



**SARDAR PATEL UNIVERSITY
VALLABH VIDYANAGAR, GUJARAT**

Reaccredited with 'A' Grade by NAAC (CGPA 3.11)

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

Bachelor of Business Administrator

B.B.A(ISM) Semester–VII

Course Code	UM07HMABBS01	Title of the Course	Artificial Intelligence
Total Credits of the Course	4	Hours per Week	4
Course Objectives:	To introduce the fundamental concepts and techniques of Artificial Intelligence. To understand problem-solving and knowledge representation methods To explore machine learning basics and AI applications To develop awareness of ethical and societal impacts of AI		

Course Content		
Unit	Description	Weightage(%)
1.	Introduction to Artificial Intelligence Introduction to AI: Definition, Scope, and History Characteristics of Intelligent Systems Applications of AI (Healthcare, Finance, Education, E-commerce, Robotics) Problem Solving in AI: State Space Representation Search Techniques: BFS, DFS	25%
2.	Knowledge Representation and Reasoning Knowledge Representation: Concepts and Approaches Logic in AI: Propositional Logic and Predicate Logic (Basics) Inference Mechanisms Rule-Based Systems and Expert Systems Semantic Networks and Frames	25%
3.	Machine Learning Basics Introduction to Machine Learning Types of Learning: Supervised Learning Unsupervised Learning Reinforcement Learning Basic Algorithms (Conceptual Overview): Decision Trees K-Nearest Neighbors (KNN)	25%
4.	AI Applications, Ethics and Future Trends AI in Real-world Applications (Chatbots, Recommendation Systems, Autonomous Vehicles) Robotics and Computer Vision (Basic Concepts) Ethical Issues in AI: Bias, Privacy, Accountability AI and Society: Opportunities and Challenges Future Trends: Deep Learning (Overview) Internet of Things (IoT) and AI	25%



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Teaching-Learning Methodology	Blended learning approach incorporating traditional classroom teaching and online /ICT-based teaching practices.
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Internal and / or External Examination Evaluation

Sr. No.	Details of the Evaluation / Exam Pattern	Marks (%)	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%)
University External Examination (%)		50 (100%)	25 (100%)

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

1.	Understand fundamental concepts and techniques of AI
2.	Apply problem-solving and reasoning methods
3.	Explain knowledge representation techniques
4.	Analyze ethical issues and societal impacts of AI
5.	Identify real-world applications and future trends of AI

Suggested References:

Sr.No.	References
1.	Artificial Intelligence: A Modern Approach Russell, S., & Norvig, P. (2021). <i>Artificial Intelligence: A Modern Approach</i> (4th ed.). Pearson.
2.	Artificial Intelligence Rich, E., & Knight, K. (2018). <i>Artificial Intelligence</i> . McGraw-Hill.
3.	Machine Learning Mitchell, T. M. (1997). <i>Machine Learning</i> . McGraw-Hill.
4.	Deep Learning Goodfellow, I., Bengio, Y., & Courville, A. (2016). <i>Deep Learning</i> . MIT Press
5.	Artificial Intelligence: Foundations of Computational Agents Poole, D. L., & Mackworth, A. K. (2017). <i>Artificial Intelligence: Foundations of Computational Agents</i> . Cambridge University Press.

Sr.No	Online Resource
1.	https://www.cet.edu.in/noticefiles/271_AI%20Lect%20Notes.pdf
2.	https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SECA3011.pdf
3.	https://devacomputerscience.in/ugcnet/AI/AI.pdf



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Bachelor of Business Administrator
B.B.A(ISM) Semester–VII

Course Code	UM07HMABBS02	Title of the Course	Visual Programming Through VB.NET
Total Credits of the Course	4	Hours per Week	2T+2P
Course Objectives:	To introduce concepts of event-driven and visual programming To develop applications using graphical user interfaces (GUI) To understand controls, forms, and database connectivity To build desktop-based applications using visual programming tools.		

Course Content		
Unit	Description	Weightage(%)
1.	Introduction to Visual Programming Introduction to Visual Programming: Concept, Features, Advantages Event-Driven Programming Concepts Overview of IDE (Integrated Development Environment) Introduction to Forms and Controls Properties, Methods, and Events Basic Controls: Label, TextBox, Button, CheckBox, RadioButton	25%
2.	Advanced Controls and GUI Design Advanced Controls: ListBox, ComboBox, PictureBox, Timer Menu Design: MenuStrip, Context Menu Dialog Boxes: Open, Save, Color, Font Dialog GUI Design Principles (Layout, Consistency, Usability)	25%
3.	Database Connectivity Introduction to Database Concepts Connecting to Database (ADO.NET / JDBC / ODBC – overview) CRUD Operations (Create, Read, Update, Delete) Data Controls and Data Binding Working with DataGrid / Table Views	25%
4.	Application Development & Deployment File Handling in Visual Programming Multi-Form Applications Introduction to Reporting Tools Application Testing and Debugging Deployment of Applications	25%

Teaching-Learning Methodology	Blended learning approach incorporating traditional classroom teaching and online /ICT-based teaching practices.
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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%)
University External Examination (%)		50 (100%)	25 (100%)

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

1.	Understand visual and event-driven programming concepts
2.	Design and develop GUI-based applications
3.	Use advanced controls and handle events effectively
4.	Implement database connectivity in applications
5.	Develop and deploy small-scale desktop applications

Suggested References:

Sr.No.	References
1.	Programming in Visual Basic 2010 Bradley, J. C., & Millspaugh, A. C. (2011). <i>Programming in Visual Basic 2010</i> . McGraw-Hill.
2.	Visual Basic .NET Programming Holzner, S. (2008). <i>Visual Basic .NET Programming</i> . Wiley.
3.	Mastering Visual Basic .NET Petroutsos, E. (2008). <i>Mastering Visual Basic .NET</i> . Wiley.
4.	Programming Microsoft Visual C# Liberty, J. (2013). <i>Programming Microsoft Visual C#</i> . O'Reilly.
5.	Windows Forms Programming in C# Sells, C. (2003). <i>Windows Forms Programming in C#</i> . Addison-Wesley.

