Express Sector for international and domestic shipping</li> </ul>	<b>15</b>



### Course Outcomes

On successful completion of the course, the students will be able to...

- 1) Define and explain key logistics concepts and their evolution over time.
- 2) Assess the importance of customer service in logistics and evaluate strategies for effective outsourcing.
- 3) Understand and apply global logistics strategies, including transportation modes and overcoming logistical barriers.
- 4) Demonstrate knowledge of warehousing, transportation, and courier services and their impact on logistics operations.
- 5) Analyze financial and operational issues in logistics and propose solutions for optimizing logistics performance.

### Suggested Readings:

- 1) Bowersox, D.J., Closs, D.J., & Cooper, M.B. (2019). *Supply Chain Logistics Management*. McGraw Hill Education.
- 2) Christopher, M. (2016). *Logistics & Supply Chain Management*. Pearson Education.
- 3) Rushton, A., Croucher, P., & Baker, P. (2021). *The Handbook of Logistics and Distribution Management*. Kogan Page Publishers.
- 4) Ballou, R.H. (2007). *Business Logistics/Supply Chain Management*. Pearson Education.
- 5) Langley, C.J., Coyle, J.J., Gibson, B.J., & Novak, R.A. (2020). *Managing Supply Chains: A Logistics Approach*. Cengage Learning.
- 6) Grant, D.B., Lambert, D.M., Stock, J.R., & Ellram, L.M. (2006). *Fundamentals of Logistics Management*. McGraw Hill Education.
- 7) Gattorna, J.L. (2015). *Dynamic Supply Chains*. Pearson Education.

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<p><b>VERTICAL: MAJOR MANDATORY PAPER -VI</b> <b>COURSE CODE:</b> <b>COURSE NAME: BUSINESS ADMINISTRATION PAPER VI (SALES &amp; DISTRIBUTION MANAGEMENT)</b></p>			
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>	<b>Total marks</b>
<b>4 Credits</b>	<b>4 Hours</b>	<b>60 Hours</b>	<b>100 (UA 60 + CA 40)</b>
<p><b>Preamble:</b> Sales and Distribution Management is a vital aspect of marketing that bridges the gap between production and consumer demand. This course provides an in-depth understanding of the principles and practices of sales management and distribution channels. The syllabus integrates theoretical frameworks with real-world applications to develop the strategic and operational skills needed in the dynamic marketplace. By understanding both sales and distribution processes, students will be equipped to enhance customer satisfaction, achieve sales targets, and optimize channel efficiency.</p> <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"><li>1) To help students understand the Sales &amp; Distribution functions as integral part of marketing functions in a business firm, Globalization, increased competition, rapid changes in communication and information technology</li><li>2) To develop higher level of customer orientation for efficient sales and distribution management.</li><li>3) To understand the need and scope of distribution management, including channel strategies, partner selection, and the designing of distribution channels.</li><li>4) To gain proficiency in sales forecasting methods, organizing sales efforts, and understanding sales manager roles and organizational structures.</li></ol>			
<b>Unit</b>	<b>Contents</b>		<b>Lectures</b>
<b>Unit I- Introduction to Sales Management</b>	<ul style="list-style-type: none"><li>• Meaning, Definition, Nature and Importance of sales management</li><li>• Emerging trends in sales management</li><li>• Personal selling - Objectives of personal selling, Personal selling process, Salesmanship, Relationship Marketing,</li></ul>		<b>15</b>
<b>Unit-II – Sales Planning &amp;</b>	<ul style="list-style-type: none"><li>• Introduction, Levels of Sales Management Positions,</li></ul>		<b>15</b>

<b>Organization</b>	<ul style="list-style-type: none"> <li>• Roles played by sales managers,</li> <li>• Sales forecasting methods, Organizing &amp; Driving Sales Efforts</li> <li>• Sales Organization Structures, Sales Promotions</li> </ul>	
<b>Unit III Introduction to Distribution Management</b>	<ul style="list-style-type: none"> <li>• Introduction, need and scope of distribution management</li> <li>• Marketing channels strategy- levels of channels, functions of channel partners, channel flows, Channel Intensity,</li> <li>• Sales Distribution: Physical distribution concept and its importance, Physical distribution and coordination, physical distribution- as a total logistic system.</li> </ul>	<b>15</b>
<b>Unit IV  Distribution Management</b>	<ul style="list-style-type: none"> <li>• Classification of distribution channels, types of channel intermediaries, designing distribution channel strategy,</li> <li>• factors affecting the design of marketing channels, Factors affecting selection of channel partners</li> <li>• Distribution channel for services, channels conflicts for services. Performance and evaluation of channel</li> </ul>	<b>15</b>

### **Course Outcome**

On successful completion of the course, the students will be able to...

- 1) Students will be able to define and explain the nature and importance of sales management, recognizing the emerging trends in the industry and their impact on business strategies.
- 2) Students will gain a clear understanding of the objectives, process, and skills involved in personal selling and relationship marketing, enabling them to effectively engage customers and close sales.
- 3) Students will learn how to forecast sales, organize sales teams, and manage sales positions, enabling them to drive and manage sales efforts through efficient sales structures and promotions.
- 4) Students will develop a strong foundation in distribution management, understanding marketing channel strategies.

### **Suggested Readings:**

- 1) David Jobber, Geoffrey Lancaster Selling & Sales Management Pearson Latest Edition
- 2) Tanner, Honeycutt, Erffmeyer Sales Management Pearson Latest Edition
- 3) Mark W. Johnston, Greg W. Marshall Sales Force Management Tata McGrawHill Latest Edition
- 4) William L. Cron, Thomas E. DeCarlo Sales Management Wiley Latest Edition
- 5) Dr. S. L. Gupta Sales & Distribution Management Excel Latest Edition
- 6) Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni Sales Management : Decisions, Strategies & Cases Pearson Latest Edition
- 7) Johnson F.M., Kurtz D.L., Scheuing E.E. Sales Management: Concepts, Practice, and Cases Tata McGrawHill Latest Edition



**PUNYASHLOK AHILYADEVI HOLKAR SOLAPUR UNIVERSITY,  
SOLAPUR**

**PROGRAMME: B.COM. (BUSINESS ADMINISTRATION)**

**B.COM. - II SEMESTER – IV (NEP 2020)**



**VERTICAL: MINOR- II**

**COURSE CODE:**

**COURSE NAME: FUNDAMENTALS OF ENTREPRENEURSHIP - II**

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (UA 60 + CA 40)

**Preamble:** In many industries, entrepreneurship is essential for fostering innovation, economic expansion, and job development. Technological developments and the ever-evolving business landscape have opened up new avenues for entrepreneurs to investigate in business world. In-depth knowledge of Entrepreneurship Development Programs (EDP), the idea of entrepreneurship in many industries, new trends in entrepreneurship, and the subtleties of business models in insurance entrepreneurship are all goals of this course. The course will provide students a thorough grasp of how to launch, run, and grow firms by emphasizing both theory and real-world application.

**Course Objectives:**

1. To provide students with a thorough understanding of the various Entrepreneurship Development Programs (EDP).
2. To equip students with knowledge about different forms of entrepreneurship, including agricultural, rural, retail, and women entrepreneurship.
3. To. Introduce students to the recent trends in entrepreneurship.
4. To introduce students to the journeys of prominent entrepreneur.

