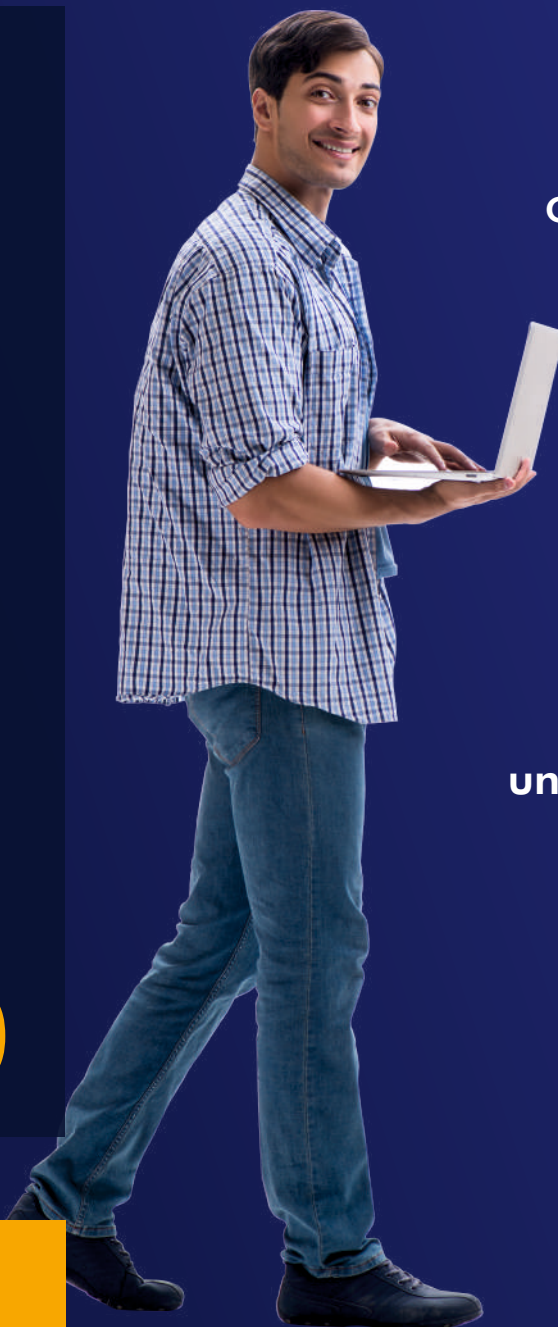




It's time for New-Age  
**MBA**

It's time for  
**MBA 2.0**

**Bharati Vidyapeeth**  
(Deemed to be University)



'A+' Accreditation by 'NAAC'

Category - I Deemed to be University Grade by UGC

62<sup>nd</sup> Rank among Universities by NIRF-2019

**FULL SCHOLARSHIP**

for eligible International students  
under e-VBAB project of Government of India

[www.bharatividyaapeethonline.com](http://www.bharatividyaapeethonline.com)

Program document for eligible International Students



# भारती विद्यापीठ

## BHARATI VIDYAPEETH UNIVERSITY





# CONTENT

- 01 Our Founder
  - 02 About Bharati Vidyapeeth
  - 03 School of Online Education (SOE)
  - 04 Lead the Future Through Online Learning
  - 05 Key Programs Offered
  - 06 Structure of the Program
  - 07 Value-Added Workshops
-

## OUR INSPIRATION

---

The marvellous edifice of Bharati Vidyapeeth, that we can witness today, one of the largest and leading educational institutions in India, is a creation of one person; Hon'ble Dr. Patangrao Kadam. Under his adept, staunch and visionary leadership, Bharati Vidyapeeth (Established in Pune in 1964), has taken tremendous strides during the last 56 years. The credit of establishment and of astonishing development of Bharati Vidyapeeth and its allied concerns goes entirely to the dynamic leadership and undaunted hard work of Hon'ble Dr. Patangrao Kadam.

**He continues to inspire us !**



**Hon'ble Dr. Patangrao Kadam - Our Founder**

## BHARATI VIDYAPEETH (Deemed to be University)

### EXCELLENCE IN EDUCATION SINCE 1964

A great visionary; Hon'ble. Dr. Patangrao Kadam laid down the cornerstone of Bharati Vidyapeeth in 1964. Bharati Vidyapeeth was conferred the status of Deemed to be University in 1996 in view of its academic excellence.

