



Estd: 1962

NAAC 'A' Grade

MHRD-NIRF-28th Rank

SHIVAJI UNIVERSITY, KOLHAPUR-416 004.

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Ref.No./SU/BOS/Commerce /MBA/4205

Date :06-08-2016

The Director, Department of Commerce (M.B.A.) Shivaji University, Kolhapur	The Principal, All Affiliated M.B.A. Colleges Shivaji University, Kolhapur
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Subject: Regarding revised Syllabi, Nature of Question Paper and Equivalence of M.B.A. Part-I (Semester-I & II) under the Faculty of Commerce.

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the university authorities have accepted and granted approval to the revised syllabi of Master of Business Administration Part-I (Semester-I & II) under the Faculty of Commerce.

This syllabi will be implemented from the academic year 2016-17 (i.e. from June 2016) onwards. A soft copy containing the syllabus is enclosed herewith. This said syllabi is also available on university website www.unishivaji.ac.in.

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in Oct/Nov-2016 & March/April-2017. These two chances are available for repeater students, if any.

You are, therefore requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

Sd/-
Dy. Registrar

Copy to:-

- 1 Co-ordinator, Faculty of Commerce
 - 2 Chairman, Co-ordinating Committee in Business Management
 - 3 Appointment Section
 - 4 O.E.I Section
 - 5 Affiliation Section (P.G.)
 - 6 Computer Centre
 - 7 P.G. Admission
 - 8 Meeting Section
 - 9 P.G.Seminar
 - 10 Eligibility Section
 - 11
- } For information
- } For information & necessary action.



SHIVAJI UNIVERSITY, KOLHAPUR
Faculty of Commerce
Revised Syllabus of
Master of Business Administration (M.B.A.)
Choice Based Credit System - (CBCS)
(Introduced from June 2016 and Onwards)

To be implemented from the academic year 2016-2017 onward

1. Introduction:

Considering the current requirement and present scenario of globalization and emerging trends in the Industry, Information Technology, there is need to make students aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

2. Objectives of the course:

The main objective of this course is to prepare the executives and managers for top level and middle level management in public cooperative and private sector organizations. The emphasis will therefore, be on developing a proper role perception of managerial level personnel in the Indian context by exposing them to a wide range of relevant areas, sufficiently in depth so that they may gain the confidence to interact with people at all levels and develop managerial skills for translating policies into action effectively.

3. Schedule of Teaching and Examination:

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1st August to 15th November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1st January to 15th April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

4. Eligibility for Admission:

In order to secure admission to first year of two-year full time MBA course, the candidate should fulfill the following eligibility criteria:

- Passed with minimum of 50 % marks in aggregate (45% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years duration in any discipline recognized by the UGC.
- Candidate should appear for the Common Entrance Test (C-MAT), GD and PI conducted by the competent Authority of Maharashtra State for the MBA Admission.

5. Intake of the Course: As per AICTE approval

Present Syllabus:

Present syllabus is introduced with a view to impart practical aspects of subjects offered to learn in MBA program. Every unit in syllabus is supplemented with a practical to make students understand the theoretical concept under study. The practical is expected to enhance communication skills, leadership skills, interpersonal skills, professional mannerism since students are regularly in touch with business organizations and people in society for data collected, discussions, learning and seeking opinions. The practical's also aims to enhance research aptitude of student which may help to imbibe analytical skills, logical reasoning and presentation skills. The entire effort of introducing practical's is to change thinking of students from examination oriented learning to decision making orientation learning in an effort to shape ready decision maker executive and entrepreneur. To bring in shifting in students thinking towards decision making learning the nature of question paper has also been changed and 50% weightage is given in examination for decision making oriented questions or exercise.

6. Structure of MBA Course: 80:20 with CBCS

MBA. Part-I Semester-I

MBA. Part-I Semester-II

PaperNo.	Subject	Wkly	Internal Marks	Uni.Exam	TotalMarks	PaperNo.	Subject	Weekly	Internal Marks	Uni.Exam	TotalMarks
1	Principles & Practices of Management	4	20	80	100	9	Marketing Management	4	20	80	100
2	Accounting for Managers	4	20	80	100	10	Financial Management	4	20	80	100
3	Quantitative Techniques for Management	4	20	80	100	11	Human Resource Management	4	20	80	100
4	Managerial Economics	4	20	80	100	12	Operations Management	4	20	80	100
5	Information Technology for Management	4	20	80	100	13	Management Information System	4	20	80	100
6	Business Communication	4	20	80	100	14	Operation Research Techniques	4	20	80	100
7	Organizational Behaviour	4	20	80	100	15	Research Methodology	4	20	80	100
8	Legal Framework of Business	4	20	80	100	16	Business Environment	4	20	80	100
	Total	32	160	640	800		Total	32	160	640	800

From Academic Year 2017-18 and onwards.

MBA Part-II Semester-III

MBA Part-II Semester-IV

PaperNo.	Subject	Weekly	Internal Marks	Uni.Exam	TotalMarks	PaperNo.	Subject	Weekly	Internal Marks	Uni.Exam	TotalMarks
17	Corporate Planning & Strategic Management	4	20	80	100	25	Entrepreneurship Development	4	20	80	100
18	Project Report & Viva-Voce	4	20	80	100	26	Management Control System	4	20	80	100
19	Elective I- Paper-I	4	20	80	100	27	Global Quality System	4	20	80	100
20	Elective-I Paper-II	4	20	80	100	28	International Business	4	20	80	100
21	Elective-I Paper-III	4	20	80	100	29	Elective I- Paper-IV	4	20	80	100
22	Elective-II Paper-I	4	20	80	100	30	Elective-I Paper-V	4	20	80	100
23	Elective-II Paper-II	4	20	80	100	31	Elective II- Paper-IV	4	20	80	100
24	Elective-II Paper-III	4	20	80	100	32	Elective-II Paper-V	4	20	80	100
	Total	32	160	640	800		Total	32	160	640	800

32 Heads, Total Marks – 3200

One theory lecture duration 60 minutes.

Electives (Any TWO)-

1. Marketing Management
2. Human Resource Management
3. Financial Management
4. Agriculture Business Management
5. IT & System Management
6. Agriculture Business Management
7. Textile Management

Note: Internal Marks:

Mid – term test*	10 Marks
Four (4) practical assignments given in syllabus (2.5 Marks to each practical assignment) It is the discretion to respective faculty regarding nature of submission of practical assignments.	10 Marks
University Theory Examination (3 hours duration)	80 marks
Total	100 Marks

***Mid-term test:**

1. Midterm test is to be conducted at the end of every semester by institute.
2. For midterm test **OPEN BOOK** examination is proposed. The examination would be of three hours for every course. Decision making oriented questions, case lets, exercise questions, practical problems would only be asked to solve. Students are allowed to refer secondary sources and discussion in groups. Use of internet is strictly prohibited. Four independent question papers would be prepared coded as A, B, C and D. as per roll number of student question papers would be distributed. (for roll number 1 code A question paper, 2-B, 3-C and for roll number 4 code D question paper and again for 5 code A question paper would be given).

Open book examination is expected to foster skills like, reference taking, interpersonal discussion, group discussion, reasoning, logical thinking in groups, debating, leadership traits and the like.

The records of internal practical assignments and midterm test of every student should be maintained at institute which is subject to verify by university authority.

8. Nature of Examination:

1. Medium of information shall be ENGLISH. Question papers and answer papers should be only English language.
2. University examination shall be of 80 marks for each subject.
3. The nature of university examination question paper shall be as follows.
4. In the paper of Accounting for Mangers, Quantitative Techniques for Management, Managerial Economics, Financial Management, Operations Management, Operation Research Techniques, Research Methodology, Management Control System Exercise example will be asked. Besides this the specialization area viz. Financial Management, IT & System Management, exercise example will be asked.

Nature of Question Paper:

(Note- Question No. 1 and Q. No. 2 are compulsory. Attempt any two from Question No 3, 4 and 5)

Q.1 Case Study 20 marks

Case Study, Exercise example, quantitative problems.

Q.2 Decision making related Question/exercise/problem/case let/ etc. 20 marks

Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus.

Q.3 a) }

b) } 20 marks

Q.4 a) }

b) } 20 marks

Q.5 Short notes (any four out of six) 20 marks

9. Standard of Passing:

- a. Candidate is required to secure minimum 40% marks in Internal and University examination and 50% in aggregate together in each subject.
- b. Subject to the condition of pass at the course to the condition(c) only –
 - 50 % and above but less than 60 % - II Class
 - 60% and above but less than 70 % - I Class
 - 70 % and above - I Class with Distinction.
- c. No class will be awarded to any part of examination.

10 . Credit system implementation - As per the University norms**11. Passing rules-**

1. For admission to M.B.A. Part -II, a candidate must have cleared all papers of Sem-I and Sem-II or atleast 12 papers of sem-I and sem-II combine.
2. The students who have completed first semester are allowed to continue for second Semester and students who have completed 3rd Semester are allowed to continue for IV Semester as per above rule.

12. Project Report :

Every student should go for in-plant training after the Semester- II examination.
In -Plant training duration is of 50 days.

13. Fee Structure: As per Shikshan Shulk Samiti , Govt. of Maharashtra**14. Teacher Qualification:** As per AICTE norms prescribed time to time.**15. Staffing Pattern:**

NORMS FOR MBA COURSE FOR THE APPOINTMENT OF TEACHING STAFF Division of workloads as per the revised syllabi of MBA two years full time course.

Sr.	Designation	Number of posts	Subject
1.	Director	01	General Management
2.	Associate Professor	02	<ul style="list-style-type: none"> • General Management • Functional Area of Management (Marketing Mngt. Financial Mngt., Production Mngt., Systems Mngt.) (Assistant Professor in General Management and Functional area is as per framework of AICTE Norms.)
3	Assistant Professor	05	<ul style="list-style-type: none"> • Marketing Management • Financial Management • Production Management • Systems Management • Human Resource Management • Agriculture and Business Management Textile Management (There are five posts of teachers functional areas of management. Additional faculty for Agriculture and Business Management and Textile Management may be appointed, if student selected these electives. The post of Assistant Professor is allotted to subject other than, the subject in which the post of Associate professors is filled.)

Staff pattern (for 60 intake)

Sr. No.	Designation	No. of Post
1.	Director / Professor	1
2.	Associate Professor	2
3.	Assistant Professor in Functional Area	1
4.	Assistant Professor in Financial Management	1
5.	Assistant Professor in Marketing Management	1
6.	Assistant Professor in Human Resource Management	1
7.	Assistant Professor in Systems Management	1
8.	Assistant Professor in Production Management	1

Note: Functional area of management in which the second post of Associate professor is allotted in the same functional area of management the post of Assistant Professor given and the rest areas of management should be considered on the post of Assistant Professor.

16. Equivalence:

M.B.A. Part-I Sem-I

Paper No.	Pre-revised	Paper No.	Revised
1	Principles and Practices of Management	1	Principles and Practices of Management
2	Accounting for Managers	2	Accounting for Managers
3	Mathematics And Statistics For Management	3	Quantitative Techniques for Management
4	Managerial Economics	4	Managerial Economics
5	Information Technology for Management	5	Information Technology for Management
6	Business Communication	6	Business Communication
7	Organizational Behaviour	7	Organizational Behaviour
8	Legal Framework of Business	8	Legal Framework of Business

M.B.A. Part-I Sem-II

Paper No.	Pre-revised	Paper No.	Revised
9	Marketing Management	9	Marketing Management
10	Financial Management	10	Financial Management
11	Human Resource Management	11	Human Resource Management
12	Operations Management	12	Operations Management
13	Management Information System	13	Management Information System
14	Operation Research Techniques	14	Operation Research Techniques
15	Research Methodology	15	Research Methodology
16	Business Environment	16	Business Environment

-: MBA Program Outcomes:-

Graduates of Masters of Business Management will be able to achieve:

1. An ability to comprehend, analyze, evaluate micro and macro environmental factors and understand critical business situations
2. An ability to make decisions, considering risk, consequences and feasibility of the alternative
3. An ability to communicate effectively, both oral and written, with a range of audience
4. An ability to understand relation between multifunctional areas of business
5. An ability to develop team spirit and Leadership skills essential for managers and entrepreneurs.
6. An ability to understand and practice professional, ethical, legal and social responsibilities of a mature citizen.

MBA Program Specific Outcomes

Marketing Management:

1. Understanding marketing strategies adapted by the companies.
2. Understand the importance of factors influencing consumer behavior
3. Understand relevance of sales management in marketing department
4. Develop understanding about distinct strategies to be adapted for service marketing.
5. Evaluate essential role of logistics in the distribution network of the company
6. Understand the growing importance of organized retail and essentials of retail strategies
7. Get introduced to the importance of social media marketing.
8. Realize the importance of rural marketing with respect to Indian scenario

Financial Management:

1. Understand role of financial manager in running an organization and identify different sources and application of funds
2. Understand Indian financial system along with role of governing and regulatory bodies.
3. Equip students with the knowledge of financial decisions regarding capital structure at corporate level
4. Understand role of financial management during start-ups projects and other project management decisions
5. Introduce students to various investment avenues and develop the skill of designing investment portfolio under different variable.
6. Get an insight into significance of international finance and understand role of international financial institutions.

Human Resource Management:

1. Inculcate humane approach while handling various issues of the organization.
2. Understand qualitative and quantitative human resource needs of the organization
3. Developing human resources after considering individual performance and organizational requirements.
4. Expertise in analyzing and designing organization specific pay systems,
5. Develop understanding of labour laws and importance of maintaining harmonious employer- employee relations
6. Get insight into strategic HR practices at local and global level.

Agriculture Management:

1. Apply management principles to agriculture, agri- industries and allied activities.
2. Encourage students setting up and/ or get associated with agro-based industries.
3. Understand post-harvest marketing strategies essential for agro- products.
4. Develop agripreneurship inclination and understand essentials of agro related project management
5. Get insight into factors related to international trade of agro products.
6. Get introduced to financial management area pertaining to agri- business management,
7. Understand role and significance of government support system working in the area of agriculture development.

