

**K.S.K.V. Kachchh University**  
**Bachelor of Business Administration**

**Semester-VI**  
**CC601 : INDUSTRIAL LAWS**  
(With Effect from Academic Year 2013-14)

**Introduction:**

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

**1. Objectives:**

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

To acquaint students from various labour laws.

**2. Evaluation :**

**Evaluation pattern**

End Semester	70%
Mid-Semester	20%
Projects, Assignments, Quizzes, Class Participation	10%

**3.Course Contents :**

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

**4. Topic for Assignments:**

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

### **5. Topics for Seminar/Presentation:**

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

### **6. Text Book:**

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

### **7. Reference Book:**

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

### **8. Structure of Course Examination**

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

#### **Evaluation pattern**

End Semester examination	70%
Mid-Semester examination	20%
Projects, assignments, quizzes, class participation	10%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

### **9. Distribution of Marks :**

- |     |   |          |
|-----|---|----------|
| Q.1 | 14 marks will have multiple choice questions based on the given units   | 14 Marks |
| Q.2 | Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc. | 14 Marks |
| Q.3 | Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc. | 14 Marks |
| Q.4 | Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc. | 14 Marks |
| Q.5 | Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc. | 14 Marks |

**K.S.K.V. Kachchh University**  
**Bachelor of Business Administration**

**Semester-VI**  
**CC602 : STRATEGIC MANAGEMENT**

(With Effect from Academic Year 2013-14)

**Introduction:**

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

**1.Objectives:**

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

**2.Evaluation :**

**Evaluation pattern**

End Semester	70%
Mid-Semester	20%
Projects, Assignments, Quizzes, Class Participation	10%

**3.Course Contents :**

Module No.	Modules/ Sub Modules	Marks (%)
1	<b>INTRODUCTION TO STRATEGIC MANAGEMENT</b> <ul style="list-style-type: none"> <li>•Meaning of strategy, strategic management ( process of S.M)</li> <li>•Importance of Strategic Management</li> <li>•Strategic Fit and Intent</li> <li>•Levels of Strategy and their characteristics</li> <li>•Vision &amp; Mission</li> <li>•Vision : Nature ( elements), definition and benefits</li> <li>•Mission : Definition, characteristics of mission statement</li> <li>•Difference between vision and mission</li> </ul>	<b>25%</b>
2	<b>EXTERNAL ENVIRONMENT ANALYSIS</b> <ul style="list-style-type: none"> <li>•Concept of Environment</li> <li>•SWOT</li> <li>•PESTEL</li> <li>•5 Force Model</li> <li>•Approaches to Environmental Scanning</li> <li>•Sources used for Environmental Scanning</li> <li>•Techniques of Environmental Scanning</li> </ul>	<b>25%</b>
3	<b>INTERNAL ANALYSIS</b> <ul style="list-style-type: none"> <li>•Resources, Capabilities, Competencies, Core Competencies</li> <li>•Competitive Advantage</li> <li>•Why are resources important</li> <li>•Value chain( organization and industry)</li> <li>•Ansoff Model</li> <li>•BCG Model</li> </ul>	<b>25%</b>
4	<b>STRATEGY FORMULATION</b> <ul style="list-style-type: none"> <li>•5 Generic Strategies (cost leadership, differentiation, combined, focus,</li> </ul>	<b>25%</b>

- best cost provider)
- Interrelationship between formulation and implementation
- Integration : Forward and Backward
- Diversification : Horizontal, Conglomerate, Concentric

#### **4.TOPICS FOR ASSIGNMENT**

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

#### **5. TOPICS OF SEMINAR**

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

#### **6. TEXTBOOKS :**

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

#### **7. REFERENCE BOOKS:**

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

#### **8. Structure of Course Examination**

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

<b>Evaluation pattern</b>	
End Semester examination	70%
Mid-Semester examination	20%
Projects, assignments, quizzes, class participation	10%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

#### **9. Distribution of Marks :**

- |     |   |          |
|-----|---|----------|
| Q.1 | 14 marks will have multiple choice questions based on the given units   | 14 Marks |
| Q.2 | Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc. | 14 Marks |
| Q.3 | Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc. | 14 Marks |
| Q.4 | Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc. | 14 Marks |
| Q.5 | Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc. | 14 Marks |

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**Bachelor of Business Administration**

**Semester-VI**

**CC603 : ORGANISATIONAL BEHAVIOUR (Paper-II)**

(With Effect from Academic Year 2013-14)

**Introduction:**

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

**1. Objectives:**

The syllabus of this subject is designed to provide valuable inputs for understanding, reasoning ,predicting and controlling human behaviour.