All the programs offered by BV (DU) are recognized by UGC or the respective statutory councils and are known to be innovative and evolving in nature. BV (DU) presently has 29 constituent units, including three research institutes dedicated exclusively for research. BV (DU) has world-class infrastructure and facilities, and adopts latest and finest teaching pedagogies. BV (DU) has entered into many national, as well as, international collaborations.

### Some of our partner Universities include



# ACHIEVEMENTS & FEATURES

---

## Achievements

- Accreditation & Re-Accreditation with 'A+' Grade by NAAC, India
- The Ministry of Human Resource Development, Government of India has accorded "A" grade status to the University
- The University Grants Commission has conferred 12(B) status on the University, which makes it eligible to enter into collaborations with universities abroad
- The programs in Pharmacy, Engineering and Management have been continuously accredited by National Board of Accreditation (NBA)
- Featured among the Top 50 Universities in India by 'India Today'
- Placed among the top 5 Universities in the Western Region by 'India Today'
- Recognized as one of the Top 10 Universities preferred by Overseas Students for 'Higher Education in India'

## Distinctive Features

- 70,000+ Students
- 4,000+ Faculties
- 12 Faculties of Studies
- 324+ Programmes
- Students from 48 countries.
- 29 Constituent Units including three Research Institutes
- 8 Campuses spanning across 7 cities.

## SCHOOL OF ONLINE EDUCATION (SOE)



Bharati Vidyapeeth has been a pioneer in providing quality education to masses since 1964. Education is not a privilege but a right! School of Online education (SOE) is the arm of BV (DU) that bridges the gap between have and have nots by nullifying the hurdles such as time constraints, remote locations, financial affordability etc through use of digital platform and internet connectivity.

SOE has received the UGC recognition to offer two year MBA and three year BBA program. **These programs would be considered at par with the full time programs offered by any recognized university in India.**

SOE aims to promote world class education to masses through use of state of the art e-learning tools and techniques.

SOE also enables the working professionals to upskill themselves that could enable them to quickly move up the corporate ladder.

## QUADRANT APPROACH



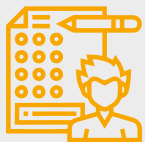
### Quadrant 1 (e-tutorial)

Contains Video and Audio Content in an organized form, Animation, Simulations, Video Demonstrations, Virtual Labs, etc, along with the transcription of the video.



### Quadrant 2 (e-Content)

Contains comprise of self-instructional material, e-Books, Illustrations, Case Studies, Presentations, Video Demonstrations, Documents and Interactive Simulations.



### Quadrant 3 (Web Resources)

Contains Web Resources, Related Links, Open Content on Internet, Case Studies & Articles.



### Quadrant 4 (Self-Assessment)

Contains MCQs, Problems, Quizzes, Assignments, Discussion Forum Topics & setting up the FAQ, Clarifications of General Misconceptions.



## LEAD THE FUTURE

---

Innovation and Creativity, Advances in Technology, Better connectivity and Affordable World Class Education has transformed the landscape of business. As a result mankind is witnessing rapid changes like it has never before. At times like these, if we don't keep up with the pace, we run the risk of falling behind.

Through use of Digital Expertise, we take this opportunity to transform your lives by revolutionizing the business education thereby enabling you to take a quantum leap in your career.

Our Online BBA and MBA programs are a truly unique programs that delivers advance business knowledge, critical problem solving capabilities, essential soft skills as sought by employers and much more.



## BENEFITS OF OUR ONLINE PROGRAM



### Self-paced Flexible Learning

Learn anytime, anywhere at your own pace with 24x7 access to the complete online course content



### Entrepreneurship Nurturing

Designed specifically to encourage and nurture leadership and entrepreneurship skills.



### Expert Faculties with Rich Industry Experience

Online Classes and Guidance from faculties with industry experience.



### Workshops and Bootcamps

Enhance and up-date your skills at regular Workshops and Bootcamps on industry-relevant topics.



