

## The Semester and Category Wise Distribution of Credit for Under Graduate Programme

The schedule of papers prescribed for various semesters and paper content is as follow:

<b>5 YEARS M.B.A. INTEGRATED SEMESTER 3</b>				
Course No.	Course Type	Title of Course	Selection	Credits
301A	DSC-M	Marketing Management- 1	(Select any one)	4
301 B	DSC-M	Marketing Research – 1		
301 C	DSC-M	Fundamentals of investments – 1		
301 D	DSC-M	Employee Legislation - 1		
302 A	DSC-M	Cost Accounting 1	(Select any one)	4
302 B	DSC-M	Consumer Behavior -1		
302 C	DSC-M	Management of Financial Services - 1		
302 D	DSC-M	Organizational behavior 1		
303 A	DSC-M	Human Resource Management – 1	(Select any one)	4
303 B	DSC-M	Integrated Marketing Communication - 1		
303 C	DSC-M	Mergers and Acquisitions – 1		
303 D	DSC-M	Human Resource Management in Service Sector		
301A	ID/MD	Business Environment 1	(Select any one)	4
301B	ID/MD	Humanities		
301A	AEC	Practical English - III	(Select any one)	2
301B	AEC	Divya Swapna by Gijubhai Badheka		
301A	SEC	Digital Marketing	(Select any one)	2
301B	SEC	New Venture Planning – 1		
301A	CVAC (IKS)	Indian Thinkers and Philosophers	(Select any one)	2
301B	CVAC (IKS)	Indian Saints		
<b>TOTAL</b>				<b>22</b>



## 5 YEARS M.B.A. INTEGRATED SEMESTER 4

Course No.	Course Type	Title of Course	Selection	Credits
401 A	DSC-M	Marketing Management paper – 2	<b>(Select any one)</b>	4
401 B	DSC-M	Marketing Research – 2		
401 C	DSC-M	Fundamentals of investments – 2		
401 D	DSC-M	Employee Legislation – 2		
402 A	DSC-M	Cost Accounting -2	<b>(Select any one)</b>	4
402 B	DSC-M	Consumer Behavior -2		
402 C	DSC-M	Management of Financial Services - 2		
402 D	DSC-M	Organizational behavior – 2		
403 A	DSC-M	Human Resource Management -2	<b>(Select any one)</b>	4
403 B	DSC-M	Integrated Marketing Communication – 2		
403 C	DSC-M	Mergers and Acquisitions – 2		
403 D	DSC-M	Human Resource Information Systems		
401A	MIC	Financial Management - 1	<b>(Select any one)</b>	4
401B	MIC	Marketing Research – 1		
401C	MIC	Fundamentals of investments – 1		
401D	MIC	Employee Legislation - 1		
401A	AEC	Practical English - IV	<b>(Select any one)</b>	2
401B	AEC	Bakor Patel ni bal vartao		
401A	SEC	Basics of Stock market	<b>(Select any one)</b>	2
401B	SEC	New Venture Planning – 2		
401A	CVAC	Business Case studies	<b>(Select any one)</b>	2
401B	CVAC	Event Management		
<b>TOTAL</b>				<b>22</b>





**K.S.K.V. Kachchh University**  
**5 YEARS M.B.A. INTEGRATED**  
**Semester-III**

With Effect From Academic Year 2023-24

**DSC-M 301 A: Marketing Management**

**Objective:** This subject is designed to provide a basic understanding of the subject of marketing management to the students. What marketing management is? How it has evolved during the time? What can be marketed and How it can be marketed?

**Course Contents:**

<b>Module No.</b>	<b>Modules/Sub Modules</b>
<b>1</b>	<b>Introduction to Marketing:</b> A) Marketing Process B) Marketing Mix <ul style="list-style-type: none"><li>- Developing the Marketing Mix</li><li>- The Role of Marketing Mix in Marketing Planning and Marketing Strategy</li><li>- Choosing the Optimum Marketing Mix</li></ul>
<b>2</b>	<b>Market Segmentation, Targeting and Positioning</b> A) What is Market Segmentation? B) Benefits of Segmentation C) Bases of Segmentation D) Target Marketing <ul style="list-style-type: none"><li>- Positioning</li></ul>
<b>3</b>	<b>Buyer Behaviour and Marketing Research</b> <ul style="list-style-type: none"><li>- What is Buyer Behaviour?</li><li>- Meaning and Importance</li><li>- Buyer Behaviour Models</li><li>- Buying Characteristics Influencing Consumer Behaviour</li><li>- Buyer Decision Making Process (including Buying Roles and Types of Buyer Behaviour)</li><li>- Factors Influencing Organizational Buyers</li></ul>
<b>4</b>	<b>Marketing Research and Marketing Information Systems:</b> A) Definition of Marketing Research B) Objectives and Importance of Marketing Research C) Process of Marketing Research D) Applications of Marketing Research E) Limitations of Marketing Research F) Introduction of MkIS G) Components of a MkIS



**Topics for Assignments:**

1. Tenentiesthatcanbe marketed.
2. Difference between product and service.
3. Holistic Marketing Concept.
4. Bases of Segmentation for the following products: Books, Shoes, Mangal sutra, Broom, Printer, Cosmetic Lenses, Readymade Furniture (Full Bed Room Set) and Pen drive.

**Suggested Topics for Seminar:**

1. Consumer buying behaviour for consumer durables, two wheelers and digital products. (Any two products)
2. Societal marketing by local/state/central government of India.
3. Product line and product mix of any one company.
4. Targetmarketofany3companiesin/forlast5years.

**Recommended Text Books & Suggested reference Books:**

1. Marketing Management; Dr.K. Karunakaran, Himalaya Publishing House, 2009 Edition.
2. Marketing Management, 13<sup>th</sup> Edition: A South Asian Perspective, Abraham *Koshy* And Mithileshwar *Jha*, Philip *Kotler* and Kevin Keller.
3. Marketing Management, Rajan Saxena, 4<sup>th</sup> Edition, Tata-Mcgraw Hill.
4. Marketing Management – Global perspective, V S Ramaswamy and S Namakumari, Indian context; 4<sup>th</sup> Edition Macmillan Publishers India Ltd




### Structure of Course Examination (University or External Examinations for 4 Credit course)

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and application based questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

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Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules, 10 out of 12 or 5 out of 7	(10)



	<b>K.S.K.V. Kachchh University</b> <b>5 YEARS M.B.A. INTEGRATED</b> <b>Semester-3</b> With Effect From Academic Year 2023-24
	<b><u>DSC-M 301 B : Marketing Research – 1</u></b>

**Objective:**

This course is designed to provide the students conceptual study about the basics of marketing research process and its importance

**Course Contents:**

Module No.	Modules/Sub Modules
1	<ul style="list-style-type: none"> <li>• Definition</li> <li>• Market research Vs Marketing Research</li> <li>• Importance</li> <li>• When not to do research</li> <li>• Common mistakes in research</li> <li>• Marketing research industry</li> </ul>
2	<ul style="list-style-type: none"> <li>• The Nature and Scope of Marketing Research</li> <li>• Marketing Information System and Marketing Research.</li> <li>• Problem definition</li> <li>• Research objectives</li> <li>• Hypotheses.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Review of Literature</li> <li>• Its concept importance and styles</li> <li>• Examples of ROL</li> <li>• How to write ROL</li> </ul>
4	<ul style="list-style-type: none"> <li>• Identifying information need and data source</li> <li>• Primary and secondary sources of data.</li> <li>• Research designs: Exploratory, descriptive, and causal research designs</li> <li>• Cross sectional and focus group designs.</li> </ul>

**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Alvin C Burns and Ronald F Bush	Marketing Research	Pearson	Latest



**Reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Naval Bajpai	Business Research Methods	Pearson	Latest

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**Semester-III**

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**DSC-M 301 C: Fundamentals of investment -I**

**Introduction:** Investment management is both an art and a science. It involves the careful selection, allocation, and monitoring of assets to optimize returns while managing risks. Whether you're an individual investor planning for retirement, a fund manager responsible for institutional assets, or a financial advisor guiding clients towards their objectives, mastering the fundamentals of investment management is essential.

**Objective:** To familiarize the students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection.

**Course Contents:**

Module No.	Modules/Sub Modules
1	The investment decision process, Types of Investments- Commodities, Real Estate and Financial Assets.
2	The Indian securities market, the market participants and trading of securities, security market indices, sources of financial information. Return and risk: Concept, Calculation, Trade off between return and risk, Impact of taxes and inflation on return.
3	Bond Fundamentals, Estimating bond yields, Bond Valuation, Types of bond risks, default risk and credit rating.
4	Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism.

**Topics for Assignments:**

1. Portfolio Construction Exercise.
2. Risk Assessment and Management Case Study.
3. Investment Strategy Analysis.
4. Regulatory Compliance Review.

**Recommended Text Books & Suggested reference Books:**

1. Jones, C.P., "Investments Analysis and Management", Wiley.
2. Chandra, Prasanna, "Investment Analysis and Portfolio Management", Tata McGraw Hill.
3. Rustogi, R.P., Fundamentals of Investment, Sultan Chand & Sons, New Delhi.
4. Vohra, N.D., and Bagri, B.R., Futures and Options, Tata McGraw Hill Publishing.

Mayo, An Introduction to Investment, Cengage Learning.





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**DSC-M 301 D EMPLOYEE LEGISLATION – I**

**Objectives:**

To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function.

To make the students understand the importance and ideology of legal structure prevailing in India.

