



Academic Council: 30-05-2017, R.No. (02)

**CHOICE BASED CREDIT SYSTEM**

Credit and Semester System Syllabus

**BBA Syllabus Draft for Semester 3,4,5 & 6**

No.	Paper Name	Credit	Internal	Term End	Total
<b>SEMESTER - III</b>					
301	Business Communication - III	2	30	70	100
302	Public Speaking	2	30	70	100
303	Indian Economy	3	30	70	100
302	Principles of Marketing	3	30	70	100
305	Cost and Management Accounting	3	30	70	100
306	Production and Operations Management	3	30	70	100
307	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
308	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
309	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
<b>SEMESTER - IV</b>					
401	Business Communication - IV	2	30	70	100
402	Team Building & Tea< Work	2	30	70	100
403	Research Methodology	3	30	70	100
404	Principles of Finance	3	30	70	100
405	Human Resource Development	3	30	70	100
406	Introduction to Database Management Systems	3	30	70	100
407	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
408	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
409	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
<b>SEMESTER - V</b>					
501	Business Communication - V	2	30	70	100
502	Negotiation and Personal Branding	2	30	70	100
503	Project Management	3	30	70	100
504	Advertising and Sales Management	3	30	70	100
505	Personnel Management	3	30	70	100
506	Management Information Systems	3	30	70	100
507	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
508	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
509	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
<b>SEMESTER - VI</b>					
601	Business Communication - VI	2	30	70	100
602	Time Management	2	30	70	100
603	Corporate Strategy	3	30	70	100
604	Entrepreneurship	3	30	70	100
605	Services Marketing	3	30	70	100
606	Strategic Management	3	30	70	100
607	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
608	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
609	Elective from Finance/Marketing/Human Resource Group	3	30	70	100



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**(With effect from Academic Year: 2017-18)**

Elective Papers to be taken 01 Group form the following list (Semester 3)

Group	Paper No.	Paper Name	Credit	Internal	Term End	Total
<b>SEMESTER - III</b>						
3 F	307 (F)	Financial Management	3	30	70	100
	308 (F)	Financial Statement Analysis	3	30	70	100
	309 (F)	Financial Services	3	30	70	100
3 M	307 (M)	Sales Management	3	30	70	100
	308 (M)	Consumer Behaviour	3	30	70	100
	309 (M)	Agriculture and Rural Marketing	3	30	70	100
3 H	307 (H)	Human Resource Development	3	30	70	100
	308 (H)	Performance Management	3	30	70	100
	309 (H)	Knowledge Management	3	30	70	100

Elective Papers to be taken 01 Group form the following list (Semester 4)

<b>SEMESTER - IV</b>						
Group	Paper No.	Paper Name	Credit	Internal	Term End	Total
4 F	407 (F)	Financial Instruments & Market	3	30	70	100
	408 (F)	Security Analysis & Portfolio Management	3	30	70	100
	409 (F)	Corporate Restructuring & Merchant Banking	3	30	70	100
4 M	407 (M)	Marketing Research	3	30	70	100
	408 (M)	Advertising Management	3	30	70	100
	409 (M)	Retailing	3	30	70	100
4 H	407 (H)	Industrial Relations Management	3	30	70	100
	408 (H)	Employees Legislation	3	30	70	100
	409 (H)	Organizational Development & Change	3	30	70	100



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Elective Papers to be taken 01 Group form the following list (Semester 5)

<b>SEMESTER - V</b>						
<b>Group</b>	<b>Paper No.</b>	<b>Paper Name</b>	<b>Credit</b>	<b>Internal</b>	<b>Term End</b>	<b>Total</b>
5 F	507 (F)	Direct Taxes	3	30	70	100
	508 (F)	Institutional Finance	3	30	70	100
	509 (F)	Corporate Taxation	3	30	70	100
5 M	507 (M)	Service Marketing & CRM	3	30	70	100
	508 (M)	E-Marketing	3	30	70	100
	509 (M)	Product & Brand Management	3	30	70	100
5 H	507 (H)	Human Resource Accounting	3	30	70	100
	508 (H)	Compensation Management	3	30	70	100
	509 (H)	Human Resource Information System	3	30	70	100

Elective Papers to be taken 01 Group form the following list (Semester 6)

<b>SEMESTER -VI</b>						
<b>Group</b>	<b>Paper No.</b>	<b>Paper Name</b>	<b>Credit</b>	<b>Internal</b>	<b>Term End</b>	<b>Total</b>
6 F	607 (F)	International Finance	3	30	70	100
	608 (F)	Financial Derivatives	3	30	70	100
	609 (F)	Strategic Corporate Finance	3	30	70	100
6 M	607 (M)	Marketing of Non Profit Organization	3	30	70	100
	608 (M)	International Marketing Management	3	30	70	100
	609 (M)	Supply Chain Management	3	30	70	100
6 H	607 (H)	Global H R Practices	3	30	70	100
	608 (H)	Training & Development	3	30	70	100
	609 (H)	Strategic HRD	3	30	70	100



B.B.A.  
SEMESTER – III

**SOFT SKILL:**

SS-301: Business Communication – III

Credit: 02

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	<b>ORAL PRESENTATION SKILLS.</b> Meaning & purpose of Oral Presentation. Structuring the Presentation. Preparation before Presentation. Key Elements of Presentation. Introduction to presentation. Patterns of Presentation. Main Body of the Presentation. Concluding Presentation. Basic guidelines for Designing the Presentation.	09	14+06
Unit -2	<b>Listening : A COMMUNICATION TOOL</b> Introduction. What is Listening? Common Faults of Listening. How to Improve Listening Skills? Approaches to Listening.	09	14+06
Unit-3	<b>Group Communication.</b> Introduction. What is Group? Group Personality. Types of Groups: Formal and Informal. Why Groups? The Role of Communication in the Small Group. Look at the features that a Group Discussion possesses. How to make Group Discussion effective? Advantages and Disadvantages of Group Discussion.	09	14+06
Unit-4	<b>Interview</b> Meaning and Definition of Interview. Purpose of Interview. Essential Features of Interview. Methods of Interview. Styles of Interview. Types of Interview. Preparation of the Candidate for the Interview. Success Tips for the Candidate. Guidelines for the Candidate.	09	14+06
Unit-5	<b>Job Application and Resume Writing.</b> Introduction. Definition of Job Application Letter. Features of Job Application Letter. Types of Job Application Letter. Tips for Drafting an Application Letter. <b>RESUME</b> Resume Vs Curriculum Vitae. Types of Resumes. Potential Errors with Resume Writing. Essential Parts of a Resume. Ten Keys Points in Writing Effective Resume.	09	14+06

**Reference Books:**

- 1 Business Communication. Sathya Swaroop Debasish & Bhagaban Das. PHI Learning Private Limited. New Delhi.
- 2 Business Communication and Organization & Management. Rohini Aggarawal Taxman Publisher. New Delhi.
- 3 Business and Managerial Communication. Sailesh Sengupta. PHI Learning Private Limited. New Delhi.



**Recommended reading:**

- 1 Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
- 2 Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.
- 3 Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi
- 4 Business Communication – HomaiPradhan, Bhende D.S., Thakur Vijaya
- 5 Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
- 6 Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.
- 7 Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan - Tata McGraw-Hill Publishing Company Limited, New Delhi
- 8 Business Communication and Organisational Management – RohiniAggrawal – Taxman
- 9 Business Communication Strategies – MonipallyMathukutty M.- Tata McGraw –Hill Publishing Company Limited, New Delhi
- 10 Handbook of Communication – Narula Uma
- 11 A Handbook of Commercial Correspondence – A. Ashley – Oxford University Press
- 12 Business Communication and Organisationaland Management – C.B.Gupta
- 13 Comprehensive Business Communication – SarojKarnik, P.P.Mehta,- P.V.Kulkarni



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**B.B.A.**  
**SEMESTER – III**

**FOUNDATION COURSE:**

**FC-302: Public Speaking**

**Credit: 02**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Course Objective:** The objective of this course is to make the student aware with the importance and practices in speaking in public in a business environment

<b>UNIT</b>	<b>Detailed Syllabus</b>	<b>Teaching Hours</b>	<b>Marks/Weight</b>
Unit- 1	<ul style="list-style-type: none"><li>• Public Speaking in Business Environment</li><li>• Personal and social benefits of Public Speaking</li></ul>	09	14
Unit -2	<ul style="list-style-type: none"><li>• Evolution of Public Speaking</li><li>• Introduction of Public Speaking</li><li>• Modern elements of public speaking</li><li>• Style of speech</li></ul>	09	14
Unit-3	<ul style="list-style-type: none"><li>• Fear of Public speaking</li><li>• Myth and psychology of public speaking</li><li>• Components of successful speech</li></ul>	09	14
Unit-4	<ul style="list-style-type: none"><li>• Story telling</li><li>• Tone and power of pause in voice</li><li>• The posture in Speaking</li><li>• The gesture in speaking</li></ul>	09	14
Unit-5	<ul style="list-style-type: none"><li>• The delivery mechanism in Public Speaking</li><li>• The diction in Voice</li><li>• The Text component in Public Speaking</li></ul>	09	14



**B.B.A.**  
**SEMESTER – III**

**COMPULSORY COURSE**

**CC-303: Indian Economy**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

<b>UNIT</b>	<b>Detailed Syllabus</b>	<b>Teaching Hours</b>	<b>Marks/Weight</b>
Unit- 1	National Income of India: Growth, structure, and interstate variation.	09	14
Unit -2	Infrastructure: Physical and social, its role in economic development	09	14
Unit-3	Indian planning: Objectives, priorities, and basic strategy. Achievements of economic planning, latest five-year plan	09	14
Unit-4	Agriculture: Production and productivity trends, green revolution, land reforms, rural credit. Industrial sector: Industrial growth during planning period, industrial policy (liberalization, globalization and privatization) Changing profile of public sector	09	14
Unit-5	Major economic problems: Population, unemployment, Poverty, inflation, regional imbalances, and inequalities. Recent trends in foreign trade of India. India and WTO	09	14

**References:**

1. Ruddardatt & Sundaram: Indian Economy
2. Mishra & Puri : Indian Economy
3. Bimal Jalan : Indian Economy 4.
4. RBI : Currency, Banking reports
5. Latest Economic Survey.



B.B.A.  
SEMESTER - III

**COMPULSORY COURSE**

CC-304: Principles of Marketing

Credit: 03

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	<b>Marketing:</b> Nature & Scope of Marketing, Concepts - production, product, selling, marketing & societal marketing, marketing environment -marketing management and its environment	09	14
Unit -2	Consumer buying Behaviour: consumer decision making process (five step model), factors affecting buying Behaviour, purchase Behaviour, buyer's role.	09	14
Unit-3	<b>Market segmentation:</b> need, concept, nature, basis & strategies, mass marketing vs. Segmentation. <b>Marketing mix:</b> 4ps of products & 7ps of services, components & factors affecting	09	14
Unit-4	<b>Product decisions:</b> product definition, new product development process, and product life cycle, positioning, branding, packaging & labelling decisions <b>Pricing decisions:</b> importance, objectives & strategies	09	14
Unit-5	Product promotion: promotion mix and factors affecting. Distribution: channel decisions, types & factors, physical distribution system & its components	09	14

**References:**

1. **Philips Kotler:** Principles of Marketing
2. **Stanton:** Fundamentals of Marketing
3. **J.C. Gandhi:** Marketing Management
4. **Ramaswami&Namakumari:** Marketing Management



**B.B.A.**  
**SEMESTER – III**

**COMPULSORY COURSE**

**CC-305: Cost and Management Accounting**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

<b>UNIT</b>	<b>Detailed Syllabus</b>	<b>Teaching Hours</b>	<b>Marks/Weight</b>
Unit- 1	Introduction: Cost and Cost Accounting, Scope, Objectives, Advantages and disadvantages, Installation of costing system. Material Control, Labour control, Overhead control, Fixed and Variable, direct and indirect.	09	14
Unit -2	Analysis of Cost – Preparation of cost sheet, estimate, tender and quotation. Marginal Costing: Marginal cost vs. marginal costing; contribution, P/V ratio; Break even analysis, margin of safety, application of marginal costing	09	14
Unit-3	Standard Costing and Variance Analysis: material variances, Labour variances. Reconciliation of cost and financial Accounts.	09	14
Unit-4	Funds Flow Statement. Cash Flow Statement (as per AS14)	09	14
Unit-5	Budgetary Control: Meaning, Classification, types of budget (fundamentals only).	09	14

**References:**

1. Cost Accounting: Jain & Narang
2. Managements & Cost Accounting: M.Y. Khan & K. Jain





B.B.A.  
SEMESTER – III

**CORE ELECTIVE: FINANCE**

**CE-307(F): Financial Management**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objective:** The objective of this paper is to equip the students with the basic concepts of financial management- its tools and techniques applied for financial decisions.

