

Shri Govind Guru University, Godhra

B.B.A. Semester-5 & 6 Syllabus

Semester - V (T.Y.)				
EC-301	ELECTIVE	INTER PERSONAL COMMUNICATION	2	Foundation Courses (any one) <ul style="list-style-type: none"> Auditing Emerging Trends in Management Cooperative Management & Administration Foreign Exchange Management Elective Course (Compulsory) <ul style="list-style-type: none"> Inter Personal Communication Subject Electives (any one for Sem V & VI) <ul style="list-style-type: none"> Advanced Financial Management Advanced Marketing Management Advanced Human Resource Management Advanced Taxation and Law Banking and Insurance - I
FC-301	FOUNDATIONS	From the List	2	
CC-301	CORE	MERCANTILE LAWS	3	
CC-302	CORE	BUSINESS ENVIRONMENT	3	
CC-303	CORE	ORGANISATIONAL BEHAVIOUR-1	3	
CC-304	CORE	OPERATIONS RESEARCH AND QUANTITATIVE TECHNIQUES	3	
CC-305	CORE	INTERNATIONAL BUSINESS	3	
CC-306	CORE	DIRECT TAX	3	
CC-307	SUBJECT ELECTIVE	From the List	3	
	Total		25	

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
COURSE CODE-301**

MERCANTILE LAWS

Introduction:

Every Manager or Operational level executive is required to have knowledge of legal aspects of commercial activities. Implications of various legal bindings and its implications are to be understood through this subject.

Objective:

To acquaint students with several legal aspects of trade and commerce or other business transactions.

Number of credits : 3

Lectures per week : 3

Total Sessions 40

No	Topic	Weightage	No of Hours
1	Indian Contract Act, 1872	60	28
2	Sale of Goods Act, 1930	25	8
3	Negotiable Instrument Act ,1881	15	4

Text Books:

1. Business & Industrial Laws: (For B.Com Semester-II University of Delhi) 2nd Edition: By: M.C. Kuchhal, Vikas Publishing House Pvt Ltd.

References:

1. Mercantile Laws: S.S.Gulshan, 4th Edition, Excel Books.
2. Legal Aspects of Business: Ravinder Kumar, Cengage Learning India Pvt. Ltd, 2nd Edition,
3. Business Laws by: C.L.Bansal , Excel Publication
4. Business Laws: Bhagwati Pillai, S Chand & Co.
5. Mercantile Laws: Satish B. Mathur, 2nd Edition Tata McGraw-Hill, New Delhi.
6. Legal Aspects of Business, Text, Jurisprudence, and Cases, By: Daniel Albuquerque, Oxford University Press, New Delhi.

Topic for Assignments:

1. Discuss entire case of Balfour v/s Balfour and also discuss its final verdict
2. Discuss case of Carlil v/s Carbolic Smoke Ball with its implications on the Indian Contract Act.
3. Discuss case of Chinnaya v/s Ramaya along with its implication in the Contract
4. Discuss case of Weiner v/s Smith under sale of goods act and its verdict.
5. Discuss the procedure for dishonourment of Negotiable instrument in various situations.

Topics for Seminar/Presentation:

1. Discuss or Present Latest changes in the Negotiable Instrument act and its implications.
2. Discuss various implied conditions and warranties attached with sale of particular product.
3. Discuss Indemnity and Guarantee given by any marketer or a manufacturer under sale of goods act.
4. Discuss the technical aspects of contract between two parties on phone or on internet.

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
COURSE CODE-302
BUSINESS ENVIRONMENT**

Introduction:

No business enterprise can exist in a vacuum. It is an integral part of the society in which it exists. Therefore, decisions in a business enterprise and its performance is always influenced by a number of varied factors. For efficient and effective decision making, the business enterprise must understand its relationship with the surrounding environment.

Objective:

The objective of this course is to sensitize towards the overall business environment within which organization has to function and to provide insight to students of its implication for decision making in business organizations.

Number of credits : 3

Lectures per week : 3

Total Sessions 40

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

Unit-1

1.1 Introduction to Business Environment

Concept, Definition & Importance of Business Environment, Internal & External environment of business

1.2. Economic Environment

Reforms in Indian Money Market, Primary Capital Market & Secondary Capital Market .

Unit-2

2.1 Union Budget: Concept, Main constituents of Budget, Various types of Budgetary Deficits.

Price & Distribution controls: Objectives, Price controls; Direct Vs Indirect, Administered prices, Dual pricing, Subsidisation, Public Distribution System.

Privatisation: Concept, Ways of privatisation, Disinvestment process in India. Exit Policy

Unit -3

3. Global Environment

Globalisation: Definition, Meaning & indicators of Globalisation

Foreign Investment Flows: Concepts of FDI, FPI & Role of Foreign Investments.

Introduction of GATT, Origin & Objectives of WTO, Impact of WTO on Indian Economy.

MNCs: Meaning of MNC & TNC, Benefits from MNCs, Problems brought by MNCs.

EXIM Policy (Latest)

Unit - 4

Social Environment

Meaning of Social Responsibility of Business & various social responsibility of Business.

Business Ethics: Meaning & Its importance

Consumerism: Concept, Consumer Rights & Consumerism in India

Technological & Natural Environment

Concept of Technology & Innovation, Sources of Technology Dynamics

Concept of Natural Environment & its impact on Business

Text Books:

1. Economic environment of business by H.L. Ahuja, S. Chand
2. Business Environment: Text & Cases, Francis Cherunilam, Himalaya Publishing House, Edition:

Reference Books :

1. Essentials of Business Environment, K.Ashwathappa, Himalaya Publishing House, 6th Edition:
2. Indian Economy, S.K.Misra & V.K.Puri, Himalaya , Edition:25th
3. Indian Economy, Rudder Datt & K.P.M Sundharam, S.Chand & Company Ltd.,57th Edition

Topics for Assignments

1. Detailed study of union budget.
2. Latest provisions of a new EXIM policy.
3. How SEBI works?
4. Effects of globalization on world economy.
5. Disinvestment process in India.

Topics for Seminars

1. Discussion over the union budget of that year
2. Impact of FDI & FPI on Current Account Deficit
3. Is Globalisation a tool in the hands of MNCs to enter in any country?
4. Business Ethics & MNCs
5. Latest challenges present in modern business environment.
6. Detailed discussion on benefits and limitations of latest budget.
7. How administered prices affect the functioning of the economic system.
8. Recent changes in the attitudes of corporate in relation to CSR.

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
COURSE CODE-303
ORGANISATIONAL BEHAVIOUR-1**

INTRODUCTION: Organisational Behaviour is an integration and application of behavioural sciences to work situations. In a continuous changing environment and culture many opportunities remain for organizational improvement.. Organisational behaviour provides a human perspective towards organizational effectiveness

OBJECTIVES: The syllabus of this subject is designed to provide valuable inputs for understanding, reasoning , predicting and controlling human behaviour. Various theories and topics have been covered to relate the subject to real-world problems and issues.

**Number of credits : 3
Lectures per week : 3
Total Sessions 40**

UNIT	WEIGHTAGE
UNIT 1	25%
UNIT 11	25%
UNIT 111	25%
UNIT 1V	25%
TOTAL	100%

UNIT 1: INTRODUCTION TO ORGANISATIONAL BEHAVIOUR

Reference book: Organizational Behavior

Authors: Keith Davis & Newstrom-11th edition ,Publisher: Tata McGraw

Definition of Organisational Behaviour

Contributing disciplines to the field of Organisational Behaviour

Objectives of Organisational Behaviour

Limitations of Organisational Behaviour

Forces affecting the nature of modern organizations

People- structure-technology-environment

Models of Organisational Behaviour

- i) Autocratic
- ii) Custodial
- iii) Supportive
- iv) Collegial
- v) System

Complete Pay/Reward Pyramid

UNIT 11: FOUNDATIONS OF INDIVIDUAL BEHAVIOUR

Reference book: Organizational Behavior

Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)

Biographical characteristics

Age-gender-tenure-ability (including intellectual, physical and job-fit ability)

Learning-meaning and definition

Shaping as a managerial tool

Attitudes-meaning and definition

Types of attitudes

i) Job satisfaction

ii) Job involvement

iii) Organisational commitment

Personality-Meaning and definition

Major personality attributes influencing Organisational Behaviour

i) Locus of control

ii) Machiavellianism

iii) Self-Esteem

iv) Self-Monitoring

v) Risk-taking

vi) Type-A Type-B

vii) Pro-active personality

Short notes

i) Perception

ii) Selective perception

iii) Values

iv) Emotions

UNIT 11: FOUNDATIONS OF GROUP BEHAVIOUR

Reference book: Organizational Behavior

Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)

Group –meaning and definition

Stages of group development (5 stage model)

Role: meaning

role- identity, role-perception, role-expectation, role-conflicts, role-ambiguity.

Status : meaning, Sources of status, Significance of status

Reference book for the topic “Status” : Organizational Behavior

Authors: Keith Davis & Newstrom-11th edition ,Publisher: Tata McGraw

Techniques of group-decision making

(with merits & demerits)

i) Brainstorming

ii) Nominal group technique

Teams : meaning

Types of teams

- i) Problem-solving
- ii) Self-managed
- iii) Cross-functional
- iv) Virtual

Skills used in effective team building

Consultation skills

Research & presentation skills

Inter-personal skills

Reference book for the topic “Skills used..... ” : Organizational Behavior

Authors: Keith Davis & Newstrom-11th edition ,Publisher: Tata McGraw

UNIT IV: FOUNDATIONS OF ORGANISATIONAL STRUCTURE

Reference book: Organizational Behavior

Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)

Types of Organisational structures

- i) Matrix Organisation
- ii) Virtual organization
- iii) Boundaryless Organisation

Power-meaning & definition

- i) Bases of power
- ii) Power Tactics

Managing change

Reference book for the topic –Managing change : Organizational Behavior

Authors: Keith Davis & Newstrom-11th edition ,Publisher: Tata McGraw

- i) Levin’s 3 step model of change
- ii) Implementing change successfully (including building support for change)
- iii) Resistance to change (types & reasons)

Organisational Development-meaning & definitions

Benefits and limitations of OD

Suggested topics for seminars and presentations:

- i) Whistle-blowing
- ii) Communication barriers
- iii) Performance appraisal and motivation
- iv) Super leadership

Suggested topics for assignments:

- i) Organisational Development process
- ii) Employee participation programmes
- iii) Power politics
- iv) Characteristics of Organisational Behaviour

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
COURSE CODE-304
OPERATIONS RESEARCH & QUANTITATIVE TECHNIQUES**

Introduction:

The student will understand the basic operations research concepts and terminology involved in Linear Programming Problem, Transportation & Assignment Problems, PERT & CPM, Game Theory. The course focuses on how to interpret and solve business-related word problems and to develop simple O.R. models from a business perspective.

Objective:

To create a better understanding of Operations Research concepts in solving business and commerce related problems. The course serves as a good foundation for further study in management, accounting ,marketing and finance.

Number of credits: 3

Lectures per week: 3 of one hour each

Total Hours : 40

Unit	Weige	
Unit	25%	25%
Unit	25%	25%
Unit	25%	25%
Unit	25%	25%
Total	100%	100%

Unit I: 10 Sessions

1. Overview of Operations Research(OR)

Origin of OR
OR Models and Modeling
Application and Scope of OR

2. Linear Programming Problem (LPP)

Introduction and General Mathematical Formulation of LPP
Assumptions of LPP
Formulation of LPP – application of LPP

Graphical Solution
Dual formulation of LPP

Unit II: 10 Sessions

1. Transportation Problems (TP)

General Mathematical Formulation of TP
IBFS using North West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation Method (VAM)
Optimum solution using Modified Distribution (MODI) method
Solutions of TP under special cases of degeneracy, multiple, unbalanced, restricted and maximization.