**Course Contents:**

Module No.	Modules/ Sub Modules
1	<b>Introduction:</b> Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice. System of Economic Governance - Principles of Labour Legislation – Labour and the Constitution
2	<b>Factories Act 1948:</b> Objectives, definitions, Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, offences and penalties;
3	<b>Industrial Disputes Act, 1947</b> Introduction, Objectives, Definitions, Various Methods and Various Authorities under the act for resolution of industrial disputes e.g. methods of conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, <b>Provisions</b> with respect to Strikes and Lockouts, Lay-off and retrenchment, retrenchment and closure, offences and penalties, unfair labour practices, etc.
4	<b>The Trade Union Act 1926:</b> Introduction, meaning, definitions, nature of trade unions, trade union movement in India, problems of trade union, appointment of registrar, procedure for registration of a trade union, cancellation of registration, appeal, rights and Privileges of a registered TU

**Topics for Assignments:**

Collect Labour legislation followed by any particular company

Supreme Court Cases on industry, workman, strikes, retrenchment, etc.



### Recommended Text Books & Suggested reference Books:


Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	C S Venkata Ratnam	Industrial Relations.	Oxford	6 <sup>th</sup> or Latest
2	P K Padhi (For Labour Laws)	Labour and Industrial Laws	PHI	2007 Edition
3	B D Singh	Industrial Relations and Labour Laws	Excel	2008 Edition
4	A M Sarma	Industrial Relations Conceptual and Legal Framework	Himalaya	9th Edition
	S C Srivastava	Industrial Relations and Labour Laws	Vikas	2007 Edition

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	<b><u>DSC -M 302 A: Cost Account (Paper I)</u></b>

**Objective:** The present course includes introduction to the subject of Cost Account, basic concepts underlying the accounting practices and its techniques with special reference to unit costing, overheads and variable costing.

**Course Contents:**

Module No.	Modules/Sub Modules
<b>1</b>	<b>Introduction</b> Cost Accounts Introduction to Cost Accountancy, Nature, Concepts, Cost Accounting Vs. Financial Accounting, Cost Classification, Essential of an Ideal Costing System, Methods of Costing, Costing Technique (Overview in theory only)
<b>2</b>	<b>Unit Costing</b> Introduction, Cost-Sheet, Elements of Cost, Classification of a Cost-Sheet, Work in Progress, Tender Price, Joint Expenses, Solving Practical Problems.
<b>3</b>	<b>Accounts of Overheads</b> Introduction, General Principles for overheads, Classification of overheads: Functional Classification, Elements wise classification, Behaviour wise Classification, Importance of classification of cost into fixed and variable, segregation of semi variable overheads, Absorption or recovery of overheads, over absorption and under absorption of overhead, solving practical problems
<b>4</b>	<b>Variable Costing</b> Introduction: Variable Costing, Variable costing & Absorption costing, Advantages & limitations of variable costing, comparison of Variable costing & Absorption costing, stock valuation & measurement of profit, solving simple practical problems

**Topics for Assignments:**

1. Preparation of cost sheet form the available costing data of the organization
2. Problems on classification of overheads
3. Contemporary issues in cost accounting
4. Impact of Technology changes in accounting profession
5. Technology changes in accounting profession

**Recommended Text Books& Suggested reference Books:**

- Cost and Management Accounting by Sudhir Prakashan (T.Y. B.com)
- Cost Accounting 1 by T J Rana, Sudir Prakashan




- Fundamentals of advanced accounting – R.S.N. Pillai, Bagavathi, S. Uma (S. Chand)
- Advanced Accounts – Vol I & II – M.C. Shukla, T.S. Grewal (S. Chand)
- Advanced Accounting (Person Education) – P.C. Tulsian.
- Cost Accounting – M.C. Shukla, T.S. Grewal, M.P. Gupta (Text & Problems) (S. Chand)
- Cost & Management Accounting – M.N.Arora (Vikas)
- Cost & Management Accounting – M.N.Arora (Vikas)
- Advanced Cost and Management Accounting – V.K. Saxena, C.D. Vashshisht (S. Chand)

**Structure of Course Examination (University or External Examinations for 4 Credit course)**

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	<b><u>DSC –M 302 B: Consumer Behaviour -1</u></b>

**Objective:**

The objective of this paper is to familiarize the students with the behavioural aspects of consumers. Its need importance and the theories of consumer learning.

**Course Contents:**

Module No.	Modules/Sub Modules
1	<ul style="list-style-type: none"> <li>• Understanding the Consumer</li> <li>• Customer and Consumer</li> <li>• Opinion Leader</li> <li>• Influencer</li> <li>• Emergence of buyers' markets</li> <li>• Growing importance of consumer</li> </ul>
2	<ul style="list-style-type: none"> <li>• Changing role of consumers in age of social media</li> <li>• Industrial Buyer</li> <li>• Consumer buying process</li> <li>• Industrial buying process</li> </ul>
3	<ul style="list-style-type: none"> <li>• Concept of Consumer motivation</li> <li>• Consumer motivation theories</li> <li>• personality traits and consumer behaviour</li> <li>• Perception process</li> <li>• Consumer perception.</li> </ul>
4	<ul style="list-style-type: none"> <li>• Theories of consumer learning</li> <li>• Consumer attitudes</li> <li>• Effect of communication on consumer behaviour.</li> <li>• Consumer Research</li> </ul>

**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Schiffman, Kanuk and Ramesh Kumar	Consumer Behaviour	Pearson	Latest
2	Loudon and Della Bitta	Consumer Behaviour	Tata Mc Graw Hill	Late st



**Reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Majumudar Ramanuj	Consumer Behaviour: Insights from Indian Market	PHI	Latest
2	Blackwell and Engel	Consumer Behaviour	Cengage	Latest

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**DSC-M 302 C: Management of Financial Services-I**

**Introduction:** Financial services play a vital role in the global economy, serving as the backbone of financial intermediation, capital allocation, risk management, and economic development. From banks and insurance companies to investment firms and fintech startups, financial services firms operate in a dynamic landscape shaped by technological innovation, regulatory reforms, market globalization, and changing consumer preferences...

**Objective:** The Financial Services include both the banking and non-banking services either based on fees or assets/funds. The content of this course is designed to provide basic understanding of the working of Indian financial systems and the management of non-banking financial services.

The specific objectives of the course include:

- To familiarize the students with Indian financial systems.
- To equip the students with the theoretical and practical knowledge of different non-banking financial services.
- To develop the skills to run and manage different financial services as a manager/entrepreneur

**Course Contents:**

<b>Module No.</b>	<b>Modules/Sub Modules</b>
<b>1</b>	<b>FINANCIAL SERVICES: AN INTRODUCTION</b> Introduction, Meaning and Concept, Characteristics of Financial Services, Evolution of Financial Services in India, Significance of Financial Services, Types of Financial Services, Impact of Technology, Challenges before the Financial Services Sector
<b>2</b>	<b>MARKETING OF FINANCIAL SERVICE'S: A CONCEPTUAL FRAMEWORK</b> Introduction, Marketing and the Financial Services, Marketing as a Functional Area of Management, Financial Services and the Different Marketing Orientations, Difference between Services and Products Physical Goods, Characteristics of Service, Marketing Mix for Financial Services, Marketing Strategy and Financial Services
<b>3</b>	<b>CONSUMER BEHAVIOUR FOR FINANCIAL SERVICES</b>





	Introduction, The Complexity of Consumer Buying Decisions, Individual Influences on Consumer Behaviour, Needs and Motives, Individual Perception, Learning and Habit Development, Family Influences on Buying Behaviour, Behavioural Models for Analyzing Buyers, Consumer Behaviour Some Learning-Points for Financial Service
4	<b>BANKING PRODUCTS AND SERVICES</b> Introduction, Nature of Product, Products and Services in Banking, Elements of Product Mix, Product Life Cycle and Product Strategies, Using Product Life Cycle to Manage Marketing of Banking Products, New Product Development, Branding in Bank Marketing, Process and Product Development Cycle for Banking Services, Product Development.

**Topics for Assignments:**

1. Financial Regulation Compliance Review.
2. Financial Planning and Wealth Management Case Study.
3. Ethical Dilemmas in Financial Services.
4. Financial Performance Evaluation of Firm.

**Recommended Text Books & Suggested reference Books:**

Sr No	Authors	Name of the Books	Publisher	Edition
1	Bateson, John E. G. and K. Douglas Hoffman	Managing Services Marketing Text and Readings	The Dryden Press	Fourth
2	Cooper, Robert G. and Scott J. Edgett	Product Development for the Service Sector: Lessons for Market Leaders.	Cambridge, MA: Perseus Books.	Latest
3	M. Y. Khan	Indian Financial System	Vikas Publishing House	Latest
4	R.M. Srivastava	Management of Indian Financial Institutions	Himalaya Publishing House.	Latest
5	Suraj B. Gupta	Monetary Economics,	S. Chand & Company.	Latest
6	L. M. Bhole	Financial Markets and Institutions	Tata McGraw Hill.	Latest
7	Gordan and Natrajan	Financial Markets and Services	Himalaya Publishing House.	Latest



### Further reading

Dr. R. Shanmugham,	Financial Services	Wiley	Latest Edition
Justin Paul and Padmalatha Suresh	Financial Services Wiley Latest Edition R2 Justin Paul and Padmalatha Suresh, Management of Banking and Financial Services	Pearson	Latest Edition
Dr. S. Gurusamy,	Merchant Banking and Financial Services	Vijay Nicole Imprints Pvt. Ltd	Latest Edition
Anil Agashe	Financial Services, Markets and Regulations	Himalaya	Latest Edition

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**DSC -M 302 D - Organisational Behaviour – I**

<b>Module No.</b>	<b>Modules/Sub Modules</b>
<b>1</b>	<b>Basic Understanding of the context of OB:</b> <ul style="list-style-type: none"><li>• What is Organisational Behaviour</li><li>• Understanding OB Culture and changing it for effectiveness at workplace</li><li>• Basic Theories of Leadership</li><li>• Contemporary Issues in Leadership Practice</li></ul>
<b>2</b>	<b>Understanding dynamics of Individual behaviour</b> <ul style="list-style-type: none"><li>• Understanding Personality, Values and Attitude and their impact on behaviour at work</li><li>• Transactional Analysis</li><li>• Understanding Motivation at work</li></ul>
<b>3</b>	<b>Understanding dynamics of Group Behaviour</b> <ul style="list-style-type: none"><li>• Understanding the process of Perception: How we make sense of Our environment</li><li>• Understanding Groups and Terms, Group Dynamics</li><li>• Resistance to Change and Change Management</li></ul>
<b>4</b>	<b>Understanding Organisational dynamics of behaviour</b> <ul style="list-style-type: none"><li>• Management Conflict</li><li>• Stress and Negotiation</li><li>• Understanding Decision Making</li><li>• Understanding Power and Organisational Politics</li></ul>