MBA -I SEM-I
PAPER-I
PRINCIPLES AND PRACTICES OF MANAGEMENT
(Choice-Based Credit System)

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Introduction and Evolution of Management: Definition-Scope of management- Functions of management-Managerial skills-Levels of Management-Roles of a manager, Functional areas of Management, Classical Approach-Scientific Management Approach-Contribution of F W Taylor, Henry Fayol, Peter Drucker, Max Weber- Behavioral Approach-Human Relations Approach-Contingency, Operational Approach, Management by Objectives (MBO) – Definition, Meaning and Significance, MBO process.	10 Hours
b) Practical	Visit any organization and study the different functional areas of Management. Submit a report.	5 Hours
Unit 2: a) Theory	Planning and Organizing: Planning-nature, types, steps in planning, process and limitation of planning Organizing-meaning, Process, Organization structure, Types of organizational structure, Centralization and Decentralization, Departmentalization, Span of management, Concept of Authority, Responsibility and Accountability, Delegation.	10 Hours
b) Practical	Visit any organization and study its organization structure and its mechanism (Roles, responsibilities, decision making authority and reporting system)	5 Hours
Unit 3: a) Theory	Staffing, Directing and Controlling: Staffing- concept, need, human resource planning, recruitment and selection. Directing- concept, need and principles of directing. Controlling - Steps in Control Process- Need-Types of control Method- Techniques of Controlling-Benefits.	10 Hours
b) Practical	Visit any organization and study its types and techniques of control	5 Hours
Unit 4: a) Theory	Corporate Governance and Business Ethics Corporate Governance – Concept, importance and role of board of directors, auditors and stakeholders in corporate governance – Characteristics of good corporate governance, measures to improve corporate governance. Benefits of corporate governance. Business Ethics – Definition and its relevance to Business, Historical Perspective of Ethics, Trusteeship Management- Gandhian Philosophy of Wealth Management. Management in 21 st Century-Challenges and Opportunities	10 Hours
b) Practical	a) Study online, different MNC's to understand their corporate governance. b) Present seminar on best ethical practices in business.	5 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Reference Books:

1. Koontz and Weihrich-Essentials of Management, McGraw-Hill
2. Daft Richard L. – Management – Thomson.
3. Certo-Modern Management prentice hall
4. L.M. Prasad-Principles of Management
5. R.M. Srivastara-Principles of Management
6. Peter Drucker- Essentials of management
7. Stephen P. Robbins-Management; Prentices Hall
8. Sherlekar S.A.-Modern Business Administration and Management; Himalaya Publishing House
9. J.S.Chandra- Management Concept and Strategies
10. Das Gupta A-Business Management in India, Vikas Publishing
11. Mc Farland Daltion- Management Principles and Practices, Macmillan
12. Terry Georgy R- Principles of Management, III inions
13. Robbins Stephen P. and Decenzo David- Fundamentals of Management
14. Kazmi Azhar- Business Policy and Strategic Management
15. Choudhari Subir- The power of six sigma
16. Ross Joel- Total Quality Management
17. R. P Banerjee Ethics in Business and Management
18. M. K. Gandhi, Trusteeship
19. William Shaw, Business Ethics
20. Manuel G. Velasquez, Business Ethics

Suggested Additional Readings:

Web site of CII

Suggested Research Journal :

Vikalp – IIM Ahmedabad

Vision – MDI, Gurgaon

Indian Journal of Corporate Governance, [institute of Public Enterprise \(IPE\), Hyderabad.](#)

PRINCIPLES AND PRACTICES OF MANAGEMENT

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Understand the evolution and different approaches to management
CO2	Describe the functions and levels of management
CO3	Analyze the different roles and responsibilities of functional areas and managers
CO4	Understand the concept of corporate governance and the measures to improve it
CO5	Understand the concept of business ethics and Gandhian philosophy of wealth management

Course outcome- Program Outcome Matrix

Course outcome 68302/57104	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓					
CO2	✓	✓	✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓
CO5	✓	✓	✓			✓

MBA -I SEM-I
PAPER-2 (II)
ACCOUNTING FOR MANAGERS
(Choice-Based Credit System)

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Financial Accounting: Need for Accounting, Internal and external users of accounting information, Accounting concepts and conventions, Accounting process and System: Nature of accounting transactions- journal entries and posting into ledger, subsidiary books. . (15 Hours) Depreciation Methods - Straight Line Method and written Down value method.	10 Hours
b) Practical	i) Enlist internal and external users of accounting information. Visit any business organization to identify how accounting information is used at different levels of management. ii) Develop specimen vouchers and record the transactions accordingly by passing journal entry and consequently posting the same into ledger and finally come out with income statement and balance sheet. iii) Identify any fixed asset and apply appropriate method of depreciation.	5 Hours
Unit 2: a) Theory	Trial Balance and Final Accounts - Preparation of trial balance, Preparation of final accounts- Trading and Profit and Loss Account, Balance Sheet. Computerized Accounting - Role of computerized accounting, Tally package - features and application.	10 Hours
b) Practical	Develop specimen vouchers, form a company in tally package and make entries for the transactions accordingly to come out with income statement and balance sheet.	5 Hours
Unit 3: a) Theory	Cost Accounting: - Meaning, objectives, scope, importance and advantages Difference between financial and cost accounting. Cost unit and cost centre; Elements of cost:- Material, Labour and overheads; Preparation of cost sheet, Inventory valuation methods (FIFO, LIFO, Simple Average and weighted Average)	10 Hours
b) Practical	i) Visit any manufacturing unit to identify elements of cost and to learn inventory valuation method what they adopted. Prepare cost sheet to calculate cost of production.	5 Hours
Unit 4: a) Theory	Management Accounting - Concept, meaning, Definition, Features, Functions, CVP Analysis - Contribution, PV Ratio, BEP, Margin of Safety, Angle of incidence. Decision making based on CVP analysis	10 Hours
b) Practical	i) Visit any business enterprise, collect information regarding variable cost, fixed cost etc. and calculate Breakeven Point for a product/s.	5 Hours

Note: Every institute must have licensed copy of Tally Package for the laboratory practical. Minimum 5 hours practical on Tally Package should be conducted to teach accounting process. Practical problems would be asked on Unit 2, 3 and 4.

Reference Books:

- Advanced Accountancy- Arulnandan and Raman
- Advanced Accountancy- Gupta R.L. and Radhaswamy
- Advanced Accountancy - Shukla M.C. and Grewal T.S.
- Cost Accounting - Jawahar Lal
- Advanced Cost Accounting - Jain S.C. and Narang K.L.
- Cost and Management Accounting - M.E. Thukaram Rao
- Management Accounting- I. M. Pandey
- Principles and Practice of Management Accounting - Manmohan Goel
- Management Accounting - Sharma and Gupta
- Cost Accounting - Arora M.N.

Web Sites:

1. Future Accountant www.futureaccountant.com
2. Google Scholar - <https://scholar.google.co.in/>

Suggested Research Journal :

1. Chartered Accountant
2. Indian Journal of Accounting
3. Management Accountant
4. The Accounting Review

Accounting for Managers:

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20 Subject code: 68443

CO1	Identify the need, functions and scope of three branches of accounting viz. financial, cost and management
CO2	Describe Accounting mechanism followed by financial accounting
CO3	Describe role of computerized software in financial accounting along with features and application of tally package
CO4	Classify elements of cost and prepare cost sheet
CO5	Elaborate the tools used for management decision making using CVP and BEP analysis
CO6	Solve problems on inventory valuation, financial statement, cost sheet and CVP analysis

Course outcome- Program Outcome Matrix

Course outcome 68443	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1				✓		✓
CO2	✓	✓		✓		✓
CO3	✓	✓		✓		✓
CO4	✓	✓		✓		✓
CO5	✓	✓		✓		✓
CO6	✓	✓	✓	✓		✓

(Choice-Based Credit System)
MBA -I SEM-I
PAPER-III
QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Measures of central tendency and Dispersion Types of averages: Mean, Median, Mode, Quartiles. Measure of Dispersion-range, mean deviation, quartile deviation Standard deviation, Coefficient of Variation	10 Hours	
b) Practical	Practical's on data collected from secondary sources like reports of organizations (print or internet): One is on Classification & Tabulation, Two on Measures of Central Tendency and Two on Dispersion.	5 Hours	
Unit 2: a) Theory	Correlation and Regression Correlation - Definition of correlation, Types of correlation, Karl Pearson's and Spearman's rank correlation coefficient & its interpretation (grouped data to be omitted). Regression: Meaning of regression, classification of regression models, linear regression.	10 Hours	
b) Practical	Practical's on data collected from secondary sources like reports of organizations (print or internet: One on Scatter Diagram, Two on Correlation and Two on Regression	5 Hours	
Unit 3: a) Theory	Probability and Standard Distributions Addition and multiplication rules of probability, Baye's theorem, Discrete and Continuous probability distribution. Binomial, Poisson and Normal probability distribution	10 Hours	
b) Practical	Practical's on – application of Binomial, Poisson and Normal Probability distribution to calculate probabilities and values of their parameters: Two on Probability, Three on Probability Distribution (One Each)	5 Hours	
Unit 4: a) Theory	Testing of Hypothesis The need for testing, Terms and terminologies associated with testing. Tests based on normal distribution, Z-test for i) Mean, ii) Difference between means, iii) Proportions, iv) Difference between proportions, Small Sample Size Test, t-test for i) Mean, ii) Difference between means, iii) Paired t-test, Chi-Square test for i) Independence of Attributes, ii) Goodness of Fit, iii) Testing of Variance	10 Hours	
b) Practical	Practical's on – application of Z-Test, t-test and Chi-Square Test. : Two on Z-test, Two on t-test, One on Chi-Square Test.	5 Hours	

Note:	For theory problem should be from the field of management only. Problems/Examples in practical should be solved using EXCEL /SPSS.	
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Reference Books:

- 1) Business mathematics with applications: S. R. Arora . & Dinesh Khatter .
- 2) Fundamentals in Statistics: S.C. Gupta
- 3) Statistics for Management: Richard I. Levin & David S. Rubin .
- 4) Business Mathematics: Q. Zamiruddin & V.K. Khanna . S. k. Bhambri.
- 5) Business Statistics: S.J. Gupta & Indra Gupta.

QUANTITATIVE TECHNIQUES FOR MANAGEMENT

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Classify the data and obtain measure of central tendency which is representative of entire data.
CO2	Calculate the measure of dispersion to find the reliability of measure of central tendency.
CO3	Find the correlation coefficient between bivariate data.
CO4	To obtain value of one variable if the value of another variable is given (Necessary condition is the given two variables must be correlated.)
CO5	To study the application of Binomial, Poisson and Normal distribution.
CO6	Test whether two attributes are independent or not
CO7	Test whether the population mean = specified value and any significant difference between two population mean.

Course outcome- Program Outcome Matrix

Course outcome 68443	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1						
CO2		✓				
CO3		✓		✓		
CO4		✓		✓		
CO5				✓		
CO6		✓		✓		
CO7		✓		✓		

MBA -I SEM-I
PAPER-IV
MANAGERIAL ECONOMICS
(Choice-Based Credit System)

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Introduction to Managerial Economics Meaning, features and Scope of Managerial Economics - Meaning, types and Determinants of Demand – Law of Demand - Price Elasticity of Demand – Income and cross elasticity of demand.	10 Hours
b) Practical	Exercise on price – income and cross elasticity of demand. Take a survey of market to test functioning of law of demand.	5 Hours
Unit 2: a) Theory	Production Function Nature and features of production function - Cost and Revenue Concepts - Law of variable proportion and Returns to Scale	10 Hours
b) Practical	Exercise on calculations of costs and revenue. From given TC, FC and TR prepare detailed cost structure. Workout various cost and revenue curves in short and long run.	5 Hours
Unit 3: a) Theory	Market Structure Features and Price determination in Perfect Competition - Monopoly –Characteristics and Price determination - Monopolistic Competition – Characteristics and Price determination Oligopoly – Features and Pricing Policy	10 Hours
b) Practical	Exercise with diagrammatic presentation of price determination in perfect, monopoly and monopolistic competition for normal profit, supernormal profit and loss.	5 Hours
Unit 4: a) Theory	Pricing Practices and Business Cycles Types of Pricing Practices – Cost Plus Pricing, Multiple Product pricing and Product line Pricing - Profit Management – Concept, Schumpeter’s and Hawley’s theory of Profit. Business Cycles – Phases, Hawtrey, and Hicks theory of Business Cycle	10 Hours
b) Practical	Visit different organizations in market to understand their pricing mechanism. Also study reasons of ups and downs in turnover and profit.	5 Hours

Note: Exercise problems would be asked on elasticity of demand, cost and revenue and price determination in perfect, monopoly and monopolistic competition.

Reference Books:

1. P. L. Mehta, Managerial Economics- Analysis and Problems, Himalaya Publishing House, Mumbai
2. G. S. Gupta, Managerial Economics,
3. M. N. Shinde, Managerial Economics
4. D. M. Mithani, Managerial Economics
5. J.F. Patil and others, Managerial Economics

Suggested Additional Readings:

National Council of Applied Economic Research
 Indian Economic Association

Suggested Research Journal :

Economic and Political Weekly
 Finance and Development

Managerial Economics:

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20
 Subject code: 68443

CO1	Identify the need, functions and scope of Managerial Economics.
CO2	Describe Law of Demand
CO3	Explain features of Production function and cost, revenue concept.
CO4	Explain different Market structures such as Perfect Competition, Monopoly & Monopolistic competition, Oligopoly market.
CO5	Analyze and calculate various types of pricing practices.
CO6	Describe phases in business cycle and explain Theories of business cycle.

