



**BHARATI VIDYAPEETH DEEMED UNIVERSITY
INSTITUTE OF MANAGEMENT AND
ENTREPRENEURSHIP DEVELOPMENT,
PUNE - 411 038.**

Syllabus

BBA

PART - II

SEM – III & IV

Semester - III	
Code	Course Title
J020213	Organizational Behaviour
J010214	Principles of Marketing
J010215	Basics Of Financial Management
J010216	Management Information Systems
J010217	Business Statistics – II
J010218	Road Safety and Management

BBA SEM III
COURSE CODE J020213
ORGANIZATIONAL BEHAVIOUR

Objectives :

- To Understand the role of individual, group and organizational processes on individual behavior in a work setting
- To develop an insight on how concepts of organizational behavior are utilized by management practitioners and organizations

Unit 1 : Introduction to Organizational Behaviour

Definition, Evolution of the Concept of OB, Contributions to OB by major behavioural science disciplines, Challenge and Opportunities for OB managers, Models of OB study

Unit 2 : Foundations of Individual Behaviour

Attitudes and Job Satisfaction, Components of Attitude, Major Job Attitude, Job Satisfaction, Job involvement, Organizational Commitment

Personality and Values, Personality Determinants, MBTI, Big – Five Model, Values, Formation, Types of Values, Perception, Factors influencing perception, Process, Managerial implications

Unit 3 : Motivation and Leadership

Concept of motivation, Definition, Theories of Motivation, Maslows need Theory, ERG Theory, Theory X and Theory Y, Two Factor Theory, McClelland's Theory, Equity Theory, Vroom's Expectancy Theory

Concept of Leadership, Traits of good Leader, Difference between Leader and Manager, Theories of Leadership, Ohio State and Michigan Studies, Blake and Mouton theory, Fielders model, Likert's model

Unit 4 : Foundations of Group Behaviour

Group, Formation of Group, Classification, Group Properties, Roles, norms, status, size and cohesiveness, Group decision making, Understanding teams, creating effective teams, Conflict, Process, Conflict management communication

Unit 5 : Enhancing Individual & Interpersonal Process

Goal setting and Rewards : The role of goal setting, goal setting and motivation, Job Design : The evolution of Job Design, Job enlargement and Job enrichment, Job Dimension

Unit 6 : Emerging issues in OB

Culture, Definition, Culture's function, need and importance of Cross Cultural training, Organizational Change, Stress and its Management

Reference Books :

- 1) Kavita Singh, Organizational Behaviour, Pearson Publication
- 2) Robbins, Timothy Judge, Seema Sanghi, Organizational Behaviour, Stephen Pearson Prentice Hall, 12 edition
- 3) Fred Luthans, Organizational Behaviour, McGraw Hill Inc.
- 4) John Newstrom and Keith Davis, Organizational Behaviour, Tata McGraw Hill, 11 edition
- 5) Ashwa Thapa, Organizational Behaviour

BBA SEM III

COURSE CODE J010214

Principles of Marketing

Objectives :

- To enhance basic knowledge of marketing into practice
- To develop marketing skills among the students by knowing applications through case studies / case lets

Unit 1 : Basics of Marketing

Evolution of the Concept of Marketing, Marketing concept, Sales concept, Consumer satisfaction & Consumer Delight, Modern concept of Marketing, Online / e-Marketing concept.