Sr.No	Online Resource
1.	https://samples.jblearning.com/0763724785/ch02_bronson.pdf
2.	https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/6/UG_BCA_Computer%20Applications_101%2063_VISUAL%20BASIC%20PROGRAMMING_7657.pdf
3.	https://bmaw.edu.in/files/StudyMaterials/BSc/III-BSc/Visual%20Programming_pdf.pdf



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**Bachelor of Business Administrator
B.B.A(ISM) Semester–VII**

Course Code	UM07HMABBS03	Title of the Course	Global Marketing - II
Total Credit of Course	04	Hours Per Week	04

Course Objectives	- This course is designed to provide knowledge of marketing management in the international scenario - To enable the student to appreciate the nuances of international marketing environment and develop marketing strategies for the dynamic international markets.
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Course Content

Unit	Description	Weightage*(%)
1.	Introduction to Global Marketing Concepts: Definition, nature, scope, and importance of global marketing. Domestic vs. International Marketing: Key differences. Drivers of Global Marketing: Market, cost, environmental, and competitive factors. Management Orientations: Ethnocentric, Polycentric, Regiocentric, and Geocentric (EPRG) framework. Global Marketing Process: Scanning and monitoring the environment.	25%
2.	Forces and Trends in International Marketing: Objectives of International Marketing, Challenges and Opportunities in International Marketing, Underlying forces of International Marketing Reason of entry in International Marketing, Eight Major Trends affecting Global Marketing Barriers- Tariff and Non Tariff	25%
3.	International Marketing Environment Economic Environment: International Economic environment and trends affecting marketing, Cultural Environment: Meaning and Characteristics of Culture, Beliefs and customs, Implication of culture, Culture as barrier. Political and Legal Environment: Implication of political and legal environment on International marketing	25%
4.	Global Market Entry & Targeting Market Selection: Screening, opportunity analysis, and country selection criteria. Entry Strategies: Exporting, licensing, franchising, joint ventures, FDI, and strategic alliances. Market Segmentation: Macro and micro segmentation, targeting, and positioning in global markets	25%

Evaluation Pattern

As per Sardar Patel University Letter :(E-3/2384) (06/01/2024)

Sr.No	Details of the Evaluation	Weightage(%)
1.	Internal Exam	50%
2.	Internal Continuous Evaluation in the form of Active Learning, Quizzes, Seminars, Assignments, Attendance	
3.	University Examination	50%



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Course Outcomes: Having completed this course, the learners will be able to	
1.	Explain the marketing concept.
2.	Assess the global marketing environment and examine the effect of macro-environmental shifts on global marketing campaign success.
3.	Research existing global markets to assess the feasibility of entrance into the marketplace.
4.	Compare and contrast existing global marketing strategies to look for correlations between choice of strategy and success.
5.	Evaluate existing global marketing programs strengths and weaknesses resulting in suggestions for improvement.
6.	Characterize the global marketers role and responsibility in corporate social responsibility.
7.	Appraise the ethical issues associated with specific global marketing management strategies.

Suggested References:

Sr.No.	References
1.	Daniels, Raderbaugh&Sulliva, GLOBALIZATION AND BUSINESS, Prentice-Hall India,
2.	Keiefer Lee & Steve Carter, GLOBAL MARKETING MANAGEMENT, OU Press, 2009
3.	Masaaki &Helsen, GLOBAL MARKETING MANAGEMENT, John Willey & sons Inc, 2004
4.	R. Srinivasan, INTERNATIONAL MARKETING, Prentice-Hall India Pvt. Ltd, New Delhi, 2008
5.	Terpstra & Sarathy, INTERNATIONAL MARKETING, Thomson Press002
6.	Keegan, W.J. (2014). Global Marketing Management. (8th ed). Upper Saddle River, NJ: Prentice Hall. ISBN: 978-0136157397



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Bachelors of Business Administration
B.B.A(ISM)) Semester-VII

Course Code	UM07HMABBS04	Title of the Course	Banking and Financial Services I
Total Credits Of the Course	04	Hours per Week	04

Course Objectives:	To understand the evolution and structure of the Indian banking system, including key regulatory frameworks. To analyze banking operations, risk management practices, and regulatory compliance such as KYC and AML norms. To understand the role and classification of financial services in the economy. To examine the concepts and impact of foreign capital and international investment in India.
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Course Content		
Unit	Description	Weightage*(%)
1.	Evolution and Structure of Indian Banking Evolution of banking in India - Phase of Nationalization vs. Privatization Banking - Regulation Act, 1949: Power of RBI - Licensing of banking companies - 2025 Amendments regarding Board governance Types of Banks: Functions of Commercial Banks - Regional Rural Banks (RRBs) - Expanded role of Cooperative Banks under the new 10-year director tenure rules.	25%
2.	Banking Operations and Risk Management Banker-Customer Relationship: Rights and obligations of a banker - KYC norms and Anti-Money Laundering (AML) updates Deposit & Loan Products: Principles of sound lending; New Nomination Facilities (Up to 4 nominees) and Successive Nomination. Asset Classification: Definition of NPA (Non-Performing Assets) SARFAESI Act and the role of the Insolvency and Bankruptcy Code (IBC). Digital Banking:UPI 2.0, Digital Rupee (CBDC), and the 2026 Multi-Factor Authentication (MFA) mandates for cyber-security.	25%



