



(Shri Ramkrishna Seva Mandal's)
ANAND COMMERCE COLLEGE

An Autonomous College (2025-26 to 2034-35)

(Affiliated to Sardar Patel University)

NAAC ACCREDITED 'A' GRADE (3.04 CGPA)

ISO 9001:2015

Syllabus as per NEP 2020 with effect from the Academic Year 2026-27



Bachelor of Business Administration
BBA (ISM) Semester – III

Course Code	UB03MABBI01	Title of the Course	Financial Management I
Total Credit of Course	04	Hours Per Week	04

Course Objectives	1. To develop a clear understanding of the concepts, scope, and importance of financial management. 2. To enable students to understand and apply financial planning in business decision-making. 3. To understand the capitalization of the organization and its effective management. 4. To equip students with knowledge of capital budgeting techniques for evaluating investment decisions. 5. To provide understanding of working capital management and its role in maintaining liquidity.
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Course Content		
Unit	Description	Weightage* (%)
1.	Financial Management: An Overview ➤ Introduction of Financial Management ➤ Meaning and definition of financial management ➤ Significance of financial management ➤ Finance Decision: Investment decisions, Financing decision, Dividend decisions, Liquidity decision ➤ Objectives of Financial Management: Profit Maximization and Wealth Maximization ➤ Organization of the finance function, ➤ Role and Responsibilities of Modern Financial Manager	20%
2.	Financial Planning ➤ Introduction of Financial Planning ➤ Meaning and Nature of Financial Planning ➤ Characteristics of sound financial plan ➤ Importance of financial planning ➤ Factors affecting financial planning ➤ Limitations of financial planning	20%

3.	Capitalization ➤ Introduction ➤ Meaning and Definition of Capitalisation ➤ Theories of Capitalization- Cost & Earning Theory ➤ Over Capitalization: Meaning, Causes, Effects & Remedies ➤ Under-Capitalization: Meaning, Causes, Effects & Remedies	20%
4.	Capital Budgeting ➤ Introduction of Capital Budgeting ➤ Meaning and Definition of Capital Budgeting ➤ Significance of Capital Budgeting ➤ Capital Budgeting process ➤ Types of Capital Budgeting Decision ➤ Techniques of Capital Budgeting: PBP, ARR, NPV, PI & IRR	20%
5.	Management Working Capital ➤ Introduction of Working Capital Management ➤ Meaning and Definition of Working Capital ➤ Types of Working Capital ➤ Significance of working capital management ➤ Factors affecting working capital requirement ➤ Two dimensions of working capital Management - Relative assets liquidity and Relative financing liquidity ➤ Examples: Computation of Operating cycle, Estimation of working capital requirement	20%

Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learner will be able to	
1.	Explain the fundamental concepts, objectives, and functions of financial management.
2.	Analyze the principles and factors involved in effective financial planning.
3.	Demonstrate the ability to manage the capital and determine optimal capitalization of an organization

4.	Apply capital budgeting techniques to evaluate and select investment projects.
5	Assess working capital requirements and manage short-term financial resources efficiently.

Suggested References:	
Sr. No.	References
1.	Maheshwari, S. N., & Maheshwari, S. K. (2021). Financial management: Principles and practice. Sultan Chand & Sons.
2.	Chandra, P. (2022). Financial management: Theory and practice (10th ed.). McGraw Hill Education India.
3.	Agrawal, M. R. (2020), Financial management, Garima Publications.
4.	Pandey, I. M. (2021). Financial management (12th ed.). Vikas Publishing House.
5.	Khan, M. Y., & Jain, P. K. (2020). Financial management: Text, problems and cases (9th ed.). McGraw Hill Education India.
6.	Bhope, A., Rane, D. P., & Awate, S. G. (2023). Financial management. San International Scientific Publications.
7.	Financial Management, Sudhir Prakashan
Digital Resources	
1.	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://baou.edu.in/assets/pdf/PGDF_102_slm.pdf
2.	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf
3.	chromeextension://efaidnbmnnnibpcajpcglclefindmkaj/https://ebooks.lpude.in/commerce/mcom/term_2/D-COM307_DMGT405_DCOM406_FINANCIAL%20MANAGEMENT.pdf





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Bachelor of Business Administration BBA(ISM) Semester – III

Course Code	UB03MABBI02	Title of the Course	Object-Oriented Programming with Data Structures
Total Credit of Course	04	Hours Per Week	2T+2P

Course Objectives	1. To understand core principles of Object-Oriented Programming (OOP) 2. To learn implementation of data structures using OOP concepts 3. To develop problem-solving skills using structured and object-oriented approaches. 4. Understand and apply exception handling mechanisms to manage runtime errors and improve program reliability. 5. Understand the fundamental concepts of data structures and their importance in computer science and problem-solving.
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Course Content		
Unit	Description	Weightage* (%)
1.	Fundamentals of Object-Oriented Programming ➤ Introduction to Programming Paradigms (Procedural vs OOP) ➤ Basic Concepts of OOP: ➤ Classes and Objects ➤ Encapsulation ➤ Abstraction ➤ Inheritance ➤ Polymorphism ➤ Features and advantages of OOP ➤ Structure of C++ ➤ Data types, variables, operators ➤ Control structures: decision making and looping	20%
2.	Classes, Objects and Functions ➤ Class definition and object creation ➤ Member functions and data members ➤ Constructors and Destructor ➤ Function overloading ➤ Inline functions ➤ Friend functions ➤ Static members ➤ Passing objects to functions	20%

	➤ Arrays of objects	
3.	Inheritance and Polymorphism ➤ Types of inheritance: ➤ Single, Multiple, Multilevel, Hierarchical ➤ Access specifiers ➤ Virtual functions ➤ Runtime polymorphism ➤ Function overriding ➤ Abstract classes	20%
4.	Advanced OOP Concepts ➤ Exception handling ➤ File handling in OOP ➤ Templates (generic programming) ➤ Namespaces ➤ Introduction to Standard Template Library (STL) ➤ Basic string handling	20%
5.	Introduction to Data Structures ➤ Introduction to Data Structures ➤ Arrays: representation and operations ➤ Linked Lists: singly, doubly, circular ➤ Stack: operations and applications ➤ Queue: linear and circular queue	20%

Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises.
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Understand and apply OOP concepts in programming
2.	Design and implement classes and objects effectively

3.	Use inheritance and polymorphism in real-world problems
4.	Implement fundamental data structures like stacks, queues, and linked lists
5	Analyze and apply searching and sorting algorithms