**Topics for Assignments:**

1. Theories of Leadership
2. Understanding motivation at work
3. Understanding Power and Organisational Politics

**Suggested Topics for Seminar:**

1. Personality Development
2. Group Discussion
3. Stress Management
4. Transactional Analysis



**Recommended Text Books& Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Robbins, Stephen P and Judge, T. A	Organisational Behaviour	Pearson.	15 <sup>th</sup> or Latest
2	Kaul, Vijay Kumar (2012).	Business Organisation and Management - Text and Cases	Pearson	2012 or latest

**Structure of Course Examination (University or External Examinations for 4 Credit course)**

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and application-based questions the test of students can be done on parameters like conceptual knowledge its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-3	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules, 10 out of 12 or 5 out of 7	(10)





**K.S.K.V. Kachchh University**  
**5 YEARS M.B.A. INTEGRATED**  
**Semester-III**

With Effect From Academic Year 2023-24

**DSC- M 303 A: Human Resource Management – I**

ModuleNo.	Modules/Sub Modules
1	<b>Human Resource Management:</b> Definition, Scope and Objectives of HRM <b>Human Resource Planning:</b> Definition of HRP; Process (including demand forecasting methods – managerial judgement, work study, ratio-trend analysis and Delphi technique) and supply forecasting methods (management inventory, skill inventory, inflows and outflows, turnover rate, conditions of work and absenteeism)
2	<b>Job Analysis:</b> Meaning of Job analysis, Process of job analysis (including methods of data collection – interview, questionnaire, observation, checklist, diary, technical conference. <b>Recruitment:</b> Definition and process of recruitment. (Including sources of recruitment in detail).
3	<b>Selection:</b> Definition; Types of selection tests (in brief) – personality, interest, graphology, medical, ability, aptitude, psychomotor, polygraph test; Factors to be considered while choosing selection test- reliability, validity, objectivity and standardization. Meaning of interview, types of interviews (in brief)- one to one, sequential, panel, structured, unstructured, mixed, behavioural, stress. Common interview problem, interview do's and don'ts.
4	<b>Orientation:</b> Meaning, types of orientation programmes – formal and informal, individual and collective, serial and disjunctive, investiture and divestiture <b>Job Design:</b> Definition, Methods of job design- work simplification, job rotation, job enrichment, job enlargement, autonomous or self-directed team, high performance work team. <b>Career planning:</b> Concept of career, career planning and succession planning, career stages – Exploration, Establishment, Mid-career, Late career and Decline.

**Topics for Assignments:**

1. Evolution of H.R.M.
2. Difference between Personnel Management, HRM and HRD
3. Difference between Job Description and Job specification



**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	K. Aswathappa	Human Resource and Personnel Management – Text and Cases	McGraw Hill	4 <sup>th</sup> or Latest
2	S.S. Khanka	Human Resource Management – Text and Cases	S. Chand	1st Edition reprinted in 2009

**Structure of Course Examination (University or External Examinations for 4 Credit course)**

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and application based questions so the test of students can be done on parameters like conceptual knowledge application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-3	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(10)





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**Semester-3**

With Effect From Academic Year 2023-24

**DSC –M 303 B: Integrated Marketing Communications – 1**

**Objective:**

The objectives of the course are: To familiarize the students with concepts and practices in marketing communications. To learn various communication tools and its effectiveness in contemporary time, and draw a lesson from that knowledge for better integration of various marketing communications tools. Bring out ideas for effective marketing communications.

**Course Contents:**

Module No.	Modules/Sub Modules
1	<ul style="list-style-type: none"><li>• An Introduction to Integrated Marketing Communication (IMC):</li><li>• Emergence of IMC</li><li>• Meaning and Role of IMC in Marketing process</li><li>• One voice communication v/s IMC,</li></ul>
2	<ul style="list-style-type: none"><li>• Introduction to IMC tools</li><li>• Application of each tool</li><li>• Role of Advertising Agencies and other marketing organizations providing marketing services and perspectives on consumer behaviour</li></ul>
3	<ul style="list-style-type: none"><li>• Understanding communication process:</li><li>• Message, Channel factors,</li><li>• Communication response hierarchy – AIDA model</li><li>• Hierarchy of effect model</li><li>• Innovation Adoption mode</li><li>• Information Processing Model</li></ul>
4	<ul style="list-style-type: none"><li>• The Standard learning Hierarchy</li><li>• Attribution Hierarchy</li><li>• Low involvement hierarchy.</li><li>• Consumer Involvement –The Elaboration Likelihood (ELM) Model</li><li>• The Foote, Cone and Belding (FCB) Model.</li></ul>

**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Kotler, keller, Koshy, Jha	Marketing Management	Pearson	Latest



**Reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Belch, Belch, Purani	Advertising and Promotion	Mc Graw Hill	Latest


**Structure of Course Examination (University or External Examinations for 4 Credit course)**

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and application based questions so the test of students can be done on parameters like conceptual knowledge application in actual sense, his or her memory and presence of mind. The structure is as under:

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Q-3	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(10)





	<b>K.S.K.V. Kachchh University</b> <b>5 YEARS M.B.A. INTEGRATED</b> <b>Semester-III</b> With Effect From Academic Year 2023-24
	<b><u>303 C: Merger and Acquisition –I</u></b>

**Introduction:** Mergers and acquisitions are transformative events that shape the corporate landscape, driving consolidation, growth, and strategic realignment across industries. Whether driven by the pursuit of market expansion, synergies, competitive advantage, or shareholder value creation, M&A transactions play a pivotal role in reshaping industries, enhancing competitiveness, and unlocking value for stakeholders.

**Objective:** To develop the perspective of financial policy as a subset of corporate strategy and to have an insight into financial decisions in addition, the course aims to familiarize students with various techniques of corporate restructuring, and valuation methods and their application used by corporate in real life. To develop an understanding of Mergers and Acquisitions (M&A) as a significant economic activity taking place in today's economy.

**Course Contents:**

Module No.	Modules/Sub Modules
1	<b>Introduction:</b> Introduction to Corporate Restructuring: Fundamental concept of corporate restructuring, different forms, motives & applications of corporate restructuring.
2	<b>Dimensions of Corporate Restructuring:</b> Corporate Restructuring & Divestiture, Financial Restructuring, Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts.
3	<b>Accounting for Merger:</b> Mergers concept, process, Accounting for Mergers & Demergers with practical sums
4	<b>Accounting for Acquisition:</b> Acquisition concept, process, Accounting for the same with practical sums

**Topics for Assignments:**

1. Valuation Analysis of M&A Targets
2. M&A Due Diligence Exercise
3. Case Study Analysis: M&A Deal Evaluation.



**Recommended Text Books& Suggested reference Books:**

1	James J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin	Takeovers, Restructuring, and Corporate Governance	Pearson Education
2	Patrick Gaughan	Mergers, Acquisitions & Corporate restructuring (4th Edition)	Wily Publication
3	Arzak	Value Creation From Mergers And Acquisitions	Wiley India (P) Ltd
4	Ramanujam etal	Megers	TMH, 2003

**Structure of Course Examination (University or External Examinations for 4 Credit course)**

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and application based questions so the test of students can be done on parameters like conceptual knowledge application in actual sense, his or her memory and presence of mind. The structure is as under:

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Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(10)





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**DSC- M 303 D: Human Resource Management in Service Sector**

**Course Contents:**

Module No.	Modules/Sub Modules
1	<b>Concept of Service:</b> <ul style="list-style-type: none"><li>➤ Types of Service, Service Management,</li><li>➤ Evolving Environment of Services, Myths about Service,</li><li>➤ Service as a System, Attitudes towards Service Sector,</li><li>➤ Reasons for growth of the Service sector</li></ul>
2	<b>Nature of Service sector:</b> <ul style="list-style-type: none"><li>➤ Characteristics of Services, Elements of Customer Service,</li><li>➤ Identifying customer Groups,</li><li>➤ Service Process, Classification of Servicing operating systems,</li><li>➤ Balancing Supply and Demand, Challenges for service managers,</li><li>➤ Maintaining and Improving Service Quality and performance</li></ul>
3	<b>Human Resource Management in Service Organizations:</b> <ul style="list-style-type: none"><li>➤ Concept, Functions, Development, Environment and Organizing HRM</li><li>➤ Functions in Service Sector, Competencies and service organizations,</li><li>➤ Performance Measurement.</li><li>➤ Managing services across Boundaries.</li></ul>
4	<b>Application in HRM in service sector:</b> <ul style="list-style-type: none"><li>➤ HRM in Hospitals, Hotels.</li><li>➤ Insurance and Banking, other Financial Institutions, Ports and Docks,</li><li>➤ Managing Salary Levels, Working Conditions, Legal provisions,</li><li>➤ Unionism, Problems and Challenges.</li></ul>

**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Goyal.R.C.,	Human Resource Management in Hospitals	Prentice hall of India New Delhi	Latest edition
2	Balaji. B.,	Services Marketing and Management,	S. Chand & Co. Ltd., New Delhi.	Latest edition
3	T.V. Rao	HRD in the New Economic Environment,	Tata McGraw Hill, New Delhi.	Latest edition
4	Haksever, Cengiz, Barry Fender. Roberta S. Russet and Robert. G. Murdik,	Service Management and Operations,	Pearson Education (pte) ltd., New York.	Latest edition



### Structure of Course Examination (University or External Examinations for 4 Credit course)

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and application based questions so the test of students can be done on parameters like conceptual knowledge application in actual sense, his or her memory and presence of mind. The structure is as under:

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Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules, 10 out of 12 or 5 out of 7	(10)





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**ID/MD – 301 Environment for Business (EFB)– I**

**Objective:**

The objective of the course is to bring about understanding of Social, Economic, Technological, influencing business and industry and to acquaint the students with emerging trends in business environment.

