



Krantiguru Shyamji Krishna Verma

Kachchh University

Mundra Road, Bhuj - Kachchh.

MASTER OF BUSINESS ADMINISTRATION

(MBA Regular - Semester I& II)

New Course under CBCS

DEPARTMENT OF COMMERCE & MANAGEMENT

K.S.K.V. KACHCHH UNIVERSITY - BHUJ

KACHCHH - 370 001.

W.E.F. June 2016-17.

Ordinance & Regulations

O.MBA 01. Admission

Admission to the program will be given on recommendation of the central admission committee of Government of Gujarat on the basis of student's merit in an all Common Management Admission Test conducted by an agency appointed by the government of Gujarat from time to time or a test recognized by the KSKV Kachchh University, Department of Commerce & Management, Bhuj that may consist of Written test, Group discussion and personal interview. Eligibility for entrance test will be as ascertained by the government of Gujarat/AICTE/UGC and endorsed by the KSKV Kachchh University, Department of Commerce & Management, Bhuj from time to time. Reservation will be as per the provisions of State Govt /UGC/ AICTE and endorsed by the KSKV Kachchh University, Department of Commerce & Management, Bhuj

O.MBA 02. Duration and span of the Course:

The course will be of Two-academic year duration divided into four semesters and for Specific Purpose The span of course will be of four academic Years.

First Year

Semester-I:

Sr. No.	Course No.	Course Title	Credit	Int. Marks	Project work	Ext. Marks	Minimum Passing Marks	Period Per Week	Total Marks
1	CC101	Accounting for Managers (AFM)	4	30	50	70	75	4	150
2	CC102	Economics for Managers (EFM)	4	30	50	70	75	4	150
3	CC103	Managerial Communication (MC)	4	30	50	70	75	4	150
4	CC104	Organizational Behaviour (OB)	4	30	50	70	75	4	150
5	CC105	Principles of Management (POM)	4	30	50	70	75	4	150
6	CC106	Quantitative Analysis (QA)	4	30	50	70	75	4	150
7	CC107	Management Information Systems (MIS)	4	30	50	70	75	4	150
Total :			28	210	350	490			1050

Semester-II:

Sr. No.	Course No.	Course Title	Credit	Int. Marks	Project work	Ext. Marks	Minimum Passing Marks	Period Per Week	Total Marks
1	CC201	Cost and Management Accounting (CMA)	4	30	50	70	75	4	150
2	CC202	Environment for Business (EFB)	4	30	50	70	75	4	150
3	CC203	Financial Management (FM)	4	30	50	70	75	4	150
4	CC204	Human Resource Management (HRM)	4	30	50	70	75	4	150
5	CC205	Marketing Management (MM)	4	30	50	70	75	4	150
6	CC206	Production and Operations Management (POM)	4	30	50	70	75	4	150
7	CC207	Research Methodology and Operations Research(RM&OR)	4	30	50	70	75	4	150
Total :			28	210	350	490			1050

MBA 03. Detailed Syllabus: (Sheets Attached)**MBA 04. Scheme of promotion & Span of Programme:**

- (i) The span period of the programme is four years from the date of registration in the Programme.
- (ii) The minimum marks for passing the examination for each semester shall be 50% in each paper and 50% in aggregate for all the courses of the semester.
- (iii) In case a student is declared failed at an examination, he/she may reappear at the next examination conducted by the University as an ex-student. He/She may claim exemption in the papers in which he/she has secured 50% or more marks.
- (iv) To be eligible for promotion to the second year of the programme, a student must clear successfully at least 10 papers out of the 14 papers offered during first year of the programme.
- (v) A student to be eligible for award of degree has to clear all the papers offered during two- year programme within the span period.

Regulation (1) MBA 01: Award of Class

1. The students would be awarded “Class” on the basis of the following marks scored in the respective exam and in total.
 - (a) The class would be awarded on the basis of marks scored in **External Assessment** only.

- (b) In total marks would be included from both the internal as well as external assessment.
- (c) If the student will be failed in any subject in any semester those students will reappear for those subject and marks of same will be carried forward to the respective exam as well as final results and that marks will be consider for awarding class to the students.

Class	Minimum Marks to be Scored in External Assessment	Minimum Total Marks required from Internal & External Assessment
Distinction	70% & above	70% & above
First	60% & above but below 70%	60% & above but below 70%
Second	50% & above but below 60%	50% & above but below 60%

- 2. The Merit Rank would be awarded on the basis of **performance in the external assessment of all the semesters only.**
- 3. Those students who cleared all the papers at the **First Attempt** would only be considered for Merit Ranks & Awards.

Regulation (2) Re-examination

- (i) A regular student who fails to attain minimum passing marks will be allowed to re-appear in any paper in any semester. However, the total number of attempts for a paper shall not exceed four during the span period of the programme.
- (ii) As regards the ex-students (who could not qualify the MBA programme in first two years), they will be allowed to re-appear in papers only in the semester end examination subject to total number of attempts for a paper not exceeding four during the span period of the programme.

Regulation (3) Evaluation

The examination and evaluation for the MBA Programme Students will done by the faculty of the department and other academicians invited as examiners from time to time appointed by the University.

03 (i) Evaluation Criteria:

A student failing in the internal examination (test) arranged by the department should appear only for the internal examination and a student failing only in the University examination should appear only for the University examination. Marks obtained by the student will be carried forward to the University Examination Except Comprehensive Project and Summer Training, all other courses will have 30% internal evaluation consisting of 20% mid semester exams and 10% viva voce, 50% project work and 70% term-end evaluation. Individual passing criteria in all the three components would be 45% and collectively it would be 50% i.e 75 out of 150. Overall in the entire semester the student should get 50% of the total marks. Each paper will carry 100 marks of which minimum of 30% of marks should be for internal assessment and remaining percentage of marks will be for written examination. The duration of written examination for each paper shall be three hours

03 (ii) Internal Evaluation:

During Course (Continuous) assessment shall be based on factors such as: Participation in seminars, case discussions and group work activities. Class tests, quizzes, individual and group oral presentations. Submission of written assignments, term papers and viva-voce.

Classroom participation and attendance The weight-age given to each of these factors shall be decided and announced at the beginning of the semester by individual faculty member responsible for the paper.

03 (iii) The scheme of evaluation of project studies:

- (a) For summer Training, a project report based on the summer training will have to be submitted on a specified date and the same will be evaluated by a board of examiners. This report will be evaluated for 200 marks out of that 100 marks will be based on report writing and 100 marks will be based on an oral presentation/ viva -voce. The board of examiners duly appointed by the university will do evaluation.
- (b) Comprehensive project will be commenced in fourth semester for duration of two months. Report shall be submitted at the end of semester. The paper is equivalent to Two papers (200 marks). The written part of the project shall account for 100 marks and the viva- voce shall account for 100 marks. The Board of Examiners duly appointed by the university will do evaluation.

Syllabus for MBA Programme effective from the Academic Year 2016-17.

MBA Program Structure

The course curriculum and syllabus for MBA of K.S.K.V. Kachchh University is devised considering the norms of AICTE/ UGC. While preparing the syllabus, the syllabi of different national level universities/institutions have been taken into account. Thus syllabus has endeavored to strike a balance between theory and practice and classic and contemporary concepts.

The MBA programme of K.S.K.V. Kachchh University will be conducted on a semester basis with four semesters spread over two academic years. The duration of each semester will be around 15 weeks. In each semester there are seven courses/subjects. In the first year all 14 courses are compulsory. In the second year there will be three types of courses, namely, compulsory, electives and sectorial specialization. The MBA programme will have four electives, namely, Marketing, Finance, Human Resource and Information Systems. A student can choose any one of the four electives. There will be five sectorial specialization areas, namely, Retail, Pharmaceutical and Healthcare, Rural and Cooperatives, Public Systems and Policy, and Banking and Insurance. A candidate has to opt for one of the sectorial areas. In each semester of the second year there will be three compulsory courses, three electives and one sectorial course, thus making a total of six compulsory courses, six elective courses and two sectorial courses in the second year. Once a student opts for a particular elective and sectorial course in semester III, he/she will continue the same in semester IV.

The concerned institution conducting the programme can either offer all the electives and sectorial options or the minimum requirement of two.

No exemption in any subject/course is allowed even if the student had studied similar or the same subject in any other programme.

Each course is divided into four modules. The University examinations will have four questions of 17,17,18,18 marks from each module, with internal options. The evaluation will be governed by the Kachchh University rules/regulations. The details of all the first year and second year courses are listed below:

First Year

Semester-I:

Sr. No.	Course Code	Course/ Subject Title	Credits
1.	CC101	Accounting for Managers (AFM)	4
2.	CC102	Economics for Managers (EFM)	4
3.	CC103	Managerial Communication (MC)	4
4.	CC104	Organizational Behaviour (OB)	4
5.	CC105	Principles of Management (POM)	4
6.	CC106	Quantitative Analysis (QA)	4
7.	CC107	Management Information Systems (MIS)	4

60 Sessions of 60 Minutes per Course

Total 28

Semester-II:

Sr. No.	Course Code	Course/ Subject Title	Credits
1.	CC201	Cost and Management Accounting (CMA)	4
2.	CC202	Environment for Business (EFB)	4
3.	CC203	Financial Management (FM)	4
4.	CC204	Human Resource Management (HRM)	4
5.	CC205	Marketing Management (MM)	4
6.	CC206	Production and Operations Management (POM)	4
7.	CC207	Research Methodology and Operations Research(RM&OR)	4
60 Sessions of 60 Minutes per Course			Total 28

Second Year**Semester - III**

In the Second year of the MBA Programme, the students will have to choose a functional area and a sectoral area, in addition to the core subjects. The choice made by the students pertaining to the functional area and the sectoral area in Semester-III shall remain unchanged in Semester- IV and the students will have no option to change the same in Semester-IV.

Compulsory Courses:

Sr. No.	Course Code	Course/SubjectTitle	Credits
1.	CC301	Strategic Management (SM)	4
2.	CC302	Legal Aspects of Business (LAB)	4
3.	CC303	New Enterprise and Innovation Management (NE&IM)	4
60 Sessions of 60 Minutes per Course			Total 12

Functional Areas:**I Marketing**

Sr. No.	Course Code	Course/ Subject Title	Credits
1.	MM301	Consumer Behaviour and Marketing Research (CB&MR)	4
2.	MM302	Integrated Marketing Communication (IMC)	4
3.	MM303	Sales and Distribution Management (SDM)	4
60 Sessions of 60 Minutes per Course			Total 12

II Finance

Sr. No.	Course Code	Course/ Subject Title	Credits
1.	FM301	Corporate Taxation & Financial Planning (CT&FP)	4
2.	FM302	Management of Financial Services (MFS)	4
3.	FM303	Security Analysis and Portfolio Management (SAPM)	4
60 Sessions of 60 Minutes per Course			Total 12

III Human Resource

SrNo.	Course Code	Course/ Subject Title	Credits
1.	HR301	Change Management and Organizational Development (CM&OD)	4
2.	HR302	Compensation Management (CM)	4
3.	HR303	Management of Industrial Relations and Labour Legislations (MIR&LL)	4
60 Sessions of 60 Minutes per Course			Total 12

IV Information System

Sr. No.	Course Code	Course/Subject Title	Credits
1.	IS301	Database Management (DM)	4
2.	IS302	System Analysis and Design (SA&D)	4
3.	IS303	Technology and Business (T&B)	4
60 Sessions of 60 Minutes per Course			Total 12

Sectoral Area:

60 Sessions of 60 Minutes per Course and having a credit of three. (each student will opt for any one of the sectorial areas). The choice of sector is independent of the functional elective.

I Retailing Sector

1. SRM301

II Pharmaceutical and Healthcare Sector

1. SPH301

III Rural and Cooperative Sector

1. SRC301

IV Public Systems and Policy

1. SPS301

V Banking and Insurance

1. SBI301

Semester – IV

Compulsory Courses:

Sr. No.	Course Code	Course/Subject Title	Credits
1.	CC401	Comprehensive Project (CP)	4
2.	CC402	International Business (IB)	4
3.	CC403	Management Control System (MCS)	4
60 Sessions of 60 Minutes per Course			Total 12

Functional Areas:

I Marketing

Sr. No.	Course Code	Course/Subject Title	Credits
1.	MM401	Product and Brand Management (PBM)	4
2.	MM402	Services and Relationship Marketing (SRM)	4
3.	MM403	International Marketing (IM)	4
60 Sessions of 60 Minutes per Course			Total 12

II Finance

Sr. No.	Course Code	Course/Subject Title	Credits
1.	FM401	Corporate Restructuring (CR)	4
2.	FM402	Risk Management (RM)	4
3.	FM403	International Finance (IF)	4
60 Sessions of 60 Minutes per Course			Total 12

III Human Resource

Sr. No.	Course Code	Course/Subject Title	Credits
1.	HR401	Human Resource Development (HRD)	4
2.	HR402	Strategic Human Resource Mgmt (SHRM)	4
3.	HR403	International Human Resource Mgmt (IHRM)	4
60 Sessions of 60 Minutes per Course			Total 12

IV Information System

Sr. No.	Course Code	Course/Subject Title	Credits
1.	IS401	Business Process Reengineering (BPR)	4
2.	IS402	Information Systems Audit and Control (ISA&C)	4
3.	IS403	Strategic Information Technology Management (SITM)	4
60 Sessions of 60 Minutes per Course			Total 12

Sectoral Area:

60 Sessions of 60 Minutes per Course (each student will opt for *any one* of the sectorial areas) The choice of sector is independent of the functional elective.

I Retailing Sector

1. SRM401

II Pharmaceutical and Healthcare Sector

1. SPH401

III Rural and Cooperative Sector

1. SRC401

IV Public Systems and Policy

1. SPS401

V Banking and Insurance

1. SBI401



K.S.K.V. Kachchh University
Department of Commerce and Management
M.B.A. Semester-I

CC 101- Accounting for Managers (AFM)

1. Course Objective:

The objective of the course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data as an aid to decision making. The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	<u>Fundamentals of Accounting</u> Basic understanding of accounting, Accounting Concepts, Conceptual framework of financial statements, Journal Entries and preparation of accounts and Trial Balance, Recognition of Income and Expenses, Provisions and Contingent Liabilities	15	25%
II	Accounting Standards and Applicability: Disclosure of Accounting Policies (AS-1), Valuation of Inventories (AS-2), Depreciation Accounting (AS-6), Income Recognition & Accrual Income (AS-9), Accounting of Fixed Assets (AS-10), Accounting for Investments (AS-13)	15	25%
III	Preparing and Understanding Financial Statements : Corporate Balance sheet, Profit and Loss Account	15	25%
IV	Financial Statement Analysis : fund flow analysis, horizontal, vertical, trend analysis and ratio analysis Contemporary issues: IFRS, Human Resource Accounting, Social Accounting, Environmental Accounting, and Responsibility Accounting	15	25%
V	Students should select a particular company and do financial analysis of the same and prepare a report and give a presentation		

4. Teaching Method:

The following pedagogical tools will be used to teach this course:

1. Lectures and Discussions
2. Assignments and Presentations
3. Case Analysis

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

1. Financial Accounting, R. Narayan Swami, PHI, 2011 Latest
2. Financial Accounting, V. Rajsekaran & R. Lalitha, Pearson Education, 2011 Latest
3. Financial Accounting for managers, T. P. Ghosh, Taxmann, 2011 Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

1. Financial Accounting, Shankar Narayan, Cengage, 2011 Latest
2. Total Management by Ratios, Rushikesh Bhattacharya, Sage Publications, Latest
3. Financial Statement Analysis & Reporting, Mohan Rao, Taxmann, 2011 Latest
4. Financial Accounting for Management –: An Analytical Perspective, Ambrish Gupta, Pearson Education, 3rd Edition 2009.
5. Accounting for Management, S. K. Bhattacharya, John Dearden, Vikas Publishing House, Third revised Edition 2008.
6. Financial Accounting – A Managerial Emphasis, Ashok Bannerjee, Excel Books, Latest Edition.
7. Basic Accounting for Management, Paresh Shah, Oxford Higher Education, New Delhi 2008, Latest Edition
8. Accounting: Text and Case, Robert N Anthony, David F Hawkins, The McGraw-Hill, companies, 12th Edition.
9. A Text Book of Accounting for Management, S N Maheshwari, S, K Maheshwari, Vikas Publishing, New Delhi, Latest Edition
10. Financial Accounting for Management, Ramachandran Kakani, TATA McGraw Hill, 2011 Latest

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

The Students will have to refer to past issues of the following journals in order to get relevant topic/ information pertaining to the subject.

1. The Chartered Accountant
2. The Management Accountant

3. The Chartered Secretary
4. Journal of Finance
5. Business India / Business Today / Business World
6. “Vikalpa” – Journal of Indian Institute of Management, Ahmedabad

9. Session Plan:

Session	Topics to be covered
1	Basic understanding of accounting
2-5	Accounting Concepts & Conventions
6-8	Conceptual framework of financial statements
6-14	Journal Entries and preparation of accounts up to Trial Balance (discussing and solving practical problems)
15	Recognition of Income and Expenses, Provisions and Contingent Liabilities
16	Accounting Standards and Applicability: Disclosure of Accounting Policies (AS-1)
17-20	Valuation of Inventories (AS-2) (discussing and solving practical problems)
21-24	Depreciation Accounting (AS-6) (discussing and solving practical problems)
25-26	Income Recognition & Accrual Income (AS-9)
27-30	Accounting of Fixed Assets (AS-10), Accounting for Investments (AS-13),
31-45	Preparing and Understanding Financial Statements : Corporate Balance sheet, Profit and Loss Account - in vertical format with schedules (discussing and solving practical problems)
46-52	Funds Flow Analysis (discussing and solving practical problems)
38-43	Financial Statement Analysis : horizontal, vertical, and trend analysis (discussing and solving practical problems)
44-47	Ratio Analysis (discussing and solving practical problems)
48-60	Contemporary issues: IFRS, Human Resource Accounting, Social Accounting, Environmental Accounting, and Responsibility Accounting

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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 Department of Commerce and Management M.B.A. Semester-I
	<u>CC 102- Economics for Managers (EFM)</u>

1. Course Objective:

To impart knowledge, with respect to concepts, principles and practical applications of Economics, which govern the functioning of a firm/organization under different market conditions.; To enhance the understanding capabilities of students about micro and macro– economic principles and decision making by business and government.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Ten principles of economics; The market forces of supply and demand; Elasticity and its applications; The costs and economics of production	15	25%
II	Firms in competitive markets: Monopoly; Oligopoly; Monopolistic competition	15	25%
III	Measuring a nation’s income; Measuring the cost of living; Production and growth, Concepts of GDP, GNP, PPP, The monetary system, Money growth and inflation, Open-economy macroeconomics – Basic concepts	15	25%
IV	Aggregate demand and aggregate supply; The influence of monetary and fiscal policy on aggregate; demand; The short-run trade-off between inflation and Unemployment	15	25%
V	Case: Pricing, admission to a museum. (Module I) Case: The De Beers Diamond Monopoly (Module I) Case: Near empty restaurants and off-season miniature golf. (Module II); Case: OPEC and the World Oil Prices (Module II); Case: Advertising and the price of eyeglasses (Mod II) Case: International difficulties in GDP and Quality of life.(Module III);Case: Case study using IBM Analytics or any other alternate software. Price Leadership and Market Leadership Model. Basics of Game Theory and the relevance of the same in the real world scenario.		

4. Teaching Method:

- Case discussion covering a cross section of decision situations.
- Discussions on issues and techniques of Economics.
- Projects/ Assignments/ Quizzes/ Class participation etc
- Compulsory class presentation with live experiences of world economies

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Dr D. M. Mithani	Managerial Economics: Theory & Applications	Himalaya	2010, Latest
T2	G. S. Gupta	Managerial Economics	Tata McGraw Hill	Latest Edition
T3	N Gregory Mankiw	Economics: Principles & Applications	Cengage Learning	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	D. Salvatore	Managerial Economics in a Global Economy	Cengage	Latest Edition
R2	H.L Ahuja	Managerial economics	S Chand	Latest Edition
R3	Ravindra H. Dholakia and Ajay N. Oza	Microeconomics for Management Students	Oxford University Press	Latest Edition
R4	Pindyck & Rubinfeld	Microeconomics	Pearson	Latest Edition
R5	C. Rangaragan and B. H. Dholakia	Principles of Macroeconomics	The McGraw-Hill companies	Latest Edition
R6	G. S. Gupta, 3/e	Macroeconomics – Theory and Applications	Tata McGraw Hill	Latest Edition
R7	Samuelson and Nordhaus	Economics	Tata McGraw Hill	Latest Edition
R8	Atmanand	Managerial Economics	Excel Books	Latest Edition
R9	I C Dhingra (SCS)	Essentials of Managerial Economics	Educationa	Latest Edition
R10	D Salvatore	Microeconomics: Theory and Applications	Oxford University Press	Latest Edition

R11	Lipsey and Chrystal	Economics	Oxford University Press	Latest Edition
R12	D. Salvatore	Managerial Economics- Principles and Worldwide Applications	Oxford University Press	Latest Edition
R13	Hirschey	Economics for Managers	Cengage Learning	Latest Edition
R14	Satya P. Das	Microeconomics for Business	Sage Text Books	Latest Edition
R15	Geetika, Piyali Ghosh, Purba Roy Choudhary	Managerial Economics	Tata Mcgraw hill	Latest Edition
R16	D. N. Dwivedi	Managerial Economics	Vikas	Latest Edition
R17	Christopher R. Thomes, S.Charles Maurice	Managerial Economics – Concepts and Applications	Tata McGraw Hill	8 / e, Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

1. Margin- The Journal of Applied Economic Research
2. South Asia Economic Journal
3. Global Business Review
4. Asian Journal of Management Cases
5. Global Journal of Emerging Market Economics
6. Economist, Economical and Political Weekly, Economic Times, Business Standard, etc

9. Session Plan:

Session	Topics to be covered
1-2	Ten principles of economics
3-5	The market forces of supply and demand
6-8	Elasticity and its application
9-15	The costs of production
16	Firms in competitive markets
16-17	Monopoly
18-24	Oligopoly
25-30	Monopolistic competition
31-35	Measuring a nation's income
36-38	Measuring the cost of living
39-40	Production and growth
41-42	The monetary system, Money growth and inflation
44-45	Open-economy macroeconomics – Basic concepts
46-48	Aggregate demand and aggregate supply
49-54	The influence of monetary and fiscal policy on aggregate demand
55-60	The short-run trade-off between inflation and unemployment

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-I

CC 103- Managerial Communication (MC)

1. Course Objective:

To reinforce the importance of effective business communication for success in today's business environment. ; To enhance the communication skills required in different business contexts ; through various interactive activities. ; To acquaint the students with the basic concepts and techniques of communication, viz. Listening, Speaking, Reading & Writing skills (LSRW skills) those are useful in developing skills of communicating effectively.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Effective Communication in Business: Importance and benefits of effective communication, Components of communication, Concepts and problems of Communications, Forms of Communication, Communication process, Role of Verbal & Non-verbal Symbols in Communication, Non-verbal communication, Barriers to Effective Communication, Overcoming Communication Barriers, Seven C's of effective Communication.	15	25%
II	Strategies for successful listening and speaking skills Listening Skills: Definition, Types, Purposes for listening, Anatomy of poor listening, Features of a good Listener. Strategies for improving oral presentations, Ways of delivering oral message, Strategies for an effective oral delivery, Strategies for an effective nonverbal delivery, Strategies for removing stage fright.	15	25%
III	Strategies for successful interpersonal communication Dyadic Communication & self-perception, Interviewing, Telephoning skills, Effective e-mail management, Kinds of Meetings, Solving problems in meetings and groups, Planning the meeting, Procedures during meeting, Participant responsibilities in meetings	15	25%
IV	Forms of Communication in Written mode Planning steps for effective writing, Business Letters & Memos, Persuasive written messages, Job applications & resume, Writing Business Reports (Short & Long), Proposals, Practice for Writing	15	25%
V	Application of Module I to IV with written practice, oral presentations and interactive activities Writing business letters, reports, minutes of meetings presentations using various presenting styles, writing reports based on audio deliverances, activities to understand non-verbal cues, telephonic conversation and manners, demonstrating etiquette.		