Various theories and topics have been covered to relate the subject to real-world problems and issues.

**2.Evaluation :**

**Evaluation pattern**

End Semester	70%
Mid-Semester	20%
Projects, Assignments, Quizzes, Class Participation	10%

**3.Course Contents :**

Module No.	Modules/ Sub Modules	Marks (%)
<b>1</b>	<b>UNDERSTANDING MOTIVATION AND LEADERSHIP</b> Reference book: Organizational Behavior Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006) Motivation Models i)E-R-G Theory ii)David McClelland's need theory iii)Equity theory iv)Victor Vroom's expectancy theory (with their implications for managers) Leadership theories i)Fiedler's Contingency model ii)Path-goal theory iii)Hersey & Blanchard's leadership model Short notes i)Mentoring ii)Self-leadership iii)Transformational leadership iv)Coaching	<b>25%</b>
<b>2</b>	<b>ISSUES BETWEEN INDIVIDUALS AND ORGANISATIONS(A)</b> Reference book: Organizational Behavior Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006) Conflicts – meaning & definition Functional and Dysfunctional conflicts Sources of conflicts Conflict resolving strategies Organizational Culture Characteristics of organizational culture Communication of	<b>25%</b>

organizational culture through the process of socialization and individualization Economic and psychological contract

**3 ISSUES BETWEEN INDIVIDUALS AND ORGANISATIONS(B) 25%**

Reference book: Organizational Behavior, Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)

Counseling –meaning & definition Functions of counseling

Types of counseling Transactional analysis as a technique of resolving conflicts (including inter-personal orientation and stroking),Stress –meaning & definition

i)Stress and job-performance relationship , ii)Effects of stress

iii)Approaches to stress management

Quality Work-Life-meaning & definition Techniques of QWL

**4 CHALLENGES AND OPPORTUNITIES FOR ORGANISATIONAL BEHAVIOUR 25%**

Reference book: Organizational Behavior Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006) Challenges for O.B.,

i)Responding to globalization , ii)Improving quality and productivity ,

iii)Responding to outsourcing , iv)Improving customer services ,

v)Improving people skills , vi)Empowering people ,

vii)Stimulating innovation and change Ethical Behaviour

i)Employee privacy issues , ii)Impact of ethics on bottom-line

outcomes , iii)Pay and promotion discrimination, iv)Sexual

harassment

Managing Internal Work Force

i)Barriers to cultural adaptation , ii)Overcoming barriers

**4. TOPICS FOR ASSIGNMENT**

i)Job satisfaction and performance –effort loop , ii)Sources of stress

iii)Traits of leadership , iv)Gender issues at work place

**5. TOPICS OF SEMINAR**

i)Responses to change , ii)Model of motivation

iii)Informal organizations , iv)Assertive behaviour as conflict resolving technique

**6. Structure of Course Examination**

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**7. Distribution of Marks :**

Q.1	14 marks will have multiple choice questions based on the given units	14 Marks
Q.2	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks
Q.3	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks
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**Semester-VI**

**CC604 : PRODUCTION & OPERATION MANAGEMENT**

(With Effect from Academic Year 2013-14)

**Introduction:**

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

**1. Objectives:**

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

**2. Evaluation :**

**Evaluation pattern**

End Semester	70%
Mid-Semester	20%
Projects, Assignments, Quizzes, Class Participation	10%

**3. Course Contents :**

<b>Module No.</b>	<b>Modules/ Sub Modules</b>	<b>Marks (%)</b>
<b>1</b>	<b>Meaning of production management and operation management</b> Objectives of production management Scope of production management Types of production 1.Continuous , 2.Intermittent , 3.Project, 4.Job shops Concept of production planning and control Function of production planning and control :Estimating, routing, scheduling, loading Dispatching, expediting, follow up, Inspection and corrective action Concept of work study and motion study, Work measurement, basic work study procedure	<b>25%</b>
<b>2</b>	Concept of purchasing , principles of purchasing and process of purchasing. Types of purchasing • Blanket orders , • Stockless purchasing , • System contracting • Small order purchases Concept of material handling and principles of material handling . Concept of MRP-1 and MRP-2, Objectives ,advantages and disadvantages of MRP-1 concept of ERP and features of ERP	<b>25%</b>
<b>3</b>	<b>1)concept of layout, factors affecting layout and features of a good layout. Types of layout</b> • product , • process , • project <b>2)Concept of quality management, Cost of quality : Deming's 14 principles of quality Concept of Six Sigma and its process Deming's concept of PDCA cycle Concept of ISO-9000,14000,22000</b>	<b>25%</b>