ModuleNo.	Modules/Sub Modules
1	<b>Economic Environment:</b> Concepts and significance of economic environment– at national and international level. Economic System: Laissez faire, capitalism, socialism and mixed economy. National Income,
2	<b>Economic Environment:</b> Monetary and Fiscal Policy (finance commission), Industrial Policy, Overview of 1 <sup>st</sup> to 12 <sup>th</sup> five year plans, Niti Aayog, State Industrial Policy, Union Budget.
3	<b>Social Environment:</b> Concept and significance of social environment, Interdependence of business and society, Culture and organization, Technological Development and social Change. Social Responsibility of Business, Business Ethics, Management education in India, Population and Census, Consumer Rights, Consumerism and Business, Corporate Governance.
4	<b>Technological Environment:</b> Impact of technology on Organization, Process of Technological Adaptation and Development, Patents, Government Guidelines, Technology Assessment at government level, ISO Standards and Bureau of Indian Standards

**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Paul, Justine	Business Environment: Text & Cases,	Tata McGraw-Hill Publishing Company, New Delhi.	Latest edition
2	Cherunilam, Francis,	Business Environment: Text & Cases,	Himalaya Publishing House, Mumbai.	Latest edition
3	Shaikh Saleem	Business Environment,	Pearson	Latest



				edition
4	Vivek Mital	Business Environment	Excel Books	Latest edition

**Structure of Course Examination (University or External Examinations for 4 Credit course)**

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Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(10)





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**AECEN -301 PRACTICAL ENGLISH - III**

**Objective:** The main objective of this course is to develop skills of English among students which can help them to communicate fluently in the business world.

ENGLISH

CREDIT: 02

PAPER TITLE: PRACTICAL ENGLISH - III

MARKS :25+25=50  
(Internal + External)

UNIT 1	Text 1. One Thousand Dollars – O. Henry 2. On the Rule of the Road – A.G. Gardiner 3. Go Kiss the World by Subroto Bagchi 4. Vithalbhai Patel – Manoj Chhaya 5. Jerakali - Jayanti Joshi “Shabaab”, Tr. Dr. K.P. Mehta
UNIT 2	GRAMMAR AND COMPOSITION 6. Articles 7. Modal Auxiliaries 8. Paragraph Writing

**University Exam Format**

Question No.	Unit	Type of Questions	Marks
1	1	1(A)Answer in short with choice (Any five out of seven) 1(B)Short notes with choice (Any one out of three)	05 05
2	2	(A)Exercise based on topics specified as Unit II (B)Exercise based on topics specified as Unit II	05 05
3	1-2	Objective Type Questions/ Definitions/ Fill in the blanks/ Short questions/ True- False/ Match A with B	05



### Suggested Reading:

Macmillan Publishers	Advik
Ophelia Hancock	Reading Skills for College Students
R. Karal	English Grammar for You
V & S Publishers	Spoken English


### Structure of Course Examination (University or External Examinations for 2 Credit course)

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and application based questions so the test of students can be done on parameters like conceptual knowledge application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-3	Objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(05)





	<p align="center"><b>K.S.K.V. Kachchh University</b>  <b>5 YEARS M.B.A. INTEGRATED</b>  <b>Semester-IV</b>          With Effect From Academic Year 2023-24</p>
	<p align="center"><b>AEC 301 B: DIVASWAPNA: LE. GIJUBHAI BADHEKA</b></p>

એકમ : ૧ - સર્જકનું જીવન અને સાહિત્ય સર્જનનો પરિચયાત્મક આલેખ

એકમ : ૨ - કૃતિલક્ષી સમીક્ષા

**પ્રશ્નપત્રનું માળખું**

પ્રશ્ન ક્રમ	એકમ ક્રમ	પ્રશ્ન પ્રકાર	ગુણભાર
૧	૧	નિબંધાત્મક પ્રશ્ન (બે માંથી એક)	૧૦
૨	૨	નિબંધાત્મક પ્રશ્ન અથવા ટૂંકનોંધ ( બે પૂછવી )	૧૦
૩	૧ અને ૨	બહુવિકલ્પ પ્રશ્નો (સાતમાંથી પાંચ)	૦૫





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**Semester-III**  
With Effect From Academic Year 2024-25

**SEC 301 A: Digital Marketing**

**Objective:**

The course aims to help learners to acquire knowledge on various aspects of Digital Marketing to acquaint them with the various tools and application of digital marketing.

**Course Contents:**

<b>Module No.</b>	<b>Modules/Sub Modules</b>
<b>1</b>	<b>Introduction to the Digital Marketing</b> <ul style="list-style-type: none"><li>• Digital vs Traditional Marketing</li><li>• E-Marketing strength and application</li><li>• Marketing automation software and tools</li><li>• Search Engine Optimization (SEO)</li></ul>
<b>2</b>	<b>Digital Marketing Strategy</b> <ul style="list-style-type: none"><li>• Digital Marketing Analytics</li><li>• E-mail Marketing</li><li>• Search Engine Marketing</li><li>• Social Media Marketing</li><li>• Affiliate Marketing</li><li>• Content Creation and Planning</li><li>• Google Mapping</li><li>• Examples of good practices in Digital Marketing</li></ul>

**Recommended Text Books & Suggested reference Books:**

- Digital Marketing for Dummies Book by Russ Henneberry and Ryan Deiss
- Digital Marketing All-in-One for Dummies Stephanie Diamond
- Digital Marketing Strategy: An Integrated Approach to Online Marketing Simon Kingsnorth
- DIGITAL MARKETING MATHUR, VIBHA, ARORA, SALONI

Note: Learners are advised to use latest edition of text/reference books




### Structure of Course Examination (University or External Examinations for 2 Credit course)

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-3	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(05)



	<b>K.S.K.V. Kachchh University</b> <b>5 YEARS M.B.A. INTEGRATED</b> <b>Semester-III</b> With Effect From Academic Year 2024-25
	<b><u>SEC 301 B: New Venture Planning –I</u></b>

**Objective:**

The curriculum aims at giving exposure to students regarding different aspects of setting up a new business. After completing the course student should be able to develop an understanding of the process of identifying various sources of new business ideas of products and services

**Course Contents:**

Module No.	Modules/Sub Modules
1	Opportunity identification. The search for new ideas. Source of innovative ideas. Techniques for generating ideas. Entrepreneurial imagination and creativity: The role of creative thinking. Developing your creativity. Impediments to creativity. .
2	The pathways to New Ventures for Entrepreneurs, Creating New Ventures. Acquiring an established Venture: Advantages of acquiring an ongoing Venture. Examination of key issues.

**Recommended Text Books& Suggested reference Books:**

1. Kuratko, D.F., and T. V. Rao, *Entrepreneurship: A South-Asian Perspective*, Cengage Learning, 197
2. Robert, H. M., Manimala, M. Peters, and D. Shepherd, *Entrepreneurship*, Tata McGraw Hill, India.
3. Barringer, B. R., and R. D. Ireland, *Entrepreneurship: Successfully Launching New Ventures*, Pearson Education, India.
4. Allen, K.R., *Launching New Ventures: An Entrepreneurial Approach*, Cengage Learning.
5. Hishrich., Peters, *Entrepreneurship: Starting, Developing and Managing a New Enterprise*, Irwin.

Note: Learners are advised to use latest edition of text/reference books



### Structure of Course Examination (University or External Examinations for 2 Credit course)

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
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Q-3	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(05)





**K.S.K.V. Kachchh University**  
**5 YEARS M.B.A. INTEGRATED**

**Semester-3**

With Effect From Academic Year 2023-24

**CVAC(IKS) 301 A: Indian Thinkers and Philosophers**

**Objective:**

The course aims to help learners to acquire knowledge about selected ancient Indian thinkers and philosophers

**Course Contents:**

Module No.	Modules/Sub Modules
1	Introduction to Indian Figures – I 1. Kapila 2. Kanada 3. Patanjali 4. Mahavira
2	Introduction to Indian Figures - II 1. Gautam Buddha 2. Gargi 3. Bhartrihari 4. Adi Shankaracharya

**Recommended Text Books & Suggested reference Books:**

- Indian Book of Big Ideas by Mukund Rao. Available on Amazon

Note: Learners are advised to use latest edition of text/reference books

**Structure of Course Examination (University or External Examinations for 2 Credit course)**

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

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Q-3	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(05)





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**Semester-IV**

With Effect From Academic Year 2023-24

**DSC-M 401 A: Marketing Management - II**

**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. This knowledge is continuously evolving and newer trends are constantly emerging. Now it has become utmost necessary for everyone to have knowledge of this field.

**Objective:** This subject is designed to provide a basic understanding of the subject of marketing management to the students. What marketing management is? How it has evolved during the time? What can be marketed and how it can be marketed?

This part is the extension of the core course offered in semester III namely, "Introduction to Marketing". Basics of marketing management have been introduced in the IIIrd semester and in this part; the marketing mix variables and the different strategies related to the variables are discussed.