Suggested References:	
Sr.No.	References
1.	E. Balagurusamy, <i>Object Oriented Programming with C++</i> , McGraw Hill
2.	Robert Lafore, <i>Object-Oriented Programming in C++</i> , Pearson
3.	Stanley B. Lippman, <i>C++ Primer</i> , Pearson
4.	Herbert Schildt, <i>C++: The Complete Reference</i> , McGraw Hill
5.	Seymour Lipschutz, <i>Data Structures</i> , Schaum's Outline Series
6.	Mark Allen Weiss, <i>Data Structures and Algorithm Analysis in C++</i> , Pearson
Digital Resources	
https://onlinecourses.nptel.ac.in/noc25_cs81/preview	
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https://www.startertutorials.com/cpp/notes/Files_Exceptions_Generics.pdf	





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BACHELOR OF BUSINESS ADMINISTRATION
(ISM) Semester – III

Course Code	UB03MABBI03	Title of the Course	System Analysis And Design
Total Credit of Course	04	Hours Per Week	04

Course Objectives	1. To understand fundamental system concepts, characteristics, and the role of system analysis in problem-solving. 2. To understand SDLC phases and system development methodologies. 3. To apply system analysis and design techniques for structured problem solving. 4. To develop skills in system design, fact-finding, and input/output design principles. 5. To understand modeling techniques like DFD and UML for system design
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Course Content		
Unit	Description	Weightage* (%)
1.	System Concepts & System Analysis ➤ Introduction to System ➤ Characteristics of a System ➤ Elements of a System ➤ Major System Concepts ➤ Types of Systems (Open, Closed, etc.) ➤ Introduction to System Analysis ➤ Role of System Analyst ➤ System Approach and System Analysis	20%
2.	System Development Life Cycle & Methodologies ➤ Introduction to System Development Methodologies ○ Phases of SDLC ➤ Planning ➤ Analysis ➤ Design ➤ Detailed Design ➤ Coding ➤ Testing ➤ Implementation ➤ Maintenance	20%

3.	System Analysis & Design Techniques (SSADM) Introduction to SSADM: ➤ Steps of SSADM ➤ Advantages of SSADM ➤ System Prototype Method SSADM Tools: ➤ Decision Tree ➤ Decision Table	20%
4.	Fact Gathering , System Design & Input/output Fact Gathering Techniques : ➤ Interview ➤ Questionnaires ➤ Record ➤ Inspection ➤ Observation System Design : ➤ Form Design - Types, Principles ➤ File Design-Types, Organization ➤ Code Design - Types of Codes Input & Output Design: ➤ Data Capture, Verification, Validation ➤ Basic Steps in Input Design ➤ Output Design (Principles, Types & Media)	20%
5.	Data Flow Diagram and UML Modeling Data Flow Diagram (DFD): ➤ Concepts and Symbols ➤ Construction of DFD ➤ Physical & Logical DFD Unified Modeling Language (UML): ➤ Introduction to UML ➤ Aspects, Goals & Scope ➤ UML Process ➤ UML Diagrams: Use Case Diagram (Any One Example)	20%

Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)

5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Understand system concepts, types, and the role of system analysis and system analyst.
2.	Understand system development methodologies and SDLC phases.
3.	Apply SSADM techniques, decision trees, and decision tables for system analysis and design.
4.	Analyze system requirements using fact-finding techniques and input/output and file design methods.
5	Develop system models using DFD and UML diagrams.

Suggested References	
Sr.No.	References
1.	Hoffer, J. A., George, J. F., & Valacich, J. S. (2023). Modern systems analysis and design (9th ed.). Pearson.
2.	Awad, E. M. (2019). Systems analysis and design. Galgotia Publications.
3.	Parthasarathy, S., & Khalkar, B .W) .2008 .(Systems analysis, design and introduction to software engineering)SADSE) (7th ed .(.Master Academy.
4.	Dennis, A., Wixom, B .H., & Roth, R .M) .n.d .(.Systems analysis and design) 5th ed .(. Retrieved from System Analysis and Design PDF
5.	Satzinger, J .W., Jackson, R .B., & Burd, S .D) .2015 .(Systems analysis and design in a changing world) 7th ed .(.Cengage Learning .Download PDF
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Bachelor of Business Administration BBA(ISM) Semester – III

Course Code	UB03IDBBI01	Title of the Course	Operation Research
Total Credit of Course	04	Hours Per Week	04

Course Objectives	1. Explain and apply linear programming techniques to solve optimization problems for efficient resource allocation in production, supply chain management, and other business processes. 2. Apply transportation and assignment models to optimize distribution, allocation of resources, and project scheduling in practical situations. 3. Explain and apply replacement models to make cost-effective decisions regarding the replacement of assets or equipment over time. 4. Describe the concepts and methods of game theory and analyze decision-making in competitive situations. 5. Explain sequencing problems and determine optimal job sequences on machines to minimize total processing time and idle time.
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Course Content		
Unit	Description	Weightage* (%)
1.	Linear Programming Problem (LPP) ➤ Meaning and Mathematical form of LPP ➤ Assumptions and limitations of LPP ➤ Uses of LPP, Definitions : Objective functions, Constrains, Solution, Feasible Solution, Optimum Feasible solution ➤ Optimum Feasible Solution of LPP by Graphical Method. Application of LPP in business and Management.	20%
2.	Transportation Problem ➤ Meaning and Mathematical form of Transportation Problems ➤ Solution of Transportation problems by 1. North-West Corner Rule (Least Cost) 2. Matrix minima (Least Cost) Method, 3. Vogel's Approximation Method ➤ Unbalanced transportation problem and related examples	20%

3.	Assignment problems and Replacement Problems ➤ Meaning of Assignment Problem ➤ Mathematical form of Assignment problems ➤ Hungarian method for solving Assignment problems in the cases of maximization and minimization problems ➤ Meaning of Replacement problem ➤ Examples of Replacement problems.	20%
4.	Game Theory ➤ Introduction and meaning of Game Theory. ➤ Basic elements of a game: players, strategies, and payoffs. ➤ Pure strategies and mixed strategies. ➤ Saddle point and optimal strategy. ➤ Solution of two-person zero-sum games. ➤ Simple numerical problems related to game theory by graphical method.	20%
5.	Sequencing Problem ➤ Introduction and meaning of sequencing problems. ➤ Concept of processing time and order of jobs. ➤ n jobs through two machines problem. ➤ n jobs through three machines problem (special cases). ➤ Calculation of total elapsed time and idle time. ➤ Simple numerical problems related to sequencing.	20%

Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Understand and apply Linear Programming concepts and graphical methods to solve real-life business problems.
2.	Formulate and solve Transportation Problems using North-West Corner Rule, Matrix Minima Method, and Vogel's Approximation Method. Analyze and interpret the results to optimize transportation costs.
3.	Solve Assignment Problems using the Hungarian Method and understand Replacement Problems with real-life applications.
4.	Analyze competitive situations using basic concepts of Game Theory and determine optimal strategies.

