



Krantiguru Shyamji Krishna Verma
Kachchh University
Mundra Road, Bhuj - KACHCHH.

Bachelor of Business Administration
Semester I to VI

Syllabus under CBCS (Revised)
K.S.K.V. KACHCHH UNIVERSITY
BHUJ - KACHCHH - 370 001.

W.E.F. June 2016.



K.S.K.V. Kachchh University

(Syllabus for B.B.A. - w.e.f. June- 2016)

Bachelor of Business Administration

B.B.A. Program Structure

B.B.A. Programme is divided into three Years as under. Each Year will consist of two Semesters.

| | | |
|-------------|----------------|---------------|
| Year | Semester | Semester |
| First Year | Semester – I | Semester – II |
| Second Year | Semester – III | Semester – IV |
| Third Year | Semester - V | Semester – VI |

The schedule of courses prescribed for various semesters shall be as follows;

| Papers | | | Marks | | Total Marks | Contact Hrs/Week | Credit |
|--|---|---------------------------------------|---------------|---------------|-------------|------------------|-----------|
| | | | External Ass. | Internal Ass. | | | |
| Semester – I (W.E.F June 2016) | | | | | | | |
| CC 101 | : | General English | 70 | 30 | 100 | 3 | 3 |
| CC 102 | : | Principles of Management (Paper – I) | 70 | 30 | 100 | 3 | 3 |
| CC103 | : | Financial Accounting | 70 | 30 | 100 | 3 | 3 |
| CC 104 | : | Principles of Economics (Micro) | 70 | 30 | 100 | 3 | 3 |
| CC 105 | : | Forms of Business Organization | 70 | 30 | 100 | 3 | 3 |
| CC 106 | : | Basics of Mathematics | 70 | 30 | 100 | 3 | 3 |
| CC 107 | : | IT Tools and Applications | 70 | 30 | 100 | 3 | 3 |
| FC 108 | : | Environmental Studies | | | | | 3 |
| | | Total : | 490 | 210 | 700 | | 24 |
| Semester – II (W.E.F Jan 2017) | | | | | | | |
| CC 201 | : | Communication Skills | 70 | 30 | 100 | 3 | 4 |
| CC 202 | : | Principles of Management (Paper – II) | 70 | 30 | 100 | 3 | 4 |
| CC 203 | : | Cost Accounting | 70 | 30 | 100 | 3 | 4 |
| CC 204 | : | Principles of Economics (Macro) | 70 | 30 | 100 | 3 | 4 |
| CC 205 | : | Growth and Structure of Industries | 70 | 30 | 100 | 3 | 4 |
| CC 206 | : | Business Mathematics | 70 | 30 | 100 | 3 | 4 |
| CC 207 | : | Practical Studies | 70 | 30 | 100 | 3 | 3 |
| CC 208 | : | Foundation Course - SCOPE | | | | | 3 |
| | | Total : | 490 | 210 | 700 | | 24 |
| Semester –III (W.E.F June 2016) | | | | | | | |
| CC 301 | : | Commercial Communication | 70 | 30 | 100 | 3 | 3 |
| CC 302 | : | Introduction to Marketing Management | 70 | 30 | 100 | 3 | 3 |
| CC 303 | : | Company Account (Paper – I) | 70 | 30 | 100 | 3 | 3 |
| CC 304 | : | Managerial Economics (Paper-I) | 70 | 30 | 100 | 3 | 3 |
| CC 305 | : | Fundamentals of Financial Management | 70 | 30 | 100 | 3 | 3 |
| CC 306 | : | Basic Human Resource Management | 70 | 30 | 100 | 3 | 3 |
| CC 307 | : | Elementary Statistics | 70 | 30 | 100 | 3 | 3 |
| FC 308 | : | Foundation Course | | | | | 3 |
| | | Total : | 490 | 210 | 700 | | 24 |

| Semester –IV (W.E.F Jan 2017) | | | | | | | |
|---------------------------------------|---|---|-------------|-------------|-------------|---|------------|
| CC 401 | : | Indian Financial System | 70 | 30 | 100 | 3 | 3 |
| CC 402 | : | Marketing Management | 70 | 30 | 100 | 3 | 3 |
| CC 403 | : | Corporate Financial Statement | 70 | 30 | 100 | 3 | 3 |
| CC 404 | : | Managerial Economics (Paper-II) | 70 | 30 | 100 | 3 | 3 |
| CC 405 | : | Human Resource Management | 70 | 30 | 100 | 3 | 3 |
| CC 406 | : | Business Statistics | 70 | 30 | 100 | 3 | 3 |
| CC 407 | : | Industrial Exposure | 70 | 30 | 100 | 3 | 3 |
| FC 408 | : | Foundation Course | | | | | 3 |
| | | Total : | 490 | 210 | 700 | | 24 |
| Semester – V (W.E.F June 2016) | | | | | | | |
| CC 501 | : | Mercantile Laws | 70 | 30 | 100 | 3 | 3 |
| CC 502 | : | Business Environment | 70 | 30 | 100 | 3 | 3 |
| CC 503 | : | Organizational Behaviour (Paper –I) | 70 | 30 | 100 | 3 | 3 |
| CC 504 | : | Operations Research and Quantitative Techniques | 70 | 30 | 100 | 3 | 3 |
| CC 505 | : | International Business | 70 | 30 | 100 | 3 | 3 |
| CC 506 | : | Direct Tax | 70 | 30 | 100 | 3 | 3 |
| SE 507 | : | Subject Elective (Paper-I) | 70 | 30 | 100 | 3 | 3 |
| FC 508 | : | Foundation Course | | | | | 3 |
| | | Total : | 490 | 210 | 700 | | 24 |
| Semester –VI (W.E.F Jan 2017) | | | | | | | |
| CC 601 | : | Industrial Law and Regulatory Framework | 70 | 30 | 100 | 3 | 3 |
| CC 602 | : | Strategic Management | 70 | 30 | 100 | 3 | 3 |
| CC 603 | : | Organizational Behaviour (Paper –II) | 70 | 30 | 100 | 3 | 3 |
| CC 604 | : | Production and Operations Management | 70 | 30 | 100 | 3 | 3 |
| CC 605 | : | Management Accounting | 70 | 30 | 100 | 3 | 3 |
| CC 606 | : | Practical Studies | 70 | 30 | 100 | 3 | 3 |
| SE 607 | : | Subject Elective (Paper – II) | 70 | 30 | 100 | 3 | 3 |
| FC 608 | : | Foundation Course | | | | | 3 |
| | | Total : | 490 | 210 | 700 | | 24 |
| | | Grand Total | 2940 | 1260 | 4200 | | 144 |

Subject Electives:**Group A: Advance Financial Management**

| Semester | Course Code No. | | Paper Name |
|-----------------|------------------------|---|---|
| V | SE 507 A | : | Advance Financial Management (Paper – I) |
| VI | SE 607 A | : | Advance Financial Management (Paper – II) |

Group B: Advance Marketing Management

| Semester | Course Code No. | | Paper Name |
|-----------------|------------------------|---|---|
| V | SE 507 B | : | Advance Marketing Management (Paper – I) |
| VI | SE 607 B | : | Advance Marketing Management (Paper – II) |

Group C: Advance Human Resource Management

| Semester | Course Code No. | | Paper Name |
|-----------------|------------------------|---|--|
| V | SE 507 C | : | Advance Human Resource Management (Paper – I) |
| VI | SE 607 C | : | Advance Human Resource Management (Paper – II) |

Group D: Advance Taxation and Law

| Semester | Course Code No. | | Paper Name |
|-----------------|------------------------|---|---------------------------------------|
| V | SE 507 D | : | Advance Taxation and Law (Paper – I) |
| VI | SE 607 D | : | Advance Taxation and Law (Paper – II) |

Group E: Banking and Insurance

| Semester | Course Code No. | | Paper Name |
|-----------------|------------------------|---|------------------------------------|
| I | SE 507 E | : | Banking and Insurance (Paper – I) |
| II | SE 607 E | : | Banking and Insurance (Paper – II) |

Foundation Course

| Semester | Course Code No. | | Paper Name |
|-----------------|------------------------|---|-----------------------|
| I | FC 108 | : | Environmental Studies |
| II | FC 208 | : | SCOPE |
| III | FC 308 | : | |
| IV | FC 408 | : | |
| V | FC 508 | : | |
| VI | FC 608 | : | |



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-I

With Effect From Academic Year 2016-17

CC101: GENERAL ENGLISH

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 new issues and findings are constantly emerging. This field is attracting many people who want to undergo a formal training in this area.

Objective:

To familiarize students with the best samples of writings in English so that they can learn the structure of the language as it is used creatively. ; To orient students to social and cultural issues. ; To acquaint students with different writing styles of English.

Course Contents :

| Module No. | Modules/ Sub Modules |
|-------------------|--|
| 1 | Selected Stories from Malgudi Days by R K Narayan (List of stories will be attached later) |
| 2 | Arms and the Man by Bernard Shaw |
| 3 | Grammar: Tenses , Subject-verb agreement, Preposition, Articles, Modals |
| 4 | Speaking Skills:and Organizational Politics |

Topics for Assignments :

1. Literary background of Malgudi Days
2. Literary background of Arms and the Man
3. Paragraph writing using words given in the vocabulary.
4. Identifying grammatical errors.
5. Correcting grammatical errors

Suggested Topics for Seminar:

1. Life and works of R K Narayan
2. Life and works of Bernard Shaw
3. Comparison of the stories of Malgudi Days with the TV serial Malgudi Days
4. The picture of India as presented in R K Narayan's short stories (other than the ten stories given in the syllabus)
5. Importance of Reading in Language Learning

Recommended Text Books & Suggested reference Books:

1. Enrich your English – by CIEFL (Academic Skills book)
2. Contemporary English Grammar – Raymond Murphy
3. Essential English Grammar - Raymond Murphy

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-I

With Effect From Academic Year 2016-17

CC102:PRINCIPLES OF MANAGEMENT - I

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 new issues and findings are constantly emerging. This field is attracting many people who want to undergo a formal training in this area.

Objective: This subject is designed to provide a basic understanding to the students with reference to working of business organizations through the process of management. The first part of this course (offered in the first semester) will give a brief understanding of the managerial functions of planning (including decision-making) and organizing. The second part (offered in the second semester) will throw light on the managerial functions of staffing, directing and controlling.

Course Contents:

| Module | Modules/ Sub Modules |
|---------------|---|
| 1 | <p>Introduction to Management and Planning</p> <p><u>Management:</u> Meaning and process of management.</p> <p><u>Planning:</u> Meaning; planning process; planning remises; types of plans – based on breadth and use</p> |
| 2 | <p>Forecasting, Decision making</p> <p><u>Forecasting:</u> Meaning; techniques of forecasting – Historical analogy method, survey method, business barometers, time series analysis, regression analysis, significance and limitations of forecasting</p> <p><u>Decision making:</u> Meaning; decision making process; techniques of decision making– Decision Tree, PERT and CPM.</p> |
| 3 | <p>Organizing – Part 1</p> <p><u>Introduction</u> - Meaning of organizing; principles of organizing.</p> <p><u>Departmentation</u> – Meaning; bases of departmentation – function wise, product wise, territory wise, process wise and customer wise.</p> <p><u>Delegation</u> – Meaning; elements of delegation; principles of effective delegation.</p> <p><u>Centralization and decentralization</u> – Meaning; factors affecting degree of centralization and decentralization.</p> |
| 4 | <p>Organizing – Part</p> <p>Types of organizations (10 Hours)</p> <p><u>Formal organizations:</u> Line; Functional; Line and staff; Committee (only the meaning, advantages and limitations of all the four forms)</p> <p><u>Informal organizations:</u> Meaning; benefits; problems.</p> |

Topics for assignments:

1. Levels of management and the combination of skills required at each level.
2. Management – an art, a science or a profession?
3. Methods of business forecasting – opinion poll method, extrapolation method, input-output analysis and econometric models.
4. Types of managerial decisions.
5. Span of management and factors affecting the same.

Suggested topics for seminars and presentations:

1. Inspiring business mentors.
2. Innovation and creativity in business.
3. Current business environment.
4. Management by Objectives.

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

1. L. M. Prasad; Principles of Management; Sultan Chand and Sons, 6th edition.
2. Karminder Ghuman and K. Aswathapa; Management – Concept, Practice and Cases; Tata McGraw Hill; 1st edition (2010)

Reference Book:

1. Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications; 1st edition.

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-I

With Effect From Academic Year 2016-17

CC103: FINANCIAL ACCOUNTING

Introduction: Financial Accounting as a discipline has evolved over the years due to the perennially changing requirements of the industry. With the advent of computerization, it now also encompasses new techniques and new issues caused by changes in the legislations pertaining to the preparation and publication of Financial Statements.

Objective: The present course includes introduction to the subject of Financial Accounting, basic concepts underlying the accounting practices and its techniques with special reference to Sole-Proprietorship. It also touches upon the various aspects of accounting related to Non-trading Concerns. The syllabus also includes computerized accounting using the software TALLY.

Course Contents :

| Module No. | Modules/ Sub Modules |
|---------------|--|
| 1 | <p>A) FUNDAMENTALS OF ACCOUNTANCY: Meaning, Scope and Utility of Accounts, Methos of keeping Books of Accounts, Difference between Book keeping and Accountancy, Users of Accounts, fundamental Accounting Equation, Types of Accounts, Rules of Debit and Credit, Types of Transactions, Types of Assets and Liabilities.</p> <p>B) CAPITAL, REVENUE, DEFERRED REVENUEEXPENSES, RESERVES, PROVISIONS AND CONTINGENT LIABILITY: Meaning and difference between Capital and Revenue Incomes and Expenses, Identification of Capital and Revenue Expenses and Incomes, Meaning of Deferred Revenue Expense, Difference between Reserves and Provisions, meaning of Contingent Liability</p> <p>C) ACCOUNTING CONCEPTS, CONVENTIONS PRINCIPLES: Accounting Principles, Policies, Concepts and Conventions. Generally Accepted Accounting Principles, Identification of different Accounting concept applied in various transactions, its accounting entries and its presentation in Annual Financial Statement</p> |
| 2 | <p>ACCOUNTING FOR NON TRADING CONCERNS: Meaning of Non Trading Concern, Annual Financial Statements of Non Trading Concerns (NTC), How NTC differs from Trading Concern, Identification of Capital and Revenue Items for non trading organizations, Receipts and Payments Account, Income and Expenditure Account, Balance Sheet, Concept of different funds and their accounting treatment.(Practical Examples of Clubs & Hospitals)</p> |
| 3 | <p>FINAL ACCOUNTS OF SOLE PROPRIETARY CONCERN: Preparation of Final account of sole Trading</p> |
| 4 | <p>ACCOUNTING ENTRIES IN TALLY 7.2 USING VOUCHERS: Relevant vouchers in printed/physical form to be provided to students as a documentary evidence and accounting entries in Tally 7.2 (accounts only) to be passed and it will be evaluated on the basis of Day Book, Trial Balance, Profit and Loss Account and Balance Sheet. Opening balances of certain Ledger Accounts may also be given in case of continuing firm. (no theory and no transaction form question from this unit)</p> |
| Note : | Each student should be given at least 10 hours of Tally 7.2 Practical. |

Topics for Assignments:

1. Accounting Standards in India – An Introduction
2. AS – 2 (Valuation of Inventory) and AS – 10 (Fixed Assets)
3. Accounting Cycle (Practical Sums based on recording in Journal/ Subsidiary Book to preparation of Trial Balance)

Topics for Seminars:

1. Relevance of Auditing in Accountancy
2. Triple Accounting System
3. Contemporary Issues in Financial Accounting
4. New emerging Branches of Accounts – (Social Responsibility Accounting, Human Resource Accounting and Environmental Accounting)
5. Introduction to Legislative Bodies Governing Financial Statement

Recommended Text & Suggested reference Books:

1. Accounting for Managers – J. Made Gowda – Himalaya Publishing House
2. Introduction to Accountancy – T. S. Grewal & S. C. Gupta – S. Chand – 8th Edition
3. Modern Accountancy - Hanif Mukerji – TMH
4. Financial Accounting by Dr. Kaustubh Sontake – 1st Edition – Himalaya Publishing House

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-I

With Effect From Academic Year 2016-17

CC104: Principles of Economics (Micro)

Introduction: Knowledge has many branches and Economics is an Important and useful branch of knowledge. The knowledge of Economics is being used for initiating and accelerating growth in the Economies.

Objective:

The objective of this course is to equip the students with conceptual understanding of finance and its practical application. It is expected that the students possess a sound base in accounting principles and practices including financial analysis. The course intends to equip students with the ability to apply concepts in managerial decision making. At the end of the course, they are expected to have learnt the methodology and techniques for application of financial and managerial accounting and information in the formation of policies and in the planning and control of the operations of the organization.

Course Contents :

| Module | Modules/ Sub Modules |
|--------|--|
| 1 | Definitions of Economics: Scarcity and Growth definitions; Introduction to Micro Economics; Definition, Scope, Importance and Limitations of Micro Economics; Important Concepts; Economic goods and Free Goods, Price and Value, Want and Demand, Production Possibility Curve; Economic Systems; Planned Economy, Free Market Economy and Mixed Economy |
| 2 | Theory of Demand: Meaning of Demand and Determinants of Demand – Demand Function; Law of Demand, Expansion and Contraction of Demand, Increase and Decrease in Demand, Usefulness of Law of Demand, Exceptions to the Law of Demand; Utility Analysis: Concept of Utility, Law of Diminishing Marginal Utility, Derivation of Demand Curve on the basis of the Utility analysis , Consumer’s Surplus |
| 3 | Theory of Supply: Meaning of Supply, Determinants of Supply, Expansion and Contraction of Supply, Increase and Decrease in Supply; Demand and Supply as determinants of Price; Meaning of Market, Types of Market and their important features: Perfect Competition, Monopoly, Monopolistic Competition and oligopoly |
| 4 | Marginal Productivity Theory of Distribution; Rent: Concepts of Differential Rent and Scarcity Rent, Economic and Contract Rent, Quasi Rent, Pure Rent and Quasi Rent; Wages: Concepts of Time Wages, Piece Wages, Money wages, real Wages, factors determining real Wages; Interest: Gross and Net Interest. Components of Gross Interest; Profit: Theories of profit – risk, uncertainty, innovation |

Topics for assignments:

1. Discuss Basic Economic Problems.
2. Explain the nature of Economics.
3. Explain the Main Types of Demand (Price, Income, Cross).
4. Distinguish between Giffen Paradox and Veblen effect.
5. Distinguish between Composite Supply and Joint Supply.
6. Explain the special features of Factor Pricing. How does Factor Pricing differ from Commodity Pricing?
7. Explain the Constituents of gross profit.