### Personalised Faculty Interaction

Subject related faculty interaction for doubts and queries via 2-way interactive (LMS)



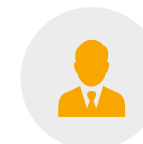
### Peer Networking Opportunities

Get a chance to network with peers working at Managerial levels across industries.



### Practical Teaching Approach Based on Industry Case Studies

Access to latest Domestic and International case studies



### Leadership Grooming for Managerial Positions

VUCA based leadership training to impart management level grooming.

## PROGRAMS OFFERED

---

We currently offer two programs in the management space.

- **Bachelors of Business Administration (Online BBA) – 3 Years**
- **Masters of Business Administration (Online MBA) – 2 Years**



## SPECIALIZATIONS OFFERED UNDER MBA

---

### Marketing Management

Deepen your understanding of marketing. Learn the contemporary marketing practices that have changed the dynamics of branding, advertising and positioning. Also learn how digital marketing has changed the dynamics of marketing due to its cost-benefit leverage. Get equipped to head the Marketing function of any business.

### Financial Management

Develop an extensive understanding of the finer nuances of Financial Management and its impact on the business through rich coursework and peer to peer interactions. The coursework includes subjects like International Financial Management, Financial Risk Management, Corporate Finance etc, that will deepen your understanding in Finance domain and help you maximize returns on investment.

### Human Resource Management

Demystify the importance of Human resource management by learning the latest practices in Employee motivation, training tools, appraising performance etc. You will also discover the hidden thread that connects the conventional theories to successful business implementation. Become a master of leveraging the biggest asset of a business; Human Resources.

### Operations Management

Businesses make money by increasing throughput also known as sales or by cutting costs. Learn the tools that will not only help you cut costs while maintaining the quality but also increasing productivity thereby making your business sustainable in times of VUCA environment (Volatile, Uncertain, Complex and Ambiguous). Learn how World class companies manage uncertainties of today's times and still be profitable in this challenging environment by studying subjects like World Class Manufacturing, Business Process Reengineering, Logistics and Supply Chain Management and more.

### Project Management

What is more precious than money? Today, 'Time is the New Currency'. Hence, to make difference to your organizations by using latest project management tools to ensure that you deliver the project in the timelines while adhering to the cost and without compromising on the quality. You will learn PERT, CPM, Crashing timelines, Project Planning, Project Charters and much more.



# BACHELORS OF BUSINESS ADMINISTRATION (ONLINE)

## Program Description

The Bachelor of Business Administration Programme (BBA) is a 128 credits (38 courses) online three year programme offered by School of Online Education, an arm of Bharati Vidyapeeth Deemed to be University (BVDU)

The Bachelor of Business Administration (BBA) is designed to provide a strong practical understanding of the principles, theories, and tools necessary to succeed in businesses.

The BBA programme focuses on imparting to students the ability to demonstrate leadership, understand human relationships, and problem-solving abilities essential for success in any business endeavour.

## Program Objectives

- To provide students with an in-depth knowledge of Management and Business concepts.
- To provide students with a firm foundation in both theoretical and practical concepts and applications to meet the various needs of business organizations at a global level.
- To prepare students for the challenging responsibilities and career opportunities with Organizations and as Business Leaders.

## BBA PROGRAM STRUCTURE

Sr.	Particular	Details
1	Academic Eligibility	10+2 in any stream or equivalent from any recognized board of India
2	Program Duration	36 months
3	Total Credits	128
4	Total number of Courses	37 Courses + 1 Project
5	University Exams	Exam will be held at the end of each semester
6	Passing Percentage	40 %

# BBA COURSE LIST

Semester I	Sr.	Course Code	Courses	Credit
	1	101	Business English - Communication	2
	2	102	Business Organization & Systems	4
	3	103	Micro Economics	4
	4	104	Business Accounting.	4
	5	105	Foundations of Mathematics and Statistics	4
	6	106	Community Work-I	2
			Career & Life Skills	
			Waste Management	
Total Credits			20	
Semester II	Sr.	Course Code	Courses	Credit
	1	201	Business Statistics	4
	2	202	Principles of Management	4
	3	203	Macro Economics	4
	4	204	Management Accounting	4
	5	205	Environmental Science	2
	6	206	Community Work - II Swachha Bharat Abhiyan	2
			Career & Life Skills	
			Waste Management	
Total Credits			20	