5.	Solve sequencing problems and determine the best order of jobs to minimize total processing and idle time.
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Suggested References:	
Sr.No.	References
1.	Kapoor, V. K. (2011). <i>Operation research: Techniques for management</i> . Sultan Chand & Sons.
2.	Philips, D. T., Ravindran, A., & Solberg, J. J. (1987). <i>Operation research: Principles and practices</i> . Wiley.
3.	Sancheti, D. C., & Kapoor, V. K. <i>Statistics: Theory, methods and applications</i> . Sultan Chand & Sons.
4.	Sharma, J. K. (2006). <i>Quantitative techniques for management decisions</i> . Macmillan.
5.	Taha, H. A. (2007). <i>Operations research: An introduction</i> . Pearson/Prentice Hall.
6.	Vyas, H. R. (2017). <i>Operation research and quantitative techniques</i> . B. S. Shah Publication.
7.	Soni, R. S. <i>Business mathematics</i> . Pitamber Publishing House.
8.	Swarup, K., Gupta, P. K., & Man Mohan. (2014). <i>Operations research</i> . Sultan Chand & Sons.
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https://www.youtube.com/watch?v=-M-CUgZcRhw	
https://www.youtube.com/watch?v=En1B2WhrLCM	





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Syllabus as per NEP 2020 with effect from the Academic Year 2025-26

Bachelor of Business Administration
BBA (ISM) Semester – III

Course Code	UB03IDBBI02	Title of the Course	Business Economics
Total Credit of Course	04	Hours Per Week	04

Course Objectives:	1. To assess real-world business decisions using economic principles. 2. To examine and evaluate equilibrium conditions of an industry under perfect competition. 3. To explain the process of price and output determination under monopolistic competition 4. To explain the process of price and output determination under monopoly. 5. To analyze different pricing strategies adopted by firms under oligopoly conditions.
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Course Content		
Unit	Description	Weightage* (%)
1.	INTRODUCTION TO BUSINESS ECONOMICS ➤ Meaning, Nature and Scope of Business economics ➤ Theory of decision making and forward planning ➤ Objectives of the firm ➤ Role of Business Economics in MSME	20%
2.	PERFECT COMPETITION AND PRICE OUTPUT DETERMINATION ➤ Introduction, definition and characteristics ➤ Methods of determining equilibrium of firm under perfect competition ➤ equilibrium of firm in short run and long run period ➤ equilibrium of industry under perfect competition	20%
3.	MONOPOLISTIC COMPETITION AND PRICE OUTPUT DETERMINATION ➤ Introduction, meaning, definition and characteristics of monopolistic competition ➤ Price and output determination under monopolistic competition ➤ Selling cost: Meaning and effects on demand.	20%

4.	MONOPOLY MARKET ➤ Meaning definition and Characteristics ➤ Price output determination ➤ Price Discrimination: Meaning, types and conditions ➤ Justification for price discrimination	20%
5.	MARKET MODEL ANALYSIS ➤ Characteristics of Oligopoly Market ➤ Price Leadership Model ➤ Cartel Model ➤ Price war Model	20%

Teaching-Learning Methodology	Lecture Method, Interactive Discussion, Graphical and mathematical tools, problem solving Group activities, ICT Integration, Project Work and presentation Self learning Encouragement, Evaluation and feedback
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Explain the scope, importance and goals of Business economics.
2.	Explain the process of price and output determination under Perfect competition.
3.	Define and explain monopolistic competition, monopoly, selling cost, and various cost and revenue concepts.
4.	Evaluate the types, conditions, and justification of price discrimination in monopoly markets.
5.	Identify and explain characteristics of oligopoly markets, such as mutual interdependence, non-price competition, and uncertainty.
Suggested References:	
Sr.No.	References
1	Dwivedi, D. N. (2017). Managerial economics (8 th ed.). Vikas Publishing House.
2	Mehta, P. L. (2018). Managerial economics: Analysis, problems and cases (15th ed.). Sult Chand & Sons.
3	Ahuja, H. L. (2020). Principles of Microeconomics S. Chand & Company.
4	Paliwal, K., & Yadav, (2022–2023). Business economics. Garima Publication, Jaipur.

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URL: <https://epgp.inflibnet.ac.in>





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Bachelor of Business Administration
BBA (ISM) Semester – III

Course Code	UB03IDBBI03	Title of the Course	Human Resource Management
Total Credit of Course	04	Hours Per Week	04

Course Objectives	1. To explain the concepts, functions, and processes of HRM and Human Resource Planning. 2. To apply recruitment, selection procedures, and training techniques in organizational contexts. 3. To analyze employee movement policies and issues like absenteeism and separation. 4. To evaluate compensation systems and performance appraisal methods. 5. To develop HR strategies for knowledge-based organizations.
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Course Content		
Unit	Description	Weightage* (%)
1.	Human Resource Management ➤ Introduction, Meaning, Objectives, Importance, Functions. Human Resource Planning ➤ Concept, Process of HRP, Job Analysis, Job Description and Job Specification (content), Job Design – Meaning & Methods	20%
2.	Recruitment, Selection and Employee Training ➤ Recruitment: Concept, Process, Sources ➤ Selection: Definition, Procedure ➤ Employee Training: Meaning, Importance ➤ Techniques- On-the-Job and Off-the Job	20%
3.	Promotion, Transfer and Absenteeism ➤ Promotion: Meaning, Policy, Types and Basis ➤ Transfer: Meaning, Types, Policy ➤ Demotion: Meaning, Causes ➤ Absenteeism: Concept, Causes ➤ Separation: Meaning, Forms	20%
4.	Compensation and Performance Appraisal ➤ Compensation: Concept, Objectives, Factors • Performance Appraisal: Meaning, Process, ➤ Traditional Methods: Ranking Method, Paired Comparison, Checklist Method ➤ Modern Method: MBO and 360 Degree Method, BARS	20%

5.	Knowledge Management ➤ Introduction to Knowledge Management ➤ Knowledge Society ➤ Types of Knowledge ➤ Introduction to life in organization ➤ Concept and characteristics of KBO's (Knowledge based organization) ➤ New Role and challenges for HRM in the KBO's	20%
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Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Explain HRM functions, HRP process, and job analysis concepts.
2.	Apply recruitment methods and training techniques effectively.
3.	Analyze causes and impacts of absenteeism and employee movements.
4.	Evaluate appraisal techniques and compensation practices.
5	Design HR practices suitable for knowledge-based organizations.