Suggested topics for seminars and presentations:

1. Features of Modern Economy
2. Relevance of floor and ceiling prices in modern economic system
3. Regulated and unregulated markets and their consequences
4. Public goods and private goods

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

- Micro Economic Theory by R. Cauvery (S.Chand Publication.)
- Micro Economics by M.John Kennedy (Himalaya Publication)

Reference Books:

- Modern Micro Economics by H.L Ahuja (S Chand Publication)
- Modern Economic Theory by K.K Dewett (S. Chand Publication)
- Elementary Theory by K.K. Dewett & J.D.Verma. (S.Chand Publication.)
- Principles of Economics by D.M.Mithani (Himalaya Publication)

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-I

With Effect From Academic Year 2016-17

CC105:Forms Of Business Organization

Introduction: Business organizations which were initially small and localized have assumed complex and global dimensions. Businesses have moved from individual-owned to family-run and beyond. Hence it becomes imperative to have some understanding of the complex and dynamic structure of modern businesses along with the implications – positive and negative, in the form of combinations.

Objective: To provide basic understanding regarding the corporate form of organization – its formation, its management and its chief officers, and the implications of such a corporate structure in the form of business combinations.

Course Contents :

| Module | Modules/ Sub Modules |
|--------|--|
| 1 | Joint Stock Company : Meaning; definition under the Company's Act 1956; types; difference between Public Ltd. and Pvt. Ltd. companies; formation procedure (promotion, incorporation, subscription and commencement); detailed study of Memorandum of Association, Articles of Association, Prospectus and Statement in lieu of Prospectus. |
| 2 | Company Management i. <u>Director</u> – meaning; definition under Company's Act 1956; position; qualifications and disqualifications of a director; number of directors; powers, duties and liabilities of directors. ii. <u>Managing Director</u> – definition under Company's Act 1956; position; appointment and disqualifications; remuneration to Managing Director. iii. <u>Company Secretary</u> – definition under Company's Act 1956; position, qualifications; appointment; powers and duties of a Company Secretary. |
| 3 | Company Meetings, Resolutions and Minutes ; <u>Company meetings</u> - Meaning; types i. <u>Shareholders meetings</u> – statutory meeting; AGM and EGM; provisions regarding quorum, agenda, time and place of holding the meetings, notice; purpose of holding these meetings; business transacted at these meetings. ii. <u>Board Meetings</u> – provisions regarding time, place, notice, quorum, agenda; purpose of holding board meetings. <u>Resolutions</u> – meaning; types; <u>Minutes</u> – meaning; signing |
| 4 | Business Combinations : <u>Business Combinations</u> - Meaning; causes/reasons of combinations; economies(benefits) and diseconomies (evils) of combinations; types – horizontal, vertical forward and backward, lateral convergent and divergent, circular; forms – associations, federations, partial and total consolidations. |

Topics for assignments:

- 1 Features of a Joint Stock Company.
- 2 Winding up of Joint Stock Companies.
- 3 Class meeting of shareholders.
- 4 Debenture holders' meetings.
- 5 Creditors' meetings.
- 6 Functions of Commodity Exchanges.
- 7 Services offered by Commodity Exchanges.

Suggested topics for seminars and presentations:

1. Launching a new business enterprise.
2. Comparison of different forms of business organizations.
3. Business combinations in practice.
4. Role of Public Sector Enterprises in India.

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

- M C Shukla; Business Organization and Management; S. Chand Publication; 18th edition.

Reference Book:

- Fundamentals of Business Organisation & Management by Y.K.Bhushan (Sultan chand & Sons

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-I

With Effect From Academic Year 2016-17

CC106: BASIC MATHEMATICS

Introduction: The student will understand the mathematical concepts and terminology involved in Linear Algebra, Function, Permutation and Combination. The course focuses on how to interpret and solve business-related word problems and to develop simple mathematical models from a business perspective.

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

Course Contents :

| Module | Modules/ Sub Modules |
|---------------|--|
| 1 | Set theory: Introduction; Types of Sets; Venn Diagrams; Operations on Sets; Cartesian Product of two Sets; Applications |
| 2 | Function : Definition ;Types of functions ; Some functions in Commerce and Economics Applications Limit : Introduction; Definition and working rules of Limit; Some Standard Limits |
| 3 | Permutations and Combinations: Introduction; Important notations, meaning; Applications |
| 4 | Co-ordinate Geometry : Introduction; Cartesian Co-ordinate system; Distance formula; Line and slope of a line ; Different forms of equations of a line; Applications; Arithmetic and Geometric Progression |

Assignment:

1. Assignment on set theory
2. Assignment on function and limit
3. Assignment on permutation and combination
4. Assignment on co-ordinate geometry and arithmetic & geometric progression

Seminar Topics:

1. Prepare a project on the application of function used in real life.
2. Use of permutation and combination in TRANSPORT SYSTEM.

Recommended Text Books cum Reference Books :

Text Books:

1. Business Mathematics: Sancheti and Kapoor
2. Business Mathematics: Kashyap Trivedi and Chirag Trivedi

References:

1. Business Mathematics . (Second Edition) – Qazi Zameeruddin, Vijay K Khanna, SK Bhambri. (Vikas Publication)
2. Business Mathematics –II – J. K. Singh , Deepti Rani. (Himalaya Publishing House)
3. Mathematics for Management An Introduction – M Raghavachari (Tata Mc GrawHill)

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-I

With Effect From Academic Year 2016-17

CC107: IT Tools and Applications

Introduction: Computers are a part of life-personal, social and professional. Use of computers has pervaded all forms of activities and all aspects of human society. It has become inevitable for students of management to learn computers and its application.

Objective: To introduce the students to the fundamentals of computers and familiarize them with the jargon commonly used by computer literates. To introduce the students with some basic tools and applications which will enable them in e-communicating effectively and analyse data for decision making using data of different kinds. To introduce the student to the internet and its applications and thereby empowering him to utilize e-sources for upgrading his knowledge base.

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|---|
| 1 | <p>Unit-1 Introduction to Computers, Operating System Windows & its Utilities Computer system components, Input devices, Output devices, storage devices, computer storage elements, types of computer, Applications of computers, advantages of using computer; Operating System ; Computer software categories; Introduction to operating system; Types of User Interfaces; Functions of Operating Systems; Types of Operating Systems; Examples of Operating system; Booting Process</p> <p>Windows : Introduction to Windows, features of Windows, various versions; Components of Windows; Desktop, icon, My computer, My documents, Network Neighborhood, Recycle bin, start menu, taskbar, Windows Explorer; Control Panel</p> <p>Files and Folders: Creating Folder; Folder Operations (copying , moving and deleting) Creating files & file operations; Creating systems tool and disk defrag</p> <p>Internet and Outlook : What is Internet ; Most popular internet services; Functions of Internet like email, WWW, FTP, Usenet, IRC, instant messaging, Internet Telephony; How Internet works; Connecting to Internet; Managing emails; Using address book; Working with task list; Scheduling appointments ; Reminders; Events ; Journals; Notes</p> |
| 2 | <p>MS Word & Introduction to Excel Creating, navigating and editing Word documents; Formatting text of a document; Formatting , viewing and printing a document; Inserting and removing page breaks ; Insert Header and footers; Viewing a document; Page set up of a document; Printing a document; Working with tables and graphics; Working with objects; Mail merge and labels; Spelling and grammar tools; Autocorrect; Auto text; Auto format; Inserting endnotes and footnotes; Working with columns; Inserting comments; Creating index and tables from the content of document; Counting words; Macros; Saving document with</p> |

| | |
|----------|--|
| | <p>passwords.</p> <p>Introduction To Excel</p> <p>Concept of workbook, worksheet, workspace; Types of data; Formatting workbook; Conditional formatting; Sorting Data</p> |
| 3 | <p>MS PowerPoint</p> <p>Creating , browsing & saving Presentation; Editing & formatting slides; Linking multiple slides using hyperlinks and advance buttons; Using slide layouts ; Adding notes to the slides ; Editing and formatting slides ; Working with slide masters ; Inserting objects on the slide ; Animating objects ; Slide transitions ; Choosing preset animations ; Triggering animations ; Applying sound effects to animation effects ; Playing videos ; Rehearsing timings ; Slide show ; Slide show options(using pen pointer, highlighter); Pack & go ; Custom Show</p> |
| 4 | <p>Advanced Excel</p> <p>Data validation ; Data filter (Auto & Advance); Charts; What if analysis; Goal seek; Scenario ; Protecting Worksheet; Types of error</p> <p>Functions and formulas</p> <p>Mathematical Round, ceil floor, fact, subtotal, sum , sum if; Logical AND, OR, NOT, if; Statistical Min, max, avg, count if; Text Concatenate, Exact, find, left, right, len, lower, upper, trim; Lookup Hlookup, Vlookup; Date and Time Date, day, days360, hours, minute, now, second, time, today, year, datediff; Financial Functions; FV, IPMT, NPER, NPV, PMT, PV, Rate Pivot table</p> |

Recommended Text Books & Suggested reference Books:

Tax Book :

- Working with Personal Computer Software (2nd Ed.) – R.P.Soni, Harshal Arolkar, Sonal Jain , Wiley –India Publications

Reference Books:

- Office 2003 in simple steps- Dreamtech Press.

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-II

With Effect From Academic Year 2016-17

CC201: Communication Skills

Introduction: On a daily basis we work with people who have different opinions, values, beliefs, and needs than our own. Our ability to exchange ideas with others, understand others' perspectives, solve problems and successfully utilize the steps and processes presented in this training will depend significantly on how effectively we are able to communicate with others. Hence it becomes imperative to have some understanding of the complex and dynamic structure of modern communication and develop communication skills.

Objective: Behavioral pattern always gets changed in relation to status and role of an individual. It is in this respect that this course is designed to understand and examine the traits of individual as consumer in the society. The purpose is to have impact assessment over the changing marketing technology

Course Contents :

| Module No. | Modules/ Sub Modules |
|-------------------|--|
| 1 | Fundamentals of Communication: Importance of Communication; Definition and process of communication and feedback in Communication; Barriers to effective Communication; Features of effective Communication |
| 2 | Forms of Communication: Types of Communication (Verbal and Non-verbal with sub-types); Dimensions of Communication (Formal and Informal, Horizontal, upward; downward); Listening and its Types; Computer as a medium of modern communication and ethics related to it. |
| 3 | Text applications of social class Men of Steel: India's Business Leaders in Candid Conversation with Veer Sanghvi; Author: Veer Sanghvi ; Pub: Roli books, 2007; Short Question-answers should be asked from the text. |
| 4 | Language Skills |

Suggested Topics for Seminars:

1. Different Media of Communication (the students can write seminar papers on various media, i.e., social networking etc.)
2. Cross Cultural Communication
3. Methods to Initiate and Facilitate Feedback in the Modern World
4. Problems faced by learners of English as a second language and their possible Solutions
5. Comparative study of communication styles of various successful leaders.

Assessment to be done on the basis of quizzes, assignments and tests/exam. Quizzes and tests to be set from the syllabus itself. Suggested areas/topics for assignments:

Suggested Topics for Assignments/Quiz:

1. Listening Comprehension
2. Case analysis to test the effectiveness of Communication (Unit 1 & 2)

3. Vocabulary from the text book. (Unit 3)
4. Contextual usage of idioms, phrases. (Unit 4)
5. Success Stories of Entrepreneurs (other than the text book)

Recommended Text Books:

- Consumer Behavior by Leon G. Schiffman & Leslie Lazar Kanuk (Ninth edition)

Suggested reference Books:

- Business Communication Today – By Bovee, Thill, Schazman
- Business Communication – by Pal and Korlahalli
- Business Communication – by S M Rai and U S Rai
- Business Communication – Meenakshi Raman and Sangeeta Sharma
- Business Communication – by Asha Kaul
- Contemporary Business Communication – Scott Ober
- Business Communication – By Sangeeta Magan
- Business Communication – by Meenakshi Raman and Prakash Singh (Case Method Approach)
- Business Communication – by N S Pradhan and Homai Pradhan
- Business Communication – by P D Chaturvedi and Mukesh Chaturvedi
- Modern Commercial Correspondence – by R S N Pillai and Bagavathi
- Enrich your English – by CIEFL (Academic Skills book)
- Contemporary English Grammar – Raymond Murphy
- Essential English Grammar - Raymond Murphy
- Business Maharajas – Gita Parimal

Different Media of Communication (the students can write seminar papers on various media, i.e., social networking etc.)

Cross Cultural Communication Methods to Initiate and Facilitate Feedback in the Modern World

Problems faced by learners of English as a second language and their possible Solutions

Comparative study of communication styles of various successful leaders

Guidelines for FYBBA Communication Skills Practical

1. Speech Making: The students would be asked to make extempore speeches on current topics (could be related to social evils, economic developments, political conditions, etc.) for the duration of 3 minutes.
2. Role Play: Role Play can be related to any of the following topics.
 - a. Conversing with an insurance agent
 - b. At a bank
 - c. At a shop
 - d. At a travel agency
 - e. At a ticket counter
 - f. Medical Representatives
 - g. Clients/patients to a counselor
 - h. Taking interviews (like a media personnel) of celebrities
 - i. Reactions/evasive replies/ negative responses to unwanted telephone calls
 - j. Conversation between teacher-student/boss-employee

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-II

With Effect From Academic Year 2016-17

CC202: Principles of Management-2

Introduction: The field of management has undergone a sea change and has today assumed the form of a profession with a well-defined body of knowledge. This knowledge is continuously evolving and new issues and findings are constantly emerging. This field is attracting many people who want to undergo a formal training in this area.

Objective: This subject is designed to provide a basic understanding to the students with reference to working of business organizations through the process of management. The first part of this course (offered in the first semester) will give a brief understanding of the managerial functions of planning (including decision-making) and organizing. The second part (offered in the second semester) will throw light on the managerial functions of staffing, directing and controlling.

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|--|
| 1 | Staffing Meaning; A. <u>Human Resource Planning</u> – Meaning; importance. B. <u>Job Analysis</u> – Meaning; importance. C. <u>Recruitment</u> – Meaning; only sources of recruitment. D. <u>Selection</u> – Meaning; only the selection process. E. <u>Training</u> – Meaning; methods of training – job rotation, lectures/conferences, vestibule (a short note on these). |
| 2 | Directing Meaning; Principles of directing <u>Motivation</u> – Meaning; Theories of motivation - Herzberg’s Two-Factor theory, McGregor’s Theory X and Theory Y, Theory Z. ; <u>Leadership</u> – Meaning; Theories of leadership – Blake and Mouton’s Managerial grid, Leadership Continuum. ; <u>Communication</u> – Meaning; importance. |
| 3 | Control. Meaning; nature of control; importance of control; the control process; essentials/principles of effective control system; techniques of control – Break-Even Analysis. |
| 4 | Emerging issues in Management <u>Knowledge Management</u> – Meaning; objectives. <u>Technology Management</u> – Meaning; functions, limitations. <u>Corporate Social Responsibility</u> – Meaning; arguments for and against CSR |

Suggested topics for seminars and presentations:

1. Total Quality Management.
2. Management Information System.
3. Use of symbols in communication.
4. Management practices across cultures.

Topics for assignments:

1. McClelland's Needs theory of motivation.
2. Autocratic style of leadership.
3. Democratic style of leadership.
4. Free-Rein style of leadership.
5. Budgetary Control.
6. Constituents of Knowledge Management.
7. Challenges facing Technology Management.
8. Approaches to Corporate Social Responsibility.

Recommended Text Books:

1. L. M. Prasad; Principles of Management; Sultan Chand and Sons, 6th edition.
2. Karminder Ghuman and K. Aswathapa; Management – Concept, Practice and Cases; Tata McGraw Hill; 1st edition (2010)

Suggested reference Books:

1. Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications; 1st edition.

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-II

With Effect From Academic Year 2016-17

CC203: COST ACCOUNTING

Introduction: Owing to the growing need of inculcating cost consciousness and encourage cost-reduction efforts, the area of cost accounting has emerged as a vital branch of accounting. The modern -day businesses in the manufacturing as well as service sectors are faced with the challenges of intense competition nationally and globally. Hence, these business units are forced to recognise the impact of cost control and cost reduction on profits. At the root is the need to thoroughly understand the types, nature, behaviour and effect of the various elements of cost on the pricing, production and profits. For the managers, knowledge of cost accounting is a prerequisite to successful management accounting.

Objective: The aim of this subject is to provide an extension of the fundamentals of marketing and develop the analytical skills and unleash the skills to harness the potential of marketing in the corporate world

Course Contents :

| Module No. | Modules/ Sub Modules |
|-------------------|--|
| 1 | BASIC CONCEPTS OF COSTING: Meaning of Costing, Objectives of Cost Accounting, Functions of Cost Accountant, Advantages of Cost Accounting, Objections to Cost Accounting, Elements of Cost, Types of Costing, Cost Classification, Methods of Costing, Terms used in Costing (cost concepts for decision making) |
| 2 | UNIT COSTING Preparation of Simple cost Sheet (Only single product costing), Tender Cost Sheet (Estimated Cost Sheet) |
| 3 | RECONCILIATION OF COST AND FINANCIAL ACCOUNTING Preparation of Reconciliation Statement based on Cost Sheet and Profit & loss Account. (Preparation of Cost Sheet and/or Profit & Loss Account and preparation of Reconciliation Statement) |
| 4 | NON-INTEGRAL ACCOUNTING (COST CONTROL ACCOUNTS) Cost ledger Control Accounts, Journal entries and preparation of Cost control Accounts. |

Topics for Assignment:

- 1 Application of different costing techniques in various industries
2. Direct & Indirect Expenses classification
3. Cost Accounting Records for movement of material and details of labour

Topics for Seminar and Quiz:

1. Contemporary issues in Cost Accounting
2. Developing costing technique for a specific industry

3. Cost Accounting Software used in various industries
4. Practical application of uniform costing in various industries
5. Use of Costing in Service Industry
6. Cost Reduction and cost control techniques

Recommended Text Books & Suggested reference Books:

Tax Book

- Cost Accounting Text and Problems by M. C. Shukla, T. S .Grewal and M. P. Gupta– S Chand – 10th Edition

Ref. Books

- Management Accounting by Paresh Shah – Oxford University Press
- Cost Accounting by J. Made Goda – Himalaya Publishing House – 1st Edition
- Cost Accounting by Jawahar Lal & Seema Srivastava – Tata McGraw Hill
- Publication - 2008 Edition

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-II

With Effect From Academic Year 2016-17

CC204: Principles of Economics (Macro)

Introduction: Macro Economics is a broad field of study. It is a branch of Economics dealing with the performance, structure, behavior & decision making of the entire Economy.