## BBA COURSE LIST

Semester III	Sr.	Course Code	Courses	Credit
	1	301	Entrepreneurship Development	4
	2	302	Organizational Behavior	4
	3	303	Principles of Marketing	4
	4	304	Introduction to Financial Management	4
	5	305	Computer Applications for Business	2
		306	Introduction to Business Analytics	4
	6	307	Community Work - III Start-up Management Agro Tourism	2
	Total Credits			24
Semester IV	Sr.	Course Code	Courses	Credit
	1	401	Business Laws	4
	2	402	Human Resource Management	4
	3	403	International Business	4
	4	404	Business Research	4
	5	405	Business Ethics	2
		406	Societal Concerns and NGO Operations	2
	6	407	Community Work -IV Basics of Taxation Meditation & Yoga	2
	Total Credits			22



## BBA COURSE LIST

Semester V	Sr.	Course Code	Courses	Credit
	1	501	Introduction to Operations Research	4
	2	502	Services Management	4
	3	503	Consumer Behaviour	4
	4	504	Elements of Financial Services	4
	5	505	Project Work	4
	6	506	Social Media Management	2
			Road Safety & Management	
			Event Management	
Total Credits		22		
Semester VI	Sr.	Course Code	Courses	Credit
	1	601	Introduction to Strategic Management	4
	2	602	Performance and Compensation Management	4
	3	603	Enterprise Resource Planning (ERP)	4
	4	604	Enhancing Personal & Professional Skills	4
	5	605	Disaster Management	2
	6	606	Business Ethics	2
			Basics of Hospitality	
			Meditation & Yoga	
Total Credits		20		

## ASSESSMENT

### Grading Percent Breakdown:

Assessment	Weightage
Internal Exam	30%
University Exam	70%

## GRADING

A student who has completed the minimum credits specified for the programme shall be declared to have passed in the programme. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed. The criteria for the award of honours are given below.

Range of CGPA	Final Grade	Performance Descriptor	Equivalent Range of Marks (%)
$9.5 \leq \text{CGPA} \leq 10$	O	Outstanding	$80 \leq \text{Marks} \leq 100$
$9.0 \leq \text{CGPA} \leq 9.49$	A+	Excellent	$70 \leq \text{Marks} < 80$
$8.0 \leq \text{CGPA} \leq 8.99$	A	Very Good	$60 \leq \text{Marks} < 70$
$7.0 \leq \text{CGPA} \leq 7.99$	B+	Good	$55 \leq \text{Marks} < 60$
$6.0 \leq \text{CGPA} \leq 6.99$	B	Average	$50 \leq \text{Marks} < 55$
$5.0 \leq \text{CGPA} \leq 5.99$	C	Satisfactory	$40 \leq \text{Marks} < 50$
CGPA below 5.0	F	Fail	Marks below 40

# MASTER OF BUSINESS ADMINISTRATION (ONLINE)

---

## Program Description

The Master of Business Administration (Online) is a 102 credits two year full time programme offered by Bharati Vidyapeeth Deemed to be University (BVDU), Pune having experienced faculty members and excellent infrastructure needed for online programs.

The online Master of Business Administration program prepares you to formulate real world strategies and solve intricate complex problems faced by organizations of today.

The program comprises of four semesters. The first two semesters cover the subjects that are core to management and are essential to form a strong conceptual base before one can start specializing in one domain.

During the third semester, students have to opt for specialization(s) and study the specialization related subjects in depth. The course also includes capstone project of 6 credits. The medium of instruction and examination will be only English.

A student would be required to complete the course within five academic years from the date of admission.

## Program Objectives

- To equip students with the management skillsets that are required by organizations to solve complex real life problems.
- To develop analytical skills and innovative attitudes among students so as to facilitate change and increase their efficacy in organizational systems.
- To leverage technology to impart problem solving skills to students.