Suggested References:	
Sr.No.	References
1.	Memoria, C. B., & Gankar, S. V. (n.d.). <i>Personnel management</i> . Himalaya Publishing House.
2.	Khanka, S. S. (n.d.). <i>Human resource management</i> . S. Chand.
3.	Gupta, C. B. (n.d.). <i>Human resource management</i> . Himalaya Publishing House.
4.	Rao, P. S. (n.d.). <i>Text and cases of human resource management</i> . Himalaya Publishing House.
5.	Aswathappa, K. (n.d.). <i>Human resource and personnel management</i> .
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**Bachelor of Business Administration
BBA (ISM) Semester – III**

Course Code	UB03AEBBI01	Title of the Course	Corporate Communication- I
Total Credit of Course	02	Hours Per Week	02

Course Objectives	1. To understand the concepts and importance of non-verbal communication, including kinesics, proxemics, and paralanguage. 2. To understand and apply the structure, types, and steps involved in writing business reports and proposals. 3. To understand the significance, types, and effectiveness of team building in organizations.
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Course Content		
Unit	Description	Weightage* (%)
1.	Non-verbal aspects of communication: ➤ Kinesics: Body Language Facial Expressions, Gestures, Body Movements, Posture, Eye Contact, Touch, Kinds of Kinesics. ➤ Paralanguage: Tone, Pitch, Speed of Delivery, Pauses, Stress, Speech Breakers. ➤ Proxemics: Intimate Zone, Friendly Zone, Social Zone, Public Zone. ➤ Importance of Learning Non-Verbal Communication Skills ➤ Positive and Negative Non-verbal Clues ➤ Guidelines for Developing Non-verbal Communication Skills	35%
2.	Business Reports and Proposals: ➤ Introduction to Reports ➤ Steps in Writing Routine Business Reports: Determine the Scope of Report, Consider the Audience, Gather Information, Analyse Information, Determine the solution, Organize the Report. ➤ Introduction to Business Proposal ➤ Types of Business Proposal (Internal, External, Solicited, Unsolicited) ➤ Components of a Proposal	35%

	➤ Format of Proposal: Heading, Introduction, Customer's needs, Proposed Plan, Your Qualification.	
3.	Team Building: ➤ Introduction ➤ Significance and Nature of Team Building ➤ Need for Team Building ➤ Types of Teams ➤ Effectiveness of Team Building	30%

Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	explain and interpret non-verbal cues and apply them effectively in communication.
2.	prepare structured business reports and proposals using appropriate formats.
3.	demonstrate team-building skills for effective collaboration in organizational settings.

Suggested References:	
Sr. No.	References
1	Kaul, A. (2002). <i>Business communication</i> . Prentice Hall of India Pvt. Ltd.
2	Sharma, R. P., & Mohan, K. (2002). <i>Business communication and report writing</i> . Tata McGraw-Hill.
3	Tickoo, C., & Sasikumar, J. (2003). <i>Writing with a purpose</i> . Oxford University Press.
4	Pradhan, H., & Pradhan, N. S. (2005). <i>Business communication</i> (4th ed.). Himalaya Publishing House.
5	Kaul, A. (2009). <i>Effective business communication</i> . Prentice Hall (Economy Edition).

6	Raman, M., & Singh, P. (2009). <i>Business communication</i> (13th ed.). Oxford University Press.
7	Pal, R., & Korlahalli, J. S. (2011). <i>Essentials of business communication</i> . Sultan Chand & Sons.
8	Rai, U. S., & Rai, S. M. (2012). <i>Business communication</i> . Himalaya Publishing House.
9	Verma, S. (2013). <i>Enhancing employability @ soft skills</i> . Pearson India.
10	Wadkar, A. (2016). <i>Life skills for success</i> . SAGE Publications India Pvt. Ltd.
Digital Resources	
https://www.skillsyouneed.com/ips/nonverbal-communication.html	
https://owl.purdue.edu/owl/subject_specific_writing/professional_technical_writing/index.html	
https://www.mindtools.com/pages/main/newMN_TMM.htm	





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Bachelor of Business Administration
BBA (ISM) Semester – III

Course Code	UB03SEBBI01	Title of the Course	Digital Marketing
Total Credit of Course	02	Hours Per Week	02

Course Objectives	1. To understand the concept, evolution, and scope of digital marketing along with its channels and consumer behavior. 2. To develop skills in designing and creating effective digital content for various platforms and target audiences. 3. To understand social media and display advertising strategies, platforms, and performance metrics.
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Course Content		
Unit	Description	Weightage* (%)
1.	Introduction ➤ Concept and Evolution ➤ Importance and features ➤ traditional marketing Vs. digital marketing; ➤ Digital Marketing Landscape ; Key Drivers ➤ Digital Consumer & Communities : Gen Y & Netizen's expectation & influence ➤ Digital Marketing Channels.	35%
2.	Content Creation ➤ Importance of content creation, ➤ Designing content and Content bucketing ➤ Content creation tools ➤ Content creation for various Digital Marketing platforms ➤ Creating content focusing on different target groups ➤ Evaluating the effectiveness of digital content.	35%
3.	Social Media and Display Marketing ➤ Social Media Marketing: Importance ➤ Building Successful Social Media strategy : Demographic Targeting, Social Media Marketing Channels ➤ Concepts and strategies of Facebook, LinkedIn, YouTube, Social Media Optimization; ➤ Introduction to Metrics like Cost-Per-Click (CPC), Cost-Per-View (CPV), Cost-Per-Impression (CM);	30%

	➤ Overview of Display ad Process: Customer, Publisher, Objectives; Format, Budget, Media, Ad Formats, Ad Copy.	
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Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Explain digital marketing concepts and analyze its environment and consumer dynamics.
2.	Create and evaluate digital content using appropriate tools and strategies.
3.	Design and assess social media and display advertising campaigns effectively.

Suggested References:	
Sr.No.	References
1.	Chaffey, D., & Ellis-Chadwick, F. (2022). Digital marketing: Strategy, implementation and practice (8th ed.). Pearson Education.
2.	Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for humanity. Wiley.
3.	Ryan, D. (2016). Understanding digital marketing: Marketing strategies for engaging the digital generation (4th ed.). Kogan Page.
4.	Kingsnorth, S. (2022). Digital marketing strategy: An integrated approach to online marketing (3rd ed.). Kogan Page.

5.	Tuten, T. L., & Solomon, M. R. (2020). Social media marketing (4th ed.). Sage Publications.
Digital Resources	
1.	https://psou.ac.in/asset/docs/course_slm/202502071533128b68cade8c.pdf
2.	https://www.msuniv.ac.in/images/distance%20education/learning%20materials/ug%20pg%202023/pg%202021/Mcom%202023%20english%20medium/SCOM12%20-%20I%20Sem%20-%20Digital%20Marketing.pdf





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Bachelor of Business Administration
BBA(ISM) Semester – III

Course Code	UB03SEBBI02	Title of the Course	Event Management
Total Credit of Course	02	Hours Per Week	02

Course Objectives	1. To understand the concepts and scope of event management 2. To develop event planning and organizing skills 3. To build effective team management and leadership abilities
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Course Content		
Unit	Description	Weightage* (%)
1.	Introduction to Event Management: ➤ Meaning and Definition of Event Management ➤ Significance of EM in various industries ➤ Scope and opportunities in the field of EM ➤ Understanding the key components of EM	35%
2.	Event Planning: ➤ Significance of proper event planning ➤ Role of event planning in establishing objectives ➤ Creating budgets and managing resources ➤ Challenges in Event Planning: constraints, budget limitations, logistical issues, etc. SWOT Analysis	35%
3.	Team Management: ➤ Define team management and its significance in event planning ➤ Benefits of effective team management ➤ Importance of clear communication and delegation of tasks ➤ Team Building and Leadership	30%

Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to

1.	Explain its significance, components, and career opportunities.
2.	Prepare event plans including objectives, budgets, and SWOT analysis.
3.	Communicate, delegate tasks, and manage teams efficiently during events.