Unit III: 10 Sessions

1. Network Models and Methods

Introduction to network, network diagram, concepts of event and Activity, critical path
PERT
CPM
Forward pass, Backward pass
Calculating EST, EFT, LST, LFT, Float of an activity and event

Unit IV: 10 Sessions

1. Game Theory

Introduction of Game Theory and some basic terms
Pure and Mixed strategy games
Two-Persons Zero-Sum Games
The Maximin- Minimax Principle
Games without saddle point (Mixed strategies)
Reduce game by Dominance

2. Assignment Problems(AP)

General Mathematical Formulation of AP
Hungarian Method of solving AP
Solutions of AP under special cases of unbalanced , maximization & restricted

Assignments:

Assignments on Linear Programming Problem
Assignments on Transportation Problems
Assignments on Network Analysis
Assignments on Game Theory and Assignment Problem

Seminar Topics:

Prepare a project on application of Linear Programming Problem
Prepare a project on application of Assignment Problem

Reference Books:

1. An Introduction to Management Science: Quantitative Approach to Decision Making by Anderson, Sweeney & Williams – Cengage (Erstwhile Thomson) Publications 11e
2. Practical Management Science by Winston & Albright – Cengage Erstwhile Thomson) Publications
3. Introduction to Operations Research by Hillier & Lieberman – TataMcGraw Hill Publication
4. Introduction to Operations Research by H. A. Taha- PHI Publications
5. OR Techniques for Management by V. K. Kapoor – Sultan Chand & Sons
6. OR Theory & Practice by J. K. Sharma – McMillan Publications
7. Operations Research by Premkumar Gupta & D. S. Hira - S. Chand Publications
8. Quantitative Analysis for Management by Render, Stair, Hanna & Badri – Pearson Publications
Quantitative Techniques in Management by N. D. Vohra – Tata Mcgraw Hill Publications

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
COURSE CODE-305
INTERNATIONAL BUSINESS**

Introduction:

In today's global environment business has become boundary less but still much legal, market and political hurdles restricts business operations globally. It demands evaluation of every opportunity in international business as well as evaluation of every country for exploration of business activities. The intention is to have basic understanding of exploring business internationally.

Objectives:

- To understand Globalization, International Trade
- To know the procedure of operating business internationally
- To evaluate the opportunities in respect of different countries.
- To explore the avenues of entering the International Market

Number of credits : 3

Lectures per week : 3

Total Sessions 40

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT-1 Frame work for International Business

- Globalisation: Concept and factors affecting globalization and Restructuring
- International Business: Reasons for expansion

- Concepts: International Trade, International Marketing, International Investment, International Management and Global Business

- New Trade Theory: Internal and External Economics of Scale

- International Political System and Ideologies:
 - Types of Governments, Economies System, Political System

- Concept of Embargo and Sanction
- Principles of International Law
- Cultural Orientation in International Business

(Book: International Business: Rakesh Mohan Joshi, Oxford University Press)

UNIT-2 Tools for International Business:

- Tools for country Selection
 - Market Potential Index
 - Global Competitive Index
 - FDI Confidence Index
 - Global Political Risk Index (Only Concepts)
- International Product Life Cycle
- International Monetary System
 - Fixed and Floating Exchange Rates
- Modes of Payment in International Trade
 - Advance Payment
 - Recoverable and Non Recoverable Letter of credit
 - Consignment Sales
 - Open Account

(Books: International Business: Rakesh Mohan Joshi, Oxford University Press and International Business by: Justin Paul, Tata McGraw Hill)

UNIT-3 Strategy and Structure of International Business

- Market Entry Strategies:
 - Exporting
 - Contractual Agreement
 - International SA
 - Joint Venture
 - Other Entry Mode
 - Business Expansion Modes:
 - Trade Related Modes
 - Contractual Modes
 - Investment Modes

(Sub-modes are not to be asked separately)

(Books: International Business: Rakesh Mohan Joshi, Oxford University Press)

UNIT-4 Export & Import Procedure

- Entire Export and Import Procedure
(Ch-26 PP 487 to 510)

(Book: International Business by: Justin Paul, PHI)

Recommended Text Book:

1. International Business By: Rakesh Mohan Joshi, Oxford University Press
2. International Business:, By Justin Paul ,5th Edition, PHI
3. International Business, By: P. Subbarao, 2nd Edition, Himalaya Publishing House.

Reference Books:

1. Global Business : Mike Peng and Deepak Srivastava , Cengage Publications
2. International Business: By Charles Hill and Arun Jain , Tata Mc Graw Hill Publication

Topic for Assignment:

1. Discuss the efforts of particular company or industry in international Market
2. Discuss the efforts of foreign companies in entering in Indian Market
3. Evaluate any country on the basis of Market Potential Index Global Competitive Index
4. Explain International Product Life cycle of any Product.
5. Discuss any two Market Entry strategy adopted either by any industry or company for International Market.
6. Explain in detail entire Export Procedure for exporting any one product from india to Europe or Russia or USA or other Country.

Topic for Presentation:

1. Discuss New Trade Theory and its impact in detail
2. Relevance of Cultural Orientation in International Business
3. Discuss Trade Related Modes of entry in International Business with reference to either FMCG products, Consumer Durables or Food and Beverage offering companies.
4. Critically evaluate Export Policy of Government of India with reference to particular Industry.

**SYLLABUS FOR
T.Y.B.B.A. SEMESTER V
COURSE CODE-306
DIRECT TAX**

Introduction:-

Taxation is a very important aspect for working as well as personal decisions of an individual. Knowing Direct tax more importantly Income tax policies and rules can help a student to understand and calculate personal income tax and also help in tax planning decisions.

Objectives:-

- 1) To impart knowledge of the basic principles underlying the substantive provisions of Income tax to the students.
- 2) To equip students with the application of principles and provisions of above tax laws in computation of income of Individuals under various heads of income and their assessment procedures.

Number of credits : 3

Lectures per week : 3

Total Sessions 40

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT (TOPIC)	WEIGHTAGE (MARKS OUT OF 70)
<u>UNIT-I-(25%)</u>	
A) Introduction to Income Tax: - History- Back ground of Income Tax Act, 1961. - Definitions : Meaning of Assessment year, Previous year, Person, Assessee, Income, Gross Total Income, Taxable income, Agricultural Income.	10% (7 MARKS)
B) Residential Status of an Assessee: - Determination of Residential Status - Incidence of Tax on basis of Residential Status	10% (7 MARKS)
C) Income exempt from Tax	5% (4 MARKS)

<p><u>UNIT – II – (25%)</u></p> <p>Determination of Income under the head Salaries:</p> <ul style="list-style-type: none"> - Different forms of Salary - Retirement Benefits - Allowances & Taxable and Exempt Perquisites - Provisions regarding Provident Fund - Deductions under this head of Income 	<p>25% (17 MARKS)</p>
<p><u>UNIT – III-(25%)</u></p> <p>Determination of Income under the head Profits and Gains of Business and Profession:</p> <ul style="list-style-type: none"> - Incomes covered under this head - Allowable expenses, expressly disallowed expenses 	<p>25% (18 MARKS)</p>
<p><u>UNIT-IV-(25%)</u></p> <p>Basic knowledge about following heads of Income:</p> <ul style="list-style-type: none"> A) Income from House Property (Only Theory) B) Income from Capital Gain (Only Theory) C) Income from Other Sources (including computation) 	<p>7% (5 MARKS) 8% (5 MARKS) 10% (7 MARKS)</p>

Text Book:

Students' Guide to Income Tax : Taxmann Publications
Dr. V.K Singhanian & Dr. Monica Singhanian

Reference Books :

- 1) Direct Tax Law by T.N. Manoharan – Snowwhite Publications(P) Ltd.
- 2) Systematic Approach to Income Tax- Bharat Publication

Topics for Assignment:

- 1) Assessment Procedure:Forms for filing returns and Time limit for filing return &Types of Assessment
- 2) Tax Holidays for different Industries
- 3) Income Tax Authorities
- 4) Special Provisions relating to taxability of Non-Residents.(S 115C to 115I)

Topics for Seminar/Quiz :

- 1) Tax Planning, Tax Avoidance, Evasion and Tax Management.
- 2) Direct Tax Code
- 3) PAN
- 4) Computation of Tax(Tax slabs and Tax Rate)
- 5) Set off and Carry Forward of Losses
- 6) Clubbing of Income.

SYLLABUS FOR T.Y. BBA
SEMESTER-V
SUBJECT ELECTIVE COURSE (SEC)- 307
ADVANCED HUMAN RESOURCE MANAGEMENT - I

Introduction: The role of HRM in organizations has gained tremendous importance over the years. It has come some way from ‘Personnel Management’ and today, is looked upon as a strategic partner. Organizations with global presence, movement of workforce across geographical boundaries have challenged the HR function as never before. The aim of this course is to provide the under-graduate students with some knowledge about the important sub-functions of HRM; functions that have not been covered in the core courses Basic Human Resource Management and Human resource Management in Semesters III and IV.

Objectives: To provide students an understanding of:

1. The strategic Role of HRM,
2. The environment in which the HRM function is performed,
3. The meaning and difference between Performance Appraisal and Performance Management,
4. How strategic pay plans and employee benefits are determined.

Number of credits : 3

Lectures per week : 3

Total Sessions 40

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
TOTAL	100%

MODULE I : EVOLUTION OF STRATEGIC HUMAN RESOURCE MANAGEMENT

- Personnel management -> HRM -> SHRM
- Definition and components of SHRM
- Objectives of SHRM
- Difference between traditional HRM and SHRM
- Difference between SHRM and HR strategies
- Link between HR strategy and business strategy
- Investment perspective of HR
- Risk involved in investment in Human Assets
- Factors determining the investment orientation of an organisation

(Strategic Human Resource Management by Tanuja Agarwala)

MODULE II : UNDERSTANDING THE CONCEPT OF SHRM AND HR ENVIRONMENT

- Barriers to strategic HR
- Benefits of SHRM
- Competencies required of HR department to become a strategic partner
- Essential elements of strategic HR
- Environmental trends affecting HRM:
 - Trends in Business Environment
 - Changing nature of work
 - Demographic, Societal and workforce trends
 - Changing nature of Employment Relationship
- HRM a changing function
 - Roles associated with Management of HR (Classification given by Ulrich)
 - Partnership of HR and Line Managers

(Strategic Human Resource Management by Tanuja Agarwala)

MODULE III: PERFORMANCE MANAGEMENT AND APPRAISAL

- Comparison between the two
- Why Performance Management?
- Supervisor's Role in appraising performance
- Methods of Performance Appraisal with important advantages and disadvantages
 - Alteration Ranking Method
 - Paired Comparison Method
 - Computerised and web Based Performance Appraisal
 - Electronic Performance Monitoring (EPM)
- How to avoid appraisal problems?

(Human Resource Management by Dessler & Varkkey)

MODULE IV: DETERMINING STRATEGIC PAY PLANS AND EMPLOYEE EMPLOYEE BENEFITS

- Basic factors in determining pay rates
 - Legal consideration in compensation
 - Union influence on compensation decisions
 - Competitive strategy, corporate policies and compensation
 - Equity and its impact of pay rates
- Process of establishing pay rates:
 - Salary Survey
 - Job Evaluation
 - Grouping similar jobs together
 - Pricing each pay grade
 - Fine tuning pay rates
- Competency Based Pay – meaning, reasons, advantages and disadvantages

- Flexible benefits programme
 1. Cafeteria Approach
 2. Flexible Work Arrangements
 - Flexi time and its effectiveness
 - Compressed work week and its effectiveness
 3. Other flexible work arrangement
 - Job sharing
 - Work sharing
 - Telecommuting

(Human Resource Management by Dessler & Varkkey)

Topics for assignments:

1. Four levels of integration between the HR functions and the Strategic Management function.
2. Linking of HR systems to organization maturity
(Essentials of Strategic Human Resource Management by Dr. Anjali Ghanekar)
3. Compensating Executives and Managers
4. Compensating professional employees.
(Human Resource Management by Dessler & Varkkey)

Topics for seminars:

1. Designing Performance Management Systems.
2. Balance Score Card and HR Score Card.
3. HR manager as a change agent

Reference Books:

1. Human Resource Management
By Gary Dessler and Biju Varkkey
Pearson Prentice Hall
12th Edition
2. Strategic Human Resource Management
By Tanuja Agarwala
Oxford University Press
2007 Edition
3. Human Resource Management (Text and Cases)
By S. S. Khanka
S. Chand and Company Limited
Reprint 2007
4. Essentials of Strategic Human Resource Management
By Dr. Anjali Ghanekar
Everest Publishing House
First Edition 2009

**SYLLABUS FOR T.Y. BBA
SEMESTER-V
SUBJECT ELECTIVE COURSE (SEC)- 307
ADVANCED TAXATION AND LAW**

Although a consumer always pays Indirect Taxes such as VAT and Service Tax, most of them are unaware of the concept, types and government policies for indirect taxes. This knowledge along with direct tax will complete the taxation curriculum for B.B.A.