Unit 2 : Market segmentation, Targeting & Positioning (STP)

Market Segmentation, meaning, its benefits, Bases & strategies for segmenting, Consumer goods, Industrial Goods, Market Targeting, Product positioning concept

Unit 3 : Marketing Research

Nature & Scope, Marketing Research Process, Questionnaire construction & Market Survey techniques, Marketing plan, Components & Process, SWOT Analysis

Unit 4 : Marketing Mix (P's of Marketing)

Concept, Its components, Marketing, Environment in India, Its impact on P's of marketing, marketing mix for consumer market

Unit 5 : Product Mix

Concept, Product life cycle concept, Product mix strategies of Indian Vs MNC's operating in India

Price Mix

Meaning, Pricing objectives & determinants, Skimming pricing, Penetration Pricing & Price Leadership

Unit 6 : Distribution & Promotion Mix

Concept, Channels of Distribution, Role of Intermediaries, Retail functions, Physical Distribution concept, Advertising, sales promotion & Public Relations, Advertising objectives & Objections

Case studies : On Unit 1 to 6

Reference Books :

- 1) Dr. Philip Kotler, Marketing Management
- 2) Ramswamy & Nandakumari, Marketing Management, Indian context
- 3) Rajan Saxena, Marketing Management, Tata McGraw Hill Publication
- 4) Tapan Panda, Marketing Management, Excel Publication
- 5) William Stanton, Fundamentals of Marketing

BBA SEM III

COURSE CODE J010215

BASICS OF FINANCIAL MANAGEMENT

Objectives :

- Conceptual Orientation as a ground for understanding what are application areas of financial management
- A broad overview of applications to develop the comprehension and insight into application Knowledge of retail life situations through assignments

Unit 1 : Introduction to Financial Management

Finance : Definition, Nature and Scope of Finance Functions

Financial Management : Meaning, Scope, Objectives

Profit v/s Wealth Maximization, Organization of Finance Function, Role of finance manager in globalised environment

Unit 2 : Sources of Long term Finance

Equity shares, Preference shares, Debentures, Public Deposits, Borrowing from banks : Their Meaning, Types, Merits and Demerits

Unit 3 : Capital Budgeting Decision

Meaning, Importance, Time Value of Money

Techniques of evaluation : Payback period, Accounting rate of return, Net present value, Profitability Index, Internal rate of return

Unit 4 : Capital Structure

Meaning, Factors to be considered while framing capital structure

Leverage : Operating financial and combined leverage

Cost of Capital : Importance and concept, Measurement of cost of debt, cost of preference share capital, equity share capital, cost of retained earnings and weighted average cost of capital

Unit 5 : Management of Working Capital

Meaning, Determinants of working capital, Operating Cycle, Estimation of Working Capital, Source of Financing Working Capital : Reserves and Surplus, Bonus Shares and Retained Earnings

Unit 6 : Dividend Decision

Dividend : Meaning under companies Act 1956 and Income Tax Act 1961

Dividend Policy : Meaning and factors affecting Dividend Decision

Reference Books :

- 1) J. M. Pandey, Financial Management, Vikas Publishing House
- 2) M. Y. Khan P. K. Jain, Financial Management, Tata McGraw Hill Publishing co. Ltd., New Delhi
- 3) Prasanna Chandra, Financial Management, Tata McGraw Hill Publishing co. Ltd., New Delhi
- 4) R. M. Shrivastava, Pragati Prakashan, Meerut
- 5) Maheshwari S. N., (2009), Financial Management, Principles and Practice, 9th Edition Sultan Chand & Sons.

Management Information Systems

Objectives :

- To introduce the various information systems and functional domains required in the organizations
- To acquaint the student with role of IT in Management Information systems
- To train the students in current trends in Managements Information systems

Unit 1 : Information Technology Infrastructure

Managing Hardware & Software assets, Managing data resources, Telecommunication & Networks, Types of Networks, Topologies, Network Goals, The Internet & New Information Technology, Infrastructure

Unit 2 : Information Concepts

Definition, Types of Information, Quality of information, Value of information, *Information needs of managers* at different levels, Cases related to Information

Unit 3 : Management Information Systems

Definitions, Integrated system, MIS Vs Data processing, MIS and other academic disciplines, Structure of MIS based on management activity and functions, Systems concepts to *MIS*

Unit 4 : Threats and Security Measures

Information system security control, Various Threats and Control to Information security, information Technology Act 2000, Cyber Laws, Biometrics Techniques of IRIS, Finger Print