Suggested References:

Sr.No.	References
1.	Bhatia, A. K. (2001). Event management. Sterling Publishers.
2.	Razaq, R. (2007). Event management: Concept and practice. Excel Books.
3.	Negi, J. (2015). Event planning and management. Himalaya Publishing House.
4.	Kumar, S. (2010). Event management in India. New Century Publications.
5.	Sharma, A., & Sharma, R. (2014). Event management and public relations. Deep & Deep Publications.

Digital Resources

- <https://uou.ac.in/sites/default/files/slm/HM-402.pdf>
- http://pride.periyaruniversity.ac.in/SLM2024/BBA/I_3_Basis%20of%20Event%20Management.pdf





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Bachelor of Business Administration
BBA (ISM) Semester – III

Course Code	UB03SEBBI03	Title of the Course	Account for Everyone
Total Credit of Course	02	Hours Per Week	02

Course Objectives	1. To provide fundamental knowledge of accounting concepts, principles, and the role of accounting as an information system. 2. To develop skills in identifying, classifying, and recording business transactions using accounting rules and journal entries. 3. To enable understanding and interpretation of financial statements like Profit & Loss Account and Balance Sheet for decision-making.
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Course Content		
Unit	Description	Weightage* (%)
1.	Introduction to Accounting and accounting principal: ➤ Meaning and Importance of accounting, ➤ Need, objectives, advantages and limitations of accounting. ➤ Accounting as an information system, user of accounting information and sources of accounting information. ➤ Some Basic Accounting Terms -Transactions, Accounts, Assets, Liabilities, Capital, Drawings, Expenditure and Expense, Income, Revenue, Gain, Profit, Surplus, Loss, Deficit. Accounting Principles Basis of Accounting Cash, Accrual and Hybrid. ➤ Difference between Double Entry system and Single entry system (accounting for incomplete records).	35%
2.	Recording of Transactions: ➤ Identification of transactions and events for recording, ➤ Classifications of accounts (Traditional): Personal Account, Real Account and Nominal Account, ➤ Classifications of accounts (Modern): Assets, Liabilities, Capital, Income and expenses. ➤ Accounting Equation, Rules of debit and credit.	35%

	➤ Basis of recording - vouchers, ➤ Examples - Journalising the transactions.	
3.	Financial Accounting Analysis & Interpretation: ➤ Definition of financial accounting ➤ Users of accounting information ➤ Examples - Profit & loss account and Balance sheet for sole proprietors.	30%

Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Problem-solving sessions, Presentations, Seminars, Assignments and tutorials.
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Internal and/or External Examination Evaluation

Sr. No.	Details of the Evaluation/Exam Pattern	50Marks (%)	25Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Understand basic accounting concepts, principles, and the role of accounting as an information system.
2.	Apply accounting rules to classify and record business transactions using journal entries.
3.	Prepare and interpret financial statements like Profit & Loss Account and Balance Sheet for decision-making.

Suggested References:	
Sr.No.	References
1.	R. M. Kishore (2018). Cost and management accounting (5th ed.). Taxmann Publications.
2.	B. S. Shah (2017). Financial accounting. B.S. Shah Prakashan.
3.	V. H. Vyas (2019). Accounting for managers. Himalaya Publishing House.
4.	C. T. Horngren, S. M. Datar, & M. V. Rajan (2018). Cost accounting: A managerial emphasis (16th ed.). Pearson Education.
5.	S. N. & S. K. Maheshwari (2018). Financial accounting (6th ed.). Vikas Publishing House.
Digital Resources	
https://www.icaai.org	
https://www.accountingcoach.com	
YouTube Educational Channels (Accounting Basics / Commerce Lectures)	



“For Units 2 and 3, at least 80% of the questions in the examination shall be example-based and application-oriented.”



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Bachelor of Business Administration
BBA (ISM) Semester – III

Course Code	UB03SEBBI04	Title of the Course	LEADERSHIP & TEAM BUILDING
Total Credit of Course	02	Hours Per Week	02

Course Objectives	1. To develop a comprehensive understanding of leadership concepts, its meaning, significance & philosophical foundations. 2. To provide an in-depth understanding of the evolution of leadership, including modern approaches such as collective, crisis, digital, and transformational leadership. 3. To examine the impact of digital technologies (such as AI, social media, and collaboration tools) on leadership styles and team performance.
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Course Content		
Unit	Description	Weightage* (%)
1.	FOUNDATIONS OF LEADERSHIP ➤ Meaning & Definition-Leadership ➤ Significance of Leadership ➤ Indian & Western Philosophy of Leadership ➤ Qualities of a good leader ➤ Leadership styles ➤ Role of Ethics & Emotional Intelligence in Leadership	20%
2.	LEADERSHIP IN TRANSITION ➤ Evolution of Leadership ➤ Collective & Crisis Leadership ➤ Digital Leadership ➤ Transformational Leadership ➤ Bhartiya Model of Leadership- The Krishna Arjuna Model, Hanumanji as an effective Leader.	20%
3.	LEADERSHIP AND TEAM PERFORMANCE IN THE DIGITAL AGE ➤ Social media & leadership ➤ e-leadership & collaborative tools ➤ Use of technology in providing e-leadership ➤ Leadership in crisis & change management ➤ AI & leadership development	20%

Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Analyze different leadership styles and philosophies and demonstrate ethical and emotionally intelligent leadership practices in real-life situations.
2.	Evaluate contemporary leadership approaches and apply both modern and Bhartiya leadership models.
3.	Understand and explain the concepts, theories, and evolving nature of leadership in the digital age.