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3.	Financial Services Meaning and importance of financial services Classification of financial services- fund based and fee-based services- capital market services Stock broking and depository services – regulation of capital market services in India.	25%
4.	Foreign Capital and International Investment Foreign Investments Foreign Capital Foreign Collaboration Foreign Direct Investment foreign Institutional Investors Offshore Country Funds Overseas Venture Capital Investments International Capital Market.	25%

Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g Power Point presentation, Audio-Visual Presentation), lectures, group discussions, assignments , case Study and browsing e- resources
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Evaluation Pattern As per Sardar Patel University Letter :(E-3/2384) (06/01/2024)		
Sr.No.	Details of Evaluation	Weightage (%)
1.	Internal / Written Examination	50%
2.	Internal Continuous Assessment in the form of practical, viva voce, Quizzes, Seminars, Assignments, Attendance	
3.	University Examination	50%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Explain the evolution, structure, and regulatory framework of the Indian banking system.
2.	Analyze banking operations, banker-customer relationships, and risk management practices including NPAs and digital banking security.
3.	Evaluate various financial services, including fund-based and fee-based services, and capital market operations.
4.	Examine foreign capital, international investments, and their role in the global and Indian financial system.

Programme Outcomes: Having completed this course, the learner will be able to	
1.	Apply knowledge of banking systems, regulatory frameworks, and financial structures in practical and professional contexts.
2.	Analyze banking operations, risk management practices, and ensure compliance with KYC, AML, and other regulatory requirements.
3.	Evaluate financial services and their role in economic development, including fund-based and fee-based services.



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4.	Examine and interpret the impact of foreign capital and international investments on the Indian and global economy.
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Suggested References:	
Sr.No.	References
1.	Khan, M. Y. (2019). <i>Indian Financial System</i> (10th ed.). New Delhi: Tata McGraw-Hill Education.
2.	Shekhar, K. C., & Shekhar, L. (2019). <i>Banking theory and practice</i> (21st ed.). New Delhi: Vikas Publishing House.
3.	Avadhani, V. A. (2018). <i>Financial services in India</i> (10th ed.). Mumbai: Himalaya Publishing House.
4.	Gordon, E., & Natarajan, K. (2023). <i>Financial markets and services</i> (latest ed.). Himalaya Publishing House.
5.	Bhatnagar, A. B. (2017). <i>Banking and Indian financial system</i> . New Delhi: Abhinna Publishers.
6.	Somshekar, N. T. (2018). <i>Banking</i> . New Delhi: New Age International Publishers.
7.	Machiraju, H. R. (2022). <i>Financial services</i> , Vikas Publishing House.

Remark: This Syllabus is confined to Individual Assessee covering the provisions applicable for the relevant assessment year only.



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Bachelor of Business Administration (BBA-ISM)
Semester – VII

Course Code	UM07HMABBS05	Title of the Course	Organizational Development
Total Credits of the Course	04	Hours per Week	04

Core Objectives	To understand the fundamental concepts and evolution of Organizational Development (OD) To develop analytical skills to diagnose organizational issues To examine various OD interventions and team development strategies To analyze organizational transformation, culture, and strategic change processes
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Course Content		
Unit	Description	Weightage (%)
1	Introduction to Organizational Development Meaning, definition, and evolution of OD Objectives and characteristics of OD Foundations of OD Behavioral Science Organizational Behavior Human Resource Management Values, assumptions, and beliefs in OD Role of OD practitioners	25 %
2	OD interventions Sensitivity training, grid organization development, survey feedback, Process consultation, Third party peace making, system & management, transactional analysis, Success and future of OD. Strategies for success of OD programmes.	25 %
3	Team development Interventions Organizing around teams, need for team development, team development process, outdoor experiential laboratory training, role negotiation, role analysis Intergroup Development & work team development interventions Changing relationships, collaboration and conflict, Intergroup problems, managing conflicts of various levels, Continuous improvement process, Job design, TQM –eight pillars of TQM and Self- Managed Work Teams	25%
4	Organizational Transformation and Strategic Management Strategy and transformation, Organizational transformation, Role of culture, Strategic change management, Changing the culture, Power, politics and ethics in OD OD for Future Organizations for the future, Monitoring and stabilizing action programs, Emerging issues and values, Future trends in OD	25%



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Teaching Learning Methodology	White Board Presentation Video Case Study Quiz
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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%)
University Examination (%)		50 (100%)	25 (100%)

Course Outcomes

1	Explain key concepts, values, and processes of Organizational Development and their relevance in modern organizations.
2	Apply OD diagnostic techniques and intervention methods such as sensitivity training, survey feedback, and process consultation to real-world situations.
3	Evaluate team development and intergroup interventions to improve collaboration, resolve conflicts, and enhance team performance.
4	Analyze organizational transformation and strategic change initiatives, including the role of culture, power, and ethics in OD.
5	Assess quality improvement approaches such as Total Quality Management (TQM) and their impact on organizational effectiveness.
6	Identify emerging trends and future challenges in Organizational Development and propose strategies for sustainable organizational growth.