Course outcome- Program Outcome Matrix

Course outcome 68443	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓		✓	✓	✓
CO2	✓	✓		✓		✓
CO3	✓	✓		✓		✓
CO4	✓	✓		✓		✓
CO5	✓	✓		✓		✓
CO6	✓	✓	✓	✓		✓

MBA -I SEM-I
PAPER-V
INFORMATION TECHNOLOGY FOR MANAGEMENT
(Choice-Based Credit System)

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Introduction to IT- Concept, definition, Components of IT - Hardware Basics, Computer block diagram, software, Types of software, Introduction and functions of operating System. Computer Network- Types of Network- LAN, WAN, MAN, LAN Topology, Concept of client server architecture, Internet - use and types of search Engines, Intranet, and Extranet. IT Applications in management	10 Hours	
b) Practical	Case studies based on- Study of IT infrastructure in any business unit (Includes Hardware status, network status, system & Application software used) or seminar	5 Hours	
Unit 2: a) Theory	E- Business- Concept, Definition, Architecture of E-Business E-Commerce:- Definition, concept, scope, types and Applications of E- Commerce. E- Banking:- Definition, Need and Significance of E-Banking, introduction to CBS, delivery channels, Electronic payment System – prepaid and post paid payment systems, security threats and control measures in e-banking.	10 Hours	
b) Practical	Case studies and Field Work based on- . E-commerce, E-banking	5 Hours	
Unit 3: a) Theory	Introduction to Database Concept- Concept, Definition, Advantages, Limitations of DBMS, Database Scheme, Database Models – Hierarchical, Network and relational, Role of DBA, Normalization (upto 3NF), Applications of DBMS in Business organization. Case studies on DBMS applications in various functional areas of management (HRM, Finance, Marketing, Production etc.)	10 Hours	
b) Practical	Database design and normalization examples on Library data base, inventory database, payroll database	5 Hours	
Unit 4:- .a) Theory	Data Warehousing and Data Mining Concept, Definition and component Architecture of Data warehouse. Data Mining Concept, Definition, Need and Significance, Introduction to Data Mining Tools, KDD process	10 Hours	
b) Practical	Case studies on Data warehousing and Data mining	5 Hours	

Note:	
Reference Books:	
1) Information Technology Management by Raner potter & Turban 2) DBMS by Date 3) E-Commerce- Green Stein Feinman (MGT) 4) E-Commerce By CSV Muthy, Himayalaya Publishing House 5) Ram, B. (2003). Computer Fundamentals. New Age Publications 6) Data Mining Techniques - By Arun Pujari	
Suggested Additional Readings:	
http://www.questia.com/ www.inderscience.com/ijitm https://books.google.co.in/books?isbn=8126514418	
Suggested Research Journal :	
International Journal of Management, Information Technology and Engineering	

Information Technology for Management

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

Subject code:

CO1	Describe the concept and components of network
CO2	Describe types of networks and its architecture
CO3	Understand the relevance of application of IT in management
CO4	Elaborate the E-business and its scope
CO5	Understand various payment systems and security measures to be taken for transactions
CO6	Understand the importance of database, its types and models in management
CO7	Elaborate the use of data warehouse and data mining in an organization

Course outcome- Program Outcome Matrix

Course outcome 68443	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1				✓		✓
CO2				✓		✓
CO3	✓	✓		✓		✓
CO4	✓	✓		✓		✓
CO5	✓	✓		✓		✓
CO6	✓	✓		✓		✓
Co7		✓		✓		✓

(Choice-Based Credit System)

MBA -I SEM-I

PAPER-VI

BUSINESS COMMUNICATION

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	A) Communication -Meaning, Process, Importance and Objectives of Business Communication B) Forms/Channels of Communication, Barriers to Communication, and Principles of Effective Communication	10 Hours
b) Practical	Study forms of business communication by visiting any business establishment, information thus gathered are compiled in the form of short report to be submitted. Group Discussion on various barriers of communication.	5 Hours
Unit 2: a) Theory	Written Communication: A) Business Letters-Types , Inquiries, Circulars ,Quotations ,Orders, Acknowledgements, Executions, Complaints, Claims and Adjustments, Collection letter, Banking correspondence, Agency correspondence. B) Application Letter, Bio-data, Interview letters, Letter of Reference, Letter of Appointments, Confirmation, Promotion, Retrenchment, Resignations. C) Report writing- Types of reports, Components of formal reports, Business Reports, Reports by individual, Report by Committee. Meetings-Notice-Agenda, Resolutions in minutes, and Minutes writing.	10 Hours
b) Practical	Prepare own bio-data. Write a job application letter. Write a letter seeking quotation, placing order, complaining about product/service, recovering dues etc. Prepare a sale report to be submitted with marketing manager. Do the presentation of report in the class.	5 Hours
Unit 3: a) Theory	Oral Communication: A) Listening and Speaking: Active Listening, Public Speaking, Meeting Speeches, Group Discussions and Interviews. B) Non- Verbal Expressions: Kinesics, Proxemics, Chronemics, Haptics, Artifacts, Paralanguage.	10 Hours

b) Practical	Oral communication Skill test. Prepare a speech of area of interest to be presented in the class. Read a short story in classroom, and ask the students to paraphrase it. Make the students listen to English song and write down the song Non verbal expressions: Create a situation in classroom and ask the students to observe the behavior and explain the nonverbal expressions	5 Hours
Unit 4: a) Theory	Ethics in Communication and Digital communication: A) Ethical Business Communication. B) Digital communication- Application of Electronics media and communication, Telecommunication, Teleconferencing, video conferencing, mobile communication, SMS, Social Media, Fax, E-mail.	10 Hours
b) Practical	Ethics to be observed in digital communication. Organization of Videoconferencing, Teleconferencing.	5 Hours

Reference Books:

1. Basic Business Communication : Robert MaArcher.
2. Effective Business Communication: Murphy.
3. Excellence in Business communication :Thill.
4. Handbook of Business Correspondence: Frailey.
5. Business English & Communication: Cleark.
6. Business Communication: Pradhan & Thakur.
7. Business Communication: Baldubramanium M.
8. Handbook of Case Writing: Culliton & James W.
9. Effective Business Communication: Dr.M .V.Rodriques, Concept Publishing Co.

Suggested Additional Readings: (if web source then provide url)

1. A Beginner's Guide to Effective Email: Kaitlin Duck Sherwood
<http://www.webfoot.com/advice/email.top.php>
2. Brief Guide to Business Writing: Kenneth G. Brown, Ph.D. & David J. Barton, B.A., Department of Management and Organizations, University of Iowa <http://www.biz.uiowa.edu/faculty/kbrown/writing.html>
3. Oral Presentation Skills: A Practical Guide: Institut national de télécommunications, Evry France http://people.engr.ncsu.edu/txie/publications/oral_presentation_skills.pdf
4. Some Advice on Writing a Technical Report: Ian T. Sherman,
http://www.csee.umbc.edu/%7Esherman/Courses/documents/TR_how_to.html
5. The OWL at Purdue: Professional, Technical Writing
<https://owl.english.purdue.edu/owl/section/4/16/>
6. Business Writing Blog by Lynn Gaertner-Johnston <http://www.businesswritingblog.com/>
7. Business Writer's Free Library, <http://managementhelp.org/businesswriting/index.htm>
8. The fundamentals of Persuasive writing : Robert W. Bly ,
<http://bly.com/Pages/documents/TFOPW.html>
9. <http://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>
10. https://is.muni.cz/el/1456/jaro2014/MPV_COMA/um/E-book_Business-Communication.pdf

Suggested Research Journal :

1. **International Journal of Business Communication SAGE Publication**
2. **Journal of Business Communication, American Business Association, US**
3. **Business and Professional Communication Quarterly, SAGE Publication**
4. **American Communication Journal**

Business Communication

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Explain importance and process of communication.
CO2	Able to write business letters
CO3	Prepare various reports
CO4	Analyze effectiveness of oral communication
CO5	Explain importance of ethical business communication
CO6	Describe and analyze various forms of digital communication.

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2	✓		✓	✓	✓	✓
CO3	✓	✓	✓	✓		✓
CO4	✓	✓	✓	✓	✓	✓
CO5	✓		✓		✓	✓
CO6	✓		✓		✓	✓

MBA -I SEM-I
PAPER-VII
ORGANIZATIONAL BEHAVIOUR
(Choice-Based Credit System)

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Introduction to OB : Definition, Nature, Historical evaluation of OB, Disciplines contributing to OB –Psychology, Sociology, Anthropology, Social Psychology, Economics & political Science, approaches to the study of OB-Human Resource Approach, Contingency Approach, Productivity Approach & System Approach.	10 Hours	
b) Practical	Identify the factors influencing individual desirable and undesirable behavior (individual behavior is influenced by number of factors viz. working conditions, leadership, colleagues, social factors and the like) and present them before class for its validity.	5 Hours	
Unit 2: a) Theory	Micro Perspectives of OB : Individual behaviour: Personal factors- Biographical characteristics & Learned characteristics, Environmental factor & Organizational factor. Personality- concept, determinants of personality, development of personality. Perception- meaning, nature & process. Attitude-concept, components of attitude, measurement of attitude, Values- concept, types of values, sources of values.	10 Hours	
b) Practical	Individual introspection to know personality trait negative – positive, study its consequences. Suggests remedial measures to transform negative traits to positive. Present the same before class for its validity.	5 Hours	
Unit 3: a) Theory	Micro & Macro Dynamics of OB: Motivation-concept, theories of motivation, Individual conflict & group interpersonal conflict, conflict resolution. Stress–Causes effect & coping strategy, Leadership, - theories of leadership, Roles & activities of leadership.	10 Hours	
b) Practical	Visit an organization to know motivational technique so as to find out its correlation with individual productivity. Discuss theoretical motivational techniques with decision maker in respective unit for its possible consequences on individual behavior and productivity.	5 Hours	
Unit 4: a) Theory	Macro Perspective of OB: Organizational Culture, Organizational Change, Organizational Development& development techniques, Organizational Behaviour – A global approach, issue of culture, manage in diversity within & across the cultures.	10 Hours	
b) Practical	Visit an organization to study its vision, mission and objective to crystallize organizational culture. Study organizational development techniques implemented in the same organization.	5 Hours	

Note: Relevant case studies should be discussed in class.

Reference Books:

Fred Luthans - Organizational Behaviour
 Stephen Robbins - Organizational Behaviour
 K. Aswathappa - Organizational Behaviour - (8th revised edition)
 Eugene McKenna - Business psychology and Organizational Behaviour
 Udai Pareek - Understanding Organizational Behaviour
 Calvin Hall, Gardner Lindzey and John - Theories of
 Personality A.H.Maslow - Personality and Motivation
 Wendell L. French and Cecil H. Bell Jr.- Organization Development

Suggested Additional Readings:

Suggested Research Journal :

ICFAI Journal of Organisational Behaviour

Organizational Behaviour

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Understand the historical growth, factors and model of organizational behavior.
CO2	Elucidate various theories of personality development.
CO3	Describe the concept of perception and the process.
CO4	Understand the concept of attitude and values. Elaborate the sources and types of values.
CO5	Study different theories of motivation.
CO6	Explain theories, roles and activities of leadership
CO7	State the term conflict and its resolution. Study the different sources and levels of conflicts.
CO8	Understand the concept of organizational culture, organizational change and development, OD techniques

Course outcome- Program Outcome Matrix

Course outcome 68308/57110	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓				✓	✓
CO2		✓			✓	✓
CO3	✓	✓			✓	✓
CO4	✓	✓			✓	
CO5					✓	✓
CO6			✓		✓	✓
CO7	✓	✓	✓			✓
CO8	✓	✓	✓	✓	✓	✓

(Choice Based Credit System)

MBA –I, Sem-I

Paper-VIII

Legal Framework of Business

Marks: 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Unit-1: a) Theory	Law relating to Indian Contract and Sale of Goods: Meaning of Business Law- Sources of Business Law- Essentials of a Valid Contract- Discharge of Contract and Remedies for Breach of Contract Essentials of contract of Sale of Goods- Conditions and Warranties-Performance of Contract of Sale-Unpaid Seller and his rights		10 Hours
b) Practical	1) Preparation of Model Business Contract 2) Analysis of case law on formation & breach of contract 3) Analysis of cases on violation of conditions and warranties, sale & agreement to sell		5 Hours
Unit-2: a) Theory	Law relating to Negotiable Instruments and Consumer Protection: Negotiable Instruments: Meaning and Characteristics-Kinds of Negotiable Instruments-Holder and Holder in due course- Transferability and Assignment of Negotiable Instruments- Crossing of cheques and Bouncing of cheques Definition of consumer-Who can file a complaint?- Grounds on which a complaint can be filed?-Unfair Trade Practices-Consumer Disputes and Redressal Agencies		10 Hours
b) Practical	1) Preparation of Model Promissory Note , Bill of Exchange & MICR Cheque, Specimens of Crossing of Cheques 2) Drafting of Consumer Complaint 3) Visit to District Consumer Forum and preparation of its report		5 Hours
Unit-3: a) Theory	Law relating to Indian Companies and Securities and Exchanges Board of India (SEBI): Incorporation of Company-Types of companies-Memorandum and Articles of Association-Meetings- meaning –Essentials - Types – Motion- Resolution- Meaning & Types- Merger, Acquisition and Winding up of companies SEBI: Management, powers and functions-Role of Stock Exchanges in Capital Market		10 Hours

b) Practical	1) Preparation of Notice, Agenda & Minutes of AGM & Board meetings 2) Drafting of resolution of ordinary and special business at the company's meeting 3) Visit to broker/sub-broker's firm to observe on-line share trading (BOLT) & preparation of report	5 Hours
Unit-4: a) Theory	Information Technology and Right to Information: Objectives of Information Technology Act, 2000- E-Commerce: Meaning, Merits & Demerits- Digital Signature-Certification & Revocation- Cyber crimes and penalties Importance–Nature and Scope of Right to Information Act, 2005	10 Hours
b) Practical	1) Application for seeking information from govt./ semi-govt. organizations 2) Writing a report on on-line trading (Snapdeal, Amazon.com, Flipkart etc.) 3) Analysis of case laws in respect of cyber crimes	5 Hours
Note:	-----	
Reference Books: 1) M.C. Kuchhal - 'Business Law' Vikas Publishing House Pvt. Ltd. 2) B. S. Moshal –'Business and Industrial Law', AneBokks India 3) S.N. Kulkarni- 'Laws Regulating Business', Diamond Publications 4) Dr. Farroq Ahmed- 'Cyber Laws in India', Pioneer Books 5) S.S. Gulshan-Mercantile Law' 6) ArshadSubzawari- 'The Consumer Protection Act' 7) R.P. Maheshwari and S.N. Maheshwari- 'Principles of Mercantile Law' 8) N.D. Kapoor- 'Elements of Mercantile Law' 9) S.K. Dasgupta- 'Commercial and Industrial Law' 10) A.K. Sen and J.K. Mitra- 'Commercial and Industrial Law' 11) Professional Publication-'Right to Information Act'		
Suggested Additional Readings (If web source, then provide URL) 1) On-line bare Acts 2) http://www.answers.com/topic/contracts-legal 3) www.expertlaw.com . Expert Law Library		
Suggested Research Journal: 1) Corporate Law Reporter 2) Indian Business Law Journal 3) Symbiosis Contemporary Law Journal 4) Annual Survey of Indian Law		

Legal Framework of Business

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Describe and explain legal principles of business contract.
CO2	Understand legal rights and duties of both buyer and seller
CO3	Explain different types of negotiable instruments and their legal consequences.
CO4	Ascertain consumer rights and redressal agencies
CO5	Describe legal aspects during company formation, mergers, acquisitions and winding up
CO6	Understand the management, role and functions of SEBI
CO7	Understand IT Act 2000, cybercrime, and authentication of electronic records and digital signature
CO8	Understand nature and scope of Right To Information Act 2005.