Unit	Contents	Lectures
<b>Unit I- Entrepreneurship Development Programs (EDP)</b>	<ul style="list-style-type: none"> <li>• EDP: Concept, Need and Process</li> <li>• Types of Entrepreneurship Development Programs</li> <li>• Rural Entrepreneurship Development Program (REDP): Objectives, Phases, advantages and Disadvantages</li> <li>• Entrepreneurship and Skill Development Program (E-SDP) : Objectives, Features and Process</li> </ul>	<b>15</b>
<b>Unit II- Entrepreneurship in Different Sector</b>	<ul style="list-style-type: none"> <li>• <b>Agricultural Entrepreneurship:</b> Concept, Need and Importance</li> </ul>	<b>15</b>



	<ul style="list-style-type: none"> <li>• <b>Retail: Entrepreneurship:</b> Concept, Need and Importance</li> <li>• <b>Rural Entrepreneurship:</b> Concept, Need and Importance</li> <li>• <b>Women Entrepreneurship:</b> Concept, problems faced by Women Entrepreneurs</li> </ul>	
<b>Topic III: Recent Trends in Entrepreneurship</b>	<ul style="list-style-type: none"> <li>• <b>Green Entrepreneurship:</b> Concept, Need and Importance</li> <li>• <b>E - Cells:</b> Concept, advantages to join E-cell, significance of E-cell, various activities conducted by E-cell</li> <li>• <b>Social Entrepreneurship:</b> Concept and Features</li> <li>• <b>Technopreneurship:</b> Only Concept</li> <li>• <b>Ecopreneurship:</b> Only Concept</li> </ul>	<b>15</b>
<b>Topic IV: Lessons from Successful Entrepreneurs</b>	<ul style="list-style-type: none"> <li>• <b>Ratan Tata</b> – Major Achievements</li> <li>• <b>Peyush Bansal</b>– Major Achievements</li> <li>• <b>Falguni Nayar</b> – Major Achievements</li> <li>• <b>Sachin Bansal</b>– Major Achievements</li> </ul>	<b>15</b>

#### Course Outcome



On successful completion of the course, the students will be able to...

1. define, assess, and critique various types of EDP, including their objectives, advantages, and challenges.
2. understanding of how entrepreneurship plays a role in agriculture, retail, rural areas, and women-driven businesses.
3. gain a clear understanding of modern trends like green entrepreneurship, e-cells, social entrepreneurship, technopreneurship, and ecopreneurship, and how these trends impact businesses.
4. Apply the lessons learned from the entrepreneurial journeys of these individuals to their own business ideas, strategies, and problem-solving approaches.

#### Suggested Readings:

1. **Sahu, D. K., & Misra, P. K.** (2017). *Entrepreneurship Development: Theory, Process, and Practice*. Himalaya Publishing House.
2. **Vasant Desai** (2012). *Entrepreneurship Development: Text and Cases*. Himalaya Publishing House.
3. **Bansal, R.** (2013). *Entrepreneurship Development Programs and Rural Development*. New Delhi: Prentice Hall.
4. **Mehta, D., & Mehta, P.** (2015). *Entrepreneurship Development Programs (EDPs): A Review*. Global Journal of Management and Business Studies, 5(8), 547-552.

5. **Desai, V.** (2011). *Small-Scale Industries and Entrepreneurship*. Himalaya Publishing House.
6. **Sahai, A., & Kumar, S.** (2014). *Entrepreneurship and Small Business Management*. New Delhi: Excel Books.
7. **Hossain, M.** (2016). *Rural Entrepreneurship Development: A Global Perspective*. Springer.
8. **Sarasvathy, S. D., & Venkataraman, S.** (2001). *Entrepreneurship as a Process: Opportunities and Challenges*. Journal of Business Venturing, 16(2), 35-46.
9. **Bansal, P., & Bhardwaj, A.** (2017). *Green Entrepreneurship: Concepts and Trends*. Journal of Environmental Sustainability, 12(2), 89-102.
10. **Gupta, S.** (2018). *E-Cells and Their Role in Entrepreneurial Development*. Journal of Innovation and Entrepreneurship, 6(1), 22-34.
11. **Mair, J., & Marti, I.** (2006). *Social Entrepreneurship: A Source of Institutional Innovation*. Journal of Business Ethics, 71(4), 243-261.
12. **Cohen, B., & Muñoz, P.** (2016). *Technopreneurship: A New Model for Entrepreneurial Leadership*. Journal of Business Venturing, 21(3), 12-29.
13. **Renn, O., & Klinke, A.** (2017). *Ecopreneurship: Innovation for Sustainability*. Journal of Cleaner Production, 45(2), 136-142.
14. **Kumar, R.** (2015). *Ratan Tata: A Leader Who Changed Indian Business*. Penguin Books.
15. **Bansal, P.** (2018). *The Peyush Bansal Story: From Glasses to Greatness*. HarperCollins India.
16. **Nayar, F.** (2016). *Falguni Nayar: The Rise of Nykaa*. Wiley India.
17. **Bansal, S.** (2017). *Sachin Bansal: The Flipkart Saga*. McKinsey & Company.
18. **Tata, R.** (2009). *Ratan Tata: The Making of an Entrepreneur*. The Times of India Press.

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<p><b>VERTICAL: SKILL ENHANCEMENT COURSE- P-II</b></p> <p><b>COURSE CODE:</b></p> <p><b>COURSE NAME: EVENT MANAGEMENT</b></p>				
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>	<b>Total marks</b>	
<b>2 Credits</b>	<b>2 Hours</b>	<b>30 Hours</b>	<b>50 (30 UA+ 20 CA)</b>	

**Preamble:** The goal of the event management course is to teach students the fundamentals of organizing, planning, and carrying out a variety of events, such as festivals, exhibits, weddings, social gatherings, corporate events, and cultural events. Professional event planners are becoming increasingly necessary as the event management sector expands to guarantee the smooth running of successful events. The main facets of event management will be covered in this course, including its importance, procedures, the use of technology, and the essential abilities needed for successful event preparation. Pupils will get both theoretical understanding and real-world experience in handling events of various sizes.

### Course Objectives:

1. To introduce students to the meaning, scope, and importance of event management.
2. To explore different categories of events
3. To provide students with insights into the roles, responsibilities, and duties of an event planner.
4. To familiarize students with the step-by-step event management process.
5. To understand the role of technology in enhancing the efficiency and effectiveness of event planning and execution.

Unit	Contents	Lectures
<b>Unit I- Introduction to Event Management</b>	<ul style="list-style-type: none"> <li>• Event Management: Meaning and Definition</li> <li>• Importance of Event Management</li> <li>• Types of events</li> <li>• Qualities of good event planner</li> </ul>	<b>15</b>
<b>Unit II-</b>	<ul style="list-style-type: none"> <li>• Event management procedure</li> <li>• Components of event Management</li> </ul>	<b>15</b>

<b>Organization of Events</b>	<ul style="list-style-type: none"> <li>• Roles and responsibilities of Event Managers for Different Events</li> <li>• The role of technology in event management</li> </ul>	
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### Course Outcome

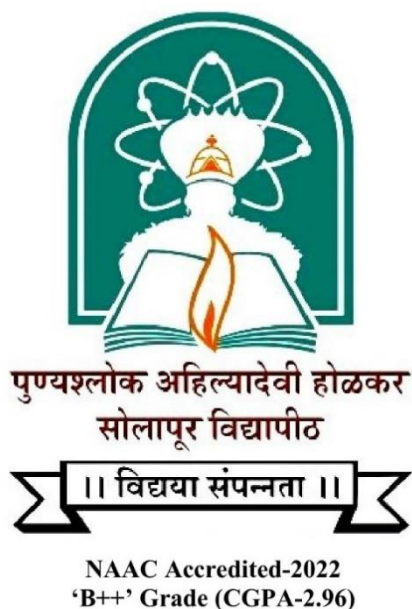
On successful completion of the course, the students will be able to...

1. Demonstrate a clear understanding of the concept of event management.
2. Explain the key roles and duties of an event planner and Identify the skills required to be an effective event planner.
3. Apply the steps involved in event planning, from conception to completion, and understand the procedures and components that contribute to a successful event.
4. Apply event management knowledge to real-world scenarios by planning, designing, and organizing events.