Suggested References

1	Organization Development: Behavioral Science Interventions for Organization Improvement" by Wendell L. French & Cecil Bell.
2	Organization Development and Change" by Cummings & Worley (The industry standard).
3	Organizational Development" by V. Nilakant& S. Ramnarayan
4	"Organisation Behaviour" Stephen P. Robbins & Timothy A. Judge

Online Resources

1	https://www.bdu.ac.in/cde/SLM/MBA/MBA%20III%20Semester/Elective/Human%20Resource%20Management/Organisation%20Development.pdf
2	https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001712/M020754/ET/1499145250Mod30module30.pdf
3	https://asq.org/quality-resources/total-quality-management
4	https://www.youtube.com/watch?v=DKYSB9vWzfY
5	https://www.youtube.com/watch?v=ihHB1-MgxHw



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Bachelor of Business Administrator
B.B.A(ISM) Semester–VII

Course Code	UM07HMABBS06	Title of the Course	Computer Graphics
Total Credits of the Course	4	Hours per Week	4
Course Objectives:	Understand basic concepts of computer graphics and its applications Learn fundamental graphics algorithms and techniques Develop simple graphics using basic programming concepts Understand 2D transformations and viewing Get introduction to modern graphics tools and multimedia		

Course Content		
Unit	Description	Weightage(%)
1.	Introduction • Introduction to Computer Graphics • Applications of Computer Graphics • Components of Graphics System • Input and Output Devices • Raster Scan vs Random Scan • Video Display Devices (CRT, LCD, LED) • Basic concepts of Pixels, Resolution, Aspect Ratio	25%
2.	Graphics Primitives & Algorithms Points and Lines Line Drawing Algorithms DDA Algorithm Bresenham's Line Algorithm Circle Drawing Algorithm Midpoint Circle Algorithm Polygon Representation Introduction to Filling Techniques	25%
3.	2D Transformations Basic Transformations: Translation Scaling Rotation Homogeneous Coordinates Composite Transformations Reflection and Shearing Windowing and Viewport Transformation	25%
4.	Clipping & Introduction to Multimedia Clipping: Point Clipping Line Clipping (Cohen-Sutherland Algorithm) Polygon Clipping Introduction to Multimedia Graphics Software Overview (Photoshop / Canva basics) Introduction to OpenGL / Graphics Programming (basic idea only)	25%



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Teaching-Learning Methodology	Blended learning approach incorporating traditional classroom teaching and online /ICT-based teaching practices.
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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%)
University External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learner will be able to develop	
1.	Explain basic concepts and components of computer graphics
2.	Apply line, circle and polygon drawing algorithms
3.	Perform 2D transformations (translation, scaling, rotation)
4.	Understand clipping, windowing and viewing concepts

Suggested References:	
Sr. No.	References
1.	Donald Hearn & M. Pauline Baker – <i>Computer Graphics (C Version)</i>
2.	Steven Harrington – <i>Computer Graphics: A Programming Approach</i>
3	David F. Rogers – <i>Procedural Elements for Computer Graphics</i>
4	Foley, Van Dam – <i>Computer Graphics Principles and Practice</i>
5	

Suggested online References:	
Sr. No.	Online References
1.	NPTEL
2.	SWAYAM –
3	TutorialsPoint
4	GeeksforGeeks –
5	YouTube Channels:



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Bachelor of Business Administrator
B.B.A(ISM) Semester–VII

Course Code	UM07HMABBS07	Title of the Course	Software Development
Total Credits of the Course	4	Hours per Week	4
Course Objectives:	To provide students with practical understanding of software development lifecycle. To introduce modern tools, technologies, and methodologies used in IT industry. To develop basic programming, database, and application development skills. To enable students to manage small-scale software projects.		

Course Content		
Unit	Description	Weightage(%)
1.	Introduction to Software Development Meaning and Importance of Software Development Types of Software (System, Application, Web, Mobile) Software Development Life Cycle (SDLC) Waterfall Model Agile Model (Scrum basics) Requirement Gathering & Analysis Role of Business Analyst in IT Projects	25%
2.	Programming Fundamentals Introduction to Programming Concepts Basics of any high-level language (Python / JavaScript recommended) Variables, Data Types, Operators Control Structures (if, loops) Functions and Modular Programming Introduction to APIs (Conceptual)	25%
3.	Database & Backend Basics Introduction to Databases DBMS vs RDBMS Basic SQL Commands SELECT, INSERT, UPDATE, DELETE Tables, Keys (Primary, Foreign) Introduction to Backend Development Connecting Application with Database	25%
4.	Web & Application Development Introduction to Web Development Basics of HTML, CSS, JavaScript UI/UX Basics for Business Applications Introduction to Frameworks (Overview only) Deployment Concepts (Hosting, Domain)	25%

Teaching-Learning Methodology	Blended learning approach incorporating traditional classroom teaching and online /ICT-based teaching practices.
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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%)
University External Examination (%)		50 (100%)	25 (100%)

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

1.	Understand software development concepts and lifecycle models.
2.	Apply basic programming and database concepts.
3.	Use modern tools for application development.
4.	Develop simple business-oriented software solutions

Suggested References:

Sr.No.	References
1.	Roger S. Pressman – <i>Software Engineering: A Practitioner's Approach</i>
2.	Eric Matthes – <i>Python Crash Course</i>
3	Korth – <i>Database System Concepts</i>
4	Jon Duckett – <i>HTML & CSS</i>

Suggested online References:

Sr.No.	Online References
1.	NPTEL
2.	SWAYAM
3	Tutorials Point
4	Geeks for Geeks
5	You Tube Channels



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Bachelor of Business Administration (ISM)
(B.B.A. ISM SEM - VII)

Course Code	UM0H7MIBBS01	Title of the Course	Applied Economics -I
Total Credits of The Course	04	Hours per Week	04