Objective: . To study the behaviour and working of the economy as a whole. To study relationships among broad aggregates. To apply economic reasoning to problems of business and public policy.

Course Contents:

| Module | Modules/ Sub Modules |
|---------------|--|
| 1 | Introduction to Macro Economics: Definition, Scope, Importance and Limitations of Macro Economics; National Income (NI) Accounting; Meaning of NI and Circular Flow of NI (in Four sector economy) ;Stock and flow concept, NI at Current Price and NI at Constant Price; Various concepts of NI (GNP, GDP, NNP, NDP), Personal Income, Disposable ;Income ; Methods for measurement of NI ;Difficulties in measurement of NI |
| 2 | Theory of Income and Employment ; Keynes' consumption function; Investment function; Keynesian theory of Income and employment; Investment multiplier; Interest rate theory - Liquidity Preference Theory |
| 3 | Money; Definition and Functions ; Stocks of Money (M1, M2, M3 and M4) ; Credit creation by Commercial Banks; Inflation; Meaning of Inflation, Deflation, Stagflation and Causes of inflation, Measures to Control Inflation; D. Business cycle; Meaning, characteristics and phases |
| 4 | Monetary policy; Meaning, Objectives and Tools; F. Fiscal policy; Meaning, Objectives and Tools; G. Balance of Payments; Meaning, Structure, Causes of Disequilibrium and Methods of Correcting Disequilibrium |

Topics for Assignment

1. Functions of Commercial Banks
2. Functions of Central Banks
3. Factors affecting Business Cycle
4. Use of National Income Data
5. Difference between BOT and BOP

Topics for Seminar

1. Inflation in India
2. Economic Growth and Economic Development
3. Role of Economic Policies in Economic Growth
4. Relationship between Inflation and unemployment
5. Recommended Text Books & Suggested reference Books:

Recommended Text Books & Suggested reference Books:

Text Book

- 1 . Macro Economics by D.M.Mithani (Himalaya Publication)
2. Macro Economics by R. Cauvery (S.Chand Publication.)

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-II

With Effect From Academic Year 2016-17

CC205: GROWTH AND STRUCTURE OF INDUSTRIES

Introduction: India is developing economy. Industrialization has a major role to play in the economic development of a country. The government of India launched the process of industrialization as conscious and deliberate policy of economic growth in early fifties.

Objectives : To expose students to a new approach to the study of the Indian Industries. To help the students in analyzing the present phase of the Indian Industries & Services. To acquaint students with the emerging issues in Industrial & Service sector in the light of policies of liberalization and globalization.

Course Contents:

| Module No. | Modules/ Sub Modules |
|------------|--|
| 1 | Introduction : Meaning of industry and industrialization, Significance of industrialization in India, Factors hampering India Location of Industries : Meaning and importance of location, Weber's theory of location and factors affecting location, Agglomeration and Deglomeration, Dynamics of industrial location |
| 2 | Public Sector in Indian Economy: Role of PSUs in India, Performance of PSUs and Problems of PSUs, Private Sector in Indian Economy: Role of Private Sector in India, Performance of Private Sector in the Post Liberalisation phase in India, Problems of Private Sector ,Growth and Contribution Of Service Sector in India |
| 3 | Small Scale and Cottage Industries :Meaning, characteristics and classification (cottage, modern SSI and tiny units), Importance of SSI in Indian economy, Problems faced by SSIs, Policy measures for SSIs (Government Assistance to SSIs, Industrial Estates, DICs, Policy of reservation for SSIs), the industrial policy 1991 and SSIs, Financial Institutions for SSI (NSIC, SIDBI, SFCs, SIDC) |
| 4 | Industrial Policy : An outline of the industrial policies in the pre-reform (1991) period.; Provisions of the industrial policy after 1991 Policies for Industrial Sickness : Meaning of industrial sickness, causes of industrial sickness in India, Government's measures for sick industrial units Indian Industries and the Energy problem: Sources of Energy, Energy Crisis and Measures to solve Energy Crisis |

Topics for Assignment

1. Classification of Industries
2. Measures to improve efficiency of PSUs
3. Five Year Plan & Small Scale Industries
4. Occupational Structure in India
5. Importance of infrastructure in economic development

Suggested Topics for Seminar

1. Industrial Development during Planning
2. Need for Macro Finance in India
3. Role of Industries in the development of Indian Economy
4. Role of Human Recourses in the development of Indian economy

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

- (1) Indian Economy (28th Revised Edition) by Mishra & Puri(Himalaya publication)
- (2) Industrial Economy of India by S.S.M Desai & N. Bhalerao

Reference Book :

- (1) Indian Economy by Datt & Sundharam (S.Chand Publication)

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-II

With Effect From Academic Year 2016-17

CC206: Business Mathematics

Introduction: India is developing economy. Industrialization has a major role to play in the economic development of a country. The government of India launched the process of industrialization as conscious and deliberate policy of economic growth in early fifties.

Objective: The objective of the course is to introduce the student to the basics in mathematics utilized for pricing of financial derivatives. To provide the student basic understanding of the mathematical ideas and technical tools used in modeling. Prepare students for subsequent work in their business majors and for their future careers in the business community.

Course Contents :

| Module | Modules/ Sub Modules |
|--------|---|
| 1 | Derivative and its applications Introduction, Definition, Derivative of a function of one variable , Derivative of standard functions (e.g. x^n , ax , ex , $\log x$) (without proof) , Rules of derivative (Addition, Subtraction, Multiplication, Division, Chain), Examples, Logarithmic differentiation, Marginal Revenue function, Marginal Cost function, Profit function Price elasticity of demand and supply. |
| 2 | Second order derivative Introduction, definition and examples of second order derivatives, Maxima and Minima of a function, Applications: Profit, Revenue Maximization and Cost Minimization ,Partial derivative and its applications to functions of two variables |
| 3 | Matrix Algebra Introduction, Types of matrices, Addition and subtraction of Matrices, Multiplication by scalar, Multiplication of two matrices, Inverse of matrix (up to 3×3 matrix using adjoin matrix), Applications to business problems and solving |
| 4 | Mathematics of Finance Introduction, simple interest, compound interest Effective rate of interest, Present value, Annuity, Simple applications |

Assignment Topics:

1. Assignment on derivative and its applications
2. Assignment on matrices
3. Assignment on mathematical finance

Seminar Topics:

1. Matrix application in the salary system of an office.
2. Financial project as a part of savings and investment.
3. Use of financial mathematics on personal savings.

Recommended Text Books & Suggested reference Books:

- Text Books:** a) Business Mathematics: Sancheti and Kapoor
 b) Business Mathematics: Kashyap Trivedi and Chirag Trivedi

Refrences:

- Business Mathematics . (Second Edition) – Qazi Zameeruddin, Vijay K Khanna, SKBhambri. (Vikas Publication)
- Business Mathematics –II – J. K. Singh , Deepti Rani. (Himalaya publshing House)
- Mathematics for Management An Introduction – M Raghavachari (Tata Mc GrawHill)

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University

Bachelor of Business Administration

Semester-II

With Effect From Academic Year 2016-17

CC207: PRACTICAL STUDIES

Introduction: The BBA programme aims at providing a practical insight to the student in the various functions of business enterprises. It is this aspect which gives a learner an edge over other programmes in same area. Lack of industry- exposure would prove fatal and hence a student of management needs to undergo practical training to sharpen his theoretical skills and knowledge.

Objective: This course aims at bridging the gap between theory and practice by providing an opportunity to the student to acquire basic understanding of the functioning of a business organisation. It attempts to introduce a student to the various functional areas of management through industrial exposure followed by report writing and viva-voce. It also aims to sharpen the communicative skills of the students through practical training in some of the important skills required to be mastered by middle and higher level managers. **Key features:** HRD and management, HRD activities& emerging issues in HRD.

General Instruction :

- a. The practical studies paper be incorporated in the second semester of B.B.A. course with 3 credits and 4 ½ hours per week in the following manner:-

| Component | Hours per week |
|---------------------------|----------------|
| Communication practical's | 3 ½ |
| Project work | 1 |
| Total | 2 ½ |

- b. Each batch for practical studies should not have more than 40 students. For every batch 3½ hours per week have to be allocated for communication practicals and 1 hour per week for the project work.
- c. The evaluation of communication skills practical's will consist of role plays and speech making whereas the project work will be evaluated on the basis of project report and individual viva-voce.
- d. The marks allocation will be as follows:-

| Evaluation | Internal | | External | |
|-----------------------|----------------|----------------|----------------|---------------|
| Communication | 15 Marks | | 35 Marks | |
| Practicals | | | | |
| Details | Role play | Speech making | Role play | Speech making |
| Marks | 9 | 6 | 20 | 15 |
| Project work | 15 Marks | | 35 Marks | |
| Details | Viva voce | Project report | Viva voce | Project work |
| Marks | 09 | 06 | 20 | 15 |
| Total Marks | 30 | | 70 | |
| Minimum Passing Marks | 12 (out of 30) | | 28 (out of 70) | |

- e. The marks for practical studies shall be considered for deciding class and percentage of the student.
- f. Minimum passing marks shall be at par with other subjects i.e. 40%.

Guidelines for Project Work :

- a. The visit should be to a manufacturing unit, which can be of any size and any form of organisation.
- b. A batch of 35 to 40 students should be taken for the visit.
- c. Students are required to prepare an individual report based on information gathered during the visit and/or sessions with industry representatives in consultation with the concerned teacher.
- d. The report can be of 30 to 40 pages, more descriptive in nature. Use of graphics and pictures should be minimised. Also, mere reproduction of secondary data should be avoided. It should cover the Syllabus following areas:-
 1. COMPANY PROFILE:- Name, Registered address, Brief History, Mission, Vision, Products, Form of organisation, Organisation Structure, Locational issues, Awards and Achievements.
 2. PRODUCTION:- Product classification, Production process, Production capacity, Plant layout, Raw material and its procurement, Ways to handle industrial waste.
 3. MARKETING:-Basic data about product, price distribution and promotion as 4 p's of marketing, Competitors.
 4. HUMAN RESOURCES:- Number of employees at each level, shifts , Recruitment, Selection, Training initiatives, Compensation, Policies regarding promotion and transfer.
 5. FINANCE:- Investment in the organization, Sources of funds, Last 3 years sales turnover, Profit and Loss account and Balance Sheet. (if available)
 6. Social Responsibility and future plans of the organization.



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-III

With Effect From Academic Year 2016-17

CC301: Commercial Communication

Objective: This course is designed to give the learners a comprehensive view of communication as it operates within an organizational setting. ; It attempts to develop an awareness of the importance of succinct written expression to modern business communication. ; It focuses on preparing the learners to effectively use various forms of written professional communication both the time-tested ones and as well the ones emerging with the technological developments.

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|--|
| 1 | <p>Introduction to Commercial Communication and its basic forms:</p> <p>1.1 Difference between Professional/Commercial Communication and General Communication,</p> <p>1.2 Features of Successful Profession Communication</p> <p>1.3 Purpose of Professional/Commercial Communication in an organizational set-up.(Refer to <i>Communication Skills</i> by Sanjay Kumar and Pusplata, Oxford Higher Education Publication, 2010. Chapter 1 sub points 1.4, 1.5, 1.7)</p> <p>1.4 Email writing as an emerging form of Commercial Communication: CommonPitfalls, Guiding Principles of Composing Emails, Maintaining Common Etiquette.(Refer to <i>Communication Skills</i> by Sanjay Kumar and Pusplata, Oxford Higher Education Publication, Chapter 26)</p> <p>1.5 Memo as a form of Business Communication:</p> <p style="padding-left: 20px;">a. Format of Memos, Advantages of Memos</p> <p style="padding-left: 20px;">b. Memo Writing : Warning Memo, Congratulatory Memo, Information Memo, Request Memo</p> <p>(Refer to <i>Essentials of Business Communication</i> by Rajendra Pal and Korlahalli, CC 17)</p> <p>(Refer to <i>Communication Skills</i> by Sanjay Kumar and Pusplata, Oxford Higher Education Publication, Chapter 26)</p> <p>1.6 Memo as a form of Business Communication:</p> <p style="padding-left: 20px;">a. Format of Memos, Advantages of Memos</p> <p style="padding-left: 20px;">b. Memo Writing : Warning Memo, Congratulatory Memo, Information Memo, Request Memo</p> <p>(Refer to <i>Essentials of Business Communication</i> by Rajendra Pal and Korlahalli, CC 17)</p> |
| 2 | <p>Forms of Commercial Communication: Business Letters</p> <p>2.1 Structure and Layout of Letters, Elements of Style,</p> <p>2.2 Letter Writing :</p> <p style="padding-left: 20px;">a. Inquiry and its Reply,</p> <p style="padding-left: 20px;">b. Order and Acknowledgment of Order, (Confirmation with Full execution and Partial Execution, Inability to execute the order)</p> <p style="padding-left: 20px;">c. Complaints and Adjustments</p> <p>(Refer to <i>Essentials of Communication</i> by Rajendra Pal and Korlahalli chapters No. CC-2, CC-3, CC-5, CC-6, CC-8)</p> |

| | |
|----------|---|
| 3 | <p>Forms of Commercial Communication: Business Reports:</p> <p>3.1 Types of Reports, Salient features of a good business Reports, Stages in writing Reports</p> <p>3.2 Writing Reports-</p> <p>a) Investigating decline in Sales of a particular product</p> <p>b) Looking into Demands and grievances of the Employees</p> <p>c) Looking into an accident in the factory Selecting a suitable site for opening a factory/business unit</p> <p>d) Investigating complaints against Employee/employees</p> <p>e) Investigating the performance of branches of a business unit</p> <p>(Refer to Essentials of Business Communication by Rajendra Pal and Korlahalli, chapters No. WC -1 and WC-2)</p> |
| 4 | <p>Effectiveness of Commercial Communication:</p> <p>4.1 Business Vocabulary</p> <p>a. List of confusing words(as per the list attached)</p> <p>b. List of suitable substitutes for inflated phrases (as per the list attached)</p> <p>4.2 Comprehension of an unseen passage on commercial topic</p> |

Topics for Assignments :

1. Case Studies from the above Letters to check their effectiveness. (Unit 1 and 2)
2. Case Studies from the above Memos/ Reports to check their effectiveness. (Unit 1 and 3)
3. SWOT Analysis of a Business Personality/Unit
4. Contextual usage of confusing words given in the list.
5. Comparison of memos and office orders.

Suggested Topics for Seminar:

1. The Impact of technological advancements on communication.
2. Use of formal and informal language in written communication.
3. Aids to correct writing
4. Drafting Advertisements
5. Communication Games

Recommended Text Books & Suggested reference Books:

1. Kumar, Sanjay and Pusplata, *Business Communication*, New Delhi: Oxford Higher Education, 2010 Pal,
2. Rajendra and Kolrahalli, *Essentials of Business Communication*, New Delhi: Sultan Chand Publication, 2005
3. Chaturvedi, P D and Mukesh Chaturvedi. *Business Communication: Concepts, Cases and Applications*. New Delhi: Pearson Education, 2004.
4. Haldar, Ritwik. *A Textbook of Business Communication*. Mumbai: Himalaya Pub, 2011.
5. Jain, V K, and Omprakash Biyani. *Business Communication*. New Delhi: S Chand, 2007.
6. Koneru, Aruna. *Professional Communication*. New Delhi: Tata McGraw-Hill, 2010.
7. Lesikar, Raymond and Marie Flatley. *Basic Business Communication*. New Delhi: Tata McGraw-Hill. 2002.
8. Pathi Satyanarayan. *Modern Business Communication*. New Delhi. Himalaya Publication. 2008.
9. Rai, Urmila. *Managerial Communication*. New Dellhi: Himalaya Publication. 2007.

10. Raina, Roshan Lal, Iftikhar Alam and Faiza Siddiqui. *Professional Communication*. Mumbai: Himalaya Publishing House, 2012.
11. Raman, Meenakshi and Sangeeta Sharma. *Communication Skills*. New Delhi: Oxford University Press, 2010.
12. Raman, Meenakshi and Sangeeta Sharma. *Technical Communication-Principles and Practice*. New Delhi: Oxford University Press, 2011.
13. Ramachandra, K K, Lakshmi K K et al. *Business Communicaiton*. Chennai : MacMillan Publication, 2007.
14. O'Hair, Dan, Gustav Friedrich and Lynda Dixon. *Strategic Communication: In Business and the professions*. New Delhi: Pearson Education, 2008.