Course outcome- Program Outcome Matrix

Course outcome 68308/57110	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1		✓		✓		✓
CO2	✓	✓		✓		✓
CO3	✓			✓		✓
CO4	✓	✓		✓		✓
CO5	✓	✓		✓		✓
CO6	✓					✓
CO7	✓			✓		✓
CO8						✓

MBA -I SEM-II
PAPER-IX
MARKETING MANAGEMENT
(Choice-Based Credit System)

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Basics of Marketing: Introduction to marketing–Nature and scope of marketing, the core concepts of marketing, Company orientation towards market place , marketing environment: Micro and Macro marketing environment, Marketing Planning and Marketing Planning process, Differentiation between Sales and Marketing, Introduction to Services Marketing	10 Hours	
b) Practical	Reading seminar on difference between need, want and demand. Select any organization and study the micro and macro environmental factors influencing its performance. Submit a report.	5 Hours	
Unit 2: a) Theory	A. Market segmentation – Meaning and concept, benefits of segmentation, Bases for market segmentation – consumer goods market segmentation; industrial goods market segmentation, Market targeting - Selection of segments, Product positioning. B. Consumer Behaviour – Meaning and definition of consumer behaviour, importance, Different buying roles, consumer buying decision process, factors influencing consumer behaviour.	10 Hours	
b) Practical	Select any product and study its Segmentation, Targeting, Differentiation and Positioning. Submit a report.	5 Hours	
Unit 3: a) Theory	Product & Pricing Strategy A. Product decision and strategies – Meaning of product, Types of products, product mix decisions, product line decisions, Product life cycle concept, new product development, Branding and packaging decisions – Concept of Brand ing and packaging, advantages and disadvantages of branding and packaging, features and functions of packaging. B. Pricing decision – Pricing objectives, pricing methods, factors influencing pricing decision, setting the price, price determination policies.	10 Hours	
b) Practical	Online exercise: Visit any website of organization marketing its FMCG products and study the different elements related to products. Submit a report.	5 Hours	

Unit 4: a) Theory	<p>A. Integrated Marketing communication – Concept and role of IMC, promotion mix- Advertising, personal selling, sales promotion and publicity, Factors affecting IMC mix, Marketing communication mix decisions: characteristics, factors and measurement. Advertising and publicity – 5 M’s of advertising. Personal selling – nature and process. Sales promotion – nature, importance and techniques.</p> <p>B. Distribution Strategy- Importance of channels of distribution, Alternative channel of distribution, channel design decision and channel management decision, selecting an appropriate channel, Supply Chain Management, Logistic management.</p>	10 Hours
b) Practical	<p>a] Select any organization and study its Supply Chain Management</p> <p>b] Select any newly launched product and design a promotional campaign with the help of IMC and present it in the class.</p>	5 Hours

Note: Relevant audio, video CDs and caselets should be discussed. Emphasis should be given on field assignments.

Reference Books:

Marketing Management – a south asian perspective: Kotler Phillip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar, Pearson.

Marketing Management: A South Asian Perspective - Kotler P., Keller K., Koshy A., Jha M., Pearson Prentice Hall.

Marketing Management – Ramswamy V. S., Namakumari S., Macmillan Publishers India Ltd. Marketing Management – Rajan Saxena, Tata McGraw Hill Marketing Management: Text and Cases – Tapan Panda, Excel Books

Marketing – Etzel, Walker B., Stanton W., Pandit A., Tata McGraw Hill

Marketing Management - Karunakarn K — Himalaya Publication, New Delhi.

Suggested Additional Readings:

American Marketing Association: <https://www.ama.org/Pages/default.aspx>

Suggested Research Journal :

Indian Journal of Marketing

Journal of Marketing – American Marketing Research

Journal of Marketing Research - American Marketing Research

Marketing Management

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Describe the core concepts of marketing
CO2	Draw marketing planning process after analyzing micro and macro environmental factors
CO3	Describe STP and consumer buying process
CO4	Elaborate Product decisions and strategies
CO5	Analyze different pricing methods and factors influencing pricing decision
CO6	Describe the concept of IMC and importance of Advertising, publicity and sales promotion
CO7	Analyze the importance of distribution strategy and alternate distribution channels available for marketing goods and services

**Course outcome- Program Outcome Matrix
Marketing Management**

Course outcome	Program Outcome						Program Specific Outcome							
	PO1	PO2	PO3	PO4	PO5	PO6	PsO1	PsO2	PsO3	PsO4	PsO5	PsO6	PsO7	PsO8
C01	✓						✓							
C02	✓	✓		✓			✓							
C03	✓		✓			✓	✓	✓						
C04	✓			✓			✓							
C05	✓			✓			✓							
C06	✓			✓			✓		✓					
C07	✓			✓			✓				✓			

MBA -I SEM-II
PAPER-10 (X)
FINANCIAL MANAGEMENT
(Choice-Based Credit System)

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Financial Management :- Introduction, meaning, objectives, Scope of financial management Finance functions, Structure of finance department, Emerging role of the finance manager, Profit maximization to wealth maximization approach.	10 Hours
b) Practical	i) Take interview of Finance Manager of any business enterprise to understand his functions and role in the organization.	5 Hours
Unit 2: a) Theory	Techniques of Financial Statement Analysis:- Comparative financial statements, Trend analysis, Common size statement, Ratio Analysis- Classification of ratios, -Liquidity ratios, Leverage ratios, Activity ratios, Profitability ratios, Interpretation of ratios, Inter-firm analysis.	10 Hours
b) Practical	i) Download annual report of any company from its website and analyze its financial performance by the techniques of ratio analysis. ii) Prepare comparative financial statement and common-size financial statement.	5 Hours
Unit 3: a) Theory	Working Capital Management :- Nature and need of working capital, determinants of working capital estimation of working capital, financing of working capital, funds flow statement and cash flow statement.	10 Hours
b) Practical	i) Take interview of finance manager or entrepreneur regarding their need of working capital and its finance ii) Prepare fund flow statement or fund flow statement by collecting empirical data.	5 Hours
Unit 4: a) Theory	Financial decisions- Cost of capital, cost of different sources of finance, weighted average cost of capital, concept of optimal capital structure; capital budgeting Nature and significance, Techniques of capital budgeting - Payment method, Accounting rate of return, Net Present Value, Profitability Index, Internal rate of return.	10 Hours
b) Practical	i) Download annual report of any company from its website and analyze its capital structure and cost of capital. ii) Apply capital budgeting techniques for empirical data to learn decision-making.	5 Hours

Note: Minimum 5 hours practical on MS Excel should be conducted to teach various techniques of cost and management accounting.

Students should be motivated to analyze financial performance and capital structure.

Practical problems would be asked on second, third and fourth unit.

Reference Books:

- 1) Financial Management - Khan and Jain
- 2) Financial Management - Prasanna Chandra
- 3) Financial Management - I.M. Pandey
- 4) Financial Management - K.M. Srivastava
- 5) Financial Management - V.K. Bhalla
- 6) Financial Management and management Accounting - Saxena
- 7) Cost Accounting and Financial Management- P. C. Tulsian

Web Sites:

1. <http://education.svtuition.org/>
2. <https://www.scribd.com/doc/15880531/FINANCIAL-MANAGEMENT-Notes>
3. http://www.freemba.in/substream.php?stcode=10&stname=Finance_Management
4. <http://www.docsity.com/en/study-notes/management/financial-management/>
5. Google Scholar - <https://scholar.google.co.in/>

Suggested Research Journal :

1. Indian Journal of Commerce
2. Finance India
3. The Journal of Finance
4. Indian Journal of Finance
5. International Journal of Financial Management

Financial Management

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Describe the scope of financial Management and outline the major finance functions
CO2	Describe the concept of profit maximization V/s wealth maximization
CO3	Analyze financial statement using tools such as ratio analysis, comparative statement, common size statement and trend analysis
CO4	Analyze and calculate working capital requirement
CO5	Analyze the movement of funds using funds flow and cash flow statement
CO6	Describe the optimal capital structure using the tool of cost of capital.
CO7	Analyze long term investment decision using different techniques of capital budgeting

**Course outcome- Program Outcome Matrix
Financial Management**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1				✓		✓
CO2	✓	✓		✓		✓
CO3	✓	✓		✓		✓
CO4	✓	✓		✓		✓
CO5	✓	✓		✓		✓
CO6	✓	✓	✓	✓		✓

MBA -I SEM-II
PAPER-XI
HUMAN RESOURCE MANAGEMENT
(Choice-Based Credit System)

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Introduction to Human resource management - Definition, Scope, Objectives, Importance, HRM versus Personnel Management, Changing role of Human resource Management, HRM in Indian context.	10 Hours	
b) Practical	Read times of India, 'ascent' supplement and other Indian English news papers. Prepare a seminar paper and do the power point presentation on Human Resource concepts featuring in these news papers. Held a group discussion on referred HR concepts.	5 Hours	
Unit 2: a) Theory	Human Resource Development: Concept, Objectives of HRD, Significance of HRD, Nature of HRD, Benefits of HRD, HRD Culture, HRD Climate, HRD Subsystem, HRD Process.	10 Hours	
b) Practical	Visit any manufacturing and or service organization to do a micro analysis of HRM & HRD concepts. Prepare a report on HRM and HRD functions practiced in organization and discuss the same in an independent group discussion.	5 Hours	
Unit 3: a) Theory	Procurement and Placement: Concept of HRP, Job Analysis, Job Description, Job Specification, Recruitment: Objective, Recruiting Strategy, Policy, Factors affecting Recruitment, Sources of Recruitment. Selection: Essential, Process, Placement.	10 Hours	
b) Practical	Visit any manufacturing and or service organization to study a process of Human Resource Planning, recruitment, and selection. Prepare a report and submit.	5 Hours	
Unit 4: a) Theory	Development and Maintenance of Human Resource: Performance Appraisal: Meaning, Need, Problems of Performance Appraisal, Training and Development: Difference between training and Development, Methods of Training, Wage and Salary administration: Factors affecting wage/ salary, objective of wage and salary administration, Employee Benefits, Principle of employee benefit programme, Employee Service.	10 Hours	
b) Practical	Visit any manufacturing and or service organization with a view to study performance appraisal, training and salary administration.	5 Hours	

Note: Relevant case studies should be discussed

Reference Books:

P.Subba Rao, Personnel & Human Resource Management.
 Edwin Flippo, Personnel Management
 S. Seetaraman & B. Venkateswara Prasad, Human Resource Management
 VSP Rao, Human Resource Management
 Dipak Kumar Bhattacharyya, Human Resource Management
 B.B.Mahapatro, Human Resource Management Garry
 Dessler, Human Resource Management

Suggested Research Journal :

ICFAI – HRM Review

**MBA-I Sem-II Human Resource Management
 Paper No. 12**

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Understand the concept, objectives and changing role of HRM
CO2	Describe the objectives, benefits and process of HRD
CO3	Understand procurement process that includes; HRP, factors affecting Recruitment and sources, selection process and placement
CO4	Differentiate training and development and understand methods of training
CO5	Analyze the need and problems of performance appraisal
CO6	Understand factors affecting wage and salary administration and principles of employee benefit programme

Course outcome- Program Outcome Matrix

Course outcome 68312/57114	Program Outcome						Program Specific Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6	PsO1	PsO2	PsO3	PsO4	PsO5	PsO6
CO1	✓			✓		✓	✓					✓
CO2	✓					✓	✓		✓			
CO3	✓	✓		✓		✓	✓	✓		✓	✓	
CO4				✓	✓	✓	✓		✓			
CO5	✓					✓	✓		✓			
CO6	✓	✓		✓		✓	✓			✓	✓	

MBA -I SEM-II
PAPER-XII
OPERATIONS MANAGEMENT
(Choice-Based Credit System)

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Introduction to Production/Operations Management - Introduction to Production/ operations function-Objectives- operations management Decisions, Types of manufacturing systems- Production strategy, product selection, Product design, Interface of operations management with other departments- Productivity, Factors affecting productivity, ,work study, future challenges in Operations management.	10 Hours
b) Fieldwork	Visit an organization and study its operations management, type of manufacturing system, production strategies adopted by the organization. Submit a report.	5 Hours
Unit 2: a) Theory	Facilities and Technology management - Facilities management (Location of facilities, capacity planning, layout of facilities, planning maintenance of facilities, case studies on plant location) plant layout and materials handling - manufacturing technology management-emerging technology options and choice - Automation and flexible manufacturing system, Lean manufacturing system.	10 Hours
b) Fieldwork	Visit an organization and enlist various factors considered for finalizing its location. Submit a report and give presentation on same.	5 Hours
Unit 3: a) Theory	Production planning and control & materials management- Objectives of PPC, functions of PPC, project scheduling and PERT/CPM ,Materials management-Objectives, scope and functions, Purchasing management ,procedures for inventory management, Selective inventory control techniques, supply chain management, Logistics management	10 Hours
b) Fieldwork	Visit an organization and study Inventory management techniques used in it and highlighting scope of implementing selective inventory control techniques in it with details. Submit a report.	5 Hours
Unit 4: a) Theory	Quality Management - Quality concept(Definitions, dimensions),Quality philosophies, Quality assurance, Quality control, Quality circle,TQM,ISO Certifications, Quality tools and techniques.	10 Hours
b) Fieldwork	Visit an organization, study existing quality management initiatives, quality system, quality tools used in the organization. Undertake a group discussion on the same in class.	5 Hours

Reference Books:

1. S.A.Chunawala and D.R. Patel, "Production and operations management," Himalaya Publishing House, Mumbai.
2. R. Ramerselvam," Production and operations management" Eastern Economy Edition, New Delhi.
3. John O Meclain and Joseph Thomas: Operations management - production of Goods and services, Prentice Hall India, New Delhi.
4. S.N Chary,Production and operations Management, The McGrawhill publication
5. Norman Gaither,Greg Frazier, Operations Management, engage Learning India Pvt ltd.