Suggested References:	
Sr.No.	References
1.	Das, C. C. (2025). <i>Gita for the CEO: Lessons from India's timeless scripture</i> . HarperCollins India.
2.	Pillai, R. (2016). <i>Chanakya's 7 secrets of leadership</i> . Jaico Publishing House.
3.	Ananthanarayanan, R. (2016). <i>Leadership dharma: Arjuna, the timeless metaphor</i> . Jaico Publishing House.
4.	Dhiman, S. (2019). <i>Bhagavad Gita and leadership: A catalyst for organizational transformation</i> . Palgrave Macmillan.
5.	Roka, P. (2018). <i>Bhagavad Gita on effective leadership</i> . Jaico Publishing House.
Digital Resources	
National Digital Library of India	
https://cbseacademic.nic.in/web_material/Curriculum21/publication/srsec/UNIT6_BA_XII.pdf	
https://www.gocivilairpatrol.com/media/cms/Leadership_Traits_and_Leadership_st_3DC89AFC57F57.pdf	
https://www.ccl.org/wp-content/uploads/2020/03/crisis-leadership-center-for-creative-leadership-guidebook.pdf	
https://www.uwindsor.ca/ctl/sites/uwindsor.ca.ctl/files/bruce_tuckmans_stages_of_team_development.pdf	





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BACHELOR OF BUSINESS ADMINISTRATION
(ISM) Semester – III

Course Code	UB03SEBBI05	Title of the Course	Soft Skills for Business-I
Total Credit of Course	02	Hours Per Week	02

Course Objectives	1. To understand the concept, types, and importance of soft skills and identify individual soft skill competencies. 2. To develop the ability to draft individual and committee reports on business-related issues. 3. To understand and apply the principles of drafting press reports for various events and situations.
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Course Content		
Unit	Description	Weightage* (%)
1.	Soft Skills: ➤ An Introduction ➤ What is Soft Skill? ➤ Soft Skills – A man made skill ➤ Hard Skills v/s Soft Skills ➤ Importance of Soft Skills ➤ Types of Soft Skills ➤ Career of Soft Skills ➤ Identification of your Soft Skills	35%
2.	Business Reports: ➤ Drafting of Individual and Committee Reports on the following topics: ➤ Selection of Site (Feasibility Report) ➤ Labour and Personnel Problems ➤ Decline in Sales ➤ Fire and Accidents	35%
3.	Press Reports: ➤ Drafting of Press reports on accidents, disasters, natural calamities, celebration of national holidays and important days, current events	30%

Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Identify and develop their own soft skills for personal and professional growth.
2.	Prepare structured business reports on topics such as feasibility, labour issues, and accidents.
3.	Draft clear and factual press reports on current events, disasters, and public occasions.

Suggested References:	
Sr.No.	References
1.	Kaul, A. (2002). <i>Business communication</i> . Prentice Hall of India Pvt. Ltd.
2.	Kaul, A. (2009). <i>Effective business communication</i> . Prentice Hall (Economy Edition).
3.	Pal, R., & Korlahalli, J. S. (2011). <i>Essentials of business communication</i> . Sultan Chand & Sons.
4.	Pradhan, H., & Pradhan, N. S. (2005). <i>Business communication</i> (4th ed.). Himalaya Publishing House.
5.	Raman, M., & Singh, P. (2009). <i>Business communication</i> (13th ed.). Oxford University Press.
6.	Rai, U. S., & Rai, S. M. (2012). <i>Business communication</i> . Himalaya Publishing House.
7.	Sharma, R. P., & Mohan, K. (2002). <i>Business communication and report writing</i> . Tata McGraw-Hill.
8.	Alex, K. (2010). <i>Soft skills</i> . S. Chand & Sons.
9.	Chaturvedi, P. D., & Chaturvedi, M. (2011). <i>Business communication: Concepts, cases, and applications</i> (2nd ed.). Pearson Education India.
10.	Verma, S. (2013). <i>Enhancing employability @ soft skills</i> . Pearson India.
11.	Wadkar, A. (2016). <i>Life skills for success</i> . SAGE Publications India Pvt. Ltd.
Digital Resources	
https://www.skillsyouneed.com	
https://www.bbc.co.uk/learningenglish	
https://www.mindtools.com	





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Bachelor of Business Administration
BBA(ISM) Semester – III

Course Code	UB03SEBBI06	Title of the Course	Management Information System -I
Total Credit of Course	02	Hours Per Week	02

Course Objectives	1. To understand the basic concepts of Management Information Systems and their role in organizations. 2. To develop knowledge of information systems, system components, and system development processes. 3. To introduce advanced concepts like Decision Support Systems, Artificial Intelligence, and Business Intelligence.
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Course Content		
Unit	Description	Weightage* (%)
1.	Introduction to MIS ➤ Management Information System (MIS) ➤ Data and Information ➤ Information as a resource ➤ System concepts ➤ Types of systems ➤ Role of MIS in organization ➤ Structure of MIS ➤ Types of Information Systems	35%
2.	Information Systems & Development ➤ Data Information Systems ➤ Components of Information System ➤ Types of Information Systems ➤ System Development Life Cycle (SDLC) ➤ System Analysis and Design ➤ Feasibility Study ➤ Database Concepts ➤ Database Management System (DBMS)	35%

3.	Advanced Information Systems - Decision Support System (DSS) - Group Decision Support System (GDSS) - Executive Information System (EIS/ESS) - Knowledge Management System (KMS) - Artificial Intelligence (AI) - Business Intelligence (BI)	30%
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Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Understand fundamental concepts of MIS and its role in organizations.
2.	Analyze information systems, SDLC, and database concepts for system development.
3.	Evaluate advanced systems like DSS, AI, and BI for decision-making.

Suggested References:	
Sr.No.	References Book
1.	Laudon, K. C., & Laudon, J. P. (2025). <i>Management information systems: Managing the digital firm</i> (18th ed.). Pearson Education.
2.	Davis, G. B. (1981). <i>Management Information Systems: A Managerial Perspective</i> . McGraw-Hill002E
3.	Lucas, H. C. (1990). <i>Information Systems for Management</i> . McGraw-Hill.
4.	Murdick, R. G., Ross, J. E., & Claggett, J. R. (1990). <i>Management Information Systems</i> . Prentice Hall.
5.	Haag, S., & Cummings, M. (2013). <i>Management Information Systems for the Information Age</i> (9th ed.). McGraw-Hill.
6.	O'Brien, J. A. (2003). <i>Management Information Systems</i> (6th ed.). McGraw-Hill.