List of Confusing Words

1. **Access:** approach
Example: The managing Director of the company is easy of access.
Excess: More than
Example: Our profits are far in excess of what we expected.
2. **Adapt:** to adjust
Example: We shall have to adapt this technology to Indian conditions. **Adopt:** to take up
Example: We should not adopt unfair means even if we fail. **Adept:** skilled
Example: Those who are adept in the art of flattery make rapid progress in life.
3. **Advise (Verb):** give advice, recommend
Example: They advised us to postpone the launching of our new product.
Advice (Noun): recommendation on how to work.
Example: If we had followed his advice, we should not have incurred such a heavy loss.
4. **Affect: (1)** to pretend
Example: The peon affected ignorance of the whole affair.
(2) Produce material effect:
Example: Hard work affected his health.
Effect(Noun): result
Example: The new policy did not produce any noticeable effect on the sales.
Effect (Verb): to produce Examples are given only so that students can understand the terms better. Students can use other examples in the examination. Example: I have effected the necessary changes in the schedule.
5. **Alternate:** leaving one and taking the next
Example: I visit the market on alternate days. **Alternative:** other choice
Example: We have no alternative but to appoint this candidate.
6. **Appraise:** to estimate, to judge
Example: It is difficult to appraise the work of the secretary at this stage.
Apprise: to inform
Example: The manager has been apprised of the whole situation.
7. **Casual:** incidental
Example: The Director made a casual reference to the diversification plans. **Causal:** denoting cause
Example: You must give me in detail all the causal factors.

8. **Cite:** to quote
 Example: He cited my examples to support his arguments. **Sight:** view, vision
 Example: The sight of the new factory filled his heart with happiness. **Site:** place for building
 Example: This site is very suitable for a chemical factory.
9. **Compliment:** an expression of regard
 Example: I paid him compliments on his fine handlings of the office work.
Complement: that which completes
 Example: A good secretary complements the work of the chairman.
10. **Council:** advisory or administrative body
 Example: The Prime Minister will consult the Council of Ministers before taking the final decision.
Counsel: advice
 Example: I am grateful to you for this valuable counsel.
11. **Credible:** believable
 Example: I don't find the statement of the cashier credible.
Creditable: worthy of credit
 Example: Our company's performance this year is quite creditable.
12. **Deny:** Declare untrue or non-existent
 Example: They denied having received any letter from us. **Refuse:** indicate unwillingness or inability
 Example: The chairperson refused to sanction the payment.
13. **Dependant:** one who depends on another for his maintenance Example: He left sufficient money for the dependants.
Dependent: relying on
 Example: Most of the farmers are still dependent on rain.
14. **Deprecate:** to disapprove strongly
 Example: His father deprecated his proposal of setting up independent business.
Depreciate: to go down
 Example: The cost of money is depreciated.
15. **Device (noun):** thing made for special purpose
 Example: The new device will cut down the cost of production considerably. **Devise (Verb):** carefully plan or invent
 Example: I have devised a new strategy to increase efficiency in the office.
16. **Emigrant:** one who leaves his country to live in another
 Example: The owner of this farmhouse is an emigrant from England. **Immigrant:** one who comes to live in a foreign country
 Example: In England, the immigrants do not enjoy the same rights as the British.
17. **Equitable:** fair, just
 Example: There ought to be equitable distribution of work among all members.
Equable: uniform
 Example: The climate of Bombay is equable.
18. **Expedient:** desirable, advisable
 Example: It is not expedient for you to see the chairperson at this moment.
Expeditious: quick
 Example: Expeditious steps should be taken to increase the output.

19. **Honorary:** holding an office without receiving a pay Example: Mr. Gupta is an honorary member of our society. **Honourable:** worthy of honour
Example: Many honourable Members of Parliament were present on this occasion.
20. **Industrial:** relating to industry
Example: Discuss the prominent features of the new industrial policy.
Industrious: hardworking
Example: Being industrious, she has secured a high first division.
21. **Judicial:** pertaining to law
Example: This is my decision in my judicial capacity.
Judicious: wise
Example: We should be judicious in choosing our profession.
22. **Later:** comparative degree of 'late' Example: She reached the office later than I.
Latter: coming after (refers to position)
Example: Sudha and Madhu are the two secretaries. The latter is the more dynamic of the two.
23. **Loose:** not tight/free from bonds or restraint Example: This shirt is too loose for me.
Lose: be deprived or cease to have
Example: You are sure to lose in this bargain.
24. **Necessaries:** Things without which life is not possible, such as food, clothing and shelter Example: the necessaries of life should be available at low prices
Necessities: Pressing needs
Example: One should not adopt unfair means to fulfil the necessities of life.
25. **Negligent:** careless
Example: Members found negligent will be taken to task.
Negligible: Very little
Example: There was a negligible rise in the profits.
26. **Official:** connected with the office
Example: The manager has gone on an official tour.
Officious: meddling
Example: I get irritated at his officious manners.
27. **Persecute:** to oppress
Example: Jews were persecuted by Hitler. **Prosecute:** to initiate legal proceedings against Example: Trespassers will be prosecuted.
28. **Personnel:** persons employed in any service
Example: This office employs highly educated and cultured personnel.
Personal: private
Example: Personal matters should not be discussed in the office.
29. **Practical:** opposed to theoretical
Example: Your plan is attractive but there will be some practical problems.
Practicable: that which can be translated into action
Example: Your plan is attractive but not practicable.
30. **Precede:** to go before
Example: Duty should precede everything else.
Proceed: to go on
Example: The inspection committee is proceeding to Mumbai tomorrow.

List of Inflated Words and their substitutes:

| No | Inflated phrases | Suggested substitute |
|-----------|--|-----------------------------|
| 1 | Accomplish | Do |
| 2 | Accordingly | So |
| 3 | Acquire | Get |
| 4 | along the lines of | Like |
| 5 | a decreased number of | fewer |
| 6 | a large number of | Many |
| 7 | a large proportion of | Much |
| 8 | at a rapid rate | rapidly |
| 9 | at some future time | Later |
| 10 | at present time, at this point of time | Now |
| 11 | bring about | Cause |
| 12 | call for your attention | remind you |
| 13 | come to the conclusion | conclude |
| 14 | combined together | combine |
| 15 | Commence | Begin |
| 16 | due to the fact that | because |
| 17 | except in a small number of cases | usually |
| 18 | for the purpose of | For |
| 19 | have the appearance of | look like |
| 20 | in view of the fact that | As |
| 21 | in accordance with | by, under |
| 22 | in the interest of | For |
| 23 | in this case | Here |
| 24 | in the vicinity of | Near |
| 25 | in several instances | Often |
| 26 | owing to the fact that | because, since |
| 27 | prior to the time that | before |
| 28 | personally speaking | I think |
| 29 | under circumstances in which | If |
| 30 | with the result that | So |

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-III

With Effect From Academic Year 2016-17

CC302: Introduction to Marketing Management

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?

Course Contents :

| Module | Modules/ Sub Modules |
|---------------|---|
| 1 | Introduction to Marketing: A) Scope and Importance B) Core Marketing Concepts C) Marketing as a Function D) Marketing Orientations or Concepts E) Difference between Selling & Marketing F) Marketing Process G) Marketing Mix <ul style="list-style-type: none"> - Developing the Marketing Mix - The Role of Marketing Mix in Marketing Planning and Marketing Strategy - Choosing the Optimum Marketing Mix |
| 2 | Market Segmentation, Targeting and Positioning A) What is Market Segmentation? B) Benefits of Segmentation C) Bases of Segmentation D) Target Marketing <ul style="list-style-type: none"> - Positioning |
| 3 | Buyer Behaviour and Marketing Research <ul style="list-style-type: none"> - What is Buyer Behaviour? - Meaning and Importance - Buyer Behaviour Models - Buying Characteristics Influencing Consumer Behaviour - Buyer Decision Making Process (including Buying Roles and Types of Buyer Behaviour) - Factors Influencing Organizational Buyers |
| 4 | Marketing Research and Marketing Information Systems: A) Definition of Marketing Research B) Objectives and Importance of Marketing Research |

| | |
|--|--|
| | <p>C) Process of Marketing Research</p> <p>D) Applications of Marketing Research</p> <p>E) Limitations of Marketing Research</p> <p>F) Introduction of MkIS</p> <p>G) Components of a MkIS</p> |
|--|--|

Topics for Assignments :

1. Ten entities that can be 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, Ready made 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. Target market of any 3 companies in/for last 5 years.

Recommended Text Books & Suggested reference Books:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-III

With Effect From Academic Year 2016-17

CC303: Company Account (Paper-I)

Objective:

The objective of the paper is to familiarize the students in respect of various legal provisions for preparation and presentation as per the Indian Companies Act, 1956 and the prevailing accounting standards. The course also exposes to students contemporary issues in Accounting.

Course Contents :

| Module No. | Modules/ Sub Modules |
|-------------------|--|
| 1 | (A) Issue of Bonus shares -Meaning,Sources and Guidelines for the issue of Bonus Shares, Accounting treatment for the issue of bonus shares. (B) Share split - subdivision of shares and conversion of shares into Stock Buyback of share :Meaning Legal provisions for buyback of shares, SEBI guidelines for buyback, accounting treatment for buyback (c) Employee Stock Option Scheme: Meaning Employee Stock Purchase Scheme (Theory only) |
| 2 | Final Accounts of Companies : (Vertical Format Only – Excluding calculation of managerial remuneration. |
| 3 | Amalgamation and Absorption: Accounting for Mergers and Acquisitions (As per Indian Accounting Standard – 14) Purchase method and pooling of interest method (excluding Inter- Company holding) |
| 4 | (A) Human Resource Accounting : Meaning, Objectives, Benefits and Limitations, Methods of Valuation (Only theory) - Historical Cost, Replacement Cost, Opportunity Cost, Standard Cost and Present Value Method. (B) Inflation Accounting: Meaning, Approaches to Inflation Accounting (Theory Only). (C) Recent developments in Accounting: Environmental accounting – Meaning and Significance, An Overview of Corporate Environmental reporting in India.; Forensic accounting – Meaning, Role of Forensic Accountant. |

Topics for Assignments :

1. Lean Accounting- Meaning and Objectives.
2. Social Accounting – Meaning and Approaches to Social Accounting
3. Right Issue – Concept and advantages.
4. Company Liquidation – Meaning, modes and consequences.

5. Brand Accounting.
6. Inter Firm Comparison – Meaning, Pre-requisites, advantages and limitations.
7. Auditing – Meaning, Objectives, Types of Audit, Qualities of an auditor, qualifications of an auditor, Status of an auditor

Suggested Topics for Seminar:

1. Foreign Exchange Accounting.
2. Accounting Standards - AS – 3 & AS – 6.
3. Deferred Tax Liability and Deferred Tax Asset.
4. Earnings per Share.
5. Extensible Business Reporting Language (XBRL)

Recommended Text Books & Suggested reference Books:

1. Corporate Accounting 5th Edition by Dr. S.N.Maheshwari & Dr. S.K. Maheshwari Vikas Publishing House.
2. Advanced Accountancy – II (Corporate Accounting), 18th Edition by S.P.Jain & K. N Narang , Kalyani Publication.
3. Financial Accounting – Principles & Practices by Jawaharlal and Seema Srivastava. S.Chand Publication.
4. Corporate Accounting – by A. Mukherjee & M. Hanif – Tata Mcgraw Hill.
5. Financial Accounting for Management (An Analytical Perspective) 3rd Edition by Amrish Gupta - Pearson Publication.

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-III
 With Effect From Academic Year 2016-17

CC304: Managerial Economics (Paper-I)

Objective: To Familiarize the students with concepts and analytical tools in Managerial Economics applied in a variety of day-to-day business situations.

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|--|
| 1 | <p>Chapter 1: Introduction : Definition of Managerial Economics. The nature and scope of Managerial Economics Relationship of Managerial Economics with other disciplines. (Mathematics, economics, statistics)</p> <p>Chapter 2: Demand Distinction: Producers' Demand and Consumers' Demand Demand for Durable goods and Non durable goods. Firms' Demand and Industries' Demand. Short run Demand and Long run Demand. Derived Demand and Autonomous Demand. Sectoral Demand and Market Demand.</p> <p>Chapter 3: Demand Forecasting : Definition and Importance of demand forecasting. Methods of Demand Forecasting.</p> |
| 2 | <p>Chapter 4: The Theory of Consumer Behaviour. : Definition of Indifference Curve. Marginal Rate Of Substitution. Law of diminishing marginal rate of substitution. Characteristics of Indifference curve. Budget Constraint/ Price-line /Income- expenditure line. Consumer's equilibrium with ordinal approach. Income Effect Substitution Effect (slutsky equation) Price Effect (only for normal goods) Price Consumption Curve.(Different shapes of PCC, Derivation of demand curve with the help if PCC) Consumer's surplus with ordinal approach.</p> |
| 3 | <p>Chapter 5: Elasticity of Demand: Concept of Income Elasticity, degrees of income elasticity and factors affecting Income Elasticity. Concept of Price Elasticity, degrees of price elasticity, factors affecting price elasticity and its application Methods of measuring price elasticity. 1. Percentage Method, 2. Total Outlay Method, 3.Point Elasticity Method.</p> |
| 4 | <p>Chapter 6: Theory of Production Function : Concept of Production function. Total, Average and Marginal Productivity. Isoquants and Iso-cost line. (Concept, Characteristics, MRTS) Returns to Scale. Law of variable Proportion.</p> <p>Chapter 7: Cost of Production and Cost Curves (Theory of Costs) : Concept of Cost</p> <ol style="list-style-type: none"> a. Accounting Cost Vs. Economic Cost. b. Money Cost Vs. Real Cost. |

| | |
|--|--|
| | <p>c. Private and Social costs. d. Fixed Cost Vs. Variable Cost. e. Opportunity Cost. f. Sunk Cost.</p> <p>Cost of Production in the Short Run a Fixed cost, Variable cost, and Total cost. b. Average Fixed cost, Average Variable cost, and Marginal cost c. Relationship between Marginal Cost and Average cost.</p> <p>Cost of Production in the Long run. a. Long run marginal cost (LMC) and Long run Average cost (LAC) b. Relation between LMC and LAC</p> |
|--|--|

Topics for Assignments :

1. Types of Demand
2. Law of Variable Proportion
3. Short run cost concepts
4. Features of Indifference curve

Suggested Topics for Seminar:

- (1) Application of Price Elasticity
- (2) Applicability of concept of Consumer's Surplus
- (3) Relationship between Managerial Economics and other Discipline

Recommended Text Books & Suggested reference Books:

1. **Managerial Economics** By D.M.Mithani
2. **Managerial Economics** By P. L. Mehta.
3. **Micro Economic Theory** By H.L. Ahuja.

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-III

With Effect From Academic Year 2016-17

CC305: Fundamental of Financial Management

Objective:

- To familiarize students with the concepts, tools and practices of financial management.
- To understand the decisions to be taken by financial managers of business firms.

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|---|
| 1 | <p>Finance Function: Meaning, Scope, Classification of functions (Long term-short term; Executive-Routine). Organisation of Finance Function (status and duties of a Financial manager : Treasurer and Controller). Objectives/Goals of Financial Management.</p> <p>Time Value of Money: Concept and numerical of Compounding and Discounting including annuity (excluding valuation of securities).</p> |
| 2 | <p>Management of working capital: Concept, Types, Factors affecting working capital needs, Operating cycle approach, Dangers of excessive and inadequate working capital.</p> <p>Cash Management: Meaning, Motives of holding cash, Functions/objectives of cash management, Cash budget (with numericals).</p> <p>Inventory Management: Meaning, Objectives of holding inventory, Factors affecting inventory, Techniques of inventory management :(1) EOQ (with numericals including discount concept), ABC Analysis(without numericals) (2)Reorder point (without numericals),</p> <p>Recievables Management: Meaning, Cost and benefits, size of of receivables, optimum credit policy and credit policy variables, (only simple numericals of receivables are expected.)</p> |
| 3 | <p>Leverage: (numerical and theory) Operating leverage: Meaning, degree and effects of operating leverage on profits. Financial leverage: Meaning and degree Trading on equity: Meaning, benefits and risks (including EBIT-EPS analysis) Combined leverage.</p> <p>Concept and numerical on : (a) Financial Break-Even, (b)Indifference point.</p> |
| 4 | <p>Capital budgeting : A) Meaning and significance of capital budgeting, Types of capital budgeting decisions. ; b)Techniques: (Meaning, Accept-Reject criterion, Advantages and Disadvantages, comparison and numerical based on each method.)</p> <p>1) Payback period; 2) Average Rate of Return; 3) Net present value; 4) Profitability Index; 5) Internal Rate of Return .</p> |

Topics for Assignments :

1. Introduction to Contemporary issues like: JIT systems, Out sourcing, Computerised inventory control system.
2. Techniques of controlling inflows and outflows in modern times.
3. Capital Rationing and its relevance in capital budgeting decisions.
4. Capital Structure: Meaning and Features of an ideal capital structure.
5. Relationship of finance with economics, accounts and other disciplines

Suggested Topics for Seminar:

1. Management of working capital in India.
2. Emerging role of finance managers in India.
3. Effect of high and low operating and financial leverage for a business.
4. ABC analysis of debtors

Recommended Text Books & Suggested reference Books:

1. Financial Management-Principles and Practice: C.Sudarsana Reddy, Himalaya Publishing House.
2. Financial Management: Text, Problems and cases: M.Y.Khan and P.K.Jain :Tata McGraw Hill Education Pvt. Ltd.
3. Financial Management P.V. Kulkarni and B.G. Satyaprasad.
4. Essentials of Financial Management: I.M.Pandey, Vikas Publishing House Pvt. Ltd.
5. Financial Management : Prasanna Chandra.
6. Financial Management : Dr. V.k. Palanivelu, S. Chand.
7. Financial Management : Sheeba Kapil, Pearson.
8. Financial Management : Rajiv Srivastav and Anil Mishra, Oxford university press.

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-III

With Effect From Academic Year 2016-17

CC306: Basic Human Resource Management

Introduction: Any organization is made up of four basic resources – Men, Material, Money and Machinery. It is people that make use of non-human resources and hence are considered most significant resources in an organization. Better educated, more skilled and well aware of their interest are few distinguishing characteristics of modern human resources. Human resource management is an art of managing human capital in such manner that they give best to the organization.

Objective: To impart the fundamentals of Human Resource Management to the students. ; To introduce HRM as an integral managerial function while focusing on pre-procurement, procurement and development of human resources.