Course Objectives:	To introduce students to the meaning, nature, and scope of applied economics To understand the structure and importance of the government budget . To explore applications in environmental, labor, and behavioral economics. To understand contemporary economic challenges such as unemployment, poverty, inequality, and sustainability in both national and global contexts.
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Course Content		
Unit	Description	Weightage*(%)
1.	Introduction to Applied Economics Meaning and scope of Applied Economics Difference between Microeconomics and Macroeconomics Positive vs Normative Economics Role of economists in real-world decision making	25%
2.	Fiscal Policy and Government Role Government budget Taxation (direct and indirect taxes) Public expenditure Fiscal deficit and public debt Role of government in economic development	25%
3.	Applied Economics in Real Life Business decision-making Cost-benefit analysis Environmental economics Labor economics Behavioral economics basics	25%
4.	Contemporary Economic Issues and Policy Applications Unemployment: Types and Remedies Poverty and inequality Sustainable development Role of Government in economic development	25%

Teaching-Learning Methodology	The course would be taught /learnt through ICT (e.g Power Point presentation, Audio-Visual Presentation),lectures, group discussions, assignments , case Study and browsing e- resources
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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%)
University Examination (%)		50 (100%)	25 (100%)

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

1. Understand the **meaning, scope, and nature of Applied Economics** and distinguish between microeconomics and macroeconomics.
2. Analyze economic problems using **positive and normative approaches** and understand the role of economists in decision-making.
3. Explain the components of **fiscal policy**, including government budget, taxation, public expenditure, fiscal deficit, and public debt.
4. Critically analyze **contemporary economic issues** such as unemployment, poverty, inequality, and sustainable development

Programme Outcomes: Having completed this course, the learner will be able to

1. **Economic Knowledge**
Develop a strong foundation in economic theories and their practical applications.
2. **Policy Understanding**
Understand and evaluate government policies, especially fiscal and development policies.
3. **Decision-Making Ability**
Use economic reasoning in **business, public policy, and personal decision-making**.
4. **Social Awareness**
Recognize issues like poverty, unemployment, and inequality, and contribute to social development.

Suggested References:

Sr.No.	References
1.	Dwivedi, D. N. (2001). <i>Macroeconomic Theory and Policy</i> . New Delhi: Tata McGraw-Hill.
2.	Mankiw, N. G. (2009). <i>Principles of Economics</i> . New Delhi: Cengage Learning India.
3.	Gupta, S. B. (2010). <i>Monetary Economics</i> . New Delhi: S. Chand & Company.
4.	Koutsoyiannis, A. (1991). <i>Modern Microeconomics</i> . London: Macmillan Press.
5.	Lipsey, R. G., & Chrystal, K. A. (2011). <i>Economics</i> (11th ed.). Oxford: Oxford University Press.
6.	Samuelson, P. A., & Nordhaus, W. D. (2010). <i>Economics</i> . New York: McGraw-Hill.
7.	Pindyck, R. S., & Rubinfeld, D. L. (2001). <i>Microeconomics</i> . New Delhi: Prentice Hall of India



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Bachelor of Business Administration

BBA (ISM) - Semester – VII

Course Code	UM07HMIBBS02	Title of the Course	Research Methodology - I
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	To develop an understanding of the fundamental concepts, processes, and significance of research in academic and professional fields. To equip students with knowledge of various research designs, methods, and techniques used in scientific inquiry. To familiarize students with census, sampling techniques, and process. To encourage critical thinking and the ability to identify research problems and formulate hypotheses.
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Course Content		
Unit	Description	Weightage* (%)
1.	Introduction to Research Definition History, Evolution Scope, Characteristics Objectives And Importance Types of research Steps In Research Process	25%
2.	Formulating Research Problem Defining Research Problem Characteristics of Good Research Problem Steps Involved In Research Problem Techniques Involved In Defining Research Problem Hypothesis: Basic Concepts, Meaning, Types, Formulation of Hypothesis	25%
3.	Research Design Meaning, Need, Importance Concepts Related to Research Design Types of Research Design Basic Principles of Experimental Design Review of Literature	25%
4.	Sampling Introduction, Meaning Sample VS. Census Purpose of Sampling Sampling Process Types of Sampling Methods Characteristics of Good Sample Design	25%

Teaching-Learning Methodology	ICT through (e.g. Power Point presentation, Audio-Visual Presentation) Group Discussion Role Playing Case Study
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Evaluation Pattern As per Sardar Patel University Letter :(E-3/2384) (06/01/2024)		
Sr.No.	Details of the Evaluation	Weightage (%)
1.	Internal	50%
2.	Internal Continuous Evaluation in the form of Active Learning, Quizzes, Seminars, Assignments, Attendance	
3.	University Examination	50%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Understand and explain the basic concepts, types, and importance of research in various disciplines
2.	Identify research problems and formulate research objectives and hypotheses
3.	Apply appropriate research designs and sampling methods
4.	Exhibit awareness of research ethics, plagiarism, and academic integrity
5.	Critically review existing literature to identify research gaps and support problem formulation

Suggested References:	
Sr. No.	References
1.	Research Methodology – Dr. S.L. Gupta & Hitesh Gupta International Book House Pvt. Ltd, New Delhi.
2.	Comprehensive Research Methodology – B.L. Agrawal New Age International Publishers
3.	Research Methodology: Methods & Techniques - C.R. Kothari & Gaurav Garg New Age International Publishers

On-line resources to be used if available as reference material	
https://ddceutkal.ac.in/Syllabus/MCOM/Research_Methodology.pdf	
https://gacbe.ac.in/pdf/ematerial/18BGE24A-U2.pdf	
https://www.youtube.com/watch?v=-6AmNKSQFvo	



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Bachelor of Business Administration (BBA-ISM)