**Course Contents:**

<b>Module No.</b>	<b>Modules/Sub Modules</b>
<b>1</b>	<b>Product Management</b> <ul style="list-style-type: none"><li>• Product Decisions</li><li>• Concepts of Products</li><li>• Classification of Products</li><li>• Product Decisions</li><li>• Individual Product Decision (branding, packaging, labelling, servicing)</li><li>• Product Line Decisions</li><li>• Product Mix Decisions Product Differentiation</li><li>• The Concept of Product Life Cycle</li><li>• The Product Life Cycle</li><li>• Stages in PLC and Marketing Strategies</li><li>• the new Product Development Process</li></ul>
<b>2</b>	<b>Product Management and Pricing Decisions:</b> <ul style="list-style-type: none"><li>• Brand Concepts:<ul style="list-style-type: none"><li>○ Brand Equity</li><li>○ Brand Strategy Decisions</li><li>○ Brand Relaunch</li></ul></li><li>• Pricing Decision and Strategies<ul style="list-style-type: none"><li>○ Objectives of Pricing</li><li>○ Factors Influencing Pricing Decisions</li><li>○ Pricing Strategies</li><li>○ Special Pricing Strategies</li></ul></li></ul>



3	<p><b>Distribution Decisions:</b></p> <ul style="list-style-type: none"> <li>• Channels of Distribution</li> <li>• Role and Importance of Channels</li> <li>• Functions of Channels</li> <li>• Channel Levels</li> <li>• Types of Intermediaries and Number</li> <li>• Types of Retailing</li> <li>• Wholesaling</li> <li>• Multi-channel Marketing Systems</li> </ul>
4	<p><b>Marketing Communications:</b></p> <ul style="list-style-type: none"> <li>• Integrated Marketing Communications</li> <li>• Advertising and Publicity</li> <li>• Sales Promotions <ul style="list-style-type: none"> <li>○ Consumer Sales Promotion</li> <li>○ Trade Promotion</li> </ul> </li> <li>• Public Relations</li> <li>• Personal Selling <ul style="list-style-type: none"> <li>○ Steps in Personal Selling Process</li> <li>○ Sales Force Management</li> <li>○ Direct Marketing</li> </ul> </li> </ul>







**K.S.K.V. Kachchh University**  
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**DSCM 401C: Fundamentals of investment –II**

**Introduction:** Investment management is both an art and a science. It involves the careful selection, allocation, and monitoring of assets to optimize returns while managing risks. Whether you're an individual investor planning for retirement, a fund manager responsible for institutional assets, or a financial advisor guiding clients towards their objectives, mastering the fundamentals of investment management is essential.

**Objective:** To familiarize the students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection.

**Course Contents:**

Module No.	Modules/Sub Modules
1	Details of Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis.
2	Valuation of Equity Shares using various models. Theory and Practical.
3	Portfolio and Diversification, Portfolio Risk and Return, Mutual Funds, Models of Portfolio Evaluations
4	Introduction to Financial Derivatives-Forwards, Futures & Options, Financial Derivatives Markets in India

**Topics for Assignments:**

1. Investment Pitch Competition.
2. Portfolio Management Simulation.
3. Investment Strategy Back testing.
4. Impact Investing Case Study.

**Recommended Text Books& Suggested reference Books:**

1. Jones, C.P., "Investments Analysis and Management", Wiley.
2. Chandra, Prasanna, "Investment Analysis and Portfolio Management", Tata McGraw Hill.
3. Rustogi, R.P., Fundamentals of Investment, Sultan Chand & Sons, New Delhi.
4. Vohra, N.D., and Bagri, B.R., Futures and Options, Tata McGraw Hill Publishing.
5. Mayo, An Introduction to Investment, Cengage Learning.




### Structure of Course Examination (University or External Examinations for 4 Credit course)

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and application based questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-3	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	Objective questions (It can include: definitions, FIBs, True or false, one-line answers, MCQsetc) Equal weightage from all modules	(10)



6. 	<b>K.S.K.V. Kachchh University</b> <b>5 YEARS M.B.A. INTEGRATED</b> <b>Semester-IV</b> With Effect From Academic Year 2023-24
	<b><u>DSCM 401 D EMPLOYEE LEGISLATION – II</u></b>

**Objectives:**

To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function.

To make the students understand the importance and ideology of legal structure prevailing in India.

**Course Contents:**

Module No.	Modules/ Sub Modules
1	<b>Introduction:</b> Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice. System of Economic Governance - Principles of Labour Legislation – Labour and the Constitution
2	<b>Factories Act 1948:</b> Objectives, definitions, Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, offences and penalties,
3	<b>Industrial Disputes Act, 1947</b> Introduction, Objectives, Definitions, Various Methods and Various Authorities under the act for resolution of industrial disputes e.g. methods of conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, <b>Provisions</b> with respect to Strikes and Lockouts, Lay-off and retrenchment, retrenchment and closure, offences and penalties, unfair labour practices, etc.
4	<b>The Trade Union Act 1926:</b> Introduction, meaning, definitions, nature of trade unions, trade union movement in India, problems of trade union, appointment of registrar, procedure for registration of a trade union, cancellation of registration, appeal, rights and Privileges of a registered TU

**Topics for Assignments:**

Case study: (HMSI) P.674, IR, CS Venkata Ratnam

Discuss new cases with students



**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	C S Venkata Ratnam	Industrial Relations.	Oxford	6 <sup>th</sup> or Latest
2	P K Padhi (For Labour Laws)	Labour and Industrial Laws	PHI	2007 Edition
3	B D Singh	Industrial Relations and Labour Laws	Excel	2008 Edition
4	A M Sarma	Industrial Relations Conceptual and Legal Framework	Himalaya	9 <sup>th</sup> Edition
5	S C Srivastava	Industrial Relations and Labour Laws	Vikas	2007 Edition

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Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(10)





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**DSC- M 402A: Cost Account (Paper II)**

**Objective:** The present course includes introduction to the subject of Cost Account, concepts underlying the accounting practices and its techniques with special reference to operating costing, Contract Account, Process costing I and II.

**Course Contents:**

Module No.	Modules/Sub Modules
1	<b>Service/Operating Costing</b> Introduction, Meaning and Characteristics, Transport Costing, Hotel & hospital costing (Only Overview), Solving Practical Problems (Only Transport Costing)
2	<b>Contract Accounts</b> Introduction, Contract Accounts, Expenses of Contract, Contract ledger, Certified and Uncertified work and work in progress, Ascertainment of profit/loss in contract, Final Accounts of Contractor, Solving Practical Problems
3	<b>Process Costing I</b> Introduction, Procedure of Ascertaining Process Cost, features of process costing, elements of cost of each process, process loss and wastage: Normal loss, Abnormal Loss, Normal gain, Abnormal gain, accounting of joint products, Accounting of by products, Inter Process Profit, discussing and solving practical problems
4	<b>Process Costing II</b> Introduction, calculating equivalent production, Statement of evaluation, opening work in progress: FIFO method, Average method, discussing and solving practical problems.

**Topics for Assignments:**

1. Preparation of operating cost sheet form the available costing data of the organization
2. Calculating wastages of the company from the available information.
3. Contemporary issues in cost accounting
4. Impact of Technology changes in accounting profession

**Recommended Text Books& Suggested reference Books:**

- Cost and Management Accounting by Sudhir Prakashan (T.Y. BCom)
- Fundamentals of advanced accounting – R.S.N. Pillai, Bagavathi, S. Uma (S. Chand)
- Cost Accounting 1 by T J Rana, Sudir Prakashan
- Advanced Accounts – Vol I & II – M.C. Shukla, T.S. Grewal (S. Chand)
- Advanced Accounting (Person Education) – P.C. Tulsian.
- Cost Accounting – M.C. Shukla, T.S. Grewal, M.P. Gupta (Text & Problems) (S. Chand)
- Cost & Management Accounting – M.N. Arora (Vikas)
- Cost & Management Accounting – M.N. Arora (Vikas)
- Advanced Cost and Management Accounting – V.K. Saxena, C.D. Vashshisht (S. Chand)




### Structure of Course Examination (University or External Examinations for 4 Credit course)

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Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	Objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc). Equal weightage from all modules	(10)



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	<b><u>DSC –M 402 B: Consumer Behaviour -2</u></b>

**Objective:**

The objective of this paper is to make students understand the internal forces, external influences and processes that go on to affect consumer behaviour, the challenges generated for the marketers and the strategies which could be implemented.

**Course Contents:**

Module No.	Modules/Sub Modules
1	<ul style="list-style-type: none"> <li>• Understanding consumer behaviour</li> <li>• Identifying market segments based on consumer behaviour</li> <li>• Creating customer value &amp; satisfaction</li> </ul>
2	<ul style="list-style-type: none"> <li>• Factors influencing consumer behaviour</li> <li>• Personal factors with examples</li> <li>• Psychographic factors with examples</li> </ul>
3	<ul style="list-style-type: none"> <li>• Socio-cultural settings</li> <li>• Family, reference group and social class influences on consumer decision making with examples</li> <li>• Cultural, sub cultural and cross-cultural influences on consumer behaviour with examples</li> </ul>
4	<ul style="list-style-type: none"> <li>• Opinion leadership and diffusion of innovation</li> <li>• Consumer Decision Making</li> <li>• How understanding consumer behaviour wins market?</li> </ul>

**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Schiffman, Kanuk and Ramesh Kumar	Consumer Behaviour	Pearson	Latest
2	Loudon and Della Bitta	Consumer Behaviour	Tata Mc Graw Hill	Latest



**Reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Majumudar Ramanuj	Consumer Behaviour: Insights from Indian Market	PHI	Latest
2	Blackwell and Engel	Consumer Behaviour	Cengage	Latest


**Structure of Course Examination (University or External Examinations for 4 Credit course)**

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Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(10)





	<b>K.S.K.V. Kachchh University</b> <b>5 YEARS M.B.A. INTEGRATED</b> <b>Semester-IV</b> With Effect from Academic Year 2023-24
	<b><u>402C: Management of Financial Services-II</u></b>

**Introduction:** Financial services play a vital role in the global economy, serving as the backbone of financial intermediation, capital allocation, risk management, and economic development. From banks and insurance companies to investment firms and fintech startups, financial services firms operate in a dynamic landscape shaped by technological innovation, regulatory reforms, market globalization, and changing consumer preferences...

**Objective:** The Financial Services include both the banking and non-banking services either based on fees or assets/funds. The content of this course is designed to provide basic understanding of the working of Indian financial systems and the management of non-banking financial services.