7.	Rainer, R. K., & Turban, E. (2009). Introduction to Information Systems (2nd ed.). Wiley.
Digital Resources	
GeeksforGeeks (n.d.). Management Information System (MIS). Retrieved from https://www.geeksforgeeks.org	
TutorialsPoint (n.d.). Management Information System Tutorial. Retrieved from https://www.tutorialspoint.com	
Guru99 (n.d.). MIS Tutorial for Beginners. Retrieved from https://www.guru99.com	
Investopedia (n.d.). Management Information System (MIS) Definition. Retrieved from https://www.investopedia.com	
Khan Academy (n.d.). Information Systems and Data Concepts. Retrieved from https://www.khanacademy.org	





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Bachelor of Business Administration
BBA(ISM) Semester – III

Course Code	UB03IKBBI01	Title of the Course	Dharmashastra
Total Credit of Course	02	Hours Per Week	02

Course Objectives	1. To understand the foundational concepts of Dharmashastra including its origin, development, meaning, and significance in shaping moral, social, and legal systems. 2. To examine the sources and classification of Dharma, focusing on Shruti, Smriti, customs, and conscience, along with Varna, Ashrama, and Sadharana Dharma. 3. To analyze the role of Samskaras and Ashramas in structuring individual life and promoting ethical and spiritual development in society.
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Course Content		
Unit	Description	Weightage* (%)
1.	INTRODUCTION TO DHARMASHASTRA ➤ Dharmashashtra- Origin & Development ➤ Dharmashashtra- Meaning, Concept & Importance ➤ Scope of Dharmashashtra ➤ The relationship between Dharma & Law ➤ Classification of Dharma: Varna, Ashram, & Sadharana.	35%
2.	SOURCES OF DHARMA ➤ Hierarchy of Sources-Shruti (Vedas)- Smriti (Traditional Texts)- Sadachara (Customs)- Atmanastushti (Conscience)-Achara (Customs & Tradition)- Atmanastushti (Self-satisfaction/Conscience)	35%
3.	SAMSKARAS & ASHRAMAS ➤ The Sixteen Samskaras (Sacraments) from birth to death. ➤ The four stages of life in Hinduism- (Brahmachrya, Grihastha, Vanaprastha & Sanyasa)	30%

Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Explain the concept and scope of Dharmashastra and its relationship with law, ethics, and social order.
2.	Identify and evaluate the sources of Dharma and understand their hierarchy and relevance in traditional and modern contexts.
3.	Describe the sixteen Samskaras and four Ashramas, and assess their importance in guiding human life and values.

Suggested References:	
Sr.No.	References
1.	Kane, P. V. (1973). History of Dharmasastra. Bhandarkar Oriental Research Institute.
2.	Olivelle, P. (2005). Manu's Code of Law. Oxford University Press.
3.	Radhakrishnan, S. (2008). Indian Philosophy. Oxford University Press.
4.	Yajnavalkya Smriti. (2013). Motilal Banarsidass
Digital Resources	
https://indica.courses/enroll/cohort/introduction-to-dharmashastras/	
https://www.wisdomlib.org/hinduism/essay/vishnu-smriti-study/d/doc1455615.html	
https://files.schudio.com/deepdale-community-primary-school/files/documents/Autumn_1_-_Year_6_-_Religious_Education.pdf	





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Bachelor of Business Administration
BBA(ISM) Semester – III

Course Code	UB03IKBBI02	Title of the Course	Leadership Excellence through Bhagavad Gita
Total Credit of Course	02	Hours Per Week	02

Course Objectives	1) Remember and understand leadership concepts from the Bhagavad Gita, including Dharma and the context of leadership crisis. 2) Apply principles of Karma Yoga, emotional intelligence, and detachment for effective self-management and decision-making. 3) Analyze, evaluate, and develop ethical and sustainable leadership practices using Nishkama Karma and Guna-based leadership styles.
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Course Content		
Unit	Description	Weightage* (%)
1.	Foundations of Leadership in Bhagavad Gita ➤ Introduction to leadership in Indian philosophy ➤ Understanding Dharma in decision-making - Concept of Swa-Dharma, Ashrama-Dharma and Apad-Dharma ➤ Role of a leader in terms of Dharma, Adharma and Arjuna and Loksangrah ➤ Leadership Qualities from The Bhagavad Gita as explained by Lord Krishna to Arjuna ➤ Context of Kurukshetra as a leadership crisis	35%
2.	Self-Management and Emotional Intelligence ➤ Concept of Karma Yoga in leadership ➤ Managing stress, fear, and anxiety ➤ Detachment vs irresponsibility ➤ Emotional intelligence through Gita teachings ➤ Role of meditation and mindfulness ➤ Emotional conflict and ethical dilemmas	35%
3.	Ethical Leadership and Action ➤ Nishkama Karma and leadership effectiveness ➤ Ethics vs results: resolving conflicts ➤ Leadership styles in the Gita (Sattva, Rajas, Tamas) ➤ Nurturing excellence in leadership by: Reducing Tamas, Balancing Rajas, Increasing Sattva ➤ Building sustainable and responsible leadership ➤ Ethical leadership in modern corporate/social context	30%

Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Recall and explain key leadership concepts from the Bhagavad Gita, including Dharma and the leadership crisis of Arjuna.
2.	Apply Gita-based principles such as Karma Yoga, emotional intelligence, and detachment to manage stress and leadership challenges.
3.	Analyze, evaluate, and design ethical leadership approaches using Nishkama Karma and Guna-based frameworks in modern contexts.

Suggested References:	
Sr.No.	References
1.	Bhagavad Gita Easwaran, E. (2007). The Bhagavad Gita (2nd ed.). Nilgiri Press.
2.	Managing by the Bhagavad Gita Dhiman, S. (2015). Managing by the Bhagavad Gita: Timeless lessons for today's managers. Palgrave Macmillan.
3.	Leadership Lessons from the Bhagavad Gita Mulla, Z. R., & Krishnan, V. R. (2009). Leadership and the Bhagavad Gita. ICFAI University Press.
4.	The Difficulty of Being Good Nussbaum, M. C. (2001). The fragility of goodness: Luck and ethics in Greek tragedy and philosophy. Cambridge University Press.
5.	The Gita Way Khandelwal, A. K. (2013). The Gita Way: Transforming management thinking. Rupa Publications.
Digital Resources	
https://management.cessedu.org/sites/management.cessedu.org/files/4%20Leadership%20qualities%2016th%20March.pdf	
https://scispace.com/pdf/the-pyramid-of-values-value-based-leadership-lessons-from-1ft1d7609u.pdf	
https://www.ijcrt.org/papers/IJCRT2402814.pdf	
https://www.researchgate.net/publication/339381518_Leadership_Lessons_from_Bhagavad_Gita/fulltext/600dd117299bf14088bc4ed6/Leadership-Lessons-from-Bhagavad-Gita.pdf	
https://www.inderscienceonline.com/doi/abs/10.1504/IJICBM.2018.088593	
www.iimb.ac.in/sites/default/files/pdf/Leadership%20Lessons%20from%20Gita.pdf	
https://www.mkgandhi.org/talksongita/talk_gita.php	
https://content.e-bookshelf.de/media/reading/L-12021005-04ba5b4b11.pdf	





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Bachelor of Business Administration
BBA (ISM) Semester – III

Course Code	UB03IKBBI03	Title of the Course	Constitutional Values and Duties
Total Credit of Course	02	Hours Per Week	02