Objectives:

- 1) To introduce indirect tax laws in force and relevant rules and principles.
- 2) To introduce the basic concepts of Service Tax and Excise Law in force in India.

Number of credits : 3

Lectures per week : 3

Total Sessions 40

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
TOTAL	100%

UNIT (TOPIC)	WEIGHTAGE (MARKS OUT OF 70)
<p><u>UNIT-I-(25%)</u></p> <p>SERVICE TAX:</p> <ul style="list-style-type: none"> - Evolution and Need of Service Tax - Concept of Taxable Services and Exempt Services - Classification of Taxable Services - Registration Procedure - Payment of Service Tax 	<p>25% (18 MARKS)</p>
<p><u>UNIT-II-(25%)</u></p> <p>SERVICE TAX:</p> <ul style="list-style-type: none"> - Valuation of Taxable Services - Periodical Service Tax Returns - Concept of CENVAT Credit - Concept of Adjudication, Appeals, Demand, Refund and Penalties. 	<p>25% (17 MARKS)</p>

<p><u>UNIT-III-(25%)</u></p> <p>CENTRAL EXCISE:</p> <ul style="list-style-type: none"> - Nature of Excise Duty, Legislative History, Coverage, Levy and Collection of excise duties under the Central Excise Act, 1944 - Definitions of Excisable Goods, Factory and Manufacture under the Central Excise Act. - Provisions governing Manufacture and Removal of excisable goods. - Classification of goods under Central Excise Tariff Act, 1985 with reference to rules of interpretation. - Assessment including Provisional Assessment, Self-Removal Procedure, Payment of duty and Date for determination of rate of duty. Record-based control and Production-based control. 	<p>25% (18 MARKS)</p>
<p><u>UNIT-IV-(25%)</u></p> <p>CENTRAL EXCISE:</p> <ul style="list-style-type: none"> - Concept of Valuation under the Central Excise Act, 1944, Central Excise Valuation(Determination of Price of Excisable Goods) Rules,2000 - Registration Procedures - Benefits to Exporters - Concept of CENVAT Credit - Exemption for Small Industries 	<p>25% (17 MARKS)</p>

Text Book:

Indirect Taxes Law and Practice : Taxmann
By: V.S. Datey

Reference Book :

Students' Guide to Indirect Taxes : Aadhya's Pvt. Ltd.
By: Yogendra Bangar, Vandana Bangar and Vineet Sodhani

Topics for Assignment:

- 1) Services which are Exempt from Service Tax.
- 2) Procedure for Filing Service Tax Return and important issues relating to such return.
- 3) Documents required for availing CENVAT Credit.

Topics for Seminar/Quiz:

- 1) Applicability of Service Tax and its current rate.
- 2) Case study relating to Service Tax.
- 3) Small scale exemption under Central Excise Law.
- 4) Case study relating to Central Excise.

SYLLABUS FOR T.Y. BBA
SEMESTER-V
SUBJECT ELECTIVE COURSE (SEC)- 307
ADVANCED FINANCIAL MANAGEMENT – 1

Introduction

Over the last two decades, Indian business and finance have considerably changed owing to deregulation, liberalization, privatization and globalization. In wake of these changes and developments, the subject of Advanced Financial Management has assumed all the more importance.

Objectives

- The syllabus aims to develop a thorough understanding of the concepts and theories in Financial Management.
- It intends to give an understanding of various financial decisions which has impact on shareholders and wealth creation.
- To develop familiarity with the analytical techniques helpful in financial decision making.

Number of credits : 3

Lectures per week : 3

Total Sessions 40

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
TOTAL	100%

Unit 1: Cost of Capital

- Meaning and importance of Cost of Capital
- Explicit and Implicit Costs
- Measurement of Specific Costs
- Weighted Average and Marginal Cost of Capital (including sums using market and book value weights)
- Capital Asset Pricing Model (excluding sums)

Unit 2: Valuation of Securities

- Valuation of bonds/debentures
- Yield to Maturity (YTM) Short-cut Method (as per Khan and Jain)
- Valuation of Preference Shares
- Valuation of Equity Shares: no growth, constant growth and multi-stage growth models

Unit 3: Risk Management and Derivatives

- Concept of Risk and Uncertainty
- Meaning and Characteristics of Derivatives
- Meaning of:
 1. Spot
 2. Forward Contracts
 3. Future Contracts
 4. Options: Call and Put
- Difference between Forwards and Futures
- Difference between Futures and Options
- Risk Evaluation Approaches in Capital Budgeting
 1. Risk Adjusted Discount Rate
 2. Certainty Equivalent Approach
 3. Decision Tree

Unit 4: Dividend Theory

- Meaning of Dividend
- Types of Dividend Policy
- Determinants of Dividend Policy
- Dividend Theories:
 1. Walter Model
 2. Gordon Model
 3. Modigliani-Miller (MM) Model

Topics for Assignment

1. Practical Application of Cost of Capital
2. Concepts of Value
3. Important terms in Options Contract
4. Financial Engineering

Topics for Seminar and Presentation

1. Shareholder Value Creation
2. A Study on trends in dividend policy in Indian Companies
3. Foreign Exchange markets and Dealings
4. Foreign Exchange Risk Management.

Recommended Textbooks:

- 1) Financial Management by Khan & Jain (5th Edition), McGraw Hill – For Units 1, 2 & 3
- 2) Strategic Financial Management by Ravi M Kishore (2nd Edition), Taxmann – For Units 3 & 4

Reference Books:

- 1) Financial Management by Prasanna Chandra (7th Edition), Tata McGraw Hill
- 2) Financial Management by I M Pandey (9th Edition), Vikas Publishing

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
SUBJECT ELECTIVE COURSE (SEC)- 307
ADVANCED MARKETING MANAGEMENT-1**

Introduction: The field of management has undergone a sea change and has today assumed a form of a profession with a well-defined body of knowledge. Different functions of management have got importance as per the environmental changes. After, 1950's Marketing Management has assumed an important role in the organization. With continuously evolving and due to the newer trends, the subject has become wider and wider.

Objective: This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject of marketing management with deeper penetration so that the students can choose the particular area of specialization even under the Marketing Management as per their interest in future.

The second part of the same subject (offered in the Sixth Semester) will throw light on the other contemporary and relevant topics of marketing management.

Total Hours : 40

Number of credits: 3

Lectures per week: 4 of one hour each

Unit	Weightage
Unit-I	25%
Unit-II	25%
Unit-III	25%
Unit-IV	25%
Total	100%

UNIT 1: BRAND MANAGEMENT (10 Hours)

- a. Meaning of Brand
- b. Brand the Product
- c. Brand Architecture
 - i. Portfolio Roles
 - ii. Product Market and Context Roles
 - iii. Brand Portfolio structure
- d. Brand Equity
 - i. Concept of Brand Equity
 - ii. Brand Image and its dimensions
 - iii. Brand Awareness and Brand Image
- e. Brand Identity
 - i. Concept
 - ii. Inner and Outer core of Brand Identity
 - iii. Brand Identity Perspectives

- iv. Brand Identity Prism (to be explained with illustration)
 - 1. Physique
 - 2. Relationship
 - 3. Reflections
 - 4. Personality
 - 5. Culture
 - 6. Self Image

- f. Brand Positioning

Book : Product Policy and Brand Management-Text and Cases - By: Chitale and Gupta-PHI

UNIT II: MARKETING RESEARCH-1 (10 Hours)

- a. Definition of Marketing Research
- b. Marketing Research Process
- c. Classification of Marketing Research Designs
- d. Primary Data versus Secondary Data (Advantages, uses and Disadvantages of secondary data)
- e. Primary Data: Quantitative Research & Qualitative Research
- f. Survey Methods:
 - i. Telephone Method
 - ii. Personal Method
 - iii. Mail Method
 - iv. Electronic Method
- g. Focus group interview and In-depth interview
- h. Primary Data: Observation Methods:
 - Structured v/s unstructured observations
 - Disguised v/s undisguised methods
 - Natural v/s continued observation
 - Personal Observation
 - Mechanical Observation
 - Audit Observation
 - Content Analysis
 - Trace Analysis

UNIT III: MARKETING RESEARCH -2 (10 Hours)

- a. Primary Scales of Measurement:
 - Nominal
 - Ordinal
 - Interval
 - Ratio
- b. Itemized Rating Scales
 - Likert Scale
 - Sematic Differential Scale
 - Stapel Scale
- c. Questionnaire

- Definition
- Objectives of questionnaire
- Questionnaire design process
- d. Observational Forms
- e. Sampling Design Process
- f. Sampling Techniques
- g. Data Preparation Process (in brief)
 - Coding
 - Tabulation: One way table and two way table
- h. Report Preparation and presentation process in brief.
 - Format of the Research Report
 - Graphical Presentation

Book: Marketing Research - An Applied Orientation, Naresh K Malhotra, Pearson Education.

UNIT IV: SERVICES MARKETING (10 Hours)

- a. Definition
- b. Characteristics of Services
- c. Service Flower
- d. Reasons for the Growth of Service Sector
- e. Services Marketing Mix (7 P's)
- f. Demand Variations In services
- g. Strategies for demand management
- h. Determinants of Service Quality
- i. Terms:
 - i. Internal Marketing
 - ii. External Marketing
 - iii. Interactive Marketing
- j. Gap Model of Service Quality

Book : Services Marketing – K. Rama Mohana Rao, Pearson Education.

Topics of Assignment:

1. Develop and Compare Brand Architecture of any Two FMCG Brands with specific Product Category.
2. Design Service Flower of any type of Service.
3. Prepare Research proposal for any Marketing Problem.
4. Draft a Questionnaire to survey the consumer satisfaction and loyalty of any product or service.

Topics for Presentaion:

1. Discuss Branding Strategy and Brand Elements of newly launched Brand in the Market.
2. Discuss the Value chain concept of any Service in detail
3. Compare various Sampling Methods with reference to research design.

Reference Books:

1. *Marketing Management*, 13th Edition: A South Asian Perspective, Abraham Koshiy and Mithileshwar Jha, Philip Kotler and Kevin Keller.
2. *Marketing Management*, Rajan Saxena, 4th Edition, Tata-Mcgraw Hill.
3. *Marketing Management – Global perspective*, V S Ramaswamy and S Namakumari, Indian context; 4th Edition Macmillan Publishers India Ltd.
4. *The New Strategic Brand Management - Creating And Sustaining Brand Equity Long Term*
5. *Services Marketing – People, Technology, Strategy*, Christopher Lovelock & Jochen Wirtz
6. *Exploring Marketing Research*, William Zikmund.
7. *Compendium of Brand Management*, S. A. Chunawalla, Himalaya Publishing House.
8. *Services Marketing – S.M. Jha*
9. *Research Methodology – Methods and Techniques*, C. R. Kothari.
10. *Research Methodology – R.Guvery, U K Sudha Nayak, M. Girija. R. Meenakshi, S. Chand*

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
SUBJECT ELECTIVE COURSE (SEC)- 307
BANKING AND INSURANCE - I**

Objective:

The objective of this paper is to impart basic knowledge of Banking and Insurance Services to the students.

Total Hours: 40

Number of credits: 3

Lectures per week: 3 of one hour each

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT I

Introduction to banking - history of banks - meaning of banking - functions of bank - banker customer relationship - banking systems - unit banking - branch banking - banking sectors - corporate banking - retail banking - international banking - rural banking - role of banks in primary, secondary and tertiary sector

UNIT II

Structure of Indian banking system - Reserve bank of India - commercial banks - public sector banks - private sector banks - foreign banks - cooperative banks - state cooperative banks - district cooperative banks - primary credit societies - regional rural banks - development banks

UNIT III

Introduction to insurance - origin and development of insurance - functions of insurance - importance of insurance - principles of insurance - types of insurance contract - classification of insurance - life insurance - non life insurance - reinsurance - micro insurance - insurance intermediaries

UNIT IV

Life insurance - essential features - advantages - different plans of life Assurance and annuities - policy condition and privilege - assignment and nomination - lapses and revivals - surrender values and loans - claims - double insurance.