4. Teaching Method:

(1) Interactive discussions; (2) Role Playing & brain-storming; (3) Audio-visual Material (Using CDs/ Clippings); (4) Assignments and Presentations

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Lesikar	Business Communication	Tata McGraw-Hill Publishing	11 th , Latest Edition
T2	Lehman	B. Com (Business Communication)	Cengage	2011, Latest
T3	Meenakshi Raman & Prakash Singh	Business Communication	Oxford University Press	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Murphy, Hildebrandt & Thomas	Effective Business Communication	Tata McGraw-Hill Publishing	Latest Edition
R2	Rajeesh Vishwanathan	Business Communication	Himalaya	2010, Latest
R3	Mohan, Krishna and Banerji, Meera	Developing Communication Skills	Macmillian	Latest Edition
R4	Monipally	Business Communication Strategies	Tata McGraw-Hill	Latest Edition
R5	Chaturvedi, P. D. and Chaturvedi, Mukesh	Business Communication, Concepts, Cases and Applications	Pearson Education	Latest Edition
R6	Raman, Meenakshi and Sharma, Sangeeta	Technical Communication: Principles and Practice	Oxford University Press	Latest Edition
R7	Kaul, Asha	Business Communication	Prentice Hall of India	Latest Edition
R8	Koneru Arun	Professional Communication	Tata McGraw-Hill	Latest Edition
R9	Boone, Kurtz, & Block	Contemporary Business Communication	Wiley Publication	Latest Edition
R10	Thill, John & C. V. Bovee	Excellence in Business Communication	McGraw Hill	Latest Edition
R11	Raman, Meenakshi and	Business Communication	Oxford	Latest

	Singh, Prakash			Edition
R12	Krizan, Merrier, Logan and Williams	Effective Business Communication	Thomson	Latest Edition
R13	Sen, Leena	Communication Skills	Prentice-Hall India	Latest Edition
R14	Courtland L Bovee, John V Thill, Mukesh Chaturvedi	Business Communication Today	Pearson Education	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Bulletin of the Association for Business Communication, Business Communication Quarterly, Journal of Business Communication, Communication World, Strategic Communication Management, Journal of Business and Technical Communication; Thousand Oaks, Journal of Communication Management; London, Journal of Organizational Culture, Communication and Conflict; Cullowhee, Journalism and Mass Communication Quarterly; Columbia, Management Communication Quarterly : MCQ; Thousand Oaks, Strategic Communication Management; Chicago, Technical Communication Quarterly; St. Paul, Harvard Business Review, Journal of Creative Communications, Business India / Business Today / Business World, University News, Journal of Business Communication, Business Communications Quarterly.

9. Session Plan:

Session Nos.	Topics to be covered
1-2	Concepts of Communication : Definition, objectives, characteristics
3-5	Components of communication, Concepts and problems of Communications, Forms of Communication, Communication process
6-8	Role of Verbal & Non-verbal Symbols in Communication, Non verbal Communication
9-12	Barriers to Effective Communication, Overcoming Communication Barriers, the Seven C's of effective Communication.
13-15	Listening Skills: Definition, Types, Purposes for listening
16-17	Anatomy of poor listening, Features of a good Listener
18-20	Strategies for improving oral presentations, Ways of delivering oral message
21-23	Strategies for an effective oral delivery, Strategies for an effective nonverbal delivery, Strategies for removing stage fright.
24-27	Dyadic Communication & self-perception, Interviewing
28	Telephoning skills, Effective e-mail management
29-32	Kinds of Meetings, Solving problems in meetings and groups
33-35	Planning the meeting, Procedures during meeting, Participant responsibilities in meetings
36-38	Planning steps for effective writing
39-42	Business Letters & Memos
43-45	Persuasive written messages, Job applications & resume
46-47	Writing Business Reports (Short & Long), Proposals, Practice for Writing
48-50	Writing business letters, reports, minutes of mock meetings
51-53	Presentations using various presenting styles
54-57	Writing reports based on audio deliverances
58-60	Activities to understand non-verbal cues, telephonic conversation and manners, demonstrating etiquette , etc

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-I

CC 104 - Organizational Behavior (OB)

1. Course Objective:

Help the student understand how the 'people' side of the organizations affects effectiveness through concepts; Develop the student's ability to observe, understand and analyze the behaviour within the organizational context ; Help the student develop basic skills to deal with the ongoing behavioral dynamics and contribute to organizational effectiveness.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Basic Understanding of the context of OB: What is Organizational Behaviour; Concept of Culture, national culture, Understanding Organizational Culture and changing it for effectiveness, Basic Theories of Leadership, Contemporary Issues in Leadership Practice	15	25%
II	Understanding dynamics of Individual behavior: Understanding Personality, Values, Attitude and their impact on behaviour at work Transactional Analysis Understanding Motivation at work.	15	25%
III	Understanding dynamics of Group behavior Understanding the process of Perception: How we make sense of Our environment Understanding Groups and Teams, Group Dynamics Resistance to Change and Change Management	15	25%
IV	Understanding Organizational dynamics of behaviour: Managing Conflict; Stress and Negotiation, Understanding Decision-making, Understanding Power and Organizational Politics	15	25%
V	Small project on individual Role Model (famous Indian or International Leaders) Case studies on Leadership Styles Organizational study on Monetary and Non- Monetary Motivation given to their employees at all levels Making students understand Group Dynamics by assigning group & team building exercises.		

4. Teaching Method:

1. Discussions on concepts and issues of Organizational behaviour.
2. Case discussion covering a cross section of decision situations.
3. Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Margi Parikh & Rajan Gupta	Organizational Behavior	McGraw-Hill	2010, Latest Edition
T2	K. Aswathappa	Organizational Behaviour	Himalaya Publishing House Pvt. Ltd.	Latest Edition
T3	Stephen Robbins	Organizational Behavior	Pearson Education	13 th or Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Udai Pareek	Understanding Organizational Behavior	Oxford University Press	2nd Ed, Latest
R2	Fred Luthans	Organizational Behavior	McGraw-Hill	Latest Edition
R3	Gregory Moorhead & Ricky W. Griffin	Organizational Behaviour	Jaico Publication	Latest Edition
R4	Niraj Kumar	Organizational Behaviour	Himalaya Publishing House Pvt. Ltd.	Latest Edition
R5	PG Aquinas	Organizational Behaviour	Excel Books	Latest Edition
R6	Debra L. Nelson & James C. Quick	Organizational Behaviour	Cengage Learning	5 th Edition
R7	Mirza Saiyadain, J. S. Sodhi and Rama J. Joshi	Case in Organization Behaviour and HRM	Tata Mcgraw-Hill	Latest Edition
R8	Robert Kreitner and Angelo Kinicki	Organizational Behaviour	Tata Mcgraw-Hill	Latest Edition
R9	S. S. Khanka	Organizational Behaviour	Vikas Publishing	Latest Edition
R10	Kavita Singh	Organizational Behaviour	Pearson Edition	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Harvard Business Review, Decision, Vikalpa, etc.

9. Session Plan

Session	Topics to be covered
1-7	What is Organizational Behaviour: Meaning and definition of OB, Evolution of OB as a field of study and practice, basic model of OB, Indian organizational Setting, Understanding the national culture and the Indian setting: Meaning and definition of national culture, impact of national culture on behaviour within Organizations
8-10	Dimensions of national culture, cultural differences across nations, changes in the national culture, major features of national culture of India, Implications of national culture for OB, Leveraging cultural characteristics for greater effectiveness Changes occurring in the Context and their impact on Organizational Behaviour
11-15	Understanding Organizational Culture and changing it for effectiveness: Meaning, definition, importance of Organizational culture, links between organizational culture and formalization, national culture, how does culture start and is sustained, how employees learn culture, types of culture, levels of manifestation of culture, Advantages and limitations of strong and weak cultures, how sub cultures develop, changing culture of organization, creating culture of empowerment, ethical conduct, innovation, learning, customer-responsiveness and spirituality.
16-17	Context of Organizational Behaviour: Major changes in the environment: Globalization, How can managers respond to those challenges and how knowledge of OB can help managers
18-21	Basic Theories of Leadership: meaning, definition and importance of leadership, evolution of leadership research, difference between managers and leaders, leadership skills. Trait theory of leadership, behavioural theories. Contemporary Issues in Leadership Practice: Concepts useful for leadership.
22-25	Understanding and distinguishing between the transactional, transformational and charismatic leadership, Leadership and Emotional Intelligence, Self leadership, team leadership.
26-30	Understanding Personality, Values, Attitude and their impact on behaviour at work: Meaning and definitions of personality, functions of personality, trait and fit theories of personality, determinants of personality, importance of personality at work. Meaning and importance of values, how a person develops values, types of values, the link between values and behaviour. Understanding Attitude at work and their impact on behaviour: Meaning of Attitudes, Functions and components of attitudes, important attitudes at work-job satisfaction, commitment, involvement and engagement, relationship between work attitudes and performance
31-36	Understanding Motivation at work: Understanding the concepts of Needs, Drive, and Motives. Meaning and definition, evolution of motivational theories, Maslow's, Herzberg's, McClelland's and Alderfer's theories, VIE theories, and Porter & Lawler's. Understanding the meaning and importance of Intrinsic and Extrinsic Motivation and motivators. Evaluation of motivational theories and basic understanding of their application in the work context. Meaning of work motivation. Understanding basic approaches to motivating performance at work.
37-41	Understanding Perception and Attribution: Meaning, definition and importance of Perception, perceptual process, sub-processes of perception, factors affecting perception, object and social perception. Process of Attribution: meaning, definition and importance of attribution, errors in perception and attribution, consequences of these errors and ways to reduce errors.

42-44	Understanding Interpersonal Communication and Transactions: Communication as an interpersonal process, meaning and importance of effective communication, Feedback and its importance in effective communication, skills of communication including listening, giving and receiving feedback, Johari Window as a tool for improving quality of communication. Transactional analysis as a theory of effective communication Approaches to effective communication through Transactional Analysis.
45-50	Understanding Groups and Teams: Meaning, definitions and importance of groups and teams, difference between groups and teams, Formation of groups and models of group development, types of groups and teams, Factors affecting effectiveness of groups, advent ages and limitations of working in groups, team roles and their importance, measures for improving effectiveness of groups and teams, Managing Conflict, Stress and Negotiation: Meaning and definition of conflict, changing view of conflict at work, levels of conflict, functional vs. dysfunctional conflict, process of conflict, approaches towards management of conflict.
51-54	Meaning and definition of stress, link between conflict and stress, sources of stress, distress vs. eustress, consequences of stress, measures individuals and organizations can adopt for eliminating or managing stress. Negotiation as an approach to conflict management, meaning, definition and importance of negotiation, concept of bargaining and exchange, types of bargain. Approaches towards effective negotiation.
55-56	Understanding Decision-making: Meaning and importance of decision-making, individual and group decision-making, rational and behavioural models of decision- making, bounded rationality, heuristics, biases and intuition, factors that affect decision-making process, measures to improve quality of decision-making in organizations
57-60	Understanding Power and Organizational Politics: Meaning of power, individual organizational sources of power, role of dependency in power and influence, meaning of influence, meaning of political behaviour, nature of power, nature of politics, tactics of using power and politics, political behaviour and ethics.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-I

CC 105- Principles of Management (POM)

1. Course Objective:

This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals. The objective is to help the students understand the fundamental concepts and principles of management; the basic roles, skills, and functions of management. It is also intended to give an overview of the historical development, theoretical aspects and practice application of managerial process.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Concepts of Management, Science or Art, Management and Administration, Management thoughts by Management Gurus, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics.	15	25%
II	Planning: Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives, Management by Objectives, Strategies, Policies & Planning Premises, Forecasting, Decision- making.	15	25%
III	Organizing : Nature and Purpose, Formal and Informal Organization, Organization Chart, Structure and Process Departmentation by difference strategies, Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process Techniques – HRD – Managerial Effectiveness.	15	25%
IV	Directing & Controlling: Scope, Human Factors, Creativity and Innovation, harmonizing objectives, system and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and Management, Control of Overall, Performance, Direct and Preventive Control, Reporting, The Global Environment Globalization and Liberalization.	15	25%
V	Practical: Select an organization and study the planning, organizing, directing, staffing & controlling, etc., functions and prepare a short report or presentation and give public presentation in the class.		

4. Teaching Method:

Lectures and Discussions; 2. Role Playing ; 3.Assignmentsand Presentations

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Tripathy PC And Reddy PN	Principles of Management	Tata McGraw-Hill	Latest edition
T2	Stoner, Freeman & Gilbert Jr – Management	Management	Prentice Hall of India	Latest edition
T3	DrNeeruVshishth	Principles of Management	Taxmann	2010, Latestedition
T4	Rao VSP	Management , Text & Cases	Excel Books	Latest edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Weihrich Heinz & Koontez Harold	Management - A Global and Entrepreneurial Perspective	McGraw Hill	Latest edition
R2	Bateman	Management(SIE)	Tata McGraw-Hill Publishing Company, New delhi	Latest edition
R3	Decenzodavid, Robbin Stephen	Personnel and Human Resources Management	Prentice hall of India	Latest edition
R4	Fraidoon Mazda	“Engineering Management”	Addison Wesley	Latest edition
R5	Hillier frederick S. and Hiller mark S	Introduction to Management science : A Modeling and case studies Approach with Spreadsheets	Tata McGraw-Hill	Latest edition
R6	JAF Stomer, Freeman R.E and Daniel R Gilbert	Organizational Behavior	Pearson Education	Latest edition
R7	Koontz	Principles of Management	Tata McGraw-Hill	Latest edition
R8	Massie , Joseph L.	Essentials of Management	Pearson Education	Latest edition

R9	Robbins & Coulter	Management	Prentice Hall of India	Latest edition
R10	Robbins S.P. And decenzo David A.	Fundamentals of Management : Essential Concepts and Applications	Pearson Education	Latest edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Harvard Business Review, Business India / Business Today / Business World, “Vikalpa” – Journal of Indian Institute of Management, Ahmedabad, SANKALPA: Journal of Management & Research, Effective Executive, etc.

9. Session Plan :

Session No.	Topics to be covered
1-4	Concepts of Management, Science or Art, Management and Administration
5-7	Management thoughts by Management Gurus
8-10	Functions of Management – Types of Business Organization
11-15	Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics
16-19	Nature and Purpose, Steps involved in Planning
20-25	Objectives, Setting Objectives, Process of Managing by Objectives
26-30	Strategies, Policies & Planning Premises, Forecasting, Decision-making
31-34	Nature and Purpose, Formal and Informal Organization, Organization Chart
35-38	Structure and Process, Departmentation by different Strategies
39-40	Line and Staff Authority, Benefits and Limitations
41-42	De-Centralization and Delegation of Authority, Staffing
43	Selection Process, Techniques, HRD, Managerial Effectiveness
44-45	Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives
46	System and Process of Controlling, Requirements for effective control
47-48	The Budget as Control Technique, Information Technology in Controlling
49-50	Productivity – Problems and Management – Control of overall performance – Direct and Preventive control – Reporting
50	The Global Environment – Globalization and Liberalization.
51-60	Practical: Select an organization and study the planning, organizing, directing, staffing & controlling, etc., and prepare a short report or presentation and give public presentation in the class.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-I

CC 106 - Management Information System (MIS)

1. Course Objective:

Understand the role of the information systems (IS) function in an organization,;
 Develop an insight as to how information systems influence business strategy and;
 Develop the ability to contribute meaningfully towards information system selection.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Organization and Information Systems, Changing Environment and its impact on Business - The IT/IS and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.	15	25%
II	Kinds of Information Systems: Transaction Processing System (TPS) – Office Automation System (OAS) – Management Information System (MIS) – Decision Support System (DSS) and Group Decision Support System (GDSS) – Expert System (ES) – Executive Support System (ESS)	15	25%
III	Telecommunication and Networks: Communication, Media, Modems & Channels - LAN, MAN & WAN – Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi-Fi, Bluetooth.	15	25%
IV	Enterprise System: Enterprise Resources Planning (ERP)- Features, selection criteria, merits, issues and challenges in Implementation. Security and Ethical Challenges: Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy – software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism.	15	25%
V	Practical Module: Obtain a bird's eye view of contemporary technologies and infrastructure required to implement an IS. IT infrastructure and platforms, managing data, networks and the internet, wireless networks. Understanding Information systems for Accounting, Finance, Production and manufacturing, Marketing and HRM functions in any organization.		

- 4. Teaching Method:** The course will use the following pedagogical tools:
- Discussion on concepts and issues on Management Information Systems.
 - Case discussion covering a cross section of Information systems.
 - Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	O'Brien J.	Management Information Systems – Managing Information Technology in the Business Enterprise	Tata McGraw Hill	Latest Edition
T2	Laudon, Kenneth C. and Laudon, Jane P	Management Information Systems: Managing the Digital Firm	Pearson Education	Latest Edition
T3	Stephen Haag, Maeve Cummings, Amy Philips	Management Information Systems: For the information age	Tata McGraw Hill	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Jawadkar, W. S	Management Information Systems	Tata McGraw Hill	Latest Edition
R2	McLeod, Raymond and Schell, George P	Management Information Systems	Pearson Education	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Computer Express, Digichip, PC World, Computer Shopper, Dataquest etc.

9. Session Plan:

Session	Topic
1-5	Organization and Information Systems, Changing Environment and its impact on Business - The IT/IS and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes
6-10	The level of people and their information needs. Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics
11-13	Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) -
14-17	Decision Support System (DSS) and Group Decision Support System (GDSS) – Expert System (ES) - Executive Support System (EIS or ESS),
18-20	Communication, Media, Modems & Channels - LAN, MAN & WAN
21-25	Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi- Fi, Bluetooth
26-30	Enterprise Resources Planning (ERP)-Features, selection criteria, merits, issues and challenges in Implementation
31-33	Ethical responsibilities of Business Professionals – Business, technology.
34-35	Computer crime – Hacking, cyber theft, unauthorized use at work.
36-40	Piracy – software and intellectual property.
41-42	Privacy – Issues and the Internet Privacy.
43-47	Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism
48-60	Practical Module : Telecommunications and Networks, Internet and New IT Infrastructure, Managing Hardware and Software Assets

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-I

CC 107 - Quantitative Analysis - I (QA - I)

1. Course Objective:

To impart the basic art and science of gathering, analyzing and using data to identify and resolve managerial and decision making problems. To develop skills in structuring and analyzing business problems using quantitative analysis. To develop aptitude and statistical thinking approach to business problems. To understand the effective use of computer software for resolution of statistical problems.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Modules/ Sub modules	Sessions	Weightage
I	Introduction to Statistics, Statistics in Business, Data Measurement, Charts and Graphs Descriptive Statistics, Measure of central tendency, measure of variability, for Group and ungrouped data, Measures of shape, measures of association and descriptive statistic on the computer. Introduction to probability, Structure of probability, Results of probability, Revision of probability: BAYES' RULE and examples Random variable and probability distribution, Discrete and Continuous distribution,	15	25%
II	Uniform distribution, Hyper-Geometric distribution, Binomial distribution, Poisson distribution and their relationship, Cases form the text book Continuous distribution, Uniform distribution, Normal distribution, Exponential distribution, Cases form the text book Sampling and Sampling distribution Statistical Inference: Estimation for Single Populations	15	25%
III	Hypothesis Testing for Single Populations-Mean, Proportion and Variance, Cases form the text book Statistical Inferences about Two Populations-Mean, Proportion and Variance, Cases from the text book Design of Experiments and Analysis of Variance (Only one way) , Cases form the text book	15	25%
IV	Goodness-Of-Fit-Test, Cases form the text book Test of Independence, Cases form the text book Simple regression Analysis , Time-Series Forecasting and Index Numbers Decision Analysis: Decision Making Under Certainty, Uncertainty, Risk, Revision of probabilities, Expected value from Sample Information. Cases from the text book. Review, Feedback and Integrated Examples and Cases	15	25%
V	Use of any software (EXCEL, Minitab, SPSS etc.) for exposure to the above concepts. Statistical Modeling using SPSS.		

4. Teaching Methods:

The course will use the following pedagogical tools:

Case discussion covering a cross section of decision situations.

Discussions on issues and case studies

Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Textbooks (Latest Edition):

1. Business Statistics for Contemporary Decision Making by Ken Black (Fourth or later edition) Wiley Student Edition
2. Statistics for Management by Richard I. Levin and David S. Rubin (Pearson Education)
3. Statistics for Managers, D. P. Apte, Excel Books, Latest Edition

7. Reference Books:

1. Statistics for Management, T N Srivastava and ShailajaRego, TMH
2. Complete Business Statistics, Amir D Aczel and JayavelSounderpandian, TMH
3. Business Statistics by J. K. Sharma (2nd Edition or later edition) Pearson
4. Statistics for Managers by Levine, Stephen, Krehbiel and Berenson (Fourth or Later edition) Pearson Quantitative Techniques for Decision
5. Mathematics and Statistics for Management, K. B. Akhilesh& S. B. Balasubrahmanyam, Vikas Publishing.

8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

9. Session Plan:

List of Journals/Periodicals/ Magazines/ Newspapers etc.

Session Plan:

Session no.	Topic
1-4	Introduction to Statistics, Statistics in Business, Data
	Measurement, Charts and Graphs
5-8	Descriptive Statistics, Measure of central tendency, measure of
	variability, for Group and ungrouped data, Measures of shape,
	measures of association and descriptive statistics on the

	computer.
9-13	Introduction to probability, Structure of probability, Results of probability, Revision of probability: BAYES' RULE and Examples
14-15	Random variable and probability distribution, Discrete and Continuous distribution,
16-20	Uniform distribution, Hyper-Geometric distribution, Binomial distribution, Poisson distribution and their relationship, Cases form the text book
21-23	Continuous distribution, Uniform distribution, Normal distribution, Exponential distribution, Cases form the text book
24-26	Sampling and Sampling distribution
27-30	Statistical Inference: Estimation for Single Populations
31-35	Hypothesis Testing for Single Populations- Mean, Proportion and Variance, Cases form the text book
36-40	Statistical Inferences about Two Populations- Mean, Proportion and Variance , Cases form the text book
41-45	Design of Experiments and Analysis of Variance (Only one way) , Cases from the text book
46-47	Goodness-Of-Fit-Test, Cases form the text book
48-50	Test of Independence, Cases form the text book
51-52	Simple Regression Analysis , Cases form the text book
53-55	Time-Series Forecasting and Index Numbers
56-58	Decision Analysis: Decision Making Under Certainty, Uncertainty, Risk, Revision of probabilities, Expected value from Sample Information. Cases form the text book.
59-60	Review, Feedback and Integrated Examples and Cases

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-II

CC 201- Cost & Management Accounting (CMA)

1. Course Objective:

The course intends to equip students with the ability to apply cost concepts in managerial decision making. At the end of the course, they are expected to have learnt the methodology and techniques for application of cost and managerial accounting and information in the formation of policies and in the planning and control of the operations of the organization. The course covers the nature of managerial accounting, activity costing, marginal costing, standard costing etc.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Cost Concepts and Costing Methods: Overview of Cost Management Accounting, Various cost concepts, Direct expenses & Overheads, Unit Costing, tools and techniques, Job and Batch Costing, Activity Based Costing.	15	25%
II	Costing Methods: Operating Costing and Process Costing	15	25%
III	Management Applications: Marginal (variable) Costing and CVP Analysis, Decisions Involving Short-run Alternative choices and Pricing Decisions	15	25%
IV	Planning, Control and Decision Making: Budgeting & Budgetary Control Systems, Standard Costing and Variance Analysis, Cost Accounting Standards	15	25%
V	Practical Module: Students should select a listed/unlisted company and Perform cost analysis of that company, prepare a report and give the presentation in the class. Live cases cost accounting reports attached to annual reports should be analyzed.		