- 4 Contemporary Issues** **25%**  
 JIT :- Concept and characteristics (including the concept of KANBAN); Kaizen:- Concept, 3 guiding principles, activities falling under the kaizen umbrella Japanese 5-“S” approach (5 s kaizen movement); Business process reengineering - Characteristics, steps  
 Lean production and basic elements

**4.TOPICS FOR ASSIGNMENT**

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

**5.TOPICS OF SEMINAR**

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

**6.Reference Books:**

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

**7.Structure of Course Examination**

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**Evaluation pattern**

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**Bachelor of Business Administration**

**Semester-VI**  
**CC605 : MANAGEMENT ACCOUNTING**  
 (With Effect from Academic Year 2013-14)

**Introduction:**

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

**1.Objectives:**

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

**2.Evaluation :**

**Evaluation pattern**

End Semester	70%
Mid-Semester	20%
Projects, Assignments, Quizzes, Class Participation	10%

**3.Course Contents :**

Module No.	Modules/ Sub Modules	Marks (%)
1	<b>(A) Introduction :Meaning of Management Accounting,</b> Difference between Financial Accounting and Management Accounting, Difference between Cost Accounting and Management Accounting, Tools and Techniques of Management Accounting – Meaning and list of tools and techniques. <b>(B) Budgetary Control: Meaning and Significance.</b> Preparation of Flexible Budgets. Preparation of Functional Budgets – Sales, Production and Purchase Budgets. Concept of Cash Budget (excluding sums.)	25%
2	<b>Standard Costing</b> – Meaning, Benefits and Limitations. Calculation of Variances- Material, Labour (Excluding Idle time) and Sales Introduction to overhead variance (excluding sums) Objectives ,advantages and disadvantages of MRP-1 concept of ERP and features of ERP	25%
3	<b>Cost Volume Profit Analysis- Meaning and Assumptions,</b> Concept of Break even analysis, Sums of C-V-P Analysis (Including Key Factor) Decision Making – Make/Buy, Shut Down and Export Proposal.	25%
4	<b>(A) Responsibility Accounting - Meaning and significance, Types of responsibility centres.</b> Transfer Pricing – Meaning and Methods of transfer pricing.	25%

**(B) Contemporary Issues in Management Accounting:**  
i.Target Costing, ii.Life-cycle Costing, iii.Activity Based Costing

**4.TOPICS FOR ASSIGNMENT**

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

**5. TOPICS OF SEMINAR**

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

**6. Recommended Books:**

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

**7. Reference Books:**

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

**8. Structure of Course Examination**

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**Evaluation pattern**

End Semester examination	70%
Mid-Semester examination	20%
Projects, assignments, quizzes, class participation	10%

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**9.Distribution of Marks :**

Q.1	14 marks will have multiple choice questions based on the given units	14 Marks
Q.2	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks
Q.3	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks
Q.4	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks
Q.5	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks

**K.S.K.V. Kachchh University**  
**Bachelor of Business Administration**

**Semester-VI**

**CC606 : Practical Studies**

**(GRAND PROJECT, PRESENTATION AND VIVA-VOCE)**

(With Effect from Academic Year 2013-14)

**Introduction:**

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

**1.Objectives:**

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

**2.Course Contents :**

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

**3.GUIDELINES FOR GRAND PROJECT WORK:-**

**1.Group size:**

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

**2.Topics:**

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

### **1.Format of the group project:-**

The project should be based on the following format:-

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

### **4.Assessment:-**

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

### **5. Guidelines for assessment:-**

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

**K.S.K.V. Kachchh University**  
**Bachelor of Business Administration**

**Semester-VI**

**CC607A : ADVANCED FINANCIAL MANAGEMENT (Paper-II)**

(With Effect from Academic Year 2013-14)

**Introduction:**

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

**1.Objectives:**

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

**2.Evaluation :**

**Evaluation pattern**

End Semester	70%
Mid-Semester	20%
Projects, Assignments, Quizzes, Class Participation	10%