### Suggested Readings:

1. **Goldblatt, J.** (2011). *Special Events: A New Generation and the Next Frontier*. Wiley.
2. **Shone, A., & Parry, B.** (2018). *Successful Event Management: A Practical Handbook*.
3. **Raj, R., Walters, P., & Rashid, T.** (2017). *Event Management: An Integrated and*
4. **Allen, J., O'Toole, W., Harris, R., & McDonnell, I.** (2011). *Festival and Special*
5. **Harris, R.** (2007). *The International Events Handbook*. Routledge.
6. **Beesley, L.** (2015). *The Role of Technology in Event Management*. Springer.
7. **Thomas, A.** (2018). *Event Planning and Design: A Guide for Beginners*. McGraw-Hill Education.

**PUNYASHLOK AHILYADEVI HOLKAR SOLAPUR  
UNIVERSITY, SOLAPUR**



**Name of the Faculty-Commerce and Management**

**Syllabus-NEP 2020**

**Name of the Course- B.Com. -III- Semester V and VI**

**B.Com. (Business Administration)**

**With effect from June-2026**

**PUNYASHLOK AHILYADEVI HOLKAR SOLAPUR UNIVERSITY, SOLAPUR**



**FACULTY: COMMERCE AND MANAGEMENT**

**PROGRAMME: B.COM. (BUSINESS ADMINISTRATION)**

**B.COM. - III SEMESTER – V AND VI (NEP 2020) W.E.F. JUNE 2026**





Sr. No	Category	Title of the Subject	Course Credit	Weekly Hours	Total Lectures	Total Marks		
						CA	UA	Total
Semester V								
1	Major Mandatory	Business Administration Paper VII (Production Management- I)	04	04	60	60	40	100
2	Major Mandatory	Business Administration Paper – VIII (Human resource Management- I)	04	04	60	60	40	100
3	Major Mandatory	Business Administration Paper – IX (Modern Management Practices- I)	02	02	30	30	20	50
4	Minor	Business Finance- I	04	04	60	60	40	100
5	Elective	Legal Aspect of Business - I	04	04	60	60	40	100
6	Vocational Skill Course VSC	Computer Application in Business	02	02	30	30	20	50
Semester VI								
1	Major Mandatory	Business Administration Paper X (Production Management- II)	04	04	60	60	40	100
2	Major Mandatory	Business Administration Paper – XI (Human resource Management- II)	04	04	60	60	40	100
3	Major Mandatory	Business Administration Paper – XII (Modern Management Practices- II)	02	02	30	30	20	50
4	Minor	Business Finance- II	04	04	60	60	40	100
5	Elective	Legal Aspect of Business - II	04	04	60	60	40	100



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<p><b>VERTICAL: MAJOR MANDATORY PAPER -VII</b></p> <p><b>COURSE CODE:</b></p> <p><b>COURSE NAME: BUSINESS ADMINISTRATION P- VII (PRODUCTION MANAGEMENT I)</b></p>			
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>	<b>Total marks</b>
<b>4 Credits</b>	<b>4 Hours</b>	<b>60 Hours</b>	<b>100</b>
<p><b>Course Objectives:</b></p> <ol style="list-style-type: none"><li>1. To provide a comprehensive understanding of production management, including its meaning, scope, and the different types of production systems.</li><li>2. To enable students to understand the objectives, characteristics, and stages of production planning and control, while examining the scope, challenges, and factors influencing effective PPC.</li><li>3. To provide students with a clear understanding of productivity, its importance in industrial settings, the factors affecting it, and methods for measuring and improving productivity in organizations.</li><li>4. To equip students with knowledge of supply chain management, its significance, and the role of information technology in optimizing supply chains, with a focus on finished goods, spare parts, and reverse logistics.</li></ol>			
<b>Unit</b>	<b>Contents</b>		<b>Lectures</b>
<b>Unit I- Introduction to Production Management</b>	<b>Introduction to Production Management:-</b> <ul style="list-style-type: none"><li>➤ Meaning, Definition and Importance of Production Management</li><li>➤ Scope of Production Management</li><li>➤ Production System and Types of Production</li><li>➤ Responsibility of a Production Manager and Decisions of Production Management</li></ul>		<b>15</b>
<b>Unit II- Production Planning and Control</b>	<b>Production Planning and Control:</b> <ul style="list-style-type: none"><li>➤ Meaning, Characteristics and Objectives of Production Planning and Control</li><li>➤ Stages of Production Planning and Control</li><li>➤ Scope and Challenges in Production Planning and Control</li><li>➤ Factors Affecting Production Planning and Control</li></ul>		<b>15</b>
<b>Unit III- Productivity</b>	<b>Productivity</b> <ul style="list-style-type: none"><li>➤ Meaning, Definition and Importance,</li><li>➤ Factors affecting the industrial productivity.</li><li>➤ Productivity measurement,</li><li>➤ Ways to improve the productivity.</li></ul>		<b>15</b>

<b>Unit IV- Supply Chain Management</b>	<b>Supply Chain Management</b> <ul style="list-style-type: none"> <li>➤ Meaning, Definition and Importance</li> <li>➤ Information Technology and SCM</li> <li>➤ Finished Goods Supply Chain, Spare Parts Supply Chain, Reverse Logistics</li> <li>➤ Factors Affecting Supply Chain Management</li> </ul>	<b>15</b>
<p><b>Course Outcome</b></p> <p>On successful completion of the course, the students will be able to...</p> <ol style="list-style-type: none"> <li>1. students will be able to explain the meaning, definition, and importance of production management, and identify the various types of production systems and their scope, along with understanding the responsibilities of a production manager in decision-making processes.</li> <li>2. tudents will gain the ability to analyze and apply the characteristics, objectives, and stages of production planning and control (PPC), while addressing the challenges and factors that affect its implementation in different production environments.</li> <li>3. Students will be able to assess the role of information technology in improving the efficiency of supply chains, and identify how technological advancements impact various types of supply chains, including their operations, management, and logistical challenges.</li> </ol> <p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1) Production and Operations Management By R. Panneerselvam – PHI learning. <a href="http://www.phindia.com">www. phindia.com</a></li> <li>2) Production and Operations management with solution manual by Kanishka bedi, Oxford University press, Chennai. <a href="http://www.oup.com">www.oup.com</a></li> <li>3) Production and operations Management by Martin K. Staff – Cengage learning.</li> <li>4) Production &amp; operation &amp; Management By V.K. Khurana – ANE books</li> <li>5) Production and operations management by R.B. Khanna, PHI learning private ltd.,</li> </ol>		



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<p><b>VERTICAL: MAJOR MANDATORY PAPER -VIII</b></p> <p><b>COURSE CODE:</b></p> <p><b>COURSE NAME: BUSINESS ADMINISTRATION P- VIII (HUMAN RESOURCE MANAGEMENT – I)</b></p>			
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>	<b>Total marks</b>
<b>4 Credits</b>	<b>4 Hours</b>	<b>60 Hours</b>	<b>100</b>
<p><b>Course Objectives:</b></p> <ol style="list-style-type: none"><li><i>1. To develop an understanding about HRM and functions of HRM.</i></li><li><i>2. To provide knowledge about Human Resource Planning</i></li><li><i>3. To make aware about Scientific Recruitment, Selection and Placement</i></li><li><i>4. To develop an understanding of Employee Training and Development</i></li></ol>			
<b>Unit</b>	<b>Contents</b>		<b>Lectures</b>
<b>Unit I- Introduction to Human Resource Management</b>	<b>Introduction to Human Resource Management</b> <ul style="list-style-type: none"><li>➤ Meaning, Nature and Scope of Human Resource Management</li><li>➤ Importance and Objective Human Resource Management.</li><li>➤ Functions of Human Resource Management, Factors affecting on Human Resource Management</li><li>➤ Personal Management Vs Human Resource Management, HRM Vs HRD</li></ul>		<b>15</b>
<b>Unit II- Human Resource Planning</b>	<b>Human Resource Planning</b> <ul style="list-style-type: none"><li>➤ Meaning, nature and scope of Human Resource planning</li><li>➤ Objectives and Importance of Human Resource Planning</li><li>➤ Process of Human Resource Planning,</li><li>➤ Problems and benefits of Human Resource Planning</li></ul>		<b>15</b>
<b>Unit III- Recruitment, Selection and Placement</b>	<b>Recruitment, Selection and Placement</b> <ul style="list-style-type: none"><li>➤ <b>Recruitment</b> : Meaning, Objectives and importance of Recruitment</li><li>➤ Sources of Recruitment – Internal and External Sources, methods of recruitment</li><li>➤ <b>Selection</b>: meaning and essentials of selection procedure, steps in scientific selection procedure</li><li>➤ Placement- Definition, Process and Problems of Placement</li></ul>		<b>15</b>
<b>Unit IV- Employee</b>	<b>Employee Training and Development</b> <ul style="list-style-type: none"><li>➤ Employees Training: Meaning and Need of Employees</li></ul>		<b>15</b>