4. Teaching Method:

The course will use the following pedagogical tools:

- a. Case discussions. (Appropriate cases may be used to teach all above modules)
- b. Discussion on issues and techniques
- c. Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Ravi Kishor	Cost Management Accounting	Taxmann	Latest Edition
T2	Paresh Shah	Management Accounting	Oxford University Press	Latest Edition
T3	V Rajshekhar & Lalitha	Cost Accounting	Pearson	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Hilton, Maher and	Cost Management : Strategies for Business	TMH	Latest Edition
R2	Khan and Jain	Management Accounting	TMH	Latest Edition
R3	Hansen & Mowen	Cost and Management Accounting and Control	Thomson Publishers	Latest Edition
R4	Bamber, Braun, Harrison	Managerial Accountancy	Person Education	Latest Edition
R5	M. N. Arora	A Textbook on Cost and Management Accounting	Vikas Publication	Latest Edition
R6	J. Madegowda	Management Accounting	Himalaya	Latest Edition
R7	Charles T Horngren, S M Datar and Others	Cost Accounting	Pearson	Latest Edition
R8	S K Bhattacharya and John Dearden	Costing for Management	Vikas	Latest Edition
R9	P C Tulsyani	Cost Accounting	S Chand	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.: Indian Journal of Accounting, Cost and Accounts Journal

9. Session Plan:

Session	Topic
1-2	Overview of Cost and Management Accounting
3-4	Various cost concepts, Direct expenses & Overheads
5-9	Unit Costing (discussing and solving practical problems)
10	Tools and techniques of Costing and Job and Batch Costing
11-15	Activity Based Costing (discussing and solving practical problems)
16-18	Operating Costing (discussing and solving practical problems)
19-30	Process Costing (discussing and solving practical problems)
31-40	Marginal (variable) Costing and CVP Analysis (discussing and solving practical problems)
41-45	Decisions Involving Short Run Alternative choices and Pricing Decisions (discussing and solving practical problems of low levels)
46-50	Budgeting & Budgetary Control Systems
51-60	Standard Costing and Variance Analysis (discussing and solving practical problems)

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-II

CC 202 – Environment for Business(EFB)

1. Course Objectives:

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

2. Course Duration: The course duration is of 60 sessions of 60 minutes each.

3. Course Contents:

Module No.	Modules/Sub-Modules	Session	Weightage
I	Economic Environment Concepts and significance of economic environment– at national and international level, Economic System: Laissez-faire, capitalism, socialism and mixed economy, National Income, Monetary and Fiscal Policy(finance commission), Industrial Policy, Latest five year plan, State Industrial Policy, Union Budget	15	25%
II	Social Environment and Technological Environment Concept and significance of social environment, Interdependence of business and society, Culture and organization, Technological Development and social Change, Social Responsibility of Business, Business Ethics, Management education in India, Population and Census, Consumer Rights, Consumerism and Business, Corporate Governance Impact of technology on Organization, Process of Technological Adaptation and Development, Patents, Government Guidelines, Technology Assessment at government level, ISO Standards and Bureau of Indian Standards	15	25%
III	International Business Environment International Business: An Overview, types of International Business, Balance of Payments and Macroeconomic Management, Theories and Institutions: Trade and Investment, Government Influence on Trade and Investment, EXIM Policy, Foreign Exchange Management Act(FEMA), Bilateral and Commodity Agreements, Tariff and non-tariff barriers, WTO, Regional Blocks, EPZs, EOUs, TPs and SEZs	15	25%
IV	Natural Environment Economic Development and Pollution ,Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development	15	25%

4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures
- (2) Case Discussion and Presentations
- (3) Field Visits and Assignments

5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

- T1:** Paul, Justine, Business Environment: Text&Cases,2ndeditionorlateredition,Tata McGraw-Hill Publishing Company, New Delhi.
- T2:** Cherunilam, Francis, Business Environment: Text & Cases, Himalaya Publishing House, Mumbai. Latest edition.
- T3:** Shaikh Saleem, Business Environment, Pearson, Latest edition.
- T4:** Vivek Mital, Business Environment, Excel Books Latest Edition

7. Reference Books:

1. Cherunilam Francis (2006), *International Business Environment*, Himalaya Publishing House, Mumbai
2. Mithani D.M.(2005),*International Economics*, Tata McGrawHill.
3. Shaikh Saleem , Business Environment,Pearson,Latest edition.
4. VivekMital, BusinessEnvironment,Excel Books,Latest edition.
5. David Kreps, Microeconomics for managers, Norton, W. W. & Company, Inc. 2007
6. Bedi Suresh Business Environment, Excel Books 2005

8. List of Journals/Periodicals/Magazines/Newspapers:

Economic &Political Weekly, Intellectual Property Rights, Corporate Governance, Business India/ Business World, Banking & Finance, Industrial Economist, Fortune, Global Business Review, Economic Survey, GOI, India Development Report (Latest Edition), World Development Report, RBI Annual Report, etc.

9. Session Plan:

Sessions	Topics
1	Concepts and significance of economic environment—at national and international level
2-3	Economic System: Laissezfaire, capitalism, socialism and mixed economy,
5-6	National Income, Monetary and Fiscal Policy(finance commission)
7-9	Industrial Policy
10-11	Latest five year plan
12-15	State Industrial Policy, Union Budget
16-20	Conceptandsignificanceofsocialenvironment,Interdependenceofbusinessand society, Culture and Organization, Technological Development and social Change
21-24	Social responsibility of business, Business Ethics Population and Census, Management education in India
15-16	Population and Census, Consumer Rights, Consumerism and Business, Corporate Governance
17-20	Impact of technology on organization, Process of technological adaptation and development
21-26	Patents, Government guidelines, Technology assessment at government level
27-30	ISO standards and Bureau of Indian Standards
31-45	International Business: An Overview, types of International Business Balance of Payments and Macroeconomic Management Theories and Institutions: Trade and Investment, Government Influence on Trade and Investment, EXIM Policy, Foreign Exchange Management Act (FEMA), Bilateral and Commodity Agreements, Tariff and non-tariff barriers, WTO, Regional blocks, EPZs, EOUs, TPs and SEZs
46-60	Economic Development and Pollution, Increased Pollution Levels ChangingroleofGovernmentRegulationsanditsimpactonbusiness&industry GreenMarketing,EnvironmentalTechnology,Ecologicalimplicationsoftechnology

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-II

CC 203 - Financial Management (FM)

1. Course 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 including financial analysis. Therefore, it would begin with the framework of financial management linking various functional subjects. Important decisions that come under corporate finance, namely, setting up of projects covering investment in fixed and current assets, raising funds and allocation of profits are taken within the framework of risk and return. Students are expected to learn these decision making skills with the help of few cases. The course also intends to make students gain the mechanical part of various decisions with the help of selected numerical problems available in various suggested text books.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Understanding the Meaning of Financial Management, Financial System, Time value of Money, Basics of Risks and Returns, Concepts of time value, Compounding and Discounting, Annuities, Valuation of Bonds and Shares.	15	25%
II	Understanding Working Capital Management as a Decision to Create Value for Business: Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Management (PRACTICAL) Components of Working Capital; Cash, receivables, inventory and sources of working capital finance (THEORY)	15	25%
III	Managements of Understanding Investment Decision and Various Steps Involved: Nature of Investment Decision, Techniques of Investment Decisions(Capital Budgeting) Discounted and Non Discounted Techniques, Cost of Capital,	15	25%
IV	Understanding Financing Decisions and Various Sources of Finance: Meaning of Leverage, Theory of Capital Structure, Relevance and Irrelevance of Capital Structure, Arbitraging, Sources of Long Term and Short Term Finance; Shares, Debentures and Term loans, leasing and hire purchase and venture capital Various Models of Relevance and Irrelevance Approaches Towards Dividend theory.	15	25%
V	Practical Module: Select a company and perform financial analysis, prepare a report and make presentation in the class		

- 4. Teaching Method:** The course will use the following pedagogical tools:
- Selected Cases Covering Major Financial Management Decisions.
 - Solving of selected numerical
 - Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the book	Publisher	Edition
T1	Chandra, Prasanna	Financial Management, theory and Practice	Tata McGraw Hill	Latest Edition
T2	I M Pandey	Financial Management	Vikas Publication	Latest Edition
T3	Srivastava and Misra	Financial Management	Oxford University Press	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the book	Publisher	Edition
R1	P C Tulasiyani	Financial Management	S. Chand	Latest Edition
R2	R P Rastogi	Financial Management	Taxmann	Latest Edition
R3	Briham&Houston	Fundamentals of Financial Management	Sotuh-Western Thomson Business Information India (P) Ltd.	Latest Edition
R4	Brealey&Myers	Principles of Corporate Finance	Tata McGraw Hill	Latest Edition
R5	Reddy, Sudarshan	Financial Management – Principles and Practice	Himalaya Publication	Latest Edition
R6	Damodaran	Corporate Finance	Wiley	Latest Edition
R7	Chandra Bose	Financial Management	PHI	Latest Edition
R8	P. V. Kulakarni	Financial Management	Himalaya	Latest Edition
R9	VyuptakeshSharan	Foundations of Financial Management	Pearson	Latest Edition
R10	Ravi Kishore	Financial Management Problems and	Taxmann	Latest Edition

		Solutions		
R11	Rajiv Srivastava and Anil Misra	Financial Management	Oxford	Latest Edition
R12	W R Laser	Financial Management	Cengage Publication	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Chartered Financial Analyst, Journal of Financial Management, Economic Times, Business Standard, Financial Express, etc.

9. Session Plan:

1-15	Understanding the Meaning of Financial Management, Financial System, Time value of Money, Basics of Risks and Returns, Concepts of time value, Compounding and Discounting, Annuities, Valuation of Bonds and Shares.
16-30	Understanding Working Capital Management as a Decision to Create Value for Business: Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Management (PRACTICAL) Components of Working Capital; Cash, receivables, inventory and sources of working capital finance (THEORY)
31-45	Managements of Understanding Investment Decision and Various Steps Involved: Nature of Investment Decision, Techniques of Investment Decisions (Capital Budgeting) Discounted and Non Discounted Techniques, Cost of Capital
46-60	Understanding Financing Decisions and Various Sources of Finance: Meaning of Leverage, Theory of Capital Structure, Relevance and Irrelevance of Capital Structure, Arbitraging, Sources of Long Term and Short Term Finance; Shares, Debentures and Term loans, leasing and hire purchase and venture capital Various Models of Relevance and Irrelevance Approaches Towards Dividend theory.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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 Department of Commerce and Management M.B.A. Semester-II
	<u>CC 204 - Human Resources Management (HRM)</u>

1. Course Objective:

The objective of the course is to acquaint the students with Human Resources Management and to develop in them the ability to acquaint them in the corporate world. The main purpose is to assist the students in developing skills – soft and hard, and decision making in the organizations.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Introduction to Human Resource Management , Job Analysis , HR Planning and Recruiting, Employees Testing and Selection, Interviewing Candidates , Training and development	15	25%
II	Performance Management and Appraisal, Establishing Strategic Pay Plans, Pay for Performance and Financial incentives.	15	25%
III	Industrial Relations – Definitions and Main Aspects, Trade Union Legislations, Methods of settling Industrial Disputes, Collective Bargaining, Legislations Concerning Settlement of Industrial Disputes, Factories Act.	15	25%
IV	Labor Management Cooperation/Workers’ Participation in Management, Payment of Wage Legislation, Minimum Wage Legislation, The Strategic Role of Human Resources Management, Managing Global Human resources, International Labor Organization	15	25%
V	Practical Module: Applications of Module I to IV – Live Cases / Case Studies, Role Play, Team-based Games etc.		

4. Teaching Method:

The course will use the following pedagogical tools:

- a. Selected Cases Covering Major Financial Management Decisions.
- b. Solving of selected numerical
- c. Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

A	End-Semester Examination	Weightage (70 marks) (External Assessment)
B	I Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the book	Publisher	Edition
T1	PravinDurai	Human Resource Management	Pearson	Latest Edition
T1	GargyDessler and Biju Varkkery	Human Resource Management	Pearson	Latest Edition
T1	P. SubbaRao	Essential of Human Resource Management and Industrial Relatives.	Himalaya	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the book	Publisher	Edition
R1	Sinha, Sinha and Shekhar	Industrial Relations, Trade unions and Labour Legislations	Pearson	Latest Edition
R2	V. S. P. Rao	Human Resource Management – text and cases	Excel Books	Latest Edition
R3	P. Jyothi and D. N.Venkatesh	Human Resource Management	Oxford University Press	Latest Edition
R4	C.B.MAMORIA &S .V Gankar	Human Resource Management	Himalaya Publishing House	Latest Edition
R5	K. Aswasthapa	Human Resource Management	Tata McGraw Hill	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

List of Journals/Periodicals/ Magazines/ Newspapers etc.: Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.

9. Session Plan

Session	Topic
1-15	Introduction to Human Resource Management, Job Analysis, HR Planning and Recruiting, Employees Testing and Selection, Interviewing Candidates, Training and development
16-30	Performance Management and Appraisal, Establishing Strategic Pay Plans Pay for Performance and Financial incentives
31-45	Industrial Relations – Definitions and Main Aspects Trade Union Legislations Methods of settling Industrial Disputes Trade Union Legislations Legislations Concerning Settlement of Industrial Disputes Factories Act
46-60	Labor Management Cooperation/Workers' Participation in Management Minimum Wage Legislation Payment of Wage Legislation The Strategic Role of Human Resources Management Managing Global Human resources International Labor Organization

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-II

CC 205- Marketing Management (MM)

1. Course Objective:

The objective of the course is to familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field along with the practical exposure. It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real life situations. This course is intended to be a foundation course for those who plan to do further work in marketing in the second year. It is also designed to serve as a terminal course for those not intending to specialize in marketing.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Understanding Marketing management and Marketing Environment: nature and scope of marketing management; company orientation towards the market place; value chain and value delivery process; corporate strategic planning; business unit strategic planning; gathering market information (MKiS) and scanning the environment. Qualitative and quantitative research, Marketing research system & process. Demand measurement and forecasting	15	25%
II	Understanding consumer behavior & identifying market segments & dealing with competition , branding: creating customer value & satisfaction; factors influencing consumer behavior and buying process ; organizational buying ; segmenting , targeting , positioning ; dealing with competition; crafting the brand positioning; creating brand equity; branding decisions.	15	25%
III	Dealing with product – life cycle , new product development, classification , service as a product , pricing product , global market: product life cycle ; new products – need , scope and importance & new product development process ; product mix , product line , product-brand relationship ; basics of services marketing; pricing’ managing service quality; dealing with global market	15	25%
IV	Distribution & integrated marketing communication : designing and managing distribution channels ; multichannel marketing ; direct marketing & e-commerce	15	25%

	; managing retailing , wholesaling, mass communication - advertising and sales promotion; public Relations; managing personal communications; word of mouth and personal selling.		
V	Practical Exposure: Studying four P's of various brands, Studying distribution strategies of various sectors and companies, studying segmentation, targeting and positioning strategies, creating a new product and testing the same, Studying the product life cycle of various products/brands with strategies adopted at various levels, identifying factors influencing buying decisions in consumer and business markets, studying the integrated marketing communication of various brands viz-a-viz their competitors, studying value chain and logistics of companies, studying global marketing strategies for global brands, etc.		

4. Teaching Method:

The course will use the following pedagogical tools:

- a. Selected Cases Covering Major Financial Management Decisions.
- b. Solving of selected numerical
- c. Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

A	End-Semester Examination	Weightage (70 marks) (External Assessment)
B	I Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the book	Publisher	Edition
T1	“A South Asian Perspective” by Kotler, Keller , Koshy and Jha	Marketing Management	Pearson	Latest Edition
T1	Stanton ,Etzal, Walker	Fundamental of Marketing	McGraw Hill Inc.	Latest Edition
T1	Ramaswami&Namakumari	Marketing Management Indian context.	Macmillan(India) Limited , New Delhi.	First Indian Print 2004(or later)

7. Reference Books:

Sr No.	Author	Name of the Book	Publisher	Edition
R1	Kotler& Keller	MarketingManagement	Pearson Education	Global edition (14e)
R2	Tapan panda	Marketing management	Excel Books	Latest edition
R3	RajanSaxena	MarketingStrategies	Tata- McGraw HillPublishing Company,	Latest edition
R4	Panwar J.S.	Marketing in the new Era	SAGE	Latest edition
R5	Khurana & Ravihandran	Strategic MarketingManagement	Global Business Press, N. Delhi	Latest edition
R6	Mazumdar Ramanuj	MarketingStrategies	Allied Publishers Ltd.New Delhi	Latest edition
R7	Kaznil	Marketing Management	Excel Books	Latest edition
R8	DhruvGrewal&	Marketing	Tata- McGraw Hill	Latest edition
	Michael Levy		Publishing	
R9	V.S.	Marketing	Macmillian	Latest edition
	Ramaswamy&	Management		
R10	H.H.Kaznil	Marketing	Excel books	Latest edition
		Management –Text		
R11	Tapan K. Panda	Marketing Management -	Excel Books	Latest edition
R12	Joel R. Evans ,	Marketing	Cengage Learning	Latest edition
	Barry Berman	Management		
R13	Atulnayak	Fundamentals of	Excel books	Latest edition
		Marketing		
R14	K.Karunakaran	Marketing management	Himalaya	Latest edition
		– text		
R15	Arunkumar,	Marketing	Vikas	Latest edition
	n. Meenakshi	Management		

8. List of Journals/Periodicals/Magazines/Newspapers, etc.:

Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Etc.,

9. Session Plan

Session	Topic
1-3	Nature, Scope, Importance and Core Concepts
4-5	Company Orientation towards the market place
6-8	Developing Marketing Strategies and Plans
9-10	Gathering Market Information(MKiS)
11-12	Scanning the Environment(Micro & Macro)
13-14	The nature, scope and process of marketing research
15-16	Developing are search plan
17-18	Demand measurement and forecasting
19	Creating customer value, customer satisfaction & loyalty
20-24	Factors influencing Consumer Behavior and Consumer Buying Process
25-26	Analyzing Business Market
27-30	Segmenting , Targeting , Positioning
31-34	Dealing with competition
35-36	Creating Brand Equity
37	Crafting the Brand Positioning
38-39	product life cycle & strategies for different PLC stages
40-41	Setting Product Strategy
42-43	Introducing New Market Offerings
44-45	Designing and Managing Services
46	Developing Pricing Strategies and Programs
47	Dealing with Global market
48-49	Designing and Managing Integrated Marketing Channels
50-51	Managing Retailing, Whole selling, and Logistics
52-53	Designing & managing integrated marketing communications
54-57	Managing Mass Communication: Advertising, Sales Promotions
58-60	Managing Personal Communications: Public Relations, Word of Mouth and Personal Selling

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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 Department of Commerce and Management M.B.A. Semester-II
	<u>CC 206 - Production and Operations Management (POM)</u>

1. Course Objective:

Understand the role of the operations management (OM) function in the functioning of an organization; Offer a broad survey of the concepts and tools used in operations management;

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Nature and Scope of Production and Operations Management; Types of Manufacturing Systems (production Processes), product design, Facility Location with examples; Facility Layouts; Layout Planning and Analysis;	15	25%
II	Understand the basis of inventory management decisions, the hierarchical approach to planning and various methods of inventory management. Capacity planning.	15	25%
III	Production Planning and Control, project management and operations scheduling (Gantt chart, CPM and PERT methods), Project crashing. Aggregate production planning, MRP	15	25%
IV	Quality management, JIT and Lean manufacturing systems, TQM and Six-sigma, ISO 9000 and other ISO series, Industrial Safety and safety management.	15	25%
V	Practical Module: Visit any industrial unit and understand the processes performed in the unit. Use the theoretical knowledge to understanding the operations. Prepare a report on how the above concepts used in selected industrial unit under the guidance of your subject teacher.		

4. Teaching Method:

The course will use the following pedagogical tools:

- Discussion on concepts and issues in Operations management.
- Case discussion covering a cross functional work of production with other functional areas in both manufacturing and service industry.
- Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

A	End-Semester Examination	Weightage (70 marks) (External Assessment)
B	I Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the book	Publisher	Edition
T1	Russell, Roberta S. and Taylor, Bernard W.	Operations Management Along the Supply Chain,	John Wiley and Sons (Wiley India)	Latest Edition
T2	Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K	Operations Management for Competitive Advantage	Tata McGraw Hill	Latest Edition
T3	Kanishka Bedi	Production and Operations Management	Oxford University Press	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	KachruUpendra	Production and Operations Management	Excel Books.	Latest Edition
R2	K. Aswathappa and K. ShridharaBhat	Production and Operations Management	Himalaya Publications	Latest Edition
R3	Heizer, Jay and Render, Barry	Operations Management	Pearson Education	8th edition
R4	S. A. Chunawala, Dr. Patel	Production and Operations Management	Himalaya Publications	Latest Edition
R5	Martin K. Starr	Production and Operation Management	Cenagage Learning	Latest Edition
R6	Evans / Collier	Operation Management	Cenagage Learning	Latest Edition
R7	Buffa, Elwood S. and Sarin, Rakesh K	Modern Production and Operations Management	John Wiley	8th edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Productivity Journal, Indian Management, Business India, Supply Chain, etc.

9. Session Plan:

Session	Topic
1-3	Introduction to POM, Nature and Scope of Production and Operations Management, Production as transformation process, History of operations Management, Production processes.
4-5	Make or Buy Decision (Outsourcing)
6-15	Facility Location with examples, Facility Layouts, Layout Planning and Analysis,
16-25	Understand the basis of inventory management decisions, the hierarchical approach to planning and various methods of inventory management, EOQ, MRP
26-30	Capacity planning.
31-35	Project management and operations scheduling (Gantt chart, CPM and PERT methods).
36-40	Project Crashing
41-45	Production Planning, MRP
46-55	Quality management, Kaizen, KANBAN, JIT and Lean manufacturing systems, TQM and Six-sigma, ISO 9000 and other ISO series
56-60	Industrial safety and safety management.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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 Department of Commerce and Management M.B.A. Semester-II
	<u>CC 207 - Research Methodology and Operations Research (RM & OR)</u>

1. Course Objective:

To familiarize students with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

To help students develop skills in structuring and analyzing various Operations Research (OR) problems for managerial decision making by using basic OR tools and techniques.

To learn to implement various management science software packages.

2. Course Duration:

The course is divided into five modules, out of which three modules are of Research Methodology and two modules of Operations Research. Each module has eight sessions of 75 minutes each.

3. Course Content:

Module No.	Modules/ Sub modules	Sessions	Marks
I	Introduction to Business Research and Research Design Nature and scope of business research, information based decision making and source of knowledge. The research process; basic approaches and terminologies used in research. Defining research question and framing of hypotheses. Preparing a research plan, qualitative and quantitative research designs. Sources of secondary data. Feedback and review / case analysis.	15	25%
II	Measurement and Scaling, Data Source and Data Collection Field research; primary data collection from observations, surveys and experimentation. Measurement and scaling; commonly used scales in business research, reliability and validity of scales. Designing instrument for data collection; testing the instrument, data collection process. Sampling methods and procedures and sample size decisions. Feed back and review/ Case analysis.	15	25%
III	Data Analysis and Presentation Editing and coding of data, tabulation, graphic presentation of data, cross tabulation. Testing of hypotheses; type I and II errors, one tailed and two tailed tests of significance. Simple linear regression and other Research report writing. Nature of OR problem, steps in OR problem, Solution of L.P.P.by	15	25%

	Graphical Method and Solving through Computer Software like Excel Solver, etc. Formulation of LP problems Duality and its implications,		
IV	Transportation Models, Initial Basic Feasible Solution and Optimal Solution, Assignment Problem and Travelling Salesman Problem. Transshipment problem. Network techniques, Minimum Spanning Tree Problems, Shortest Route and Maximal Flow Technique. Introduction to simulation.	15	25%
V	Practical: Identifying the Problem, Preparing the Research Proposal, Designing the Instrument, Conducting Pilot Survey, Conducting the Final survey, Analyzing the Data using Software's like SPSS, Gretl, Imlentine, Minitab, IBM Analytics, etc., Preparing the Research Report.		

4. Teaching Methods:

The course will use the following pedagogical tools:

- Case discussion covering a cross section of decision situations.
- Discussions on issues and techniques of business research.
- Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Textbooks (Latest Edition):

- T1 :** Business Research Methods (IX edition) by Donald R. Cooper and Pamela S.Schindler, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- T2.** Operations Research – 8th Edition or Later edition, Hardy Taha , Pearson
- T3.** Quantitative Techniques in Management BY Vohra N. D, 3 Edition or higher edition – Tata McGraw Hill Publishing Company Ltd., New Delhi.
- T4 :** D. K. Bhattacharyya, Research Methodology, Excel Books 2nd Edition.

7. Reference Books:

1. Business Research Methods, *ZikmundWilliam* (2003) Thompson Learning
2. Business Research Methods, *Bryman Alan* (2006) Oxford University Press
3. Research Methods for Business, *Sekaran Uma* (4th edition) John Wiley & Sons
4. Research Methodology, *Panneerselvam R,* (2004) Prentice.Hall of India
5. Business Research Methods, Alan Bryman, Emma Bell 2nd Edition, Oxford Press

6. Introduction to Management Science – a Modeling and Case studies approach with spreadsheets Fredrick S Hiller, Mark S Hiller,
7. Introduction to Operational Research by Hiller and Liebermann.
8. Operation Research by J. K. Sharma, 3rd Edition. MACMILLAN
9. Operation Research by G. Srinivasan, Prentice-Hall India
10. Quantitative Analysis for Management by Barry Render, Ralph M. Stair, Jr., Michael E. Hanna, Pearson

8 List of Journals/Periodicals/ Magazines/ Newspapers etc. : Op search, Operations Research Quarterly, Vikalpa, Decision, etc.