**3.Course Contents :**

Module No.	Modules/ Sub Modules	Marks (%)
1	<b>Capital Budgeting problems using NPV for the following decisions:</b> 1. Replacement, 2. Mutually Exclusive <b>Depreciation calculation using:</b> 1. SLM , 2. WDV , 3. Block of Assets	25%
2	<b>(A)Working Capital Estimation</b> Sums of estimating working capital excluding double shift <b>(B)Economic Value Added (EVA) Concept of EVA</b> Problems using EVA formula as per Khan & Jain	25%
3	<b>Capital Structure Theories</b> Meaning of Capital Structure Features of Appropriate Capital Structure Factors affecting Capital Structure , Capital Structure Theories-(Excluding Sums) Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani – Miller Thesis	25%
4	<b>Corporate Financial Restructuring</b> Meaning of Corporate Restructuring and reasons for it Meaning of Financial Restructuring Techniques of Corporate Restructuring: 1. Mergers, 2. Takeovers, 3. Joint Ventures, 4. Divestitures, 5. Slump Sale, 6. Strategic Alliance, 7. Equity Carve out,	25%

8. Franchising, 9. Holding Companies, 10. Sell off, 11. Going Private, 12. Liquidation, 13. Reverse Bid, 14. Reverse Merger, 15. Demerger, 16. Management Buy-In, 17. Management Buy-Out
18. Leveraged Buy-Out.

#### **4. TOPICS FOR ASSIGNMENT**

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

#### **5. TOPICS OF SEMINAR**

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

#### **6. Recommended Books:**

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

#### **7. Reference Books:**

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

#### **8. Structure of Course Examination**

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

##### **Evaluation pattern**

End Semester examination	70%
Mid-Semester examination	20%
Projects, assignments, quizzes, class participation	10%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

#### **9. Distribution of Marks :**

Q.1	14 marks will have multiple choice questions based on the given units	14 Marks
Q.2	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks
Q.3	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks
Q.4	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks
Q.5	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks

**K.S.K.V. Kachchh University**  
**Bachelor of Business Administration**

**Semester-VI**

**CC607B : ADVANCED MARKETING MANAGEMENT (Paper-II)**

(With Effect from Academic Year 2013-14)

**Introduction:**

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

**1.Objectives:**

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

**2.Evaluation :**

**Evaluation pattern**

End Semester	70%
Mid-Semester	20%
Projects, Assignments, Quizzes, Class Participation	10%

**3.Course Contents :**

Module No.	Modules/ Sub Modules	Marks (%)
<b>1</b>	<b><u>Business/ Industrial Marketing (10 Hours)</u></b> a. Difference between Business and Consumer Market b. Primary Objectives of Business supplier c. Characteristics of customers in the business Market d. The business Buying Process e. Factors affecting Business Buying Behaviour	<b>25%</b>
<b>2</b>	<b><u>ADVERTISING MANAGEMENT (10 Hours)</u></b> <b>a. Advertising Creates Brand image</b> <b>b. Developing advertising Strategy</b> i. Identify and Understand Target Audience , ii. Setting Advertising Objectives iii. Establish advertisement Spend iv. Message Decisions v. Media Decisions vi. Execute the Advertise Campaign vii. Evaluate Advertisement Effectives viii. Improving Advertising result <b>c.Impact of Advertising</b>	<b>25%</b>
<b>3</b>	<b><u>Rural Marketing (10Hours)</u></b> a. Meaning and Definition of rural Marketing b. Characteristics of rural Marketing c. Importance of Rural Marketing d. Rural Marketing Mix e. Reasons for Rural Market boom f. Problems and Challenges in Rural Marketing	<b>25%</b>

<b>4</b>	<b><u>Customer Relationship Management 10Hours)</u></b> a. Definition of CRM b. Evaluation and Concept of CRM c. Benefits of CRM d. Relationship building as Process e. CRM as Strategy f. CRM Implementation Road Map g. Customer Centric marketing and Process h. Building Organisational Capabilities through Internal Marketing	<b>25%</b>
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#### **4.TOPICS FOR ASSIGNMENT**

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

#### **5.TOPICS OF SEMINAR**

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

#### **6.Reference Books:**

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

#### **7.Structure of Course Examination**

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

##### **Evaluation pattern**

End Semester examination	70%
Mid-Semester examination	20%
Projects, assignments, quizzes, class participation	10%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