<b>Training and Development</b>	Training, ➤ Types of training , Methods Employee Training. ➤ Procedure of Employee Training. ➤ Management Development: Introduction, Objectives and Needs for Management Development, Principles of Training and Development	
<p><b>Course Outcome</b></p> <p>On successful completion of the course, the students will be able to...</p> <ol style="list-style-type: none"> <li>1. Students will be able to understand the meaning, nature, and scope of Human Resource Management (HRM), and identify the importance and objectives of HRM in organizational success.</li> <li>2. Students will be able to differentiate between Personnel Management and Human Resource Management (HRM), and understand the relationship between HRM and Human Resource Development (HRD).</li> <li>3. Students will be able to explain the various functions of Human Resource Management, identify factors affecting HRM, and apply HRM practices to improve organizational performance.</li> <li>4. Students will be able to understand the meaning, nature, and scope of Human Resource Planning (HRP), and evaluate its objectives, importance, process, and the associated benefits and challenges.</li> <li>5. Students will be able to identify and analyze the recruitment, selection, and placement processes, including the methods and steps involved in scientific selection, and solve placement-related challenges.</li> <li>6. Students will be able to understand the need for employee training and management development, distinguish between types and methods of training, and apply effective development programs for employee growth.</li> </ol> <p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. • Venkata Ratnam C. S. &amp; Srivatsava B. K., PERSONNEL MANAGEMENT AND HUMAN RESOURCES, Tata Mc-Graw Hill, NewDelhi,,</li> <li>2. Aswathappa, HUMAN RESOURCE MANGEMENT, Tata McGraw Hill, NewDelhi, 2010</li> <li>3. Garry Dessler &amp; Varkkey, HUMAN RESOURCE MANAGEMENT, Pearson, New Delhi, 2009</li> <li>4. Alan Price, HUMAN RESOURCE MANAGEMENT, Cengage Learning, NewDelhi, 2007</li> <li>5. Pravin Durai, HUMAN RESOURCE MANGEMENT, Pearson, New Delhi, 2010</li> <li>6. Snell, Bohlander &amp; Vohra, HUMAN RESOURCES MANAGEMENT, Cengage, NewDelhi, 2010</li> </ol>		

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<p><b>VERTICAL: MAJOR MANDATORY PAPER-P-IX</b></p> <p><b>COURSE CODE:</b></p> <p><b>COURSE NAME: BUSINESS ADMINISTRATION P- IX (MODERN MANAGEMENT PRACTICES-I)</b></p>				
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>	<b>Total marks</b>	
<b>02 Credits</b>	<b>02 Hours</b>	<b>30 Hours</b>	<b>50 (UA 30 + CA 20)</b>	

**Preamble:** The goal of the course is to make students familiar with the modern management practices being used by the corporate world and to expose the students to applicability of various Japanese Management Practices at national and international level.

**Course Objectives:**

1. To get familiar with Modern Management concepts.
2. To awake students about developments in the Modern Management concepts.
3. To enable students in developing appropriate business strategies, as per the requirement of the global business
4. To develop an understandings of the Recent Trends in Management and their application in actual business operation.

Unit	Contents	Lectures
Unit-I <b>Strategic Management</b>	<ul style="list-style-type: none"> <li>• Strategic Management and its process</li> <li>• Types of Strategies,</li> <li>• SWOT Analysis</li> <li>• Benchmarking, Process and Types</li> <li>• Knowledge Management, Objectives and process</li> </ul>	
Unit-II <b>Japanese Management and Recent Trends in Management</b>	<ul style="list-style-type: none"> <li>• History of Japanese Management</li> <li>• 5-S System, Micro level techniques,</li> <li>• Kai Zen, Micro level techniques</li> <li>• Poka-Yoke, Micro level techniques</li> <li>• Management lessons from Sony Corporation Japan</li> </ul>	

**Course Outcome**

On successful completion of the course, the students will be able to...

1. Understand Modern Management concepts.

2. Evaluate the recent trend in Strategic Management
3. Apply the recent trends in Management in business operations.
4. Develop the skill of applying Modern Management concepts in business operations.

### **Suggested Readings:**



- 1) Management – Gary & Dessler, Printice Hall Publications , 1997
- 2) Managing Twenty First Century Organisation – S.G. Bhanushali Himalaya Publication, Mumbai , Delhi– 2006
- 3) Management – John R. Schermerhorn WILEY – INDIA , 2010 reprint
- 4) Management – Griffin , AITBS Publishers , New Delhi – 2005
- 5) Modern Management Practices – Dr. Gavaia A.K. , Phadke Prakashan , Kolhapur
- 6) Strategic Management – Francis Cherunillam
- 7) Principles of Management – L.M. Prasad, Sultan Chand & Sons. New Delhi.
- 8) Management Today – Gene Burton & Manab Thakur Tata Macgraw – Hill Publishing Co. New Delhi 2005.
- 9) Management – Griffin AITBS Publishers , New Delhi 2005
- 10) Management – Griffin , AITBS Publishers , New Delhi – 2005

### **Research Articles & Journals:**

- 1) Frederick W. Gluck, Stephen P. Kaufman, and A. Steven Walleck (1980) Strategic Management for Competitive Advantage, Harvard Business Review, USA
- 2) Peter F. Drucker (1971) What We Can Learn from Japanese Management, Harvard Business Review, USA
- 3) M. Xavier (2012) The Concept of Business Strategy, IIM Bangalore Research Paper No. 42

### **Websites & Online Resources:**

- 1) <https://hbr.org/>
- 2) <https://www.sony.net/>
- 3) <https://en.wikipedia.org/>
- 4) <https://link.springer.com/book/>
- 5) <https://www.sciencedirect.com>
- 6) [https://pure.manchester.ac.uk/ws/portalfiles/portal/37901468/FULL\\_TEXT.PDF](https://pure.manchester.ac.uk/ws/portalfiles/portal/37901468/FULL_TEXT.PDF)

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<p><b>VERTICAL: MINOR</b> <b>COURSE CODE:</b> <b>COURSE NAME: BUSINESS FINANCE- I</b></p>				
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>	<b>Total marks</b>	
<b>4 Credits</b>	<b>4 Hours</b>	<b>60 Hours</b>	<b>100 (UA 60 + CA 40)</b>	

**Preamble:** The course on Business Finance aims to provide students with a comprehensive understanding of the financial aspects of running a business. It covers key concepts and theories essential for decision-making, including the structure and sources of capital, financial planning, and the implications of capitalizing a business. Through this course, students will gain an appreciation for how businesses manage their finances to ensure optimal growth, profitability, and sustainability.

**Course Objectives:**

1. Understand the fundamental concepts and definitions of business finance and its importance for business operations.
2. Develop knowledge of financial planning and its key characteristics.
3. Analyze the theories of capitalization, including Cost Theory and Earning Theory, and understand their relevance to business finance.
4. Evaluate the impact of over-capitalization and under-capitalization on business performance and learn strategies for managing these conditions.
5. Gain insight into the various sources of business finance, including short-term, medium-term, and long-term financing options.
6. Analyze the concept of capital structure, its importance, and the factors influencing its determination.