Operation Management

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Describe the scope of operation management, types of manufacturing system and production strategies
CO2	Analyze the concept of material handling and factors to be considered while selecting location and technology
CO3	Understand importance and process of Production Planning and Control (PPC)
CO4	Critically analyze techniques of material management
CO5	Describe tools, techniques and certification of quality control

Course outcome- Program Outcome Matrix
Operation Management

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓		✓		
CO2	✓	✓		✓		✓
CO3	✓	✓		✓		
CO4	✓	✓		✓		
CO5	✓	✓		✓		

M.B.A. Part - I Semester – II
PAPER- XIII
MANAGEMENT INFORMATION SYSTEM
(Choice Based Credit System)

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Introduction to Information System - Concept of Data and Information, Introduction and characteristics of System. Concept of Information System, need and scope of information system, Managers and decision making, types of decision, phases in decision making, difference between computer literacy and information system literacy.	10 Hours	
b) Practical	Seminar or case studies on decision making	5 Hours	
Unit 2: : a) Theory	Types of Information Systems - Information needs at different organization levels. Major types of information systems in Organization- TPS- Introduction, need and significance. KWS & OAS- Introduction, need and significance. MIS –Introduction, need, characteristics and significance. Decision support systems (DSS) – characteristics, components and significance. Group decision support systems (GDSS), - Introduction, need, elements, characteristics and significance. Executive support systems (ESS) – Introduction, need and significance of ESS. Information as a strategic resources and concept of strategic information system. Contribution of information systems to pursue competitive strategies	10 Hours	
b) Practical	Case Studies: Marketing Information System, Financial Information System, Human Resource Information System, Production Information System.	5 Hours	
Unit 3: a) Theory	Design, Development and Implementation of Information System- Building information systems: Contemporary approaches. Systems as a planned organizational change. System development & organizational change, Overview of system development – System analysis, system design, completing the system development process. Alternative system building methods – system life cycle, prototyping, application of software packages, end user development and outsourcing. Causes of information system success and failure, appropriate strategies for implementation of IS.	10 Hours	
b) Practical	Case studies on system development	5 Hours	

Unit 4: a) Theory	Introduction to SAP-ERP - Concept of ERP, advantages and disadvantages of ERP, Introduction to SAP, SAP-Modules, SAP advantages, carriers in SAP.	10 Hours
b) Practical	Case studies or field work on ERP implementation	5 Hours
Reference Books:		
<ol style="list-style-type: none"> 1. Management Information Systems, Kenneth C. Laudon, Prentice Hall 2. Management of Information systems – Jawadekar W.S. 3. Information systems management in practice – Ralph H. Sprague Jr. & Barbara C. McNurlin 4. Management of information systems – James A. O’Brien 5. Information system concepts for management – 4th edition Lucas 6. Management of information systems – 2nd edition – Kroenke David. 7. Enterprise Resource Planning, Alex Leon 		
Suggested Additional Readings:		
SAP Manual www.erpgreat.com/sap-introduction.htm www.tutorialspoint.com/sap		
Suggested Research Journal :		
<ol style="list-style-type: none"> 1) International Journal of Information system 2) Information Resources Management Journal 		

CO1	Understand the concept of information and data
CO2	Describe the system and its type
CO3	Understand the importance of decision making and its phases
CO4	Describe various types of information systems like DSS, GDSS, ESS etc
CO5	Elaborate the system design and development process along with the life cycle and prototyping

Course outcome- Program Outcome Matrix

Course outcome 68443	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1				✓		
CO2	✓			✓		
CO3	✓	✓		✓		
CO4	✓			✓		
CO5	✓	✓		✓		✓

MBA -I SEM-II
PAPER-XIV
OPERATION RESEARCH TECHNIQUES
(Choice-Based Credit System)

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Introduction to OR Concepts, Phases Of OR, Application Potential To Diverse Problems In Business & Industry, Scope & Limitations. Linear Programming (LP) – Concepts, Formulation Of Models, Diverse Problems Graphical Solutions – Simple Algorithm – Use Of Slack / Surplus / Artificial Variables Max. Problems Simplex. Duality And Relationship Between Primal And Dual.	10 Hours
b) Practical	Practical's on – application of linear programming, simplex and big M method by using live data from local industry or any data bank: Two on Graphical, Two on Simplex and One on Dual-Primal Relation	5 Hours
Unit 2: a) Theory	Assignment & Transportation Problems (AP & TP) – Concepts, Formulation Of Model-Hungarian – Method Of Solution. Maximization, /Minimization.- Balanced/ Unbalanced – Problems. Transportation Problems (TP)-Concepts, Formulation Of Model- Solution Procedure For Initial Feasible Solution & Optimality Check- Balanced/ Unbalanced- Max./ Min	10 Hours
b) Practical	Practical's on – Assignment problem and transportation problem from local medium or large scale units or any data bank. Two on Assignment, Two on Transportation and One on blocked routes	5 Hours
Unit 3: a) Theory	Queuing (WAITING LINE) & Inventory Models- Concepts, Types Of Queuing System Characteristics Of Queuing Model Problem Based On The Results Of (M/M/1) Model. Inventory Models Types Of Inventories, Cost Involved, Deterministic Model, Economic Order Quantity (EOQ) & Economic Batch Quantity (EBQ) With Finite Production Rate, Determination Of Safety Stock & Reorder Levels- Lead Time.	10 Hours
b) Practical	Practical's on – M/M/1 model, EOQ, EBQ and calculation of reorder level and lead time: Two on Queuing and Three on Inventory	5 Hours

Unit 4: a) Theory	Network Analysis & Decision Theory- Algorithm As Applied To Problem Of CPM & PERT. Project Planning & Control By Use Of CPM/PERT Concepts. Decision Theory- Maximini And Minimax, EMV, Regret (Opportunity Loss) And EVPI Criteria	10 Hours
b) Practical	Practical's on – CPM and PERT, EMV & EVPI to a live project in the vicinity: Three on CPM & PERT, Two on Decision Theory	5 Hours

Note: For theory papers problem should be from the field of management only.

Reference Books:

1. Operation Research- An introduction- Taha.
2. Operation Research –S.D. Sharma.
3. Operation Research for management- Shenoy, Srivastav.
4. Operation Research –P.K. Gupta &D.S. Hira.
5. Operation management- Kanti Swaroop & others.
6. Principles of Operation Research- Harvey- M Wagner.

Suggested Research Journal :

Asia Pacific Journal of Operations Research

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO2	Solve the assignment problem to i) minimize cost ii) maximize profit iii) travelling salesman problem
CO3	Solve the transportation problem to minimize the transportation cost and to optimize solution using MODI's method.
CO4	Find critical path , project duration and variance of critical path.
CO5	Calculate expected opportunity loss (EOL) or expected profit using Maximin or Minimax criteria.
CO6	To determine Economic Order Quantity (EOQ) , Economic Batch Quantity (EBQ) With Finite Production Rate and also to determine Safety Stock & Reorder Levels- Lead Time.

**Course outcome- Program Outcome Matrix
OPERATION RESEARCH TECHNIQUES**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1		✓		✓		
CO2		✓		✓		
CO3		✓		✓		
CO4		✓		✓		
CO5		✓		✓		
CO6		✓		✓		

MBA -I SEM-II
PAPER-15 (XV)
RESEARCH METHODOLOGY
(Choice-Based Credit System)

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Research Fundamentals: (a) Meaning, objectives & Motivation in research. Types of research – Research Approach. Research process (identification of research/management problem –, research question, statement of a research problem), Distinction between management problem and managerial research problems - relevance & scope of research in management.	10 Hours
b) Practical	(b) Enlist number of contemporary social and managerial problems for which research is required. Enlist questions raised out of every social and managerial problem. Discuss the research issues/problems in class for better comprehension. Prepare statement of a research problem for every social and managerial problems enlisted.	5 Hours
Unit 2: a) Theory	Research Design- (a) Features of good Design, Types of Research Design, Sampling Design steps in sample Design Characteristics of a good Sample Design, random samples & nonrandom sampling Design, determining size of sample. Statistical design. Measurement & scaling techniques- measurement scales, Errors in measurement. Scaling technique. Hypothesis – concept, definition, types of hypothesis, features of good hypothesis.	10 Hours
b) Practical	(b) Select any one statement of research problem out of above enlisted social or managerial problems and prepare a detailed research design. Design the research for small sample size.	5 Hours
Unit 3: a) Theory	Data Collection and Analysis: (a) Methods of data collection, Primary data – Schedule and questionnaire. Construction of schedule and questionnaire align with objectives framed. Collection of secondary data. Processing and analyzing data – Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Inferential Analysis ('t' test, Chi- Square test, F test), Testing of hypothesis – Procedure for hypothesis testing. Parametric and Non parametric test of hypothesis. Confidence level. Use of Ms-Excel and SPSS for data analysis – descriptive and inferential statistics.	10 Hours
b) Practical	(b) Design schedule align with hypothesis and objectives framed. Collect data of minimum 30 samples. Feed data into Ms-Excel import the same into SPSS. Process the data to test hypothesis and to suffice set objectives.	5 Hours

Unit 4: a) Theory	Interpretation and Report Writing: (a) Interpretation of data, 10 Hours techniques of Interpretation, report writing, layout of a project report.	
b) Practical	(b) Prepare a comprehensive report of research under study. Use layout of project report containing five chapters for writing a report.	5 Hours

Note: Every institute must have licensed copy of SPSS for the laboratory practical's. Minimum 5 hours practicals on SPSS should be conducted to teach descriptive and inferential analysis and hypothesis testing.

Students should be motivated to analyze project data with the help of SPSS.

Practical problems would be asked on hypothesis testing, statistical analysis.

Reference Books:

1. Research Methodology – C. R. Kothari
2. Research Methodology – Saranwala
3. Research Methodology in Management – Dr. V. P. Michael
4. Methods of Social Survey Research – Bajpai
5. Research Methodology in Commerce – S. Mohan, R. Elangovan, Deep & Deep, New Delhi
6. Research Methodology – R. Panneer Selvan, PHI
7. Research Methodology The Discipline & Its Dimensions – Jai Narain Sharma, Deep & Deep
8. Research Methodology Methods, Tools & Techniques – Gopal Lal Jain, Mangal Deep Pub. Jaipur
9. Methodology of Social Sciences Research – Dr. Raj Kumar – Book Enclave, Jaipur

Web Sites:

1. National Council of Applied Economic Research (NCAER) - <http://www.thinktankinitiative.org/think-tanks/NCAER>
2. IMRB - International - <http://www.imrbint.com/>
3. Google Scholar - <https://scholar.google.co.in/>

Suggested Research Journal :

1. Indian Journal of Marketing
2. Finance India
3. ICFAI Journal of Organizational Behaviour
4. Vision
5. Economic and Political Weekly

Research Methodology Paper no. 16

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Understand the objectives, process and types of research.
CO2	Describe the features and types of research design.
CO3	Elucidate the process of sampling design and different types
CO4	State the measurement and scaling techniques.
CO5	Describe the methods of data collection.
CO6	Explain different methods of analyzing data - descriptive and inferential analysis
CO7	Write research report in prescribed format

Course outcome- Program Outcome Matrix

Course outcome 68316/57118	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
C01	✓			✓		
C02	✓			✓		
C03	✓		✓	✓		
C04	✓	✓		✓		
C05	✓	✓	✓	✓		
C06	✓	✓		✓		
C07	✓	✓	✓	✓		

MBA -I SEM-II
PAPER-XVI
BUSINESS ENVIRONMENT
(Choice-Based Credit System)

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Introduction to Business Environment: Concept, Significance and Nature of Business Environment - Internal and External Elements of Business Environment - LPG Policy and Indian Business Environment	10 Hours	
b) Practical	Collect news of firms appeared in any business news paper, magazines that have changes their business plans, policies and strategies owing to change in business environment. Make detailed elaborations of these environmental impacts.	5 Hours	
Unit 2: a) Theory	Agribusiness Environment in India Role and Changing Nature of Agriculture in India - Leading agro based industries – Sugar, Cotton textile and Food Processing Industrial Finance – Role and Sources.	10 Hours	
b) Practical	Visit nearest agribusiness unit to study its business functioning and functional areas of management.	5 Hours	
Unit 3: a) Theory	Policy for Business Environment Industrial Policy since 1991 - SEZ – Concept, development, advantages and disadvantages - Foreign Trade Policy since 1991	10 Hours	
b) Practical	Group discussion on aforementioned policies and its impact on business.	5 Hours	
Unit 4: a) Theory	International Business Environment Sources and Role of Foreign Direct Investment - Multinational Corporations – Need, Role and Nature - International Institutions and Business Environment – IMF, IBRD and WTO	10 Hours	
b) Practical	Study critically the news appeared in news papers related to MNC, FDI, IMF, IBRD and WTO. Present the critical analysis in the class.	5 Hours	

Reference Books:

1. Datta and Sundaram, Indian Economy, S. Chand and Company, Mumbai, 2015
2. Misra and Puri, Indian Economy, Himalaya Publishing House, Mumbai, 2015
3. Bhafks, Business Process Reengineering, Himalaya Publishing House, Mumbai
4. Desai-Bhalerao, International Economics, Himalaya Publishing House, Mumbai
5. Shaikh and Saleem, Business Environment, Pearson Phi,
6. Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai

Suggested Additional Readings:

Economic Survey of India – Government of India

India Development Report – Government of India

Ministry of Industry Government of India

Ministry of Agriculture Government of India

Ministry of Foreign Affairs Government of India

Reports by Hindu on Agriculture, Industry and environment.