Unit 5 : Enterprise Management System

Introduction to Enterprise Management System, Introduction to Enterprise Resource Planning system, Benefits of the Enterprise Resource Planning, Benefits of the Enterprise Resource Planning, Enterprise Management System & MIS

Unit 6 : Information Systems for Functional Areas

Information for financial, Marketing, Inventory control, Production function, Personnel function, Cases related to information requirement for above functional areas

Unit 7 : Knowledge Management System

Knowledge Management Architecture, Knowledge Management System Life Cycle

Reference Books :

- 1) W. S. Jawadekar, Managing Information System
- 2) V. Rajaraman, Analysis and Design of Information System
- 3) Kenneth C. Laudon & Jane P. Laudon, Managing Information System
- 4) Williams, Information Technology, Tata McGraw Hills
- 5) Gordan Devis, Margrethe H. Oison, Management information System

BBA SEM III
COURSE CODE J010217
Business Statistics - II

Objectives :

- To orient the students towards quantitative techniques involved in business and understanding the statistical interpretation of business data.

Unit 1 : Correlation Analysis

Meaning of correlation, types of correlation, Methods of studying correlation, scatter diagram, Karl Pearson's coefficient, Rank Correlation, Method of Least Squares, Applications of Correlation, Coefficient of determination

Unit 2 : Regression Analysis

Meaning and applications, Lines of regression, regression coefficients, Properties of regression, Estimation and interpretation, Estimation of error, Distinction between Correlation and regression

Unit 3 : Association of Attributes

Yule's Coefficient of association and interpretation

Unit 4 : Probability

Definition of probability, random experiment, sample space, independent events, mutually exclusive events, conditional probability, Bayes Theorem

Unit 5 : Theoretical Probability Distributions

Binomial, Poisson and Normal simple applications

Unit 6 : Statistical Decision Theory

Decision making under certainty, Decision making under uncertainty, Decision Trees, Applications to Business data

Project Work on Statistical Data Analysis

Reference Books :

- 1) Dr. P. C. Tulsian & Bharat jhunjhunwala, Business Statistics
- 2) S. P. Gupta & M. P. Gupta, Business Statistics, Sultan Chand & Sons
- 3) T. N. Srivatava & Shailaja Rego, Statistics for Management, Tata McGraw Hill
- 4) Bhardwaj R. S., Business Statistics, Excel
- 5) David L Eldedge, Business Statistics, South Western Thomson USA
- 6) Amir D Aczel, Business Statistics, Tata McGraw Hill

BBA SEM III

COURSE CODE J010218

ROAD SAFETY AND TRAFFIC MANAGEMENT (Internal)

Objectives :

- The vehicle population in India is growing at an exponential rate. This phenomenon is bringing in its wake a host of health related, environmental, safety and behavioral problems in the society. The problem is compounded due to absence of effective means of mass transportation system in most big cities in India. All European Nations and the United States of America considered this factor while rebuilding their cities after the devastation brought about by World War II. They laid an elaborate underground rail network to provide a safe, pollution free and efficient means of transportation. United States went a step forward by constructing a massive network of modern eight lane Interstate Highways connecting important cities and locations in the entire country. Be it that may be, the real issue is to manage the manageable in so far as India is concerned. Introduction of this course at Undergraduate level is an attempt to inculcate road sense, discipline and social consciousness and prevent a large number of preventable accidents and save precious lives.

Unit 1 : The effects of motor vehicle pollution on ecological balance.

Effect of bad roads and road sense on soil conservation, afforestation, dust emission. Air, gas and sound pollution. Water pollution, effect on crops ,soil fertility and wildlife.

Unit 2 : Management of Traffic and Traffic Rules.