Unit	Contents	Lectures
<b>Unit I- Introduction to Business Finance</b>	<ul style="list-style-type: none"> <li>• Business Finance: Meaning and Definition</li> <li>• Importance of Business Finance</li> <li>• Profit Maximization Vs Wealth Maximization</li> <li>• Financial Plan: Concept and Characteristics</li> </ul>	<b>15</b>

<b>Unit II- Capitalization</b>	<ul style="list-style-type: none"> <li>• Capitalization: Meaning and Definition</li> <li>• Theories of Capitalization: Cost and Earning Theory</li> <li>• Over capitalization: Concept, Causes, Effects and Remedies</li> <li>• Under capitalization: Concept, Causes, Effects and Remedies</li> </ul>	<b>15</b>
<b>Unit III: Sources of Business Finance</b>	<ul style="list-style-type: none"> <li>• Short term, Medium -term and Long- term Sources</li> <li>• Corporate Securities and Public Deposits</li> <li>• Self-Financing: Meaning, Advantages and Disadvantages.</li> <li>• Mutual Funds – Meaning, Types of Mutual Funds</li> </ul>	<b>15</b>
<b>Unit IV: Capital Structure</b>	<ul style="list-style-type: none"> <li>• Capital Structure: Meaning and Importance</li> <li>• Factors Affecting Capital Structure,</li> <li>• Capital Gearing- Meaning, Types and Advantages,</li> <li>• Trading on Equity- Meaning, Types and Advantages</li> </ul>	<b>15</b>

### **Course Outcome**

On successful completion of the course, the students will be able to...

1. Explain the concept of business finance and its relevance in business decision-making.
2. Apply theories of capitalization to real-world business scenarios, recognizing the consequences of both over and under capitalization.
3. Identify and assess different sources of business finance and their suitability based on the business's financial needs.
4. Make informed decisions regarding capital structure, considering factors like risk, return, and business objectives.
5. Understand the practical aspects of self-financing and corporate securities, and use them effectively for business growth.
6. Develop strategic financial plans that balance profitability with long-term business value maximization.

## **Suggested Readings:**

### **Books:**



1. **Pandey, I. M.** (2015). *Financial Management* (11th Edition). Vikas Publishing House.
2. **Khan, M. Y., & Jain, P. K.** (2014). *Financial Management: Text, Problems and Cases* (8th Edition). Tata McGraw-Hill Education.
3. **Ross, S. A., Westerfield, R., & Jordan, B. D.** (2019). *Fundamentals of Corporate Finance* (12th Edition). McGraw-Hill Education.
4. **Van Horne, J. C., & Wachowicz, J. M.** (2008). *Fundamentals of Financial Management* (13th Edition). Pearson Prentice Hall.
5. **Chandra, P.** (2017). *Financial Management: Theory and Practice* (9th Edition). Tata McGraw-Hill Education.
6. **Bhattacharya, H.** (2009). *Working Capital Management* (1st Edition). Prentice Hall India.

### **Research Articles & Journals:**

7. **Modigliani, F., & Miller, M. H.** (1958). "The Cost of Capital, Corporation Finance, and the Theory of Investment," *American Economic Review*, 48(3), 261-297.
8. **Miller, M. H., & Modigliani, F.** (1961). "Dividend Policy, Growth, and the Valuation of Shares," *Journal of Business*, 34(4), 411-433.
9. **Myers, S. C.** (2001). "Capital Structure," *The Journal of Economic Perspectives*, 15(2), 81-102.
10. **Brealey, R. A., & Myers, S. C.** (2003). *Principles of Corporate Finance* (7th Edition). McGraw-Hill.

### **Websites & Online Resources:**

11. Investopedia – [www.investopedia.com](http://www.investopedia.com)
12. The Balance – [www.thebalance.com](http://www.thebalance.com)
13. Corporate Finance Institute (CFI) – [www.corporatefinanceinstitute.com](http://www.corporatefinanceinstitute.com)

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<p><b>VERTICAL: ELECTIVE</b> <b>COURSE CODE:</b> <b>COURSE NAME: LEGAL ASPECTS OF BUSINESS I</b></p>			
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>	<b>Total marks</b>
<b>4 Credits</b>	<b>4 Hours</b>	<b>60 Hours</b>	<b>100</b>
<p><b>Preamble:</b> Since it has become necessary for the students studying for B.Com. (Business Administration) Degree to get knowledge regarding Law and major business laws in India regarding contract, sale of goods, consumer protection, company and other vital aspects, the syllabus of this course has been framed to include statutory provisions regulating the same. These are those Mercantile or Business laws without which the study for B.Com. (Business Administration) Degree will not be complete.</p> <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"><li>1. To impart the students the knowledge regarding business regulatory laws in India</li><li>2. To Define and understand the key concepts in law and business law</li><li>3. To enhance the skill and capabilities among the students to tackle legal technicalities and problems in their future professional life.</li></ol>			
<b>Unit</b>	<b>Contents</b>		<b>Lectures</b>
<b>Unit I- Introduction to Legal Aspects of Business</b>	Law and Business Law–Meaning-Definitions-Types of Business Environment-Legal Environment of Business-Sources of Business Law-Objectives of Business Law and Legal Environment of Business- Law and Environmental Protection.		<b>15</b>
<b>Unit II- Indian Contract Act, 1872</b>	Meaning and Definitions-Formation of contract-Agreement and Contract-Elements of valid contract-Proposal-Acceptance-Free consent-Capacity of parties-Consideration-Agreements declared as void-Performance of contract-Discharge of contract-Breach of contract-Remedies for Breach of Contract.		<b>15</b>



<b>Unit III- Sale of Goods Act, 1930</b>	Contract of sale- Elements of valid contract of sale- Formation of contract of sale- Sale and Agreement to sale-Conditions and Warranties-Rights and Duties of Seller and Buyer-Transfer of property in goods-Transfer of title by Non owners-Unpaid Seller and his rights-Auction sale	<b>15</b>
<b>Unit IV – Law of Partnership</b>	i)Indian Partnership Act, 1932:-Meaning and nature of partnership-Features of Partnership- Registration of partnership firm- Rights and duties of partners- Dissolution of partnership firm ii)Limited Liability Partnership (L.L.P.) firm under Limited Liability Partnership Act, 2008- Main features of L.L.P.- L.L.P. and Partnership Firm under Indian Partnership Act, 1932 comparison.	<b>15</b>



### Course Outcomes

On successful completion of the course, the students will be able ...

1. To get well acquainted with important business laws in India
2. To get knowledge regarding key concepts regarding business laws
3. To develop the skill to tackle legal technicalities and problems in their future professional life.

### Suggested Readings:

1. Elements of Mercantile Law: N. D. Kapoor, Sultan Chand & sons, New Delhi.
2. Mercantile Law: S. S. Gulshan, Excel Book, New Delhi.
3. Legal Environment of Business K. Ashwathappa
4. Law of Contracts Dr. Avtar Singh
5. Law of Sale of Goods Dr. Avtar Singh
6. Mercantile Law Dr. R. K. Chopra, Himalaya Publishing House.
7. Business Law Dr. Avtar Singh
8. The Consumer Protection Act, 2019 Delhi Law House, Delhi
9. Company Law Dr. Avtar Singh, Eastern Book Company, 2015
10. The Companies Act, 2013 Lexis Nexis, Second Edition, 2014

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<p><b>VERTICAL: VOCATIONAL SKILL COURSE</b></p> <p><b>COURSE CODE:</b></p> <p><b>COURSE NAME: COMPUTER APPLICATION IN BUSINESS</b></p>				
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>	<b>Total marks</b>	
<b>02 Credits</b>	<b>02 Hours</b>	<b>30 Hours</b>	<b>50 (UA 30 + CA 20)</b>	

**Preamble:** In today's digital era, computer applications are integral to business operations.

This course is designed to equip students with the knowledge and skills needed to leverage computer technologies in various business functions. By combining theoretical insights with practical applications, the course prepares students to use technology effectively for decision-making and organizational growth.