Non-Life Insurance - Meaning and Importance - Types - Fire - Marine - Motor - Health - Miscellaneous

Topics of assignment:

1. Retail banking
2. Rural banking
3. List of Public, Private and Foreign banks operating in India
4. Development banks
5. Public, Private and Joint Venture Insurance companies operating in India

Topics of Seminar/Quiz

1. KYC Norms
2. NABARD
3. Opening up of Insurance Sector

Text Book:

1. Elements of Banking and Insurance - By Jyotsna Sethi, Nishwan Bhatia

Reference Book:

1. K. P. M., Banking Theory Law and Practice by Sundhram, Sultan Chand
2. Banking and financial system - B. Santhanam, Sundharam & Varshney
3. Banking and Insurance - By R.K. Sharma, Shashi K. Gupta, Jagwant Singh
4. Principles of Insurance - By S.K. Jain

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
FOUNDATION COURSE FC- 301
AUDITING**

Introduction

Auditing is an analytical exercise which involves evaluating the effectiveness of internal control procedures, examining in depth scientifically selected samples of transactions and applying analytical procedures. The scope of auditing extends to areas like managerial performances, cost data and operations.

Objectives:

1. To make student aware of the need and scope of audit
2. To introduce them to the types of audit and the audit procedure

Number of credits : 2

Lectures per week : 2

Total Session : 25

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT- I (25 %)

Introduction to Auditing

1. Meaning and Nature of Auditing
2. Objects of Auditing
3. Scope and Procedures of Auditing
4. Advantages and Limitations of Auditing.

UNIT – II (25%)

Types of Audit

Classification of Audit on the Basis of:

1. Organisation
2. Function
3. Practical Approach
4. Audit Dimension

UNIT – III (25%)

1. Definition of Internal Control, Internal Check and Internal Audit
2. Meaning and Objects of Vouching
3. Meaning and Importance of Verification of Assets.
4. Meaning and Importance of Valuation of Assets
5. Verification and Valuation of liabilities (Only concept)
6. Difference between Vouching and Valuation
7. Difference between Vouching and Verification.

UNIT – IV (25%)

A) Company Auditor

1. Appointment of Auditors
2. Remuneration of Auditors
3. Qualification and Disqualification of an Auditor
4. Removal of Auditor
5. Auditor's Rights, Duties and Liabilities

B) i) Meaning of Audit Report and Audit Certificate

- ii) Types of Auditor's Report.

Books Recommended:

1. Fundamentals of Auditing By S.K. Basu Pearson Publication
2. Theory and Practice of Auditing By N. Thanulingam Himalaya Publishing House.

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
FOUNDATION COURSE FC 301
COOPERATIVE MANAGEMENT & ADMINISTRATION**

Introduction:

This course presents the principles of Co-operative Management, emphasizing managerial functions, explaining internal management of Co-operative organizations and behavioral concepts as applied to Practical Management Problems.

Objectives:

- Understood co-operative management functions and principles
- Learnt the scientific decision making process and problem solving techniques in co-operatives
- Learnt the modern trends in co-operative management process.

Number of Credits: 2

Lectures per week: 2

Total Sessions: 24

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT I COOPERATIVE MANAGEMENT

1. Concept and Features.
2. Functions of Management.
3. Objectives of Cooperative Management.

UNIT II DEMOCRATIC CONTROL

1. Democratic Structure - General Body - Division of Function and Authority
2. The Board and the Chief Executive
3. Co-operative Leadership Special Aspects
4. Development of Professional Management in Co-operatives.

UNIT III FUNCTIONAL AREAS OF MANAGEMENT IN CO-OPERATIVES

1. Production Management, Marketing Management, Financial management, Personal Management, Material Management. (in brief)
2. Evaluation of Performance of Co-operatives:
 - a. Key Result Areas, Performance Evaluation
 - b. Operational Efficiency Measurement Criteria for Co-operatives.

UNIT IV COOPERATIVE ADMINISTRATION

1. Government Role in Cooperative Administration
2. Cooperative Departmental set-up At Different Level
3. Delegation of Powers
4. Departmental Set-Up.

SUGGESTED READING

1. Dr. V.Kulandaisamy, Co-operative Management, Arudra Academy, First Edition 2002.
2. M.Kutumba Rao, Professionalisation of Co-operative Management, Rainbow Printers, 1989
3. R.Thirunarayanan, Essays on Human Resource Development in Cooperative in Cooperatives, Rainbow Printers, 1990
4. S.Nakkiran – Co-operative Management, Rainbow Publication
5. A.K Sah, Functional Co-operative Management, Rainbow Publications

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
FOUNDATION COURSE FC 301
EMERGING TRENDS IN MANAGEMENT**

Objective:

To Impart knowledge about the emerging trends of new management concepts

To provide knowledge about the significance of the integration of information technology as the platform for the application of various management concepts

Total Hours: 40

Number of credits: 3

Lectures per week: 3 of one hour each

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT I

Emerging Trends in Financial Management

- Introduction to Financial Engineering
- Introduction to Financial Inclusion
- Introduction to Venture Capital
- Role of ICT in Financial Management

UNIT II

Emerging Trends in Marketing Management

- Emerging Trends and Issues in Marketing: Consumerism, Rural Marketing, Social Marketing; Direct Marketing; Online Marketing, Green Marketing
- Commodity and Brand management
- Service and Relationship Marketing
- e-Business Applications & Strategies

UNIT III

Emerging Trends in HR Management

- The Changing Role of HR
- HR in International Context
- Re-Engineering HR
- HRD Accounting and Audit

UNIT IV

Emerging Trends in General / Operation Management

- Introduction to Total Quality Management
- Introduction to Corporate Governance
- Introduction to Logistics and Supply Chain Management
- Introduction to Knowledge Systems and Business Intelligence .

Reference Book:

1. Personnel Management, Text and Cases by C B Mamoria and S V Gankar, Himalaya
2. Marketing Management by Kotler
3. People Resourcing Contemporary HRM in Practice by Stephen Pilbeam, Marjorie Corbridge, Prentice Hall
4. Essentials of logistics and supply chain management by Bhatt Sridhar, Himalaya
5. Total Quality Management by Poornima M. Charantimath, Pearson
6. Financial Services and System by Dr. S. Guruswamy, Vijay Nicole

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
FOUNDATION COURSE FC 301
FOREIGN EXCHANGE MANAGEMENT**

Objective:

- To introduce the environment of international finance and its implications on international business
- To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.

Total Hours: 25-30

Number of credits: 2

Lectures per week: 2 of one hour each

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT I

Theory of foreign exchange - Structure of Foreign exchange market - Foreign exchange rates and terminologies - Exchange rate quotations - cross rates - forward quotes - merchant rates - Exchange rate theories - Foreign Exchange markets in India.

UNIT II

Foreign exchange exposure and risk - definition - types of exposure - risk Vs exposure - measurement of risk - components of foreign exchange risk - risk management - corporate hedging strategies - internal hedging techniques and external hedging techniques

UNIT III

Forex risk management - Forward - Currency futures - comparison of futures and forwards - Options - Call Options - Put Options - Swaps - Interest rate swaps - Currency swaps.

UNIT IV

Exchange control features and foreign trade - FEMA - Financial Institutions and Export Trade - Financial Assistance provided by banks - Post Shipment Export Credit in Foreign Currency - Re discounting of foreign currency Export Bills abroad - Exim Bank - Pre Shipment Foreign currency credits.

Reference Book:

1. International Financial Management, Bhalla, V. K, Anmol, New Delhi.
2. Foreign Exchange Markets understanding derivatives & other instruments, by "Surendra.s.Yadav, P.K.Jain and Max peyrard", Macmillan
3. Foreign Exchange & Money Markets Guide, by Julian Walmsley, John Wiley
4. International Financial Management - P.G. Apte

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
ELECTIVE COURSE EC- 301
INTERPERSONAL SKILLS**

Objectives: 1. To provide a practical and theoretical introduction to effective interpersonal communication required to meet the requirements of the global business scenario.
2. To train the students on developing sustainable people's skills at the workplace.

Number of credits:2

Lectures per week: 2

Total sessions: 24

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

Unit I: Theory of Interpersonal Skills: (6 Hours)

Definition and Importance of Interpersonal Skills

Behavioural Traits required for cultivating Interpersonal Skills

(Refer to the Chapter 'Interpersonal Skills' from *Personality Development and Soft Skills* by Barun Mitra, Oxford University Press, 2011 for 1.1. and 1.2)

Intercultural Managerial Communication: Dimensions of Cultural Differences, Being a Good Intercultural Communicator, Developing Inter-culturally Sensitive Managers.

(Refer to *Managerial Communication-Strategies and Applications* by Geraldine E. Hynes, Tata McGraw Hill, Fourth Edition. 2011 for Unit 1.3)

Business Etiquettes and Manners

Unit 2 Interpersonal Skills with Employer: (6 Hours)

Resume Writing with Covering Letter

Interview: Types, Stages, Interview Techniques, Modern trends in Interview

(Refer to the Chapters on 'Resume /Curriculum Vitae' and 'Job Interviews-The Gateway to Job Market' from *Personality Development and Soft Skills* by Barun Mitra, Oxford University Press, 2011 for 2.1 and 2.2)

Unit-3 Interpersonal Skills at work: (6 Hours)

Meetings: Advantages and Disadvantages of working in Teams, Strategic Considerations for Meetings

Negotiations: Strategic Model for Negotiation, Four Layers of Negotiation.

(Refer to *Managerial Communication-Strategies and Applications*, chapter ‘Managing Meetings and Teams’ and ‘Managerial Negotiation’ by Geraldine E. Hynes, Tata McGraw Hill, Fourth Edition. 2011 for Unit 3.1 and 3.2)

Unit 4 Interpersonal Skills with Customers: (6 Hours)

Drafting Questionnaire

Sales Letters

Collection Letters

(Refer to *The Essentials of Business Communication* by Rajendra Pal and, Sultan Chand and Sons, 2009, 12th Edition, Chapters BC-8 and BC-10 Unit 4)

Textbooks:

Mitra, Barun. *Personality Development and Soft Skills*. New Delhi: Oxford University Press. 2011.

Hynes, Geraldine. *Managerial Communication-Strategies and Applications*. New Delhi: Tata McGraw Hill, 2011

Pal, Rajendra and Korlahalli. *The Essentials of Business Communication*. Delhi: Sultan Chand and Sons. 2009.

Recommended Books:

Baney, Joann. *Guide to Interpersonal Communication*. Delhi: Pearson, 2011.

Bell, Arthur and Dayle Smith. *Management Communication*. 3rd ed. New Delhi: Wiley India, 2011.

Chaturvedi, P D and Mukesh Chaturvedi. *Business Communication: Concepts, Cases and Applications*. New Delhi: Pearson Education, 2004.

Haldar, Ritwik. *A Textbook of Business Communication*. Mumbai: Himalaya Pub, 2011.

Hynes, Geraldine. *Managerial Communication: Strategies and Applications*. New Delhi: Tata MacGraw- Hill, 2010.

Jain, V K, and Omprakash Biyani. *Business Communication*. New Delhi: S Chand, 2007.

Koneru, Aruna. *Professional Communication*. New Delhi: Tata McGraw-Hill, 2010.

Lesikar, Raymond and Marie Flatley. *Basic Business Communication*. New Delhi: Tata McGraw-Hill. 2002.

Rai, Urmila. *Managerial Communication*. New Delhi: Himalaya Publication. 2007.

Raina, Roshan Lal, Iftikhar Alam and Faiza Siddiqui. *Professional Communication*. Mumbai: Himalaya Publishing House, 2012.

Raman, Meenakshi and Sangeeta Sharma. *Communication Skills*. New Delhi: Oxford University Press, 2010.

Raman, Meenakshi and Sangeeta Sharma. *Technical Communication-Principles and Practice*. New Delhi: Oxford University Press, 2011.

Ramachandra, K K, Lakshmi K K et al. *Business Communication*. Chennai : MacMillan Publication, 2007.

O’Hair, Dan, Gustav Friedrich and Lynda Dixon. *Strategic Communication: In Business and the Professions*. New Delhi: Pearson Education, 2008.