Unit	Description	Teaching Hours	Marks
1	<p>Introduction to financial management: Evolution, objective, principles of corporate finance, agency problems, interface of financial management with other functional areas, organisation of financial management, environment of corporate finance.</p> <p>Time value of money: Role of time value in finance, basis for time value of money, computation of present values &amp; future values, single cash flow, multiple cash flow stream, annuities, growing annuities, perpetuities, growing perpetuities, the frequency of compounding &amp; discounting, effective interest rate, special applications of time value.</p> <p>Sources of long term finance: Shares, debentures and term loans, convertible debentures and warrants, asset based financing- lease, hire purchase &amp; project financing, venture capital financing</p>	09	14
2	<p>Long term investment decisions: Capital Budgeting- introduction, motives for capital expenditure, importance of capital budgeting decision, capital budgeting process, kinds of capital budgeting decisions. Estimating cash flows- kinds of cash flows, elements of the cash flow stream, basic principles of determining cash flow stream (case of single proposal, replacement, mutually exclusive.)</p> <p>Techniques of capital budgeting- traditional techniques- pay back, average rate of return, discounted cash flow technique- NPV, IRR, PI, TV &amp; MIRR, NPV vs. IRR, problems with IRR, NPV Vs. PI, sources of positive NPV, selecting an appropriate technique.</p> <p>Capital budgeting- Capital rationing, capital budgeting under inflation, optimum replacement timings, deferrable decisions.</p> <p>Risk analysis in capital budgeting- Conventional techniques of incorporation of risk- RADR, CE, statistical techniques of risk analysis, sensitivity analysis, scenario analysis &amp; decision tree, break even analysis, abandonment evaluation in capital budgeting.</p>	09	14
3	<p>Long Term Financial Decisions: Cost of Capital: Concept of cost of capital, factors affecting cost of capital, implicit and explicit cost of capital, specific and overall cost of capital, cost of long term debt, preferred stock, common stock and retained earnings, weighted average cost of capital,</p>	09	14



	<p>weighted marginal cost of capital, floatation cost and weighted average cost of capital.</p> <p>Capital structure, cost of capital &amp; value of firm: The concept of value of the firm, net income approach, net operating income approach, traditional approach, Modigliani- Miller approach, M-M hypothesis with tax, limitations, choosing an optimal capital structure.</p> <p>Factors determining capital structure, profitability and capital structure, liquidity &amp; capital structure, financial distress and other considerations.</p> <p>Leverage- Concept of leverages, operating leverages, financial leverages, EBIT- EPS analysis, financial break-even level, indifference point / level of EBIT.</p> <p>Dividend Decisions: Dividend and valuation of the firm, arguments for dividend irrelevance, arguments for dividend relevance, determinants of dividend policy, types of dividend policies, forms of dividend.</p>		
4	<p>Short Term Financial Decisions: Fundamentals of working capital management, nature of working capital, trade- off between profitability and risk, determining financing mix- hedging vs. conservative approach trade- off between them.</p> <p>Determinants of working capital- Planning for working capital, temporary and permanent working capital, changes in working capital, computation of working capital.</p> <p>Working capital financing- Trade credit, bank credit, commercial papers, factoring.</p>	09	14
5	<p>Management of cash and marketable Securities- Motives of holding cash, objectives of cash management, factors determining cash needs, basic strategies in cash management, techniques of cash management, management of marketable securities.</p> <p>Account receivable management: Objectives, cost and benefits of receivables, credit policies, credit terms, collection policies.</p> <p>Inventory Management: Objectives, cost and benefit of holding inventory, techniques of inventory management- ABC system, EOQ, order point problem, safety stock.</p>	09	14

**Text Books**

- 1 Prasanna Chandra, "Financial Management-Theory and Practice", Tata Mc Graw Hill
- 2 I.M.Pandey, "Financial Management" Vikas Publishing House.
- 3 R.P.Rustagi, "Financial Management- Theory, concepts & problems", Galgotia Publishing Co.
- 4 M.Y.Khan and P.K.Jain, "Financial Management- Text and problems", Tata Mc Graw Hill
- 5 Van Horne, "Financial Management", Pearson Education.



**B.B.A.**  
**SEMESTER – III**

**CORE ELECTIVE: FINANCE**

**CE-308(F): Financial Statement Analysis**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objective:** This Paper equips the students to understand the financial reporting system of companies and enables them to analyze its financial soundness.

Unit	Description	Teaching Hours	Marks
1	Introduction to Corporate Financial Statements: Preparation of balance sheet of a company as per schedule VI of the Indian companies' act, horizontal & vertical form of company balance sheet. Understanding different types of profit viz. PBIT, PBT, PAT, Operating profit & distributable profit. Annual report of a joint stock company- Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report, corporate income statement & balance sheet, significant accounting policies and notes on accounts.	09	14
2	Understanding financial statements of Manufacturing concerns, Banks, NBFCs, Hospitals, Insurance companies through different ratio analysis, Horizontal and vertical analysis, Common size analysis, Risk Ratio analysis.	09	14
3	Financial Forecasting: Sales forecast, preparation of proforma income statement, proforma balance sheet, growth and external funds requirement, computerized financial planning system.	09	14
4	Value & price: Need of valuation, valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life-equity & firm valuation, market prices & values.	09	14
5	Valuation of corporate acquisitions: Valuation Basics: Tools and techniques for valuing companies for acquisition, legal or investing purposes, Developing pro forma financial statements, Cash-flow based approach to valuation, Guideline companies approach to valuation.	09	14

**Prescribed Books:**

- 1 Friedson and Alvarez, "Financial Statement Analysis: A practitioners' Guide", Wiley finance.
- 2 Leonard Soffer and Robin Soffer, "Financial Statement Analysis: A Valuation Approach", Pearson Education, Latest Edition.
- 3 Bernstein, Leopold A., "Understanding Corporate Reports: A guide to financial statements", Dow Jones-Irwin, Latest Edition.
- 4 Ambrish Gupta, "Financial Accounting for Managers: An Analytical Perspective", Prentice Hall.



**B.B.A.**  
**SEMESTER – III**

**CORE ELECTIVE: FINANCE**

**CE-309(F): Financial Services**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objectives:** This Paper equips students to the complex structure of the Financial Services Sector and enable them to take financial services available in judicious manner.

Unit	Description	Teaching Hours	Marks
1	Introduction: Concept of financial services, difference between financial and non-financial services, financial service providers in India, latest development in financial services, Regulatory frameworks related to different financial services like leasing, HP, NBFCs, Insurance Cos, HFCs.	09	14
2	Housing finance: significance of housing finance in economic development, NHB- as a regulator and refinancer, modus operandi of HFCs; Securitization – concept, types, process of securitization, securitization in India.	09	14
3	Leasing and Hire Purchase: concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, single investor lease and leveraged lease, Domestic lease and International lease, advantages and limitations of leasing, legal aspects of leasing, determination of lease rental; lease evaluation- the lessee's angle, determination of breakeven lease rental. Hire purchase: concept, mathematics of HP, legal aspects of HP, financial evaluation – the hirer's view.	09	14
4	Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps inventre financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.	09	14
5	Factoring: definition, different types of factoring arrangement, functions of a factor, advantage and limitations of factoring, factoring services in India. Bill Financing: Concept, types and procedure of bill financing, foreign bills, discounting and rediscounting of bills. Plastic money and ATMs- concept and application Securitization: concept, securitization as a funding mechanism, Traditional and nontraditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non-mortgage assets, Securitization in India.	09	14



**Text Book:** M Y Khan: Financial Services (TMH)

**Reference Books:**

- 1 Farouk Irani, "Inside Leasing", Tata McGraw Hill
- 2 Dr. Premlal Joshi, "Leasing Comes of Age Indian Scene" Amrita Prakashan.
- 3 J.C. Varma, "Equipment Leasing Partnerships", Bharat Law House
- 4 SEBI Guidelines: Nabhi Publications



B.B.A.  
SEMESTER – III

**CORE ELECTIVE: MARKETING**

**CE-307(M): Sales Management**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objective:** The objectives of this course is to provide an extensive picture with regards to theory and practice of managing sales and to inculcate personal selling skills.

Unit	Description	Teaching Hours	Marks
1	<b>Sales Management and Organization:</b> Objectives and sales management, sales executive as a coordinator, sales management and control, sales organization - its purpose, setting up a sales organization, types of sales organization.	09	14
2	<b>Personal Selling:</b> Objectives and theories of personal selling, analyzing market potential, sales potential and sales forecasting method & evaluation, determining sales related marketing policies - product policies, distribution policies & pricing policies	09	14
3	<b>Sales Operations:</b> Sales budget, sales territories, sales Quota's, control of sales, sales meeting and sales contest, organizing display, showroom and exhibitions.	09	14
4	<b>Salesmanship:</b> Sales manager- Qualities and functions, types of salesman, prospecting, pre-approach & approach, selling sequence, psychology of customers.	09	14
5	<b>Sales force Management:</b> Recruitment & selection, training, formulation & conduction of sales training programmer, motivation of sales personnel, compensation of sales personnel, evaluation and supervision of sales personnel.	09	14

**Suggested Readings:**

- 1 Still, Cundiff & Govani Sales management & Cases
- 2 McMurry & Arnold How to build a dynamic Sales Organisation
- 3 Pradhan, Jakate & Mali Elements of Salesmanship and Publicity
- 4 Anderson R Professional Sales Management
- 5 F.L. Lobo Successful Selling



B.B.A.  
SEMESTER – III

**CORE ELECTIVE: MARKETING**

CE-308(M): Consumer Behaviour

Credit: 03

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objective:** The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

Unit	Description	Teaching Hours	Marks
1	<b>Introduction to Consumer Behavior(CB):</b> Nature and Importance of CB, application of CB in Marketing, Consumer Research process.	09	14
2	<b>Individual Determinants of CB:</b> · Perception: process, Consumer Imagery, perceived risk · Learning: principles, theories · Personality: nature, theories, self-concept, psychographic and life style · Attitude: Structural model of attitude, attitude formation & change · Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories	09	14
3	<b>Group Determinants of CB:</b> · Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept. · Family: functions of family, family decision making, family life cycle(FLC) · Opinion Leadership and Personal influence · Diffusion of Innovation: Adoption process., Diffusion process	09	14
4	<b>Environmental Influences on CB:</b> · Social class, Life style Profile of Social class, application to CB · Culture: characteristics, cross cultural understanding	09	14
5	<b>Consumer Decision making Process:</b> · Problem recognition · Information Search Process and Evaluation · Purchasing process · Post purchase behavior · Models of CB- Nicosia, Howard & Sheath, Engel-Kollam Blackwell	09	14