Semester – VII

Course Code	UM07HMIBBS03	Title of the Course	Strategic Business Management-I
Total Credits of the Course	04	Hours per Week	04

Core Objectives	To develop strategic thinking and analytical skills To develop the ability to analyze different types of managerial decisions and apply principles of effective decision-making To introduce the concepts of data, information, and Management Information Systems (MIS). To develop an understanding of organizational power, politics, and coordination. To develop the ability to formulate and evaluate business policies and strategic decisions.
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Course Content		
Unit	Description	Weightage (%)
1	BASIC MANAGEMENT AND DECISION MAKING: Concept of management, Functions of management, Importance of management, Managerial Roles, Concept of decision making, Characteristics of Decision making, Decision making process, Principles of decision making, Characteristics of effective decision making, Types of decisions	25 %
2	MANAGEMENT INFORMATION SYSTEM: Meaning and definition of information and data, Objectives of management information system, Elements of management information system, Areas of management information system, Importance of management information system, Factors affecting the management information system, Types of information, Process of management information system, Causes of poor management information system	25 %
3	POWER, POLITICS AND CO-ORDINATION IN ORGANISATIONS: Concepts and importance of power Bases of power Tactics to gain power, Reasons for organizational politics Management of organizational politics , Importance of coordination, Principles of Coordination, Types of coordination, Techniques of coordination.	25%
4	BUSINESS POLICY AND STRATEGIC MANAGEMENT Define business, policy, and business policy Features of business policy Scope of business policy Importance of business policy Purpose of developing business policy Essentials of effective business policy Strategic management process Reasons for failure of strategic management Strategists and their role in strategic management	25%



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Teaching Learning Methodology	White Board Presentation Video Case Study Quiz
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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%)
University Examination (%)		50 (100%)	25 (100%)

Course Outcomes

1	Explain the concepts, functions, and significance of management and apply appropriate decision-making techniques in organizational situations.
2	Analyze the role of Management Information Systems in organizational decision-making and evaluate the effectiveness of information systems in business operations.
3	Assess the impact of power, politics, and coordination on organizational performance and recommend suitable coordination mechanisms for achieving organizational goals
4	Apply principles of business policy and strategic management to formulate, implement, and evaluate strategies for organizational growth and sustainability.

Suggested References

1	L.M. Prasad, "Organizational Behavior" Sultan Chand and Sons, New Delhi, 4th edition – Reprint 2008.
2	Fred Luthans, "Organizational Behavior" Mc Graw – Hill International Editions, 7th Edition.
3	Ramaswami, T. (2008). Principles of Management. Mumbai: Himalaya Publishing House Pvt. Ltd.
4	Prasad, L. M. (2007). Principles and Practices of Management. New Delhi: Sultan Chand & Sons.
5	Robbins, S. P. (2017). Management. Noida: Pearson India Education Services Pvt. Ltd.
6.	Stoner, J. (1995). Management. New Delhi: Prentice Hall of India.
7.	Strategic Management By, G.Sudarsanareddy, Himalaya publication.
8.	Management Policy and Strategic Management (Concepts, skills and practices) By, R.M.Srivastava, Himalaya publication



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Bachelor of Business Administrator

B.B.A(ISM) Semester–VII

Course Code	UM07HMIBBS04	Title of the Course	E-Commerce Applications
Total Credits of the Course	4	Hours per Week	4
Course Objectives	To understand the fundamentals and scope of E-commerce . To learn technologies and infrastructure supporting E-commerce . To analyze security, legal, and ethical issues in E-commerce. To develop skills for designing and managing E-commerce .applications		

Course Content		
Unit	Description	Weightage(%)
1.	Fundamentals of E-Commerce Introduction: Meaning, Nature, Scope of E-commerce Evolution and Growth of E-commerce Types of E-commerce: B2B, B2C, C2C, C2B, G2C E-commerce vs Traditional Commerce E-commerce Business Models and Revenue Models E-commerce Framework and Components Applications of E-commerce in sectors (Retail, Banking, Education, Healthcare)	25%
2.	E-Commerce Technologies & Infrastructure Overview of Internet, Intranet, and Extranet World Wide Web and Web Browsers E-commerce Infrastructure: Hardware and Software Requirements Web Technologies: HTML, CSS, JavaScript (Basics) E-commerce Platforms: Overview (Shopify, WooCommerce, Magento) Electronic Payment Systems: Credit/Debit Cards Net Banking UPI and Mobile Wallets	25%
3.	Security, Legal & Ethical Issues Security Issues in E-commerce: Threats, Risks, and Controls Encryption Techniques: SSL, Digital Signatures, PKI Authentication and Authorization Cyber Security in E-commerce Legal Issues: Information Technology Act, 2000 (India) E-contracts and Electronic Records Ethical Issues in E-commerce Privacy and Data Protection	25%



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4.	E-Commerce Applications & Implementation Designing E-commerce Websites: Principles and Requirements E-commerce Website Components: Catalog, Shopping Cart, Checkout Order Processing and Supply Chain Integration Customer Relationship Management (CRM) Digital Marketing: SEO, Social Media Marketing, Email Marketing	25%
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Teaching-Learning Methodology	Blended learning approach incorporating traditional classroom teaching and online /ICT-based teaching practices.
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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%)
University External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learner will be able to develop	
1.	Understand the concepts and business models of E-commerce.
2.	Identify technologies and infrastructure used in E-commerce systems
3.	Analyze security threats, legal, and ethical issues
4.	Design basic E-commerce applications and workflows
5.	Understand emerging trends and innovations in E-commerce