## MBA PROGRAM STRUCTURE

Sr.	Particular	Details
1	Academic Eligibility	<p>Admission to the course is open to any graduate (10+2+3) from any recognized university satisfying the following conditions:</p> <ol style="list-style-type: none"> <li>1. The candidate should have secured at least 50% (45% for SC/ST) in aggregate at graduate level university examination.</li> <li>2. The Candidate applying in final year of bachelor's degree may also apply. Admission of such candidates will remain provisional until submission of final result certificates in original.</li> </ol>
2	Program Duration	24 months
3	Total Program Credits	102
4	Total number of Courses	26 Courses + 1 Project
5	University Exams	Exam will be held at the end of each semester
6	Passing Percentage	40 %



# MBA COURSE LIST

Semester I	Sr.	Course Code	Courses	Credit
	1	101	Management Concepts & Applications	4
	2	102	Managerial Economics	4
	3	103	Financial & Management Accounting	4
	4	104	Organizational Behavior	4
	5	105	Statistical Techniques	4
	6	106	Legal Aspects of Business	4
	7	Open Course	Soft Skills I / Waste Management/ Life Management Skills	2
		Total Credits		26
Semester II	Sr.	Course Code	Courses	Credit
	1	201	Marketing Management	4
	2	202	Financial Management	4
	3	203	Human Resource Management	4
	4	204	International Business	4
	5	205	Production & Operations Management	4
	6	206	Research Methodology	4
	7	Open Course	Event Management / Social Media Management / Current Affairs	2
		Total Credits		26

## MBA COURSE LIST

Semester III	Sr.	Course Code	Courses	Credit
	1	301	Strategic Management	4
	2	302	Entrepreneurship Development	4
	3	See groups	Specialization - E-(i)	4
	4	See groups	Specialization - E-(ii)	4
	5	See groups	Specialization - E-(iii)	4
	6	See groups	Specialization - E-(iv)	4
	7	Open Course	Data Analysis Using Software Tools (MS Excel) / Supply Chain Management / Introduction to Business Analytics	2
		Total Credits		26
Semester IV	Sr.	Course Code	Courses	Credit
	1	See groups	Specialization - E-(v)	4
	2	See groups	Specialization - E-(vi)	4
	3	See groups	Specialization - E-(vii)	4
	4	See groups	Capstone Project	6
	5	Open Course	Data Analysis Using Software Tools (SPSS) / E-commerce Application / Six Sigma	3
	6	Open Course	Research Methodology	3
		Total Credits		24

# MBA SPECIALIZATION COURSES

Sr.	Marketing Management Specialization		Credits
1	Specialization - E - (I)	Consumer Behaviour	4
2	Specialization - E - (II)	Services Marketing	4
3	Specialization - E - (III)	Sales and Distribution Management	4
4	Specialization - E - (IV)	Integrated Marketing Communications	4
5	Specialization - E - (V)	Retail Marketing	4
6	Specialization - E - (VI)	Digital Marketing	4
7	Specialization - E - (VII)	Product and Brand Management	4
Total Credits			28
Sr.	Financial Management Specialization		Credits
1	Specialization - E - (I)	Investment Analysis & Portfolio Management	4
2	Specialization - E - (II)	Corporate Taxation	4
3	Specialization - E - (III)	Management of Financial Services	4
4	Specialization - E - (IV)	Financial Statement Analysis	4
5	Specialization - E - (V)	International Financial Management	4
6	Specialization - E - (VI)	Financial Risk Management	4
7	Specialization - E - (VII)	Corporate Finance	4
Total Credits			28

## MBA SPECIALIZATION COURSES

Sr.	Human Resources Management Specialization		Credits
1	Specialization - E - (I)	HRP - Recruitment and Selection	4
2	Specialization - E - (II)	Training & Development	4
3	Specialization - E - (III)	Employee Relationship Management	4
4	Specialization - E - (IV)	Managerial Competencies & Career Development	4
5	Specialization - E - (V)	Personnel Cost & Compensation Management	4
6	Specialization - E - (VI)	Performance Management System	4
7	Specialization - E - (VII)	Labour Laws	4
Total Credits			28
Sr.	Operation Management Specialization		Credits
1	Specialization - E - (I)	Quality Management	4
2	Specialization - E - (II)	Production Planning & Control	4
3	Specialization - E - (III)	Logistics & Supply Chain Management	4
4	Specialization - E - (IV)	Industrial Management	4
5	Specialization - E - (V)	World Class Manufacturing	4
6	Specialization - E - (VI)	Business Process Re-engineering	4
7	Specialization - E - (VII)	Environment, Health & Safety	4
Total Credits			28