**Suggested Readings:**

- 1 Loudan, David L and Bitta, A.J. Della Consumer Behavior
- 2 Schiffman LG and Kanuk LL Consumer Behavior
- 3 Nair, Suja R, Consumer Behavior in Indian Perspective



**B.B.A.**  
**SEMESTER – III**

**CORE ELECTIVE: MARKETING**

**CE-309(M): Agriculture and Rural Marketing**

**Credit: 03**

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

**Objective:** The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

Unit	Description	Teaching Hours	Marks
1	Concept & scope of rural market, Rural development as a core area, Efforts put for Rural development in Five years plans. Rural markets' Characteristics, Rural markets. Environmental factors.	09	14
2	Rural Consumer Behavior, Rural Consumer Vs Urban Consumers – a comparison, Relevance of Marketing mix for Rural market/Consumers. Problems in rural market	09	14
3	Segmentation, Targeting & Positioning for rural market, Market forces, components of different Product Strategies, Pricing Strategies, Promotional Strategies & Distribution Strategies for Rural consumers.	09	14
4	Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market.	09	14
5	Export potential for agro-products, Major of Government and Non-Govt. Agencies in the development of Rural and Agricultural, Sector Marketing Strategies for Seed; Fertilizers; Pesticides; Farm equipment. Role.	09	14

**Suggested Readings:**

- 1 Badi & Badi : Rural Marketing
- 2 Mamoria, C.B. & Badri Vishal : Agriculture problems in India
- 3 Arora, R.C. : Integrated Rural Development
- 4 Rajgopal : Managing Rural Business
- 5 Gopaldaswamy, T.P. : Rural Marketing



**B.B.A.**  
**SEMESTER - III**

**CORE ELECTIVE: HUMAN RESOURCE**

**CE-307(H): Human Resource Development**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

Objectives: To understand the evolution and functions of HRD  
To identify the content, process and the outcomes of HRD applications  
To evaluate and understand diversity issues and their impact on organizations

Unit	Description	Teaching Hours	Marks
1	Human Resource Development – Evolution of HRD - Relationship with HRM - Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behavior – External and Internal Influence – Motivation as Internal Influence – Learning and HRD – Learning Strategies and Styles	09	14
2	Frame work of Human Resource Development - HRD Processes - Assessing HRD Needs - HRD Model Designing Effective HRD Program - HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods - Self Paced/Computer Based/ Company Sponsored Training - On-the-Job and Off-the-Job - Brain Storming - Case Studies - Role Plays - Simulations - T-Groups - Transactional Analysis.	09	14
3	Evaluating HRD programs - Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Fundamental Concepts of Socialization Realistic Job Review - Career Management and Development.	09	14
4	UNIT IV Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.	09	14
5	Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.	09	14

**REFERENCES**

- 1 Werner & Desimone, HUMAN RESOURCE DEVELOPMENT, Cengage Learning, 2006
- 2 William E. Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey, 1982.
- 3 Uday Kumar Haldar, HUMAN RESOURCE DEVELOPMENT, Oxford University Press, 2009
- 4 Srinivas Kandula, STRATEGIC HUMAN RESOURCE DEVELOPMENT, PHI Learning, 2001



**B.B.A.**  
**SEMESTER - III**

**CORE ELECTIVE: HUMAN RESOURCE**

**CE-308(H): Performance Management**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

Objectives: To understand the importance of employee performance to achieve the organizational goals to identify the process of performance management applications.

Unit	Description	Teaching Hours	Marks
1	Quality Performance Management - Concept - Dimensions - Facilitating Organizations for Performance Organizational Dynamics and Employee Performance – Job Analysis	09	14
2	Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.	09	14
3	Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process.	09	14
4	IV Industrial Restructuring - Reward System and Employee Productivity - Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation -Performance Management in Multi-National Corporations.	09	14
5	Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.	09	14

**REFERENCES**

- 1 Srinivas Kandula, PERFORMANCE MANAGEMENT, Prentice Hall India, NewDelhi, 2006
- 2 Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, Prentice Hall India, NewDelhi, 2008
- 3 Robert Cardy, PERFORMANCE MANAGEMENT, Prentice Hall India, NewDelhi, 2004
- 4 S.K. Chakravarthy, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, Tata-McGraw Hill, New Delhi



**B.B.A.**  
**SEMESTER - III**

**CORE ELECTIVE: HUMAN RESOURCE**

**CE-309(H): Knowledge Management**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

Objectives: To familiarize the concepts of Knowledge Management.  
To understand the challenges of Knowledge Based Organizations and the HR mechanisms to manage them effectively.  
To identify the importance of the values of autonomy and accountability in Knowledge based organizations.

Unit	Description	Teaching Hours	Marks
1	Introduction to Knowledge Management - Knowledge Society - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.	09	14
2	Managing Knowledge for organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).	09	14
3	Managing Knowledge and Personnel & Organizational Health - Rewarding Knowledge Management of Retention.	09	14
4	ICTs in KBOs - HRIS for KBOs - Concept, Mechanisms, and Software Orientation Performance Management - Mechanisms.	09	14
5	Technologies to Manage Knowledge - Artificial Intelligence - Digital Libraries - Repositories - Knowledge Discovery - Creating Systems that Utilize Knowledge - Knowledge Process Outsourcing - Innovation Clusters.	09	14

**REFERENCES**

- 1 Frances Horibe, MANAGING KNOWLEDGE WORKERS, John Wiley & Sons
- 2 Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGrawHill, New Delhi
- 3 Fernandez & Leidner, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2008
- 4 Mruthyunjaya, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2011



B.B.A.  
SEMESTER – IV

**SOFT SKILL**

SS-401: Business Communication – IV

Credit: 02

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	<b><i>Communication: An Overview.</i></b> Meaning & Definition of Communication. Nature & Attributes of Communication. Purpose of Communication. Types of Communication. Internal & External Communication. Channels of Communication. Verbal & Non Verbal Communication.	09	14+06
Unit -2	<b><i>Written Communication.</i></b> Introduction. Essentials of a Good Business Letter. Basis Considerations while Writing Business Letters. Parts of Business Letter. Styles & Layout of Business Letter.	09	14+06
Unit-3	<b><i>Corporate Communication.</i></b> Corporate & Communication. Defining Corporate Communication. Employee Relations & Communication. Crisis & Disaster: Managing & Communicating.	09	14+06
Unit-4	<b><i>Conflict and Negotiation in Organizations.</i></b> What is Conflict? Defining Conflict. Origins of Conflict. Guidelines for Effective Conflict Management. Guidelines for Effective Conflict Management. Conflict and Negotiations in Industrial Relations. Guidelines for successful Negotiations Rights & Wrong.	09	14+06
Unit-5	<b><i>Tenses</i></b> Introduction of Tenses. Verb Forms. Active & Passive Voice.	09	14+06

**Reference Books.**

- 1 Business Communication. Sathya Swaroop Debasish & Bhagaban Das. PHI Learning Private Limited. New Delhi.
- 2 Business Communication and Organization & Management. Rohini Aggarawal Taxman Publisher. New Delhi.
- 3 Business and Managerial Communication. Sailesh Sengupta. PHI Learning Private Limited. New Delhi.
- 4 A Practical English Grammar. A.J. Thomson & A.V. Martinet. Oxford University Press. New Delhi.



**Recommended reading:**

- 1 Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
- 2 Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.
- 3 Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
- 4 Business Communication – HomaiPradhan, Bhende D.S., Thakur Vijaya
- 5 Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
- 6 Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.
- 7 Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan - Tata McGraw-Hill Publishing Company Limited, New Delhi.
- 8 Business Communication and Organisational Management – RohiniAggrawal – Taxman
- 9 Business Communication Strategies – MonipallyMathukutty M.- Tata McGraw –Hill Publishing Company Limited, New Delhi.
- 10 Handbook of Communication – Narula Uma
- 11 A Handbook of Commercial Correspondence – A. Ashley – Oxford University Press
- 12 Business Communication and Organisationaland Management – C.B.Gupta
- 13 Comprehensive Business Communication – SarojKarnik, P.P.Mehta,- P.V.Kulkarni



B.B.A.  
SEMESTER - IV

**FOUNDATION COURSE**

**FC-402: Team Building & Team Work**

**Credit: 02**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Course Objective:** It will make the students learn how to manage interventions that can strengthen team performance. They discover how to identify team performance issues, and link those issues to underlying dysfunctional team dynamics.

**Course Content**

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
1	An Introduction to Team, Team Building Need, The emerging role of the team, Team Leader, Competencies required of team building professionals	09	14
2	Intervention Skills, change process that helps to build a team, Understanding the flow of team process, Contracting, education, assessment, climate setting, and intervention in work team	09	14
3	Working in a team, Team Dynamics, Factors effecting team work, Assessment of team for success	09	14
4	Communication within team members, One to one and one to group communication, Formal and informal performance evaluation of team member	09	14
5	Leadership and problem solving, Delivery of vision to team members, Encouraging the team, Defining team objective, Developing work schedule	09	14





**B.B.A.**  
**SEMESTER – IV**

**COMPULSORY COURSE**

**CC-404: Principles of Finance**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

Unit	Description	Teaching Hours	Marks
1	Introduction: Scope of Financial Management, Traditional Approach; Modern Approach; Objectives of Financial Management; Investment Decisions; Financing decisions; Profit Maximization vs. Wealth Maximization.	09	14
2	Capital Budgeting: Meaning, importance and various techniques; Pay back methods; Post Payback period; rate of return method; Net Present value method; Internal rate of return method; Profitability index method (Numerical questions may be set out of pay-back method and Post pay-back method only).	09	14
3	Cost of Capital: Introduction; measurement of cost of capital; cost of equity shares; cost of preference shares; cost of debt;	09	14
4	calculation of overall cost of capital based on historical and market rates (Fundamentals only).	09	14
5	Capital Structure: Introduction; capital structure decisions; NI approach; NOI approach; MM approach; Traditional approach.	09	14

**References:**

1. Pandey : Financial Management, Vikas Pub.
2. Chandra : Financial Management, TMH.



B.B.A.  
SEMESTER – IV

**COMPULSORY COURSE**

**CC-405: Human Resource Development**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Course Objective:** This course aims at development of understanding of HRD activities and overview HRD practices in various sectors.