Session Plan:

CC 207- Research Methodology and Operations Research (RM & OR)

Sessions	Topic
1-6	Nature and scope of business research, information based decision making and source of knowledge. The research process; basic approaches and terminologies used in research.
7-10	Defining research question and framing of hypotheses. Preparing a research plan, qualitative and quantitative research designs.
11-15	Sources of Data, Methods of Collection of Data,
16-24	Field research; primary data collection from observations, surveys and experimentation. Measurement and scaling; commonly used scales in business research, reliability and validity of scales.
25-30	Designing instrument for data collection; testing the instrument, data collection process. Sampling methods and procedures and sample size decisions. Feed back and review/ Case analysis
31-35	Editing and coding of data, tabulation, graphic presentation of data, cross tabulation. Testing of hypotheses; type I and II errors, one tailed and two tailed tests of significance.
36-40	Simple linear regression and Research report writing.
41-45	Nature of OR problem, steps in OR problem, Solution of L.P.P. by Graphical Method and Solving through Computer Software like Excel Solver, etc.
46-50	Formulation of LP problems Duality and its implications.
51-54	Transportation Models, Initial Basic Feasible Solution and Optimal Solution, Assignment Problem and Travelling Salesman Problem.
55-60	Transshipment problem. Network techniques, Minimum Spanning Tree Problems, Shortest Route and Maximal Flow Technique. Introduction to simulation

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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.)



Krantiguru Shyamji Krishna Verma

Kachchh University

Mundra Road, Bhuj - KACHCHH.

MASTER OF BUSINESS ADMINISTRATION

MBA REGULAR Semester III & IV

New Course under CBCS

DEPARTMENT OF COMMERCE & MANAGEMENT

K.S.K.V. KACHCHH UNIVERSITY - BHUJ

KACHCHH - 370 001.

W.E.F. June 2016-17.

Semester – III

In the Second year of the MBA Programme, the students will have to choose a functional area and a sectoral area, in addition to the core subjects. The choice made by the students pertaining to the functional area and the sectoral area in Semester – III shall remain unchanged in Semester- IV and the students will have no option to change the same in Semester-IV.

Compulsory Courses :

Sr.No.	Course Code	Course/Subject Title	Credits
1.	CC301	Strategic Management(SM)	4
2.	CC302	Legal Aspects of Business(LAB)	4
3.	CC303	New Enterprise and Innovation Management(NE&IM)	4
60 Sessions of 60 Minutes per Course			Total 12

Functional Areas:

I Marketing

Sr.No.	Course Code	Course/Subject Title	Credits
1.	MM301	Consumer Behaviour and Marketing Research(CB&MR)	4
2.	MM302	Integrated Marketing Communication(IMC)	4
3.	MM303	Sales and Distribution Management(SDM)	4
60 Sessions of 60 Minutes per Course			Total 12

II Finance

Sr.No.	Course Code	Course/Subject Title	Credits
1.	FM301	Corporate Taxation & Financial Planning(CT&FP)	4
2.	FM302	Management of Financial Services(MFS)	4
3.	FM303	Security Analysis and Portfolio Management(SAPM)	4
60 Sessions of 60 Minutes per Course			Total 12

III Human Resource

Sr.No.	Course Code	Course/Subject Title	Credits
1.	HR301	Change Management and Organizational Development(CM&OD)	4
2.	HR302	Compensation Management(CM)	4
3.	HR303	Management of Industrial Relations and Labour Legislations(MIR&LL)	4
60 Sessions of 60 Minutes per Course			Total 12

Sectoral Area:

60 sessions of 60 minutes per course and having an accreditation of three. (each student will opt for any one of these sectoral areas). The choice of sector is independent of the functional elective.

I Retailing Sector

1. SRM301

II Banking and Insurance

1. SBI301

Semester – IV

Compulsory Courses :

Sr.No.	CourseCode	Course/Subject Title	Credits
1.	CC401	Comprehensive Project(CP)	4
2.	CC402	International Business(IB)	4
3.	CC403	Management Control System(MCS)	4
60Sessionsof 60MinutesperCourse			Total 12

Functional Areas:

I Marketing

Sr.No.	Course Code	Course/Subject Title	Credits
1.	MM401	Product and Brand Management	4
2.	MM402	Services and Relationship Marketing(SRM)	4
3.	MM403	International Marketing (IM)	4
60Sessionsof 60MinutesperCourse			Total 12

II Finance

Sr.No.	Course Code	Course/Subject Title	Credits
1.	FM401	Corporate Restructuring(CR)	4
2.	FM402	Risk Management (RM)	4
3.	FM403	International Finance(IF)	4
60 Sessionsof60 Minutes per Course			Total 12

III Human Resource

Sr.No.	Course Code	Course/Subject Title	Credits
1.	HR401	Human Resource Development(HRD)	4
2.	HR402	Strategic Human Resource Management	4
3.	HR403	International Human Resource Mgmt.(IHRM)	4
60Sessionsof 60MinutesperCourse			Total 12

Sectoral Area:

60 sessions of 60 minutes per course (each student will opt for *anyone* of the sartorial areas) The choice of sector is independent of the functional elective.

I Retailing Sector

1. SRM401

I BankingandIns

I urance

- 1 SBI401

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K.S.K.V. Kachchh University
Department of Commerce and Management
M.B.A. Semester-III

CC 301- Strategic Management (SM)

1. Course Objective:

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the strategic management process.

The subject would thus offer students the opportunity to exercise qualities of judgment and help them to develop a holistic perspective of the management of organizations. The specific objectives of this course are:

- To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment
- To familiarize the learners with the strategies at corporate, business and functional levels
- To understand and analyze the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation
- To understand the process of strategy implementation and the challenges of managing a change.
- To understand strategic control system to monitor the strategy implementation process.
To get acquainted with various strategies adopted by firms to successfully compete with their rivals

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	<p>Strategic Management:</p> <p>An Introduction Stakeholders in Business; The I/O Model and Resource-based Model of Above Average Return, Vision, Mission and Purpose; Business Model and Strategy Environmental Analysis: External and Industry Environmental Analysis using PEST and Porter's Five-Force Model, Understanding concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping; Internal Analysis: Concept of Value Chain, SWOT Analysis; Resources, Capabilities and Competencies, Distinctive Competence and Core Competence of Organizations; Competitive Advantage and Sustainable Competitive Advantage.</p>	15	25%
II	<p>Strategy Formulation:</p> <p>Strategy formulation at Business and Corporate levels, Diversification, Strategic Alliance and Joint Ventures;</p>	15	25%

	Mergers & Acquisitions; International Business Strategies. Case: AXIS Bank: Banking on Technology and Market Segments for Competitive Space (T1)/ONGC's Growth Strategy (T2)/Maruti Udyog Ltd.: The Competition Ahead (T3)		
III	Nuances of Strategy Implementation: Operationalising the strategy, Functional Strategies and Policies, Institutionalizing the Strategy, Matching Structure and Strategy, Strategic Leadership and Organization Culture; Management of Change. Case: Manpower Australia: Using Strategy Maps and the Balanced Scorecard Effectively (T1) /Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2)	15	25%
IV	Strategic control: Operations Control and Strategic Control; Measurement of Performance; Balanced Scorecard, Ethics, Corporate governance and Social Responsibilities. Case: Tata Steel: A Century of Corporate Social Responsibilities (T2) / Jack Welch and the General Electric Management System (R1)	15	25%
V	Practical Application with reference to strategic perspective: Study of ancient wisdom, Study of ancient Indian leaders like Chanakya, Chandra Gupta Maurya, Vikramaditya etc., Yesteryear leaders like Gandhiji, Sardar Vallabhai Patel, Shastri, Nehru etc., Current business Leaders namely Sir Ratan Tata, Birla's, Ambani's, Narayan Murthy, Nandan Nilekani, Rahul Bajaj, Vijay Mallya or another leader of your choice as Strategic Leader.		

- 4. Teaching Method:** The course will use the following pedagogical tools:
- Discussion on concepts and issues in Operations management.
 - Case discussion covering a cross functional work of production with other functional areas in both manufacturing and service industry.
 - Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

A	End-Semester Examination	Weightage (70 marks) (External Assessment)
B	I Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases**	Tata McGraw-Hill, New Delhi	Latest Edition
T2	Michael Hitt, Robert E. R. Duane Ireland	Management of Strategy: Concepts and Cases	Cengage Learning	Latest Edition
T3	Robert Grant	Contemporary Strategic Management	Wiley India Pvt. Ltd.	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R 1	J. A. Kulkarni	Case Studies in Management [Pearson Casebook Series]	Pearson Education	2011, Latest
	Asha Pachpande Sandeep Pachpande Sanjay Mohapatra	Case Studies in Strategic Management: A Practical Approach [Pearson Casebook Series]	Pearson Education	2011, Latest
R 2	Azhar Kazmi	Strategic Management and Business Policy	Tata McGraw-Hill	Latest Edition
R 3	Gerry Johnson, Kevan Scholes and Ricard Whittington	Exploring Corporate Strategy: Text and Cases	Pearson Education	Latest Edition
R 4	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Free Press	Latest Edition
R 5	P. Subba Rao	Business Policy and Strategic Management	Himalaya Publishing House	Latest Edition
R 6	Robert Grant	Contemporary Strategic Management: Case Studies	Wiley India Pvt. Ltd.	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Harvard Business Review: Vikalpa – A Journal for Decision Makers; SANKALPA: Journal of Management & Research (ISBN: 2231 1904) ;Management Review ; Business Standard/Economic Times/Financial Times.

9. Session Plan:

Session Nos.	Topic
1-5	Strategic Management: An Introduction Stakeholders in Business; The I/O Model and Resource-based Model of Above Average Return, Vision, Mission and Purpose; Business Model and Strategy Environmental Analysis: External and Internal
6-8	Industry Environmental Analysis using PEST and Porter's Five-Force Model, Understanding concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping; Internal Analysis: Concept of Value Chain, SWOT Analysis
9-15	Resources, Capabilities and Competencies, Distinctive Competence and Core Competence of Organizations; Competitive Advantage and Sustainable Competitive Advantage.
16-18	Strategy formulation at Business and Corporate levels, Diversification, Strategic Alliance and Joint Ventures
19-28	Mergers & Acquisitions; International Business Strategies
29-30	Case: AXIS Bank: Banking on Technology and Market Segments for Competitive Space (T1)/ONGC's Growth Strategy (T2)/Maruti Udyog Ltd.: The Competition Ahead (T3)
31-35	Operationalising the strategy, Functional Strategies and Policies, Institutionalizing the Strategy
36 -42	Matching Structure and Strategy, Strategic Leadership and Organization Culture; Management of Change.
43-45	Case: Manpower Australia: Using Strategy Maps and the Balanced Scorecard Effectively (T1) /Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2)
46-49	Strategic control: Operations Control and Strategic Control; Measurement of Performance
50-55	Balanced Scorecard, Ethics, Corporate governance and Social Responsibilities
56-60	Case: Tata Steel: A Century of Corporate Social Responsibilities (T2) / Jack Welch and the General Electric Management System (R1)

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-III
CC 302- Legal Aspects of Business (LAB)

1. Course Objective:

The objectives of the course are:

1. To sensitize the students and also help them appreciate the overall legal framework within which legal framework aspects relating to business activities are carried out.
2. To create awareness in respect of rules and regulations affecting various managerial functions.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Indian Contract Act – 1872 General Principles of Contract Act-Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, Proposal and Acceptance, Capacity to contract, Free consent, performance and discharge of a contract, remedies on breach of a contract. Specific Contracts Sections 124 TO 238(Bare act) e.g. Indemnity, guarantee, bailment, pledge, agency, etc Rights & Duties of the respective parties, applications in the business	15	25%
II	Companies act, 1956. Introduction, Types of Companies, Memorandum & Articles of Association, Prospectus, Meetings, Appointment and removal of directors, Membership of a company, Issue of Capital, Amalgamation and Reconstruction.	15	25%
III	Negotiable Instruments Act – 1881, Sales of Goods Act – 1930 & Consumer Protection act, 1986 Negotiable Instruments Act – 1881 – Instruments, Types of Negotiable instruments and their essential features, Parties to negotiable instruments, Discharge of parties from liabilities, Dishonor of Cheques due to insufficiency of funds. Sales of Goods Act – 1930 & Consumer Protection act, 1986 Sale of Goods act, 1930- Contract of sale and its features, conditions & warranties, Performance of contract, Rights of an unpaid seller, Breach of Contract Consumer Protection Act, 1986–	15	25%

	Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies.		
IV	Intellectual Property Rights(IPRs) & Environmental Laws & Information Technology Act, 2000 (i) Intellectual Property Rights (IPRs) - Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions. With respect to registration, renewal, revocation, remedies in case of infringement. (ii) Environmental Laws - Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties, Role of Judiciary, Environment Impact Assessment(EIA). (iii) Information Technology act, 2000 - Introduction, Digital Signature, Electronic Governance, cybercrimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals.	15	25%
V	Practical: Students should select real life cases from Government and/or Corporate world, study the same and make public presentation in the class.		

4. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/ Clippings)
- Assignments and Presentations

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	K. R. Bulchandani	Business Laws for Management	Himalaya	Latest Edition
T2	N. D. Kapoor	Mercantile Law	Sultan Chand & Sons	Latest Edition
T3	Prof Akhileshwar Pathak	Legal Aspects of Business	Tata McGrawHill	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	L Bently & B Sherman	Intellectual Property Law	Oxford	Latest Edition
R2	S S Gulshan	Company law	Excel	Latest Edition
R3	S S Gulshan	Business Law	Excel	Latest Edition
R4	Ramaswamy, B S	Contracts and their Management	Lexis Nexis	Latest Edition
R5	Kuchhal MC	Mercantile Laws	PHI	Latest Edition
R6	Ravindra Kumar	Legal Aspects of Business	Cengage	Latest Edition
R7	Prof. (Cmde) P K Goel	Business Law for Managers	Biztantra	Latest Edition
R8	Rohini Aggarwal	Mercantile and Commercial Laws	Taxman	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

It is requested that students are taught to understand and appreciate the applications of various business laws in various managerial functions. This may be ensured by asking them to study and prepare assignments on different business laws as applicable to their functions.

9. Session Plan:

Session Nos	Topics to be covered
1-15	General Principles of Contract Act-Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, Proposal and Acceptance, Capacity to contract, Free consent, Performance and discharge of a contract, Remedies on breach of a contract, Quasi Contracts, Indemnity & Guarantee, Bailment & Pledge, Contract of Agency
16-30	Introduction, Types of Companies, Memorandum & Articles of Association, Prospectus, Meetings, Appointment and removal of directors, Membership of a company, Issue of Capital, Amalgamation and Reconstruction
31-45	Negotiable Instruments Act – 1881 – Instruments, Types of Negotiable instruments and their essential features, Parties to negotiable instruments, Discharge of parties from liabilities, Dishonor of Cheques due to insufficiency of funds, Sale of Goods act, 1930- Contract of sale and its features, conditions & warranties, Performance of contract, Rights of an unpaid seller, Breach of Contract, Consumer Protection Act, 1986 – Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies.
46-60	Intellectual Property Rights (IPRs) - Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions. With respect to registration, renewal, revocation, remedies in case of infringement. Environmental Laws - Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties, Role of Judiciary, Environment Impact Assessment (EIA). Information Technology act, 2000 - Introduction, Digital Signature, Electronic Governance, cyber crimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-III

CC 303- New Enterprise and Innovation Management (NE&IM)

1. Course Objective:

- Help students assess their entrepreneurial potential and develop the confidence to venture into challenging career of entrepreneurship.
- To create an urge among them to become entrepreneurial manager should they decide to take up a job as a manager in an organization.
- Prepare a bankable business plan which can be considered prerequisite of starting and obtaining finance particularly from venture finance, public issue, etc.
- Understand aspects of starting a new venture.
- To help them understand and appreciate challenging of starting and managing new ventures.
- Frame and develop start up strategies understand issues and problems pertaining to growth stage including delegation, formalization of system and HR issues.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Entrepreneurship and enterprise: Concept, role in economic Development. Entrepreneurial competencies: awareness, assessment and development. Simulation exercise on goal setting in entrepreneurship. Entrepreneurial and Entrepreneurial mind. Social Entrepreneurship	15	25%
II	Business Plan: Emerging Business Opportunities-sources and assessment. Business Plan: Concepts, Methods, analysis and interpretation, sources of external finance, short term as well as long term. Informal risk capital and venture capital. Financial statements, BEP, Ratio's and project appraisal criteria's, Feasibility studies – Financial, Technical, Environmental and Marketing.	15	25%
III	Start Up: Institutional support to start up and incentives for SSI. Statutory obligation in starting a unit (general like Income Tax, VAT, CST or GST, Service tax, excise and customs, labour laws, etc. Start up strategies. Dealing with outside agencies like consultant, contractors, etc. Key marketing issue of new venture. Starting a franchising business. Starting an e-commerce venture. Buying a running business.	15	25%
IV	Managing growing venture: Growth, objective and strategy. Managing growth. Assessing resource from	15	25%

	external sources, for financing growth including public issue, merger, amalgamation, joint venture, collaboration and selling business. Innovation Management: Innovation management an introduction, organizational need for innovation and setups that facilitate innovations. Innovation and sustainability		
V	Practical: The student can perform one of the following or combination according to the instruction of the faculty in charge: Prepare a feasibility report/business plan and make presentation in the class. Prepare an assignment on at least three leading entrepreneurs Visit a franchisee and prepare a report and/or make presentation in the class		

4. Teaching Method:

- (a)Case analysis & discussion
- (b)Projects/ Assignments/ Quizzes/ Class participation etc
- (c)Compulsory class presentation with live experiences

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation	Weightage (50 marks)(Internal Assessment)
B	Mid-Semester Examination	Weightage (30 marks)(Internal Assessment)
C	End-Semester Examination	Weightage(70 marks)(External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Robert D. Hisrich, Michael P Peters and Dean A Sheperd	Entrepreneurship	Tata McGraw Hill	Latest Edition
T2	P C Jain	Handbook of New Entrepreneurs	Oxford University Press	Latest edition
T3	Paul Trot	Innovation Management and New Product Development	Pearson Education	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	S Nagendra and V S Manjunath	Entrepreneurship and Management	Pearson Education	Latest Edition
R2	P Narayana Reddy	Entrepreneurship : Text and Cases	Cengage	Latest Edition
R3	T W Zimmerer and N M Scarborough	Essentials of Entrepreneurship and Small Business Management	Prentice Hall	Latest Edition

R4	W A Sahlman, H H Stevenson, M J Roberts and Amar Bhide	Entrepreneurial Ventures	Harvard Business School Press	Latest Edition
R5	B M Patel	Project Management, Strategic Financial Planning Evaluation and Control	Vikas	Latest Edition
R6	Jack M Kalpan	Patters of Entrepreneurship	Wiley	Latest Edition
R7	Bruce R Barringer and R Duane Ireland	Entrepreneurship: Successful launching New Ventures	Pearson Education	Latest Edition
R8	Joe Tidd, John Bessant and Keith Pavitt	Managing Innovation	Wiley	Latest Edition
R9	Peter F Drucker	Innovation and Entrepreneurship	East-West News-papers	Latest Edition
R10	Timmons Spinelli	New Venture Creation Entrepreneurship for 21st Century	Tata McGraw Hill	Latest Edition
R11	Nandan	Fundamental of Entrepreneurship	PHI	Latest Edition
R12	R Gopal, PradipManjrekar	Entrepreneurship and Innovation Management	Excel	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Business Standard, The Economic Times, Financial Express, Business Magazines like Business Today, the Journal of Entrepreneurship, Entrepreneurship and Regional Development, Journal of Business Venturing, Small Enterprise Development, Entrepreneurship Theory and Practice .

9. Session Plan:

Session	Topics to be covered
1-7	Entrepreneurship and enterprise: Concept, role in economic development. Entrepreneurial competencies: awareness, assessment and development.
8-15	Simulation exercise on goal setting in entrepreneurship. Entrepreneurial and Entrepreneurial mind. Social entrepreneurship opportunities.
16-20	Business Plan: Emerging Business Opportunities-sources and assessment.
21-25	Business Plan: Concepts, Methods, analysis and interpretation, sources of external
26-30	Informal risk capital and venture capital. Financial statements, BEP, Ratio's and
31-38	Start Up: Institutional support to start up and incentives for SSI. Statutory
39-45	Dealing with outside agencies like consultant, contractors, etc. Key marketing issue Starting a franchising business. Starting an e-commerce venture. Buying a running business.
46-60	Managing growing venture: Growth, objective and strategy. Managing growth. Assessing resource from external sources, for financing growth Innovation Management: Innovation management an introduction, organizational need for innovation and set up to facilitate innovation, innovation and sustainability

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-III

MM 301- Consumer Behaviour and Marketing Research(CB&MR)

1. **Course Objective:** The objectives of the course are:
 - Familiarize the students with the behavioural aspects of consumers.
 - To understand the internal forces, external influences and processes that go on to affect consumer behaviour, the challenges generated for the marketers and the strategies which could be implemented.

2. **Course Duration:** The course duration is of 60 sessions, 4 sessions a week.

3. **Course Contents:**

Module No.	Module Content	No. of Session	Weightage
I	Understanding the Consumer: Emergence of buyers' markets and growing importance of consumer. Consumer motivation, personality traits, and consumer perceptions. Theories of consumer learning, consumer attitudes and effect of communication on consumer behaviour. Consumer Research.	15	25%
II	Socio-cultural settings and Consumer Decision Making: Family, reference group and social class influences on consumer decision making. Cultural, sub-cultural and cross cultural influences on consumer behaviour. Opinion leadership and diffusion of innovation.	15	25%
III	The Nature and Scope of Marketing Research: Marketing Information System and Marketing Research. Problem definition, research objectives and hypotheses. Identifying information need and data source, primary and secondary sources of data. Research designs-Cross sectional and focus group designs. Exploratory, descriptive, and causal research designs. Measurement and Scaling in Marketing research	15	25%
IV	Data Collection and Testing of Hypotheses: Probabilistic and non-probabilistic sampling procedures, sample size decisions. Designing the research instrument and data collection. Selecting statistical tests for nominal, ordinal and interval/ ratio data. General hypothesis testing procedure for parametric and nonparametric statistics. Measurement of Associations between two nominal, ordinal and interval data. One-way ANOVA, completely randomized design (CRD).	15	25%

	Multivariate Data Analysis: Analysis of Variance-Randomized block design (RBD), Latin square design (LSD), and Factorial design (FD). Basic knowledge about. Preparing a Research Report.		
V	Practical: Select any topic on consumer behavior, perform a market survey and prepare the report and/or presentation in the class.		

4. Teaching Method:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on Corporate Taxation.
- (b) Case discussion covering a cross section Corporate Taxation.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation etc		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr No	Auther	Name of Book	Publisher	Year of Publication
T1	Schiffman, Kanuk and Ramesh Kumar	Consumer Behaviour	Pearson	Latest Edition
T2	Loudon and Della Bitta	Consumer Behaviour	Tata McGraw Hill	Latest Edition

7. Reference Books:

Sr No	Auther	Name of Book	Publisher	Year of Publication
S1	Blackwell and Engel	Consumer Behaviour	Cengage	Latest Edition
S2	MajumudarRamanuj	Consumer Behaviour: Insights from Indian Market	PHI	Latest Edition
S3	Hoyer, MacInnis and Dasgupta	Consumer Behaviour	Biztantra	Latest Edition
S4	Evans	Consumer Behaviour	Wiley	Latest Edition
S5	Lingquist Jay D	Consumer Behaviour	Cengage	Latest Edition
S6	Coakes, Steed and Dzidic	SPSS 13.0 for Windows	Wiley	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Consumer Research, Journal of Consumer Behaviour, Business Magazines

9. Session Plan:

Session no.	Topic
1	Understanding the consumer, Consumer research
2	Consumer Motivation: theories of motivation and consumer behaviour
3	Personality traits and consumer behavior
4	Consumer perception, how to change perceptions
5	Consumer learning and impact on behavior
6	Consumer attitude formation and changing attitudes
7	Communication and consumer behavior
8	Feedback and review of module-1 / Case analysis
9	Family and Reference group influence on consumer behavior
10	Social class influence on consumer behavior
11	Socialization and Influence of Culture on consumer behavior
12	Subcultures and consumer behavior
13	Cross cultural behaviour – an International perspective
14	Opinion leadership and diffusion of innovation
15	Consumer Decision Making-Levels of involvement and decision making
16	Feedback and review of module -2 / Case analysis.
17	Basic and Applied research, Marketing research and Information system-meaning and scope, recurring and non recurring marketing problems.
18	Overview of Marketing Research process. Problem definition, research objectives and framing of hypotheses.
19	Information need and sources of data-primary and secondary sources.
20	Research designs. Cross sectional and focus group designs
21	Exploratory, descriptive and causal designs.
22-23	Measurement and Scaling in Marketing research
24	Feedback and review of module -3/ Case analysis
25	Probabilistic and non-probabilistic sampling procedures. Sample size decision
26	Types of questionnaires and questionnaire designing
27 -28	Data collection
29-30	Testing of Hypotheses-Parametric tests of difference
31-32	Testing of Hypotheses-Non parametric tests of difference
33-34	Testing of Hypotheses-Tests of Association
35-36	One way ANOVA Completely randomized design
37-38	Feedback and review of module -4 / Case analysis
39-48	ANOVA-Randomized block design, Latin Square and Factorial Designs and their applications in MR
49-52	Factor Analysis, Cluster analysis
53-60	Preparing research report

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
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MM 302- Integrated Marketing Communication (IMC)

1. Course Objective:

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

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	An Introduction to Integrated Marketing Communication (IMC): Meaning and Role of IMC in Marketing process, one voice communication v/s IMC, Introduction to IMC tools, Role of Advertising Agencies and other marketing organizations providing marketing services and perspectives on consumer behavior.	15	25%
II	Understanding communication process: Message, Channel factors, Communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption mode, Information Processing Model, The Standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarch. Consumer Involvement –The Elaboration Likelihood (ELM) Model, the Foote, Cone and Belding (FCB) Model.	15	25%
III	Planning for Marketing Communication (Marcom): Establishing Marcom Objectives and Budgeting for Promotional Programmes – Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom- Factors influencing budget, Theoretical approach to budgeting viz, Marginal analysis and Sales response curve, Method to determine marcom budget.	15	25%
IV	Developing the Integrated Marketing Communication Programme and Measuring Effectiveness: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of	15	25%

	marcom – Types of appeals and execution styles. Media planning and selection decisions – steps involved and information needed for media planning. Measuring the effectiveness of all promotional tools and IMC.		
V	Practical: Select any topic on consumer behavior, perform a market survey, and prepare the report and/or presentation in the class.		