**Course Objectives:**

1. To introduce the fundamental concepts of computer systems and their applications in business.
2. To develop proficiency in office productivity tools for business operations.
3. To foster the ability to use technology for efficient communication, planning, and management in business.

Unit	Contents	Lectures
<b>Unit-I Introduction to Computer Applications</b>	<ul style="list-style-type: none"> <li>• Basics of Computers: Hardware, Software, and Operating Systems</li> <li>• Role of Computers in Business</li> <li>• Applications of Computer in Various Business Functions (Finance, Marketing, HR)</li> <li>• Internet and Networking Basics</li> <li>• Emerging Trends: Cloud Computing and Artificial Intelligence (only Concept)</li> </ul>	
<b>Unit-II  Office Productivity Tools</b>	<ul style="list-style-type: none"> <li>• Word Processing: Features, Functions, and Business Applications</li> <li>• Spreadsheet Software: Functions, Formulas, Data Analysis, and Graphing Tools</li> <li>• Presentation Tools: Creating and Managing Business Presentations</li> <li>• Email and Scheduling Tools for Business Communication</li> </ul>	



## Course Outcome

On successful completion of the course, the students will be able to...

1. Describe the role and importance of computers in business operations.
2. Use office productivity tools such as word processors, spreadsheets, and presentation software for business tasks.
3. Integrate technology into various business processes to enhance productivity and efficiency..

## Suggested Readings:

- 1) **Diane Rowland & Richard J. Zappala.** (2020). *Computer Applications in Business*. Springer.
- 2) **Rajaraman, V.** (2018). *Introduction to Information Technology*. PHI Learning.
- 3) **Sanders, D.H.** (2015). *Computers in Business: An Introduction*. McGraw Hill Education.
- 4) **Laudon, K.C. & Laudon, J.P.** (2020). *Management Information Systems: Managing the Digital Firm*. Pearson.
- 5) **Winston, W.L.** (2019). *Microsoft Excel Data Analysis and Business Modeling*. Microsoft Press.
- 6) **Alexis Leon.** (2017). *Enterprise Resource Planning*. McGraw Hill Education.
- 7) **Sharda, R., Delen, D., & Turban, E.** (2018). *Business Intelligence and Analytics: Systems for Decision Support*. Pearson

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<p><b>VERTICAL: MAJOR MANDATORY PAPER -X</b></p> <p><b>COURSE CODE:</b></p> <p><b>COURSE NAME: BUSINESS ADMINISTRATION P- X (PRODUCTION MANAGEMENT II)</b></p>			
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>	<b>Total marks</b>
<b>4 Credits</b>	<b>4 Hours</b>	<b>60 Hours</b>	<b>100</b>
<p><b>Course Objectives:</b></p> <ol style="list-style-type: none"><li>1. To Understand the meaning and importance of factory location and plant layout. Understand how the location of a factory influences production efficiency, cost, and overall business success.</li><li>2. To Identify the key stages and processes in project management, including idea generation, project identification, and feasibility analysis.</li><li>3. To Understand the factors involved in assessing market, financial, and technical feasibility for new projects.</li><li>4. To Understand the concept of inventory management and its significance in maintaining optimal stock levels.</li><li>5. To Learn about the different methods of pricing material issues and the use of stock control techniques.</li></ol>			
<b>Unit</b>	<b>Contents</b>	<b>Lectures</b>	
<b>Unit I- Factory location and Plant layout</b>	<b>Factory location and Plant layout</b> <ul style="list-style-type: none"><li>➤ Meaning, Objectives, importance and Factors determining the location of the factory.</li><li>➤ Meaning, Objectives, importance of plant layout.</li><li>➤ Factors affecting the plant layout,</li><li>➤ Types of layout, Problems in plant layout.</li></ul>	<b>15</b>	
<b>Unit II- Plant Maintenance</b>	<b>Plant Maintenance</b> <ul style="list-style-type: none"><li>➤ Meaning Definition and Importance,</li><li>➤ Objectives of good maintenance system,</li><li>➤ Types of maintenance.</li><li>➤ Recent trends in maintenance.</li></ul>	<b>15</b>	
<b>Unit III- Project Management</b>	<b>Project Management</b> <ul style="list-style-type: none"><li>➤ Generation of Ideas, Sources of New Project Ideas,</li><li>➤ Project Identification Process</li><li>➤ Market Feasibility, Financial Feasibility and Technical Feasibility</li><li>➤ Project Break - even point</li></ul>	<b>15</b>	
<b>Unit IV- Inventory Management</b>	<b>Inventory Management</b> <ul style="list-style-type: none"><li>➤ Meaning, objectives and Significance of inventory Management.</li></ul>	<b>15</b>	

	<ul style="list-style-type: none"> <li>➤ Receipt and issues of materials (Bin Card and Store Lager.)</li> <li>➤ Methods of pricing the issues of materials (FIFO, LIFO and Simple Average.)</li> <li>➤ Inventory control techniques – Stock Levels, EOQ and ABC Analysis</li> </ul>	
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### Course Outcome

On successful completion of the course, the students will be able to...

1. Analyze the factors influencing the location of a factory and design an effective plant layout to optimize production efficiency and resource utilization.
2. Demonstrate the ability to manage the receipt, storage, and issue of materials effectively using tools such as bin cards and store ledgers, ensuring that inventory records are accurate and up-to-date.
3. Implement effective inventory management strategies, including stock control, material receipt and issues, and pricing methods (FIFO, LIFO, and Simple Average) to ensure optimal inventory levels and cost control in manufacturing operations.
4. Evaluate and apply project management techniques to identify, plan, and assess the feasibility of new projects based on market, financial, and technical considerations, and determine the break-even point for a project.

### Suggested Readings:

- 1) Production and Operations Management By R. Panneerselvam – PHI learning. [www. phindia.com](http://www.phindia.com)
- 2) Production and Operations management with solution manual by Kanishka bedi, Oxford University press, Chennai. [www.oup.com](http://www.oup.com)
- 3) Production and operations Management by Martin K. Staff – Cengage learning.
- 4) Production & operation & Management By V.K. Khurana – ANE books
- 5) Production and operations management by R.B. Khanna, PHI learning private ltd.,



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**VERTICAL: MAJOR MANDATORY PAPER - XI**

**COURSE CODE:**

**COURSE NAME: BUSINESS ADMINISTRATION P- XI (HUMAN RESOURCE  
MANAGEMENT – II)**

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100

**Course Objectives:**

Couse Objectives:

1. To understand the concept of Stress Management
2. To acquaint the student with the concept of Employee Welfare
3. To familiar Students with various recent trends in Human Resource Management.