**Course Content**

Unit	Description	Teaching Hours	Marks
1	<b>HRD:CONCEPT AND SYSTEM</b> The Process and System of HRD, Career System, Competency Mapping, Performance Management System,	09	14
2	<b>HRD SYSTEMS AND PROFESSION:</b> Reward System, Self-Renewal System, HRD for Workers, Professionalization of HRD,	09	14
3	<b>COMPARATIVE HRD</b> HRD in the Government and Public Systems, HRD ion Private Sector, International Experiences in HRD	09	14
4	<b>HRD ISSUES AND EXPERIENCES:</b> HRD Audit, Multi Source Feedback System, Knowledge Management	09	14
5	Technology and HRD, Diversity Management, Managing Globalization	09	14



**B.B.A.**  
**SEMESTER – IV**

**COMPULSORY COURSE**

**CC-406: Introduction to Database Management System**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

Unit	Description	Teaching Hours	Marks
1	Introduction: definition of data, uses & need of data in organizations. Basic Concepts: Entities & their attributes, advantages & disadvantages of DBMS.	09	14
2	Data Models: The hierarchical model, the network model & the relational model. Relational Databases: Relations, tuples, domains & keys, normalization – The first & second normal form of databases.	09	14
3	SQL: SQL Database creation & manipulation views & queries.	09	14
4	Data Protection: Recovery, concurrency, security & integrity.	09	14
5	Access: A relational database tool in MS-Office. Parts of access window, toolbars and icons. Creating a new table and new database; saving databases, creating views. Use of query, forms and reports.	09	14

**Reference:**

1. James Martin: Principles of Database Management, PHI.
2. Naveen Prakash: Introduction to Database Management, TMH
3. Sanjay Saxena: A first course in Computers, Vikas Pub



**B.B.A.**  
**SEMESTER – IV**

**CORE ELECTIVE: FINANCE**

**CE-407(F): Financial Instruments & Market**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

Unit	Description	Teaching Hours	Marks
1	Introduction to Financial Market, understanding financial market in India. Integration of Indian Financial Market with global financial market. Functions of Financial Sectors, Equilibrium in Financial Markets, Financial Development;, Types of Financial Market- Money Market, Capital Market – Primary & secondary market, Forex	09	14
2	Market, Debt Market- role and functions of this market; Instruments of Financial Market: Call money market, T- Bills, Commercial bills, Commercial papers and Certificates of deposits, Government (Gilt-Edged) securities and Industrial securities Banking system in India: Kinds of banking companies, commercial banks, development banks.	09	14
3	Stock Markets- Trading mechanism, Major stock exchange: NSE, BSE, OTCEI, Stock market indices. Factors affecting stock market; analysis of market indices- SENSEX and NIFTY components, calculation and revision, International Stock Exchange and its Operation: NYSE,NASDAQ, LSE, Role of IT in Capital Market: (BOLT & NSE)Provident Funds, Pension Funds, Chit Funds: Objective and functions Debt Market: Personal Loans, Car Loans, Home Loans etc.	09	14
4	Mortgage market: Primary and secondary mortgage market, participants in mortgage markets, International trends in securitization Derivative Securities markets: Forward, futures, options and financial Swaps market, trading mechanism, regulatory framework and pricing of the instruments. Financial Intermediaries: Commercial Banks: Credit system for short-term developments in credit information system. Development Banks: Structure, Philosophy and Operations. Non-Banking Financial Cos - types, role and function. Regulatory framework for NBFCs, Provident Funds, Pension Funds- objective and functions. Real Assets: Land and house property, bullion, art and precious stones	09	14
5	Mutual Fund-concept, types and functioning, Limitations of MF Overall comparative analysis of financial market in India & UK / China / Euro Zone / Japan / Brazil /Russia and South Africa	09	14

**References:**

- 1 LM Bhole; Financial Markets and Institutions: (TMH)
- 2 Anthony Saunders, Marcia Millon Cornett; Financial Markets and Institutions: (TMH)
- 3 Machhirajju; Indian Financial System: Vikas Publishing
- 4 P. N. Varshney; Banking Law & Practice: Sultan Chand & Sons.
- 5 S. N. Maheshwari; Banking Law & Practice: Kalyani Publications



**B.B.A.**  
**SEMESTER – IV**

**CORE ELECTIVE: FINANCE**

**CE-408(F): Security Analysis & Portfolio Management**

**Credit: 03**

Total Marks: 100 Marks  
 Semester End Examination: 70 Marks  
 Internal Evaluation: 30 Marks

Objective: The aim of this Paper is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment

Unit	Description	Teaching Hours	Marks
1	<p>Introduction: Meaning, features and types of Investment, Investors and its types: Speculators, Investors and Gamblers. Different venues of investment, Need for investment analysis &amp; portfolio management realized return vs expected return.</p> <p>Risk- Introduction, types-Systematic risk and unsystematic risk, measurement of risk –calculation of Mean deviation, Standard Deviation, Beta value- Ex-ante and Ex-post beta, Negative beta and its significance in investment decision.</p> <p>Theories of interest rate risk- Pure expectation theory, liquidity preference theory, preferred habitat theory.</p>	09	14
2	<p>Efficient market hypothesis: Concept of efficiency: Three forms of EMH and their tests- weak form- simulation, serial correlation, runs tests, filter tests, momentum and reversal effect; Semi strong form- regression and event studies; Strong form- insiders and mutual funds.</p> <p>Valuation of Fixed Income Investments: Bonds and its types, Valuation of different types of Bonds, Yield- nominal yield, current yield, yield to maturity/put/call, realised yield. Bond theorem, BondDuration Analysis, Yield curve-shape of yield curve (steep, flat, inverted), theories of yield curve</p> <p>Valuation of Variable Income Securities: Shares valuation- dividend discounting model constant dividend, constant growth in dividend and variable growth in dividend, Price earning approach, CAPM</p>	09	14
3	<p>Fundamental analysis: Economy analysis: EIC analysis: Leading lagging &amp; coincident indicators. Expected direction of movement of stock prices with macroeconomic variable in the Indian context- GDP growth rate, index of industrial production, fiscal deficit, price indices, savings &amp; investment, Monsoon, Fiscal and monetary policies, expert opinions etc.</p> <p>Industry analysis: different stages of industry life cycle, M. porter's five forces model, SWOT analysis and other relevant specific industry analysis.</p> <p>Company analysis- both financial and non-financial analysis</p> <p>Technical analysis: Why technical analysis, difference of Fundamental and technical analysis, theories of technical analysis: Dow theory, Elliot wave theory, advances &amp; declines, new highs and lows, circuit filter, Trends,</p>	09	14



**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY**  
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	patterns & indicators: Price charting- Line, bar, candlestick, point and figure charts. Trends- resistance, support, consolidation, Identification of pattern head and shoulders, double / triple tops / bottoms, triangles, flags, pennants, gaps. Indicators: moving averages, RSI, RoC.		
4	Portfolio analysis: Introduction to portfolio management, efficient portfolio and efficient frontier. Markowitz diversification, Single Index Model, CAPM, Arbitrage pricing theory, Estimation of Portfolio beta, Separation of risks into systematic and unsystematic risk, calculation of portfolio risk and return, optimal portfolio selection- the Geometric mean model, the Safety first model, the Stochastic dominance model, alternative models.	09	14
5	Portfolio Revision: Need for revision, different techniques of revision- formula plan: constant dollar value plan, constant ratio plan, variable ratio plan; Modified formula plan: Dollar cost Averaging; practical problems in portfolio revision Portfolio Evaluation: Need for evaluation, time horizon for portfolio evaluation, Measuring and evaluating portfolio performance: measurement of return, consideration of risk: Shrppe's, Treynor's and Jensen's measure, Eugene Fama's portfolio decomposition, Risk adjusted performance measures. Portfolio Management: Equity portfolio management-Active Vs Passive management strategies, Bond portfolio management- Active Vs Passive management strategies, Immunization, Bond Swaps.	09	14

**Readings:**

- 1 Fisher & Jordan; Security analysis & portfolio management: PHI.
- 2 Dr. Prasanna Chandra; Investment Analysis and Portfolio Management (TMH)



**B.B.A.**  
**SEMESTER – IV**

**CORE ELECTIVE: FINANCE**

**CE-409(F): Corporate Restructuring & Merchant Banking**

**Credit: 03**

Total Marks: 100 Marks  
 Semester End Examination: 70 Marks  
 Internal Evaluation: 30 Marks

**Objective:** The objective of this paper is to know the different aspects of mergers and acquisition and the detailed SEBI guidelines on merchant banking and issue management.

Unit	Description	Teaching Hours	Marks
1	Merchant Banking: Introduction, evolution of merchant banking, Types of Merchant Bankers, Activities undertaken by different types of merchant bankers, Legal framework for Merchant Bankers, SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue	09	14
2	Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, marketing and post marketing work; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Pricing of issue of equity shares, Preparing for Public & Right Issues, Issue Marketing, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters	09	14
3	Merger, Acquisitions & Takeovers: An overview, Forms of corporate restructuring, corporate control, historical perspective of mergers- waves of merger Reasons for merger, Steps involved in merger and amalgamation, Scheme of merger/amalgamation, Approval from various authorities, Sources of value in a merger, Accounting & legal aspects of hostile and friendly takeovers, Provisions of Companies Act 1956,	09	14
4	Substantial acquisition of securities, Requirements of takeover offer, SEBI rules on Acquisition of Shares and Takeovers, downsizing of the organization: Sell off and Divestures- spin off, split off, split up, Equity carve outs explanation and rationale, voluntary liquidations, analysis and valuation of Sell offs, Govt. divestment plan for PSUs; UNIT-IV Anti-takeover strategies: Defense mechanisms available to target company like White knight, Gray knight, white squire, poison put, poison pill, golden parachute, crown jewels, green mail, black mail, share buyback, going private, packman strategy, standstill agreement etc. critical evaluation of different anti-takeover strategies with reference to current happenings	09	14
5	Other corporate strategies: Joint ventures strategic alliance, ESOPs, LBOs, MBOs, MLPs, Splitting of share's face value. Evaluation of Post-merger analysis for success/failure, testing of synergies achieved.	09	14



***Suggested Readings:***

- 1 Machhirajju; Merchant Banking; Vikas Publishing
- 2 J Fred Westron, Kwong Shung & Susan E; Hoag Mergers Restructuring and Corporate Control: -(PHI)
- 3 S. Shiva Ramu; Corporate Growth through mergers and acquisitions: Response Books.
- 4 **Latest SEBI Guideline Disclosure and Investors protection (DIP)**



B.B.A.  
SEMESTER – IV

**CORE ELECTIVE: MARKETING**

**CE-407(M): Market Research**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Basic concepts:** scope, limitations, objectives. Research process.

**Research design and its types:** exploratory, descriptive and experimental (in detail) **Data collection:** primary and secondary.

**Scaling:** meaning of scaling, classification, important scaling techniques: rating scales and ranking scales. Scale construction techniques, multidimensional scaling.

**Questionnaire:** questionnaire construction, tabulation, coding, editing of data.

**Sampling:** concepts, types and techniques, estimation of sample size.

**Data analysis:** tests of significance based on t, f and z distribution and chi-square test; cross tabulation.

**Marketing research applications**

**Recommended texts**

1. Boyd, Westfall & Stasch: Marketing Research
2. G.C. Beri: Marketing Research 3. D.D. Sharma: Marketing Research Suggested references:
3. Ramanujan Mazindar: Marketing Research
4. Luck & Rubin: Marketing Research
5. Tull & Green: Research for Marketing Decisions.
6. C.R. Kothari: Marketing Research



**B.B.A.**  
**SEMESTER – IV**

**CORE ELECTIVE: MARKETING**

**CE-408(M): Advertising Management**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objective:** The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programmer.

Unit	Description	Teaching Hours	Marks
1	Advertising, Its role in the marketing process; Legal, Ethical and Social aspects of advertising. Communication - processes of communication; integrated marketing communications, Its evolution, reasons for its growth and its role in branding.	09	14
2	The promotional mix; segmentation, Targeting and positioning and their role in promotion. Promotional objectives, determination, types and approaches, DAGMAR approach, problems in setting objectives; Advertising budget, establishment and allocation, budgeting approaches.	09	14
3	Advertisement copy, Its components and types; The importance of creativity in advertising, creative strategy and process, implementation and evaluation.	09	14
4	Media Planning, Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning.	09	14
5	Measuring the effectiveness of the promotional program, Advertising Research, Market testing, testing via-internet, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).	09	14

**Suggested Readings:**

1. Aaker, David A. etc., Advertising Management, 4th edition , PHI, 1985
2. Belch, George E. and Belch, Michael A.; Advertising and promotion, Tata McGraw Hill, New Delhi
3. Ogilvy David, Ogilvy on Advertising, London, Longman.
4. Jones, John Philip, What's in a brand, Tata McGraw Hill, New Delhi
5. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai.
6. Mohan, Manendra; Advertising Management, Tata McGraw Hill, New Delhi
7. Sandage and Fry burger, Advertising Management



**B.B.A.**  
**SEMESTER – IV**

**CORE ELECTIVE: MARKETING**

**CE-409(M): Retailing**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objectives:** The course enables students to appreciate the importance of retailing and distribution in the emerging market scenario, and equips them with the tools & techniques.