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|---|
| 1 | <p>Introduction : Definition, Scope and Objectives of HRM</p> <p>Pre-Procurement : <u>Human Resource Planning</u>: 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)</p> <p><u>Job Analysis</u>: Meaning of Job analysis, Process of job analysis(including methods of data collection – interview, questionnaire, observation ,checklist, diary, technical conference.</p> |
| 2 | <p>Procurement :</p> <p>Recruitment : Definition and process of recruitment.</p> <p>Selection : Definition ; Types of selection tests (in detail) – 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 detail)- one to one , sequential , panel , structured, unstructured, mixed, behavioral, stress. Common interview problem, interview do's and don'ts.</p> <p>Orientation : Meaning , types of orientation programmes – formal and informal, individual and collective, serial and disjunctive, investiture and divestiture.</p> |
| 3 | <p>Development :</p> <p>Job Design : Definition , Methods of job design- work simplification, job rotation, job enrichment, job enlargement , autonomous or self directed team, high performance work team.</p> <p>Development : Definition of development , need and objective of development, methods of development – understudy assignment, committee assignment, transaction analysis, organization development, role play, in basket exercise.</p> <p>Career planning : Concept of career, career planning and succession planning, career stages – Exploration , Establishment, Mid-career, Late career and Decline.</p> |

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| 4 | <p>Evaluating and Rewarding Employees: <u>Performance Appraisal</u> : 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 P.A. – Spillover Effect, leniency effect, halo effect, primacy and recency effect , central tendency, status effect. Definition of job evaluation, importance of job evaluation, difference between performance appraisal and job evaluation.</p> <p><u>Promotion, Transfer and Separation</u> : Promotion : Definition , Types – vertical , horizontal , dry; Principles of promotion including bases of promotion – Seniority , Merit or both. Transfer : Definition , Types- Production, Replacement, Versatility, Shift, Remedial. Separation: Definition , Types – Layoff, retrenchment, dismissal, resignation, V.R.S.</p> |
|----------|--|

Topics for Assignments :

- 1) Difference between HRM and Personnel Management
- 2) Qualities of HR Manager
- 3) Difference between education, learning, training and development.
- 4) Evolution of H.R.M.

Suggested Topics for Seminar:

1. Principles of effective orientation programme.
2. Job Description and Job specification
3. Performance Appraisal methods (Psychological appraisal, Assessment centre)
4. Methods of Job Evaluation
5. Functions of Human Resource Management

Recommended Text Books & Suggested reference Books:

1. Human Resource and Personnel Management – Text and Cases; K. Aswathappa; Tata McGraw Hill ; 4rd Edition. OR Latest Edition.
2. Personnel Management and Industrial Relations; N.G.Nair and Latha Nair ; S. Chand ; 1st Edition reprinted in 2004. [Particularly for Section I, Topic 4, Career planning and development]
3. Human Resource Management – Text and Cases; S.S.Khanka; S. Chand; 1st Edition reprinted in 2009.

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-III

With Effect From Academic Year 2016-17

CC307: Elementary Statistics

Introduction:

The student will understand the basic statistical concepts and terminology involved in Probability, Correlation & Regression, Probability Distribution and Statistical Quality Control. The course focuses on how to interpret and solve business -related word problems and to develop simple Statistical models from a business perspective.

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|--|
| 1 | <p><u>1. Probability</u></p> <p>1.1 Basic Concepts : Random Experiment , Events , Sample Space, Mutually Exclusive Events, Equally Likely Events, Independent Events , Dependent Events</p> <p>1.2 Definition of probability of an Event, Statistical or Empirical definition of probability, Axiomatic or Modern approach to probability</p> <p>1.3 Conditional Probability</p> <p>1.4 Addition and Multiplication Rules of Probability (without proof)</p> <p>1.5 Baye’s Rule (without proof)</p> <p>1.6 Applications</p> <p><u>2. Mathematical Expectation</u></p> <p>2.1 Definition of Random Variable</p> <p>2.2 Discrete Random Variables and Continuous Random Variables</p> <p>2.3 Meaning of Probability Distribution</p> <p>2.4 Discrete Probability Distributions</p> <p>2.5 Probability Mass Function</p> <p>2.6 Expected Value of Discrete Random Variable and its properties (without proof)</p> <p>2.7 Variance of Discrete Random Variable and its properties (without proof)</p> <p>2.8 Application</p> |
| 2 | <p><u>Probability Distributions: Discrete</u></p> <p>1.1 Binomial Distribution: Necessary conditions, Binomial Distribution Function and its properties, Applications</p> <p>1.2 Poisson Distribution: Necessary conditions, Poisson Distribution Function and its properties, Applications</p> <p>1.3 Hyper Geometric Distribution: Necessary conditions, Hyper Geometric Distribution Function and its properties, Applications.</p> |

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| 3 | <p><u>1. Correlation</u> 1.1 Definition, Meaning and interpretation, Properties, Importance of correlation 1.2 Correlation Coefficient 1.3 Types of Correlation 1.4 Scatter Diagram Method and its limitations 1.5 Karl Pearson's Product Moment Method : Assumptions, Merits and Demerits 1.6 Spearman's Rank Correlation and its uses 1.7 Coefficient of Determination and its interpretation 1.8 Probable Error 1.9 Applications</p> <p><u>2. Regression</u> 2.1 Meaning and importance of regression 2.2 Regression Lines and Regression Coefficients, properties and their uses 2.3 Equations of Regression Lines 2.4 Difference between Regression & Correlation 2.5 Applications</p> <p><u>3. Multiple-Partial Correlation and Regression</u> 3.1 Introduction 3.2 Multiple correlation: meaning, multiple correlation coefficients 3.3 Partial correlation: meaning, multiple correlation coefficients 3.4 Multiple Regression Equation of three variables only 3.5 Applications</p> |
| 4 | <p><u>1. Statistical Quality Control (SQC)</u> 1.1 Concepts of Quality, Quality Control and Statistical Quality Control 1.2 Causes of Variation in Quality 1.3 Meaning, uses and advantages of SQC 1.4 Theory of Control Charts, Theory of Runs 1.5 3σ control limits and Revised Control Limits 1.6 Types of Control Charts 1.7 Control Charts for Variables (\bar{X} and R Charts) and their interpretations 1.8 Control Charts for Attributes (p, np and C Charts) and their interpretations</p> <p><u>2. Acceptance Sampling</u> 2.1 Acceptance Sampling: Meaning and advantages 2.2 Single Sampling Plan (SSP) : Concept, Advantages and disadvantages, AQL, LTPD, Producer's risk, Consumer's risk, OC function and OC curve, AOQ, ATI, ASN, Applications 2.3 Double Sampling Plan: Meaning</p> |

Topics for Assignments :

1. 1 Assignments on Probability and Mathematical Expectation
2. Assignments on Correlation, Regression and Multiple-Partial correlation and regression .
3. Assignments on Probability Discrete Distribution .
4. Assignments on SQC and Acceptance Sampling

Suggested Topics for Seminar:

1. Prepare a project on application of simple and multiple correlation and regression in real life
2. Prepare a project on application of probability and mathematical expectation in real life

Recommended Text Books & Suggested reference Books:

1. Fundamental Mathematical Statistics by S. C. Gupta & V. K. Kapoor
2. Statistical Methods by S. P. Gupta
3. Statistical Methods by P. N. Arora, Sumeet Arora & S. Arora
4. Business Statistics by J. K. Sharma
5. Statistics for Management by Levin & Rubin Statistics for Business and Economics by Anderson, Sweeney & Williams

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-IV

With Effect From Academic Year 2016-17

CC401: Indian Financial System

Objective: To enable the students to acquire basic understanding of the structure, organization and functioning of the Financial System in India. The course also aims at exposing the students to new financial instruments and their implications in the existing regulatory framework.

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|--|
| 1 | <p>Introduction :</p> <p>(a) Financial system : Meaning, role and functions of a financial system, Organised and unorganised financial system.</p> <p>(b) Components: Financial Assets, Financial Intermediaries, Financial Markets (money and capital markets in India) Relevance of various interest/return rates, Regulatory framework, Financial Instruments (in brief).</p> |
| 2 | <p>Financial institutions and regulatory bodies: Financial Institutions: Achievements and Limitations.</p> <p>(a) Money market institutions: Meaning, Role of the Central Bank(RBI) in money markets. Commercial banks: Meaning and Functions Indigenous Financial Agencies: Bankers, Money lenders, Discount houses, Accepting houses(only meaning and features)</p> <p>(b) Capital Market institutions: (Meaning and functions) Merchant Banks, Investment companies, Management Investment companies, Development banks, Mutual Funds.</p> <p>(c) Special Financial Institutions: Factors for their growth (need) Objectives and functions of: (1) IDBI (2) IFCI (3) SFCs (4) ICICI (5) EXIM Bank of India</p> <p>(d) Cooperative Banking Institutions: Meaning, definition, principles, Features and Structure.</p> <p>(e) Non-Banking Finance Companies: Meaning, Role, Types of NBFC services, Reclassification of NBFCs.</p> <p>(f) SEBI: Introduction to SEBI ACT 1992, Main Functions of the Board.</p> |
| 3 | <p>Financial Markets in India:</p> <p>(a) Capital Markets: Meaning, Role and importance, Development initiatives and reforms (in brief). Composition: Primary-Secondary</p> <p>I. Primary Markets: Meaning, instruments, New Issue Market: Features, objectives and functions, Constituents or players, Problems and Recent Developments including the concept of book building. Modes of procuring long term funds: Public issue, Rights issue, Bonus issue, Private placement.</p> <p>II. Secondary Markets.: Meaning, Functions of the stock exchange, Benefits to the community-investors-companies, Listing of securities and its benefits, Stock market indices, Types of dealings, types of securities traded on the Indian stock exchanges, Comparison of the three exchanges (BSE, NSE, OTCEI)</p> |

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| | (b) Money Markets: Meaning, features of organized and unorganised money markets Instruments: Treasury Bills, Certificate of Deposits, Commercial Paper, Call, money Commerical bills, Inter-corporate deposits, Inter-bank participation certificates |
| 4 | Financial services: <ol style="list-style-type: none"> 1. Venture Capital Financing: Meaning, Steps in VCF, Methods of VCF, Disinvestment mechanism, VCF in India. 2. Factoring: Meaning, Types, costs and benefits of factoring, difference between factoring and for faiting. 3. Leasing: Meaning, Definition, advantages to lessor and lessee, types of leases(operating, finance, leveraged, sales and lease-back, leveraged and cross-border.) 4. Underwriting: Meaning and benefits 5. Credit Rating Agencies: Meaning and role of such agencies.A brief idea about : CRISIL, CARE ICRA. 6. Others: A brief idea about : NSDL, STCI. |

Topics for Assignments :

1. Modern Financing instruments including Hybrid instruments
2. Major issues in the Indian Financial System.
3. Role of NABARD ,DFHIL, SIDBI.
4. Resource mobilisation from international markets.
5. Special Financial Institutions: LIC, UTI

Suggested Topics for Seminar:

1. Reforms in Indian Capital Markets and their impact.
2. Stock exchange operations - an overview.
3. Role of Credit Rating Agencies and their limitations.
4. Micro-financing in India.
5. Reforms in Banking sector.
6. Capital Market Scams.

Recommended Text Books & Suggested reference Books:

1. The Indian financial system and Development- Vasant Desai, Himalaya Publishing House.
2. Financial Markets and Institutions-Dr. S. Gurusamy, Tata McGraw Hill.
3. The Indian Financial System-Dr. Bharti Pathak, Pearson.
4. Indian Financial System-M.Y.Khan, Mc.Graw Hill
5. Financial Management-Prasanna Chandra,
6. Financial Management-P.V.Kulkarni and Satyaprasad
7. Financial Management- I.M.Pandey, Vikas Publishing House.
8. Financial Management- M.Y.Khan and P.K.Jain :Tata McGraw Hill Education Pvt. Ltd.
9. Financial Management-Principles and Practice: C.Sudarsana Reddy, Himalaya Publishing House.
10. Financial Management : Dr. V.k. Palanivelu, S. Chand.
11. Financial Management : Sheeba Kapil, Pearson.
12. Financial Services: Thummuluri Siddaiah, Pearson.

Structure of Course Examination

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-1(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
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| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-IV

With Effect From Academic Year 2016-17

CC402: Marketing Management

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 :

| Module No. | Modules/ Sub Modules |
|------------|---|
| 1 | Product Management Part-I (a) Product Decisions <ul style="list-style-type: none"> - Concepts of Products - Levels of Products - Classification of Products - Product Decisions (b) Individual Product Decision (branding, packaging, labeling, servicing) (c) Product Line Decisions (d) Product Mix Decisions Product Differentiation (e) The Concept of Product Life Cycle <ul style="list-style-type: none"> - The Product Life Cycle - Stages in PLC and Marketing Strategies (f) The New Product Development Process <ul style="list-style-type: none"> - Introduction – need for new products - The Product Development Process |
| 2 | Product Management Part-II AND Pricing Decisions : a. Brand Concepts: (Weightage 15%) <ul style="list-style-type: none"> - Brand Equity - Brand Strategy Decisions - Brand Re launch b. Pricing Decision and Strategies (Weightage 10%) <ul style="list-style-type: none"> - Objectives of Pricing - Factors Influencing Pricing Decisions - Pricing Strategies - Special Pricing Strategies |
| 3 | Distribution Decisions: <ul style="list-style-type: none"> - Channels of Distribution - Role and Importance of Channels |

| | |
|----------|--|
| | <ul style="list-style-type: none"> - Functions of Channels - Channel Levels - Types of Intermediaries and Number - Types of Retailing - Wholesaling - Vertical and Horizontal Marketing Systems - Multi-channel Marketing Systems |
| 4 | <p>Marketing Communications:</p> <ul style="list-style-type: none"> - Integrated Marketing Communications - Advertising and Publicity - Developing Effective Advertising Programs - Difference between Advertising and Publicity - Sales Promotions <ul style="list-style-type: none"> a) Consumer Sales Promotion b) Trade Promotion - Public Relations - Personal Selling <ul style="list-style-type: none"> a) Steps in Personal Selling Process b) Sales Force Management c) Direct Marketing |

Topics for Assignments :

1. Brand Strategies of any one company.
2. Market position of a newly launched product or service in last one year.
3. Methods of sales forecasting.
4. A note on consumerism.

Suggested Topics for Seminar:

1. Distribution strategy of any one company.
2. Promotional tools (communication mix) adopted by any one company.
3. Comparative advertising strategies of any two companies.
4. Sales promotions offered by FMCG companies/brands (Minimum two companies/brands).

Recommended Text Books & Suggested reference Books:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
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Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-IV

With Effect From Academic Year 2016-17

CC403: Corporate Financial Statement

Objective: The paper aims at enabling the students to develop knowledge and understanding of financial statement analysis; different tools and techniques of financial analysis and its practical application in the published financial reports of the companies.

Course Contents :

| Module | Modules/ Sub Modules |
|--------|--|
| 1 | <p>(A) Financial Statements – Meaning, types and Limitations. Meaning of Financial Statements Analysis, Meaning of various tools of Financial Analysis – Horizontal Analysis, Vertical Analysis Trend Analysis, Common Size Statement.</p> <p>(B) Ratio Analysis – Meaning and Functional Classification of ratios. (Profitability, Liquidity, Leverage, Turnover, Market Strength Analysis and Coverage), Calculation and Interpretation of Ratios from Balance Sheet and Income Statement</p> |
| 2 | <p>Cash Flow Statement – Meaning, Preparation of Cash Flow Statements (As per AS. 3)</p> <p>Meaning of Fund flow statement. Difference between Fund flow statement and Cash flow statement.</p> |
| 3 | <p>(A) Common Size statements – Meaning and Preparation of Common size Profit/Loss A/C and B/S.</p> <p>(B) Value Added statement – Meaning and Preparation of Value Added Statement.</p> <p>(C) Introduction to concept of Extensible Business Reporting Language (XBRL)</p> |
| 4 | <p>(A) Understanding the Contents of Corporate Annual Reports: Balance Sheet ; Income Statement ; Cash flow Statement ; Significant Accounting Policies; Auditors Report; Directors Report; Management Discussion and Analysis; Notes to Accounts.</p> <p>(B) Corporate Financial Reporting – Meaning, Objectives of corporate financial reporting, Qualitative characteristics of financial reporting information. Window Dressing in corporate financial reporting, Creative Accounting/ Creative Financial Practices adopted in window dressing.</p> <p>(b) Specific Issues in Corporate Financial Reporting:</p> <p>(a) Segment reporting - Meaning and need</p> <p>(b) Interim reporting – Meaning and need.</p> <p>(c) Corporate Governance - Meaning.</p> |

Topics for Assignments :

1. Brand Strategies of any one company.
2. Market position of a newly launched product or service in last one year.
3. Methods of sales forecasting.
4. A note on consumerism.

Suggested Topics for Seminar:

1. Distribution strategy of any one company.
2. Promotional tools (communication mix) adopted by any one company.
3. Comparative advertising strategies of any two companies.
4. Sales promotions offered by FMCG companies/brands (Minimum two companies/brands).

Recommended Text Books & Suggested reference Books:

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3. Marketing Management, Rajan Saxena, 4th Edition, Tata-Mcgraw Hill.
4. Marketing Management – Global perspective, V S Ramaswamy and S Namakumari, Indian context; 4th Edition Macmillan Publishers India Ltd.

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-IV

With Effect From Academic Year 2016-17

CC404: Managerial Economics (Paper-II)

Objective: The main objective is to develop decision making capacity in students. Managerial Economics can be viewed as an application of that part of micro economics that focuses on topics like demand, production, cost, pricing and market structure. Understanding these principle will help to develop a rational decision making. Managerial Economics sharpens the analytical framework that the executive must bring to bear on managerial decisions. In general Managerial Economics will help managers to ensure that resources are allocated efficiently within the firm and that the firm makes appropriate reaction to changes in the Economic Environment.