The specific objectives of the course include:

- To familiarize the students with Indian financial systems.
- To equip the students with the theoretical and practical knowledge of different non-banking financial services.
- To develop the skills to run and manage different financial services as a manager/entrepreneur

**Course Contents:**

Module No.	Modules/Sub Modules
1	<b>FINANCIAL INSTRUMENTS</b> Introduction, Meaning of Financial Instruments, Significance of Financial Instruments, Money Market Instruments, Capital Market Instruments, Money market Merchant banking services including new issue management- Prospectus of Public Offering, Book Building, IPO and FPO, Greenshoe Option
2	<b>FINANCIAL MARKETS</b> Introduction to Financial Markets, Classification of Financial Markets, Introduction of Primary & Secondary Markets (BSE, NSE & OTCEI), Primary and secondary markets and their intermediaries, Stock Exchanges, Debts Instruments
3	<b>FINANCIAL SERVICES TYPES</b> Introduction, Types of Financial Services, Mutual funds: Meaning, status, types, Hiring capital, Venture capital, Leasing, Insurance, Factoring, Underwriting, Merchant Banking, credit rating
4	<b>INTRODUCTION TO MARKETING OF FINANCIAL SERVICES</b> Introduction, Users of Financial Services, Regulatory Framework of Financial Services in India, Advertising and Promotion of Financial Services, Market segmentation and Mix of Financial Services, Marketing research in Financial Services

**Topics for Assignments:**

1. Lease vs. Buy Analysis
2. Lease Structuring Exercise:
3. Credit Rating Comparison Across Industries.
4. Credit Rating Agency Evaluation.



**Recommended Text Books& Suggested reference Books:**

Sr No	Authors	Name of the Books	Publisher	Edition
1	Bateson, John E. G. and K. Douglas Hoffman	Managing Services Marketing Text and Readings	The Dryden Press	Fourth
2	Cooper, Robert G. and Scott J. Edgett	Product Development for the Service Sector: Lessons for Market Leaders.	Cambridge, MA: Perseus Books.	Latest
3	M. Y. Khan	Indian Financial System	Vikas Publishing House	Latest
4	R.M. Srivastava	Management of Indian Financial Institutions	Himalaya Publishing House.	Latest
5	Suraj B. Gupta	Monetary Economics,	S. Chand & Company.	Latest
6	L. M. Bhole	Financial Markets and Institutions	Tata McGraw Hill.	Latest
7	Gordan and Natrajan	Financial Markets and Services	Himalaya Publishing House.	Latest

**Further reading:**

Dr. R. Shanmugham,	Financial Services	Wiley	Latest Edition
Justin Paul and Padmalatha Suresh	Financial Services Wiley Latest Edition R2 Justin Paul and Padmalatha Suresh, Management of Banking and Financial Services	Pearson	Latest Edition
Dr. S. Gurusamy,	Merchant Banking and Financial Services	Vijay Nicole Imprints Pvt. Ltd	Latest Edition
Anil Agashe	Financial Services, Markets and Regulations	Himalaya	Latest Edition



### Structure of Course Examination (University or External Examinations for 4 Credit course)

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Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(10)





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**DSC-M – 402 D - Organisational Behavior - II**

Module No.	Modules/Sub Modules
1	<b>Managing Stress and Aggressive Behavior:</b> Concept of Stress, Fight-or-Flight Response, The Stress Experience, Role of Personality in Stress, The Type A Personality, The Hardy Personality, Primary Sources of Stress, Organisational Sources.
2	<b>Motivation:</b> Concept, importance, Content theories (Maslow's need theory, Alderfer's ERG theory (Existence, Relatedness and Growth), Mc Clellands theory of needs, Herzbergs two factor theory) and Process theories (Goal Setting theory & MBO, Self-Efficacy theory, Self Determination theory, Adams equity theory, Vrooms expectancy theory);
3	<b>Leadership:</b> Concept, Theories (Trait, Behavioural, Contingency, Charismatic, Transactional, Transformational Leadership, Servant Leadership, Ethical Leadership; Emotional Intelligence: Concept, Importance, Dimensions.
4	<b>Organizational Change:</b> Concept, Resistance to change, managing resistance to change, Kurt Lewin Theory of Change; Stress; Organizational Development (OD): Meaning and types of OD Interventions; Learning Organisations.

**Topics for Assignments:**

1. Organisational Change: Managing Change
2. Motivation: Maslows need theory, Alderfers ERG theory

**Suggested Topics for Seminar:**

1. Personality Development
2. Group Discussion
3. Stress Management
4. Small project on individual Role Model (famous Indian or International Leaders)

**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Robbins, Stephen P and Judge, T. A	Organisational Behaviour	Pearson.	15 <sup>th</sup> or Latest
2	Kaul, Vijay Kumar (2012).	Business Organisation and Management - Text and Cases	Pearson	2012.



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**DSC- M 403 A: Human Resource Management - II**

**Objective:** To enable the students gain complete insight into various domains of Human Resource Management; To introduce core and critical areas of HRM such as employee performance evaluation, compensation and incentives administration and benefits management. ; To offer an insight into the activities that foster employer – employee relationship

<b>Module No.</b>	<b>Modules/ Sub Modules</b>
1	<b>Performance Appraisal:</b> Definition and Importance of Performance Appraisal, Methods of Performance Appraisal (360-degree feedback, MBO, Critical Incident, Forced choice and rating scale method), problems/errors in Performance appraisal, Spillover Effect, leniency effect, halo effect, primacy and recency effect, central tendency, status effect.
2	<b>Job Evaluation:</b> Definition of job evaluation, importance of job evaluation, difference between performance appraisal and job evaluation. <b>Promotion:</b> Definition, Types – vertical, horizontal, dry; Principles of promotion including bases of promotion – Seniority, Merit or both. <b>Transfer:</b> Definition, Types- Production, Replacement, Versatility, Shift, Remedial.
3	<b>Separation:</b> Definition, Types – Layoff, retrenchment, dismissal, resignation, V.R.S. <b>Industrial Relations:</b> Definition, Objectives, Parties to Industrial relations. <b>Trade Union:</b> Definition, Reasons for joining trade union, Problems of Trade union.
4	<b>Industrial Dispute:</b> Definition of Industrial Dispute, Reasons for disputes, Concept of Grievance and Grievance Procedure, Methods of solving dispute – Collective Bargaining, Conciliation, Arbitration and Adjudication (last 3 methods in brief) <b>Employee Compensation:</b> Employee and Executive Remuneration; Definition of remuneration, Components of employee and executive remuneration, Reasons for higher remuneration to executives.



**Topics for Assignments:**

1. Evolution of Trade Union.
2. Trade Union Power Tactics.
3. Approaches to Industrial Relations.

**Recommended Text Books & Suggested reference Books:**


Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	K. Aswathappa	Human Resource and Personnel Management – Text and Cases	McGraw Hill	4 <sup>th</sup> or Latest
2	S.S. Khanka	Human Resource Management – Text and Cases	S. Chand	1 <sup>st</sup> Edition reprinted in 2009

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	<b>K.S.K.V. Kachchh University</b> <b>5 YEARS M.B.A. INTEGRATED</b> <b>Semester-IV</b> With Effect From Academic Year 2023-24
	<b><u>DSC –M 403 B: Integrated Marketing Communications – 2</u></b>

**Objective:**

The objectives of the course are: To familiarize the students with concepts and practices in marketing communications. To learn various communication tools and its effectiveness in contemporary time, and draw a lesson from that knowledge for better integration of various marketing communications tools. Bring out ideas for effective marketing communications.

**Course Contents:**

Module No.	Modules/Sub Modules
1	<ul style="list-style-type: none"> <li>• Planning for Marketing Communication MARCOM</li> <li>• Establishing MARCOM objectives</li> <li>• Sales Objective</li> <li>• Marketing objective</li> <li>• Sales as Marcom objectives</li> </ul>
2	<ul style="list-style-type: none"> <li>• DAGMAR approach</li> <li>• Budgeting for MARCOM</li> <li>• Factors influencing budget</li> <li>• Theoretical approach to budgeting</li> <li>• Methods of budgeting</li> </ul>
3	<ul style="list-style-type: none"> <li>• What is creativity?</li> <li>• Creativity MARCOM</li> <li>• Planning for creative MARCOM</li> <li>• Execution of MARCOM</li> </ul>
4	<ul style="list-style-type: none"> <li>• Evaluation of MARCOM</li> <li>• Types of appeals</li> <li>• Media planning and selections</li> <li>• Measuring the effectiveness of IMC programme</li> </ul>

**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Kotler, Keller, Koshy, Jha	Marketing Management	Pearson	Latest





**Reference Books:**


Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Belch, Belch, Purani	Advertising and Promotion	Mc Graw Hill	Latest

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Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(10)



	<b>K.S.K.V. Kachchh University</b> <b>5 YEARS M.B.A. INTEGRATED</b> <b>Semester-IV</b> With Effect From Academic Year 2023-24
	<b>DSCM 403 C: Merger and Acquisition –II</b>

**Introduction:** Mergers and acquisitions are transformative events that shape the corporate landscape, driving consolidation, growth, and strategic realignment across industries. Whether driven by the pursuit of market expansion, synergies, competitive advantage, or shareholder value creation, M&A transactions play a pivotal role in reshaping industries, enhancing competitiveness, and unlocking value for stakeholders.

**Objective:** To develop the perspective of financial policy as a subset of corporate strategy and to have an insight into financial decisions in addition, the course aims to familiarize students with various techniques of corporate restructuring, and valuation methods and their application used by corporate in real life. To develop an understanding of Mergers and Acquisitions (M&A) as a significant economic activity taking place in today's economy.