Suggested Research Journal :

Economic and Political Weekly

Kurukshetra

Yojana

Business Environment

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Analyze Internal and External elements of business environment.
CO2	Describe Impact of LPG policy on Indian business environment.
CO3	Analyze agribusiness environment in India.
CO4	Describe various Industrial policy such as SEZ and their impact in Indian economy
CO5	Explain the role of role of International business in Indian Economy
CO6	Analyze role of various international institutes such as IMF,IBRD and WTO in Business Environment.

**Course outcome- Program Outcome Matrix
Business Environment**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
C01	✓	✓		✓	✓	
C02	✓	✓		✓		
C03	✓	✓				
C04	✓	✓		✓		
C05	✓	✓				
C06	✓	✓				



Estd: 1962
NAAC 'A' Grade
MHRD-NIRF-28th Rank

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दुरध्वनी: (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग- २६०९०९४)
फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३.
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Ref.No./SU/BOS/Commerce /MBA/3306

Date :20/07/2017

The Director, Department of Commerce (M.B.A.) Shivaji University, Kolhapur	The Principal, All Affiliated Concerned Colleges (M.B.A.) Shivaji University, Kolhapur
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Subject: Regarding revised Syllabi, Nature of Question Paper and Equivalence of M.B.A.Part-II (Semester-III & IV) (CBCS) under the Faculty of Commerce & Management.

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the university authorities have accepted and granted approval to the revised syllabi of Master of Business Administration Part-II (Semester-III & IV) (CBCS) under the Faculty of Commerce & Management.

This syllabi will be implemented from the academic year 2017-18 (i.e. from June 2017) onwards. A soft copy containing the syllabus is enclosed herewith. This said syllabi is also available on university website www.unishivaji.ac.in.

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in Oct/Nov-2017 & March/April-2018. These two chances are available for repeater students, if any.

You are, therefore requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

Dy. Registrar

- 1 Co-ordinator, Faculty of Commerce & Management
 - 2 Chairman, Co-ordinating Committee in Bus. Management For information
 - 3 Appointment Section
 - 4 O.E.I Section
 - 5 Affiliation Section (P.G.)
 - 6 Computer Centre
 - 7 P.G. Admission
 - 8 Meeting Section
 - 9 P.G.Seminar
 - 10 Eligibility Section
- For information & necessary action.



SHIVAJI UNIVERSITY, KOLHAPUR

Accredited By NAAC – A Grade

Faculty of Commerce

Revised Syllabus of

Master of Business Administration (M.B.A.)

Part- II

Sem. (III & IV)

Choice Based Credit System - (CBCS)

(Introduced from June 2017 and Onwards)

To be implemented from the academic year 2017-2018 onward

1. Introduction:

Considering the current requirement and present scenario of globalization and emerging trends in the Industry, Information Technology, there is need to make students aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

2. Objectives of the course:

The main objective of this course is to prepare the executives and managers for top level and middle level management in public cooperative and private sector organizations. The emphasis will therefore, be on developing a proper role perception of managerial level personnel in the Indian context by exposing them to a wide range of relevant areas, sufficiently in depth so that they may gain the confidence to interact with people at all levels and develop managerial skills for translating policies into action effectively.

3. Schedule of Teaching and Examination:

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1st August to 15th November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1st January to 15th April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

4. Eligibility for Admission:

In order to secure admission to first year of two-year full time MBA course, the candidate should fulfill the following eligibility criteria:

- Passed with minimum of 50 % marks in aggregate (45% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years duration in any discipline recognized by the UGC.
- Candidate should appear for the Common Entrance Test (C-MAT), GD and PI conducted by the competent Authority of Maharashtra State for the MBA Admission.

5. Intake of the Course: As per AICTE approval

Present syllabus

Present syllabus is introduced with a view to impart practical aspects of subjects offered to learn in MBA program. Every unit in syllabus is supplemented with a practical to make students understand the theoretical concept under study. The practical is expected to enhance communication skills, leadership skills, interpersonal skills, professional mannerism since students are regularly in touch with business organizations and people in society for data collected, discussions, learning and seeking opinions. The practical's also aims to enhance research aptitude of student which may help to imbibe analytical skills, logical reasoning and presentation skills. The entire effort of introducing practical's is to change thinking of students from examination oriented learning to decision making orientation learning in an effort to shape ready decision maker executive and entrepreneur. To bring in shifting in students thinking towards decision making learning the nature of question paper has also been changed and 50% weightage is given in examination for decision making oriented questions or exercise.

6. Structure of MBA Course: 80:20 with CBCS

MBA. Part-I Semester-I MBA. Part-I Semester-II

PaperNo.	Subject	Year	Internal Marks	Uni.Exam	TotalMarks	PaperNo.	Subject	Weekly	Internal Marks	Uni.Exam	TotalMarks
1	Principles & Practices of Management	4	20	80	100	9	Marketing Management	4	20	80	100
2	Management Accounting	4	20	80	100	10	Financial Management	4	20	80	100
3	Quantitative Techniques for Management	4	20	80	100	11	Human Resource Management	4	20	80	100
4	Managerial Economics	4	20	80	100	12	Operations Management	4	20	80	100
5	Information Technology for Management	4	20	80	100	13	Management Information System	4	20	80	100
6	Business Communication	4	20	80	100	14	Operation Research Techniques	4	20	80	100
7	Organizational Behaviour	4	20	80	100	15	Research Methodology	4	20	80	100
8	Legal Framework of Business	4	20	80	100	16	Business Environment	4	20	80	100
	Total	32	160	640	800		Total	32	160	640	800

From Academic Year 2017-18 and onwards.

MBA Part-II Semester-III

MBA Part-II Semester-IV

PaperNo	Subject	y	Intern alMar ks	Uni.Exa m	TotalMar ks	PaperNo.	Subject	WeeklyTheor y	Intern alMar ks	Uni.Ex amMar ks	TotalMar ks
17	Corporate Planning & Strategic Management	4	20	80	100	25	Entrepreneurship Development	4	20	80	100
18	Project Report & Viva-Voce	4	20	80	100	26	Management Control System	4	20	80	100
19	Elective I- Paper-I	4	20	80	100	27	Global Quality System	4	20	80	100
20	Elective-I Paper-II	4	20	80	100	28	International Business	4	20	80	100
21	Elective-I Paper-III	4	20	80	100	29	Elective I- Paper-IV	4	20	80	100
22	Elective-II Paper-I	4	20	80	100	30	Elective-I Paper-V	4	20	80	100
23	Elective-II Paper-II	4	20	80	100	31	Elective II- Paper-IV	4	20	80	100
24	Elective-II Paper-III	4	20	80	100	32	Elective-II Paper-V	4	20	80	100
	Total	32	160	640	800		Total	32	160	640	800

32 Heads, Total Marks – 3200

One theory lecture duration 60 minutes.

Electives (Any TWO)-

1. Marketing Management
2. Human Resource Management
3. Financial Management
4. Production Management
5. IT & System Management
6. Agriculture Business Management
7. Textile Management

Note: Internal Marks:

Mid – term test*	10 Marks
Four (4) practical assignments given in syllabus (2.5 Marks to each practical assignment) It is the discretion to respective faculty regarding nature of submission of practical assignments.	10 Marks
University Theory Examination (3 hours duration)	80 marks
Total	100 Marks

Options to conduct Mid-term test:

1. Midterm test is to be conducted at the end of every semester by institute.
2. For midterm test **OPEN BOOK** examination is proposed. The examination would be of three hours for every course. Decision making oriented questions, case lets, exercise questions, practical problems would only be asked to solve. Students are allowed to refer secondary sources and discussion in groups. Use of internet is strictly prohibited. Four independent question papers would be prepared coded as A, B, C and D. as per roll number of student question papers would be distributed. (for roll number 1 code A question paper, 2-B, 3-C and for roll number 4 code D question paper and again for 5 code A question paper would be given).

Open book examination is expected to foster reference taking, interpersonal discussion, group discussion, reasoning, logical thinking in groups, debating, leadership traits and the like.

The records of internal practical assignments and midterm test of every student should be maintained at institute which is subject to verify by university authority.

8. Nature of Examination:

1. Medium of information shall be ENGLISH. Question papers and answer papers should be only English language.
2. University examination shall be of 80 marks for each subject.
3. The nature of university examination question paper shall be as follows.
4. In the paper of Accounting for Mangers, Mathematics & Statistics, Managerial economics, Financial Management, Operations Management, Operation Research Techniques, Research Methodology, Management Control System Exercise example will be asked. Besides this the specialization area viz. Financial Management, IT & System Management, exercise example will be asked.

Nature of Question Paper:

(Note- Question No. 1 and Q. No. 2 are compulsory. Attempt any two from Question No 3, 4 and 5)

Q.1 Case Study	20 marks
Case Study, Exercise example, quantitative problems.	
Q.2 Decision making related Question/exercise/problem/case let/ etc.	20 marks
Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus.	
Q.3 a) }	
b) }	20 marks
Q.4 a) }	
b) }	20 marks
Q.5 Short notes (any four out of six)	20 marks

9. Standard of Passing:

- a. Candidate is required to secure minimum 40% marks in Internal and University examination and 50% in aggregate together in each subject.
- b. Subject to the condition of pass at the course to the condition(c) only –
50 % and above but less than 60 % - II Class
60% and above but less than 70 % - I Class
70 % and above - I Class with Distinction.
- c. No class will be awarded to any part of examination.

10 . Credit system implementation - As per the University norms**11. Passing rules-**

1. For admission to M.B.A. Part-II, a candidate must have cleared all papers of Sem-I and Sem-II or atleast 12 papers of sem-I and sem-II combine.
2. The students who have completed first semester are allowed to continue for second Semester and students who have completed 3rd Semester are allowed to continue for IV Semester as per above rule.

12. Project Report :

Every student should go for in-plant training after the Semester- II examination.
In -Plant training duration is of 50 days.

13. Fee Structure: As per Shikshan Shulk Samiti , Govt. of Maharashtra

Equivalence:**M.B.A. Part-I Sem-I**

Paper No.	Pre-revised	Paper No.	Revised
1	Principles and Practices of Management	1	Principles and Practices of Management
2	Accounting for Managers	2	Management Accounting
3	Mathematics And Statistics For Management	3	Quantitative Techniques for Management
4	Managerial Economics	4	Managerial Economics
5	Information Technology for Management	5	Information Technology for Management
6	Business Communication	6	Business Communication
7	Organizational Behaviour	7	Organizational Behaviour
8	Legal Framework of Business	8	Legal Framework of Business

M.B.A. Part-I Sem-II

Paper No.	Pre-revised	Paper No.	Revised
9	Marketing Management	9	Marketing Management
10	Financial Management	10	Financial Management
11	Human Resource Management	11	Human Resource Management
12	Operations Management	12	Operations Management
13	Management Information System	13	Management Information System
14	Operation Research Techniques	14	Operation Research Techniques
15	Research Methodology	15	Research Methodology
16	Business Environment	16	Business Environment

14. Teacher Qualification: As per AICTE norms prescribed time to time.

14. Staffing Pattern:

NORMS FOR MBA COURSE FOR THE APPOINTMENT OF TEACHING STAFF

Division of workloads as per the revised syllabi of MBA two years full time course.

Sr. No.	Subjects	Work Load	Total Annual Workload	Weekly workload
01	General Management			
	Principles & practices of Management (Compulsory Sem-I)	4		
	Communication Skills (Compulsory Sem-I)	4		
	Managerial Economics (Compulsory Sem-I)	4		
	Legal Framework of Business (Compulsory Sem-I)	4		
	Corporate Planning and Strategic Management (Compulsory Sem-III)	4		
	Business Ethics (Compulsory Sem-III)	4		
	Total workload (Sem-I & Sem-III)	24		

	Research Methodology (Compulsory Sem-II)	4		
	Business Environment (Compulsory Sem-II)	4		
	Entrepreneurship Development (Compulsory Sem-IV)	4		
	Management Control System (Compulsory Sem-IV)	4		
	Global Quality System (Compulsory Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	Total workload (Sem-II & Sem-IV)	24	48	24
02	Marketing Management			
	Contemporary Issues in Marketing (Elective Sem-III)	4		
	Buying Behavior and Brand Management (Elective Sem-III)	4		
	Marketing Strategy and CRM (Elective Sem-III)	4		
	Total workload of Sem-III	12		
	Marketing Management (Compulsory Sem-II)	4		
	Sales Management and Advertising Management (Elective Sem-IV)	4		
	Retail and Rural marketing (Elective Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	Total workload of Sem-II & Sem-IV)	16	28	14
03	Financial Management			
	Management Accounting (Compulsory Sem-I)	4		
	Indian Financial System (Elective Sem-III)	4		
	Financial Decision Analysis (Elective Sem-III)	4		
	Project Planning and working Capital Management (Elective Sem-III)	4		
	Total workload of Sem-I & Sem-III	16		
	Financial Management (Compulsory Sem-II)	4		
	Investment Management (Elective Sem-IV)	4		
	International Finance (Elective Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	Total workload of Sem-II & Sem-IV	16	32	16