Course Contents:

| Module No. | Modules/ Sub Modules |
|------------|---|
| 1 | <p>Perfect Competition and Monopoly :</p> <ol style="list-style-type: none"> 1. Meaning and Characteristics of Perfect Competition. 2. AR, MR and Elasticity under Perfect Competition. 3. Short run equilibrium of the firm under PC 4. Long run equilibrium of the firm under PC. 5. Meaning and Characteristics of Monopoly. 6. AR, MR and Elasticity under Monopoly. 7. Short run Equilibrium under Monopoly. 8. Long run equilibrium under Monopoly. |
| 2 | <p>Discriminatory Monopoly :</p> <ol style="list-style-type: none"> 1. When Price Discrimination is Possible, Profitable and Socially desirable with diagram. 2. Equilibrium of price discriminating monopolist. 3. Dumping Case under Monopoly <p>Monopolistic Competition :</p> <ol style="list-style-type: none"> 1. Meaning and Characteristics of Monopolistic Competition. 2. AR, MR and Elasticity under Monopolistic Competition. 3. Short run equilibrium under Monopolistic competition. 4. Long run equilibrium under Monopolistic competition. 5. Excess capacity and monopolistic competition. |
| 3 | <p>Oligopoly:</p> <ol style="list-style-type: none"> 1. Meaning and characteristics of Oligopoly. 2. Collusive Oligopoly <ol style="list-style-type: none"> a. Cartels (Joint Profit Maximization Cartels and Market Sharing Cartels) b. Price leadership. (Low cost price leadership, barometric price leadership and dominant price leadership) 3. Non collusive Oligopoly |

| | |
|---|--|
| | a.Kinky Demand Curves b. Cournot's Model |
| 4 | Break- Even Analysis : 1. Assumption 2. Chart and formula method of calculating Break-even Analysis 3. Numerical. Pricing Policy 1. Objectives 2. Different Methods of Pricing |

Topics for Assignments :

1. Features of Market
2. Collusive Oligopoly
3. Pricing Methods
4. Break Even Analysis

Suggested Topics for Seminar:

1. Dumping
2. Excess Capacity
3. Non- collusive oligopoly
4. Factors affecting pricing

Recommended Text Books & Suggested reference Books:

1. Managerial Economics By D.M.Mithani
2. Managerial Economics By P. L. Mehta.
3. Micro Economic Theory By H.L. Ahuja.

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-IV

With Effect From Academic Year 2016-17

CC405: Human Resource Management

Introduction : An understanding of Human Resource Management is important to employee employed in any organization. H.R. Managers must understand the scope and application of the personnel policies and practices of their organization to ensure optimum utilization of employees. The changing business environment is highly competitive and complex and makes it necessary to study these changes along with its impact on human resources within an organization.

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.

Course Contents :

| Module | Modules/ Sub Modules |
|----------|--|
| 1 | <p>Industrial Relations and Trade Union:</p> <ol style="list-style-type: none"> 1. Industrial Relations: Definition, Objectives, Parties to Industrial relations. 2. Trade Union: Definition, Reasons for joining trade union, Problems of Trade union. 3. Industrial Dispute: 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) |
| 2 | <p>Employee Compensation:</p> <ol style="list-style-type: none"> 1. Employee and Executive Remuneration: Definition of remuneration , Components of employee and executive remuneration , Reasons for higher remuneration to executives. 2. Incentives : Meaning , Importance of Incentive and limitations , Methods of Incentives – Taylor, Merrick, Emerson and Gantt (both theory and practical) |
| 3 | <p>Maintenance:</p> <ol style="list-style-type: none"> 1. Fringe Benefits: Definition, types and principles of fringe benefits. 2. Employee Welfare: Definition, types of welfare measures. (intramural and extra mural), Approaches to employee welfare. 3. Safety and Health : Concept of industrial safety and health, safety program and policy, Causes of industrial accidents – man made and mechanical, Aids , Violence and noise control ; How to handle accidents; Stress - meaning, Reasons / Sources of stress. |
| 4 | <p>Integration:</p> <ol style="list-style-type: none"> 1. Workers Participation in Management : Definition , Meaning and Importance , Scope of participation (including Board level participation , ownership participation , staff or work council , Quality circles , TQM , Financial participation , Joint council and committees) , Limitations of participation. |

| | |
|--|---|
| | <ol style="list-style-type: none"> 2. HR challenges (brief knowledge of outsourcing , B.P.O. ,call centres, work life balance , ethical issues and diversity) 3. HRaudit: meaning, benefits, scope- audit of HR functions ,audit of managerial compliance , audit of HR climate ,audit of corporate strategy. |
|--|---|

Topics for Assignments :

1. Trade Union Power Tactics.
2. Various Occupational Hazards.
3. Approaches to Industrial Relations.
4. Evolution of Trade Union.

Suggested Topics for Seminar:

1. Concept of Wages.
2. Absenteeism and Turnover.
3. Human Resource Information System.
4. Strategies for handling stress.
5. Objectives of Employee Welfare.

Recommended Text Books & Suggested reference Books:

1. Human Resource and Personnel Management – Text and Cases; K.Aswathappa; Tata McGraw Hill ; 4rd Edition. OR Latest Edition.
2. Personnel Management and Industrial Relations; N.G.Nair and Latha Nair ; S. Chand ; 1st Edition reprinted in 2004. [Particularly for Section I, Topic 4, Career planning and development]
3. Human Resource Management – Text and Cases;S.S.Khanka; S. Chand; 1st Edition reprinted in 2009.

Structure of Course Examination

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-1(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

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K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-IV

With Effect From Academic Year 2016-17

CC406: Business State

Introduction: The student will understand the basic statistical concepts and terminology involved in sampling methods, normal distribution, statistical inference. The course focuses on how to interpret and solve business-related word problems and to develop simple Statistical models from a business perspective.

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|---|
| 1 | <p><u>1.Sampling Methods</u> 1.1 Basic concepts of Population and Sample 1.2 Population inquiry, Sample Inquiry 1.3 Characteristics of a good sample 1.4 Sampling: Meaning, Merits and Demerits of Sampling 1.5 Types of Sampling (i) Simple Random sampling (with and without replacement method): Sampling Method, properties, advantages and disadvantages (ii) Stratified Random Sampling: Sampling Method, properties, advantages and disadvantages, determination of sample size under proportional allocation and optimum allocation</p> <p><u>2.Normal Distribution</u> 2.1 Continuous Probability Distribution, Probability Density Function 2.2 Normal Distribution: Necessary conditions, Normal Distribution Function and its properties, Applications</p> |
| 2 | <p><u>1.Testing of Hypothesis: Large Sample Tests</u> 1.1 Basic concepts: Hypothesis, Null Hypothesis, Alternative Hypothesis, Statistic, Parameter, Sampling Distribution, Standard Error, Type I and Type II errors, Level of Significance, Acceptance Region, Critical Region a. Testing of Hypothesis, Testing Procedure b. Large Sample Tests (i) Test for Variables: Test of mean, Test of difference between two means, Test of difference between two standard deviations (ii) Test for Attributes: Test of proportion, Test of difference between two proportions 1.4 Estimation of Confidence Interval and Determination of optimum sample size .</p> |
| 3 | <p><u>1.Testing of Hypothesis: Small Sample Tests</u></p> |

| | |
|---|---|
| | <p>1.1 Degree of Freedom</p> <p>a. t Test: Test of Mean, Test of difference between two means, Paired t test</p> <p>1.3 F Test : Test of difference between two variances, Application of F test in ANOVA (One way and Two way)</p> |
| 4 | <p><u>1.Chi Square Test</u></p> <p>1.1 Test of Independence</p> <p>1.2 Test of Goodness of Fit</p> <p>1.3 Test for Population Variance</p> <p><u>2.Non Parametric Test</u></p> <p>2.1 advantages and disadvantages of non-parametric tests</p> <p>a. Uses of non-parametric tests</p> <p>(a) Types of non-parametric tests</p> <p>(b) The one sample Sign test</p> <p>(c) The one sample Runs Test</p> <p>(d) Mann-Whitney U Test</p> |

Topics for Assignments :

1. Assignments on Decision theory and sampling methods
2. Assignments on Normal Distribution and Large Sample Tests
3. Assignments on Small Sample Tests
4. Assignments on Chi Square Test and Non-Parametric Tests

Suggested Topics for Seminar:

1. Prepare a project on application large and small sample tests in real life
2. Prepare a project on application of chi square test and non-parametric tests in real life

Recommended Text Books & Suggested reference Books:

1. Fundamental Mathematical Statistics by S. C. Gupta & V. K. Kapoor
2. Statistical Methods by S. P. Gupta
3. Comprehensive Statistical Methods by P. N. Arora, Sumeet Arora & S. Arora
4. Business Statistics by J. K. Sharma
5. Statistics for Management by Levin & Rubin
6. Statistics for Business and Economics by Anderson, Sweeney & Williams

Structure of Course Examination

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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|---------|--|------|
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| OR | | |
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| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

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K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-IV

With Effect From Academic Year 2016-17

CC407: Industrial Exposure

Introduction:-

The BBA programme aims at providing a practical insight to the student in the various functions of business enterprises. It is this aspect which gives a learner an edge over other programmes in the same area. Lack of industry exposure would prove fatal and hence a student of management needs to undergo practical training to sharpen his theoretical skills and knowledge.

Objective:

The course in semester -IV is an extension of the practical studies course of semester-II. Here the students will be introduced to details of the functional areas of management (Marketing, Production or Human Resources). It will actually bridge the gap between theory and practice as they will study the same functional areas as theory papers too. The industrial visit and exposure will be followed by report writing and viva-voce. This paper also aims to sharpen the communicative skills of the students through practical training in some of the important skills required to be mastered by middle and higher level managers.

GENERAL INSTRUCTIONS:-

The industrial exposure and viva-voce paper be incorporated in the fourth semester of BBA course with 3 credits and 4.5 hours per week in the following manner

| Component | Hours per week |
|------------------|-----------------------|
| Communication | 1.5 |
| practical's | |
| Project work | 3 |
| Total | 4.5 |

- Each batch for practical studies should not have more than 40 students. For every batch, 1.5 hours per week have to be allocated for communication practicals and 3 hours per week for the project work.
- The evaluation of communication skills external practicals will be based on group discussion (any one topic from the list declared by the university on the day of the exam) **and** group presentation (any one topic from the list attached herewith).
- The project work will be evaluated on the basis of project report and individual viva-voce.

(d) The allocation of marks will be as under:

| Evaluation | Internal | | External | |
|---------------------------------|-----------------------|---------------------------|-----------------------|---------------------------|
| Communication Practicals | 15 marks | | 35 marks | |
| Components | Group discussion | Group presentation making | Group discussion | Group presentation making |
| Marks | 6 marks | 9 marks | 15 marks | 20 marks |
| | | | | |
| Project work | 15 marks | | 35 marks | |
| Components | Project report | Viva voce | Project report | Viva voce |
| Marks | 6 marks | 9 marks | 15 marks | 20 marks |
| | | | | |
| Total marks | 30 | | 70 | |
| Minimum passing Marks | 12 (out of 30) | | 28 (out of 70) | |

- (a) The marks for practical studies shall be considered for deciding grade of the student.
- (b) Minimum passing marks shall be at par with other subjects i.e. 40%.

GUIDELINES FOR PROJECT WORK:-

- (a) The visit should be to a manufacturing unit, which can be of any size and any form of organization.
- (b) A batch size should not exceed 40 students for the visit. The last batch can be adjusted according to the strength of students in the institute.
- (c) Students are required to prepare an individual report based on information gathered during the visit and sessions with industry representatives in consultation with the concerned teacher.
- (d) The report can be of 30 to 40 pages, more descriptive in nature. Use of graphics and pictures should be minimized. Also, mere reproduction of secondary data should be avoided. It should cover the following areas:-

Section :-I

(a) Company Profile:-

Name, Registered Address, Brief History, Mission, Vision, Products, Form of organization, Organisational Structure, Locational issues, Awards and Achievements.

(b) Finance:-

Turnover, Balance Sheet and Profit and Loss Account of last 3 Years. (If available), Capital invested and Sources of funds.

(c) Social Responsibility and Future Plans of the Organisation.

Section :- II (Details of any one of Marketing, HR or Production Unctions)

A Project With Marketing Focus Should Include Following Details About The Organisation Visited :-

1. Products (Relate to concepts of marketing)
2. Marketing staff and structure
3. Segmentation, Targeting, Positioning
4. Branding efforts
5. Stage of Product Life Cycle for products
6. Product hierarchy, line and mix
7. Competitors and their strategies
8. Pricing policies
9. Marketing channels and distribution networks
10. Promoting products – Advertising, Sales promotion, Publicity, Personal selling efforts
11. Developing new products
12. Marketing research activities
13. Social responsibility of marketing.

A Project with Human Resources Focus should include following details about the organisation visited:-

1. HR function at the organization, its values
2. Organisational structure of HR department and its pyramidal break- up into levels and qualifications
3. HR planning- Job Design classified into Job Description and Job Specification
4. Recruitment, Selection, Orientation and Placement
5. Training and Development practices
6. Performance appraisal and Job evaluation
7. Promotions, Transfers and Separations
8. Industrial Relations
9. Remuneration policies and its relation to Minimum Wages Act;
10. Employee welfare, Safety and Health practices
11. Trade Unions
12. Disputes and their resolution
13. New HR practices; if any.

(i) A Project with Production Focus should include following details about the organisation visited:-

1. Organisation's location and its issues for production
2. Plant layout
3. Organisation structure of the production department
4. Production processes – continuous\intermittent
5. Capacity planning
6. Raw- material procurement and purchase decisions
7. Materials handling
8. Stores management
9. ETP practices

Important:- As the focus of the project will be on one functional area to be included in section ii, a brief overview of the other two should be included in section i.

Guidelines for Viva-Voce of Industrial visit:-

The viva-voce for the student should be conducted on individual basis in English only and should be evaluated on the basis of following criteria:-

- (1) Knowledge about the company visited
- (2) Topics covered
- (3) Applications related to functional focus
- (4) Communication skills

Guidelines For Communication Skills Practicals:-

Group Discussion:

1. The students will be divided into the groups such that the number of students in a group is 5.
2. The students will conduct the group discussion (on any one topic declared by the university at the time of examination) for 10 minutes on relevant and appropriate debatable issues.

Group Presentation :

1. The students will make the presentation in a group of 5 (on any one topic as per the list attached herewith)
2. Such groups will be formed on the basis of the chronological order.
3. The duration of the presentation would be 2 minutes per speaker which means 10 minutes for the group of 5.
4. The presentation should have Power-Point slides only as their visual aids and the judgment of its effectiveness should be purely done on the basis of the speakers' **communication skills**.
5. The presentation SHOULD be related to any one of the following topics:
 - (a) Sales presentation focusing on any product or service
 - (b) Presenting a report to the Board of Directors
 - (c) Case-Studies of Companies.
 - (d) Issues of Social, Cultural and Academic Relevance
 - (e) Management lessons from films/books/mythology



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-V

With Effect From Academic Year 2016-17

CC501: MERCANTILE LAWS

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

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

Course Contents :

| No. | Topic | Weightage |
|-----|---------------------------------|-----------|
| 1 | Indian Contract Act, 1872 | 60 |
| 2 | Sale of Goods Act, 1930 | 25 |
| 3 | Negotiable Instrument Act, 1881 | 15 |
| | | |

Topic for Assignments:

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

Topics for Seminar/Presentation:

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

Text Books:

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

References:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-V
 With Effect From Academic Year 2016-17

CC502: BUSINESS ENVIRONMENT

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

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|--|
| 1 | <p>1.1 Introduction to Business Environment Concept, Definition & Importance of Business Environment, Internal & External environment of business</p> <p>1.2. Economic Environment Reforms in Indian Money Market, Primary Capital Market & Secondary Capital Market .</p> |
| 2 | <p><u>2.1 Union Budget:</u> Concept, Main constituents of Budget, Various types of Budgetary Deficits. Price & Distribution controls: Objectives, Price controls; Direct Vs Indirect, Administered prices, Dual pricing, Subsidisation, Public Distribution System. Privatisation: Concept, Ways of privatisation, Disinvestment process in India. Exit Policy</p> |
| 3 | <p><u>Global Environment</u> Globalisation: Definition, Meaning & indicators of Globalisation Foreign Investment Flows: Concepts of FDI, FPI & Role of Foreign Investments. Introduction of GATT, Origin & Objectives of WTO, Impact of WTO on Indian Economy. MNCs: Meaning of MNC & TNC, Benefits from MNCs, Problems brought by MNCs. EXIM Policy (Latest)</p> |
| 4 | <p>4.1 Social Environment Meaning of Social Responsibility of Business & various social responsibility of Business. Business Ethics: Meaning & Its importance Consumerism: Concept, Consumer Rights & Consumerism in India</p> <p>4.2 Technological & Natural Environment Concept of Technology & Innovation, Sources of Technology Dynamics Concept of Natural Environment & its impact on Business</p> |

Topics for Assignments

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

Topics for Seminars

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

Text Books:

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

Reference Books :

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-V

With Effect From Academic Year 2016-17

CC503: ORGANISATIONAL BEHAVIOUR (Paper-1)

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

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

Course Contents :

| Module | Modules/ Sub Modules |
|----------|---|
| 1 | <p>Introduction to Organisational Behaviour Reference book: Organizational Behavior Authors: Keith Davis & Newstrom- 11th edition Publisher: Tata McGraw Definition of Organisational Behaviour Contributing disciplines to the field of Organisational Behaviour Objectives of Organisational Behaviour Limitations of Organisational Behaviour Forces affecting the nature of modern organizations People- structure-technology-environment Models of Organisational Behaviour i) Autocratic , ii) Custodial iii) Supportive , iv) Collegial v) System Complete Pay/Reward Pyramid</p> |
| 2 | <p>Foundations of Individual behaviour Reference book: Organizational Behavior Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006) Biographical characteristics Age-gender-tenure-ability (including intellectual, physical and job-fit ability) Learning-meaning and definition Shaping as a managerial tool Attitudes-meaning and definition Types of attitudes i) Job satisfaction , ii) Job involvement , iii) Organisational commitment Personality-Meaning and definition Major personality attributes influencing Organisational Behaviour i) Locus of control ii) Machiavellianism iii) Self-Esteem iv) Self-Monitoring v) Risk-taking vi) Type-A Type-B vii) Pro-active personality Short notes i) Perception ii) Selective perception iii) Values iv) Emotions</p> |
| 3 | <p>Foundations of Group Behaviour Reference book: Organizational Behavior Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006) Group –meaning and definition Stages of group development (5 stage model) Role: meaning role- identity, role-perception, role- expectation, role-conflicts, role-ambiguity. Status : meaning,</p> |

| | |
|----------|--|
| | <p>Sources of status, Significance of status Reference book for the topic “Status” : Organizational Behavior Authors: Keith Davis & Newstrom-11th edition ,Publisher: Tata McGraw Techniques of group-decision making (with merits & demerits) i) Brainstorming , ii) Nominal group technique Teams : meaning Types of teams i) Problem-solving , ii) Self-managed iii) Cross-functional , iv) Virtual Skills used in effective team building Consultation skills Research & presentation skills Inter-personal skills , Reference book for the topic “Skills used..... ” : Organizational Behavior Authors: Keith Davis & Newstrom-11th edition ,Publisher: Tata McGraw</p> |
| 4 | <p>Foundations of Organisational Structure Reference book: Organizational Behavior Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006) Types of Organisational structures i) Matrix Organisation ii) Virtual organization iii) Boundaryless Organisation Power-meaning & definition i) Bases of power , ii) Power Tactics Managing change Reference book for the topic –Managing change : Organizational Behavior Authors: Keith Davis & Newstrom-11th edition ,Publisher: Tata McGraw i) Levin’s 3 step model of change ii) Implementing change successfully (including building support for change) iii) Resistance to change (types & reasons) Organisational Development-meaning & definitions Benefits and limitations of OD</p> |