Semester - VI (T.Y.)				
				Foundation Courses (any one) <ul style="list-style-type: none"> • Business Ethics • Stock and Commodity Market Operations • Retail Management • Event Management • Portfolio Management Elective Course (Compulsory) <ul style="list-style-type: none"> • Research Methodology Subject Electives (any one) <ul style="list-style-type: none"> • Advanced Financial Management • Advanced Marketing Management • Advanced Human Resource Management • Advanced Taxation and Law • Banking and Insurance - II
EC -302	ELECTIVE	RESEARCH METHODOLOGY	2	
FC-302	FOUNDATIONS	From the List	2	
CC-308	CORE	INDUSTRIAL LAWS AND REGULATORY FRAMEWORK	3	
CC-309	CORE	ORGANISATIONAL BEHAVIOUR-2	3	
CC-310	CORE	STRATEGIC MANAGEMENT	3	
CC-311	CORE	PRODUCTION AND OPERATIONS MANAGEMENT	3	
CC-312	CORE	MANAGEMENT ACCOUNTING	3	
CC-313	CORE	PRACTICAL STUDIES	3	
CC-314	SUBJECT ELECTIVE	From the List	3	
	Total		25	

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER VI
COURSE CODE-308
INDUSTRIAL LAWS**

Introduction:

To create awareness amongst student for Industrial laws which helps in creating and maintaining transparent business policies in dealing with labours. Harmonious relationship with management and labour and employer is necessary to maintain steady growth of the nation as well as institute.

Objectives:

To gain knowledge of various Industrial Laws and also understand the application of Industrial lawsto practical situations.

To acquaint students from various labour laws.

Total Hours: 40

Number Of Credits: 3

Lectures Per Week: 3

No	Topic	Weightage	No of Hours
1	Industrial Dispute Act	25	12
2	Factories Act	25	7
3	ESIC Act	15	6
4	Workmen's Compensation Act	15	6
5	P.F. and Miscellaneous Act	10	6
6	Payment of Wages Act, 1936	10	3

Text Book:

1. Labour Laws for Managers By: B.D. Singh 2nd edition Excel Books

Reference Book:

1. Industrial Relations and Labour Laws by: S.C. Srivastava, 6th Revised Edition, Vikas Publishing House New Delhi.
2. Industrial Law: By: K.C. Garg, V.K. Sareen, Mukesh Sharma, R. C. Chawala, Klayani Publishers, Ludhiyana.
3. Labour Laws By: H.L Kumar Universal Laws Publishing Co. Pvt. Ltd, New Delhi
4. Legal Aspects of Business , Text, Jurisprudence, and Cases, By: Daniel Albuquerque, Oxford University Press, New Delhi.

Topic for Assignments:

1. Discuss the scope of Factories act with reference to the definition given by the act and various case laws.
2. Discuss the meaning of Industrial Dispute and explain how it is different as to Personal Dispute.
3. Discuss the Present Scheme of PF by government and Semi-Government Organisation and PF scheme offered by Private Insurance Company
4. Prepare a chart showing procedure under Factories act for getting licence and annual renewal of license.
5. Differentiate between the ESIC and Workmen's Compensation act with reference to Benefit to the Employee

Topics for Seminar/Presentation:

1. Discuss the Case of Maruti Udyog Ltd and Labour Union.
2. Discuss recent case of Strike and its resolution system adopted by respective organisation.
3. Discuss the Liability of Employer in different industries for different situations. (Accident, Death etc.)
4. Discuss the procedure of claim with ESIC for Accidental Death.
5. Discuss different schemes under P.F. act.

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER VI
COURSE CODE-309
ORGANISATIONAL BEHAVIOUR-2**

Introduction: Organisational Behaviour is an integration and application of behavioural sciences to work situations. In a continuous changing environment and culture many opportunities remain for organizational improvement.. Organisational behaviour provides a human perspective towards organizational effectiveness

Objectives: The syllabus of this subject is designed to provide valuable inputs for understanding, reasoning, predicting and controlling human behaviour. Various theories and topics have been covered to relate the subject to real-world problems and issues.

Total Hours: 40

Number Of Credits: 3

Lectures Per Week: 3

UNIT	WEIGHTAGE
UNIT I	25%
UNIT II	25%
UNIT III	25%
UNIT IV	25%
TOTAL	100%

UNIT 1: UNDERSTANDING MOTIVATION AND LEADERSHIP

Reference book: Organizational Behavior

Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)

Motivation Models

- i) E-R-G Theory
- ii) David McClelland's need theory
- iii) Equity theory
- iv) Victor Vroom's expectancy theory
(with their implications for managers)

Leadership theories

- i) Fiedler's Contingency model
- ii) Path-goal theory
- iii) Hersey & Blanchard's leadership model

Short notes

- i) Mentoring
- ii) Self-leadership
- iii) Transformational leadership
- iv) Coaching

UNIT II: ISSUES BETWEEN INDIVIDUALS AND ORGANISATIONS(A)

Reference book: Organizational Behavior

Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)

Conflicts –meaning & definition

Functional and Dysfunctional conflicts

Sources of conflicts

Conflict resolving strategies

Organisational Culture

Reference book for the topics –“Organisational culture & economic contract.....” :

Organizational Behavior

Authors: Keith Davis & Newstrom-11th edition ,Publisher: Tata McGraw

Meaning & definition

Characteristics of organizational culture

Communication of organizational culture through the process of socialization and individualization

Economic and psychological contract

UNIT III: ISSUES BETWEEN INDIVIDUALS AND ORGANISATIONS(B)

Reference book: Organizational Behavior

Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)

Counseling –meaning & definition

Functions of counseling

Types of counseling

Transactional analysis as a technique of resolving conflicts
(including inter-personal orientation and stroking)

Stress –meaning & definition

i) Stress and job-performance relationship

ii) Effects of stress

iii) Approaches to stress management

Quality Work-Life-meaning & definition

Techniques of QWL

Reference book for the topic –“Quality Work-Life” : Organizational Behavior

Authors: Shashi Gupta & Rosy Joshi-7th edition ,Publisher: Kalyani

UNIT IV: CHALLENGES AND OPPORTUNITIES FOR ORGANISATIONAL BEHAVIOUR

Reference book: Organizational Behavior

Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)

Challenges for O.B.

- i) Responding to globalization
- ii) Improving quality and productivity
- iii) Responding to outsourcing
- iv) Improving customer services
- v) Improving people skills
- vi) Empowering people
- vii) Stimulating innovation and change

Ethical Behaviour

- i) Employee privacy issues
- ii) Impact of ethics on bottom-line outcomes
- iii) Pay and promotion discrimination
- iv) Sexual harassment

Reference book for the topic “Ethical Issues”: Organizational Behavior

Authors: Fred Luthans, 9th edition, Publisher: McGraw Hill

Managing Internal Work Force

- i) Barriers to cultural adaptation
- ii) Overcoming barriers

Reference book for the topic –“Managing Internal Work Force” : Organizational Behavior

Authors: Keith Davis & Newstrom-11th edition ,Publisher: Tata McGraw

Suggested topics for seminars and presentations:

- i) Responses to change
- ii) Model of motivation
- iii) Informal organizations
- iv) Assertive behaviour as conflict resolving technique

Suggested topics for assignments:

- i) Job satisfaction and performance –effort loop
- v) Sources of stress
- vi) Traits of leadership
- vii) Gender issues at work place

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER VI
COURSE CODE-310
STRATEGIC MANAGEMENT**

Introduction:

External factors affects business unit to a great extent. Managers have to make changes in the respective policies to commensurate such changes. It is important to incorporate separate strategies to bring organisaiton in right direction in the context of its strategic intent.

Objectives:

- To know core concepts of Strategy and Strategic Management and its scope.
- To know various external factors and its effect business policy or business strategy
- To know and execute the process of internal analysis any business unit of Industry.
- To understand various steps of formulation and implementation of various business strategies.

Total Hours: 40

Number Of Credits: 3

Lectures Per Week: 3

UNIT	WEIGHTAGE
UNIT I	25%
UNIT II	25%
UNIT III	25%
UNIT IV	25%
TOTAL	100%

UNIT :I INTRODUCTION TO STRATEGIC MANAGEMENT

- Meaning of strategy, strategic management (process of S.M)
- Importance of Strategic Management
- Strategic Fit and Intent
- Levels of Strategy and their characteristics
- Vision & Mission
- Vision : Nature (elements), definition and benefits
- Mission : Definition, characteristics of mission statement
- Difference between vision and mission

UNIT : II EXTERNAL ENVIRONMENT ANALYSIS

- Concept of Environment
- SWOT
- PESTEL
- 5 Force Model
- Approaches to Environmental Scanning

- Sources used for Environmental Scanning
- Techniques of Environmental Scanning

UNIT :III INTERNAL ANALYSIS

- Resources, Capabilities, Competencies, Core Competencies
- Competitive Advantage
- Why are resources important
- Value chain(organization and industry)
- Ansoff Model
- BCG Model

UNIT :IV STRATEGY FORMULATION

- 5 Generic Strategies (cost leadership, differentiation, combined, focus, best cost provider)
- Interrelationship between formulation and implementation
- Integration : Forward and Backward
- Diversification : Horizontal, Conglomerate, Concentric

TEXTBOOKS :

- 1) Strategic Management & Business Policy by Azhar Kazmi, 3rd Edition Mc Graw Hill Publication Pvt Ltd.
- 2) Business Policy & Strategic Management by P. Subba Rao , GTU Edition Himalaya Publication.

REFERENCE BOOKS:

1. Crafting and Executing Strategy by Thomson, , Gamble, Strickland, & Jain, 18th Edition Tata Mc Grahill Education Pvt. Ltd.
2. Strategic management By: Pierce & Robinson, Tata Mc Grahill Education Pvt. Ltd.
3. Competitive Advantage by Michael Porter, Free Press Publication,USA ,

TOPICS FOR ASSIGNMENT

1. Vision & Mission Statement of one Indian Company & One Foreign Company
2. SWOT Analysis of any Industry / Company
3. PESTEL Analysis of any Industry / Company
4. Five Force Analysis of any Industry / Company
5. Value Chain Analysis of any Industry / Service / Company
6. BCG Matrix application of any FMCG Company
7. Examples of Cost differentiation

TOPICS OF SEMINAR

1. Discussion for implementation of change in Organisaitonal Structure and its implementation with reference to particular company.
2. Discussion of various issues which plays important role in strategy implementation.
3. Techniques of implication and replications of government policy on particular sector industry/ company.

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER VI
COURSE CODE-311
PRODUCTION & OPERATION MANAGEMENT**

Introduction :

Production management plays an important role in the improvement in productivity and helps in creating a competitive advantage. It is essential to pass an understanding of how various operations work and contributes to create a special place in the market. The study would enable the students, manufacturers and service providers to compete globally.

Objective:

The aim is to cover the most important issues concerning production managers and also giving them an understanding of basic tools and techniques of production. The budding managers should be given an insight of production with other managerial inputs

Total Hours: 40

Number of credits: 3

Number of lectures: 3

UNIT	WEIGHTAGE
UNIT I	25%
UNIT II	25%
UNIT III	25%
UNIT IV	25%
TOTAL	100%

Unit -1

Meaning of production management and operation management

Objectives of production management

Scope of production management

Types of production

1. Continuous
2. Intermittent
3. Project
4. Job shops

Concept of production planning and control

Function of production planning and control :Estimating, routing, scheduling, loading

Dispatching, expediting, follow up, Inspection and corrective action

Concept of work study and motion study, Work measurement, basic work study procedure

Unit II

Concept of purchasing , principles of purchasing and process of purchasing.

Types of purchasing

- Blanket orders
- Stockless purchasing
- System contracting
- Small order purchases

Concept of material handling and principles of material handling .

Concept of MRP-1 and MRP-2

Objectives ,advantages and disadvantages of MRP-1

concept of ERP and features of ERP

Unit -III

1) concept of layout, factors affecting layout and features of a good layout.