4. Teaching Method:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on Corporate Taxation.
- (b) Case discussion covering a cross section Corporate Taxation.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr No	Author	Name of Book	Publisher	Year of Publication
T1	Schiffman, Kanukand Ramesh Kumar	Consumer Behaviour	Pearson	Latest Edition
T2	Loudon and Della Bitta	Consumer Behaviour	Tata McGraw Hill	Latest Edition

7. Reference Books:

Sr No	Author	Name of Book	Publisher	Year of Publication
R1	Blackwell and Engel	Consumer Behaviour	Cengage	Latest Edition
R2	Majumudar Ramanuj	Consumer Behaviour	PHI	Latest Edition
R3	Hoyer, MacInnis and Dasgupta	Insights from Indian Market		Latest Edition
R4	Evans	Consumer Behaviour	Biztantra	Latest Edition
R5	Linguist Jay D	Consumer Behaviour	Cengage	Latest Edition
R6	Coakes, Steed and Dzidic	SPSS 13.0 for Windows	Wiley	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Consumer Research, Journal of Consumer Behaviour, Business Magazines

9. Session Plan:

Session no	Topics to be covered
1-10	Introduction to IMC and its role in Marketing Process, one voice communication v/s IMC. Introduction to IMC Tools – Advertising, sales promotion, publicity, public relations, and event sponsorship.
11-15	The role of advertising agencies and other marketing organizations providing marketing services and perspectives on consumer behaviour.
16-22	Understanding communication process: Source, Message and channel factors, communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption mode, Information Processing Model, The Standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarch.
23-30	Consumer Involvement – The Elaboration Likelihood (ELM) Model, the Foote, Cone and Belding (FCB) Model. Case Studies
31-38	Planning for Marketing Communication (Marcom): Establishing Marcom Objectives and Budgeting for Promotional Programmes – Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives.
39-45	Budgeting formarcom- Factors influencing budget, Theoretical approach to budgeting viz, Marginal analysis and Sales response curve, Method to determine marcom budget. Case Studies
46-60	Developing the Integrated Marketing Communication Programme and Measuring Effectiveness: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom – Types of appeals and execution styles. Mediaplanning and selection decisions – steps involved and information needed for media planning. Measuring the effectiveness of all promotional tools and IMC. Case Studies
	<p>Practical: The student/s can perform any one or combination of the following:</p> <ol style="list-style-type: none"> 1. Select a product/service category and identify the IMC tools used for Communication. 2. Select any Advertising or other marketing communication agency and study the functional departments of the same. 3. Select a product/service and make a TV, Radio and Print, Web advertisement, packaging of the same. 4. Select an IMC related topic and perform research on the same. 5. Select few competing brands and study TV, Radio and Print, Web advertisement, packaging and direct marketing and perform comparative analysis of the same. 6. Perform a comparative analysis of outdoor advertising for a product/service category. 7. Perform a comparative analysis of Point-of-purchase displays for a product/service category. 8. Study on ethical, legal and social aspects of advertising and communication along with the legislative self-regulatory controlling advertising and promotions in India. 9. Any other topic of interest to the student or faculty in charge.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-III

MM 303- Sales & Distribution Management (SDM)

1. **Course Objective:** The objective of this course is to help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm. Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services.

2. **Course Duration:** The course duration is of 60 sessions, 4 sessions a week.

3. **Course Contents:**

Module No.	Module Content	No. of Session	Weightage
I	Introduction to Sales & Distribution Management: Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, case analysis.	15	25%
II	Personal Selling Process, Sales Territories & Quotas: Selling process, relationship selling, Designing Sales Territories, sales quotas, case Analysis	15	25%
III	Distribution Management: Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management, case analysis.	15	25%
IV	Market logistics and supply chain management: Definition & scope of logistics, Components of logistics, inventory & ware house management, transportation, channel information systems, distribution management in international markets, Case analysis.	15	25%
V	Practical and Training sessions can include any combination of the following topics What to do to increase business with distribution partner? How to sale and how to forecast Sales How to take Budgeting Decisions How to Employing the right people and developing a team How to Developed sales strategies How to Use technology to improve sales How to Set Goals together Trainings for distributor's sales and technical support Monthly newsletters to the distributors		

	with product and other news Quarterly supply of updated sales and technical presentations Provision of samples, demo and evaluation units. Regular “value-added” meetings Sales activities Define target customers’ groups in specific industry sectors Pro-active search for key players in defined verticals etc		
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4. Teaching Method:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on Corporate Taxation.
- (b) Case discussion covering a cross section Corporate Taxation.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Krishna K. Havaldar, Vasant M. Cavale	Sales & Distribution Management	Tata McGraw Hill	Latest Edition
T2	Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni	Sales Management : Decisions, Strategies & Cases	Pearson	Latest Edition
T3	Johnson F.M., Kurtz D.L., Scheuing E.E.	Sales Management: Concepts, Practice, and Cases	Tata McGraw-Hill	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Dr. S. L. Gupta	Sales & Distribution Management	Excel Books.	Latest Edition
R2	Panda Tapan K., Sahadev Sunil	Sales & Distribution Management	Oxford	Latest Edition
R3	David Jobber, Geoffrey Lancaster	Sales & Distribution Management	Pearson	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Professional selling, Journal of Personal Selling & Sales Mgmt., Journal of Marketing Channels, Journal of Supply Chain Mgmt., International Journal of Retail and Distribution Mgmt. etc.

9. Session Plan:

Session Nos.	Topics to be covered
1-12	Introduction to Sales & Distribution Management, Nature and scope of sales management, personal selling objectives, Types of sales management positions. Theories Of personal selling, personal selling strategies Sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership.
13-24	Personal Selling Process-prospecting, sales presentation, objection handling, closing the sale and post sales activities, Relationship selling, Designing Sales Territories, Sales Quotas Sales organization structures.
25-36	Distribution Management, Introduction Need and Scope of distribution Management, Marketing Channels strategy, levels of channels Institutions for channels- Retailing and Wholesaling , Designing channel systems, Channel Management and control
37-48	Definition & scope of logistics, Components of logistics Inventory & Warehouse Management, Transportation, Channel Information Systems, Distribution management in international markets.
49-60	Practical and Training sessions can include any combination of the following What to do to increase business with distribution partner? How to sale and how to forecast Sales How to take Budgeting Decisions How to Employing the right people and developing a team How to Developed sales strategies How to Use technology to improve sales How to Set Goals together Trainings for distributor's sales and technical support Monthly newsletters to the distributors with product and other news Quarterly supply of updated sales and technical presentations Provision of samples, demo and evaluation units. Regular "value-added" meetings Sales activities Define target customers' groups in specific industry sectors Pro-active search for key players in defined verticals etc.

Structure of Course Examination


The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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 Department of Commerce and Management M.B.A. Semester-III
	<u>FM 301- Corporate Taxation and Financial Planning (CT&FP)</u>

1. Course Objective:

The objectives of the course are:

- a. To sensitize the students and also help them appreciate the overall legal framework within which legal framework aspects relating to business activities are carried out.
- b. To create awareness in respect of rules and regulations affecting various managerial functions.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Law of Income-tax in brief, Corporate Tax Planning: Tax Planning, Tax Management, Tax Avoidance and Tax Evasion	15	25%
II	Residential Status and Tax Incidence, taxation of Companies, Tax Planning with respect to New Business- Location of Business, Nature of Business, Form of Organization	15	25%
III	Tax Planning with respect to Financial management Decisions, Managerial decisions, sale of scientific research assets and receipt of Insurance compensation; Tax Planning in respect of Employees Remuneration	15	25%
IV	Non Resident: tax planning in respect of Non – resident, double taxation relief, transfer pricing	15	25%
V	Practical: Practical project on all the above topics to be done, a report to be submitted of the same and a presentation to be given in the class in presence of faculty in charge and a Tax Practitioner or Chartered Accountant.		

4. Teaching Method:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on Corporate Taxation.
- (b) Case discussion covering a cross section Corporate Taxation.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr No	Auther	Name of Book	Publisher	Year of Publication
T1	Dr. Vinod K Singhania & Dr Monica Singhania	Corporate Tax and Business tax Procedures	Taxmann Publication	Latest Edition
T2	Girish Ahuja & Ravi Gupta	Direct Tax Laws & Practices	Bharat Law House	Latest Edition

7. Reference Books:

Sr No	Auther	Name of Book	Publisher	Year of Publication
R1	Dr. Vinod K Singhania & Dr Monica Singhania	Direct Tax Laws & Practices	Taxmann Publication	Latest Edition
R2	H P Ranina	Corporate Taxation	Orient Law House	Latest Edition
R3	Paolo M Panteghini	Corporate Taxation in a dynamic world	Springer	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Business Standard, The Economic Times, The Chartered Accountant, The Chartered Secretary, Financial Express, Chartered Financial Analyst, Business World, Business Today.

9. Session Plan:

Session Nos.	Topics to be covered
1-15	Law of Income-tax in brief, Corporate Tax Planning: Tax Planning, Tax Management, Tax Avoidance and Tax Evasion
16-30	Residential Status and Tax Incidence, taxation of Companies, Tax Planning with respect to New Business- Location of Business, Nature of Business, Form of Organisation
31-45	Tax Planning with respect to Financial management Decisions, Managerial decisions, sale of scientific research assets and receipt of Insurance compensation; Tax Planning in respect of Employees Remuneration
46-60	Non Resident: tax planning in respect of Non – resident, double taxation relief, transfer pricing.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-III

FM 302- Management of Financial Services (MFS)

1. Course Objective:

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

Familiarise the students with Indian financial systems. Equip the students with the theoretical and practical knowledge of different non-banking financial services. Develop the skills to run and manage different financial services as a manager/entrepreneur.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Introduction to Indian Financial System, Reserve Bank of India, SEBI, IRDA, Financial Institutions, Financial Instruments, Structure and types of banking and non-banking financial institutions, Introduction to different markets : Capital market, Money market, Primary Market, Secondary Market, Repo Market, Government Security Market, Foreign Exchange Market Overview	15	25%
II	Merchant Banking, Credit Rating, Venture Capital, Mutual Fund	15	25%
III	Leasing and Hire Purchase, Factoring and Forfeiting, Securitization	15	25%
IV	Brokerage Services , Letter of Credit, Bills Discounting and Bills Financing, Asset Based Retail Financial services, Fee Based Retail Financial services, Financial Service Supervision	15	25%
V	Practical: Student should study at least 4 to 5 cases in above mentioned areas and make a Public Presentation the class in presence of preferably a Finance Manager / Merchant Banker.		

4. Teaching Method:

The following pedagogical tools shall be used for teaching the subject:

1. Students can give weekly review of any Financial Services which can be the part of internal assessment.
2. A project on working of selected Financial Services their operation, performance of different schemes, etc. in different services could be done.

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of
T1	Vasant Desai	Financial Markets & Services	Himalaya	Latest Edition
T2	K Sasidharan	Financial Services & System	Tata Mcgraw	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Gupta & Agrawal	Financial Services	Kalyani Publishers	Latest Edition
R2	R Shanmugham	Financial Services	Wiley India	Latest Edition
R3	L M Bhole	Financial Institutions and Markets	Tata Mcgraw	Latest Edition
R4	M Y Khan	Financial Services	Tata Mcgraw	Latest Edition
R5	M Y Khan	Indian Financial Systems	Tata Mcgraw	Latest Edition

8 List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Economic Times, Financial Report, Economic Times, Business Standard

9. Session Plan:

Session Nos.	Topics to be covered
1- 2	Introduction to Indian Financial System
3 - 5	Reserve Bank of India, SEBI, IRDA, Financial Institutions, Financial Instruments, Structure and types of banking and non-banking financial institutions
6- 12	Introduction to different markets : Capital market, Money market, Primary Market, Secondary Market, Repo Market, Government Security Market, Foreign Exchange Market Overview
13-16	Merchant Banking, ,
14- 16	Credit Rating, Venture Capital
17-24	Mutual Fund
25- 28	Leasing and Hire Purchase
29- 36	Factoring and Forfeiting
37- 40	Securitization
41- 42	Brokerage Services
43- 45	Letter of Credit, Bills Discounting and Bills Financing
46	Asset Based Retail Financial services,
47 -48	Fee Based Retail Financial services and Financial Service Supervision
49 -60	Practical: Student should study at least 4 to 5 cases in above mentioned areas and make a Public Presentation the class in presence of preferably a Finance Manager / Merchant Banker.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-I

FM 303- Security Analysis & Portfolio Management (SAPM)

1. Course Objective:

- a. To equip the students with the theoretical and practical knowledge of capital market.
- b. To develop the skills for the portfolio constructions, revision, evaluation and investment advisory.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Introduction to the landscape of investment. Define investment. Investment alternative. The process of investment trading- margin trading etc, types of orders. Risk and return in investment. Real return-nominal return(Practical). Historical and expected return. Risk-valuation of risk. Sources and types of risk. Portfolio risk. Power of diversification.	15	25%
II	Security analysis and valuation The fundamental analysis. EIC framework - economic analysis, industry analysis, company analysis. Sources of information and trouble shots of financial statements. Behaviour finance and efficient market theory, technical analysis - Tools and uses.	15	25%
III	Theories of capital market CAPM, Sharpe Model, Arbitrage theory and multifactor model- Practical and theory, Portfolio Analysis, Listing down data inputs, selection and construction of optimal portfolios(theory).	15	25%
IV	Fixed Income Securities & Portfolio Management Investment in bonds, types of bonds, Investment process in bonds – (practical and theory)Portfolio Revision, Portfolio Management, Portfolio Evaluation – Sharpe, Jensen & Treyn or(practical and theory)	15	25%
V	Practical Assignments; Indian capital markets reforms. Index construction methods.EIC analysis of any selected company. Selected tools of technical analysis. Use of Discounted Cash Flow technique for selection of stocks. •Brief about Forward, Futures & Options. •Application of CAPM theory. •Creating a portfolio using Sharpe Portfolio Selection. •Portfolio evaluation Mutual Fund Schemes etc.		(Internal Evaluation)

4. Teaching Method:

The following pedagogical tools shall be used for teaching the subject:

- The suggested method is chalk and talk.
- Students can give weekly review of various markets which can be the part of internal assessment.
- A project on valuation of selected companies based on fundamental and technical analysis could be done.

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr.No.	Author	Name of the Book	Publisher	Year of Publication
T1	Reilly / Brown,	Investment Analysis and Behaviour	TMH	Latest Edition
T2	Zvi Bodie, Alex Kane, Alan Marcus and Pitabas Mohanty	Investments	Tata McGraw Hill	Latest Edition
T3	Prasanna Chandra	Investment Analysis And Portfolio Management	Tata McGraw Hill	Latest Edition

7. Reference Books:

Sr. No	Author	Name of the Book	Publisher	Year of Publication
R1	Fischer and Jordon,	Security analysis and Portfolio Management	Pearson	Latest Edition
R2	Gordon Alexander, William Sharpe and Jeffery Bailey	Fundamental of Investments	Pearson	Latest Edition
R3	P. Pandian	Security analysis and Portfolio Management	Vikas Publishing House	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Economic Times, Financial Report, Economic Times, Business Standard

9. Session Plan:

Session	Topic
1-12	Define investment. Investment alternative. The process of investment trading Types of orders. Margin trading & Margin Calculation Risk and return in investment. Real return-nominal return. Historical and expected return. Risk-valuation of risk. Sources of risk
13-24	EIC framework economic analysis- variables tracked industry analysis- variables tracked- company analysis- variables analysed. Sources of information and trouble shots of financial statements. Technical analysis. Tools and uses. Efficient market theory
25-36	CAPM, Sharpe Optimum Portfolio Selection. Listing down data inputs, selection and construction of optimal portfolios.
37-48	Arbitrage theory and Multifactor model, Investment in bonds, Types of bonds, Investment process in bonds Portfolio Revision & Portfolio Management, Portfolio Evaluation – Sharpe, Jensen, Treynor.
49-60	Practical Assignments Indian capital markets reforms. Index construction methods. EIC analysis of any selected company. Selected tools of technical analysis. Use of Discounted Cash Flow technique for selection of stocks. Brief about Forward, Futures & Options. Application of CAPM theory. Creating a portfolio using Sharpe Portfolio Selection. Portfolio evaluation Mutual Fund Schemes etc

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-III

**HR 301- Change Management and Organizational
Development (CM&OD)**

1. Course Objective:

To sensitize the students about how organizations can be made more effective and dynamic through improving its human resource. Develop basic behavioral science skills of the students as future practitioners of OD. Help students to understand and apply basic concepts and processes that form the core of organization development

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Organization development and Reinventing the organization: Organizational renewal and Challenge of change Change of the Organizational Culture Sources of risk. Company stock market interest, inflation, credit risk. Portfolio risk. Power of diversification.	15	25%
II	OD Practitioner: Role, Styles Diagnostic Process Overcoming Resistance to Change Process Intervention Skills	15	25%
III	Strategies for OD Intervention Empowerment and Interpersonal Intervention Interventions for Team Development	15	25%
IV	Work team development High Performing Systems and Learning Organizations Organizational Transformation and Strategic Management Changing the culture OD for Future	15	25%
V	Practical: Student should study at least 4 to 5 cases in above mentioned areas and make a Public Presentation the class in presence of preferably a HR Manager / HR Consultant.		

4. Teaching Method:

- (a) Case analysis & discussion
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Compulsory class presentation with live experiences

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr.No.	Author	Name of the Book	Publisher	Year of Publication
T1	Donald R. Brown and Don Harvey	An experiential Approach to Organization Development	Pearson	Latest Edition
T2	Wendell French and Cecil Bell	Organization Development: Behavioral Science Interventions for organization	PHI	Latest Edition
T3	Worley	Organization Development and Change	Thomson	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Tupper Cawsy	Tool kit for Organization Change	Sage	Latest edition
R2	Joan V. Gallos, Edgar H. Schein	Organization development: A Jossey-Bass reader	Wiley Publications	Latest edition
R3	Robert Golembievsky	Organization Development: Ideas and Issues	Transaction Books, New Jersey	Latest edition
R4	P. G. Aquinas	Organization Structure and Design	Excel	Latest edition
R5	Deepak Kumar	Organisational System, Design	Himalaya	Latest edition
R6	Andriopoulos, Dawson	Managing Change, Creativity and Innovation	Sage	Latest edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Economic Times, Financial Report, Economic Times, Business Standard

9. Session Plan:

Session	Topic
1-15	Organization development and Reinventing the organization: Organizational renewal and Challenge of change Change of the Organizational Culture Sources of risk. Company stock market interest, inflation, credit risk. Portfolio risk. Power of diversification.
16-30	OD Practitioner: Role, Styles Diagnostic Process Overcoming Resistance to Change Process Intervention Skills
17-45	Strategies for OD Intervention Empowerment and Interpersonal Intervention Interventions for Team Development
46-60	Work team development High Performing Systems and Learning Organizations Organizational Transformation and Strategic Management Changing the culture OD for Future
49-60	Practical: Student should study at least 4 to 5 cases in above mentioned areas and make a Public Presentation the class in presence of preferably a HR Manager / HR Consultant.

Structure of Course Examination


The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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 Department of Commerce and Management M.B.A. Semester-III
	<u>HR 302- Compensation Management (CM)</u>

1. Course Objective:

To provide insights in to strategic choices in managing compensation. There have been several innovations in the field of Compensation. The courses will emphasis on this compensation model. The course also provides major Compensation issues in the context of current theory, research and practice. The practices illustrate new development and as well as established approaches to compensation decision.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Part I, II from Armstrong's book	15	25%
II	Part III and IV from Armstrong's book	15	25%
III	Part V and VI from Armstrong's book	15	25%
IV	CM related Labour Laws- P K Padhi'sbook.: Payment of Wages Act, 1936 ; Minimum Wages Act, 1948; Payment of Gratuity Act, 1972; Payment of Bonus Act,1965; Equal Remuneration Act, 1976; Income tax act provisions with respect to salaried persons, Employees' State Insurance Act, 1948; Employees' P F & Misc Provisions Act, 1952; Workmen's Compensation Act, 1923; Maternity Benefits Act,1981; Unorganised Sector Workers' Social Security Act, 2008; Social Security Act; Mediclaim Policies and their salient features	15	25%
V	Practical:Study pay structure of atleast 3 companies from different industries.Propose 'Revised Pay Structure' based on the study of the subject		

4. Teaching Method:

- (a)Case analysis & discussion
- (b)Projects/ Assignments/ Quizzes/ Class participation,
- (c)Compulsory class presentation with live experiences

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Michael Armstrong	Armstrong's Handbook of Reward Management Practices- Improving Performance Through Reward (For Modules 1, 2 and 3)	Kogan Page	Latest Edition
T2	Dipak Kumar Bhattacharyya	Compensation Management	Oxford	Latest Edition

7. Reference Books:

Sr.No.	Author	Name of the Book	Publisher	Year of Publication
R1	Milkovich,	Compensation	Tata	Latest
R2	Tapomoy Deb	Compensation	Excel	Latest
R3	Mousumi Bhattacharya, Nilanjan Sengupta	Compensation Management	Excel	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Compensation Management. Offers Letters from Corporates and SMEs to employees (if not confidential).