Suggested topics for seminars and presentations:

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

Suggested topics for assignments:

- i) Organizational Development process
- ii) Employee participation programmes
- iii) Power politics
- iv) Characteristics of Organizational Behaviors

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-V

With Effect From Academic Year 2016-17

CC504: Operations Research & Quantitative Techniques

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

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

Course Contents :

| Module | Modules/ Sub Modules |
|----------|--|
| 1 | 1. Overview of Operations Research(OR) 1.1 Origin of OR 1.2 OR Models and Modeling 1.3 Application and Scope of OR 2. Linear Programming Problem (LPP) 2.1 Introduction and General Mathematical Formulation of LPP 2.2 Assumptions of LPP 2.3 Formulation of LPP – application of LPP 2.4 Graphical Solution 2.5 Dual formulation of LPP |
| 2 | Transportation Problems (TP) 1.1 General Mathematical Formulation of TP 1.2 IBFS using North West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation Method (VAM) 1.3 Optimum solution using Modified Distribution (MODI) method 1.4 Solutions of TP under special cases of degeneracy, multiple, unbalanced, restricted and maximization. |
| 3 | Network Models and Methods 1.1 Introduction to network, network diagram, concepts of event and Activity, critical path 1.2 PERT 1.3 CPM 1.4 Forward pass, Backward pass 1.5 Calculating EST, EFT, LST, LFT, Float of an activity and event |
| 4 | 1. Game Theory 1.1 Introduction of Game Theory and some basic terms 1.2 Pure and Mixed strategy games 1.3 Two-Persons Zero-Sum Games 1.4 The Maximin- Minimax Principle 1.5 Games without saddle point (Mixed strategies) 1.6 Reduce game by Dominance 2. Assignment Problems(AP) 2.1 General Mathematical Formulation of AP 2.2 Hungarian Method of solving AP 2.3 Solutions of AP under special cases of unbalanced, maximization & restricted |

Assignments:

1. Assignments on Linear Programming Problem
2. Assignments on Transportation Problems
3. Assignments on Network Analysis
4. Assignments on Game Theory and Assignment Problem

Seminar Topics:

- a. Prepare a project on application of Linear Programming Problem
- b. Prepare a project on application of Assignment Problem

Reference Books:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University

Bachelor of Business Administration

Semester-V

With Effect From Academic Year 2016-17

CC505: INTERNATIONAL BUSINESS

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

Objective:

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

Course Contents :

| Module | Modules/ Sub Modules |
|--------|--|
| 1 | <p>Frame work for International Business</p> <ul style="list-style-type: none"> •Globalization: Concept and factors affecting globalization and Restructuring ; •International Business: Reasons for expansion ; •Concepts: International Trade, International Marketing, International Investment, International Management and Global Business ; •New Trade Theory: Internal and External Economics of Scale ; •International Political System and Ideologies: <p>Types of Governments, Economies System, Political System</p> <ul style="list-style-type: none"> •Principles of International Law ; •Cultural Orientation in International Business <p>(Book: International Business: Rakesh Mohan Joshi, Oxford University Press)</p> |
| 2 | <p><u>Tools for International Business:</u></p> <p>Tools for country Selection, Market Potential Index, Global Competitive Index , FDI Confidence Index ,Global Political Risk Index (Only Concepts), International Product Life Cycle , International Monetary System, Fixed and Floating Exchange Rates, Modes of Payment in International Trade , Advance Payment , Recoverable and Non Recoverable Letter of credit Consignment Sales, Open Account, (Books: International Business: Rakesh Mohan Joshi, Oxford University Press and International Business by: Justin Paul, Tata McGraw Hill)</p> |
| 3 | <p><u>Strategy and Structure of International Business</u></p> <ul style="list-style-type: none"> •Market Entry Strategies: Exporting Contractual Agreement International SA Joint Venture Other Entry Mode •Business Expansion Modes: Trade Related Modes oContractual Modes Investment Modes (Sub-modes are not to be asked separately). (Books: International Business: Rakesh Mohan Joshi, Oxford University Press) |
| 4 | <p><u>Export & Import Procedure</u></p> <p>Entire Export and Import Procedure (Ch-26 PP 487 to 510)</p> |

Topic for Assignment:

1. Discuss the efforts of particular company or industry in international Market
2. Discuss the efforts of foreign companies in entering in Indian Market
3. Evaluate any country on the basis of Market Potential Index Global Competitive

Index

4. Explain International Product Life cycle of any Product.
5. Discuss any two Market Entry strategy adopted either by any industry or company for International Market.
6. Explain in detail entire Export Procedure for exporting any one product from India to Europe or Russia or USA or other Country.

Topic for Presentation:

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

Recommended Text Book:

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

Reference Books:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-V

With Effect From Academic Year 2016-17

CC506: DIRECT TAX

Introduction:

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

Objective:

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|-------------------|---|
| 1 | A) Introduction to Income Tax: - History- Back ground of Income Tax Act, 1961. - Definitions : Meaning of Assessment year, Previous year, Person, Assessee, Income, Gross Total Income, Taxable income, Agricultural Income. B) Residential Status of an Assessee: - Determination of Residential Status - Incidence of Tax on basis of Residential Status C) Income exempt from Tax |
| 2 | <u>Determination of Income under the head Salaries:</u> -Different forms of Salary -Retirement Benefits -Allowances & Taxable and Exempt Perquisites -Provisions regarding Provident Fund -Deductions under this head of Income |
| 3 | <u>Determination of Income under the head Profits and Gains of Business and Profession:</u> -Incomes covered under this head -Allowable expenses, expressly disallowed expenses |
| 4 | <u>Basic knowledge about following heads of Income:</u> A) Income from House Property (Only Theory) B) Income from Capital Gain (Only Theory) C)Income from Other Sources (including computation) |

Topics for Assignment:

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

Topics for Seminar/Quiz :

- a. Tax Planning, Tax Avoidance, Evasion and Tax Management.
- b. Direct Tax Code
- c. PAN
- d. Computation of Tax(Tax slabs and Tax Rate)
- e. Set off and Carry Forward of Losses
- f. Clubbing of Income

Text Book:

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

7. Reference Books :

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
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| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)

Topics for Assignment

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

Topics for Seminar and Presentation

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

Recommended Textbooks:

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

Reference Books:

1. Financial Management by Prasanna Chandra (7th Edition), Tata McGraw Hill
2. Financial Management by I M Pandey (9th Edition), Vikas Publishing Structure of Course Examination

Structure of Course Examination

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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|---------|--|------|
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| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
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| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-V

With Effect From Academic Year 2016-17

CC507B : Advanced Marketing Management (Paper-I)

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

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|---|
| 1 | <p>BRAND MANAGEMENT (10 Hours)</p> <p>a. Meaning of Brand</p> <p>b. Brand the Product</p> <p>c. Brand Architecture</p> <p>i. Portfolio Roles, ii. Product Market and Context Roles , iii. Brand Portfolio structure</p> <p>d. Brand Equity</p> <p>i. Concept of Brand Equity , ii. Brand Image and its dimensions</p> <p>iii. Brand Awareness and Brand Image</p> <p>e. Brand Identity</p> <p>i. Concept ,ii. Inner and Outer core of Brand Identity</p> <p>iii. Brand Identity Perspectives , iv. Brand Identity Prism (to be explained with illustration)</p> <p>1. Physique , 2. Relationship , 3. Reflections , 4. Personality</p> <p>5. Culture , 6. Self Image,</p> <p>f. Brand Positioning</p> <p>Book : Product Policy and Brand Management-Text and Cases - By: Chitale and Gupta-PHI</p> |
| 2 | <p>MARKETING RESEARCH-1 (10 Hours)</p> <p>a. Definition of Marketing Research</p> <p>b. Marketing Research Process</p> <p>c. Classification of Marketing Research Designs</p> <p>d. Primary Data versus Secondary Data (Advantages, uses and Disadvantages of secondary data)</p> <p>e. Primary Data: Quantitative Research & Qualitative Research</p> <p>f. Survey Methods:</p> <p>i. Telephone Method ,ii. Personal Method</p> <p>iii. Mail Method ,iv. Electronic Method</p> <p>g. Focus group interview and In-depth interview</p> |

| | |
|---|---|
| | <p>h.Primary Data: Observation Methods: Structured v/s unstructured observations, Disguised v/s undisguised methods, Natural v/s continued observation, Personal Observation Mechanical Observation, Audit Observation, Content Analysis Trace Analysis</p> |
| 3 | <p><u>MARKETING RESEARCH -2 (10 Hours)</u> a.Primary Scales of Measurement: Nominal, Ordinal, Interval, Ratio b. Itemized Rating Scales Likert Scale, Semantic Differential Scale, Staple Scale c.Questionnaire Definition Objectives of questionnaire, Questionnaire design process d.Observational Forms e.Sampling Design Process f.Sampling Techniques g.Data Preparation Process (in brief) Coding Tabulation: One way table and two way table h.Report Preparation and presentation process in brief. Format of the Research Report, Graphical Presentation</p> |
| 4 | <p><u>SERVICES MARKETING (10 Hours)</u> a.Definition b.Characteristics of Services c.Service Flower d.Reasons for the Growth of Service Sector e.Services Marketing Mix (7 P's) f.Demand Variations In services g.Strategies for demand management h.Determinants of Service Quality i.Terms:,i.Internal Marketing , ii.External Marketing, iii.Interactive Marketing j.Gap Model of Service Quality Book : Services Marketing – K. Rama Mohana Rao, Pearson Education.</p> |

Topics of Assignment:

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

Topics for Presentaion:

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

Reference Books:

1. Marketing Management, 13th Edition: A South Asian Perspective, Abraham Koshy and Mithileshwar Jha, Philip Kotler and Kevin Keller.
2. Marketing Management, Rajan Saxena, 4th Edition, Tata-Mcgraw Hill.

3. Marketing Management – Global perspective, V S Ramaswamy and S Namakumari, Indian context; 4th Edition Macmillan Publishers India Ltd.
4. The New Strategic Brand Management - Creating And Sustaining Brand Equity Long Term
5. Services Marketing – People, Technology, Strategy, Christopher Lovelock & Jochen Wirtz
6. Exploring Marketing Research, William Zikmund.
7. Compendium of Brand Management, S. A. Chunawalla, Himalaya Publishing House.
8. Services Marketing – S.M. Jha
9. Research Methodology – Methods and Techniques, C. R. Kothari.
10. Research Methodology – R.Guvery, U K Sudha Nayak, M. Girija. R. Meenakshi, S. Chand

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-V

With Effect From Academic Year 2016-17

CC507C :Advanced Human Resource Management (Paper-I)

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

Objective:

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

Course Contents:

| Module No. | Modules/ Sub Modules |
|------------|--|
| 1 | <p>Evolution of Strategic Human Resource Management</p> <ul style="list-style-type: none"> -Personnel management -> HRM -> SHRM -Definition and components of SHRM -Objectives of SHRM -Difference between traditional HRM and SHRM -Difference between SHRM and HR strategies -Link between HR strategy and business strategy -Investment perspective of HR -Risk involved in investment in Human Assets -Factors determining the investment orientation of an organisation |
| 2 | <p>Understanding the Concept of SHRM and HR Environment</p> <ul style="list-style-type: none"> -Barriers to strategic HR -Benefits of SHRM -Competencies required of HR department to become a strategic partner -Essential elements of strategic HR -Environmental trends affecting HRM: <ul style="list-style-type: none"> •Trends in Business Environment •Changing nature of work •Demographic, Societal and workforce trends •Changing nature of Employment Relationship -HRM a changing function <ul style="list-style-type: none"> •Roles associated with Management of HR (Classification given by Ulrich) |

| | |
|----------|--|
| | <ul style="list-style-type: none"> •Partnership of HR and Line Managers (Strategic Human Resource Management by Tanuja Agarwala) |
| 3 | <p>Performance Management and Appraisal</p> <ul style="list-style-type: none"> -Comparison between the two -Why Performance Management? -Supervisor's Role in appraising performance -Methods of Performance Appraisal with important advantages and disadvantages •Alteration Ranking Method •Paired Comparison Method •Computerised and web Based Performance Appraisal •Electronic Performance Monitoring (EPM) -How to avoid appraisal problems? <p>(Human Resource Management by Dessler & Varkkey)</p> |
| 4 | <p>Determining Strategic Pay Plans And Employee Benefits</p> <ul style="list-style-type: none"> -Basic factors in determining pay rates •Legal consideration in compensation •Union influence on compensation decisions •Competitive strategy, corporate policies and compensation •Equity and its impact of pay rates -Process of establishing pay rates: •Salary Survey •Job Evaluation •Grouping similar jobs together •Pricing each pay grade •Fine tuning pay rates -Competency Based Pay – meaning, reasons, advantages and disadvantages -Flexible benefits programme 1.Cafeteria Approach 2.Flexible Work Arrangements -Flexi time and its effectiveness -Compressed work week and its effectiveness 3.Other flexible work arrangement -Job sharing -Work sharing -Telecommuting <p>(Human Resource Management by Dessler & Varkkey)</p> |

Topics for assignments:

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

Topics for seminars:

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

Reference Books:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-V

With Effect From Academic Year 2016-17

CC507D :Advanced Taxation And Law (Paper-I)

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

Objective:

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|-------------------|---|
| 1 | SERVICE TAX: <ul style="list-style-type: none">- Evolution and Need of Service Tax- Concept of Taxable Services and Exempt Services- Classification of Taxable Services- Registration Procedure- Payment of Service Tax |
| 2 | SERVICE TAX: <ul style="list-style-type: none">- Valuation of Taxable Services- Periodical Service Tax Returns- Concept of CENVAT Credit- Concept of Adjudication, Appeals, Demand, Refund and Penalties. |
| 3 | <u>CENTRAL EXCISE:</u> <ul style="list-style-type: none">- Nature of Excise Duty, Legislative History, Coverage, Levy and Collection of excise duties under the Central Excise Act, 1944- Definitions of Excisable Goods, Factory and Manufacture under the Central Excise Act.- Provisions governing Manufacture and Removal of excisable goods.- Classification of goods under Central Excise Tariff Act, 1985 with reference to rules of interpretation.- Assessment including Provisional Assessment, Self-Removal Procedure, Payment of duty and Date for determination of rate of duty. Record-based control and Production-based control. |
| 4 | <u>CENTRAL EXCISE:</u> <ul style="list-style-type: none">- Concept of Valuation under the Central Excise Act, 1944, Central Excise Valuation (Determination of Price of Excisable Goods) Rules, 2000- Registration Procedures Benefits to Exporters- Concept of CENVAT Credit- Exemption for Small Industries |

Topics for Assignment:

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

Topics for Seminar/Quiz:

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

Text Book:

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

Reference Book :

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-V

With Effect From Academic Year 2016-17

CC507E : Banking And Insurance (Paper-I)

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|-------------------|--|
| 1 | Introduction to banking - history of banks - meaning of banking - functions of bank - banker customer relationship - banking systems - unit banking - branch banking - banking sectors - corporate banking - retail banking - international banking - rural banking - role of banks in primary, secondary and tertiary sector |
| 2 | Structure of Indian banking system - Reserve bank of India - commercial banks - public sector banks - private sector banks - foreign banks - cooperative banks - state cooperative banks - district cooperative banks - primary credit societies - regional rural banks - development banks |
| 3 | Introduction to insurance - origin and development of insurance - functions of insurance - importance of insurance - principles of insurance - types of insurance contract - classification of insurance - life insurance - non life insurance - reinsurance - micro insurance - insurance intermediaries |
| 4 | Life insurance - essential features - advantages - different plans of life Assurance and annuities - policy condition and privilege - assignment and nomination - lapses and revivals - surrender values and loans - claims - double insurance. Non-Life Insurance - Meaning and Importance - Types - Fire - Marine - Motor - Health - Miscellaneous |

Topics of assignment:

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

Topics of Seminar/Quiz

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

Text Book:

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

Reference Book:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-VI

With Effect From Academic Year 2016-17

CC601 :INDUSTRIAL LAWS

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

Objectives:

- To gain knowledge of various Industrial Laws and also understand the application of Industrial laws to practical situations.
- To acquaint students from various labour laws.