## MBA SPECIALIZATION COURSES

---

Sr.	Project Management Specialization		Credits
1	Specialization - E - (I)	Managing IT Projects	4
2	Specialization - E - (II)	Scheduling & Tracking of Projects	4
3	Specialization - E - (III)	Managing Project Teams & Resources	4
4	Specialization - E - (IV)	Estimating Software Projects & Managing Costs	4
5	Specialization - E - (V)	Business Analysis	4
6	Specialization - E - (VI)	Software Engineering & Quality Management	4
7	Specialization - E - (VII)	Managing IT Projects	4
Total Credits			28

## ASSESSMENT

### Grading Percent Breakdown:

Assessment	Weightage
Internal Exam	30%
University Exam	70%

## GRADING

A student who has completed the minimum credits specified for the programme shall be declared to have passed in the programme. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed. The criteria for the award of honours are given below.

Range of CGPA	Final Grade	Performance Descriptor	Equivalent Range of Marks (%)
$9.5 \leq \text{CGPA} \leq 10$	O	Outstanding	$80 \leq \text{Marks} \leq 100$
$9.0 \leq \text{CGPA} \leq 9.49$	A+	Excellent	$70 \leq \text{Marks} < 80$
$8.0 \leq \text{CGPA} \leq 8.99$	A	Very Good	$60 \leq \text{Marks} < 70$
$7.0 \leq \text{CGPA} \leq 7.99$	B+	Good	$55 \leq \text{Marks} < 60$
$6.0 \leq \text{CGPA} \leq 6.99$	B	Average	$50 \leq \text{Marks} < 55$
$5.0 \leq \text{CGPA} \leq 5.99$	C	Satisfactory	$40 \leq \text{Marks} < 50$
CGPA below 5.0	F	Fail	Marks below 40

## VALUE ADDED WORKSHOPS & ONLINE SEMINARS

Xun Kuang a Chinese philosopher had said, "Tell me and I will forget, Show me and I may remember, Involve me and I will learn"

BV (DU) truly believes in this adage and therefore plans to introduce workshops over select weekends for its students through which they can participate and get involved in the process.

The Value added workshops and seminars would be optional and could be availed on payment of additional fees. Students could also get an opportunity to network with their peers and interact with senior corporate head honchos at such workshops-

BV (DU) has a bouquet of the following workshops –

1. **Digital Marketing**

2. **Business Analytics**

3. **Design Thinking**

4. **Entrepreneurship**

5. **Decision Making**

6. **Problem Solving**

7. **Dealing with Difficult People**

8. **Conflict Management**

9. **Presentation Skills**

10. **Negotiation Skills**

## VALUE ADDED WORKSHOPS & ONLINE SEMINARS



### 1. Digital Marketing

Technology advancement and improved network connectivity has ensured that people are spending an awful amount of time online. So much so that, humans are becoming oblivious to reality. Now, virtual is the new normal.

As a result, marketing on digital media has gained immense prominence and importance in the last decade or so. If you do not have digital presence and if you cannot leverage it, you are losing out to someone who has a digital presence and know how to use it.

Learn Digital Marketing and the use of Digital Marketing to enhance your business potential through this unique workshop.



### 2. Business Analytics

Customers expect high-end services and products from any business they are involved in. This can be achieved by being ahead of your competitors. By providing the service of insight to your customers, you keep yourself ahead of the lot, thus, giving a new dimension of doing business. Traditional methods are remodelled to fit growing business demands. Companies, like Google, collect tremendous amount of customer data. This data allows organizations to make better defined and precise decisions. It helps them grow one's business and define new horizons. After having a proper understanding of Analytics, you will be able to understand the root cause of any problems through reports and diagnosis. You will be able to predict and then recommend the next best steps for any organization.