9. Session Plan:

Session Nos.	Topics to be covered
1-10	An Overview of Reward Management The Reward System, Total Reward, Strategic Reward, International Reward
11-15	Performance Management and Reward Engagement and Reward, Financial and Non-financial Reward, Contingent Pay Scheme, Bonus Scheme, Team Pay, Rewarding for Business Performance, Recognition scheme
16-30	Valuing and Grading Jobs Pay levels, Job Evaluation Schemes, Equal Pay, Market Rate Analysis, Grade and Pay Structures
30-45	Rewarding Special Groups Rewarding Directors, Senior Executives, Sales, Services staff, Knowledge workers, manual workers, Employee Benefit and Pension Scheme Employee Benefits, Flexible Benefits, Pension Scheme The Practice of Reward Management Developing Reward System, Managing Reward System, Evaluating Reward System, Responsibility for Reward
45-60	Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Gratuity Act, 1972, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976, Income tax act provisions with respect to salaried persons, Employees' State Insurance Act, 1948, Employees' P F & Misc Provisions Act, 1952, Workmen's Compensation Act, 1923, Maternity Benefits Act, 1981, Unorganized Sector Workers' Social, Security Act, 2008, Social Security Act, Medclaim Policies and their salient Features

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-III

**HR 303- Management of Industrial Relations and Labour
Legislations (MIR&LL)**

1. Course Objective:

- To help students understand the legal implications in Human Resource Management.
- To help students understand and handle Industrial Relations.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	<p>Meaning, Definitions, Characteristics, Factors Approaches to IR, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR.</p> <p>Industrial Disputes Act, 1947 ; Introduction, Objectives, Definitions, Various Methods and Various Authorities under the Act for resolution of industrial disputes e.g. methods of adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure, offences and penalties, unfair labour practices, etc. Important Supreme Court Cases on industry, workman, strikes, retrenchment, etc.</p>	15	25%
II	<p>Trade Unions Act,1926; Introduction, meaning, definitions, nature of trade Unions, trade union movement in India, problems of trade union, appointment of Registrar, procedure for registration of a trade union, cancellation of registration, appeal, rights and Privileges of a registered TU, duties and liabilities, amalgamation, dissolution of TUs, offences and penalties, etc.</p> <p>Industrial Employment Standing Order Act,1946; Introduction, Objectives, definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, offences and penalties.</p> <p>Industrial Employment Standing Order Act, 1946;</p>	15	25%

	<p>Introduction, Objectives, definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, offences and penalties.</p> <p>Shops and Establishment Act, 1948</p> <p>Objectives, definitions, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc</p>		
III	<p>Factories Act, 1948</p> <p>Objectives, definitions, Provisions regarding, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties,</p> <p>Contract Labour(Regulation &Abolition) Act, 1970</p> <p>Application, Establishments, definitions, jurisdiction of government, Central and State advisory boards, registrationof establishments and licensing of contractors, prohibition of employment of contract labour, welfare and health of contract labour, liabilities of the Principal employer, Inspecting Staff, offences and penalties, etc.</p> <p>Collective Bargaining</p> <p>Introduction, Definitions, Characteristics, Process of CB,Pre- requisites of a Successful CB, Types, Functions of CB,Factors Obstructing CB, CB in India, Assessment of CB in India, Suggestions for better functioning of CB</p>	15	25%
IV	<p>Workers' Participation In Management</p> <p>Concept, Objectives, evolution, Statutory and Non Statutory Forms of WPM, level of WPM, assessment of WPM in India, Necessary conditions for effective working of WPM Discipline Meaning and definitions, Characteristics, Objectives of discipline, types of discipline, principles, procedure for disciplinary action, punishment, intervention by a tribunal,</p> <p>code of discipline in India Grievance Handling Grievance Handling: Meaning, definition, Causes, Importance of grievance handling, formal Grievance handling mechanism</p> <p>Sexual harassment of women in workplace Nature of problem, Supreme Court's guidelines on this issue,etc</p>	15	25%
V	<p>Practical: Student should study at least one of the above mentioned or related Industrial Law / Act as applied in any one Company / SME in above mentioned areas, and make a Public Presentation the class in presence of preferably a HR/ IR Manager / Consultant.</p>		

4. Teaching Method:

- (a) Case analysis & discussion
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Compulsory class presentation with live experiences

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr.No.	Authors	Name of the Books	Publisher	Year of Publication
T1	P K Padhi	Labour and Industrial Laws	PHI	2007 Edition
T2	C S Venkata Ratnam	Industrial Relations	Oxford	2006 Edition
T3	B D Singh	Industrial Relations Labour Laws	Excel	2008 Edition

7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Year of Publication
R1	S C Srivastava	Industrial Relations and Labour Laws	Vikas	Latest Edition
R2	B D Singh	Industrial Relations-Emerging paradigms	Excel	Latest Edition
R3	A M Sarma	Industrial Relations- Conceptual & legal framework	Himalaya	Latest Edition
R4	Kathy Daniels	Employee relations in an organizational context	Jaico	Latest Edition
R5	Mamoria	Dynamics of Industrial Relations	Himalaya	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Management of Industrial Relations, Human Capital, Online Journals and Resources.

9. Session Plan:

Session Nos.	Topics to be covered
1 -15	<p>Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR, Industrial Disputes Act, 1947 : Introduction, Objectives, Definition, Various Methods and Various Authorities under the Act for resolution of industrial disputes eg methods of conciliation, adjudication and voluntary arbitration Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure, offences and penalties, Unfair labour practices , Workman, strikes, retrenchment, etc</p>
16-30	<p>Trade Unions Act,1926.</p> <p>Introduction, meaning, definitions, nature of trade unions, trade union movement in India, problems of trade union, appointment of registrar, procedure for registration of a trade union, cancellation of registration, appeal Rights and Privileges of a registered TU, duties and liabilities, amalgamation, dissolution of TUs, offences and penalties, etc.</p> <p>Industrial Employment Standing Order Act, 1946:</p> <p>Introduction, Objectives, definitions, Model , Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, offences and penalties Shops and Establishment Act, 1948: Objectives, definition, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc</p>
36-45	<p>Factories Act, 1948: Objectives, definitions, Provisions regarding, Health, safety, Welfare of workers Hazardous processes, working hours, restriction on employment of women and children, annual, leave with wages, offences and penalties, etc</p> <p>Contract Labour(Regulation & Abolition)Act, 1970</p> <p>Collective Bargaining</p>
46-60	<p>Workers' Participation In Management, Discipline, Grievance Handling</p> <p>Grievance Handling, Sexual harassment of women in Workplace</p>

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-III

SRM301- Retailing Sector-I

1. Course Objectives:

The basic objective of any marketing activity is to generate, satisfy and retain consumers by facilitating production, distribution and consumption functions of the society. Thus, it is a process consisting of a series of iterative and interrelated steps to effectively perform the above-mentioned functions. Retailing is one such step in the marketing chain of activities that facilitates the distribution function. Initially, it was considered as just another step in the marketing chain. However, as the competition started intensifying as an obvious offshoot of the globalization, firms started looking forward to ways to differentiate. Retailing being the final link in the vertical marketing channel that connects firms with their consumers, marketers thought of using it for differentiation and positioning. Reaching out to customers directly not only offers the firms an advantage of understanding the customers better but also affords an opportunity for deriving a substantial value addition. Retailing is no more an outgrowth of traditional marketing activity; rather it is recognized as an important business proposition in its own accord. Today, retailing has emerged as a discipline with a considerable amount of thinking and research being poured in to it. This course is intended to familiarize the students with the emerging and fast growing sectoral area and a business proposition. The specific objectives of this course are:

- 1) To familiarize the learners with the concept of modern retailing and understand the significance of retailing in the current business environment
- 2) To understand retailing as a business and various strategies the firms engaged in retailing business adopt for their survival and growth
- 3) To understand the role of several support functions in enhancing the performance of the retail business

2. Course Duration:

The course duration is of 40 sessions of 75 minutes each.

3. Course Contents:

Module No.	Module / Sub-Modules	Sessions	Weightage
I	Introduction to Retailing Socio-economic, Technological and Competitive Forces; Concept of Organized Retailing; Vertical Marketing System; Evolution of Modern Retailing; Theories of Retail Development – Environmental Theory, Cyclical Theory, Conflict Theory; Retail Store Formats Classification based on types of Ownership; Merchandise stored; Channel used; Pricing Strategy; Customer Service; Multi channel Retailing; Destination Stores and Parasite Stores	15	25%

II	Retail Buying / Shopping Behaviour Buying / Shopping behaviour in retailing context; Factors influencing Retail Shopping Behaviour – Socio-economic and Cultural background, The Stages of Family Life-Cycle, Locational and Choice Convenience; Geo-demographic Segmentation of Retail Market Retail Strategy Concept of Retail Mix; Growth Strategy for Retailers / Retail Franchisors; Building Sustainable Competitive Advantage for long-term Survival and Growth; Strategies for Internationalization of Retail Business – Franchising, Licensing, Joint Ventures, Acquisition and Mergers	15	25%
III	Retail Store Location Planning Types of Retail Locations; Trading Area Analysis – Primary, Secondary and Fringe Area; Techniques of Evaluating a Trading Area – The Herfindahl-Herschman Index, The Index of Retail Saturation, Reilly’s Law of Retail Gravitation, Huff’s Model, Central Place Theory.	15	25%
	Pricing Strategies for Retail Business Concept of Retail Price; Initial and Maintained Markup; Elements of Retail Price; Determining the Price; Retail Pricing Policies / Strategies; Price Discrimination and Markdowns		
IV	Other Support Functions Human Resources Management: Designing an Organization structure, Challenges of HR in Retail Business, Selecting, Nurturing and Retaining the Right People, Supply Chain Management: The Concept and Philosophy of Supply Chain Management, Issues in Implementing Organization wide SCM Practice, Integration of Supply Chain, Deriving Value out of SCM Practice Technology in Retailing: IT in Retailing, Electronic Point-of-Sales (EPOS) System, Electronic Funds Transfer, Virtual Shopping, Electronic Commerce (E-Commerce), Database Marketing	15	25%
V	Practical: The student/s can perform any one or Combination of the following: 1. Select any retail outlet and study the entire operations of the store and its marketing activates involved to target customers. 2. Select any franchisee store and analyze its supply chain, Marketing strategies and franchisee- franchisor relationships 3. A research on locational factors to be considered in starting anew retail/franchisee store.(Emphasize should be given to the locational study). 4. A detailed study on “Feasibility of new retail/franchisee store in Bhuj” 5. Any other topic of interest to students or faculty in charge.		

4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- A. Lectures
- B. Case Discussions and Role Playing
- C. Audio-visual Material (Using CDs/ Clippings)
- D. Assignments and Presentations

5. Evaluation: The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Pradhan, Swapna	Retailing Management: Text & Cases	Tata McGraw-Hill	3rd ed., 2010
T2	Newman Andrew J and Peter Cullen	Retailing: Environment & Operations	Cengage	India Edition, 2002
T3	Cox, Roger, and Paul Brittain	Retailing: An Introduction	Pearson	Low Price Edition

7. Reference Books:

Sr. No.	Authors	Title of the Book	Publisher	Edition and Year of Publication
R1	Sinha, P. K. and D. P. Uniyal	Managing Retailing	Oxford	1st ed., 2007
R2	Berman, Berry and Joel R. Evans	Retail Management: A Strategic Approach	Pearson	10th Edition, 2007
R3	Bajaj, Tuli and Srivastava	Retail Management	Oxford	12th ed., 2009
R4	Dunne, Patrick M and Robert F. Lusch	Retailing	Cengage	India Edition, 2002
R5	Levy, Michael and Barton A. Weitz	Retailing Management	Tata McGraw Hill	5th Edition, 2004
R6	Sharma, D. P.	E-Retailing	Himalaya	1st Edition, 2009
R7	Lincoln, Keith and Lars Thomassen	How to Succeed at Retail	Kogan Page India	1st South asian Edition, 2010
R8	Fernie, John and Leigh Spark	Logistics in Retail Management	Kogan Page India, New Delhi	1st South Asian Edition, 2010
R9	Srini. R. Srinivasan	Strategic Retail Management	Biztantra	1st Edition, 2010
R10	Srinivasan S. R., and R. K. Srivastava	Cases in Retail Management	Biztantra	1st Edition, 2010

8. List of Journals / Periodicals/Magazines/Newspapers, etc.:

1) Indian Journal of Marketing 2) Harvard Business Review 3) International Journal of Retailing 4) European Retailing Digest

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session Plan:

Session	Topics
1-3	Introduction to Retailing: Socio-economic, Technological and Competitive Forces; Concept of Organized Retailing;
4-6	Vertical Marketing System; Evolution of Modern Retailing; Theories of Retail Development – Environmental Theory, Cyclical Theory, Conflict Theory;
7-9	Retail Store Formats: Classification based on types of Ownership; Classification based on Merchandise stored; Classification based on Channel used
10-13	Retail Store Formats (contd.): Classification based on Pricing Strategy; Classification based on Customer Service; Multi channel Retailing; Destination Stores and Parasite Stores
14-18	Retail Buying / Shopping Behaviour: Buying / Shopping behaviour in retailing context; Factors influencing Retail Shopping Behaviour – Socioeconomic and Cultural background
19-20	Retail Buying / Shopping Behaviour (contd.): The Stages of Family Life-Cycle, Location and Choice Convenience; Geo-demographic Segmentation of Retail Market
21-24	Retail Strategy: Concept of Retail Mix; Growth Strategy for Retailers / Retail Franchisors; Building Sustainable Competitive Advantage for long-term Survival and Growth;
25-34	Strategies for Internationalization of Retail Business – Franchising, Licensing, Joint Ventures, Acquisition and Mergers; Retail Store Location Planning: Types of Retail Locations; Trading Area Analysis – Primary, Secondary and Fringe Area; Techniques of Evaluating a Trading Area – The Herfindahl-Herschman Index, The Index of Retail Saturation, Reilly’s Law of Retail Gravitation, Huff’s Model, Central Place Theory,
35-36	Pricing Strategies for Retail Business: Concept of Retail Price; Initial and Maintained Markup; Elements of Retail Price; Determining the Price;
37-38	Retail Pricing Policies / Strategies; Price Discrimination and Markdowns
39-44	Human Resources Management: Designing an Organization structure, Challenges of HR in Retail Business, Selecting, Nurturing and Retaining the Right People, Supply Chain Management: The Concept and Philosophy of Supply Chain Management, Issues in Implementing Organization wide SCM Practice, Integration of Supply Chain, Deriving Value out of SCM Practice
45-48	Technology in Retailing: IT in Retailing, Electronic Point-of-Sales (EPOS) System, Electronic Funds Transfer, Virtual Shopping, Electronic Commerce (E-Commerce), Database Marketing
49-60	The student/s can perform any one or combination of the following: 1. Select any retail outlet and study the entire operations of the store and its marketing activities involved to target customers. 2. Select any franchisee store and analyze its supply chain, Marketing strategies and franchisee- franchisor relationships 3 A research on locational factors to be considered in starting a new retail store.(Emphasize should be given on (Locational Study) 4 Any other topic of interest to students or faculty in charge.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-III

SBI301 -Banking and Insurance -I (B&I)

1. Course Objectives: This sector specific course is spread over semester three and four covered in two papers. This course is divided into two parts. First part deals with the basics of banking and second part covers fundamentals of insurance and aspects related to life insurance only. Advanced topics related to banking and general insurance shall be dealt with in course no. SSP-401 in semester – IV. The students would be able to acquire an in-depth knowledge of the following: Various functions associated with banking and insurance activities. Practice and procedures relating to various banking and insurance business To develop an insight into management and marketing of banking and insurance services and technology.

2. Course Duration:

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

3. Course contents:

The course will contain following modules:

Module No.	Modules / Sub-Modules	Sessions	Weightage
I	Introduction to Indian Banking System , Reserve Bank- Legal framework and main functions , Different types of accounts, Banker customer relationship, customer services in banks, KYC norms and anti-money laundering	15	25%
II	Technology in banks, Payment and settlement system in banks-New age clearing, national gateways, international gateways, Retail banking, priority sector lending	15	25%
III	History and development of Insurance, Risk management and role of insurance, Legal aspects of insurance and essentials of insurance contracts, classification of insurance, Life insurance : traditional products, market related products, annuities-pension plans riders-business insurance, group insurance, pricing in life insurance	15	25%
IV	Claims management in life insurance, Distribution channel and intermediaries, insurance regulation and supervision, Marketing of banking and insurance services, Contemporary issues in banking and insurance	15	25%
V	Practical Exposure Departmental Set up of Nationalized& Private Banks – Broad differences in Functions of Reserve Bank, State Bank, Nationalized and cooperative Banks –Role of Life Insurance Corporation and other private Companies with special reference to the Policies for Life issued by them to the Individuals – Awareness of Insuring life among general public.		

4. Teaching Methods:

The following pedagogical tools shall be used for teaching the subject: Students can give weekly review of banking and insurance services which can be the part of internal assessment.

A project on working of selected banking and insurance companies, their operation, performance of different schemes, etc. in different services could be done.

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	VijayragavanIyengar	Introduction to Banking	Excel	Latest Edition
T2	S. Arunajatesan and T.R. Vishwanathan,	Risk Management and Insurance	Macmillan	Latest Edition
T3	Hal S. Scott	Capital Adequacy beyond Basel: Banking, Securities, and Insurance	Oxford	Latest Edition

7. Reference Books:

(Latest available editions should only be considered)

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	K C Shekhar and LekshmyShekhar,	Banking Theory and Practice	Vikas	Latest Edition
R2	D. Muraleedharan	Modern Banking	PHI	Latest Edition
R3	Indian Institute of banking and finance,	Principles and practice of banking	Macmillan	Latest Edition
R4	Neelam C Gulati,	Principles of Insurance Management	Excel	Latest Edition
R5	Trieschmann, Hoyt and Sommer,	Risk Management and Insurance	Cengage Learning	Latest Edition
R6	Emmett J. Vaughan and Therese Vaughan	Fundamentals of Risk and Insurance	Wiley	Latest Edition
R7	George E Rejda	Principles of Risk Management and Insurance	Peason	Latest Edition
R8	Harrington and Neehaus,	Risk Management and Insurance	Tata McGraw-Hill	Latest Edition

8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

Journal of Management of Industrial Relations.

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session plan:

Session no.	Topic
1-12	Indian Banking System Reserve Bank of India-Legal framework and main functions Commercial Banking – public, private, foreign, co-operative sector Different types of bank accounts Banker Customer relationship Customer Service in Banks KYC Norms and Anti-money Laundering Indian Banking System
13-24	Technology in Banks Payment and settlement system – New Age Clearing Payment and settlement system – National gateways Payment and settlement system – International Gateways Retail Banking Priority sector Lending, Technology in Banks Payment and settlement system – New Age Clearing
25-36	History and development of Insurance Risk management and role of insurance Legal aspects of insurance and essentials of insurance contracts Classification of insurance Life insurance : traditional products, market related products, annuities-pension plans riders-business insurance group insurance and underwriting: selection of lives pricing in life insurance History and development of Insurance Risk management and role of insurance Legal aspects of insurance and essentials of insurance contracts
37-48	Classification of insurance Claims management in life insurance Customer service Management Distribution channel and intermediaries insurance regulation and supervision Claims management in life insurance Customer service Management Distribution channel and intermediaries Marketing of banking and insurance services Contemporary issues in banking and insurance
49-60	Practical Exposure Departmental Set up of Nationalized& Private Banks – Broad differences in Functions of Reserve Bank, State Bank, Nationalized and cooperative Banks – Role of Life Insurance Corporation and other private Companies with special reference to the Policies for Life issued by them to the Individuals – Awareness of Insuring life among general public.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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 Department of Commerce and Management M.B.A. Semester-IV
	<u>CC 402- International Business(IB)</u>

1. Course Objective:

Understand the strategies used by various companies to manage international supply chain management through theoretical framework, case studies and practical / application module.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Globalization and International Business. The Cultural Environments facing business. The Political and Legal Environments facing Business, Economic environments facing business	15	25%
II	International Trade and Factor-Mobility Theory. Government Influence on Trade. Cross-National Cooperation and Agreements. Global Foreign-Exchange Markets. The Determination of Exchange Rates	15	25%
III	The Strategy of International Business. Country Evaluation and Selection. Export and Import Strategies. Direct Investment and Collaborative Strategies. The Organization of International Business	15	25%
IV	Marketing Globally. Global Manufacturing and Supply Chain Management. International Accounting Issues. The Multinational Finance Function. Human Resource Management.	15	25%
V	Practical: Study pay structure of atleast 3 companies from different industries. Propose 'Revised Pay Structure' based on the study of the subject	12	

4. Teaching Method:

- (a) Case analysis & discussion
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Compulsory class presentation with live experiences

5. Evaluation:

A	End-Semester Examination	Weightage (70 marks) (External Assessment)
B	I Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr.	Author	Name of the Book	Publisher	Year of Publication
T1	David Stewart & Philippe-Pierre	International Supply chain Management	CENGAGE learning -Indian Edition	2007 or Latest Edition
T2	Dornier, Ricardo Ernst, Michel Fender, Kouvelis	Global Operations and Logistics	WILEY India Edition	2008 or Latest Edition

7. Reference Books:

Sr.	Author	Name of the Book	Publisher	Year of Publication
R1	Douglas Long	International Logistics -Global Supply chain Management	Kluwar Academic Publishers Group	2007 or Latest Edition
R2	Alan E. Branch	Global Supply Chain Management and International Logistics	Routledge	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Supply chain management, International logistics, and Global logistics

9. Session Plan:

Session	Topic
1-2	International trade growth, milestones , drivers , International Trade theories ,International Business Environment, International logistics
3-4	International supply chain Management, element of International Logistics ,Importance of International Logistics,
5-12	International Logistics Infrastructure – Transportation, Communication, Utilities, Ways of Entry into Foreign Markets.
13-22	International Contracts – LexMercatoria , CISG, Incoterms, Terms of Payment
23-24	Currency of Payment - system of currency exchange rates , theories of exchange rate determination, exchange rate forecasting
25-26	International commercial documents – Invoices , export & Import documents, transportation documents
27-29	International Insurance - Risk management , International Ocean transportation – types of service , size of vessels ,
30-36	International air transportations – Types of aircrafts , services
37-43	International land and Multi-modal transportation – Rail , truck, Intermodal transportation
44-46	Packaging for export - Packaging functional, objectives,, Customs clearance – duty, Non-tariff barriers, customs clearing process
47-48	foreign trade zones, Using International logistics for competitive advantage
49-60	Practical Module: Study an organization involved in export / import / International logistics and prepare a report on its functioning under the guidance of your subject teacher

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-IV

CC 403- Management Control Systems (MCS)

1. Course Objective:

Every organization is meant for achieving pre-set goals and objectives. Well thought-out strategies are being implemented for this purpose. Execution of these strategies assumes as much importance as formulation itself. Management control systems are designed in order to implement these strategies successfully. The process of implementation of the strategies and the dilemma faced by managers are the main focus of this course. It envisages strategic planning, budgeting, resource allocation, performance measurement, evaluation, and reward/ responsibility centre allocation. Thus, the main objective of this course is to equip the students with the skills for effective implementation of strategies and resolving the attendant problems.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Introduction to Management Control Systems and the Environment of Management Control. The Nature of Management Control, Basic Concepts- Behavior Aspects of Organizations, Goal Congruence and Factors Influencing the Congruence.	15	25%
II	The Structure of Management Control Systems. Responsibility Centres. Definition, Types – Revenue & Expense Centres, Engineered and Discretionary Expense Centres – Profit Centres, Various Measures of Profits.	15	25%
III	Transfer of Goods & Services between Divisions and its Pricing. Administration of Transfer Prices – Investment Centres, Measures and Controls of Assets. Divisional performance and Responsibility accounting, Various Control issues.	15	25%
IV	The Process Part of Management Control:- Planning, Budgeting, Performance Analysis and Rewarding. Strategic Planning. Planning of Existing Proposed Programs; Budget Preparation. Its Process and Techniques. Analysis of Performance through Variance. Developments in Performance Measurement System (PMS). Balance Score Card. Compensation for Management Staff – Different Compensations Plans for Corporate Officers and SBU Managers	15	25%
V	Practical Module: Application of MCS in the following: Service organization, Non-profit organization, Projects and Defining control variables and check point for event management.		

4. Teaching Method:

The following pedagogical tools shall be used for teaching the subject:

The suggested method is chalk and talk, along with discussion. Discussion of cases. The practical assignment shall to be carried by field work, and/or discussions on peculiarity of MCS in industry, manufacturing & service organizations, and practical applications should be undertaken.