Unit	Description	Teaching Hours	Marks
1	Marketing Channels & Supply Chains: Emergence, role and types of marketing channels, channel members and their characteristics, choosing various channel options, factors affecting the choice. Supply chain management (SCM) - advantages gained, physical flow of merchandise, logistics of e-retailing.	09	14
2	Retailing: Nature and Importance of retailing, wheel of retailer, Types of retailing- ownership based, store based, non-store based, web based. Retail management decisions, Recent Trends in retailing.	09	14
3	Strategic Planning in Retailing: Situation analysis, objectives, identification of consumers and positioning, overall strategy, specific activities and control. Identifying & understanding consumer – Consumer demographics & life styles, consumer needs & desires, consumer shopping attitude, consumer decision process, retailers action.	09	14
4	Location, Operation & Merchandise Management: Trading Area Analysis, site selection, store formation size and space allocation, store security and credit management. Merchandise plans- forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing.	09	14
5	Retail Promotion: Building retail store image, atmosphere, layout planning, Retail promotional mix strategy, Retail store sales promotional schemes.	09	14

**Suggested Readings:**

1. Berman , Barry and Joel Evans Retail Management
2. Cooper, J. Strategy planning in Logistics and Transportation
3. Cox, Roger and Paul Brittain Retail Management
4. Levy & Weitz Retailing Management
5. Kotter , Philip Marketing Management



**B.B.A.**  
**SEMESTER - IV**

**CORE ELECTIVE: HUMAN RESOURCE**

**CE-407(H): Industrial Relations Management**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

Objectives: To provide exposure of theories, techniques and approaches to manage Industrial Relations.  
To understand the importance of labor administration and Constitutional Provisions

Unit	Description	Teaching Hours	Marks
1	Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management - Indian Culture & IR.	09	14
2	Trade Unions - Purpose, Functions and Structure of Trade Unions - Trade Union Legislation Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions.	09	14
3	Employee Counseling - Types - Methods - Problems - Consultative Bodies (Bipartite, Tripartite) - IR Strategies - Workers Development and Participation.	09	14
4	Discipline and Grievance Redressed Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressed Procedures - Conciliation - Arbitration and Adjudication Collective Bargaining - The Bargaining Process - Strengths and Skills.	09	14
5	Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels - Contemporary Trends and Future of Industrial Relations in India.	09	14

**REFERENCES**

1. Arun Monappa, INDUSTRIAL RELATIONS, Tata Mc-Graw Hill, New Delhi Pramod Verma,
2. MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES, Oxford University Press, New Delhi
3. Sivarethinamohan, INDUSTRIAL RELATIONS AND LABOUR WELFARE, PHI Learning, New Delhi,2010



**B.B.A.**  
**SEMESTER – IV**

**CORE ELECTIVE: HUMAN RESOURCE**

**CE-408(H): Employees Legislation**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

Objectives: To enable the students to familiarize the legal frame work governing the Human Resources within which the industries function  
To make the students understand the importance and ideology of legal structure prevailing in India

Unit	Description	Teaching Hours	Marks
1	Introduction to the Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice - System of Economic Governance Principles of Labour Legislation – Labour and the Constitution	09	14
2	Factories Act 1948 – Maternity Act 1961 - Contract Labour Act 1970 – The Shops and Establishment Act 1947 – The Trade Union Act 1926 – The Industrial Disputes Act 1947.	09	14
3	Payment of Wages Act 1936 – Payment of Bonus Act 1965 – Payment of Gratuity Act 1972.	09	14
4	The Role of Human Capital – Organized and Unorganized Labour – Unorganized Labour Act Workmen’s Compensation Act – The Employees’ Pension Scheme	09	14
5	Quality of Life of Workers - Governance of Enterprises – Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws – Pros and Cons of Legal System	09	14

**References**

1. P.L. Malik, INDUSTRIAL LAW, Eastern Book Company, New Delhi, 2011
2. C.S. Venkata Ratnam, GLOBALIZATION AND LABOUR-MANAGEMENT RELATIONS DYNAMICS OF CHANGE, Response Books,2001
3. Biswajeet Pattanayak, HUMAN RESOURCE MANAGEMENT, PHI Learning, New Delhi
4. Vipin Gupta Et al , CREATING PERFORMING ORGANIZATIONS: INTERNATIONAL PERSPECTIVES FOR INDIAN MANAGEMENT, Response Books



**B.B.A.**  
**SEMESTER – IV**

**CORE ELECTIVE: HUMAN RESOURCE**

**CE-409(H): Organizational Development and Change**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

Objectives: To emphasize and understand the necessity for change  
To understand the resistance to change and the process of change  
To familiarize the concepts and techniques of OD

Unit	Description	Teaching Hours	Marks
1	Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change - Models of Organizational Change - Lewin's Three Step Model.	09	14
2	Resistance to Change - Individual Factors - Organizational Factors - Techniques to Overcome Change	09	14
3	Change Programs - Effectiveness of Change Programs - Change Process - Job Redesign - Sociotechnical Systems.	09	14
4	OD Basic Values - Phases of OD - Entry - Contracting - Diagnosis - Feedback - Change Plan Intervention - Evaluation - Termination.	09	14
5	OD Interventions - Human Process Interventions - Structure and Technological Interventions - Strategy Interventions - Sensitivity Training - Survey Feedback - Process Consultation - Team Building - Intergroup Development - Innovations - Learning Organizations.	09	14

**REFERENCES**

1. Kondalkar, ORGANIZATION EFFECTIVENESS AND CHANGE MANAGEMENT, PHI Learning, New Delhi, 2009
2. French & Bell, ORGANISATIONAL DEVELOPMENT, McGraw-Hill.
3. Dipak Bhattacharyya, ORGANIZATIONAL CHANGE AND DEVELOPMENT, Oxford University Press, New Delhi, 2011



**B.B.A.**  
**SEMESTER – V**

**SOFT SKILL**

**SS-501: Business Communication – V**

**Credit: 02**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

<b>UNIT</b>	<b>Detailed Syllabus</b>	<b>Teaching Hours</b>	<b>Marks/Weight</b>
Unit-1	<b><i>Barriers to Communication.</i></b> What is Miscommunication? Levels of miscommunication. Physical and External Barriers. Semantic & Language Barriers. Socio – Psychological Barriers. Organizational Barriers. Corporate Communication Barriers. Methods of Overcoming Communication Barriers.	09	14
Unit -2	<b><i>Information Technology for Communication</i></b> FAX –E-Mail –Internet –Audio Conferencing –Video Conferencing –SMS–Voice Mail (Advantages and Disadvantages of all the above mentioned Technology)	09	14
Unit-3	<b><i>Selected Business Terms</i></b> C.O.D.; C.W.O.; C.I.F.; F.O.B.; F.O.R.; E.&O.E.; Cartage, Freight; Excise Duty; Custom Duty; V.A.T; Performa Invoice; Invoice; Trademark; Hypothecation; Ex - warehouse; Debit Note; Credit Note; Pilferage; Demurrage; Power of Attorney; Consignment, Bill of Lading; Bonded Warehouse; Certificate of origin; Advice Note; Letter of Credit (L/C); Warranty	09	14
Unit-4	<b><i>Drafting of Business Letters:</i></b> Layout of a Business Letter – Appearance of a Business Letter Style and format of a Business Letter – Other Parts or Occasional Parts of a Business Letter - (Attention Line, Post – Script, Window Envelope, Enclosure, Identification Marks etc.)	09	14
Unit-5	Essential of an Inquiry Letters and Quotation Letters.	09	14

**Reference Books.**

- 1 Business Communication. Sathya Swaroop Debasish & Bhagaban Das. PHI Learning Private Limited. New Delhi.
- 2 Business Communication and Organization & Management. Rohini Aggarawal Taxman Publisher. New Delhi.
- 3 Business and Managerial Communication. Sailesh Sengupta. PHI Learning Private Limited. New Delhi.
- 4 A Practical English Grammar. A.J. Thomson & A.V. Martinet. Oxford University Press. New Delhi.



**Recommended reading:**

- 5 Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
- 6 Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.
- 7 Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
- 8 Business Communication – HomaiPradhan, Bhende D.S., Thakur Vijaya
- 9 Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
- 10 Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.
- 11 Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan - Tata McGraw-Hill Publishing Company Limited, New Delhi.
- 12 Business Communication and Organisational Management – RohiniAggrawal – Taxman
- 13 Business Communication Strategies – MonipallyMathukutty M.- Tata McGraw –Hill Publishing Company Limited, New Delhi.
- 14 Handbook of Communication – Narula Uma
- 15 A Handbook of Commercial Correspondence – A. Ashley – Oxford University Press
- 16 Business Communication and Organisationaland Management – C.B.Gupta
- 17 Comprehensive Business Communication – SarojKarnik, P.P.Mehta,- P.V.Kulkarni





**B.B.A.**  
**SEMESTER – V**

**COMPULSORY COURSE**

**CC-503: Project Management**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

<b>UNIT</b>	<b>Detailed Syllabus</b>	<b>Teaching Hours</b>	<b>Marks/Weight</b>
Unit- 1	The concept of a project, characteristics of a project, phases in the life cycle of a project.	09	14
Unit -2	Time Scheduling a Project: Gantt Charts and LOB,	09	14
Unit-3	Network Techniques: concept of project network, construction of project network, critical path method, slack and free float, PERT and its advantage over CPM. Probability of completing a project on time. Crashing a network and concept of PERT cost.	09	14
Unit-4	Forms of project organization, project planning and control, human aspects of project management.	09	14
Unit-5	Performance reviews on the basis of planned project cost and time. Major reasons for cost & time over runs and remedial measures.	09	14

**Reference:**

1. Gopala Krishnan & Rama Murthy : A Text book of Project Management, McMillan India.
2. S.Chaudhry : Project Management, TMH
3. Vasant Desai : Project Management, Himalya Pub.
4. Weist& Levy : A Management Guide to PERT/CPM, Prentice Hall India.



B.B.A.  
SEMESTER – V

**COMPULSORY COURSE**

CC-504: Advertising and Sales Management

Credit: 03

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Advertising: Marketing communication models. Advertising definition and objectives, advertising copy.	09	14
Unit -2	Advertising its place in marketing – different kinds of advertising. Advertising art & layout, advertising effectiveness	09	14
Unit-3	Brand strategy & campaign planning: TV & radio commercials Creative copy strategies. Media planning & scheduling	09	14
Unit-4	Sales Management: Concept and objectives. Management of sales promotion at the consumer, trade & sales force levels.	09	14
Unit-5	Sales displays & merchandising. Introduction to types of sale quotas. Legal & ethical aspects of advertising	09	14

**References**

1. **Aaker, David A and Myera John G.** : Advertising Management (Prentice Hall of India)
2. **Border, W.H. –1981 John Wiley N.Y.:** Advertising
3. **Ogilvy D.Longman publication** : Ogilvy on Advertising
4. **Chunnawala** : Advertising Management



**B.B.A.**  
**SEMESTER – V**

**COMPULSORY COURSE**

**CC-505: Personnel Management**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks



**B.B.A.**  
**SEMESTER – V**

**COMPULSORY COURSE**

**CC-506: Management Information System**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

<b>UNIT</b>	<b>Detailed Syllabus</b>	<b>Teaching Hours</b>	<b>Marks/Weight</b>
Unit- 1	Introduction: Definition, characteristics & significance of MIS. Introduction to business systems: payroll, inventory control, financial accounting, sales order processing, manufacturing plants etc.	09	14
Unit -2	Information Concepts: Data Vs Information, types of information, quality of information. Decision Making: Simon's model of decision making, structured & unstructured decisions.	09	14
Unit-3	Database Management: Objectives, role, advantages & disadvantages of DBMS, SQL, use of databases for integration across functional areas. Introduction to Decision Support System.	09	14
Unit-4	Design Methodology & Techniques: System development life cycle, software development models. System Analysis – SRS, DFD, DD & Decision tables. System Design – design methods, detailed system design, design documentation.	09	14
Unit-5	System Implementation & testing. Implementation & Evaluation: Planning, organizing, testing & changeover. Evaluation	09	14

**References:**

1. D.P. Goyal : Management Information Systems. MacMillon.
2. Davis & Olson : Management Information Systems.
3. Murdick, Ross, & Claggett : Information Systems for Management.