**Course Contents:**

Module No.	Modules/Sub Modules
1	<b>Company Law &amp; regulations for M &amp; A:</b> Company Law & Competition Act for M&A, SEBI's rules & regulations for M&A. Share Buyback guidelines, Calculations of exchange ratio.
2	<b>Valuation Aspects of M &amp; A:</b> Fundamental and methods of valuation, Calculations of financial synergy and return.
3	<b>Different approaches of valuation:</b> Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation.
4	<b>Acquisition Financing:</b> Acquisition Financing, methods, stock swaps, Debt financing, hybrid financing structure.

**Topics for Assignments:**

1. Research and Background Analysis
2. Financial Analysis and Valuation
3. Performance Evaluation and Lessons Learned
4. Presentation and Report

**Recommended Text Books & Suggested reference Books:**

1	James J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin	Takeovers, Restructuring, and Corporate Governance	Pearson Education	
2	Patrick Gaughan	Mergers, Acquisitions & Corporate restructuring (4th Edition)	Wiley Publication	
3	Arzak	Value Creation from Mergers and Acquisitions	Wiley India (P) Ltd	
4	Ramanujam etal	Megers	TMH, 2003	



### Structure of Course Examination (University or External Examinations for 4 Credit course)

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and application-based questions the test of students can be done on parameters like conceptual knowledge its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-3	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of Concepts, practical problem etc carrying 10marks	(10)
Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	Objective questions (It can include: definitions, FIBs, True or false, one line answers, MCQ setc) Equal weightage from all modules	(10)





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**DSC- M 403 D: Human Resource Information System**

**Course Contents:**

Module No.	Modules/Sub Modules
1	Introduction to Human Resource Information System (HRIS) <ul style="list-style-type: none"><li>➤ The Concept of HRIS</li><li>➤ The role of IT, Database concepts and applications in HRIS</li><li>➤ Steps in implementing an HRIS</li><li>➤ Benefits and limitations of HRIS</li></ul>
2	Determining HRIS needs <ul style="list-style-type: none"><li>➤ HRIS needs analysis</li><li>➤ System design and acquisition</li><li>➤ HR metrics and work force analytics</li><li>➤ Costs justifying HRIS investment</li></ul>
3	Human Resource Information System implementation and acceptance <ul style="list-style-type: none"><li>➤ HRIS Project management</li><li>➤ Change management, implementation, integration, maintenance of HRIS</li></ul>
4	HRIS Applications <ul style="list-style-type: none"><li>➤ HR administration and HRIS</li><li>➤ Talent management</li><li>➤ HRP, Recruitment and Selection in the Internet context</li><li>➤ Training issues in HRIS and Performance management</li><li>➤ Compensation and HRIS</li></ul> Key Issues in HRIS <ul style="list-style-type: none"><li>➤ Information Security and privacy in HRIS</li><li>➤ The future of HRIS</li><li>➤ The Concept of HR Analytics and Digital HR</li></ul>

**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Dr. Michael Kavanagh, Dr. Mohan Thite	Human Resource Information Systems- Basics, application, future and directions	SAGE	Latest edition
2	P.K. Gupta and Sushil Chaabra	Human Resource Information Systems	Himalaya Publishing House	Latest edition



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Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-3	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(10)





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**MIC 401A: Financial Management I**

**Introduction:** This subject is designed to equip student with the fundamental concepts, theories, and practical applications necessary for effective financial decision-making in both personal and professional contexts. Whether students are aiming to manage their own finances more effectively or seeking to understand financial principles for business management, this course will provide student with a solid foundation.

**Objective:**

- Help the student understand how the Businesses are managed with special context of Finance
- Help the student develop basic skills to deal with the ongoing Financial practices

**Course Contents:**

<b>Module No.</b>	<b>Modules/Sub Modules</b>
<b>1</b>	<b>Time value of money</b> Concepts of time value, Compounding and Discounting, Annuities <b>Bond &amp; Share valuation</b> Bond valuation concept, relation of coupon, required yield & price, numerical of bond yields: current yield, YTM (with short formula); yield to call, valuation of preference stock with numerical, equity valuation concept and numerical: single period, zero growth model (Excluding two stage and H model)
<b>2</b>	<b>Capital budgeting</b> Meaning and significance, Types of projects (Independent & Mutually exclusive) Techniques of Capital Budgeting: Payback Period Method, Discounted, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Internal Rate of Return (IRR) with short formula, Profitability Index, only simples sums based on above techniques
<b>3</b>	<b>Working capital</b> Concepts & types of working capital, factors determining working capital requirements, sources of short term finance, calculation of operating cycles in days& Cash Cycles (Only theory), working capital estimation (excluding double shifts)
<b>4</b>	<b>Inventory management and receivables management</b> Inventory management: Meaning, Objectives of holding inventory, Factors affecting inventory, Techniques of inventory management :(1) EOQ (with numerical including discount concept), ABC Analysis (without numerical). <b>Receivable management:</b> Meaning, Cost and benefits, size of receivables, optimum credit policy and credit policy variables (Only theory)



**Topics for Assignments:**

- Preparing Loan Amortization Schedule
- **Capital Rationing:** Given a limited capital budget, instruct students to prioritize investment projects based on their profitability and resource requirements
- **Cycle Analysis:** Calculate the cash conversion cycle for a company based on provided financial data and discuss its implications for liquidity and operational efficiency.
- **Inventory Management Policies:** Evaluate different inventory management policies

**Suggested Topics for Seminar:**

- Comparing Investment Options
- Working Capital Financing Options: Compare various sources of short-term financing (e.g., bank loans, lines of credit, trade credit) and recommend the most suitable financing mix based on a company's specific circumstances.

**Recommended Text Books & Suggested reference Books:**

- Chandra, Prasanna, Financial Management, theory and Practice, Tata McGraw Hill Latest Edition
- I M Pandey Financial Management Vikas Publication Latest Edition
- Financial Management (latest Edition), M Y Khan & P.K. Jain, Tata McGraw-Hill




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The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and application-based questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
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Q-3	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(10)





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	<b><u>MIC 401 B: Marketing Research – 1</u></b>

**Objective:**

This course is designed to provide the students conceptual study about the basics of marketing research process and its importance

**Course Contents:**

Module No.	Modules/Sub Modules
1	<ul style="list-style-type: none"> <li>• Definition</li> <li>• Market research Vs Marketing Research</li> <li>• Importance</li> <li>• When not to do a research</li> <li>• Common mistakes in research</li> <li>• Marketing research industry</li> </ul>
2	<ul style="list-style-type: none"> <li>• The Nature and Scope of Marketing Research</li> <li>• Marketing Information System and Marketing Research.</li> <li>• Problem definition</li> <li>• Research objectives</li> <li>• Hypotheses.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Review of Literature</li> <li>• Its concept importance and styles</li> <li>• Examples of ROL</li> <li>• How to write ROL</li> </ul>
4	<ul style="list-style-type: none"> <li>• Identifying information need and data source</li> <li>• Primary and secondary sources of data.</li> <li>• Research designs: Exploratory, descriptive, and causal research designs</li> <li>• Cross sectional and focus group designs.</li> </ul>

**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Alvin C Burns and Ronald F Bush	Marketing Research	Pearson	Latest



**Reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Naval Bajpai	Business Research Methods	Pearson	Latest

**Structure of Course Examination (University or External Examinations for 4 Credit course)**

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Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-3	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(10)





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**MIC 401 C: Fundamentals of investment -I**

**Introduction:** Investment management is both an art and a science. It involves the careful selection, allocation, and monitoring of assets to optimize returns while managing risks. Whether you're an individual investor planning for retirement, a fund manager responsible for institutional assets, or a financial advisor guiding clients towards their objectives, mastering the fundamentals of investment management is essential.

**Objective:** To familiarize the students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection.

**Course Contents:**

Module No.	Modules/Sub Modules
1	The investment decision process, Types of Investments- Commodities, Real Estate and Financial Assets.
2	The Indian securities market, the market participants and trading of securities, security market indices, sources of financial information. Return and risk: Concept, Calculation, Trade-off between return and risk, Impact of taxes and inflation on return.
3	Bond Fundamentals, Estimating bond yields, Bond Valuation, Types of bond risks, default risk and credit rating.
4	Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism.

**Topics for Assignments:**

1. Portfolio Construction Exercise.
2. Risk Assessment and Management Case Study.
3. Investment Strategy Analysis.
4. Regulatory Compliance Review.

**Recommended Text Books& Suggested reference Books:**

1. Jones, C.P., "Investments Analysis and Management", Wiley.
2. Chandra, Prasanna, "Investment Analysis and Portfolio".
3. Management", Tata McGraw Hill.
4. Rustogi, R.P., Fundamentals of Investment, Sultan Chand & Sons, New Delhi.



5. Vohra, N.D., and Bagri, B.R., Futures and Options, Tata McGraw Hill Publishing.
6. Mayo, An Introduction to Investment, Cengage Learning.

**Structure of Course Examination (University or External Examinations for 4 Credit course)**

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and application-based questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-3	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(10)





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**EMPLOYEE LEGISLATION (Paper - 2)**

**Objectives:**

To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function.

To make the students understand the importance and ideology of legal structure prevailing in India.