04	Human Resource Management			
	Organisational Behavior (Compulsory Sem-I)	4		
	Human Resource Planning And Procurement (Elective Sem-III)	4		
	Human Resource Development (Elective Sem-III)	4		
	Employee Remuneration (Elective Sem-III)	4		
	Total workload (Sem-I & Sem-III)	16		
	Human Resource Management (Compulsory Sem-II)	4		
	Employee Relations and Labour Laws (Elective Sem-IV)	4		
	Strategic HRM and International Perspective (Elective Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	Total workload of Sem-II & Sem-IV	16	32	16
05	Production Management			
	Applied Statistics for Management (Compulsory Sem-I)	4		
	Operations Management Strategies (Elective Sem-III)	4		
	Production Planning and Control (Elective Sem-III)	4		
	Materials and Inventory Management (Elective Sem-III)	4		
	Total workload of Sem-I & Sem-III	16		
	Operations Management (Compulsory Sem-II)	4		
	Operation Research Techniques (Compulsory Sem-II)	4		
	Global Operations & Logistics (Elective Sem-IV)	4		
	World Class Production Management (Elective Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	Total workload of Sem-II & Sem-IV	20	36	18
06	System Management			
	Information Technology For Management (Compulsory Sem-I)	4		
	Strategic Information System Management (Elective Sem-III)	4		
	Information System Audit and Security (Elective Sem-III)	4		
	Software Project Management (Elective Sem-III)	4		
	Total workload (Sem-I & Sem-III)	16		
	Management Information System (Compulsory Sem-II)	4		
	Business Process Re-Engineering (Elective Sem-IV)	4		
	Knowledge Management (Elective Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	Total workload Sem-II & Sem-IV	16	32	16

07	Agriculture & Co-operative Mgt.			
	Agri-Business Management (Elective Sem-III)	4		
	Agricultural Marketing (Elective Sem-III)	4		
	Agripreneurship And Project Management (Elective Sem-III)	4		
	Total workload of Sem-III	12		
	International Trade in Agriculture (Elective Sem-IV)	4		
	Agri-Business Finance Management (Elective Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	Total workload of Sem-IV	12	24	12
08	Textile Management			
	Textile Product and Processes (Elective Sem-III)	4		
	Textile Markets : Domestic and International (Elective Sem-III)	4		
	Textile Industry in India (Elective Sem-III)	4		
	Total workload of Sem-III	12		
	Textile Project Planning And Management	4		
	Fashion Industry	4		
	Project Report (Compulsory Sem-IV)	4		
	Total workload of Sem-IV	12	24	12
	Total Course Workload of all Electives	--	256	128

- Eight faculty workload - 108 per week
- Additional electives workload - 20 per week
- Total course workload - 128 per week

TENTATIVE FACULTIES BREAK UP of one division (i.e.60 intakes)

Sr. No.	Designation	Subject	Number of Posts	Workload per week as per AICTE Norms	Total workloads
1	Director / Professor	General Management	01	04	04
2	Assistant Professor	<ul style="list-style-type: none"> • General Management • Functional Area of Management (Marketing Mngt. Financial Mngt., Production Mngt., Systems Mngt.) (Assistant Professor in Functional area of Management is as per Institutes requirement)	02	10-12	24
3	Lecturer	<ul style="list-style-type: none"> • Marketing Management • Financial Management • Production Management • Systems Management • Human Resource Management • Agriculture and Co-operative Management • Textile Management 	05	14-16	80
		Total workload of one division i.e. 60 intake of above first five electives	8	--	108

Note :

1. There are five posts of lectures for above **first** five elective area of management. The post of lecturer is allotted to each subject electives except the subject in which the post of assistant professors is filled.
2. College / institute may provide any five above electives for eight full time faculties (1+2+5). If college/Institute wants to provide additional electives such as Agriculture & Co-operative Management and Textile Management, then additional faculty **in respective area** should **be appointed** for each additional elective before commencement of academic year.
3. Looking towards the workload of General Management Subject it seems relevant to allot a senior faculty of Assistant Professor Grade to General Management area. Another post of Assistant Professor should allot to any area of functional management i.e. Marketing Management, Financial Management, Production Management, Systems Management, Human Resource Management and Agriculture and Co-operative Management as per the requirement of institute.
4. The functional area of management in which the second post of assistant professor is allotted in the same functional area of management the post of lecturer should not be given and the rest areas of management should be considered on the post of lecturer.
5. For fulfilling the workload as per norms of a faculty; concerned head of the institute is at discretion to allot workload of other subjects than of the core area looking towards the competency of faculty.

Staff pattern (for 60 intake)

Sr. No.	Designation	Subject	No. of Post
1.	Director	General Management	1
2.	Assistant Professor	General Management	1
3.	Assistant Professor	Functional Area of Management	1
4.	Lecturer	Financial Management	1
5.	Lecturer	Marketing Management	1
6.	Lecturer	Human Resource Management	1
7.	Lecturer	Systems Management	1
8.	Lecturer	Production Management	1
9.	Lecturer	Agriculture and Co-operative Management	1
10.	Lecturer	Textile Management	1

JUSTIFICATION OF CALCULATION OF NUMBER OF TEACHING

STAFF <http://www.aicte.ernet.in/appforms.htm>

Approval Process Handbook (2008-2009)- Part-I

http://www.aicte.ernet.in/download/aph_pdf, 11.07.09, 1215 hrs. Page no.62 point 14.6, reads following table regarding full time faculty appointment at MBA.

14.6 Full Time FACULTY (appointed).

Sr. No.	Class	Director	No. of professors	No. Of A.P.	No. of Lecturers	Total	No. of Technical Supporting Staff.
5	MBA/PGDM or MCA	1	p	AP	L	T	1 Lab Asst. Per Lab. + 2 Maintenance Staff.

$$P = (\text{Approved Students Strength}) / [15 \times (1+2+6)] - 1$$

$$P1 = (\text{Approved Students Strength}) / [10 \times (1+2+6)] - 1$$

$$AP = 2 \times (\text{Approved Students Strength}) / [15 \times (1+2+6)]$$

$$AP1 = 2 \times (\text{Approved Students Strength}) / [10 \times (1+2+6)]$$

$$L = 6 \times (\text{Approved Students Strength}) / [15 \times (1+2+6)]$$

$$L1 = 6 \times (\text{Approved Students Strength}) / [10 \times (1+2+6)]$$

$$T = (\text{Approved Students Strength}) / 15$$

$$T1 = (\text{Approved Students Strength}) / 10$$

Calculations of teaching staff as per above directions for a single batch of 60 students intake comes to:

$$1. P = (\text{Approved Students Strength}) / [15 \times (1+2+6)] - 1$$

$$= 60 / [15 \times (1+2+6)] - 1$$

$$= 60 / (15 \times 9) - 1$$

$$= 60 / 135 - 1$$

$$= 0.44 - 1$$

$$= -0.55$$

$$2. AP = 2 \times (\text{Approved Students Strength}) / [15 \times (1+2+6)]$$

$$= 2 \times 120 / 135$$

$$= 1.77$$

$$3. L = 6 \times (\text{Approved Students Strength}) / [15 \times (1+2+6)]$$

$$= 6 \times 120 / 135$$

$$= 5.33$$

From above calculation -0.55 Professor, 1.77 Assistant Professors and 5.33 Lecturers are required.

To rounded up the figures to the nearest, no professor, 2 Assistant Professors and 5 Lectures are required as per stated norms. The total of faculty strength goes to 8 (1 Director + 2 Assistant Professor + 5 Lectures).

In the documents of AICTE and Handbook on AICTE states

Faculty cadre ratio = 1:2:6

It is colloquial practice to consider Director is equivalent to Professor. So One Professor, two Assistant Professor and five Lecturers.

And Teacher student ratio is 1:15 Now for a intake of one batch of 60 students total strength comes to 120. Applying ratio i.e. 120/15 comes to 8 faculties for one batch.

There finds contradiction in Faculty Cadre Ratio and Teacher Student ratio given by AICTE.

The information given above in tabulation and Teacher student ratio matches.

Hence, one director, two assistant professors and five lecturers posts (total strength of teaching staff is 8) for one batch (120 students i.e. 60 students of first year and 60 students of second year) should filled in by institute running full time MBA AICTE approved program.

-: MBA Program Outcomes:-

Graduates of Masters of Business Management will be able to achieve:

1. An ability to comprehend, analyze, evaluate micro and macro environmental factors and understand critical business situations
2. An ability to make decisions, considering risk, consequences and feasibility of the alternative
3. An ability to communicate effectively, both oral and written, with a range of audience
4. An ability to understand relation between multifunctional areas of business
5. An ability to develop team spirit and Leadership skills essential for managers and entrepreneurs.
6. An ability to understand and practice professional, ethical, legal and social responsibilities of a mature citizen.

-: MBA Program Specific Outcomes:-

Marketing Management:

1. Understanding marketing strategies adapted by the companies.
2. Understand the importance of factors influencing consumer behavior
3. Understand relevance of sales management in marketing department
4. Develop understanding about distinct strategies to be adapted for service marketing.
5. Evaluate essential role of logistics in the distribution network of the company
6. Understand the growing importance of organized retail and essentials of retail strategies
7. Get introduced to the importance of social media marketing.
8. Realize the importance of rural marketing with respect to Indian scenario

Financial Management:

1. Understand role of financial manager in running an organization and identify different sources and application of funds
2. Understand Indian financial system along with role of governing and regulatory bodies.
3. Equip students with the knowledge of financial decisions regarding capital structure at corporate level
4. Understand role of financial management during start-ups projects and other project management decisions
5. Introduce students to various investment avenues and develop the skill of designing investment portfolio under different variable.
6. Get an insight into significance of international finance and understand role of international financial institutions.

Human Resource Management:

1. Inculcate humane approach while handling various issues of the organization.
2. Understand qualitative and quantitative human resource needs of the organization
3. Developing human resources after considering individual performance and organizational requirements.
4. Expertise in analyzing and designing organization specific pay systems,
5. Develop understanding of labour laws and importance of maintaining harmonious employer-employee relations
6. Get insight into strategic HR practices at local and global level.

Agriculture Management:

1. Apply management principles to agriculture, agri- industries and allied activities.
2. Encourage students setting up and/ or get associated with agro-based industries.
3. Understand post-harvest marketing strategies essential for agro- products.
4. Develop agripreneurship inclination and understand essentials of agro related project management
5. Get insight into factors related to international trade of agro products.
6. Get introduced to financial management area pertaining to agri- business management,
7. Understand role and significance of government support system working in the area of agriculture development.

**Revised Syllabus of
Master of Business Administration (M.B.A.)
Part-II (Sem. III & IV)
Choice Based Credit System - (CBCS)
(Introduced from June 2017 and Onwards)
To be implemented from the academic year 2017-2018 onward**

**M.B.A.– II SEM. III
CORPORATE PLANNING & STRATEGIC MANAGEMENT**

Course Objectives:	1. To expose students towards different perspectives and concepts in the field of strategic Management. 2. To understand different strategies followed by corporates in the world. 3. To understand different strategic tools 4. To know the e- business strategies.		
Expected Skills Impartation(Through theory and Practical's)	1. Strategic Analysis 2. Comprehension 3. Model Illustration		
Marks : 80	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents:			
Unit 1 : a. Theory	a. Definition & Nature of Corporate Planning, 10 Advantages & Disadvantages. Concept and Hours definition of strategy, Strategic Management, strategic management process. b. Strategic Intent – Vision, Mission, Goals and Objectives, Strategic Business Units. Environment scanning and organizational appraisal - SWOT analysis, ETOP, Strategic Advantage Profile		
b. Practical	Select a business organization and study strategic intent, analyze internal and external environment and prepare ETOP and SAP. Present in the class.		5 Hours

Unit 2 : a. Theory	<p>a. Strategy Formulation - Corporate Level Strategies – Stability, Growth, Retrenchment & Combination strategies. Business Level Strategies – Cost Leadership, Differentiation and Focus Strategies</p> <p>b. Strategic Choice - Process of Strategic Choice, Industry analysis - Porter’s Five forces Model of competition, Competitor analysis, Value Chain Analysis, Grand Strategy Matrix, Mckinsey’s 7’s framework; GE-9 Cell Model, BCG Matrix, Factors affecting Strategic Choice. Introduction to Blue ocean strategy and red ocean strategy.</p>	10 Hours
b. Practical	Regularly read newspaper and study the recent strategic decisions of the 5 Corporates and submit a report.	5 Hours
Unit 3 : a. Theory	<p>a. Strategy Implementation: Inter-relationship between formulation and implementation; Issues in strategy Implementation- Resource Allocation, Behavioural Issues.</p> <p>b. Strategy and Structure, Corporate Social Responsibility, Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies.</p>	10 Hours
b. Practical	Study the CSR activities of any one Corporate and submit a report.	5 Hours
Unit 4 : a. Theory	<p>a. e- Business Strategy – Introduction, e-business models. Implementing an e- Business strategy – virtual organization, virtual sourcing, hybrid organization arrangement</p> <p>b. Strategy Evaluation & Control: Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, Operational Control, techniques of strategic evaluation and control,</p>	10 Hours

b. Practical	Study business model of an organization operating on e- commerce platform like Amazon, Flipkart, eBay, Paytm etc. Submit a detail report.	5 Hours
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Note: Case studies should be discussed on topics given in syllabi.

Reference Books:

1. Strategic Management & Business Policy – Kazmi Azhar – Tata McGraw Hill
2. Crafting and Executing Strategy: The Quest for Competitive Advantage, Thompson, Strickland, Gamble, Jain, McGraw Hill Publication
3. Strategic Management - Hitt, Ireland, Hoskisson, Manikutty, Cengage Learning India Pvt. Ltd.
4. Strategic Management: Concepts & Cases – Upendra Kachru, Excel Books.
5. Strategic Planning: Formulation of Corporate Strategy – V.S. Ramaswamy, S. Namakumari- Macmillan Publishing House Ltd.
6. Business Policy and Strategic Management – P. Subba Rao, Himalaya Publications
7. Strategic Management of e- Business – Stephen Chen, Wiley

Corporate Planning & Strategic Management

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Explain Strategic management process
CO2	Describe strategic intent and explain environment scanning and appraisal
CO3	Student will understand strategies at Corporate and business level.
CO4	Evaluate different models of strategic choice.
CO5	Explain Strategy implementation process and evaluation techniques
CO6	Describe E-Business strategy.