B.B.A.  
SEMESTER – V

**CORE ELECTIVE: FINANCE**

**CE-507(F): Direct Taxation**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objective –** The objective of this course is to acquaint students with the direct tax structure and its implications of tax planning for individuals.

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Basic concepts: Income, Agricultural income, person, assess, assessment year, previous year, gross total income, total income, maximum marginal rate of tax. Residential status of an individual, scope of total income on the basis of residential status, Exempted income under section 10.	09	14
Unit -2	Computation of income under different heads Salaries, Income from house property, Profits and gains of business or profession	09	14
Unit-3	Capital gain, Income from other sources. Clubbing of income, set-off and carry forward of losses	09	14
Unit-4	Deductions under section 80 computation of total income and tax liability of individual	09	14
Unit-5	Preparation of return of income manually, through software	09	14

**References :**

1. Vinod k.Singhanian and Monica Singhanian; Students guide to Income tax, Taxmann Publications.
2. Vinod k.Singhanian and Kapil Singhanian; Tax computation on CD: Taxmann Publications.
3. Girish Ahuja and Ravi Gupta; Systematic Approach to Income Tax: Bharat Law House.
4. Mahesh Chandra, S.P Goyal and D.C Shukla; Income Tax and Law practice:, Pragati Prakashan



**B.B.A.**  
**SEMESTER – V**

**CORE ELECTIVE: FINANCE**

**CE-508(F): Institutional Finance**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objective:** The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.	09	14
Unit -2	Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts	09	14
Unit-3	Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models	09	14
Unit-4	Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk. Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds.	09	14
Unit-5	International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation.	09	14



**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY**  
**NAAC Accreditation Grade "B"**  
**(With effect from Academic Year: 2017-18)**

	International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post-expropriation Policies. Multinational Working Capital Management: Current Asset Management for the Multinational-International Cash Management, Accounts Receivables Management, Inventory Management.		
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**Readings:**

1. PG Apte; International Finance, Tata Mcgraw Hill.
2. Alan C. Shapiro; Multinational Financial Management- Prentice Hall
3. Maurice D. Levi; International Finance- The Markets and Financial Management of Multinational Business- Mcgraw Hill.
4. A. V. Rajwade; Foreign Exchange, International Finance and Risk Management- Academy of Business Studies.



**B.B.A.**  
**SEMESTER – V**

**CORE ELECTIVE: FINANCE**

**CE-509(F): Corporate Taxation**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objective:** The objective of this course is to acquaint students with the implications of corporate tax structure and corporate profit planning in operational as well as strategic terms.

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Tax planning, tax management, tax evasion, tax avoidance, Corporate tax in India, types of companies, residential status of companies and tax incidences, tax liability and minimum alternative tax, taxon distributed profits.	09	14
Unit -2	Tax planning with reference to setting up a new business: Locational aspect, nature of business, form of business (firm v/s company).	09	14
Unit-3	Tax planning with reference to financial management decision – capital structure, dividend including deemed dividend and bonus shares.	09	14
Unit-4	Tax planning with reference to specific management decisions – Make or buy, own or lease, repair or replace. Tax planning with reference to employees' remuneration	09	14
Unit-5	Special provision relating to non-residents, double taxation relief, amalgamation and demerger of companies, Assessment procedure	09	14

**References:**

1. Vinod K.Singhania, Kapil Singhania and Monica Singhania; Direct tax planning and management: Taxmann Publications.
2. Ahuja, Girish and Ravi Gupta; Corporate tax planning and management: Bharat law House
3. S.P Goyal; Direct tax planning: Sahitya Bhawan



B.B.A.  
SEMESTER – V

**CORE ELECTIVE: MARKETING**

**CE-507(M): Service Marketing and CRM**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objective:** The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	<b>Nature &amp; Scope:</b> Concept of services, importance, Goods & Services marketing, Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Service Marketing (Micro as well as Macro).	09	14
Unit -2	<b>Understanding Customers:</b> Concept of CRM, Relationship management in practice, Segmenting, Targeting & Positioning various services.	09	14
Unit-3	<b>Product,</b> Product differentiation, product levels <b>Pricing</b> of services- pricing concepts, pricing strategies for services, use of differential pricing. <b>Place-</b> Service distribution, components of service delivery system, potential management, problems associated with services delivery.	09	14
Unit-4	<b>Promotion-</b> Advertising, Sales Promotion & Personal Selling in service industry. <b>People-</b> Importance of people in service marketing. role of various people involved. <b>Physical Evidence-</b> concept of Physical Evidence, importance, types of Physical Evidence in various services <b>Process-</b> concept, types of process, Role of process in various services	09	14
Unit-5	<b>Service Models-</b> Service quality Gap Model, Gronross Model of service quality (Internal marketing, external marketing and Interactive marketing). Challenges in Marketing of services <b>Application of Service Marketing</b> to Hospitals, Educational Institutions, Tourism Industry.	09	14

**References:**

1. Sinha : Services marketing
2. Jha : Services marketing



**B.B.A.**  
**SEMESTER – V**

**CORE ELECTIVE: MARKETING**

**CE-508(M): E-Commerce (E-Marketing)**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objectives:** The basic purpose of this paper is to familiarize the students with the preliminary aspects of e-commerce. So that they may have an overall view while applying the concept of this subject

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	E-Commerce: Introduction, meaning and concept; Needs and advantages of e-commerce; Electronic commerce's Traditional commerce; Challenges of e-commerce.	09	14
Unit -2	Internet: Concept & evaluation, Features of Internet: email, WWW, ftp, telnet, newsgroup & videoconferencing; Intranet & Extranet, ISDN, TCP/IP, Limitation of internet, Hardware & software requirement of Internet.	09	14
Unit-3	Electronic Payment Systems: E-Cash, e-cheese, credit cards, debit cards, smart cards; E-Banking, Manufacturing information systems; Financial information systems; Human resource information system.	09	14
Unit-4	E-Marketing: Business to Business (B2B), Business to customer (B2C) e-commerce; Online Sales force, Online Service and Support; EDI: Functions & components.	09	14
Unit-5	Legal Aspects of e-commerce, Security issues of e-commerce: Firewall, E-locking, Encryption; Cyber laws –aims and salient provisions; Cyber laws in India and their limitations.	09	14

**Suggested Readings:**

1. Agarwala , K.N. and D. Agarwala Business on the Net : What's and How's of E-Commerce , McMillan
2. Frontiers of E-Commerce Ravi Kalkota , TMH
3. O,Brien J. Management Information System, TMH
4. Oberoi , Sundeep E-Security and You , TMH
5. Young , Margret Levine The complete reference to Internet, TMH



**B.B.A.**  
**SEMESTER – V**

**CORE ELECTIVE: MARKETING**

**CE-509(M): Product & Brand Management**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

<b>UNIT</b>	<b>Detailed Syllabus</b>	<b>Teaching Hours</b>	<b>Marks/Weight</b>
Unit- 1	E-Commerce: Introduction, meaning and concept; Needs and advantages of e-commerce; Electronic commerce's Traditional commerce; Challenges of e-commerce.	09	14
Unit -2	Internet: Concept & evaluation, Features of Internet: email, WWW, ftp, telnet, newsgroup & videoconferencing; Intranet & Extranet, ISDN, TCP/IP, Limitation of internet, Hardware & software requirement of Internet.	09	14
Unit-3	Electronic Payment Systems: E-Cash, e-cheque, credit cards, debit cards, smart cards; E-Banking, Manufacturing information systems; Financial information systems; Human resource information system.	09	14
Unit-4	E-Marketing: Business to Business (B2B), Business to customer (B2C) e-commerce; Online Sales force, Online Service and Support; EDI: Functions & components.	09	14
Unit-5	Legal Aspects of e-commerce, Security issues of e-commerce: Firewall, E-locking, Encryption; Cyber laws –aims and salient provisions; Cyber laws in India and their limitations.	09	14

**Suggested Readings:**

1. Product Management: Ramanujam
2. Product Management: Chunawalla
3. Product Management: Lehmann DR; Russel S Winner
4. Brand Management: Y L R Moorthi
5. Brand Positioning: Subratu Sen Gupta



**B.B.A.**  
**SEMESTER – V**

**CORE ELECTIVE: HUMAN RESOURCE**

**CE-507(H): Human Resource Accounting**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

Objectives To understand the values of Human Resources in Organizations  
To familiarize the process and approaches of Human Resources Accounting

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Meaning & Definition of HRA – Importance - Development of the Concept – History of Score Card - HRA for Managers & HR Professionals - Investment in Human Resources –Quality of Work Force and Organizations’ Performance - Efficient use of Human Resources – Modern Market Investment Theory - Enumerating the Assets- Calculating the Market Value of Assets – Illiquid and Non-Marketable Assets – Human Capital.	09	14
Unit -2	Human Resource Planning – Human Capital Investment – Expenditure Vs Productivity – Training – Human Capital & Productivity - Human Resource Accounting – Measurement of Human Value addition into Money Value – Objectives of Human Resources Accounting – Approaches to Human Resource Accounting.	09	14
Unit-3	Investment Approach – Investment in Human Resources - HR Value – Concepts, Methods & Mechanisms - Recruiting and Training Costs – Depreciation –Rates of Return – Organization Behavior Vs Turnover – Non Value Adds in the Management of Human Resources, Measures and Prevention - Organization Climate Approach – Improvement Determination of Changes in Human Resource Variables – Increased Costs, Cost Reduction and Future Performance.	09	14
Unit-4	HR Accounting – Design, Preparation & Implementation - Responsibility Accounting and Management Control - Management Control Structure and Process - Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, Performance Appraisal and Training - Classification of Costs in HR Accounting – Behavioral Aspects of Management Control – Social Control.	09	14
Unit-5	HR Auditing and Accounting – HRA Software - HRA Oriented Reporting Processes Including P & L Accounts & Balance Sheet - Experiences and Extrapolations on HRA.	09	14

**References**

1. Eric G. Flamholtz ,HUMAN RESOURCE ACCOUNTING,
2. Springer Jac Fitz-enz, HOW TO MEASURE HUMAN RESOURCE MANAGEMENT, McGraw Hill
3. Rakesh Chandra Katiyar ,ACCOUNTING FOR HUMAN RESOURCES , UK Publishing
4. M. Saeed, D.K. Kulsheshtha , HUMAN RESOURCE ACCOUNTING, Anmol Publications.
5. D. Prabakara Rao, HUMAN RESOURCE ACCOUNTING , Inter India Publications.



**B.B.A.**  
**SEMESTER – V**

**CORE ELECTIVE: HUMAN RESOURCE**

**CE-508(H): Compensation Management**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

Objectives: To understand the various dimensions of Compensation Management.  
To familiarize the role of various bodies involved in Compensation Management.

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Compensation - Definition - Compensation Responsibilities - Compensation System Design Issues - Compensation Philosophies - Compensation Approaches	09	14
Unit -2	Compensation Classification - Types - Incentives - Fringe Benefits - Strategic Compensation Planning - Determining Compensation - The wage Mix - Development of Base Pay Systems - The Wage Curve - Pay Grades - Salary Matrix - Compensation as a Retention Strategy	09	14
Unit-3	Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration Executive Compensation - Incentive Plans - Team Compensation - Gain Sharing Incentive Plan - Enterprise Incentive Plan - Profit Sharing Plan- ESOPs - Compensation Management in Multi-National organizations.	09	14
Unit-4	Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness - Legal Constraints on Pay Systems.	09	14
Unit-5	Wage Boards - Pay Commissions - Employee Benefits - Benefits Need Analysis - Funding Benefits - Benchmarking Benefit Schemes - Employee Benefit Programmed - Security Benefits - Creating a Work Life Setting - Designing Benefit Packages	09	14

**REFERENCES**

1. Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, PHI Learning, New Delhi, 2008
2. Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi.
3. Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.
4. Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, Crust Publishing House.