Types of layout

- product
- process
- project

2) Concept of quality management, Cost of quality

Deming's 14 principles of quality

Concept of Six Sigma and its process

Deming's concept of PDCA cycle

Concept of ISO-9000,14000,22000

Unit -IV

Contemporary Issues

JIT :- Concept and characteristics (including the concept of KANBAN)

Kaizen:- Concept,3 guiding principles, activities falling under the kaizan umbrella

Japanese 5-“S” approach (5 s kaizen movement)

Business process reengineering - Characteristics, steps

Lean production and basic elements

Assignment

- 1) Types of production system in any industry
- 2) A detailed perspective on operations management
- 3) Practical aspects of JIT, Kaizen, Six sigma, lean production
- 4) Hybrid MRP- JIT production system
- 5) Supply chain management in practice: the Keirtsu

Seminar:

1. Green production
2. Challenges in maintaining a supply chain in Indian scenario
3. Operation in service industry
4. Work measurement and production standard
5. Capacity planning
6. Functional analysis

Reference Books:

- 1) Production & Operation management by K.aswathappa & K.Shridhara bhatt, Himalaya publishing house.
- 2) Operation management by Roberta S. Russell & Bernard S. Taylor, Pearson higher education.
- 3) Production & Operation management by Kanishka Bedi, Oxford higher education.
- 4) Operation management by heizer render, pearson publication.

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER VI
COURSE CODE-312
MANAGEMENT ACCOUNTING**

Introduction: Management accounting is concerned with the provisions and use of accounting information to managers within organizations, to provide them with the basis to make informed business decisions that will allow them to be better equipped in their management and control functions.

Objective: The objective of this module is to provide students with an understanding of the role of management accounting in the context of business. It tries to show how accounting information is used by managers and senior executives to plan and control business activities and make decisions.

Total Hours: 40

Number Of Credits: 3

Lectures Per Week: 3

UNIT	WEIGHTAGE
UNIT I	25%
UNIT II	25%
UNIT III	25%
UNIT IV	25%
TOTAL	100%

UNIT(TOPIC)	WEIGHTAGE MARKS OUT OF 70
UNIT – I	
(A) Introduction :Meaning of Management Accounting, Difference between Financial Accounting and Management Accounting, Difference between Cost Accounting and Management. Tools and Techniques of Management Accounting – Meaning and list of tools and techniques.	10 % 4 MARKS
(B) Budgetary Control: Meaning and Significance. Preparation of Flexible Budgets. Preparation of Functional Budgets – Sales, Production and Purchase Budgets. Concept of Cash Budget (excluding sums.)	15 % 14 MARKS

UNIT – II	
<p>Standard Costing – Meaning, Benefits and Limitations. Calculation of Variances- Material, Labour (Excluding Idle time) and Sales Introduction to overhead variance (excluding sums)</p>	<p>25 % 17 MARKS</p>
UNIT – III	
<p>Cost Volume Profit Analysis- Meaning and Assumptions, Concept of Break even analysis, Sums of C-V-P Analysis (Including Key Factor)</p> <p>Decision Making – Make/Buy, Shut Down and Export Proposal.</p>	<p>10 % 7 MARKS</p> <p>15 % 11 MARKS</p>
UNIT – IV	
<p>(A) Responsibility Accounting - Meaning and significance, Types of responsibility centres. Transfer Pricing – Meaning and Methods of transfer pricing.</p> <p>(B) Contemporary Issues in Management Accounting:</p> <ol style="list-style-type: none"> i. Target Costing ii. Life-cycle Costing iii. Activity Based Costing 	<p>15 % 10 MARKS</p> <p>10 % 7 MARKS</p>

Topics for Assignment:.

1. Reporting to Management – Meaning, Essentials of an Ideal Report, Types of reports.
2. Concept of Zero Based Budgeting – Meaning, Procedure, Benefits and Limitations.
3. Uniform Costing.
4. Value Chain Analysis

Topics for Seminar:

1. Concept and Utility of Balance Score Card.
2. Installation of a Budgetary Control system .
3. Management Information Systems.

Recommended Books:

1. Managerial Accounting – By Jawahar Lal - Himalaya Publication.
2. A Text Book of Cost and Management Accounting By M. N. Arora – 8th Edition – Vikas Publishing House Pvt. Ltd.

Reference Books:

1. Advanced Management Accounting, Text, Problems and Cases By Jawahar Lal – S. Chand
2. Accounting for Management – by M. N. Arora & Khanna – Himalaya Publication.
3. Management Accounting – Principles & Practice by M. A. Sahaf – Vikas Publishing House Pvt. Ltd
4. Management Accounting, Text, Problems and Cases by M. Y. Khan & P.K. Jain, 5th Edition, Tata Mc Graw Hill Education Pvt. Ltd.
5. Accounting for Management - by Jawahar Lal, 5th Edition – Himalaya Publishing House
6. Management Accounting by J. Made Gowda (2007) Himalaya Publication.
7. Management Accounting, Text, Problems and Cases by M. Y. Khan & P.K. Jain, 5th Edition, Tata McGraw Hill Education Pvt. Ltd.

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER VI
COURSE CODE-313
GRAND PROJECT, PRESENTATION AND VIVA-VOCE**

Introduction:-

The BBA programme aims at providing a practical insight to the student in the various functions of business enterprises. It is this aspect which gives a learner an edge over other programmes in same area. Lack of industry exposure would prove fatal and hence a student of management needs to undergo practical training to sharpen his theoretical skills and knowledge. Further from here, the students are likely to take off into junior managerial level jobs and/or post graduation in management.

Objectives:-

During the first year semester II, students go for an industrial visit and get a general overview of the functioning of the business enterprises. During the second year semester IV, the students are supposed to visit any organization and study details of functional areas. In line with this, the third year semester VI students are supposed to analyse any particular products/industry in detail from macro and micro perspectives. This work is prescribed to be done in groups so that the students learn positive group dynamics and use it to their best.

Total Hours: 40

Number Of Credits: 3

Lectures Per Week: 4.5

UNIT	WEIGHTAGE
UNIT I	25%
UNIT II	25%
UNIT III	25%
UNIT IV	25%
TOTAL	100%

GUIDELINES FOR GRAND PROJECT WORK:-

1. Group size:

The group size should be of 10 students. However, one last group can be of odd size having not more than 12 students.

2. Topics:

-Any topic from any functional area of management i.e. Marketing, HR, Finance, Production

-Economics

-Costing

-Operations research

-Any other relevant topic permitted by the director of the institute can be taken for grand project work. The topic should be research based and must be authentic work of the students. Primary data collection is a must.

1. Format of the group project:-

The project should be based on the following format:-

- a. Introduction to the topic including macro (external environment and industry) analysis, and micro (particular industry or firm under study) analysis.
- b. Research Methodology including the rationale for the topic, type of research design, sources of data, sampling method, sample size, any statistical tools used and limitations of the study.
- c. Findings and analysis of the study including graphs and statistics.
- d. Conclusion, Recommendations and Scope for further study in future.
- e. Bibliography, References, Statistical calculations and tables; if any.

2. Assessment:-

Group project component	Internal marks	External marks	Total
Project report	12	28	40
Power point presentation And Viva-voce	18	42	60
Total	30	70	100

3. Guidelines for assessment:-

- a. The pattern of assessment for internal and external component will remain the same for grand projects.
- b. The project report will be assessed on the basis of one group report submitted by students. Individual copies of the project must be produced during external exam and must be checked and signed by the external examiner also. The pattern of the project report must be as prescribed earlier.
- c. Power point presentation of the group project must be done by students during both internal and external assessment. The presentation should be divided among all the group members in such a way that the entire project contents are covered. Each student should present for 2-3 minutes on his\her allotted section.

- d. Power point presentation should be followed by individual viva voce. In this exam, the student should be able to answer on the entire project and also related topics; and not only on his section of the presentation.
- e. A hard copy and a CD of the power point presentation done during internal assessment must be produced at the time of external assessment too.

**SYLLABUS FOR T.Y. BBA
SEMESTER-VI
SUBJECT ELECTIVE COURSE (SEC)- 314
ADVANCED HUMAN RESOURCE MANAGEMENT II**

Introduction: The role of HRM in organizations has gained tremendous importance over the years. It has come some way from ‘Personnel Management’ and today, is looked upon as a strategic partner. Organizations with global presence, movement of workforce across geographical boundaries have challenged the HR function as never before. The aim of this course is to provide the under-graduate students with some knowledge about the important sub-functions of HRM; functions that have not been covered in the core courses Basic Human Resource Management and Human resource Management in Semesters III and IV.

Objectives: To provide students an understanding of:

1. The concept, objectives and statutory provisions regarding employee discipline,
2. The concepts of Human Resource Development and Talent Management,
3. Managing careers and mentoring
4. The contemporary issues of HR.

Number of lectures a week: 3

Number of credits: 3

Total Sessions 40

Module number	Weightage
I	25%
II	25%
III	25%
IV	25%
Total	100%

MODULE I: EMPLOYEE DISCIPLINE

- Concept and definitions
- Objectives
- Holistic view on discipline i.e the positive approach to discipline (*Human Resource Development by Werner and Desimone*)
- Causes of indiscipline
- Types of Discipline
- Essentials of a good disciplinary system
- Code of Discipline
- Procedure
- Kinds of punishment/penalties
- Role of HR Manager in maintaining discipline

- Statutory provisions concerning discipline
 - Guidelines of a disciplinary action
 - Principles of effective discipline
- (Human Resource Management – Text and Cases by S. S. Khanka)*

MODULE II: HUMAN RESOURCE DEVELOPMENT AND TALENT MANAGEMENT

(A) TRAINING AND DEVELOPMENT OF HUMAN RESOURCE

- (i) Significance of training and development
 - Training as a strategic organizational activity
- (ii) Linkage Between business strategy and training
 - Defender strategy
 - Prospector strategy
- (iii) The process of training and development
 - Need Assessment
 - Programme design and development
 - Programme implementation
 - Evaluation
- (iv) Special forms of Training and Development
 - Team Training
 - Diversity Training
 - Training for Global Assignments
 - Training for leadership Skills
 - Orientation Training

(Strategic Human Resource Management by Tanuja Agarwala)

- (B) Talent Management
 - Meaning and Benefits
 - Process of talent management
 - Focus of talent management
 - Challenges to talent management

(Essentials of Strategic Human Resource Management –Dr. Anjali Ghanekar)

MODULE III: MANAGING CAREERS AND MENTORING

- (A) Career planning methods used by organisations and objectives of each method
- Career Development interventions for each career stage
- Mentor relationships
 - mentors and protégés
 - roles and functions of mentors
 - formal and informal mentoring relationships

- (B) Individual, Organizational benefits of mentoring programmes

Negative mentoring experiences
Key element of successful mentoring relationship
Special mentoring challenges
(*Strategic Human Resource Management by Tanuja Agarwala*)

MODULE IV: CONTEMPORARY ISSUES OF HR

(A) International Human resource management

- Types of International Organizations
- International HRM
- Difference between IHRM and Domestic HRM
- Reasons for increasing importance of IHRM

IHRM Practices

- International staffing
- Pre- departure training for International Assignments
- Repatriation
- Performance Management in International Assignment
- Compensation Issues in International Assignment

(*Strategic Human Resource Management by Tanuja Agarwala*)

(B) Challenges Faced by HR in Knowledge Economy

(*Exhibit 2.2 (pages 81-83) of Strategic Human Resource Management by Tanuja Agarwala*)

(C) Role of HR in Managing Cultural Change

(*Pages 104-107 of Strategic Human Resource Management by Tanuja Agarwala*)

(D) Innovations

- Meaning
- Core elements of innovation system: Leadership and management, Strategic alignment, Innovation process, Organization and people, Matrix, and Corporate culture.
- Framework for innovation
- Key strategies for innovation efficiency

(*Pages 380-387 of Essentials of Strategic Human Resource Management –Dr. Anjali Ghanekar*)

Topics for assignments:

1. Managing innovation versus managing operations.
2. Knowledge Management for consistency and innovation.
3. HR challenges in managing mergers and acquisitions
(*Essentials of strategic Human Resource Management by Dr. Anjali Ghanekar*)
4. Discipline without punishment. (*Human Resource Management by Dessler and Varkkey*)

Topics for seminars:

1. Talent Management – Challenges and Opportunities.
2. HR Manager as a catalyst for discipline, wellness, conduct and healthy IR.
3. Grey areas of HR.