Use of traffic signals, signs by hand, knowledge/applications of automatic signals, parking rules, driving around, Traffic islands ,traffic joints, subways and flyovers. Signs of roads: meaning of yellow, green and red lights, zebra crossings, bus stops, use of road by physically disadvantaged persons, elderly persons,women and children, special right of way for ambulance, firefighting vehicles,school bus and V.I.P vehicles

Unit 3 : Salient features of Motor Vehicles Act,1988

Registration and Licensing Authorities in India: Their powers and duties, Legal requirements to be met for driving various classes of vehicles. classification of traffic offences. Penalties and appeals.

Unit 4 : Promotion of Road Safety in India:

Co-ordination between various local and Government Authorities for better management of road safety, compulsory safety training for drivers of all classes of

vehicles. widening and improvement of quality of roads in India, role of NGOs and voluntary organizations in promoting road safety. Promotion of road safety through media.

Unit 5 : Management of Road Safety:

Meaning and interpretation of various road signs, management of speed limits and enforcement of safety rules, fundamentals of vehicle maintenance for better safety on the road. Vehicle parking rules, overtaking rules, stringent penalties for repeated violations, participation of public in ensuring safe driving conditions on the road, prevention of driving under influence of alcohol, drugs and intoxicants. counseling and its role accident prevention.

Unit 6 : Management of Road Mishaps and Accidents:

First aid to accident victims- First aid techniques, co-ordination with hospitals and other health centres for emergency treatment of accident victims, role of Insurance companies in providing relief to accidents victims, Management of Ambulance Services, Importance of voluntary blood donation in saving accident victims, Rehabilitation of persons affected by accidents.

Qualities of a good Driver:

Good health, tolerance, responsibility, knowledge of rules and laws, self confidence, politeness, familiarity with the vehicle and its maintenance requirements, self discipline.

Reference Books :

- 1) Pratibha Shastri Ranade , Road Safety Management, ICFAI University
- 2) Vijay Vinayak Revankar, Road Safety – Vimleshwar Automobile Industry and Road Safety Community Forum

Semester - IV	
Code	Course Title
J020219	Business Laws
J020220	International Business
J010221	Research Methodology
J020222	Human Resource Management
J010223	Entrepreneurship Development
J010224	Industrial Exposure (Internal)

BBA SEM IV
COURSE CODE J020219
BUSINESS LAWS

Objectives :

- To gain knowledge of those branches of those branches of law relating to business transactions, certain corporate bodies & related matters & their application to practical commercial situations.

Unit 1 : Indian Contract Act, 1872

Definition, Offer & acceptance, Consideration, Capacity of parties, Free consent, Legality & Objects of consideration, Void agreements, Performance, Discharge of contract

Unit 2 : Sale of Goods Act, 1930

Contract of sale of Goods, Conditions & Warranties, Transfer of property, Performance of Contract of sale, Rights of unpaid seller

Unit 3 : Indian Partnership Act, 1932

Concept of partnership, Definition, Partnership & Company, Partnership 7 Joint Hindu Family, Test of Partnership, Kinds of partnership, Registration, Effects of non registration, Rights & duties of partner, Admission, Retirement, Expulsion of partners, Dissolution of Firm

Unit 4 : Companies Act, 1956

Company Definition, Features, Types of Company, Incorporation of Company, Memorandum of Association, Article of Association, Prospective, Director, Appointment, Power & Duties, Shares & Debentures

Unit 5 : The Consumer Protection Act, 1986

Salient features, Definition : Consumer, Complaint, Defect & Services, Deficiency, complainant, Rights & Reliefs available to consumer, Consumer Disputes Redressal Agencies (Composition, jurisdiction, Powers & Functions)

Unit 6 : Objects & general Features of Competitions Act, 2002

Intellectual Property, Definition & Types

Reference Books :

- 1) N. D. Kappor, Elements of Mercantile Law, S. Chand & Co.
- 2) K. R. Bulchandani, Business law for Management, Himalaya Publishing House
- 3) The Consumer Protection Act, 1986, Govt. Publication Base Act
- 4) M. C. Kutchal, Mercantile Law, Vikas Publishing
- 5) Universal's Intellectual Property Law, edition 2004