Suggested References:	
Sr.No.	References
1.	E-commerce 2023: Business, Technology, Society Laudon, K. C., & Traver, C. G. (2023). <i>E-commerce 2023: Business, Technology, Society</i> . Pearson.
2.	Electronic Commerce: A Managerial and Social Networks Perspective Turban, E., King, D., Lee, J. K., Liang, T. P., & Turban, D. (2018). <i>Electronic Commerce: A Managerial and Social Networks Perspective</i> . Springer.
3	E-Commerce: Strategy, Technologies and Applications Whiteley, D. (2017). <i>E-Commerce: Strategy, Technologies and Applications</i> . McGraw-Hill.
4	Introduction to E-Commerce Rayport, J. F., & Jaworski, B. J. (2003). <i>Introduction to E-Commerce</i> . McGraw-Hill.
5	Frontiers of Electronic Commerce Kalakota, R., & Whinston, A. B. (1997). <i>Frontiers of Electronic Commerce</i> . Addison-Wesley
6	Government of India. (2000). <i>Information Technology Act, 2000</i> .



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Sr.No	Online Resource
1.	https://backup.pondiuni.edu.in/storage/dde/dde_ug_pg_books/E-%20Commerce.pdf
2.	https://ndcwk.ac.in/userfiles/E%20-%20COMMERCE%20UNIT%20-%201.pdf
3.	https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA3008.pdf



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Bachelor of Business Administrator

B.B.A(ISM) Semester–VII

Course Code	UM07HSEBBS01	Title of the Course	Enterprise Resource Planning
Total Credits of the Course	4	Hours per Week	4
Course Objectives:	To introduce the fundamental concepts of Enterprise Resource Planning (ERP) and its evolution from MRP and MRP-II. To develop understanding of enterprise systems, business processes, and integrated data models. To familiarize students with ERP-related technologies such as Data Warehousing, Data Mining, and OLAP. To provide knowledge of enterprise applications including PLM, SCM, and CRM. To understand the ERP marketplace, functional modules, and Indian ERP scenario. To enable students to learn ERP selection, implementation strategies, and lifecycle management		

Course Content		
Unit	Description	Weightage(%)
1.	Introduction to ERP Introduction to ERP Evolution: MRP → MRP-II → ERP Need and benefits of ERP Enterprise concept and business process integration ERP vs Traditional Systems ERP Architecture (2-tier, 3-tier) Basic ERP terminology	25%
2.	ERP Modules & Functional Areas Overview of ERP Modules: Finance & Accounting Human Resource Management (HRM) Supply Chain Management (SCM) Customer Relationship Management (CRM) Sales & Distribution Production Planning Integration of modules Case examples of ERP in organizations	25%
3.	ERP Implementation ERP Life Cycle: Planning Design Implementation Testing Deployment ERP Implementation Strategies: Big Bang Phased Business Process Reengineering (BPR) Challenges in ERP implementation	25%



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	ERP success and failure factors	
4.	ERP Technologies & Trends ERP and emerging technologies: Cloud ERP Mobile ERP AI & Data Analytics in ERP ERP Vendors: SAP Oracle Microsoft Dynamics Data Warehousing, Data Mining & OLAP ERP Security Issues Future scope of ERP	25%

Teaching-Learning Methodology	Blended learning approach incorporating traditional classroom teaching and online /ICT-based teaching practices.
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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%)
University External Examination (%)		50 (100%)	25 (100%)

Course Outcomes: Having completed this course, the learner will be able to develop	
1.	Explain ERP concepts and architecture
2.	Identify key ERP modules and their functions
3.	Analyze ERP implementation lifecycle
4.	Evaluate ERP benefits, risks, and real-world applications

Suggested References:	
Sr.No.	References
1.	Alexis Leon – <i>ERP Demystified</i>
2.	Alexis Leon – <i>Enterprise Resource Planning</i>
3.	Vinod Kumar Garg & N.K. Venkitakrishnan – <i>ERP Concepts and Practice</i>
4.	Brady, Monk & Wagner – <i>Concepts in ERP</i>
5.	Ellen Monk & Bret Wagner – <i>Enterprise Resource Planning</i>

Suggested Online References:	
Sr.No.	Online References
1.	NPTEL
2.	SWAYAM
3.	Tutorials Point
4.	Geeks for Geeks
5.	You Tube Channels



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**Bachelor of Business Administration
B.B.A (ISM) Semester – VII**

Course Code	UM07HSEBBS02	Title of the Course	Contemporary issues in Management- I
Total Credits Of the Course	04	Hours per Week	
Course Objectives	1. Analyze Emerging Business Trends: Evaluate the impact of globalization, geopolitical risks, the digital economy, and Industry 4.0/5.0 frameworks on contemporary organizational strategies. 2. Examine Human Resource & Marketing Dynamics: Analyze modern workforce trends—including hybrid work, DEI, and the gig economy—alongside evolving digital marketing strategies, influencer ecosystems, and AI integrations. 3. Evaluate Financial & Technological Frameworks: Investigate the role of FinTech innovations, blockchain, and sustainable finance (ESG) principles in mitigating modern corporate risks and addressing global economic challenges.		
Course Content			
Unit	Description		Weightage (%)
1.	Unit I: Emerging Business Environment Contemporary business environment and VUCA world Globalization and geopolitical risks Digital economy and platform businesses Industry 4.0 and Industry 5.0 Knowledge economy and business ecosystems		25%
2.	Unit II: Contemporary Human Resource Issues Hybrid and Remote Work Management Workforce Diversity, Equity and Inclusion (DEI) Employee Well-being and Mental Health Talent Management in the Digital Era Gig Economy and Freelance Workforce		25%
3.	Unit III: Contemporary Marketing Issues Digital Marketing Trends Influencer Marketing Social Commerce Customer Experience Management AI in Marketing		25%
4.	Unit IV: Financial and Economic Issues FinTech Innovations Digital Payments and Blockchain Sustainable Finance Global Financial Challenges Risk Management in Modern Organizations		25%
Teaching-Learning Methodology	Lectures and discussion Case-Study Based Learning Co-operative group work Blended Practical Demonstrations Presentations		