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Text Books:

Sr.	Author	Name of the Book	Publisher	Year of Publication
T1	Robert Anthony and Vijay Govindarajan,	Management Control Systems	Tata McGraw Hill	Latest Edition
T2	Pradip Kumar Sinha	Management Control Systems	Excel	Latest Edition
T3	N. Ghosh	Management Control Systems	PHI	Latest Edition

7. Reference Books:

Sr.	Author	Name of the Book	Publisher	Year of Publication
T1	Joseph A.Maciariello and Calvi J. Kirby	Management Control Systems	PHI	Latest Edition
T2	Ravindhra Vadapalii	Management Control Systems	Excel	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Professional selling, Journal of Personal Selling & Sales Mgmt., Journal of Marketing Channels, Journal of Supply Chain Mgmt., International Journal of Retail and Distribution Mgmt., etc

9. Session Plan:

Module	Topics/Sub topics
1-4	Introduction to Management Control Systems, Basic Concepts, Boundaries of Management Control. Reading: For reading the theory Chapters of any text book is suggested. However, as a base reference book, T-1 is suggested. Cases are selected from that book. The Nature of Control Systems. Different Levels of Planning and Control. Strategy Implementation aspects. Interfaces of Various Disciplines. Reading : The Nature of MCS (AG: Chap –1) or any other book Case: Nucor Corporation (A) (AG: 1.1)
5-12	Behaviour in Organisations. Behavioural aspects of Systems. Factors affecting Human Behaviour. Issues of Goal Congruences. Structure of Organisations. Functional v/s SBU. Role of Controller Reading : Behaviour in Organizations (AG: Chap –3) or any other book Case: Rendell Company (AG 3.3)
13-24	Responsibility Centers: Revenue and Expense Centres, Discretionary Expense Centers. The structural part of MCS. Classification of responsibility centres. Expense, discretionary v/s engineered, revenue centre; budget preparation of various centres. Reading :Chapter : 4 (AG) or any other book Case: Westport Electric Corpn. (AG: 4.5) Profit Responsibility Centre: Conditions for making a profit centre. Constraints for profit centres. Various measures of profits and its implications Reading : Profit Centres (AG : Chap. 5) or any other book Case: North Country Auto, Inc. (AG: Chap 5.2)
25-27	Transfer Prices: Objectives, basic principles. Ideal situations of having good transfer prices to be set. Various methods of fixing transfer prices. Administration of transfer prices. Reading :Transfer Pricing (AG : Chap. 6) or any other book Case: Birch Paper Company (AG :6.2)
28-36	Investment Responsibility Centre: investment centre as responsibility centre. Measurement of various assets. Various depreciation method and its implications.EVA v/s ROI Reading : Measuring and Controlling Assets Employed(AG : Chap.7) or any other book
37-39	The Management Control Process Reading: Strategies, the process part of MCS. Strategic planning. Internal and external analysis of strategic planning(AG : Chap.8) or any other book Budgeting & Control Reading: Budget Preparation, budgeting for short term and long term. Various types of budget, capital and operation budgets. The process part of budget preparation(AG : Chap. 9) or any other book Case : New York Times (AG 9.1)
40-44	Analysing the Financial Performance: evaluation of performance. Variances. Performance of the organisation. Balance score card. Key success factors Reading: Chap, AG 10(or any other book), and also a reading of Variance analysis from Cost Accounting Book Performance Reports Reading : AG :Chap :11 Case: Analog Devices, Inc. (A)
45-47	Management Compensation: compensation for management staff. Characteristics for a good compensation plans. Types of incentive plans. Reading :AG Chap. 12 or any other book Variations in Management Control Differentiated Strategies, controls for systems for different strategies. Innovative and competitive strategies. Reading: AG Chap.13 or any other book Case: Texas Instruments and Hewlett-Packard (AG 13.3) Control of Service OrganisationReading: Services Organisations, characteristics of service organisation. Professional, financial service, healthcare and non profitorganisation. (AG : Chap. 14) or any other book Case : O'Reilley Associates (AG : CASE 14.1)
48	Control of projects, control system for organisation. Reading : Chap. 16.1, Control of Non – Profit OrganisationReading : Services Organisations, Control of Non – Profit organisation, Control of Multinational Companies Reading : Multinational Org. (AG: Chap.15 or any other book) Case:15.1, AB Thorsten
49-60	Application of MCS in the following: a.Service organization, b.Non-profit organization, c.Projects, d.Defining control variables and check point for event management.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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 Department of Commerce and Management M.B.A. Semester-IV
	<u>MM 401- Product and Brand Management (PBM)</u>

1. Course Objective:

Develop an understanding of the basic branding principles and their exposure to classic and contemporary branding applications. To make the students aware about the role of brands, the concept of brand equity, and the advantages of creating strong brands. To increase the understanding of the important issues in planning, implementing, and evaluating brand strategies. To acquaint the students with the appropriate concepts, theories, models and other tools to make better brand decisions. Understand the latest developments and cultivate an understanding of the adjustments to be made in branding strategies over time and geographic boundaries to maximize brand equity.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	The Theoretical Foundation: Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio	15	25%
II	Product Management & New Product Development: New product development process New product strategy, commercialization, managing Growth, Managing the mature Product	15	25%
III	Branding & Brand Management: The concepts of Brand Equity, Creating brands in a competitive market. Brand Positioning and Brand Associations. Using Brand Elements to create brand equity. Leveraging Secondary Brand Associations.	15	25%
IV	Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches.	15	25%
V	Practical Module: Secondary and Primary data study on brand audit, knowing association of consumers with various brand, etc. Developing a new product considering all stages of new product development Comparative analysis of brand extensions done by various competing brands. Comparative Analysis of same Brands managed in different countries Comparative Analysis of Brand Positioning of close competitors Comparative Analysis of Products Life Cycle of various competing brands Any other application		

4. Teaching Method:

The following pedagogical tools shall be used for teaching the subject:

Case discussion covering a cross section of decision situations, Discussions on issues and Techniques of Marketing and Projects/ Assignments/ Quizzes/ Class participation etc.

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Kevin Lane Keller, M.G. Rameswaram, Isaac Jacob	Strategic Brand Management	Pearson Education	Third Edition
T2	KirtiDutta	Brand Management-Principles and Practices	Oxford University Press	First
T3	Michael Baker & Susan Hart	Product Strategy and Management	Pearson Education	Second Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	S. Ramesh Kumar	Managing Indian Brand, Marketing Concepts & Strategies	Vikas	Latest Edition
R2	Lehman and Winer	Product Management	Tata McGraw Hill	Fourth edition
R3	RamanujMajumdar	Product Management in India	PHI EEE	Latest Edition
R4	YLR Moorthi	Brand Management, The Indian Context	Vikas	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

The economic times (brand equity), Brand Reporter, Indian management, Harvard business review, Indian journal of marketing.

9. Session Plan:

Session no.	Topic
1-4	Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio
5-6	product in theory & in practice
7-10	Product life cycle
11-15	product portfolio
16-24	New product development process New product strategy, commercialization
25-30	Managing Growth, Managing the mature Product
30-35	The concepts of Brand Equity, Creating brands in a competitive market.
36-40	Brand Positioning and Brand Associations.
41-45	Using Brand Elements to create brand equity. Leveraging Secondary Brand Associations
46-50	Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and geographic boundaries.
51-55	Developing a Brand Equity Management System.
56-60	Measuring Sources of Brand Equity and Brand Equity measurement approaches.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern

End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-IV

MM402- Services and Relationship Marketing (SRM)

1. Course Objective:

Services are becoming a dominant economic driver in the Indian economy. With increasing competition and discerning buyers, it has become inevitable for the marketers to go for relationship management to attract, retain and grow customers. The course is designed to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on a national basis. The course intends to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. It deals with the problems commonly encountered in marketing services -- such as intangibility (inability to inventory), difficulty in synchronizing demand and supply, difficulty in controlling quality and retaining customers. Strategies used by successful services marketers to overcome these difficulties are addressed to by the course contents.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Basics of Services Marketing: What are Services? ;Why Study Services? ; Role of services in the economy; Services and Technology - technology in service encounter, emergence of self-service, automation in services, Internet services; Distinctions between Services and Goods; Services Marketing Mix; Customer Behaviour in Service Encounter: Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making –Pre-purchase Stage, Service-Encounter Stage and Post- Encounter Stage; ; Customer Expectations and Perceptions of Services – Zone of Tolerance	15	25%
II	Services Marketing Mix: Product – Core and Supplementary Elements, Branding Service Products ; Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion – Role of Marketing	15	25%
III	Expanded Marketing Mix: People – Employees’ Role in Service Delivery, Service	15	25%

	Leadership and Culture, Process – Service Blueprinting, Service Process Redesign Physical Evidence – Servicescape, Service Environments, Managing Capacity and Demand: Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands		
IV	Service Quality and Relationship Management: Services Quality: Gaps Model; Measuring and Improving Service Quality; Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships Relationship Marketing: Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer Relationship Management (CRM)	15	25%
V	Practical Module: Service Blue Prints. Gap analysis in Various services including Public Transport and public services with respect to India. Any other application.		

4. Teaching Method:

- (1) Lectures
- (2) Case Discussions and Role Playing
- (3) Audio-visual Material (Using CDs/ Clippings)
- (4) Assignments and Presentations

5. Evaluation:

A	End-Semester Examination	Weightage (70 marks) (External Assessment)
B	I Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50 marks) (Internal Assessment)

6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Lovelock Christopher, Wirtz Jochen And Chatterjee Jayanta	Services Marketing: People, Technology, Strategy	Pearson Prentice Hall	Seventh Edition, 2011
T2	Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A.	Services Marketing: Integrating Customer Focus Across the Firm	Tata McGraw Hill	Fifth Edition, 2011
T3	Nargundkar Rajendra	Services Marketing: Text and Cases	McGraw Hill	Third Edition, 2010

7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	R. Srinivasan	Services Marketing	PHI	Second Edition, 2009
R2	Fitzsimmons J.A. and Fitzsimmons M.J.	Service Management: Operations, Strategy, Information Technology	Tata McGraw-Hill	Fifth Edition, 2006
R3	Clow K. E. And Kurtz D.L.	Services Marketing: Operations, Management, and Strategy	Biztantra	Second Edition, 2003
R4	Gronroos Christian	Service Management and Marketing: Customer management in Service Competition	Wiley	Third Edition, 2007
R5	Jauhari Vinnie and DuttaKirti	Services: Marketing, Operations, and Management	Oxford	First Edition, 2009

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Services Marketing, Journal of Services Research, Journal of Marketing, ICFAI Journal of Service Management.

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session Plan:

Session No.	Topic
1-10	What are Services? ; Why Study Services, Role of services in the economy. Services and Technology - technology in service encounter, emergence of self service, automation in services, Internet services ; Distinctions between Services and Goods ; Services Marketing Mix Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing
11-15	Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage, Customer Expectations and Perceptions of Services – Zone of Tolerance;
16-30	Product – Core and Supplementary Elements, Branding Service Products Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies, Promotion – Role of Marketing Communication
31-34	Marketing Communication Mix, Integrated Services Marketing Communication
35-45	People – Employees’ Role in Service Delivery, Service Leadership and Culture, Process – Service Blueprinting, Service Process Redesign Physical Evidence – Service scape, Service Environments, Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands
46-52	Services Quality: Gaps Model; Measuring and Improving Service Quality Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships Customer Retention Customer Loyalty
53- 60	Strategies for reducing Customer Defections Customer Relationship Management (CRM)

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-IV

MM 403- International Marketing (IM)

1. Course Objective:

Several reasons have compelled companies to go international like saturated domestic market, possibility of higher profitability in international markets, opportunity in terms of huge potential, risk reduction, competition from overseas companies in local markets, etc. The purpose of this course is to educate students to meet international challenges and understand the fundamental principles/ theoretical framework associated with international activities.

2. Course Duration:

The course will have 60 sessions of 60 minutes duration.

3. Course Contents:

Assignment of sessions to the modules of course is as follows:

Module No.	Modules / Sub-Modules	Sessions	Marks Weightage
I	International Marketing: Nature Process and Benefits: Definition, Process of Internationalization, Benefits, Trade Theories, marketing barriers-tariff and non-tariff barriers, Organisation and control for International Marketing	15	25%
II	International Marketing and World Environment: Political Factors, legal Factors, Cultural Factors, Technological Factors, Regional Trade Areas (RTAs) and it's implication for International Marketers	15	25%
III	Research in International Marketing: Consumer Behavior, Psychological and Social aspects, Marketing Research and Information System, Market Entry Strategies	15	25%
IV	International Marketing Mix Decisions: Product Strategies, Branding and Packaging Decisions, Pricing strategies, Sales Promotion and Advertising Strategies, Distribution and Logistics, Documentation in International Trade Financial Decisions in International Market: Sources of Finance, Financial Institution/Govt. Agencies-World Bank, IMF, WTO, ECGC, IFC etc., Currencies and Foreign Exchange Market, Exchange Rate System	15	25%
V	Practical Study : (1) Select an organization which is on entry level position of either exporting or importing a product and study its international strategy.(2) Select a product/service and study entire documentation for import and export.(3) Select an organization working at domestic level and do research on possibility of internationalization of its products/services. (4) Prepare detail research on exchange rate system(5) Any other topic of interest to the student or faculty in charge.		

4. Teaching Methods:

The course will use the following pedagogical tools:
Case Discussion and Projects/ Assignments/ Quizzes/ Class Participation

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6 Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	SakOnkvisit John J. Shaw	International marketing	PHI	Latest Edition
T2	Philip R. Cateora, Graham, PrashantSalwan	International Marketing	McGraw Hill	Latest Edition
T3	Michael R. Czinkota, IikkaA..Ronkainen	International marketing	Cengage	Latest Edition

7 Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Rakesh Mohan Joshi	International Marketing Management	Oxford	Latest Edition
R2	Justin Paul, RamneekKapoor	International Marketing	Tata McGraw Hill	Latest Edition
R3	Warren J. Keegan, Naval K. Bhargava	Global Marketing Management	Pearson	Latest Edition
R4	P K Vasudeva	International Marketing	Excel	Latest Edition
R5	Kiefer lee, Steve Carter	Global Marketing Management	Oxford	Latest Edition
R6	Kotabe, Peloso, Gregory, Noble, Macarthur, Neal, Riege, Helsen	International Marketing	Wiley	Latest Edition
R7	R. Srinivasan	International Marketing	PHI	Latest Edition
R8	Rajagopal	International Marketing	Vikas	Latest Edition

8 List of Journals/ Periodicals/ Magazines/ Newspapers:

International Journal of logistics and Supply Chain Mgmt, Asia Pacific Journal of Marketing, International Journal of Advertising, Global Journal of Marketing etc.

NB:The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session plan :MM -International Marketing (IM)

Session No.	Topic
1-3	Definition, Process and Benefits of Internationalization
4-6	Trade theories, Marketing barriers-tariff and non-tariff barriers
7-8	Organization and Control for International Marketing, Case analysis, review and feedback of module 1
9-10	Political factors, legal environment
11-12	Cultural environment, technological factors
13-17	Regional Trade Areas(RTAs) and it's implication for international marketers, Case analysis, review and feedback of module 2
18-21	Consumer behaviour, psychological and social aspects
22-25	Marketing Research and Information System, Market Entry Strategies, case analysis, review and feedback of module 3
26-28	Product strategies, branding and packaging decisions
29-31	Pricing strategies, sales promotion and advertising strategies
32-35	distribution and logistics, documentation in international trade, case analysis, review and feedback of module 4
36-38	Sources of finance, financial institution
39-43	Govt. agencies-world bank, IMF, WTO, ECGC, IFC etc.,
44-47	Currencies and foreign exchange market, exchange rate system, Case analysis, review and feedback of module 5
48-60	Practical Study

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-IV

FM 401- Corporate Restructuring (CR)

1. Course Objective:

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

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Content:

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
I	Introduction to Corporate Restructuring: Fundamental concept of corporate restructuring, different forms, motives & applications of corporate restructuring, Mergers & acquisitions concept, process.	15	25%
II	Accounting, Taxation & legal aspects of M&A: Accounting for Mergers & Demergers, Company Law & Competition Act for M&A, SEBI's rules & regulations for M&A, Share Buyback guidelines, Tax implications. Calculations of exchange ratio.	15	25%
III	Valuation Aspects of M&A : Fundamental and methods of valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation	15	25%
IV	Dimensions of Corporate Restructuring: Corporate Restructuring & Divestiture, Financial Restructuring, Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts	15	25%
V	Practical Module: Various Case Studies in Mergers & Acquisitions. A case report correlating the theories and valuation model must be prepared by using the data and example of M & A deals occurred in the past. (For preparing this case report, any sector and any deal pertaining to that sector can be taken as per choice and discretion).		

4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- 1 Lectures & Discussions
- 2 Assignments & Presentations
- 3 Case Analysis

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	P. Rajesh Kumar	Mergers & Acquisitions	Tata McGraw-Hill	Latest Edition
T2	Prasad Godbole	Mergers, Acquisitions and Corporate Restructuring	Vikas Publication	Latest Edition
T3	SudiSudarsanam	Value Creation From Mergers And Acquisitions	Pearson Education	Latest Edition

7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher
R1	James J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin	Takeovers, Restructuring, and Corporate Governance	Pearson Education
R2	Patrick Gaughan	Mergers, Acquisitions & Corporate restructuring (4th Edition)	Wily Publication
R3	Arzak	Value Creation From Mergers And Acquisitions	Wiley India (P) Ltd.
R4	Chandrashekar Krishna Murthy & Vishwanath. S.R	Merger Acquisitions & Corporate Restructuring	Sage Publication
R5	Machiraju	Mergers And Acquisitions	New Age Publishers
R6	Ramanujametal	Megers	TMH, 2003
R7	John C. Michelson	Restructuring for Growth	TMH
R8	Bhagvandas	Corporate restructuring	Himalaya

8. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

Business Standard, The Economic Times, Financial Express, Chartered Financial Analyst, Journal of Applied Finance, CFA Reader, Business Today ,Business India, Business World and Finance India.

9. Session Plan:

FM -Corporate Restructuring (CR)

Sessions	Topic
1-12	Fundamental concept of corporate restructuring, different forms, motives & applications of corporate restructuring, Mergers & acquisitions concept, process.
13-24	Accounting for Mergers & Demergers, Company Law & Competition Act for M&A, SEBI's rules & regulations for M&A, Share Buyback guidelines, Tax implications. Calculations of exchange ratio.
25-36	Fundamental and methods of valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation.
37-48	Corporate Restructuring & Divestiture, Financial Restructuring, Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts.
49-60	Practical Module: Various Case Studies in Mergers & Acquisitions. A case report correlating the theories and valuation model must be prepared by using the data and example of M&A deals occurred in the past. (For preparing this case report, any sector and any deal pertaining to that sector can be taken as per choice and discretion)

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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.)



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FM 402- Risk Management (RM)

1. Course Objective:

The course intends to equip students with the ability to apply stock market basics to Indian Derivative market. Financial Derivatives are discussed in terms of their valuation, analysis and application for hedging, speculation and arbitrage. Students are apprised of the recent innovations in derivatives in India unlike other countries. At the end of the course, they are expected to have learnt the mechanics, valuation and trading strategies of derivative market. They are also required to frame their own trading strategies in the volatile market

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Introduction to Cash & Derivative Market- An Overview: Basic Market Concepts & Mechanics of Cash Market, Meaning & types of Derivative Instruments, Forward, future, Option & swaps, Spot v/s Market, Growth of Derivative Markets in India-History& Background, Types of Traders- Hedger, Arbitrageur & Speculation, Standardization of Derivative Contracts & other basic concepts. Regulatory Framework	15	25%
II	Forward & Future Markets: Introduction, Mechanics of Forward & Future Market, Stock Futures & Stock Index Futures in India, Pricing of Forward & Future Markets-how to read quotes, Margins, Open interest positions etc. Cost of Carry Models & Basis-Cash Price v/s Future price, Trading Strategies-Index Arbitrage, hedging using futures,options and combination of both, Speculation	15	25%
III	Option Markets: Types of option markets, ITM, ATM & OTM, Intrinsic Value & Time Value, Factors affecting option pricing, European & American, Put-call parity relationship, Option Trading Strategies-Naked and Hedge, Spreads and Combinations, Arbitrage, hedging & Speculation, Option Pricing Models-Black schools & Binomial Model, Option Calculator, Greek Letters	15	25%
IV	Introduction to Commodity and Currency Derivatives v/s	15	25%

	OTC Derivatives-Foreign currency market & currency contracts in India, Introduction to Interest rate Derivatives in India, Bond Futures, T-bill market in India, Currency & Interest rate Swaps.		
V	Practical assignment, projects: Analyzing Various Derivative Contract Specifications from Exchanges; Mark to Market Margin Calculation on Real time data from Exchanges; Understanding the trading and settlement process and other documentary requirements at Brokers' office to open the trading account; Calculating the futures and options price with cost of carry, binomial and BS Models on real time data from Exchange & analyzing them with current market price; Forming of different futures and options trading strategies with the real time data from Exchange; Forming of Hedging with real time data from commodities and currency Exchanges		

4. Teaching Method:

Lectures; Case Discussions and Role Playing; Audio-visual Material (Using CDs/ Clippings) and Assignments and Presentations

5. Evaluation:

A	End-Semester Examination	Weightage (70 marks) (External Assessment)
B	I Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50 marks) (Internal Assessment)

5. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T2	Rajiv Srivastava	Derivatives & Risk Management	Oxford Univesity	Latest Edition
T1	Vohra& Bagri	Futures and Options	Tata McGraw hill	Latest Edition
T3	John C. Hull	Futures and Option Markets	Pearson Education	Latest Edition

7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Year of Publication
R1	John C. Hull	Futures and Option Markets	Pearson Education	Latest Edition
R2	Rene M. Stulz	Risk Management & Derivative	Cengage	Latest Edition
R3	David A. Dubofsky&Thomas	Derivatives Valuation and Risk Management	Oxford University	Latest Edition

	W. Miler		Press	
R4	O.P.Agrawal	Financial Derivatives and Risk Management	Himalaya	Latest Edition
R5	Vohra& Bagri	Futures and Options	Tata McGraw hill	Latest Edition
R6	Madhumati and Ranganatham	Derivatives & Risk Management	Pearson	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

The students will have to refer to past issues of the following journals and websites in order to get relevant topic/information pertaining to the subject: Business Standard; The Economic Times; Financial Express; NSE& BSE, SEBI, FMC, RBI Websites; ICAI journal of Derivative Market; Business Today; Business India; Business World; Finance India; Treasury Management; Financial Risk Management

9. Session Plan:

Session	Topic
1-15	Introduction to Cash & Derivative Market- An Overview Basic Market Concepts & Mechanics of Cash Market, Meaning & types of Derivative Instruments, Forward, future, Option & swaps, Spot v/s Market, Growth of Derivative Markets in India-History& Background, Types of Traders- Hedger, Arbitrageur & Speculation, Standardization of Derivative Contracts & other basic concepts. Regulatory Framework.
16-30	Forward & Future Markets Introduction, Mechanics of Forward & Future Market, Stock Futures & Stock Index Futures in India, Pricing of Forward & Future Markets-how to read quotes, Margins, Open interest positions etc.Cost of Carry Models & Basis-Cash Price v/s Future price, Trading Strategies-Index Arbitrage, hedging using futures, options and combination of both, Speculation
31-45	Option Markets Types of option markets, ITM, ATM & OTM, Intrinsic Value & Time Value, Factors affecting option pricing, European & American, Put-call parity relationship, Option Trading Strategies-Naked and Hedge, Spreads and Combinations, Arbitrage, hedging & Speculation, Option Pricing Models-Black schools & Binomial Model, Option Calculator, Greek Letters
46-60	Introduction to Commodity and Currency Derivatives v/s OTC Derivatives- Foreign currency market & currency contracts in India, Introduction to Interest rate Derivatives in India, Bond Futures, T-bill market in India, Currency & Interest rate Swaps.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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.)



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FM 403- International Finance (IF)

1. Course Objective:

To acquaint the students with fundamental concepts of International Finance and Exchange Rate Systems and also the tools, techniques and strategies to make International finance-related decisions. Provide better understanding about letter of credit and its mechanisms.

2. Course Duration:

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 30%.

3. Course Content:

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
I	International Finance – Overview: Globalization and the Multinational Firm International Monetary System, Balance of Payments, The Market for Foreign Exchange, International Parity Relationship and Forecasting, Foreign Exchange Rate	15	25%
II	Forward Exchange Arithmetic: Exchange Arithmetic, Forward Exchange contracts, Forward Exchange Rates based on cross rates, Interbank deals, Execution of forward contract, Cancellation/Extension of forward contract	15	25%
III	International Financial Markets & Cash Mgt. International Banking and Money Market, International Bond Market, LIBOR, International Equity Markets, ADR, GDR, EURO, Multinational Cash Management	15	25%
IV	International Portfolio Management with Exposure Management: International Portfolio Investments, Foreign Direct Investment and Cross-Border Acquisitions, Management of Economic Exposure, Management of Transaction Exposure, Management of Translation Exposure Foreign Trade Contracts & Procedures: International Commercial Terms-Incoterm Letters of Credit -Meaning and Mechanism Types of Letters of Credit, Operation of a Letters of Credit, Export-Import Bank of India, Export Credit Insurance	15	25%
V	Practical assignment, projects: Use of Different instruments of international finance in order to study the business model of exporting / importing company.		

4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

Lectures & Discussions; Assignments & Presentations; Case Analysis; Numerical Problems Solving

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	V.V.Sharan	International Financial Management	PHI EEE	Latest Edition
T2	Eun&Resnick	International Financial Management	Tata McGraw Hill	Latest Edition
T3	Alan Shapiro	Multinational Financial Management	John Wiley Publication	Latest Edition

7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	C. Jeevanandan	Foreign Exchange & Risk Management	Sultan Chand	Latest Edition
R2	Siddieh	International Financial Management	PHI	Latest Edition
R3	P. G. Apte	International Financial Management	PHI	Latest Edition
R4	O.P. Agrawal	International Financial Management	Himalaya	Latest Edition
R5	E. Clark	International Financial Management	Cengage	Latest Edition
R6	MadhuVij	International Financial Management	Excel Books	Latest Edition
R7	J. Madura	International Financial Management	South Western Publication	Latest Edition

8. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject: Journal of Finance; Monetary Economics – ICFAI Journal; Money & Finance (ICRA Bulletin); Public Finance; Treasury Management – ICFAI Magazine; Business Standard; The Economic Times; Financial Express; CFA Reader; Business Today; Business India; Business World; Finance India

9. Session Plan:**FM -International Finance (IF)**

Sessions	Topic
1	Globalization and the Multinational Firm (Theory) (T1)
2-3	International Monetary System (Theory) (T1)
4-5	Balance of Payments (Theory) (T1)
6-7	The Market for Foreign Exchange (Theory) (T1)
8-12	International Parity Relationship and Forecasting Foreign Exchange Rate (Theory and Practical) (T1)
13-15	Exchange Arithmetic Forward Exchange contracts Forward Exchange Rates based on cross rates (Practical) (T2)
16-19	Inter bank deals (Practical) (T2)
20-24	Execution of forward contract Cancellation/Extension of forward contract (Practical) (T2)
25-28	International Banking and Money Market (Theory) (T1)
29-30	International Bond Market (Theory) (T1)
31-32	International Equity Markets (Theory) (T1)
33-36	Multinational Cash Management (Theory) (T1)
37-42	International Portfolio Investments (Theory and Practical) (T1); Foreign Direct Investment and Cross-Border Acquisitions (Theory) (T1); Management of Economic Exposure (Theory and Practical) (T1); Management of Transaction Exposure (Theory and Practical) (T1); Management of Translation Exposure (Theory and Practical) (T1)
43-48	International Commercial Terms -Incoterms (Theory) (T2); Letters of Credit-Meaning and Mechanism (Theory) (T2) ; Types of Letters of Credit (Theory) (T2); Operation of a Letters of Credit (Theory) (T2); Export-Import Bank of India (Theory) (T2); Export Credit Insurance (Theory) (T2)
49-60	Practical assignment, projects: Use of Different instruments of international finance in order to study the business model of exporting / importing company.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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.)