BBA SEM IV
COURSE CODE J020220
INTERNATIONAL BUSINESS

Objectives :

- To acquaint the student with emerging issues in international business
- To study the impact of international environment on foreign market operations of a firm

Unit 1 : International Business Environment

1.1 Nature, Definition of International Business

1.2 Theories of International Trade / Mercantilism

1.2.1 Ricard's Theory / Smith Theory

1.2.2 Heckscher-Ohlin Theory / Portn Model

Unit 2 : Multinational Enterprises

Meaning of International Corporations, Role and importance of Multi – national corporation in international business

Unit 3 : Foreign Exchange Market

3.1 Meaning of Exchange rate

3.2 Determination of Exchange rate – Fixed, Flexible and Managed

Unit 4 : International Financial Management

4.5 Balance of Trade and Balance of Payments

4.6 International Monetary Fund (IMF) – Objectives and functions.

4.7 World Bank – Objective and Functions / Globalization in Marketing and International Human Resource

Unit 5 : Regional Economics Grouping

5.1 Evolution, Structure and Functions of :

5.1.1 North Atlantic Free Trade Agreement (NAFTA)

5.1.2 South Asian Association for Regional Co-operation (SAARC)

5.1.3 European Union (E.U.) / G-20 / BRIC

5.1.4 World Trade Organization (WTO)

Unit 6 : India's Foreign Trade

- 6.1 Composition and direction of India's Foreign Trade since 1991.
- 6.2 Current Foreign Trade Policy of India. (2004-09)
- 6.3 Role of Special Economic Zones (SEZs) in International Business

Reference Books :

- 1) Miltiades Chacholiades, International Economics, McGraw Hill Publishing Co., New York, 1990
- 2) W. Charles Sawyer and Richard L. Sprinkle, International Economics, Prentice Hall of india Pvt. Ltd. Delhi, 2003
- 3) M. L. Jhingan, International Economics, Vrinda Publications, Delhi, 2006
- 4) Charles Hill, Arun Kumar Jain, International Business, Competing in the Global Market Place , Tata McGraw Hill, New Delhi, 2008

BBA SEM IV
COURSE CODE J020221
RESEARCH METHODOLOGY

Objectives :

- This course aims to train the students about the basics of research for business applications.
- The objective is to equip the students with the necessary skills on carrying out preliminary research study.

Knowledge of Statistical techniques is presumed for this course.

Unit 1 : Introduction to research

Meaning, Definitions, Characteristics, Objective of research, Motivations in research, Importance of research in business, Research methods and Research methodology, Types of research, Research in functional/business areas, Qualities of a good researcher.

Unit 2 : Research Process

Steps involved in the research process, Research Design : Meaning, Characteristics, Advantages, Importance, Measurement : Source of errors in measurement.

Unit 3 : Census and Sample survey Sampling techniques

Source of Data : Primary and Secondary, Detailed discussion on Observation, Interview and Questionnaire method of data collection

Unit 4 : Processing of Data

Meaning, Importance, and steps involved in processing of data, Analysis of Data, Use of statistical tools for analysis, Interpretation of results, Testing of Hypothesis, Chi-Square Test

Unit 5 : Reports

Report Importance of Written and Oral presentation, Types of Research reports, Format of good research report

Unit 6 :

Practical project work involving the various steps in conducting research / inquiry, group of students may carry out studies involving different research areas, data collection techniques and presentation of the same

Use of Computer in Research

Reference Books :

- 1) Dr. P. M. Herekar, Research methodology and Project Work
- 2) C. R. Kothari, Research Methodology
- 3) Ram Ahuja, Research Methods
- 4) Cooper & Schindler, Business Research Methods

BBA SEM IV

COURSE CODE J020222

HUMAN RESOURCE MANAGEMENT

Objectives :

- To familiarize the students with different aspect of Human Resource Management in an organization
- To familiarize the students with the strategies involved in HRM