Module No.	Modules/ Sub Modules
1	<b>Industrial Employment Standing Order Act, 1946</b> Introduction, Objectives, definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, offences and penalties, etc.
2	<b>Contract Labour (Regulation &amp; Abolition) Act, 1970</b> Application, Establishments, definitions, jurisdiction of government, Central and State advisory boards, registration of establishments and licensing of contractors, prohibition of employment of contract labour, welfare and health of contract labour, liabilities of the principal employer, Inspecting Staff, offences and penalties, etc
3	<b>Shops and Establishment Act, 1948</b> Objectives, definitions, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc.
4	<b>Mines Act, 1952</b> Objectives, definitions, Provisions regarding mining operations and management of mines, health, safety, welfare, working hours and limitation of employment, leave with wages, offences and penalties, etc

**Topics for Assignments:**

Case study :(HMSI) P.674, IR, CS Venkata Ratnam



**Recommended Text Books & Suggested reference Books:**


Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	C S Venkata Ratnam	Industrial Relations.	Oxford	6 <sup>th</sup> or Latest
2	P K Padhi (For Labour Laws)	Labour and Industrial Laws	PHI	2007 Edition
3	B D Singh	Industrial Relations and Labour Laws	Excel	2008 Edition
4	A M Sarma	Industrial Relations Conceptual and Legal Framework	Himalaya	9th Edition
5	S C Srivastava	Industrial Relations and Labour Laws	Vikas	2007 Edition

**Structure of Course Examination (University or External Examinations for 4 Credit course)**

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Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be a long question, case study, application of concepts, practical problem etc carrying 10 marks	(10)
Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be a long question, case study, application of concepts, practical problem etc carrying 10 marks	(10)
Q-3	Answer two short questions carrying 5 marks respectively OR Anyone question which could be a long question, case study, application of concepts, practical problem etc carrying 10 marks	(10)
Q-4	Answer two short questions carrying 5 marks respectively OR Anyone question which could be a long question, case study, application of concepts, practical problem etc carrying 10 marks	(10)
Q-5	objective questions (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) Equal weightage from all modules	(10)



	<b>K.S.K.V. Kachchh University</b> <b>5 YEARS M.B.A. INTEGRATED</b> <b>Semester-IV</b> With Effect From Academic Year 2023-24
	<b><u>AECEN- 401: PRACTICAL ENGLISH - IV</u></b>

**Objective:** The main objective of this course is to develop skills of English among students which can help them to communicate fluently in the business world.

PAPER TITLE: PRACTICAL ENGLISH - IV

MARKS :25+25=50

(Internal + External)

UNIT 1	Text 1. Luck – Mark Twain 2. Learning from the West –N.R. Narayan Murthy 3. Chimera- Gautam Joshi, Tr. Dr. K.P. Mehta 4. The Invisible World – Indra Shah, Tr. Manoj Chhaya 5. Sister Nivedita - Kaustubh Mishra
UNIT 2	Section II – Grammar and Composition 1. Adjectives 2. Adverbs 3. Summarizing

**University Exam Format**

Question No.	Unit	Type of Questions	Marks
1	1	1(A)Answer in short with choice (Any five out of seven) 1(B)Short notes with choice (Any one out of three)	05 05
2	2	(A)Exercise based on topics specified as Unit II (B)Exercise based on topics specified as Unit II	05 05
3	1-2	Objective Type Questions/ Definitions/ Fill in the blanks/ Short questions/ True- False/ Match A with B	05

**Suggested Reading:**

Macmillan Publishers	Maison
Ophelia Hancock	Reading Skills for College Students
R. Karal	English Grammar for You
V & S Publishers	Spoken English



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Q-3	Objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(05)







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**AEC 401 B: બાળવાર્તામાં મુલ્યબોધ : 'આસમાનમાં !' -હરિપ્રસાદ વ્યાસ**  
(બકોર પટેલ ગ્રંથાવલિ)

- એકમ : ૧ - બાળવાર્તાઓમાં પ્રગટતો મુલ્યબોધને અનુલક્ષીને સમગ્રલક્ષી મુલ્યાંકન  
એકમ : ૨ - બાળવાર્તાઓમાં પ્રગટતાં મુલ્યબોધને અનુલક્ષીને ટૂંકનોંધ

**પ્રશ્નપત્રનું માળખું**

પ્રશ્નક્રમ	એકમ ક્રમ	પ્રશ્ન પ્રકાર	ગુણભાર
૧	૧	નિબંધાત્મક પ્રશ્ન (બે માંથી એક )	૧૦
૨	૨	કોઈ બે વાર્તામાં મુલ્યબોધ - શીર્ષક આપવા	૧૦
૩	૧ અને ૨ -	બહુવિકલ્પ પ્રશ્નો (સાતમાંથી પાંચ)	૦૫

**'આસમાનમાં !' -હરિપ્રસાદ વ્યાસ (બકોર પટેલ ગ્રંથાવલિ)ની વાર્તાઓ**

૧. પટેલ ઊડ્યા!
૨. ગાડરભાઈ, ડોક્ટર અને પંડિતને ત્યાં
૩. પટેલને ટીખળ સૂઝે છે!
૪. વાઘજીભાઈને ગમ્મત સૂઝે છે!
૫. મુંબઈમાં તરખાટ મચે છે!
૬. અદલાબદલી
૭. તાલ જામ્યો
૮. એપ્રિલફૂલ!
૯. ભેદી ચિકીઓ!
૧૦. ભેદ ઘેરો બને છે!
૧૧. પોલીસખાતાની દોડધામ





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**SEC 401 A – Basics of Stock Market**

**Objective:** The main objective of this subject is to provide the Insights of investing in stock market, which will enhance the knowledge of learner about investment and live market.

**Course Contents:**

Module No.	Modules/Sub Modules
1	<b>Introduction:</b> <ul style="list-style-type: none"><li>- Define investment. Investment alternative. The process of investment trading- margin trading etc.</li><li>- Types of Investment – Equity Shares, IPO/ FPO, Bonds, Mutual Funds, Derivatives</li><li>- Indian Securities Market: the market participants, trading of securities, security market indices.</li><li>- Buying and selling of stocks:</li><li>- Sources of financial information.</li></ul>
2	<b>Role of Stock Exchange &amp; Mutual Funds</b> <ul style="list-style-type: none"><li>- Stock exchanges in India: BSE, NSE, MCX.</li><li>- Using brokerage and analysts' recommendations.</li><li>- Use of limit order and market order</li><li>- Online trading of stocks.</li><li>- Understanding stock quotations types and placing of order.</li><li>- Meaning and Types of Mutual Funds</li></ul>

**Recommended Text Books & Suggested reference Books:**

- Gitman and Joehnk, Fundamentals of Investing, Pearson.
- Madura, Jeff, Personal Finance, Pearson.
- Chandra, Prasanna, Investment Analysis and Portfolio Management, Tata Mc Graw Hill.
- Damodaran, Aswath, Investment Valuation: Tool and Techniques for Determining the Value of Any Asset, Wiley Finance.
- Bodie, Alex, Marcusand Mohanty, Investments, Mc Graw Hill Publishing Co.
- Hirt and Block, Fundamentals of Investment Management, Mc Graw Hill Publishing Co.
- Pandiyan, Punithavathy, Security Analysis and Portfolio Management, Vikas Publications
- [www.yahoofinance.com](http://www.yahoofinance.com)
- [www.moneycontrol.com](http://www.moneycontrol.com)
- [www.bloomberg.com](http://www.bloomberg.com)

Note: Latest edition of text book may be used.



### Structure of Course Examination (University or External Examinations for 2 Credit course)

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Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
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Q-3	Objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(05)





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**Semester-IV**

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**SEC 401 B: New Venture Planning –II**

**Objective:**

The understanding of this paper will help them to examine, evaluate and approach different sources of finance, the nature of marketing effort required and to develop a comprehensive business plan and they have knowhow of patent, trademark and copyright

**Course Contents:**

Module No.	Modules/Sub Modules
1	Franchising: How a Franchise works. Franchise law. Evaluating the franchising opportunities
2	Intellectual Property Protection: Patents, Trademarks, and Copyrights. Requirements and Procedure for filing a Patent, Trademark, and Copyright

**Recommended Text Books & Suggested reference Books:**

1. Kuratko, D.F., and T. V. Rao, Entrepreneurship: A South-Asian Perspective, Cengage Learning, 197
2. Robert, H. M., Manimala, M. Peters, and D. Shepherd, Entrepreneurship, Tata McGraw Hill, India.
3. Barringer, B. R., and R. D. Ireland, Entrepreneurship: Successfully Launching New Ventures, Pearson Education, India.
4. Allen, K.R., Launching New Ventures: An Entrepreneurial Approach, Cengage Learning.
5. Hishrich., Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin.


Note: Learners are advised to use latest edition of text/reference books

**Structure of Course Examination (University or External Examinations for 2 Credit course)**

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and application-based questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-3	Objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(05)



	<b>K.S.K.V. Kachchh University</b> <b>5 YEARS M.B.A. INTEGRATED</b> <b>Semester-IV</b> With Effect From Academic Year 2023-24
	<b><u>CVAC 401A: Business Case Studies</u></b>

Module No.	Modules/ Sub Modules
1	<ul style="list-style-type: none"> <li>➤ Case Study in Management</li> <li>➤ Case Study in Marketing</li> </ul>
2	<ul style="list-style-type: none"> <li>➤ Case Study in HRM</li> <li>➤ Case Study in Finance</li> </ul>

\*\* Link of the Case Study with questions will be available online

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Q-1	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-3	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(05)





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**CVAC 401B: Event Management**

Module No.	Modules/ Sub Modules
1	<ul style="list-style-type: none"><li>➤ Organizing and planning events/event business, Responsibility of event planners, identifying suitable venue and infrastructure needs</li><li>➤ Customer relationship management,</li><li>➤ Event coordination, Crowd Management, Risk Preparedness, Planning Check lists</li></ul>
2	<ul style="list-style-type: none"><li>➤ Marketing skills for Event Management: Creativity, Self- Motivation, Team Building, Networking, Leadership and Coordination</li><li>➤ HRM Need and Training in the context of both mega events and smaller scale events</li><li>➤ Planning Budget for the Event</li></ul>

**Recommended Text Books & Suggested reference Books:**

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Rogers, T. (1998, 2003).	Conference & Conventions: A Global industry	Routledge	
2	Dr. Anukrati Sharma and Dr. Shruti Arora	Event Management and Marketing: Theory, Practical Approaches and Planning	Bharti Publication	2018 Edition



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Q-2	Answer two short questions carrying 5 marks respectively OR Anyone question which could be along question, case study, application of concepts, practical problem etc carrying 10marks	(10)
Q-3	objective questions (It can include: definitions, FIBs, True or false, oneline answers, MCQ setc) Equal weightage from all modules	(05)