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Course Outcomes : Having completed this course , the learner will be able to
Formulate strategic responses to market uncertainties by applying VUCA principles and business ecosystem models to complex corporate environments.
Design inclusive operational policies that effectively manage hybrid teams, optimize gig workforce talent, and support employee mental well-being.
Develop data-driven marketing campaigns that leverage social commerce platforms, influencer networks, and AI tools to optimize customer experience management.
Assess digital financial solutions including blockchain architectures and payment systems to maximize transaction efficiency and corporate data security.
Appraise sustainable investment opportunities by integrating ESG criteria and financial risk management strategies into long-term corporate planning.

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

Suggested References
References
Aswathappa, K. (2024). <i>Human resource management: Text and cases</i> (10th ed.). McGraw Hill Education India.
Aswathappa, K. (2024). <i>International business</i> (8th ed.). McGraw Hill Education India.
Bala, M., & Verma, D. (2024). <i>Digital marketing</i> (3rd ed.). Himalaya Publishing House.
Cherunilam, F. (2023). <i>Business environment: Text and cases</i> (29th ed.). Himalaya Publishing House.
Chhabra, T. N. (2023). <i>Human resource management</i> (11th ed.). Dhanpat Rai Publications.
Contemporary Management (2024), McGraw-Hill.
Dhar, P. K. (2024). <i>Indian economy: Its growing dimensions</i> (32nd ed.). Kalyani Publishers.
Gupta, C. B. (2024). <i>Business organization and management</i> (20th ed.). Sultan Chand & Sons.
Gupta, S. (2024). <i>Digital marketing: Cases and applications</i> (2nd ed.). Taxmann Publications.
Gupta, S. L. (2023). <i>Risk management and insurance</i> (4th ed.). Himalaya Publishing House.
Khan, M. Y., & Jain, P. K. (2024). <i>Financial management: Text, problems and cases</i> (10th ed.). McGraw Hill Education India.
Mishra, A. K. (2024). <i>FinTech and digital banking in India</i> (2nd ed.). Himalaya Publishing House.
Pathak, B. V. (2023). <i>Indian financial system</i> (6th ed.). Pearson India.
Ramaswamy, V. S., & Namakumari, S. (2024). <i>Marketing management: Indian context, global perspective</i> (7th ed.). Sage Publications India.
Rao, V. S. P. (2023). <i>Human resource management</i> (5th ed.). Taxmann Publications.
Saxena, R. (2023). <i>Marketing management</i> (7th ed.). McGraw Hill Education India.
Subba Rao, P. (2024). <i>Essentials of human resource management and industrial relations</i> (8th ed.). Himalaya Publishing House.



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Bachelor of Business Administration

B.B.A (ISM) Semester – VII

B.B.A (HON) Semester - VI			
Course Code	UM07HSEBBS03	Title of the Course	Business Communication and Career Success Skills-I
Total Credits Of the Course	02	Hours per Week	02
Course Objectives	• Understand the changing workplace dynamics and the essential competencies required for professional success in modern organizations. • Develop effective interpersonal and relationship-building skills to enhance workplace communication and collaboration. • Acquire teamwork and leadership skills necessary for contributing productively in diverse organizational teams. • Apply creative problem-solving techniques and tools to address workplace challenges and make informed decisions. • Understand the role of ethics and values in business communication and recognize ethical issues faced by organizations and managers.		
Course Content			
Unit	Description		Weightage (%)
1.	Being Effective in the organization: The 50 New Rules of Work Building Relationships within an Organization: Making Clear the Expectation, What gets in the way of Relationship?, Relation Building, How to Say no, Being Assertive in Relationship Working in Teams: Characteristics of Effective Teams, Forms of Teams in organizations, Ten Qualities of an Effective Team Player, Dealing with Different Type of People in Teams Creative Problem Solving: What is a problem?, Creative approach to problem solving, Creative-problem solving process		50%
2.	Ethics in Business Communication: Introduction Ethical Communication Values, Ethics and Communication Ethical Dilemmas Facing Managers A strategic Approach to Corporate Ethics		50%

Teaching-Learning Methodology	Interactive Lectures Group Discussions Problem-Based Learning (PBL) Case Study Analysis
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Course Outcomes : Having completed this course , the learner will be able to

Explain contemporary workplace expectations and demonstrate professional behaviors required for organizational effectiveness.

Build and maintain positive workplace relationships through assertive communication, expectation management, and conflict resolution skills.

Function effectively as team members by adapting to diverse personalities and contributing to team goals.



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Analyze organizational problems and apply creative problem-solving models and techniques to generate effective solutions.
Evaluate ethical dilemmas in business communication and recommend appropriate ethical actions based on organizational values and corporate ethics principles.

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

Suggested References

References

Joshi, G. (2016). *Campus to corporate*. New Delhi: Sage Publications India Pvt. Ltd.
Wadkar, A. (2016). *Life skills for success*. New Delhi: Sage Publications India Pvt. Ltd.
Kaul, A. (2002). *Business communication*. New Delhi: Prentice Hall of India Private Limited.
Lesikar, R. V., Flatley, M. E., Rentz, K., & Pande, N. (2009). *Business communication: Making communication in the digital world*. New Delhi: Tata McGraw Hill