Reference Books:

1. Human Resource Management
By Gary Dessler and Biju Varkkey
Pearson Prentice Hall
12th Edition
2. Strategic Human Resource Management
By Tanuja Agarwala
Oxford University Press
2007 Edition
3. Human Resource Management (Text and Cases)
By S. S. Khanka
S. Chand and Company Limited
Reprint 2007
4. Essentials of Strategic Human Resource Management
By Dr. Anjali Ghanekar
Everest Publishing House
First Edition 2009
5. Human Resource Development
By Werner and Desimone
Cengage Learning (India Edition)
2012 Edition

**SYLLABUS FOR
T.Y.B.B.A. SEMESTER VI
SUBJECT ELECTIVE COURSE(SEC)- 314
ADVANCED MARKETING MANAGEMENT-2**

Introduction: The field of management has undergone a sea change and has today assumed a form of a profession with a well-defined body of knowledge. Different functions of management have got importance as per the environmental changes. After, 1950's Marketing Management has assumed an important role in the organization. With continuously evolving and due to the newer trends, the subject has become wider and wider.

Objective: This course is designed in such a way as to provide the students an under-standing of the different contemporary and relevant topics in the subject of marketing management with deeper penetration so that the students can choose the particular area of specialization even under the Marketing Management as per their interest in future.

Total Hours : 40

Number of credits: 3

Lectures per week: 4 of one hour each

Unit	Weightage
Unit-I	25%
Unit-II	25%
Unit-III	25%
Unit-IV	25%
Total	100%

UNIT I: Business/ Industrial Marketing (10 Hours)

- a. Difference between Business and Consumer Market
- b. Primary Objectives of Business supplier
- c. Characteristics of customers in the business Market
- d. The business Buying Process
- e. Factors affecting Business Buying Behaviour

Book: Marketing Management: 2nd Edition, By: Arun Kumar and N Meenakshi, Vikas Publication

UNIT II: ADVERTISING MANAGEMENT (10 Hours)

- a. Advertising Creates Brand image
- b. Developing advertising Strategy
 - i. Identify and Understand Target Audience
 - ii. Setting Advertising Objectives

- iii. Establish advertisement Spend
- iv. Message Decisions
- v. Media Decisions
- vi. Execute the Advertise Campaign
- vii. Evaluate Advertisement Effectives
- viii. Improving Advertising result
- h. Impact of Advertising

Book: Marketing Management: 2nd Edition, By: Arun Kumar and N Meenakshi, Vikas Publication

UNIT III: Rural Marketing (10Hours)

- a. Meaning and Definition of rural Marketing
- b. Characteristics of rural Marketing
- c. Importance of Rural Marketing
- d. Rural Marketing Mix
- e. Reasons for Rural Market boom
- f. Problems and Challenges in Rural Marketing

Book: Basics of Marketing Management: Theory and Practice By: R. B. Rudani: S. Chand Publication

UNIT IV: Customer Relationship Management (10Hours)

- a. Definition of CRM
- b. Evaluation and Concept of CRM
- c. Benefits of CRM
- d. Relationship building as Process
- e. CRM as Strategy
- f. CRM Implementation Road Map
- g. Customer Centric marketing and Process
- h. Building Organisational Capabilities through Internal Marketing

Book: Customer Relationship Management- A Strategic Perspective By: G Sainesh & Jagdish N Sheth

Topics for Assignment:

1. Evaluate any Rural Marketing strategy of FMCG or Consumer Durable or Service offering organisations.
2. Evaluate Advertisement strategies of any FMCG or Consumer Durable or Service offering organisations in the rural area.
3. Evaluate CRM executed by any Financial Institutions, Organised Retailer, or any Service Provider.
4. Explain Characteristics of any Business Market.

Topics for Seminar/Presentation:

1. Discuss any five factors affecting Business Buying Behaviour
2. Analyse CRM as a Strategy for Customer Retention.
3. Discuss Rural marketing Mix of Any Product or Service
4. Develop an Ad Campaign for any specific Product / Service. (Any form of advertisement with respect to five M's of Advertisement Management.)
5. Analyse Seven P's of any Service.
6. Discuss distribution Strategy of any Industrial Product.

Reference Books:

1. Rural Marketing, - Pradip Kashyap, Pearson Education.
2. Industrial Marketing Strategy – Frederick E Webster
3. Customer Relationship Management - Francis Buttle
4. "Rural Marketing: Targeting the Non-urban Consumer" , Sanal Kumar Velayudhan, age Publications Pvt. Ltd.
5. Advertising Management - Jaishri Jethwaney Shruti Jain
6. Advertising Management -C.L. Tyagi And Arun Kumar

**SYLLABUS FOR T.Y.
BBA SEMESTER – VI
SUBJECT ELECTIVE COURSE(SEC)- 314
ADVANCED TAXATION AND LAW**

Introduction :

Although a consumer always pays Indirect taxes such as VAT and Service Tax, most of them are unaware of the concept, types and government policies for indirect taxes. This knowledge along with direct taxes will complete the taxation curriculum for B.B.A.

Objectives :

- 1) To introduce indirect tax laws in force and relevant rules and principles.
- 2) To introduce the basic concepts of Gujarat Value added Tax and Customs Law in India.

Number of credits : 3

Lectures per week : 3

Total Sessions 40

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
TOTAL	100%

UNIT (TOPIC)	WEIGHTAGE (MARKS OUT OF 70)
<p><u>UNIT –I- (25%)</u></p> <p>GUJARAT VAT AND CENTRAL SALES TAX :</p> <ul style="list-style-type: none"> - Introduction and concept of VAT and Central Sales Tax - Scope and applicability of act(Including exemption from tax) - Registration Provisions under Gujarat Value Added Tax Act, 2003 and Rules 	<p>25% (17 MARKS)</p>
<p><u>UNIT-II-(25%)</u></p> <p>GUJARAT VAT:</p> <ul style="list-style-type: none"> - Following definitions under the Gujarat Value Added Tax Act, 2003 and Rules <ol style="list-style-type: none"> 1) Goods and Capital Goods 2) Sale 3) Dealer 	<p>25% (18 MARKS)</p>

<ul style="list-style-type: none"> 4) Resale 5) Manufacture 6) Person 7) Turnover & Taxable Turnover 8) Business - Incidence of Tax, Tax Rate and Tax credit concepts. - Payment and Returns of VAT and different types of Assessment schemes. 	
<p><u>UNIT-III-(25%)</u></p> <p>CUSTOMS LAW:</p> <ul style="list-style-type: none"> - Principles governing levy of Customs duty, types of duties including Protective duty, Safeguard duty, Countervailing duty and Anti-dumping duty. - Exemption from customs duties - Basic Principles of Classification of goods and Valuation of goods. - Customs authorities, appointment of customs ports, warehousing stations. 	<p>25% (18 MARKS)</p>
<p><u>UNIT-IV-(25%)</u></p> <p>CUSTOMS LAW:</p> <ul style="list-style-type: none"> - Provisions governing Conveyance, Importation and Exportation of goods, special provisions regarding Baggage, Goods imported or exported by post and Stores. - Detailed procedure in relation to Warehousing. - Drawback of Customs duties paid. 	<p>25% (17 MARKS)</p>

Text Book :

Indirect Taxes Law and Practice – Taxmann’s
By V.S. Datey

Reference Book :

Students’ Guide to Indirect Taxes – Aadhya’s Pvt. Ltd.
By Yogendra Bangar, Vandana Bangar and Vineet Sodhani

Topics for Assignment:

- 1) Registration Procedure for Authorized Dealer for any product under VAT/ Central Sales Tax.
- 2) Timing and Forms for Quarterly and Monthly payment of VAT/Central Sales Tax.
- 3) Procedure for Import/Export of goods.

Topics for Seminar/Quiz :

- 1) Applicability of VAT/Central Sales Tax and it’s current rate.
- 2) Case study relating to VAT/Central Sales Tax.
- 3) Drawback under Customs Law.

**SYLLABUS FOR T.Y. BBA
SEMESTER-VI
SUBJECT ELECTIVE COURSE (SEC)- 314
BANKING AND INSURANCE - II**

Objective:

The objective of this paper is to impart advanced level knowledge of Banking and Insurance Services to the students.

Total Hours: 40

Number of credits: 3

Lectures per week: 3 of one hour each

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT I

Loans and advances - priority sector lending – export credit – project finance – working capital finance - electronic banking

UNIT II

Banking legislation – the Reserve Bank of India Act – The Banking Regulation Act – Banking Sector Reforms – NPA management – Annual Accounts of banking company

UNIT III

LIC of India – GIC of India & its subsidiaries – Reinsurance business – insurance pricing
IRDA and its functions

UNIT IV

Channels of Distribution – intermediaries and their functions – bancassurance - legal frame work of insurance business – Indian insurance industry: major reforms

Topics of Assignment:

1. Procedure of loans
2. Export credit
3. NPA management
4. IRDA

Topics of Seminar/Quiz

1. Use of technology in banking
2. Capital Adequacy norms for banks
3. Debt Recovery Tribunal

4. Insurance ombudsman
5. Social insurance

Text Book:

1. Elements of Banking and Insurance - By Jyotsna Sethi, Nishwan Bhatia

Reference Books:

1. Banking and Insurance - By R.K. Sharma, Shashi K. Gupta, Jagwant Singh
2. K. P. M., Banking Theory Law and Practice by Sundhram, Sultan Chand
3. Banking and financial system - B. Santhanam, Sundharam & Varshney
4. Principles of Insurance - By S.K. Jain

SYLLABUS FOR T.Y. BBA
SEMESTER-VI
SUBJECT ELECTIVE COURSE (SEC)- 314
ADVANCED FINANCIAL MANAGEMENT – 2

Introduction

Over the last two decades, Indian business and finance have considerably changed owing to deregulation, liberalization, privatization and globalization. In wake of these changes and developments, the subject of Advanced Financial Management has assumed all the more importance.

Objectives

1. To give an insight to the students from the basic level to higher level of analysis
2. To introduce the students to various techniques of taking long term investment decisions
3. To familiarize the students with various financial tools and techniques

Unit 1: Capital Budgeting

- Capital Budgeting problems using NPV for the following decisions:
 1. Replacement
 2. Mutually Exclusive
- Depreciation calculation using:
 1. SLM
 2. WDV
 3. Block of Assets

Unit 2: Working Capital & EVA

(A) Working Capital Estimation

- Sums of estimating working capital excluding double shift

(B) Economic Value Added (EVA)

- Concept of EVA
- Problems using EVA formula as per Khan & Jain

Unit 3: Capital Structure Theories

- Meaning of Capital Structure
- Features of Appropriate Capital Structure
- Factors affecting Capital Structure
- Capital Structure Theories-(Excluding Sums) Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani – Miller Thesis

Unit 4: Corporate Financial Restructuring

- Meaning of Corporate Restructuring and reasons for it
- Meaning of Financial Restructuring

- Techniques of Corporate Restructuring:
 1. Mergers
 2. Takeovers
 3. Joint Ventures
 4. Divestitures
 5. Slump Sale
 6. Strategic Alliance
 7. Equity Carve out
 8. Franchising
 9. Holding Companies
 10. Sell off
 11. Going Private
 12. Liquidation
 13. Reverse Bid
 14. Reverse Merger
 15. Demerger
 16. Management Buy-In
 17. Management Buy-Out
 18. Leveraged Buy-Out

Topics for Assignment

1. Approaches to Capital Structure
2. Analysis of Capital Budgeting Proposals.
3. Estimation of Working Capital finance in a company.
4. Working Capital financing by banks

Topics for Seminar and Presentation

1. Project Planning and Control.
2. Project Appraisal by financial institutions.
3. Practical Application of Capital Structure Theories
4. A Case Study on Mergers and Acquisitions

Recommended Textbooks:

- 1) Financial Management by Khan & Jain (5th Edition), McGraw Hill – For Units 1 & 2
- 2) Strategic Financial Management by Ravi M Kishore (2nd Edition), Taxmann – For Units 3 & 4

Reference Books:

- 3) Financial Management by Prasanna Chandra (7th Edition), Tata McGraw Hill
- 4) Financial Management by I M Pandey (9th Edition), Vikas Publishing

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER VI
FOUNDATION COURSE (FC-302)
BUSINESS ETHICS**

Introduction: As Institutions, corporate have dominance in lives of people (vice- versa). It is not possible for any business to alienate itself from ethics and only working towards Profit maximization. Hence it is expected to have deep understanding of ethics to become an ideal corporate model.

Objectives:

- To introduce students to ethical concepts.
- To help students understand the importance of ethics in corporate culture.
- To help students understand concepts, which are vital to resolve moral issues in business.