Course Objectives	1. To develop an understanding of the Constitution of India, its importance constitutional and values like justice, liberty, equality, and their relevance in society and business. 2. To provide knowledge of Fundamental Rights, Duties, their significance and to promote responsible citizenship and understanding of the role of individuals and businesses in upholding these values. 3. To create awareness about citizenship, civic responsibilities, national integration and to understand secularism and democracy and encourage active participation in civic life.
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Course Content		
Unit	Description	Weightage* (%)
1.	Introduction to the Constitution of India: ➤ Meaning and importance of Constitution ➤ Meaning and Significance of Constitutional Values; ○ Sources of Constitutional Values: ○ Preamble and Philosophical Foundations; ○ Justice, Liberty, Equality, and Fraternity; ○ Constitutional Morality and its Contemporary Relevance in Business and Commerce.	35%
2.	Fundamental Rights and Duties: ➤ Fundamental Rights ○ Right to Equality ○ Right to Constitutional Remedies ○ Right to Freedom ○ Right against Exploitation ○ Right to Freedom of Religion ○ Cultural and Educational Rights	35%

	➤ Fundamental Duties ○ Concept and Evolution of Fundamental Duties in the Indian Constitution; ○ Legal Enforceability of Fundamental Duties; ○ Role of Business Enterprises and Corporate Social Responsibility (CSR) in Upholding Fundamental Duties; ○ Comparative Analysis with Other Democracies and Their Business Regulations.	
3.	Citizenship and Civic Responsibility Secularism and Democratic Values: ➤ Meaning of citizenship ➤ Rights of citizens ➤ Duties of citizens ➤ Importance of National integration ➤ Meaning of Secularism and Democracy ➤ Features of Indian secularism ➤ Principles of democracy ➤ Role of citizens in democracy	30%

Teaching-Learning Methodology	Lecture-cum-discussion, Interactive sessions, Group Discussions, Case Study Analysis, Role Plays, Presentations, Assignments, and Seminars.
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Internal and/or External Examination Evaluation

Sr. No.	Details of the Evaluation/Exam Pattern	50Marks (%)	25Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to	
1.	Understand the structure and significance of the Constitution of India. They will be able to explain constitutional values and apply them in real-life and business contexts.
2.	Identify and explain Fundamental Rights and Duties. They will develop awareness of responsible citizenship and analyze their role in society and business.
3.	Understand citizenship, civic responsibilities, and national integration. They will be able to analyze democratic and secular values and participate actively as responsible citizens.

Suggested References:	
Sr.No.	References
1.	Government of India. (1950). The Constitution of India. Ministry of Law and Justice.
2.	NCERT. (2020). Indian Constitution at work (Political Science Textbook for Class XI). National Council of Educational Research and Training.
3.	Bakshi, P. M. (2021). The Constitution of India (15th ed.). Universal Law Publishing.
4.	Basu, D. D. (2018). Introduction to the Constitution of India (24th ed.). LexisNexis.
5.	Laxmikanth, M. (2022). Indian polity (6th ed.). McGraw Hill Education.

Digital Resources
https://www.india.gov.in
https://www.youtube.com (Educational channels on Indian Constitution & Polity)
https://swayam.gov.in
https://www.constitutionofindia.net





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Bachelor of Business Administration
BBA (ISM) Semester – III

Course Code	UB03IKBBI04	Title of the Course	ATHARVAVEDA
Total Credit of Course	02	Hours Per Week	02

Course Objectives	1. To develop a comprehensive understanding of the Atharvaveda, focusing on its meaning, historical background, philosophical significance, ecological insights, and its relevance in contemporary society. 2. To explore the philosophical, ecological, and spiritual dimensions of concepts such as Vanaspati, Prana, Sankalpa, and vibrational healing. 3. To examine the healing, protective, and social dimensions of the Atharvaveda traditions.
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Course Content

Unit	Description	Weightage* (%)
1.	INTRODUCTION TO THE ATHARVAVEDA ➤ Meaning of the Atharvaveda ➤ Significance of the Atharvaveda in Vedic Literature ➤ Ecological Insights in the Atharvaveda & their Relevance Today ➤ Historical background & Composition of Atharvaveda ➤ Hidden Secrets of the Atharvaveda	35%
2.	HEALING RITUALS IN THE ATHARVAVEDA: VEDIC REMEDIES & PRACTICES ➤ The Threshold of the forest: Where Breath Meets Being ➤ Vanaspati: The Sentient Guardians of the Soil ➤ Vibrational Medicine: The Geometry of the Akashic Field ➤ Sankalpa: The Command of the Sovereign Soul ➤ Prana: The Great Breath of Restoration	35%
3.	HYMNS OF THE ATHARVAVEDA ➤ BHAISHAGYKNI-Charms to cure diseases & Possession by demons of disease ➤ AYUSHYANI- Prayers for long life & health ➤ ABHIKARIKANI AND KRITYAPRATIHARANANI- Imprecations against demons, sorcerers and enemies. ➤ STRIKARMANI- Charms pertaining to women, love, marriage & family life.	30%

Teaching-Learning Methodology	Lecture-cum-discussion, Group Discussion, Presentations, Seminars, Tutorials, Research Exercises
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	50 Marks (%)	25 Marks (%)
1	Class Test (at least one)	15 (30%)	10 (40%)
2	Quiz (at least one)	15 (30%)	05 (20%)
3	Active Learning	05 (10%)	----
4	Home Assignment	05 (10%)	05 (20%)
5	Class Assignment	05 (10%)	----
6	Attendance	05 (10%)	05 (20%)
Total Internal (%)		50 (100%)	25 (100%)
College External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learners will be able to

1.	Analyse the significance of the Atharvaveda in Vedic literature and evaluate its ecological, cultural, and philosophical relevance in the modern world.
2.	Interpret and apply key concepts like Prana, Sankalpa, and plant consciousness in understanding holistic health, ecological balance, and the interconnectedness of life.
3.	Analyze the role of Atharvavedic practices such as Bhaishajyani, Ayushyani, Abhicharikani, and Strikarmani in addressing health, social relationships, and protection within early Vedic society.

Suggested References:

Sr.No.	References
1.	Griffith, R. T. H. (2004). <i>The Atharva Veda</i> . Delhi, India: Motilal Banarsidass. (Original work published 1895)
2.	Whitney, W. D. (1905). <i>Atharva-Veda Samhitā</i> (Vols. 1–2). Cambridge, MA: Harvard University Press.
3.	Bloomfield, M. (1897). <i>Hymns of the Atharva-Veda</i> . Oxford, UK: Clarendon Press.

Digital Resources

Gita Press – Affordable printed editions

Sacred Texts Archive – Free English translations

Digital Library of India. (n.d.). Retrieved from <https://www.dli.gov.in>