## VALUE ADDED WORKSHOPS & ONLINE SEMINARS



### 3. Design Thinking

Empathizing with people to Define the real problems. Once the problems have been identified, Ideate to provide solutions that could help solve the problem. Learn different ways of prototyping and analysis.

It is time to jump on the bandwagon and learn the tools of design thinking approach in this creatively designed workshop.



### 4. Entrepreneurship

Starting a new venture is an arduous and a complex task. The road to entrepreneurial success is long, winding and strewn with pitfalls, obstacles and blind turns. The risks of starting a new business are high, as illustrated by the high failure rates for new ventures. However, as is always the case, the rewards, both financial and personal, are commensurate with the risk.

The purpose of this workshop is to:

- Help participants understand the process, challenges, risks and rewards of starting up a new scalable venture.
- Equip them with the tools required to start their own business.



## VALUE ADDED WORKSHOPS & ONLINE SEMINARS



### 5. Decision Making

Decision making is child's play when the outcome is defined and predictable. Unfortunately, the world we live in is plagued by volatility, uncertainty, complexity and ambiguity.

Often things appear hazy due to a facade of unknown covering them. Why are top managers getting paid a lot more than middle level managers even when the intensity of the physical work performed by middle manager is substantially more?

The answer is for their ability to take Decisions that would benefit all the stake holders. Learn decision making and also get exposure to Game Theory!



### 6. Problem Solving

A man went to his boss and told him about the problems existing in the company. Having expected a different response from his boss, this man was aghast when his boss told him that he knows about all the problems that he just narrated and that he had hired him to get solutions and solve the problems and not use them as an excuse for why things can't be done. This story resonates with modern times. Companies hire people to solve problems.

Learn all about Problem Solving in this experiential workshop.

## VALUE ADDED WORKSHOPS & ONLINE SEMINARS



### 7. Dealing with Difficult People

How does the top level management deal with their staff? Customers? Or Suppliers? To study the causes of different or difficult behaviour and its reactions, we should learn to anticipate the conflicts and handle the situations. The workshop helps the participants to approach the difficult situation with a positive and calm attitude. The different aspects of the workshop involves deep exploration of attitudes, types of people and to understand the underlying perspective of people's behaviour thus enriching the participants with additional knowledge of dealing the situation in a professional manner.



### 8. Conflict Management

Learn to manage conflicts in your workplace and save energy, time and money. Ineffective management invites a plethora of problems which affects the growth and stability of the company. Learn to handle difficult situations constructively thus showcasing your leadership and management skills.

Presenting a workshop on a Conflict Management; one of the most sought after skillset by corporate India

## VALUE ADDED WORKSHOPS & ONLINE SEMINARS



### 9. Presentation Skills

You may have an idea or a solution that could be a game changer or a deal clincher but what would happen if you are not able to present the idea effectively? In all likelihood, you will not be able to achieve the desired output. Presentation skills enable people to effectively present their thoughts and ideas, influence people and overall leave a solid impression on the audience. In this workshop, you will learn the tricks and trade of how you could become an effective presenter.

#### Learn About

- Attention Spans
- Grabbing Interest
- Story Telling
- How do you Pass on the Message
- Eye Contact and much more



### 10. Negotiation Skills

We often have to discuss an issue with someone with different goals and needs. There are times when you have to clinch a deal for which your maximum budget is lesser than the other person's minimum selling price. What do you do? How do you achieve a win-win situation?

#### Learn About

- BATNA
- Dealing with Take it or Leave it
- Importance of Pause
- Winning with Open Ended Questions and much more

# SPECIMEN DEGREE CERTIFICATES

## BBA



## MBA







1964-2014  
celebrating



**Golden Jubilee**  
**BHARATI VIDYAPEETH**

**Founder: Hon'ble Dr. Patangrao Kadam**



## Head Office

### Bharati Vidyapeeth

(Deemed to be University),  
School of Online Education,  
Lal Bahadur Shastri Marg,  
Pune-411030,  
Maharashtra (India)

**Phone:** +91 9004855491

**Website:** <https://bharatividyaapeethonline.com/>

**E-mail:** [admission@bharatividyaapeethonline.com](mailto:admission@bharatividyaapeethonline.com)

---