#### **8. Distribution of Marks :**

Q.1	14 marks will have multiple choice questions based on the given units	14 Marks
Q.2	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks
Q.3	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks
Q.4	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks
Q.5	Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.	14 Marks



**K.S.K.V. Kachchh University**  
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**Semester-VI**

**CC607C : ADVANCED HUMAN RESOURCE MANAGEMENT (Paper-II)**

(With Effect from Academic Year 2013-14)

**Introduction:**

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

**1.Objectives:**

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

**2.Evaluation :**

**Evaluation pattern**

End Semester	70%
Mid-Semester	20%
Projects, Assignments, Quizzes, Class Participation	10%

**3.Course Contents :**

Module No.	Modules/ Sub Modules	Marks (%)
1	<b>EMPLOYEE DISCIPLINE</b> - Concept and definitions , - Objectives - Holistic view on discipline i.e the positive approach to discipline <i>(Human Resource Development by Werner and Desimone)</i> - Causes of indiscipline - Types of Discipline - Essentials of a good disciplinary system - Code of Discipline - Procedure - Kinds of punishment/penalties - Role of HR Manager in maintaining discipline - Statutory provisions concerning discipline - Guidelines of a disciplinary action - Principles of effective discipline <i>(Human Resource Management – Text and Cases by S. S. Khanka)</i>	25%
2	<b>HUMAN RESOURCE DEVELOPMENT AND TALENT MANAGEMENT</b> (A) TRAINING AND DEVELOPMENT OF HUMAN	25%

	<p><b>RESOURCE</b></p> <p>(i) Significance of training and development</p> <ul style="list-style-type: none"> <li>- Training as a strategic organizational activity</li> </ul> <p>(ii) Linkage Between business strategy and training</p> <ul style="list-style-type: none"> <li>- Defender strategy , - Prospector strategy</li> </ul> <p>(iii) The process of training and development</p> <p>Need Assessment Programme design and development Programme implementation Evaluation</p> <p>(iv) Special forms of Training and Development Team Training for Global Assignments Training for leadership Skills Orientation Training</p> <p><i>(Strategic Human Resource Management by Tanuja Agarwala)</i></p> <p>(B) Talent Management</p> <ul style="list-style-type: none"> <li>- Meaning and Benefits</li> <li>- Process of talent management</li> <li>- Focus of talent management</li> <li>- Challenges to talent management</li> </ul> <p><i>(Essentials of Strategic Human Resource Management –Dr. Anjali Ghanekar)</i></p>	
<b>3</b>	<p><b>MANAGING CAREERS AND MENTORING</b></p> <p>(A) Career planning methods used by organisations and objectives of each method Career Development interventions for each career stage Mentor relationships</p> <ul style="list-style-type: none"> <li>- mentors and protégés</li> <li>- roles and functions of mentors</li> <li>- formal and informal mentoring relationships</li> </ul> <p>(B) Individual, Organizational benefits of mentoring programmes Negative mentoring experiences Key element of successful mentoring relationship Special mentoring challenges</p> <p><i>(Strategic Human Resource Management by Tanuja Agarwala)</i></p>	<b>25%</b>
<b>4</b>	<p><b>CONTEMPORARY ISSUES OF HR</b></p> <p>(A) International Human resource management</p> <ul style="list-style-type: none"> <li>- Types of International Organizations</li> <li>- International HRM</li> <li>- Difference between IHRM and Domestic HRM</li> <li>- Reasons for increasing importance of IHRM IHRM Practices</li> <li>- International staffing</li> <li>- Pre- departure training for International Assignments</li> <li>- Repatriation</li> <li>- Performance Management in International Assignment</li> <li>- Compensation Issues in International Assignment</li> </ul> <p><i>(Strategic Human Resource Management by Tanuja Agarwala)</i></p> <p>(B) Challenges Faced by HR in Knowledge Economy <i>(Exhibit 2.2 (pages 81-83)of Strategic Human Resource Management by Tanuja Agarwala)</i></p> <p>(C) Role of HR in Managing Cultural Change <i>(Pages 104-107 of Strategic Human Resource Management by Tanuja Agarwala)</i></p>	<b>25%</b>