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HR 401- Human Resources Development (HRD)

1. Course Objective:

The objective of the course is to acquaint the students with Human Resources Management and to develop in them the ability to acquaint them in the corporate world. The main purpose is to assist the students in developing skills – soft and hard, and decision making in the organisations.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Introduction, Definitions of HRD, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD, Professional, Challenges to organizations and HRD, Professionals, Framework for HRD Process, Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis, Prioritizing HRD Needs	15	25%
II	Competency, Mapping and Career Management, Designing Effective HRD programs, Defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training materials, Scheduling HRD Programs	15	25%
III	Training Delivery methods, On-Job Training methods, Classroom Training approaches, Computer based training programme, Implementing the Training Programs, Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Ethical issues concerning Evaluation	15	25%
IV	Management Development and skills and technical training: Management education, training and experiences, basic workplace competencies, technical training, interpersonal skills, professional developments and education, coaching and performance management	15	25%
V	Practical Module: We can specifically focus, where student can undertake practical projects/assignments as a part of CEC. Thus they will learn through practical exercise. The technique of designing actual training programme for skill development. Undertake evaluation of existing training conducted by company for skill and competency level before and after training and development programme conducted. Undertake training impact analysis in any company. Cost benefits analysis of any training and Development programme.		

4. Teaching Method:

Lectures; Case Discussions and Role Playing; Audio-visual Material (Using CDs/ Clippings) and Assignments and Presentations

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Werner & Desimone	Human Resource Development	Cengage Learning	Latest Edition
T2	Udai Pareekh & T.V. Rao	Designing and Managing Human Resource Systems	Oxford	Latest Edition
T3	Mankin	Human Resource Development	Oxford	Latest Edition

7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
S1	Pareekh Udai & TV Rao	Understanding HRD System	Tata McGraw-Hill	Latest Edition
S2	Noe	Human Resources Development	Tata McGraw-Hill	Latest Edition
S3	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
S4	Richard A Swanson PhD Elwood F. Holton	Foundations of Human and Resource Development	Berrett-Koehler	Latest Edition
S5	P. L. Rao	Training and Development	Excel	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Human Resource Development. Management Review- IIM Bangalore, Vikalpa- IIM Ahmedabad, Human Capital.

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session Plan:

Session	Topic
1-10	Introduction, Definitions of HRD, Evolution of HRD, HRD and HRM, HR Functions, Role of HRD Professional, Challenges to organizations and HRD Professionals, Framework for HRD process (Cases as applicable)
11 - 15	Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis, Prioritizing HRD Needs.
16	Competency Mapping, Career management
17-25	Defining effective HRD programs, defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan
26-30	Selecting training methods, Preparing training materials, Scheduling HRD , Programs (Cases as applicable)
31-36	Training Delivery methods, On-Job Training methods, Class-room Training Approaches
37-39	Computer based training programme, Implementing the Training Programs (Cases as applicable)
40-45	Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Ethical issues concerning Evaluation (Cases as applicable)
46-49	Management education, training and experiences (Cases as applicable) Basic workplace competencies, technical training and interpersonal skills
50-60	Professional developments and education, coaching and performance management (Cases as applicable)

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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.)



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HR 402- Strategic Human Resource Management (SHRM)

1. Course Objective:

- This course presents a thorough and systematic coverage of issues related to strategic human resource management and its application.
- This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

2. Course Duration: The course duration is of 60 sessions, 4 sessions a week.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Strategic management of Human resources: An introduction, Business strategy- An introduction to market driven strategy, Resource driven strategy	15	25%
II	Human resource system- its macro and micro dimensions, Strategic HR planning, Strategic approach to manpower acquisition –recruitment and selection	15	25%
III	Strategic development of human resources, Strategic approach to management structure, job design and work system, Strategic management of performance	15	25%
IV	Strategic approach to compensation and benefits, Strategic approach to Industrial relations, outsourcing and its HR implications, Mergers and acquisitions and HRM	15	25%
V	Practical Module: Strategic approach to use Golden Handshake with live Company experiences, Strategic approach to handle retrenchment with live company experiences, VRS scheme as an instrument of strategic change in any organization with live company experiences.		

4. Teaching Method:

- (1) Lectures
- (2) Case Discussions and Role Playing
- (3) Audio-visual Material (Using CDs/ Clippings)
- (4) Assignments and Presentations

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Das, Pulak	Strategic Human Resource management	Cengage Learning	2011 Latest Edition
T2	Charles R. Greer	Strategic Human resource management	Pearson	Latest Edition
T3	Jeffrey A Mello	Strategic HRM Cengage	Cengage Learning	Latest Edition

7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Tanuja Agarwala	Strategic Human Resource management	Oxford	Latest Edition
R2	James Baron and David Kreps	Strategic Human Resource management	Wiley	Latest Edition
R3	Schuler and Jackson	Strategic Human Resource management	Wiley	Latest Edition
R4	James N. Baron and David M. Kreps	Strategic Human Resources: Frameworks for General managers	Wiley	Latest Edition
R5	Susan E. Jackson, Angelo DeNisi, and Michael A. Hitt	Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management	Jossey – Bass	Latest Edition
R6	Charles J. Fombrun, Noel M. Tichy, and Mary Anne Devanna	Strategic Human Resource management	Wiley	Latest Edition
R7	Graeme Salaman, John Storey, Jon Billsberry	Strategic Human Resource management Theory and Practice	Sage	Latest Edition
R8	Michael Armstrong	Strategic Human Resources Management A Guide to Action	Kogan Page	Latest Edition
R9	Christopher Mabey, Graeme Salaman and John Storey	Human resource management: a strategic introduction	Blackwell Business	Latest Edition
R10	Chris Hendry	Human resource management: a strategic approach to employment	Butterworth-Heinemann	Latest Edition
R11	Brian E. Becker, Mark A. Huselid, David Ulrich	The HR scorecard: linking people, strategy, and performance	Harvard Business	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

International Journal of strategic human management, Asian Journal of Management Cases, Harvard Business Review, Global Business Review, South Asia Economic Journal, Economic & Political Weekly, Business India / Business World, Mint

9. Session Plan:

Session	Topic
1-4	Strategic management of Human resources: An introduction
5-9	Business strategy- An introduction to market driven strategy
10-15	Resource driven strategy
16-19	Human resource system- its macro and micro dimensions
20 - 21	Strategic HR planning
21-24	Strategic approach to manpower acquisition –recruitment
25-30	Strategic approach to manpower acquisition –selection
31-36	Strategic development of human resources
37-40	Strategic approach to management structure, job design and work system
41-45	Strategic management of performance
46-48	Strategic approach to compensation and benefits
49 - 50	Strategic approach to Industrial relations
51-56	Outsourcing and its HR implications
57- 60	Mergers and acquisitions and HRM

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
Department of Commerce and Management
M.B.A. Semester-IV

HR 403- International Human Resource Management (IHRM)

1. Course Objective:

This course presents detailed coverage of the issues related to International Human Resource Management. This course is designed for the students who would be specializing in Human Resource Management. This course will help the students understand the dynamics of human resource management in the global context and manage human resource effectively.

2. Course Duration: The course duration is of 60 sessions of 60 minutes each.

3. Course Contents:

Module No.	Module Content	No. of Session	Weightage
I	Defining international HRM, Difference between domestic and International HRM, The enduring context of IHRM, The path to global status, Control Mechanisms, Mode of operation, Approaches to staffing, Transferring staff for International business activities, The role of an expatriates, The role of non-expatriates, The role of the corporate HR functions	15	25%
II	Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection, factors moderating performance, selection criteria, Dual career couples, training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments, Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity, Re-entry and Career issues: Introduction, The repatriation process, Individual reactions to re-entry, Multinational responses, designing a repatriation program	15	25%
III	Global issues in HRM: HRM in the host country context, Introduction, Standardization and adaptation of work practices Retaining, developing and retrenching staff HR implications of language, standardization, monitoring the HR practices of host country sub contactors	15	25%
IV	Industrial Relations: Introduction, Key issues in International Industrial relations, The response of trade unions to multinationals, Regional integration: the European Union(EU), The issues of social dumping, The	15	25%

	impact of the digital economy, Performance Management: Introduction, Multinational performance management, performance management of International employees, performance appraisal of International employees, Performance of HCN employees		
V	Practical: Student should study at least 4 to 5 Cases and/or pick up one of the above areas of study as applied in one Company / SME and make a Public Presentation the class in presence of preferably a International HR / Recruitment Manager / Consultant in IT / ERP / SAP / Analytics / Import / Export / Multinational business.		

4. Teaching Method:

Discussions on concepts and issues of International Human Resource Management. Case discussion. Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Peter Dowling and Denice Welch	International Human Resource Management	Cengage Learning	Latest Edition
T2	Tony Edwards	International Human Resource Management	Pearson	Latest Edition
T3	P. L. Rao	International Human Resource Management – Text and Cases	Excel Books	Latest Edition

7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
S1	M.NRudrabasavaraj	GlobalHuman Growth Model	Himalaya	Latest Edition
S2	Terence Jackson	International Human Resource Management a Cross-Cultural approach	SAGE	Latest Edition
S3	Betty Jane Punnett	International Prespectives on Organizational Behavior and Human ResourceManagement	PHI	Latest Edition
S4	MonirTayeb	International Human Resource Management	Oxford	Latest Edition
S5	P. SubbaRao	International Human Resource Management	Himalaya	Latest Edition
S6	Pritam Singh, Sabir	Organizing and Managing in International Human Resource Management	INSAGE	Latest Edition
S7	Brewster, Chris & Sparrow, Paul	International Human Resource Management	University Press	Latest Edition

S8	Paul Evans, Vladimir Pucik, Paul Evans, and Vladimir Pucik	The Global Challenge: Frameworks for International Human Resource Management	Press McGraw Hill	Latest Edition
S9	Randall S. Schuler, Dennis R. Briscoe, and Lisbeth Claus	International Human Resource Management (Global HRM)	T & F Books	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Human Resource Development. Management Review- IIM Bangalore, Vikalpa- IIM Ahmedabad, Human Capital.

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session Plan:

Session	Topic
1-15	Defining international HRM, Difference between domestic and International HRM, The enduring context of IHRM, The path to global status, Control Mechanisms, Mode of operation, Approaches to staffing, Transferring staff for International business activities, The role of an expatriates, The role of non-expatriates, The role of the corporate HR functions
16-30	Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection, factors moderating performance, selection criteria, Dual career couples, training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments, Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity, Re-entry and Career issues: Introduction, The repatriation process, Individual reactions to re-entry, Multinational responses, designing a repatriation program
31-45	Global issues in HRM: HRM in the host country context, Introduction, Standardization and adaptation of work practices Retaining, developing and retrenching staff HR implications of language, standardization, monitoring the HR practices of host country sub contactors
46-60	Industrial Relations: Introduction, Key issues in International Industrial relations, The response of trade unions to multinationals, Regional integration: the European Union(EU), The issues of social dumping, The impact of the digital economy, Performance Management: Introduction, Multinational performance management, performance management of International employees, performance appraisal of International employees, Performance of HCN employees
	Practical: Student should study at least 4 to 5 Cases and/or pick up one of the above areas of study as applied in one Company / SME and make a Public Presentation the class in presence of preferably a International HR / Recruitment Manager / Consultant in IT / ERP / SAP / Analytics /Import / Export / multinational business.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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 Department of Commerce and Management M.B.A. Semester-IV
	<u>SRM 401- Retailing-II</u>

1. Course Objectives:

The objective of this paper is to expose the learners to some of the very important and advanced topics in modern retailing globally and in India. The range of topics included in this paper offers students an opportunity to go a little deeper into the subject and later on integrate the learning of this sectoral area with the help of case discussion and analysis. The specific objectives of this course are: To expose the learners to some of the advanced topics in modern retailing To help the learners assimilate and integrate the concepts learnt in “Retailing-I” and “Retailing-II” and thus develop a holistic perspective toward the subject and the sector To synthesize the learning from the concepts, theories and models with real-life practice using cases on retailing.

2. Course Duration:

The course duration is of 60 sessions of 60 minutes each.

3. Course Contents:

Module No.	Module / Sub-Modules	Sessions	Weightage
I	Merchandise Management: Planning and Implementation Concept of Merchandising, Decisions pertaining to Variety & Assortment; Buying function in different organizational set up, The process and implications of Merchandise Planning, Category Management; The concept of National Brand, Local Brands, and Private Labels; Sourcing Strategies Retail Marketing and Communication Retail Marketing Mix; Management of Sales Promotion and Publicity, The Retail Communication Mix; Establishing and Maintaining Retail Store Image, Building Store Loyalty; The Concept of IMC	15	25%
II	Developing Retail Image Strategies for Customer Service: Importance of Service in Retail; Providing Basic Customer Services, Determining Customer Service Levels, Relationship Management, Developing Customer Loyalty, Store Layout: Store Layout Management, Planning a Basic Store Design, Planning Interiors and Layouts, The Concept and Philosophy of Visual Communication and Visual Merchandising, Planning the Exteriors and Frontage; Technology issues: Shop Lifting, Pilferage. Issues with RFID and related technology	15	25%
III	Retail Franchising Concept of Franchising; History of Franchising; Franchising Scene outside India; Types of Franchising; Advantages and Disadvantages of Franchising ; Retail Franchising as Growth Strategy Franchise Planning and Development Concept of Franchisability, Franchise Feasibility Study, Designing a Franchise System and Assessing a Potential Franchisee	15	25%

IV	Management and Operation of Franchise Managing Finance: Estimating cost of entry and operation, Sources of finance, Measuring Financial Performance of a Franchise Legal Aspects of Franchising: Overview of Franchise laws across the globe, Need for an exclusive franchise law, Laws applicable to Franchising in India, Taxation aspects of Franchising, Termination of a Franchise Managing Relationship: Dynamics of franchisee-franchisor relationship, Concept of Trust in strengthening mutual relationship, Cultural aspects of relationship, Relationship building process, Fostering long-term relationship	15	25%
V	Case Studies in Retailing and Retail Franchising: 1. Dunkin' Donuts(T2) 2. McDonald's India: Preparing to Rule the Land of Maharajas(T2) 3. VLCC: Growing through a Healthy Franchisor-Franchisee Relationship(T2) 4. A 360o Approach to Time(R1) 5. Big Bazaar – The Route to Indian Mass Market(R1)		

4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures
- (2) Discussions and Role Playing
- (3) Audio-visual Material (Using CDs/ Clippings)
- (4) Assignments and Presentations

5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Berman, Berry and Joel R. Evans	Retail Management: A Strategic Approach	Pearson Education	Latest Edition
T2	Sidhpuria, M. V.	Retail Franchising	Tata McGraw-Hill Education	Latest Edition
T3	PiyushSinha	Managing Retailing	Oxford University Press	Latest Edition

7. Reference Books:

Sr. No.	Authors	Title of the Book	Publisher	Edition and Year of Publication
R1	Pradhan, Swapna	Retailing Management: Text & Cases	Tata McGraw Hill Education	Latest Edition
R2	Rupert M. Barkoff	Fundamentals of Franchising	American Bar Association	Latest Edition
R3	Roger D. Blair and Francine Lafontaine	Economics of Franchising	Cambridge University Press	Latest Edition
R4	Srinivasan S. R., and R. K. Srivastava	Cases in Retail Management	Biztantra	Latest Edition
R5	Gopal R, Manjrekar P (Ed)	Retail Management – An Indian Perspective	Excel Books	Latest Edition
R6	Diamond, Jay and GeralPintel	Retail Buying	Pearson Education	
R7	Easterling, Cynthia R.	Merchandising Mathematics for Retailing	Pearson Education	Latest Edition
R8	Ilanalon	Service Franchising: A Global Perspective	Springer	Latest Edition
R9	Andrew J. Sherman	Franchising and Licensing: Two Ways to Build Your Business	American Management Association	Latest Edition
R10	Srini. R. Srinivasan	Strategic Retail Management	Biztantra	Latest Edition
R11	Richard J. Judd and Robert T. Justice	Franchising	Custom Publishing House	Latest Edition

8. List of Journals / Periodicals/Magazines/Newspapers, etc.:

- a. Franchising Research: An International Journal
- b. Journal of Small Business Management
- c. International Journal of Retail and Distribution Management
- d. Journal of Retailing
- e. Franchising World
- f. Journal of Marketing Channels

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session Plan:

Session no.	Topics
1-2	Merchandise Management: Planning and Implementation: Concept of Merchandising, Decisions pertaining to Variety & Assortment; Buying function in different organizational set up
3-4	The process and implications of Merchandise Planning, Category Management; The concept of National Brand, Local Brands, and Private Labels; Sourcing Strategies
5-6	Retail Marketing and Communication: Retail Marketing Mix; Management of Sales Promotion and Publicity, The Retail Communication Mix;
7-8	Case Study: Big Bazaar – The Route to Indian Mass Market
9-10	Establishing and Maintaining Retail Store Image, Building Store Loyalty; The Concept of IMC
11-12	Strategies for Customer Service: Importance of Service in Retail; Providing Basic Customer Services, Determining Customer Service Levels, Relationship Management, Developing Customer Loyalty
13-14	Store Layout: Store Layout Management, Planning a Basic Store Design, Planning Interiors and Layouts,
15-16	The Concept and Philosophy of Visual Communication and Visual Merchandising, Planning the Exteriors and Frontage, Technology issues: Shop Lifting, Pilferage. Issues with RFID and related technology
17-18	Case Study: A 360o Approach to Time
19-20	Retail Franchising: Concept of Franchising; History of Franchising; Franchising Scene outside India;
21-22	Types of Franchising; Advantages and Disadvantages of Franchising ; Retail Franchising as Growth Strategy
23-25	Case Study: Dunkin’ Donuts
26-28	Franchise Planning and Development: Concept of Franchisability, Franchise Feasibility Study
29-30	Designing a Franchise System and Assessing a Potential Franchisee
31-32	Case Study: McDonald’s India: Preparing to Rule the Land of Maharajas
33-35	Managing Finance: Estimating cost of entry and operation, Sources of finance, Measuring Financial Performance of a Franchise
36-39	Legal Aspects of Franchising: Overview of Franchise laws across the globe, Need for an exclusive franchise law, Laws applicable to Franchising in India, Taxation aspects of Franchising, Termination of a Franchise
40-43	Managing Relationship: Dynamics of franchisee-franchisor relationship, Concept of Trust in strengthening mutual relationship, Cultural aspects of relationship, Relationship building process, Fostering long-term relationship
44-45	Case Study: VLCC: Growing through a Healthy Franchisor-Franchisee Relationship
46-47	Review and Integration
48-60	Practical Study

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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
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SBI 401 -Banking and Insurance -II (B&I)

1. Course Objective:

The objective of the course to provide advanced topics related to banking and general insurance. This course will be helpful all those who want to gain in cites and deeper understanding of Banking and Insurance Operations. This will also help in help in making a carrier in Banking and Insurance.

2. Course Duration: The course duration is of 60 sessions of 60 minutes each.

3. Course content:

Module No.	Modules/Sub-Modules	Sessions	Weightage
I	Corporate Banking – Term Loans, working capital loans, LC(domestic and foreign) and Bank Guarantee, Equipment financing, Foreign Currency Loans, Retail banking – Retail Assets and Liabilities , NRI Services, Third party Product sales	15	25%
II	Banks spread management, Interlink Branch banking, Online banking, Tele banking, Information Technology in Banks, Management of NPA, SARFAISI Act	15	25%
III	Treasury management in banks, Regulatory Framework for banks, Regulatory framework for Insurance	15	25%
IV	Life Insurance: Meaning, Type of Plans, Benefits of Life Insurance, Brief about Public and Private Sector Organizations offering Insurance Products (Practical exposure) Non-Life Insurance: Meaning, Type of Plan, Health Insurance, Micro Insurance: Meaning, Models and future of Micro Insurance. Risk Management in Banking and Insurance: Meaning, Types of Risks, Strategies for risk Management including Reinsurance, Operational Risk management, Corporate Governance, Risk management and Internal Audit	15	25%
V	Practical Exposure Departmental Set up of Nationalized& Private Banks – Broad differences in Functions of Reserve Bank, State Bank, Nationalized and cooperative Banks –Role of Life Insurance Corporation and other private Companies with special reference to the Policies for Life issued by them to the Individuals – Awareness of Insuring life among general public.		

4. Teaching Methods:

The course will use the following pedagogical tools: (a) Discussion on concepts and issues on BPR use of in an organization. (b) Case discussion covering a cross section of gaining strategic advantage by applying BPR tools and techniques.(c) Projects/ Assignments/ Quizzes/ Class participation etc.

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	End-Semester Examination		Weightage (70 marks) (External Assessment)
B	I	Mid-Semester Examination (20 marks)	Weightage (30 marks) (Internal Assessment)
	II	Viva voce (10 marks)	
C	Projects/Assignments/Quiz/Class Participation, etc.		Weightage (50 marks) (Internal Assessment)

6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	O P Agarwal	Banking and Insurance	Himalaya	Latest Edition
T2	K C Shekhar and LekshmyShekhar,	Banking Theory and Practice	Vikas	Latest Edition
T3	Neelam C Gulati,	Principles of Insurance Management	Excel	Latest Edition

7. Reference Books: (Latest available editions should only be considered)

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Vadlamani Ravi	Advances in Banking Technology and Management... (Hardcover)	IGI Global	Latest Edition
R2	Frans de Weert	Bank and Insurance Capital Management	Wiley	Latest Edition
R3	Indian Institute of banking and finance,	Principles and practice of banking	Macmillan	Latest Edition
R4	Hal S. Scott	Capital Adequacy beyond Basel: Banking, Securities, and Insurance	Oxford	Latest Edition
R5	D. Muraleedharan	Modern Banking	PHI	Latest Edition
R6	Irwin T. Vanderhoof& Edward I. Altman	The Fair Value of Insurance Business	Kluwer (NYU Stern)	Latest Edition

R7	Emmett J. Vaughan and Therese Vaughan	Fundamentals of Risk and Insurance	Wiley	Latest Edition
R8	George E Rejda	Principles of Risk Management and Insurance	Peason	Latest Edition
R9	Harrington and Neehaus,	Risk Management and Insurance	Tata McGraw-Hill	Latest Edition
R10	BhartiPathak	Indian Financial Systems	Pearson	3rd Edition

8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

Financial Express, Economics Times, Indian Journals of Banking by National Institute of Bank Management, Journal of Insurance by IRDA etc.

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session Plan:

SSP -Banking and Insurance -II (B&I)

Session No.	Topic
1-12	Corporate Banking – Term Loans, working capital loans, LC(domestic and foreign) and Bank Guarantee, Equipment financing, Foreign Currency Loans, Retail banking – Retail Assets and Liabilities , NRI Services, Third party Product sales
13-24	Banks spread management, Interlink Branch banking, Online banking, Tele banking, Information Technology in Banks, Management of NPA, SARFAISI Act
25-36	Treasury management in banks, Regulatory Framework for banks, Regulatory framework for Insurance
37-48	Life Insurance: Meaning, Type of Plans, Benefits of Life Insurance, Brief about Public and Private Sector Organizations offering Insurance Products (Practical exposure) Non-Life Insurance: Meaning, Type of Plan, Health Insurance, Micro Insurance: Meaning, Models and future of Micro Insurance. Risk Management in Banking and Insurance: Meaning, Types of Risks, Strategies for risk Management including Reinsurance, Operational Risk management, Corporate Governance, Risk management and Internal Audit
49-60	Practical Exposure Departmental Set up of Nationalized& Private Banks – Broad differences in Functions of Reserve Bank, State Bank, Nationalized and cooperative Banks – Role of Life Insurance Corporation and other private Companies with special reference to the Policies for Life issued by them to the Individuals – Awareness of Insuring life among general public.

Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The overall evaluation pattern is as under:

Evaluation pattern	
End Semester examination	70%
Mid-Semester examination	20%
Viva Voce	10%
Projects/Assignments/Quiz/Class Participation etc	50%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. 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.)