**B.B.A.**  
**SEMESTER – V**

**CORE ELECTIVE: HUMAN RESOURCE**

**CE-509(H): Human Resource Management System**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

Objectives: To understand the concept of Human Resource Information Systems  
To familiarize the applications of HRIS in Organizations

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives Advantages & Disadvantages.	09	14
Unit -2	Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms - Standard Software and Customized Software - HRIS : An Investment.	09	14
Unit-3	HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.	09	14
Unit-4	HR Management Process II & HRIS - Organization Structure & Related Management Processes Authority & Responsibility Flows - Communication Process - Organization Culture and Power – Data Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making	09	14
Unit-5	Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries – Detailed Analytical Framework - Opportunities for combination of HRM & ITES Personnel - HRIS & Employee Legislation - An Integrated View of HRIS.	09	14

**References**

1. Michael Armstrong, A Handbook of Human Resource Management Practice,
2. Kogan Page Gueutal & Stone, The Brave New World of her, Jossey-Bass,2005
3. Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, Thomson. 2006.



**B.B.A.**  
**SEMESTER – VI**

**SOFT SKILL**

**SS-601: Business Communication – VI**

**Credit: 02**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	<i>Objective of Communication</i> Merits and Demerits of the following: Upward Communication – Downward Communication – Horizontal – Vertical – Formal – Informal – Grapevine – Consensus – Barriers to Communication Language Barrier, Cross Cultural Barrier – Socio – Psychological Barrier – Technical Barriers – Status Barrier – How to overcome from Barriers	09	14+06
Unit -2	<i>Letter of Orders &amp; Cancellation of Orders</i> Features of an Order Letter – Placing of an Order – Acknowledgement of an Order – Executing Orders (Fully /Partially) – Demanding Extension of time substitute Offers; Cancellation of Orders	09	14+06
Unit-3	<i>Complaints and their Adjustments.</i> Essentials of a Complaint Letter. Characteristics of a Complaint Letter. Language to be used while drafting a Complaint Letter. Complaint Letters and Replies.	09	14+06
Unit-4	<i>Study of Short Stories.</i> 1 The Cherry Tree -Ruskin Bond 2. Of Studies - Francis Bacon 3. Five Kinds of Workers - Row and Wren (Short notes 2/3 each in 500 words approximately)	09	14+06
Unit-5	<i>Study of Poetry</i> 1 Beauty – John Masefield 2. Old Familiar Faces – Charles Lamb 3. To the Cuckoo – William Wordsworth (Short notes 2/3 each in 500 words approximately)	09	14+06

**Text & Reference Books**

- 1) Business Communication. Sathya Swaroop Debasish & Bhagaban Das. PHI Learning Private Limited. New Delhi.
- 2) Business Communication and Organization & Management. Rohini Aggarawal Taxman Publisher. New Delhi.
- 3) Business and Managerial Communication. Sailesh Sengupta. PHI Learning Private Limited. New Delhi.
- 4) A Practical English Grammar. A.J. Thomson & A.V. Martinet. Oxford University Press. New Delhi.
- 5) Bond Ruskin, 'Treasury of Stories for Children', Puffin Books, New Delhi, 2001



- 6) Bacon, Francis, 'English Essayists', (Ed) Sinha, Susanta, OUP, 1987
- 7) Language Through Literature, OUP, 1969
- 8) Palgrave, F. T., 'The Golden Treasury', Rupa & Co, 2001
- 9) 'Prism', Ed: Board of Editors, Orient Black swan, 2011
- 10) Green, David, 'Contemporary English Grammar Structures and Composition', Mac Millan, 1971
- 11) Issac, Anish, 'Amazing English', Anish Issac's Publishing House, Kerala, 2006
- 12) Jupp, and Milne, 'English Sentence Structure', ELBS, 1984.

**Recommended reading:**

- 1) Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
- 2) Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.
- 3) Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
- 4) Business Communication – HomaiPradhan, Bhende D.S., Thakur Vijaya
- 5) Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
- 6) Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.
- 7) Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan - Tata McGraw-Hill Publishing Company Limited, New Delhi.
- 8) Business Communication and Organisational Management – RohiniAggrawal – Taxman
- 9) Business Communication Strategies – MonipallyMathukutty M.- Tata McGraw –Hill Publishing Company Limited, New Delhi.
- 10) Handbook of Communication – Narula Uma
- 11) A Handbook of Commercial Correspondence – A. Ashley – Oxford University Press
- 12) Business Communication and Organisationaland Management – C.B.Gupta
- 13) Comprehensive Business Communication – SarojKarnik, P.P.Mehta,- P.V.Kulkarni



**B.B.A.**  
**SEMESTER - VI**

**FOUNDATION COURSE**

**FC-602:        Time Management**

**Credit: 02**

Total Marks:	100 Marks
Semester End Examination:	70 Marks
Internal Evaluation:	30 Marks



**B.B.A.**  
**SEMESTER - VI**

**COMPULSORY COURSE**

**CC-603: Corporate Strategy**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

<b>UNIT</b>	<b>Detailed Syllabus</b>	<b>Teaching Hours</b>	<b>Marks/Weight</b>
Unit- 1	Strategic management: introduction, nature & scope, need, strategic decision making	09	14
Unit -2	Mission & objectives: need for explicit mission, components of mission statement, formulation of mission & objectives and their specificity	09	14
Unit-3	Social responsibility of business: Scanning the environment: environment scanning, socio economic, technological, political, techniques for environmental analysis Industry analysis: porter's approach, environmental threat & opportunity profile	09	14
Unit-4	Internal analysis: value chain analysis, Internal factors; marketing & distribution, r&d & engineering, production & operations, finance & accounting, corporate resources & personal factors, analyzing strengths & weaknesses	09	14
Unit-5	Strategy formulation & choice: Generic strategy alternatives; stability, expansion, retrenchment, combination, strategy variations, BCG matrix, GE 9 cell matrix, Hofer's model Implementation & control: Behavioural aspects, strategy evaluation & control	09	14

**References:**

1. **Jouch & Gluick:** Strategic Management & Business Policy (Mcgraw hill 3/e)
2. **Wheelen & Hunger:** Strategic management & Business Policy (Pearson education 8/e)
3. **Pearce & Robinson:** Strategic Management AITBS
4. **Azhar Kazmi:** Business Policy



B.B.A.  
SEMESTER - VI

**COMPULSORY COURSE**

CC-604: Entrepreneurship

Credit: 03

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	RSHIP Concept of entrepreneurship: meaning & characteristics of entrepreneurship, entrepreneurial culture, socio-economic origin of entrepreneurship, factors affecting entrepreneurship, conceptual model of entrepreneurship, traits of a good entrepreneur, entrepreneur, intrapreneur and manager	09	14
Unit -2	Entrepreneurial motivation: motivating, compelling and facilitating factors, entrepreneurial ambition, achievement motivation theory and kakinada experiment	09	14
Unit-3	Establishment of entrepreneurial systems: search, processing and selection of idea, Input requirements	09	14
Unit-4	Ssi: meaning, importance, characteristics, advantages and problems of ssis. Steps for starting a small industry, guidelines for project report, registration as ssi.	09	14
Unit-5	Assistance to ssi: need for incentives & subsidies, need for institutional support, role of government and other institutions.	09	14

**References:**

1. **C.B. Gupta & N.P. Srinivasan:** Entrepreneurial Development (sultan chand & sons)
2. **Vasant Desai:** management of a small scale industry (himalya publishing house)



**B.B.A.**  
**SEMESTER – VI**

**COMPULSORY COURSE**

**CC-605: Services Marketing**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

<b>UNIT</b>	<b>Detailed Syllabus</b>	<b>Teaching Hours</b>	<b>Marks/Weight</b>
Unit- 1	Concept of services: introduction, growth and role of services, differentiation of goods and services, service characteristics and classifications Service quality: quality and productivity, quality gaps and their closing	09	14
Unit -2	Concept of services marketing: role of marketing in services, service marketing mix, service marketing triangle	09	14
Unit-3	Managing effective service delivery: managing demand and capacity, importance of employees, intermediaries and customer participation in effective delivery, channel selection	09	14
Unit-4	Knowledge of buyer's Behaviour: decision making roles, consumer decision making, consumer evaluation of services	09	14
Unit-5	Marketing strategies for service marketing: segmentation, targeting and positioning, differentiation, life cycle, pricing and market communication	09	14

**References :**

1. Valarie a. Zeithmal: services marketing
2. Christopher Lovelock: services marketing: people, technology and strategies (pearson education)
3. P.k. sinha & s.c. sahu: services marketing – text & readings (himalya publishing house)
4. Helen woodruff: services marketing



**B.B.A.**  
**SEMESTER – VI**

**COMPULSORY COURSE**

**CC-606: Strategic Management**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

<b>UNIT</b>	<b>Detailed Syllabus</b>	<b>Teaching Hours</b>	<b>Marks/Weight</b>
Unit- 1	Strategic Management: An Introduction Strategic thinking Vs Strategic management Vs Strategic planning, Meaning of strategic management, concept of strategy, policy and strategy, strategy and tactic, Strategy and strategic plan, Nature of strategic plan, nature of strategic decisions, approaches to strategic decision making, levels of strategies, The strategic management process, strategic management: merits and demerits	09	14
Unit -2	Mission, Objectives, Goals and Ethics What is mission, concept of goals, Integration of individual and organisation goals: A Challenge, How Objectives are pursued, how are mission and objectives are formulated, why do mission and objective change, vision mission, objectives, goals and Strategy: Mutual relationships, core of strategic management: vision A-must, ethics and strategy	09	14
Unit-3	External environment: Analysis and appraisal Concept of environment, environmental analysis and appraisal, why environmental scanning and analysis, component of environment, SWOT:A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis, decision making on environmental information	09	14
Unit-4	Organisational change and innovation:- Planned and unplanned change, causes or forces of organisational change, managing planned change, choosing a change strategy, creativity and innovation in organizations, organizational creativity and innovation process, learning organisation	09	14
Unit-5	Generic competitive strategy:- Generic vs. competitive strategy, the five generic competitive strategy, competitive marketing strategy option, offensive vs. defensive strategy, Corporate strategy:- Concept of corporate strategy , offensive strategy, defensive strategy, scope and significance of corporate strategy	09	14



**B.B.A.**  
**SEMESTER – VI**

**CORE ELECTIVE: FINANCE**

**CE-607(F): Management of Financial Institutions**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms.	09	14
Unit -2	Regulation of Banks & FIs: Salient provisions of banking regulation act and RBI Act; Banking law& regulations; role of RBI as a central banker; Development Banks: role of development banking; relevance of development banks in economic growth. Sources and Uses of funds in Banks & FIs: Characteristics and salient features of various sources and uses of funds. Products offered by Banks and FIs: Retail banking and corporate banking products; relationship banking. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking (introduction only)	09	14
Unit-3	Analyzing Bank Performance: The balance sheet; income statement; profitability, liquidity and solvency analysis; Asset Liability Management: RBI guidelines on asset liability management; liquidity risk, liquidity management; setting up prudential limits; interest rate risk, ALM vis a vis profitability; factors affecting interest rates; structure of interest rates; gap analysis.	09	14
Unit-4	Investment & Funds Management: Flow of fund analysis of the borrowing & lending behavior of FIs; valuation of investments; SLR & CRR management. Risk Management in banks: RBI guidelines on credit risk management; credit policy, credit process, characteristics of different types of loans; assessing credit risk, credit risk rating and credit pricing; exposure norms; parameters of financing by banks & FIs. Management Control in Banks: Operational risk management; inspection & control; concurrent audit; revenue audit; stock audit; systems and procedures; prevention and detection of frauds. Capital Adequacy: Capital adequacy norms; Basle agreement-I & II; effect of capital requirements on bank operating policies; new capital adequacy framework; capital for credit risk and market risk.	09	14
Unit-5	Management of non-performing loans: Classification of assets; income recognition and provisioning norms; reasons for NPAs; preventive and corrective steps; recovery management policy, compromise and settlements. Insurance companies: Economics of insurance, life insurance, general insurance, reinsurance; insurance Sector Reforms; liberalization of insurance sector; entry norms for insurance sector; investment management policies; exposure norms.	09	14