	<p>(D) Innovations</p> <ul style="list-style-type: none"> <li>- Meaning</li> <li>- Core elements of innovation system: Leadership and management, Strategic alignment, Innovation process, Organization and people, Matrix, and Corporate culture.</li> <li>- Framework for innovation</li> <li>- Key strategies for innovation efficiency</li> </ul> <p><i>(Pages 380-387 of Essentials of Strategic Human Resource Management –Dr. Anjali Ghanekar)</i></p>	
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**4.TOPICS FOR ASSIGNMENT**

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

**5.TOPICS OF SEMINAR**

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

**6.Reference Books:**

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

**7.Structure of Course Examination**

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

**Evaluation pattern**

End Semester examination	70%
Mid-Semester examination	20%
Projects, assignments, quizzes, class participation	10%

Out of the 70% weight age of the external evaluation the style of the paper for all courses is so decided as to evaluate the students on different parameters. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

**8. Distribution of Marks :**

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**Semester-VI**

**CC607D : ADVANCED TAXATION AND LAW (Paper-II)**

(With Effect from Academic Year 2013-14)

**Introduction:**

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

**1.Objectives:**

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

**2.Evaluation :**

**Evaluation pattern**

End Semester	70%
Mid-Semester	20%
Projects, Assignments, Quizzes, Class Participation	10%

**3.Course Contents :**

Module No.	Modules/ Sub Modules	Marks (%)
1	<b><u>GUJARAT VAT AND CENTRAL SALES TAX :</u></b> Introduction and concept of VAT and Central Sales Tax Scope and applicability of act ( Including exemption from tax) Registration Provisions under Gujarat Value Added Tax Act, 2003 and Rules	25%
2	<b><u>GUJARAT VAT:</u></b> -Following definitions under the Gujarat Value Added Tax Act, 2003 and Rules 1) Goods and Capital Goods, 2)Sale, 3)Dealer, 4)Resale, 5)Manufacture, 6)Person, 7)Turnover & Taxable Turnover 8)Business - Incidence of Tax, Tax Rate and Tax credit concepts. - Payment and Returns of VAT and different types of Assessment schemes.	25%
3	<b><u>CUSTOMS LAW:</u></b> - Principles governing levy of Customs duty, types of duties including Protective duty, Safeguard duty, Countervailing duty and Anti-dumping duty. - Exemption from customs duties - Basic Principles of Classification of goods and Valuation of goods. - Customs authorities, appointment of customs ports, warehousing stations.	25%

<b>4</b>	<p><b><u>CUSTOMS LAW:</u></b></p> <ul style="list-style-type: none"> <li>- Provisions governing Conveyance, Importation and Exportation of goods, special provisions regarding Baggage, Goods imported or exported by post and Stores.</li> <li>- Detailed procedure in relation to Warehousing.</li> <li>- Drawback of Customs duties paid.</li> </ul>	<b>25%</b>
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**4.TOPICS FOR ASSIGNMENT**

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

**5.TOPICS OF SEMINAR**

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

**6.Text Book :**

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

**7.Reference Book :**

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

**8.Structure of Course Examination**

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

**Evaluation pattern**

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Mid-Semester examination	20%
Projects, assignments, quizzes, class participation	10%

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**Semester-VI**

**CC607E : BANKING AND INSURANCE (Paper-II)**

(With Effect from Academic Year 2013-14)

**1.Objectives:**

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

**2.Evaluation :**

**Evaluation pattern**

End Semester	70%
Mid-Semester	20%
Projects, Assignments, Quizzes, Class Participation	10%

**3.Course Contents :**

<b>Module No.</b>	<b>Modules/ Sub Modules</b>	<b>Marks (%)</b>
1	Loans and advances - priority sector lending – export credit – project finance – working capital finance - electronic banking	25%
2	Banking legislation – the Reserve Bank of India Act – The Banking Regulation Act – Banking Sector Reforms – NPA management – Annual Accounts of banking company	25%
3	LIC of India – GIC of India & its subsidiaries –Reinsurance business – insurance pricing IRDA and its functions	25%
4	Channels of Distribution – intermediaries and their functions – bancassurance - legal frame work of insurance business – Indian insurance industry: major reforms	25%

**4.TOPICS FOR ASSIGNMENT**

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

**5.TOPICS OF SEMINAR**

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

**6.Text Book :**

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

### **7.Reference Book :**

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

### **8.Structure of Course Examination**

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#### **Evaluation pattern**

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- Q.5    Answer two short questions OR Any one question which could be a long question, case study, application of concepts etc.    14 Marks