Number of Credits: 2

Lectures per week: 2

Total Sessions: 24

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

Unit 1: Introduction

- Concept of Business Ethics
- Need for Business Ethics
- Principles of Business Ethics

(Business Ethics by Dr. A. K. Gavai, Himalaya Publishing House, 2011 edition)

Unit 2: Ethics at workplace: Origin and implementation at work

- Origin : Personal values and Organizational goals
- Ethics and decision making.

(Business Ethics by Dr. A. K. Gavai, Himalaya Publishing House, 2011 edition)

Unit 3: Corporate Social Responsibility

- Introduction
- CSR activities
- Arguments for and against CSR

(Business Ethics Principles and Practices by Daniel Albuquerque, Oxford University Press – 2011 edition)

Unit 4: Business ethics in global economy

- Global Business
- Major questions faced by companies going global
- Guidelines for Global companies
- The CAUX principle

(Business Ethics text and cases by C.S.V Murthy, Himalaya Publishing House, 2011 edition)

Recommended Books:

1. Business Ethics by Dr. A. K. Gavai (Himalaya Publishing House, 2011 edition)
2. Business Ethics texts and cases by C.S.V. Murthy (Himalaya Publishing House, 2011 edition)
3. Business Ethics Principles and Practices by Daniel Albuquerque (Oxford University Press, 2011 edition)

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER V
FOUNDATION COURSE FC 301
EVENT MANAGEMENT**

Objective:

- To acquire an understanding of the techniques and strategies required to plan successful special events.
- To acquire the knowledge and competencies required to promote, implement and conduct special events.
- To acquire the knowledge and competencies required to assess the quality and success of special events

Total Hours: 25-30

Number of credits: 2

Lectures per week: 2 of one hour each

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT I

PRINCIPLES OF EVENT MANAGEMENT

Historical Perspective, Introduction to Event Management, Size & types of events, Event Team, Code of ethics, Principles of Event Management- concept & designing. Analysis of concept, Logistics of concept, Feasibility, Keys to success, SWOT Analysis

UNIT II

EVENT PLANNING & TEAM MANAGEMENT

Aim of event, Develop a mission, Establish Objectives Preparing event proposal, Use of planning tools Protocols, Dress codes, staging, staffing, Leadership, Traits and characteristics

UNIT III

EVENT MARKETING AND ADVERTISING

Nature of Marketing, Process of marketing, Marketing mix, Sponsorship

EVENT LEADERSHIP & COMMUNICATION

Leadership skills, Managing team, Group development, Managing meetings
Written communications, (Official, demi-official, Invoice). Verbal communications

UNIT IV

EVENT SAFETY AND SECURITY

Security, Occupational safety, Crowd Management, Major risks and emergency planning, Incident reporting, emergency procedures

BASIC EVENT ACCOUNTING

Budget, break even point, cash flow analysis, Profit & loss statement, balance sheet, panic payments, financial control system

Reference Book:

1. Event Management By Lynn Van Der Wagen & Brenda R Carlos
2. Successful Event Management By Anton Shone & Bryn Parry

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER VI
FOUNDATION COURSE (FC-302)
PORTFOLIO MANAGEMENT**

Introduction

Over the years, the investment decisions were made by the whims and fancies of the investor and rumours heard rather than rational analysis. Security Analysis and Portfolio Management has recently emerged as a separate discipline in India. Portfolio Management, which deals with rational investment decision making process has become more significant today than ever before with economic liberalization and introduction of computerized on-line trading.

Objectives

The course aims at providing an insight into the basic principles, phases and theories of portfolio management. It also aims at imparting knowledge about various aspects of portfolio management such as economy, industry, company and technical analysis.

Number of credits 2

Lectures per week 2

Total Session 25

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT –I

Introduction to Portfolio Management

Meaning of Portfolio Management, Phases of Portfolio Management, and Role of Portfolio Management.

- Meaning of Investment, Characteristics of Investment, Objectives of Investment, Investment vs. Speculation, Investment vs. Gambling. Types of Investors, Investment Avenues
- Meaning of Risk, Elements of Risk, Measurement of Risk (Excluding Sums)

UNIT-II

Fundamental Analysis

- Economy Analysis- Meaning and Key economic variables.
- Industry Analysis– Meaning, Concept of Industry, Industry Life Cycle, Industry Characteristics
- Company Analysis – Meaning, Financial Statements, Analysis of Financial Statements, Assessment of Risk

UNIT-III

Technical Analysis and Portfolio Analysis

- Meaning of Technical Analysis, Basic Principles of Technical Analysis, Price Charts, Trend and Trend Reversals, Chart Patterns, Market Indicators.
- Meaning of Portfolio Analysis, Expected Return of a Portfolio, Risk of a Portfolio, Reduction of Portfolio Risk through Diversification

UNIT –IV

Portfolio Selection, Portfolio Revision and Portfolio Evaluation

- Meaning of Portfolio Selection, Feasible Set of Portfolios, Efficient Set of Portfolios, Selection of Optimal Portfolio
- Capital Asset Pricing Model
- Meaning of Portfolio Revision, Need for Revision, Constraints in Portfolio Revision, Portfolio Revision Strategies,
- Meaning of Portfolio Evaluation, Need for Evaluation, Evaluation Perspective, Measuring Portfolio Returns. Risk Adjusted Returns.

Books Recommended

1. Portfolio Management, By S. Kevin Prentice Hall of India.
2. Security Analysis and Portfolio Management By V.A. Avadhani, 10th Edition, Himalaya Publishing House
3. Security Analysis and Portfolio Management By O.P. Agarwal, Himalaya Publishing House

SYLLABUS FOR T.Y.B.B.A. SEMESTER V

FOUNDATION COURSE FC 301 RETAIL MANAGEMENT

Objective:

To give an overview of the conceptual aspects of retail marketing management and to give some practical functional aspects of retailing

Total Hours: 25-30

Number of credits: 2

Lectures per week: 2 of one hour each

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT I

Retailing—nature and scope—objectives and functions—retailing scenario in India—wheel of retailing—retailing life cycle—types of retailing—ownership based, store based and non store based retailing—vertical marketing system

UNIT II

Strategic planning in retailing—retail environment and customers—design retail information system and research—location and organizational decisions—trading area analysis—site selection, organizational pattern in retailing

UNIT III

Retail operations management—budgeting and resource allocation—store format and size decision—store layout and space allocation—store security aspects—credit management—working capital for retailing—cash collection and recovery

UNIT IV

Retail promotion—building retail store image—role of atmosphere—layout planning—retail promotion mix—sales promotion scheme—public relations in retailing—CRM in retailing-- retail control system—financial control, merchandise control-- human resource control—operational control

Reference Book:

1. Retail Management by Berman, Barry and Joel Evans
2. Strategy planning in logistics and transportation by Cooper J
3. Retail management by Cox Roger
4. Marketing Management by Kotler
5. Retail Management by Levy, Michael

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER VI
FOUNDATION COURSE (FC-302)
STOCK COMMODITY MARKET OPERATIONS**

Introduction

Since Indian markets have undergone a drastic change following liberalisation in 1991, Indian economy has become increasingly market driven. Trading volumes have increased tremendously so it becomes necessary to pass on understanding of basic concepts of stock and commodity markets.

Objectives:

- To acquaint the students with the basics of stock and commodity markets.
- To impart the knowledge about the working and trading mechanism of stock and commodity market
- To provide an insight about various commodity and stock exchanges of India.

Number of credits 2
Lectures per week 2
Total Session 25

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT (TOPIC)	WEIGHTAGE (MARKS OUT OF 70)
<p><u>UNIT-I-(25%)</u></p> <p><u>STOCK MARKET</u></p> <ul style="list-style-type: none"> • Meaning & functions of secondary market • Development of stock market in India • Regulation of stock exchanges • Organization, Management & Membership of stock exchanges • Trading rules & regulation • Circuit breakers 	<p>25% (18 Marks)</p>

<p><u>UNIT-II-(25%)</u></p> <p><u>STOCK MARKET</u></p> <ul style="list-style-type: none"> • Trading arrangements • Trading & settlement • Rolling settlement • Dematerialization of securities • Internet trading • Stock exchanges in India <ul style="list-style-type: none"> 1. BSE 2. NSE 3. OTCEI • Stock market index & major indices in India • Basics of trading <ul style="list-style-type: none"> 1. Cash trading 2. Margin trading • Depository system & process, Custodians & Stock Holding Corporation of India Ltd. • Securities available for trading on stock exchange (only meaning) 	<p>25% (17 Marks)</p>
<p><u>UNIT-III-(25%)</u></p> <p><u>COMMODITY MARKET</u></p> <ul style="list-style-type: none"> • Meaning of commodity & commodity market • Meaning & forms of commodity risk • Managing risk • Commodity Derivatives – Meaning & Types 	<p>25% (17 Marks)</p>
<p><u>UNIT-IV-(25%)</u></p> <p><u>COMMODITY MARKET</u></p> <ul style="list-style-type: none"> • Meaning of commodity exchange • Commodity exchanges in India (NCDEX AND MCX) • The exchange platform • Trading systems on commodity exchanges • Participants in commodity markets Hedgers, Speculators, Arbitrageur • Market positions • Order Types • Access to commodity exchanges • Clearing & settlement on commodity exchanges 	<p>25% (18 Marks)</p>

Reference Books:

- For Stock Market :
 - 1) The Indian Financial System Markets, Institutions and services, 3rd Edition Pearson, By Bharati V. Pathak
 - 2) First step towards the stock market in India, Vikas Kumar Thakur, Himalaya Publishing House
- For commodity Market :
 - 1) Commodity Markets, Operations, Instruments, and Applications Tata McGraw Hill Education Private Limited By Niti Nandini Chatnani

**SYLLABUS FOR T.Y.B.B.A.
SEMESTER VI
ELECTIVE COURSE (EC-302)
RESEARCH METHODOLOGY**

Introduction: This subject is introducing to create ability among the students to evaluate current research and prepare alternate directions for further work. It creates ability to develop hypothesis and methodology for research. It creates ability to comprehend and to deal with complex research issues in order to communicate their scientific results clearly for peer review.

Objectives:

- To gain insights into how scientific research is conducted
- To learn and understand the basic statistics involved in data presentation
- To identify the influencing factor or determinants of research parameters
- To test significance, validity and reliability of the research results
- To help in documentation of research results

Number of Credits: 2

Lectures per week: 3

Total Sessions: 24

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

Unit 1:

- Fundamentals of Research: Meaning, Objectives and significance
- Types of Research: Basic research, applied, Descriptive, Historical, Exploratory, Experimental, Ex-post-factor and Case Study Approach.
- Approaches to Research: Quantitative Approach & Qualitative Approach
- Importance of research in management decisions
- Various areas of research in business

Unit 2:

- **Research Process:** Selecting the topic, defining the research problem, objectives of research, literature survey, sample design, data collection, execution of project, analysis of data and hypothesis testing, generalization and interpretation and preparation of research project.

Unit 3:

- **Sampling:** Meaning, Sample and Sampling, Essential of good sample, Sample Size,
- **Methods of Sampling:**
 - **Probability Sampling:** simple Random Sampling, Stratified Random Sampling, Cluster Sampling, Multi Stage Sampling.
 - **Non Probability Sampling:** Purposive Sampling, Quota Sampling, Convenience Sampling.
- **Sources and Methods of Data Collection:**
 - **Primary Sources:** Observation, Interview, Questionnaire, Interview Schedules
 - **Secondary Sources:** Data Processing, Tabulation, Data analysis and Interpretation.

Unit 4:

- **Case Study:** F – Test, ANOVA, t – test, Chi – Square Test.

Text Books:

1. C. R. Kothari, Research Methodology Methods and Techniques, Vishwa Prakashan
2. Sunita Pawar, Research Methods in Business, Sheth Publishers Pvt. Ltd.

Reference Books:

1. Richard Levin, David Rubin, Statistics for Management, Pearson Education
2. Donald Cooper, Pamela Schindler, Business Research Methods, Tata McGraw- Hill Co. Ltd.
3. Dr Prashant Sarangi, Introduction to Research Methodology
4. Dr Neena Sondhi & Dr Deepak Chawla, Research Methodology Concepts & Cases, Vikas Publishing.