Unit	Contents	Lectures
<b>Unit I- Performance Appraisal</b>	<b>Performance Appraisal</b> <ul style="list-style-type: none"> <li>➤ Meaning and Needs and objectives of Performance Appraisal.</li> <li>➤ Purposes and Process of Performance Appraisal, Problems in Performance Appraisal.</li> <li>➤ Methods of Performance Appraisal: Traditional Methods and Modern Methods.</li> <li>➤ Advantages and limitations of Performance Appraisal.</li> </ul>	<b>15</b>
<b>Unit II- Stress Management</b>	<b>Stress Management:</b> <ul style="list-style-type: none"> <li>➤ Meaning of stress and stress management, characteristics of stress</li> <li>➤ Causes of stress: Personal and Organisational Causes</li> <li>➤ Effects of stress on employee</li> <li>➤ Remedial measures to cope-up with stress : Personal and Organisational remedial measures</li> </ul>	<b>15</b>
<b>Unit III- Employees Safety and Health</b>	<b>Employees Safety and Health:</b> <ol style="list-style-type: none"> <li><b>A. Employees Safety :</b>Introduction and Significance of Employee safety, Factors in safety programme</li> <li><b>B. Employees Health:</b> Meaning, Objectives, Occupational diseases, Provisions for health under Factory Act 1948</li> </ol>	
<b>Unit IV- Employees Welfare</b>	<b>Employees Welfare:</b> <ul style="list-style-type: none"> <li>➤ Meaning, Definition and need of Employees Welfare</li> <li>➤ Scope and Types of Employees Welfare</li> <li>➤ Labour Welfare practices in India</li> <li>➤ Contribution to central and State government towards Employee welfare</li> </ul>	

## **Course Outcome**

On successful completion of the course, the students will be able to...

1. Students will be able to understand the concept, importance, and objectives of performance appraisal, and critically evaluate the process, purposes, and challenges faced in performance evaluation in organizations.
2. Students will be able to compare and contrast traditional and modern methods of performance appraisal, identify their advantages and limitations, and select the appropriate method for different organizational settings.
3. Students will be able to identify the causes, characteristics, and effects of stress on employees, and apply stress management techniques to effectively address stress in both personal and organizational contexts.
4. Students will be able to understand the significance of employee safety and health, and apply legal and organizational provisions, including those under the Factory Act 1948, to design and implement effective safety and health programs.
5. Students will be able to explain the meaning, scope, and types of employee welfare programs, and assess the various labor welfare practices in India, applying this knowledge to improve employee welfare initiatives in organizations.

## **Suggested Readings:**

1. Venkata Ratnam C. S. & Srivatsava B. K., PERSONNEL MANAGEMENT AND HUMAN RESOURCES, Tata Mc-Graw Hill, New Delhi,,
2. Aswathappa, HUMAN RESOURCE MANAGEMENT, Tata McGraw Hill, New Delhi, 2010
3. Garry Dessler & Varkkey, HUMAN RESOURCE MANAGEMENT, Pearson, New Delhi, 2009
4. Alan Price, HUMAN RESOURCE MANAGEMENT, Cengage Learning, New Delhi, 2007
5. Pravin Durai, HUMAN RESOURCE MANAGEMENT, Pearson, New Delhi, 2010
6. Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, Cengage, New Delhi, 2010



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**B.COM. - III SEMESTER – VI (NEP 2020)**



**VERTICAL: MAJOR MANDATORY PAPER-P-XII**

**COURSE CODE:**

**COURSE NAME: BUSINESS ADMINISTRATION P- XII (MODERN MANAGEMENT PRACTICES-II)**

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
02 Credits	02 Hours	30 Hours	50 (UA 30 + CA 20)

**Preamble:** The course is designed to enhance students' understanding of quality standards and modern management practices crucial for organizational excellence. It focuses on ISO Quality Standards and Six Sigma to ensure high-quality production and services. Additionally, the course introduces recent management trends, such as Time Management and Crisis Management, equipping students with essential skills to effectively navigate and adapt to dynamic business environments. The course aims to foster critical thinking, strategic planning, and problem-solving skills necessary for professionals in competitive industries.

**Course Objectives:**

- 1) To provide students with a comprehensive understanding of quality standards.
- 2) To introduce the concept of time management, its importance, and techniques to optimize productivity.
- 3) To understand the principles and importance of crisis management in mitigating risks and ensuring business continuity.
- 4) To equip students with practical knowledge and skills to apply modern management practices in real-world scenarios.

Unit	Contents	Lectures
<b>Unit-I Quality Standards</b>	a) ISO Quality Standards: Meaning, Importance and Elements of Quality Standards b) Six Sigma: Meaning, Definitions and levels of Six Sigma, Steps in Implementing Six Sigma: Define, Measure, Analysis, Improve and Control Unit	15
<b>Unit-II Recent Trends in Management- II</b>	a) Time Management–Introduction, Concept of Time Management, Importance of Time Management, Analysis and Diagnosis of the Use of Time, Steps in Time Management, Techniques of Time Management, Hurdles to Effective Time Management b) Crisis Management: Introduction, Concept of Crisis Management, Importance of Crisis Management	15

**Course Outcome**





On successful completion of the course, the students will be able to...

- 1) Explain the key elements, importance, and implementation process of ISO Quality Standards.
- 2) Demonstrate an understanding of Six Sigma principles, levels, and its application in process improvement.
- 3) Apply effective time management techniques to enhance personal and organizational productivity.
- 4) Formulate strategies for implementing quality standards and managing time and crises in professional settings

**Suggested Readings:**

- 1) **"Juran's Quality Handbook"** by Joseph A. Juran and A. Blanton Godfrey
- 2) **"The Six Sigma Handbook"** by Thomas Pyzdek and Paul Keller
- 3) **"Quality Management for Organizational Excellence: Introduction to Total Quality"** by David L. Goetsch and Stanley Davis
- 4) **"Time Management for System Administrators"** by Thomas Limoncelli
- 5) **"Time Management: Proven Techniques for Making Every Minute Count"** by Richard Walsh
- 6) **"The Essentials of Crisis Management"** by Kurt J. Engemann and Douglas M. Henderson
- 7) **"Operations Management"** by William J. Stevenson
- 8) **"Principles of Management"** by Stephen P. Robbins and Mary Coulter
- 9) **"Total Quality Management"** by Dale H. Besterfield

 पुण्यश्लोक अहिल्यादेवी होळकर सोलापूर विद्यापीठ ॥ विद्यया संपन्नता ॥ NAAC Accredited-2022 'B++' Grade (CGPA-2.96)	<b>PUNYASHLOK AHILYADEVI HOLKAR SOLAPUR UNIVERSITY,</b> <b>SOLAPUR</b> <b>PROGRAMME: B.COM. (BUSINESS ADMINISTRATION)</b> <b>B.COM. - II SEMESTER – IV (NEP 2020)</b>			
<b>VERTICAL: MINOR</b>				
<b>COURSE CODE:</b>				
<b>COURSE NAME: BUSINESS FINANCE - II</b>				
<b>Course Credits</b>	<b>No. of Hrs. per Week</b>	<b>Total No. of Teaching Hrs.</b>	<b>Total marks</b>	
<b>4 Credits</b>	<b>4 Hours</b>	<b>60 Hours</b>	<b>100 (UA 60 + CA 40)</b>	

**Preamble:** This course on Business Finance with a focus on the Marketing of Securities, Stock Exchange, New Dimensions in Business Finance, and Credit Rating aims to provide students with an understanding of the modern financial systems and tools essential for business operations. It covers key topics such as the functioning of the primary and secondary markets, stock exchanges, e-broking, portfolio management, venture capital, leasing, and credit rating. The course will enable students to gain practical insights into the various financial instruments and services that businesses use to fund their operations, expand, and manage risk.

**Course Objectives:**

1. Gain knowledge of the various methods of marketing securities and the role of underwriting in securities issuance.
2. Familiarize themselves with the concepts, functions, and operations of stock exchange.
3. Comprehend the emerging dimensions in business finance such as e-broking, portfolio management, venture capital, and lease financing.
4. Develop an understanding of portfolio management and its functions, advantages, and role in business finance.
5. Explore the concept of venture capital, its forms, features, and significance for businesses.
6. Understand credit rating its types, methodologies, benefits, and the role of credit rating agencies in India.