Course Contents :

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

Topic for Assignments:

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

Topics for Seminar/Presentation:

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

Text Book:

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

Reference Book:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-VI

With Effect From Academic Year 2016-17

CC602 : STRATEGIC MANAGEMENT

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

Objectives:

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|--|
| 1 | INTRODUCTION TO STRATEGIC MANAGEMENT <ul style="list-style-type: none"> •Meaning of strategy, strategic management (process of S.M) •Importance of Strategic Management •Strategic Fit and Intent •Levels of Strategy and their characteristics •Vision & Mission •Vision : Nature (elements), definition and benefits •Mission : Definition, characteristics of mission statement •Difference between vision and mission |
| 2 | EXTERNAL ENVIRONMENT ANALYSIS <ul style="list-style-type: none"> •Concept of Environment •SWOT •PESTEL •5 Force Model •Approaches to Environmental Scanning •Sources used for Environmental Scanning •Techniques of Environmental Scanning |
| 3 | INTERNAL ANALYSIS <ul style="list-style-type: none"> •Resources, Capabilities, Competencies, Core Competencies •Competitive Advantage •Why are resources important •Value chain(organization and industry) •Ansoff Model •BCG Model |
| 4 | STRATEGY FORMULATION <ul style="list-style-type: none"> •5 Generic Strategies (cost leadership, differentiation, combined, focus, best cost provider) •Interrelationship between formulation and implementation •Integration : Forward and Backward •Diversification : Horizontal, Conglomerate, Concentric |

Topics for Assignment

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

Topics of Seminar

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

Textbooks :

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

Reference Books:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-VI

With Effect From Academic Year 2016-17

CC603 : ORGANISATIONAL BEHAVIOUR (Paper-II)

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

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|--|
| 1 | <p>Understanding Motivation and Leadership Reference book: Organizational Behavior Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006) Motivation Models i)E-R-G Theory ii)David McClelland's need theory iii)Equity theory iv)Victor Vroom's expectancy theory (with their implications for managers) Leadership theories i)Fiedler's Contingency model ii)Path-goal theory iii)Hersey & Blanchard's leadership model Shortnotes i)Mentoring ii)Self-leadership iii)Transformational leadership iv)Coaching</p> |
| 2 | <p>Issues between Individuals and Organisations(A) Reference book: Organizational Behavior Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006) Conflicts –meaning & definition Functional and Dysfunctional conflicts Sources of conflicts Conflict resolving strategies Organizational Culture Characteristics of organizational culture Communication of organizational culture through the process of socialization and individualization Economic and psychological contract</p> |
| 3 | <p>Issues between Individuals and Organisations(B) Reference book: Organizational Behavior, Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006) Counseling –meaning & definition Functions of counseling Types of counseling Transactional analysis as a technique of resolving conflicts (including inter-personal orientation and stroking), Stress –meaning & definition i)Stress and job-performance relationship , ii)Effects of stress iii)Approaches to stress management Quality Work-Life-meaning & definition Techniques of QWL</p> |
| 4 | <p>Challenges and Opportunities for Organisational Behaviour</p> |

| | |
|--|---|
| | <p>Reference book: Organizational Behavior Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006) Challenges for O.B., i) Responding to globalization , ii) Improving quality and productivity , iii) Responding to outsourcing , iv) Improving customer services , v) Improving people skills , vi) Empowering people , vii) Stimulating innovation and change Ethical Behaviour i) Employee privacy issues , ii) Impact of ethics on bottom-line outcomes , iii) Pay and promotion discrimination, iv) Sexual harassment Managing Internal Work Force i) Barriers to cultural adaptation , ii) Overcoming barriers</p> |
|--|---|

Topics for Assignment

- i) Job satisfaction and performance –effort loop ,
- ii) Sources of stress
- iii) Traits of leadership ,
- iv) Gender issues at work place

Topics of Seminar

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-VI

With Effect From Academic Year 2016-17

CC604 : Production & Operation Management

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

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

Course Contents:

| Module No. | Modules/ Sub Modules |
|------------|---|
| 1 | <p>Meaning of production management and operation management Objectives of production management Scope of production management Types of production 1.Continuous , 2.Intermittent , 3.Project, 4.Job shops Concept of production planning and control Function of production planning and control :Estimating, routing, scheduling, loading Dispatching, expediting, follow up, Inspection and corrective action Concept of work study and motion study, Work measurement, basic work study procedure</p> |
| 2 | <p>Concept of purchasing , principles of purchasing and process of purchasing. Types of purchasing •Blanket orders , •Stockless purchasing , •System contracting •Small order purchases Concept of material handling and principles of material handling . Concept of MRP-1 and MRP-2, Objectives ,advantages and disadvantages of MRP-1 concept of ERP and features of ERP</p> |
| 3 | <p>1)concept of layout, factors affecting layout and features of a good layout. Types of layout •product , •process , •project 2)Concept of quality management, Cost of quality : Deming’s 14 principles of quality Concept of Six Sigma and its process Deming’s concept of PDCA cycle Concept of ISO-9000,14000,22000</p> |
| 4 | <p>Contemporary Issues JIT :- Concept and characteristics (including the concept of KANBAN); Kaizen:- Concept,3 guiding principles, activities falling under the kaizan umbrella Japanese 5-“S” approach (5 s kaizen movement); Business process reengineering - Characteristics, steps Lean production and basic elements</p> |

TOPICS FOR ASSIGNMENT

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

TOPICS OF SEMINAR

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

Reference Books:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-VI

With Effect From Academic Year 2016-17

CC605 :MANAGEMENT ACCOUNTING

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

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|---|
| 1 | <p>(A) Introduction :Meaning of Management Accounting, Difference between Financial Accounting and Management Accounting, Difference between Cost Accounting and Management. Tools and Techniques of Management Accounting – Meaning and list of tools and techniques.</p> <p>(B) Budgetary Control: Meaning and Significance. Preparation of Flexible Budgets. Preparation of Functional Budgets – Sales, Production and Purchase Budgets. Concept of Cash Budget (excluding sums.)</p> |
| 2 | <p>Standard Costing – Meaning, Benefits and Limitations. Calculation of Variances- Material, Labour (Excluding Idle time) and Sales Introduction to overhead variance (excluding sums) Objectives ,advantages and disadvantages of MRP-1 concept of ERP and features of ERP</p> |
| 3 | <p>Cost Volume Profit Analysis- Meaning and Assumptions, Concept of Break even analysis, Sums of C-V-P Analysis (Including Key Factor) Decision Making – Make/Buy, Shut Down and Export Proposal.</p> |
| 4 | <p>(A) Responsibility Accounting - Meaning and significance, Types of responsibility centres. Transfer Pricing – Meaning and Methods of transfer pricing.</p> <p>(B) Contemporary Issues in Management Accounting: i. Target Costing, ii. Life-cycle Costing, iii. Activity Based Costing</p> |

Topics for Assignment

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

Topics of seminar

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

Recommended Books:

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

Reference Books:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-VI

With Effect From Academic Year 2016-17

CC606 :Practical Studies
(GRAND PROJECT, PRESENTATION AND VIVA-VOCE)

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

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

Course Contents :

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

Guidelines for Grand Project Work:-

1.Group size:

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

2.Topics:

- Any topic from any functional area of management i.e. Marketing, HR, Finance, Production
- Economics -Costing
- Operations research
- Any other relevant topic permitted by the director of the institute can be taken for grand project work. The topic should be research based and must be authentic work of the students. Primary data collection is a must.

Format of the group project:-

The project should be based on the following format:-

- Introduction to the topic including macro (external environment and industry) analysis, and micro (particular industry or firm under study) analysis.

- Research Methodology including the rationale for the topic, type of research design, sources of data, sampling method, sample size, any statistical tools used and limitations of the study.
- Findings and analysis of the study including graphs and statistics.
- Conclusion, Recommendations and Scope for further study in future.
- Bibliography, References, Statistical calculations and tables; if any.

Assessment:-

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

Guidelines for assessment:-

- a. The pattern of assessment for internal and external component will remain the same for grand projects.
- b. The project report will be assessed on the basis of one group report submitted by students. Individual copies of the project must be produced during external exam and must be checked and signed by the external examiner also. The pattern of the project report must be as prescribed earlier.
- c. Power point presentation of the group project must be done by students during both internal and external assessment. The presentation should be divided among all the group members in such a way that the entire project contents are covered. Each student should present for 2-3 minutes on his\her allotted section.
- d. Power point presentation should be followed by individual viva voce. In this exam, the student should be able to answer on the entire project and also related topics; and not only on his section of the presentation.
- e. A hard copy and a CD of the power point presentation done during internal assessment must be produced at the time of external assessment too.



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-VI

With Effect From Academic Year 2016-17

CC607A : Advanced Financial Management (Paper-II)

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

Objectives:

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|---|
| 1 | <p>Capital Budgeting problems using NPV for the following decisions: 1.Replacement,2.Mutually Exclusive</p> <p>Depreciation calculation using: 1.SLM ,2.WDV ,3.Block of Assets</p> |
| 2 | <p>(A)Working Capital Estimation Sums of estimating working capital excluding double shift</p> <p>(B)Economic Value Added (EVA) Concept of EVA Problems using EVA formula as per Khan & Jain</p> |
| 3 | <p>Capital Structure Theories Meaning of Capital Structure</p> <p>Features of Appropriate Capital Structure Factors affecting Capital Structure , Capital Structure Theories-(Excluding Sums) Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani – Miller Thesis</p> |
| 4 | <p>Corporate Financial Restructuring Meaning of Corporate Restructuring and reasons for it Meaning of Financial Restructuring Techniques of Corporate Restructuring:</p> <p>1.Mergers, 2.Takeovers, 3.Joint Ventures, 4. Divestitures,5.Slump Sale, 6. Strategic Alliance, 7.Equity Carve out, 8. Franchising, 9. Holding Companies, 10. Sell off, 11. Going Private, 12. Liquidation, 13. Reverse Bid, 14. Reverse Merger,15. Demerger, 16.Management Buy-In, 17.Management Buy-Out 18.Leveraged Buy-Out.</p> |

Topics for Assignment

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

Topics of seminar

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

Recommended Books:

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

Reference Books:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-VI

With Effect From Academic Year 2016-17

CC607B : Advanced Marketing Management (Paper-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. Different functions of management have got importance as per the environmental changes. After, 1950's Marketing Management has assumed an important role in the organization. With continuously evolving and due to the newer trends, the subject has become wider and wider.

Objectives: This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject of marketing management with deeper penetration so that the students can choose the particular area

Course Contents :

| Module No. | Modules/ Sub Modules |
|------------|--|
| 1 | <p><u>Business/ Industrial Marketing (10 Hours)</u></p> <ul style="list-style-type: none"> a. Difference between Business and Consumer Market b. Primary Objectives of Business supplier c. Characteristics of customers in the business Market d. The business Buying Process e. Factors affecting Business Buying Behaviour |
| 2 | <p><u>ADVERTISING MANAGEMENT (10 Hours)</u></p> <ul style="list-style-type: none"> a. Advertising Creates Brand image b. Developing advertising Strategy <ul style="list-style-type: none"> i. Identify and Understand Target Audience , ii. Setting Advertising Objectives iii. Establish advertisement Spend iv. Message Decisions v. Media Decisions vi. Execute the Advertise Campaign vii. Evaluate Advertisement Effectives viii. Improving Advertising result c. Impact of Advertising |
| 3 | <p><u>Rural Marketing (10Hours)</u></p> <ul style="list-style-type: none"> a. Meaning and Definition of rural Marketing b. Characteristics of rural Marketing c. Importance of Rural Marketing d. Rural Marketing Mix e. Reasons for Rural Market boom f. Problems and Challenges in Rural Marketing |
| 4 | <p><u>Customer Relationship Management 10Hours)</u></p> <ul style="list-style-type: none"> a. Definition of CRM b. Evaluation and Concept of CRM c. Benefits of CRM d. Relationship building as Process e. CRM as Strategy f. CRM Implementation Road Map g. Customer Centric marketing and Process h. Building Organisational Capabilities through Internal Marketing |

TOPICS FOR ASSIGNMENT

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

TOPICS OF SEMINAR

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

Reference Books:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-VI

With Effect From Academic Year 2016-17

CC607C : Advanced Human Resource Management (Paper-II)

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

Objectives:

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|-------------------|--|
| 1 | <p>EMPLOYEE DISCIPLINE</p> <ul style="list-style-type: none"> - Concept and definitions , - Objectives - Holistic view on discipline i.e the positive approach to discipline (<i>Human Resource Development by Werner and Desimone</i>) - Causes of indiscipline - Types of Discipline - Essentials of a good disciplinary system - Code of Discipline - Procedure - Kinds of punishment/penalties - Role of HR Manager in maintaining discipline - Statutory provisions concerning discipline - Guidelines of a disciplinary action - Principles of effective discipline <p>(<i>Human Resource Management – Text and Cases by S. S. Khanka</i>)</p> |
| 2 | <p>HUMAN RESOURCE DEVELOPMENT AND TALENT MANAGEMENT</p> <p>(A) TRAINING AND DEVELOPMENT OF HUMAN RESOURCE</p> <p>(i) Significance of training and development</p> <ul style="list-style-type: none"> - Training as a strategic organizational activity <p>(ii) Linkage Between business strategy and training</p> <ul style="list-style-type: none"> - Defender strategy , - Prospector strategy <p>(iii) The process of training and development</p> <ul style="list-style-type: none"> Need Assessment Programme design and development Programme implementation Evaluation <p>(iv) Special forms of Training and Development Team Training Diversity Training for Global Assignments Training for leadership Skills Orientation Training</p> |

| | |
|---|---|
| | <p><i>(Strategic Human Resource Management by Tanuja Agarwala)</i></p> <p>(B) Talent Management</p> <ul style="list-style-type: none"> - Meaning and Benefits - Process of talent management - Focus of talent management - Challenges to talent management <p><i>(Essentials of Strategic Human Resource Management –Dr. Anjali Ghanekar)</i></p> |
| 3 | <p>MANAGING CAREERS AND MENTORING</p> <p>(A) Career planning methods used by organisations and objectives of each method Career Development interventions for each career stage</p> <p>Mentor relationships</p> <ul style="list-style-type: none"> - mentors and protégés - roles and functions of mentors - formal and informal mentoring relationships <p>(B) Individual, Organizational benefits of mentoring programmes</p> <p>Negative mentoring experiences Key element of successful mentoring relationship Special mentoring challenges</p> <p><i>(Strategic Human Resource Management by Tanuja Agarwala)</i></p> |
| 4 | <p>CONTEMPORARY ISSUES OF HR</p> <p>(A) International Human resource management</p> <ul style="list-style-type: none"> - Types of International Organizations - International HRM - Difference between IHRM and Domestic HRM - Reasons for increasing importance of IHRM IHRM Practices - International staffing - Pre- departure training for International Assignments - Repatriation - Performance Management in International Assignment - Compensation Issues in International Assignment <p><i>(Strategic Human Resource Management by Tanuja Agarwala)</i></p> <p>(B) Challenges Faced by HR in Knowledge Economy</p> <p><i>(Exhibit 2.2 (pages 81-83)of Strategic Human Resource Management by Tanuja Agarwala)</i></p> <p>(C) Role of HR in Managing Cultural Change</p> <p><i>(Pages 104-107 of Strategic Human Resource Management by Tanuja Agarwala)</i></p> <p>(D) Innovations</p> <ul style="list-style-type: none"> - Meaning - Core elements of innovation system: Leadership and management, Strategic alignment, Innovation process, Organization and people, Matrix, and Corporate culture. - Framework for innovation - Key strategies for innovation efficiency <p><i>(Pages 380-387 of Essentials of Strategic Human Resource Management –Dr. Anjali Ghanekar)</i></p> |

TOPICS FOR ASSIGNMENT

1. Managing innovation versus managing operations.
2. Knowledge Management for consistency and innovation.
3. HR challenges in managing mergers and acquisitions

(Essentials of strategic Human Resource Management by Dr. Anjali Ghanekar)

Discipline without punishment. *(Human Resource Management by Dessler and Varkkey).*

TOPICS OF SEMINAR

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

Reference Books:

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-VI

With Effect From Academic Year 2016-17

CC607D : Advanced Taxation and Law (Paper-II)

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

Objectives:

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|-------------------|--|
| 1 | <u>Gujarat VAT and Central Sales Tax :</u> Introduction and concept of VAT and Central Sales Tax Scope and applicability of act(Including exemption from tax) Registration Provisions under Gujarat Value Added Tax Act, 2003 and Rules |
| 2 | <u>Gujarat VAT:</u> -Following definitions under the Gujarat Value Added Tax Act, 2003 and Rules 1) Goods and Capital Goods, 2)Sale, 3)Dealer, 4)Resale, 5)Manufacture, 6)Person, 7)Turnover & Taxable Turnover 8)Business - Incidence of Tax, Tax Rate and Tax credit concepts. - Payment and Returns of VAT and different types of Assessment schemes. |
| 3 | <u>Customs Law:</u> - Principles governing levy of Customs duty, types of duties including Protective duty, Safeguard duty, Countervailing duty and Anti-dumping duty. - Exemption from customs duties - Basic Principles of Classification of goods and Valuation of goods. - Customs authorities, appointment of customs ports, warehousing stations. |
| 4 | <u>Customs Law:</u> - Provisions governing Conveyance, Importation and Exportation of goods, special provisions regarding Baggage, Goods imported or exported by post and Stores. - Detailed procedure in relation to Warehousing. - Drawback of Customs duties paid. |

Topics for assignment

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

Topics of seminar

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

Text Book :

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

Reference Book :

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



K.S.K.V. Kachchh University
Bachelor of Business Administration
Semester-VI

With Effect From Academic Year 2016-17

CC607E : BANKING AND INSURANCE (Paper-II)

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

Course Contents :

| Module No. | Modules/ Sub Modules |
|-------------------|---|
| 1 | Loans and advances - priority sector lending – export credit – project finance – working capital finance - electronic banking |
| 2 | Banking legislation – the Reserve Bank of India Act – The Banking Regulation Act – Banking Sector Reforms – NPA management – Annual Accounts of banking company |
| 3 | LIC of India – GIC of India & its subsidiaries –Reinsurance business – insurance pricing IRDA and its functions |
| 4 | Channels of Distribution – intermediaries and their functions – bancassurance - legal frame work of insurance business – Indian insurance industry: major reforms |

Topics for Assignment

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

Topics of Seminar

1. Use of technology in banking
2. Capital Adequacy norms for banks
3. Debt Recovery Tribunal
4. Insurance ombudsman
5. Social insurance

Text Book :

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

Reference Book :

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

Structure of Course Examination

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(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| OR | | |
| Q-1 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1) | (15) |
| Q-2(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| OR | | |
| Q-2 (B) | Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2) | (15) |
| Q-3(A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| OR | | |
| Q-3 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3) | (16) |
| Q-4 (A) | Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc) | (02) |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |
| OR | | |
| Q-4 (B) | Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4) | (16) |

Note. - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)