Unit 1 : Introduction HRM

Definition, Nature, Scope, Functions and Objectives, Organization of HR Department, Evolution of HRM, Nature of Strategic HRM, Introduction to International HRM, Introduction to HRIS

Unit 2 : Human Resource Planning

Nature of HRP, Factors affecting HRP, Planning process, Constraints of HRP, Job Analysis, Process, Methods of Collecting Job Data, Job Design, Factors Affecting Job Design, Contemporary issues in Job Design

Unit 3 : Recruitment and Selection

Recruitment Process, Sources of Recruitment, Alternative to Recruitment : Outsourcing, Selection Process, Methods, Tests, Interview, Assessment centers, Induction and Placement

Unit 4 : Training and Development

Nature, Process, TNA, Methods of Training : On-the-job and Off-the-job, MBO

Unit 5 : Performance Management

Performance Appraisal, Process, Methods of Performance Appraisal, Job Evaluation, Methods, Compensation, Components, Factors affecting Employee Remuneration, Incentives and Performance based payments, Managing Separations

Unit 6 : Industrial Relations

Nature of IR, Importance of Peaceful IR, Trade Union, Resolving Disputes, Nature of Disputes, Settlement of Disputes

Reference Books :

- 1) V. S. P. Rao, Human Resource Management
- 2) Dwivedi R. S., Managing Human Resources and Personnel Management in India Enterprises, Galgotia Publishing Company
- 3) Clarke Liz, The Essence of Change, Prentice Hall of India Pvt. Ltd., 1997
- 4) Dessler G., Human Resource Management, Pearson Education Pvt. Ltd.
- 5) Stephen Robbins, The Management of Human Resource Management

BBA SEM IV

COURSE CODE J020223

ENTREPRENEURSHIP DEVELOPMENT

Objectives :

- To develop an understanding of entrepreneurship concepts
- To provide sufficient knowledge for students aspiring to be entrepreneurs
- To provide ways and means to start up an enterprise

Unit 1 : Entrepreneurship

Evolution, Concept and definition of an entrepreneur, Characteristics, Function and types of entrepreneurs, Qualities of an Entrepreneur, Growth of Entrepreneurship in India, role of Entrepreneurship in Economic Development, Women Entrepreneurship in India

Unit 2 : Business Opportunity Identification

Search for Business Ideas, Market Assessment, Sources of Information, Modalities of Information collection, Environmental Analysis, Entrepreneurial opportunities in India, Business Opportunity identification and selection

Unit 3 : Business Plan Preparation

Meaning of Business plan, Significance and Contents of a Business Plan, developing Business Plan, Presenting Business Plan, Elevator Pitch

Unit 4 : Project Finance

Types of Finance, Sources of Finance, Venture Capital, Financial Institutions

Unit 5 : Support Agencies

Support to Entrepreneurs by DIC, SIDBI, SIDCO, SSIB, NSIC, SISI, RDC's, Other Institutions etc. Entrepreneurship promotion by Government through various schemes

Unit 6 : Entrepreneurial Motivation and Development

Factors motivating entrepreneurs, Basic course contents of EDP's Evaluation of EDP's, Organizations involved in EDP's

Reference Books :

- 1) Dr. Dilip Sarwate, Entrepreneurship Development and Project Management, Everest Publishing house
- 2) Vasant Desai, Dynamics of Entrepreneurship development and Management, Himalaya Publishing House
- 3) David H Holt, Entrepreneurship and New Venture Creation, Prentice Hall
- 4) Paul Ajit Kumar, Paul, Entrepreneurship Development, Himalaya Publishing House Mumbai

BBA SEM IV
COURSE CODE J020224
INDUSTRIAL EXPOSURE (Internal)

Objectives :

- To enhance the awareness of the students towards the study and use of Trade and Industry directories, business websites add published data & information relating to trade, commerce & industry.
- To enable the students to gain knowledge and understanding of a business system and activities involved therein and acquire experience by seeking association or intervention in the system

The Co-ordinator will prescribe, guide, monitor and evaluate the activities of the students.