**Readings:**

- 1) LM Bhole; Financial institutions & markets: Structure, growth & innovations -TMH, latest edition (5th Ed or higher)
- 2) Jeff Madura; Financial institutions & market: Cengage Learning
- 3) Anthony Samders, Marica Millon Cornett; Financial markets & institutions: A modern perspective - TMIT (200 Ed)



**B.B.A.**  
**SEMESTER – VI**

**CORE ELECTIVE: FINANCE**

**CE-608(F): Financial Derivatives**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Introduction: History of derivatives, origin of derivatives in India, the classification of derivatives, the important features of derivatives. Forward contracts, settlement dates conventions including broker dates: Concepts, early delivery, extension & cancellation of forward contracts.	09	14
Unit -2	Mechanics of futures markets: Closing out positions, specifications of futures contracts, convergence, margins, delivery, trading, difference between forwards & futures. Determination of futures prices: of stock index futures, currency futures, community futures, cost of carry, delivery options. Hedging strategies using futures: Basis risk, why hedge? Hedge ratio, index futures, rolling the hedge forward. Interest rate futures: T-Bill & T. Note futures, T-Bond & Eurodollar futures, duration, hedging strategies.	09	14
Unit-3	Mechanics of options markets: Types, positions, spreads, trading, commissions, margins, warrants, convertibles, OTC markets, underlying assets, options on futures. Properties of options: Factors affecting option prices, upper bounds, lower bounds, early exercise, put& call parity, effect of dividend on stock options. Trading strategies involving options: Spreads, combinations, payoffs; black-scholes option model; binomial model; options on stock indices.	09	14
Unit-4	Pricing of Options: Binomial & black scholes for stock options, index options, currency options & options on futures. Hedging positions in options & creation of options synthetically: Naked & covered position, options given by financial institutions, Stop loss strategy portfolio insurance. Interest rate options: Embedded bond options, swaptions & interest rate caps.	09	14
Unit-5	Exotic options: Types of exotic options, barrier options, look back options. Wiener Processes and Ito's Lemma: the Markov property, Continuous-time stochastic processes, the process for stock price, the parameters, Ito's Lemma, the lognormal property. The Greek Letters: Delta hedging, Theta, Gamma, Relationship between delta, theta and gamma, Vega, Rho, scenario analysis, portfolio insurance, stock market volatility. Swaps: Interest rate swap, currency swaps & cross currency swaps.	09	14

**References:**

- 1) John C Hull, Prentice Hall; Options, futures & other derivatives: Prentice hall .
- 2) Real Options: Tom Copeland & Vladinur Antikarov, Texere Publishing.
- 3) Kidwell, Peterson, Blackwell; Financial Institutions, Markets & Money



**B.B.A.**  
**SEMESTER - VI**

**CORE ELECTIVE: FINANCE**

**CE-609(F): Strategic Corporate Finance**

**Credit: 03**

Total Marks: 100 Marks  
 Semester End Examination: 70 Marks  
 Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis.	09	14
Unit -2	Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance. Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected.	09	14
Unit-3	Management Buy-ins: Management Buy-in/Buy-outs ("BIMBOs"), Vendor-initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic Policy Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options	09	14
Unit-4	Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business	09	14



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	plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality added value" due diligence advice.		
Unit-5	Company Valuation: an overview of valuation, valuation principles and practices more, the impact of "what if" scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance. Other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.	09	14

**References:**

1. Aswath Damodaran: Corporate finance theory and practice; John Wiley & Sons, Inc
2. Jakhota: Strategic Financial Management (Vikas Publication)



B.B.A.  
SEMESTER – VI

**CORE ELECTIVE: MARKETING**

**CE-607(M): Marketing of Non Profit Organization**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objectives:**

The course aims at familiarizing the students with the application of the concept & need of marketing in Non-Profit organization.

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	<b>Introduction:</b> Non-Profit Organization, Concept, Non-Profit Organization in India, types, problems. Characteristics, Need of Marketing of Non-Profit Organization.	09	14
Unit -2	<b>Differentiation of NPOs:</b> Concept of Responsive Organization-Image management, image causation, image modification, Mission, Exchange, Environment affecting operations of NPOs(Publics), Image & Satisfaction measurement.	09	14
Unit-3	<b>Managing Marketing efforts:</b> Understanding Consumer. <b>Product</b> , Product Mix, Product Mix decisions for Non-profit Organization Pricing for Non Profit organizations.	09	14
Unit-4	Market <b>Segmentation</b> for Nonprofit organization, Target Marketing <b>Promotion:</b> Advertising, personal selling, sales promotion and Public Relations for Nonprofit Organization.	09	14
Unit-5	<b>Managing Human Resource:</b> Attracting People, Analyzing people, Recruitment, Members and membership criterion, Volunteers. <b>Managing Financial Resource:</b> Donor Marketing, Attracting Funds, Analyzing Donor markets, Fund raisinggoalsand strategy.	09	14

**Suggested Readings:**

- 1) Philip Kotler : Marketing of Non-Profit Organisations.
- 2) Andreasen Alan R : Strategic marketing for NPOs
- 3) Roberto Eduardo L : Social Marketing



**B.B.A.**  
**SEMESTER – VI**

**CORE ELECTIVE: MARKETING**

**CE-608(M): International Marketing Management**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objectives:**

Due to ever increasing business dealings the subject of International Marketing has gained utmost importance in recent times. The world these days, indeed has shrunk and foreign markets have particularly become important specially for a developing country like India. The major objective of this course is to provide an exposure to the area of Marketing in the International perspective.

<b>UNIT</b>	<b>Detailed Syllabus</b>	<b>Teaching Hours</b>	<b>Marks/Weight</b>
Unit- 1	Introduction to International Marketing, Nature, scope and different complexities of International Marketing, International Marketing Environment, Basis of International Trade, India and World Trade,	09	14
Unit -2	Balance of Trade, Balance of Payments and Instruments of Trade Policy, Devaluation, Revaluation, Appreciation & Depreciation, Export documents and procedure.	09	14
Unit-3	Concept of Free Trade and Regional Economic Groupings, Selection of Global Markets, Segmentation and Positioning, Product Planning, International PLC, Developing international Pricing Policies and Strategies for Export.	09	14
Unit-4	Market Entry and overseas distribution system, Overseas Market Research, Marketing Plan for Exports Multinationals and their role in International Marketing.	09	14
Unit-5	Management of Risks in international marketing, Instruments of Financial Transactions in international marketing, New Techniques (Joint Ventures, Sub Contracting & BOP) in international marketing.	09	14

**Suggested Readings:**

1. Varshney and Bhattacharya : International Marketing management.
2. Philip B. Cateora nad John M. Hess : International Marketing.
3. Alexender C. Stanley : Handbook of International Marketing.
4. John Fayerweather : International Marketing
5. David Carson : International Marketing
6. Philip Kotler : Marketing Management



B.B.A.  
SEMESTER – VI

**CORE ELECTIVE: MARKETING**

CE-609(M): Logistics & Supply Chain Management

Credit: 03

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

**Objectives:** This course aims familiarising students with the concept of supply chain and logistics management.

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	<b>Introduction:</b> Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information), key issues in SCM, benefits and case examples	09	14
Unit -2	<b>Inventory Management:</b> Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point/ re-order level fixation, exercise-numerical problem solving, ABC analysis, SDE/VED Analysis.	09	14
Unit-3	<b>Purchasing and vendor management:</b> Centralized and decentralized purchasing, function of purchase department and purchase policies, use of mathematical model for vendor rating/evaluation, single vendor concept, management of stores, account for materials, just in time & Kanban systems of inventory management	09	14
Unit-4	<b>Logistics Management:</b> Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, outbound logistics – distribution and warehousing management.	09	14
Unit-5	<b>Recent issues in SCM:</b> Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management	09	14

**Suggested Readings:**

1. G. Raghuram (I.I.M.A.)- Logics and supply chain management, Macmillan, 2000
2. Emiko Bonafield – Harnessing value in supply chain, Johnwiley: Singapore, 1999.
3. Dr. Gopal Krishnan – Material Management rearview, 2002, pearson New Delhi.
4. R.G. Koragaonkar – JIT Manufacturing.
5. B.S. Sahay, Macmillan – Supply Chain Management, 2000, (Pearson Education, 2004)



**B.B.A.**  
**SEMESTER - VI**

**CORE ELECTIVE: HUMAN RESOURCE**

**CE-607(H): Global H R Practices**

**Credit: 03**

Total Marks: 100 Marks  
Semester End Examination: 70 Marks  
Internal Evaluation: 30 Marks

<b>UNIT</b>	<b>Detailed Syllabus</b>	<b>Teaching Hours</b>	<b>Marks/Weight</b>
Unit- 1	Introduction - Growth of International Business and Globalization - Operational Objectives and Means of Globalization in HR Perspective - Use of Balanced Score Card - Choosing an International Competitive Strategy - Forms of Operations.	09	14
Unit -2	HR Challenges & Opportunities - National Differences Facing Operations - Domestic & MNC Perspectives - Linkages among Countries - Governance of Operations - Individual and Company Concerns - Multi cultural orientation to employees - Research and documentation Orientation in Global organizations - Ethical and Socially Responsible Behavior - Careers in International Business	09	14
Unit-3	HR Policies and Operations in a Global Setting - Distinctive Features of HR Functions -Planning, Organizing, Directing & Control - Operations - Manpower Planning to Separations in a Global Set-up Staffing - Skill & Knowledge Development - Incentives & Compensation Package - Motivational Systems - Reporting Relationships - Performance Appraisal Systems - Employee Empowerment - Value systems - Shared Corporate Culture and Grievance Handling - Reactive & Proactive Mechanisms	09	14
Unit-4	Change Management Model - Appreciating Change - Industry Analysis - Business Models - Mobilizing Support - Executing Change - Building Change Capability - Leadership and Change - Diversity as Enhancer of Learning and Effectiveness Within Groups and Organizations - HR to Develop Global Organizational Learning Systems.	09	14
Unit-5	Quality Performance in Knowledge Based Organizations - Technology - Behavioral & Technical Universal Quality Standards & HRM - Eastern Management Thought for Global Management Commitment, Quality, and Stress Free Work Life.	09	14

**REFERENCES**

- 1) Punnett Betty Jane, INTERNATIONAL PERSPECTIVES ON ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT, M.E. Sharpe, 2009
- 2) Monir Tayeb, INTERNATIONAL HRM, Oxford University Press,2005
- 3) Dowling & Welch, INTERNATIONAL HRM: MANAGING PEOPLE IN MULTINATIONAL CONTEXT,



**B.B.A.**  
**SEMESTER - VI**

**CORE ELECTIVE: HUMAN RESOURCE**

**CE-608(F): Training & Development**

**Credit: 03**

Total Marks:	100 Marks
Semester End Examination:	70 Marks
Internal Evaluation:	30 Marks



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**B.B.A.**  
**SEMESTER - VI**

**CORE ELECTIVE: HUMAN RESOURCE**

**CE-609(F): Strategic HRD**

**Credit: 03**

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30

Marks