Unit	Contents	Lectures
<b>Unit I- Marketing of Securities</b>	<ul style="list-style-type: none"> <li>• Marketing of Securities: Meaning and Definition</li> <li>• Primary Market and Secondary</li> <li>• Market Methods of Marketing of Securities</li> <li>• Underwriting: Meaning, types or forms of underwriting, Importance of underwriting.</li> </ul>	<b>15</b>

<b>Unit II- Stock Exchange</b>	<ul style="list-style-type: none"> <li>• Stock Exchange: Meaning, Definitions, Membership and Functions</li> <li>• Listing of shares and other instruments</li> <li>• Bombay Stock Exchange (BSE)</li> <li>• National Stock Exchange (NSE)</li> </ul>	<b>15</b>
<b>Unit II- New Dimensions in Business Finance</b>	<ul style="list-style-type: none"> <li>• E- Broking: Meaning and Operations,</li> <li>• Portfolio Management: Meaning, Functions and Advantages</li> <li>• Venture Capital: Meaning, Features, Significance and Forms of Venture Capital.</li> <li>• Lease Financing: Meaning, Definition and Types of Leases, Advantages and Disadvantages of Leasing, Lease v/s Buy Decision.</li> </ul>	<b>15</b>
<b>Unit II- Credit Rating</b>	<ul style="list-style-type: none"> <li>• Credit Rating: Meaning, Definition, Needs and Types</li> <li>• Benefits of Credit Rating</li> <li>• Methodology of Credit Rating</li> <li>• Credit Rating Agencies in India</li> </ul>	<b>15</b>

### Course Outcome

On successful completion of the course, the students will be able to...

1. Explain the meaning, methods, and importance of marketing of securities, and differentiate between the primary and secondary markets.
2. Analyze the functions and operations of stock exchanges, with specific knowledge of BSE and NSE.
3. Assess the role of underwriting in securities issuance and explain its significance in the capital market.
4. Analyze the benefits of credit rating for businesses and investors, and assess the credit rating methodology used in India.
5. Explore and evaluate the latest dimensions in business finance and how they influence financial decision-making in firms.

### Suggested Readings:

#### Books:

1. **Bodie, Z., Kane, A., & Marcus, A. J.** (2014). *Investments* (10th Edition). McGraw-Hill Education.
2. **Reilly, F. K., & Brown, K. C.** (2011). *Investment Analysis and Portfolio Management* (10th Edition). Cengage Learning.
3. **Brealey, R. A., Myers, S. C., & Allen, F.** (2011). *Principles of Corporate Finance* (10th Edition). McGraw-Hill.

4. **Gordon, E., & Natarajan, K.** (2007). *Financial Markets and Institutions* (6th Edition). Himalaya Publishing House.
5. **Chandra, P.** (2017). *Investment Analysis and Portfolio Management* (3rd Edition). Tata McGraw-Hill Education.
6. **Vij, M.** (2011). *Management of Financial Services* (2nd Edition). McGraw-Hill Education.
7. **Avadhani, V. A.** (2010). *Financial Services and Markets* (2nd Edition). Himalaya Publishing House.

#### **Research Articles & Journals:**

8. **Bhattacharya, U., & Daouk, H.** (2002). "The World Price of Insider Trading," *The Journal of Finance*, 57(1), 75-108.
9. **Fama, E. F.** (1970). "Efficient Capital Markets: A Review of Theory and Empirical Work," *The Journal of Finance*, 25(2), 383-417.
10. **Modigliani, F., & Miller, M. H.** (1961). "Dividend Policy, Growth, and the Valuation of Shares," *The Journal of Business*, 34(4), 411-433.

#### **Websites & Online Resources:**

11. **Investopedia** – [www.investopedia.com](http://www.investopedia.com)
12. **National Stock Exchange (NSE)** – [www.nseindia.com](http://www.nseindia.com)
13. **Bombay Stock Exchange (BSE)** – [www.bseindia.com](http://www.bseindia.com)
14. **Securities and Exchange Board of India (SEBI)** – [www.sebi.gov.in](http://www.sebi.gov.in)
15. **Crisil** – [www.crisil.com](http://www.crisil.com)
16. **S & P Global Ratings** – [www.spglobal.com](http://www.spglobal.com)



**PUNYASHLOK AHILYADEVI HOLKAR SOLAPUR  
UNIVERSITY, SOLAPUR  
PROGRAMME: B.COM. (ADVANCED INSURANCE)  
B.COM. - III SEMESTER – VI (NEP 2020)**



**VERTICAL: ELECTIVE**

**COURSE CODE:**

**COURSE NAME: LEGAL ASPECTS OF BUSINESS II**

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100

**Preamble:** Since it has become necessary for the students studying for B.Com. (Business Administration) Degree to get knowledge regarding Law and major business laws in India regarding contract, sale of goods, consumer protection, company and other vital aspects, the syllabus of this course has been framed to include statutory provisions regulating the same. These are those Mercantile or Business laws without which the study for B.Com. (Business Administration) Degree will not be complete.

**Course Objectives:**

- 1.To impart the students the knowledge regarding business regulatory laws in India
- 2.To Define and understand the key concepts in law and business law
- 3.To enhance the skill and capabilities among the students to tackle legal technicalities and problems in their future professional life.

Unit	Contents	Lectures
<b>Unit I-Consumer Protection Act, 2019</b>	Salient Features of new Act of 2019-Concepts-Consumer, Complaint, Complainant, Defect, Deficiency, Consumer Dispute-Rights of consumer-Unfair Contracts-Unfair Trade Practices-Restrictive Trade Practices-Consumer Protection Councils-Central Consumer Protection Authority-Consumer dispute redressal agencies-District Consumer Disputes Redressal Commission-State Consumer Disputes Redressal Commission. - National Commission.	<b>15</b>
<b>Unit II- Companies Act, 2013</b>	Concept of company- -Formation of company-Documents related with incorporation; Memorandum of Association and Articles of Association-Kinds of companies-Provisions relating to C.S.R. (Corporate Social Responsibility)-Prospectus-Share Capital-Company management and administration; Directors and their	<b>15</b>

	role-Meeting of Company, its essentials and its types-Winding up of company and its types.	
<b>Unit III Industrial Relations Code, 2020</b>	Meaning and Importance of industrial relations- Objectives of Code,2020- Concepts of Industry, Industrial Dispute, Employer, Worker, Strike, Lockout- Mechanism for resolution of industrial dispute, Grievance Redressal Committee, Arbitration, Conciliation and Industrial Tribunal-Trade Unions and Collective Bargaining	
<b>Unit IV Negotiable Instruments Act, 1881</b>	Concept of Negotiable Instrument- Characteristics- Meaning and essentials of Promissory Note, Bill of Exchange and Cheque- Holder and holder in due course, Privileges of holder in due course- Dishonor of Cheque and procedure after dishonor; Sections 138 to 148 of the Act, 1881	<b>15</b>

### **Course Outcomes**

On successful completion of the course, the students will be able ...

1. To get well acquainted with important business regulatory laws
2. To get knowledge regarding key concepts regarding business laws
3. To develop the skill to tackle legal technicalities and problems in their future professional life.

### **Suggested Readings:**

1. Elements of Mercantile Law: N. D. Kapoor, Sultan Chand & sons, New Delhi.
2. Mercantile Law: S. S. Gulshan, Excel Book, New Delhi.
3. Legal Environment of Business K. Ashwathappa
4. Mercantile Law Dr. R. K. Chopra, Himalaya Publishing House.
5. Business Law Dr. Avtar Singh
6. The Consumer Protection Act,2019 Delhi Law House, Delhi
7. The Consumer Protection Act, 2019 Bare Act
8. Company Law Dr. Avtar Singh, Eastern Book Company, 2015
9. The Companies Act,2013 Lexis Nexis, Second Edition, 2014
10. SEBI Act,1992 Bare Act
11. Industrial Relations and Labour Laws Piyali Ghosh & Shefali Nandan

12. Industrial Relations and Labooour Laws R.C Tripathi, C.B. Gupta and N.D. Kapoor

13. Labour and Industrial Laws S.N. Mishra

14. The Negotiable Instruments Act, 1881

(13<sup>th</sup> Edition)

Dr. R.K. Bangia