Unit 1 :

The students have to individually visit a service organization like hospital, hotel, bank etc. He has to observe the functioning of the organization. He can have formal and informal discussions with the employees, managers, owners etc. of the organization. Based on this he has to write a report of the visit in the journal.

Unit 2 :

An Industrial Visit should be organized to any manufacturing industry in the vicinity by the Co-ordinator in which all the students have to participate. They have to observe the activities of the organization; they can have formal and informal dialogs with the authorities of the organization. Based on this visit they have to write visit report individually in the Journal.

Unit 3 :

Specific industries like Agriculture, food processing, furniture, garment, insurance, pharmaceuticals, banking, film, wine, paper etc. will be assigned to individual student or a group of two students. The students are expected to collect the information about the industry's history, present practices, products, players in the industry, trends in the industry, contribution of the industry to the development of the nation, future of the industry etc. by referring newspapers, journals, periodicals, business, magazines and different websites etc.

Unit 4 :

Based on data collection in Unit 3, the students have to give the presentation of this industry in the class. The presentations will be evaluated on the basis of its content, information gathering, explanation etc. The students are also expected to prepare a scrapbook for this industry study. The students have to also write an overview of the industry in the Journal.

Unit 5 :

The student will be assigned any specific trade organization like FICCI, Indian Tea Association, Indian Chamber of Commerce & industry, ASSOCHAM, CII, Hotel Association of India, Indian Agro Paper Mills Association etc. By the Co-ordinator. The students have to search the information relating to this trade organization through internet websites and other sources. Students have to write a detailed profile and functioning of the trade organization in the Journal.

Unit 6 :

Students have to give Viva-Voce at end of the semester based on their performance in the assignments during the term.

Mode of Evaluation:

The performance of the Students in this course will be evaluated as under.

- A) Internal evaluation (Class Participation) – 20 marks
- B) Oral presentation by the student based on the assignments performed in the class during the Term – 20 Marks
- C) Journal maintained by the student – 20 Marks
- D) Viva-voce at the end of the term based on the assignments performed – 40 Marks



Dr. Patangrao Kadam
Founder - Chancellor

BHARATI VIDYAPEETH UNIVERSITY INSTITUTE OF MANAGEMENT AND ENTREPRENEURSHIP DEVELOPMENT

Erandwane, Paud Road, PUNE-411038
Maharashtra, INDIA.

To
Dr. V. M. Chavan
Director,
Institute Of Management
Kolhapur

Date : 21 April 2011

Subject: Syllabus of BBA – Sem III & IV (Applicable with effect from 2010 - 11)

Dear Sir,

Please find enclosed herewith the syllabus of BBA (Semester III and IV) for your perusal and further action. The syllabi of third year will be forwarded in due course.

Thanking You

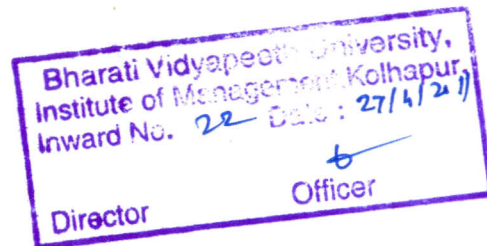
Yours faithfully

Prof. Dr Mahesh V. Shitole

Director

Bharati Vidyapeeth Deemed University
Institute of Management and
Entrepreneurship Development

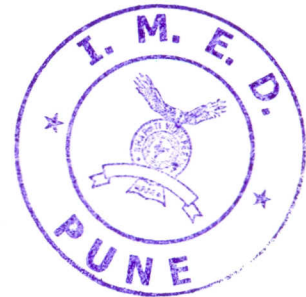
Pune - 411 038.



Dr. A B Axelcar
Prof Ms. Desai
Prof Ms. Menon

Pl. speak

27/4



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