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓		✓		✓
CO2	✓	✓		✓	✓	✓
CO3	✓	✓		✓	✓	✓
CO4	✓	✓	✓	✓		✓
CO5	✓	✓		✓		✓
CO6	✓	✓		✓		✓

**MBA-II SEM-III
PAPER - XVIII
PROJECT REPORT AND VIVA VOCE**

Student has to undergo a practical training of minimum fifty days. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. During the training programme student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal teacher .Director/Principal of the institution/college will decide the last date of submission of final copy.

Student should submit two typed copies to the Institute. One copy for the institute and another copy for his/her personal record. Students may prepare additional copies for the organization, guide etc. A viva-voce examination will be conducted after the Semester III examination. A viva-voce committee will be appointed by the university. A committee will consist of 4members. Every district will have a separate committee for viva-voce.

UNIVERSITY GUIDELINES FOR PROJECT WORK:

A student has to take project work at the end of first year (second semester) of MBA.

1. Management project is done individually.
2. Student should take guidance from allotted guide.
3. Four copies of “Project Work” should be submitted to the Director of the Institute in stipulated time (One copy each for Student, Guide, Company where project is done and institute library).
4. The nature of project work should be such that it could be useful for concerned organization, industry and students as well.
5. The project report shall be duly assessed by the internal guide to the subject and marks shall be communicated by the Director to the University after receiving the Seat Numbers from the University along with the marks of internal credit from theory and practical to be communicated for all other courses.
6. The project work will carry 50 marks for internal assessment and 50 marks for external viva. The external viva shall be conducted by a maximum of four external examiners. This assessment criterion is subject to change.
7. Student should not use logos and name of company on the project report pages.
8. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
9. Use of colours in text matter should be avoided.

DETAILS OF PROJECT REPORT

TITLE

Title of research should be specific in nature, it should be short, crispy and should reflect management problem.

CONTENTS

The contents should be given in the following manner in tabular form

Sr. No	Chapter	Page No.

- a. Serial number of the chapter.
- b. Heading of the chapter
- c. Page numbers

IN SHORT THE FORM OF PROJECT REPORT IS AS GIVEN

BELOW Preface

- a) Certificate of the organization
- b) Declaration by Guide
- c) Declaration of Students
- d) Acknowledgement

Contents/ index

Heading of the chapter, page numbers, sub headings of the chapter.

Chapter I – Introduction to the study & Methodology

- 1.1 Introduction
- 1.2 Objective and importance of the study
- 1.3 Scope and limitations of study
- 1.4 Research Methodology

Chapter II – Theoretical Background

Chapter III – Introduction

- a. Name of the unit
- b. Location or address of the unit
- c. Brief history of the unit and present position
- d. Financial position
- e. Organization chart

Chapter IV – Analysis or Interpretation of Data

Chapter V – Findings, Suggestions and Conclusions

Appendices

Bibliography

APPENDICES

The document charts, questionnaires, tables, schedules etc which are actually referred to in the body of the project report (this consists of chapters I to VI) are to be included under appendix or appendices. So, the appendices may include.

- a. Questionnaires used for collecting information.
- b. Schedules used for collecting information.
- c. Tables formed for presenting the data.
- d. Documents/forms etc., referred to in the body of the project report.
- e. Diagram, graphs etc. referred to in the body of the project report.
- f. Guide student meeting record form.

BIBLIOGRAPHY

Bibliography means list of books, journals, published work actually referred to or used in the writing of the project report. This is not a separate chapter. The bibliography has to be written in a specific manner. It must be in the following manner.

The name of author (surname followed by initials), title of the book (is to be underline), year of publication, place of publication, number of the edition, name of the publisher in full (address), pages referred to. Or bibliography should be written following international standards as APA or MLM system.

JOINING REPORT

Date:

To,
The Director,

.....
.....
.....

Sub: Joining Report

Respected Sir,

I, Shri/Ms.have
joined

..... for the summer
inplant training from for the Project Work to be carried out.

I would be carrying out project work under the guidance and supervision of

Shri. /Ms.

(designation) inarea.

The title of my project work is

I shall join the college immediately after completion of my training i.e. on 1st August 20
without
fail.

(Name & signature of the Student)

(Name and Signature of the Industry Guide)

Seal of Organisation

PROGRESS REPORT

Progress Report No. _____

Name of Student	
Title of the Study	
Name of Guide	
Organization	
Date of Joining Organisation	
Date of Progress Report	
Period of Progress Report	
Progress :	

Signature
StudentsSignature
Industry Guide

GUIDE STUDENTS MEETING RECORD

Student :
 Guide :
 Topic :
 Organization :

Contact No :
 Contact No :
 Contact Person :
 Designation
 Contact No.

Sr.No	Date	Description	Signature of Guide / Experts	Signature of Student
1		Presentation of in plant training project work		
2		Submission of First Draft		
3		Submission of Second Draft		
4		Submission of Third Draft		
5		Presentation of Project Work		
6		Submission of Final Draft of Project report		

Sr.No.	Date	Signature of Guide	Signature of Student	Description of Discussion
1				
2				
3				
4				
5				
6				
7				
8				

Director

Choice Based Credit System
M.B.A.-II SEM-III
Elective I- MARKETING MANAGEMENT
PAPER-I

CONSUMER BEHAVIOR AND BRAND MANAGEMENT

Course Objectives:	This course provides a deeper insight into the consumer psychographics. The course offers theoretical foundations in consumer behavior and decision making, and offers many practical insights, that helps to understand the mind of the consumer, and the different buying influences. The knowledge of various modules and framework also helps students to understand consumer behavior. To provide an overview of branding aspects in the current context on product and brand management. To understand the various aspects related to Brand Management.		
Expected Skills Impartation(Through theory and Practical's)	<ul style="list-style-type: none"> 4. Interpersonal Communication 5. Communication with Sample Customer 6. Relating Individual and Group Behaviour with Buying Behaviour 7. Investigation 8. Analytical Skills 		
Marks : 80	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents:			
Unit 1 : a. Theory	Introduction to consumer Behavior –Concept and need for studying consumer behavior, factors influencing consumer buying behavior, consumer buying process. Consumer Modeling:- The economic model, Learning model, psychoanalytic model, The sociological model, The Howard Sheath model of buying behavior, The Nicosia model, The Engel–Kollat-Blackwell Model. Industrial \ Organizational Buying Behavior – Participants in Industrial marketing- Buying decisions involved in industrial buying process- Factors influencing industrial buying behavior		10 Hours
b. Practical	Visit any professional concern be it a business house, educational institution and study buying process for purchases of organizational consumption. Also study factors influencing buying.		5 Hours

Unit 2 : a. Theory	Individual Determinants of Consumer behavior- Perception- Meaning of perception- the perceptual process- Factor responsible for perceptual Distortion. Learning –Meaning of learning, components or elements of learning process. Personality- Meaning, Nature & Characteristics of Personality, Stages in the development of personality, personality influences and consumer behavior, self-concept or self-image. Attitude and behavior- The concept of Attitude, Relationship between Attitude and Behavior, Factors involved in Attitude formation Motivation- Meaning of Motivation, Needs And goals- The Dynamic Characteristic of Motivation.	10 Hours
b. Practical	In your own home or neighbor's or friend's house, study around recently bought moderate or high involvement consumable product. Study how buying decision has been undertaken. Study individual buying influences.	5 Hours
Unit 3 : a. Theory	Influence of Social class –Definition and meaning of social stratification, factors responsible for social stratification, characteristic features of social classes, Social influence on consumer behavior. Group Dynamics and Consumer Reference Groups- Definition and Meaning of Group, Reasons For formation of group, Types of Groups relevant to consumer behavior, Family life cycle, Friendship Group, Formal social clubs, Shopping Friends groups, Work group, Reference group	10 Hours
b. Practical	In line with practical second study external buying influences and write detailed report. If possible record interviews and share it in the class. Practical number 2 and 3 can be undertaken simultaneously.	5 Hours
Unit 4 : a. Theory	Brand Management – Meaning, definition, importance & functions of branding, Advantages & disadvantages of branding, types of brand. Managing brands- selecting brand name & logo, brand extension, brand rejuvenation, brand re-launch, brand proliferation, brand development through acquisition/ takeover, brand portfolio restructuring. Brand building process, Brand Equity – Meaning, brand equity models, building brand equity, measuring brand equity, brand valuation, managing brand equity, Brand positioning	10 Hours
b. Practical	In line with practical 2 nd and 3 rd study brand selection process of family for a product bought. Also make an attempt to measure the perceived brand equity towards product family have bought.	5 Hours
Note	Case studies should be discussed on topics given in syllabi.	

Reference Books	<ol style="list-style-type: none"> 1. Consumer Behavior - Leon Schiffman, Leslie Lazar Kanuk, Pearson Prentice Hall 2. Consumer behavior – Loudon, Della Bitta, Tata McGraw Hill 3. Industrial Marketing - Hill, Alexander, Cross, Prentice Hall 4. Strategic Brand Management Building, Measuring, and Managing Brand Equity –Keller Kevin Lane, Prentice Hall. 5. Brand Management The Indian Experience - Moorthi, YLR, Vikas Publishing House Pvt, Ltd. 6. Marketing Management: Text & Cases - Panda Tapan, Excel Books 7. Marketing Management - Ramaswamy, Namakumari, McGraw Hill Education 8. Marketing Management- Kotler, Keller, Koshy, Jha, Prentice Hall. 	
Suggested Additional Readings: (if web source then provide url)	American Marketing Association: https://www.ama.org/Pages/default.aspx	
Suggested Research Journal :	Indian Journal of Marketing IUP Journal of Brand Management IUP Marketing Mastermind.	

Paper 1 Consumer Behaviour and Brand Management

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Analyze factors influencing consumer behaviour
CO2	Describe buying behavior using consumer models
CO3	Describe industrial buying process and factors influencing buying behavior
CO4	Explain how Social, Psychological, cultural and Personal factors influence buying behaviour
CO5	Explain the concept of brand equity and brand management
CO6	Analyze merits and demerits of different branding strategies

Course outcome- Program Outcome Matrix Consumer Behaviour and Brand Management

Course outcome	Program Outcome						Program Specific Outcome							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PsO 1	PsO 2	PsO 3	PsO 4	PsO 5	PsO 6	PsO 7	PsO 8
CO1	✓	✓		✓		✓	✓	✓						
CO2	✓	✓		✓		✓	✓	✓						
CO3	✓	✓		✓		✓	✓	✓						
CO4	✓	✓		✓		✓	✓	✓						
CO5	✓	✓		✓		✓	✓	✓						
CO6	✓	✓		✓		✓	✓	✓						

Choice Based Credit System
M.B.A.-II SEM-III
Elective I- MARKETING MANAGEMENT
PAPER-II
SALES AND DISTRIBUTION MANAGEMENT

Course Objectives:	To develop understanding and appreciation of the Sales & Distribution processes in organizations. The course includes concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. It is an application oriented coursework and hence emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations.		
Expected Skills Impartation(Through theory and Practical's)	<ol style="list-style-type: none"> 1. Interpersonal Communication 2. Selling Skills 3. Analysis and Interpretation 		
Marks : 80	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents:			
Unit 1 : a. Theory	Sales Management – Evolution, Definition, sales management functions, place & importance of sales management in the organization. Sales forecasting – Meaning, Importance, Types of forecasting, Forecasting methods and procedure, Importance, merits & demerits of various methods. Sales related marketing policies		10 Hours
b. Practical	Select an authorized dealer/distributor or company branch office preferably dealing in consumer products and study sales organization, the way they forecast the sales and their sales policies.		5 Hours
Unit 2 : a. Theory	Sales Force Management –Determining size of sales force, Determining kind of sales personnel, Controlling sales personnel, evaluating and supervising , Sales Meeting & Sales Contests, Sales Quota, sales Territory, Sales control and cost analysis – The sales audit, sales analysis, marketing cost analysis		10 Hours
b. Practical	In the same organization study sales force management, sales meetings, sales contests. Study sales control analysis in the organisaiton. Study sales personnel reporting system. Collect formats of different reports.		5 Hours
Unit 3 : a. Theory	Personal Selling –Importance of personal selling, Formulation of personal selling strategy, Personal selling objectives, Personnel selling situations, Personal Selling Process, Characteristics of good sales person, Selling skills, Negotiation Skills, Different phases of negotiation, B2B Selling		10 Hours
b. Practical	Make a field visit along with sales people of dealer/distributor and study personal selling process in details.		5 Hours

Unit 4 : a. Theory	Logistics & Supply Chain Management - Definition & scope of logistics, key logistics activities, market logistics decision, emerging concepts in logistics. Concept of supply chain management, need for SCM, advances in SCM. Distribution: 6 C's of distribution. Selection and appointing distributors.	10 Hours
b. Practical	Study the logistic and supply chain management of the company the dealer is working for. Prepare report and share in the class.	5 Hours
Note	Case studies should be discussed on topics given in syllabi.	
Reference Books	<ol style="list-style-type: none"> 1. Sales Management: Decision, Strategies and Cases- R.R.Still , E.W.Cundiff , N.A.P.Govani, Pearson Education 2. Sales and Distribution Management – K.K. Havaladar, V.M. Cavale, Tata McGraw Hill Company 3. Professional Sales Management -Anderson, Hair and Bush, McGraw Hill Company 4. Effective Salesmanship – Richard T. Hise 5. Sales Management – RustomDavar 6. Marketing Management- Kotler, Keller, Koshy, Jha, Prentice Hall. 7. Marketing Management - Ramaswamy,Namakumari, McGraw Hill Education 	
Suggested Additional Readings: (if web source then provide url)	American Marketing Association: https://www.ama.org/Pages/default.aspx .	
Suggested Research Journal :	Indian Journal of Marketing The IUP Journal of Marketing Management IUP Marketing Mastermind.	

Paper II: SALES AND DISTRIBUTION MANAGEMENT

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Describe role, importance and function of sales management department in an organization
CO2	Analyze the size of sales force and tools adapted to manage the sales force
CO3	Describe personal selling strategy and characteristics and skills of sales person
CO4	Describe the scope of logistics and key logistics activities
CO5	Analyze the need, advantages and strategies of Supply Chain Management

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome						Program Specific Outcome							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PsO 1	PsO 2	PsO 3	PsO 4	PsO 5	PsO 6	PsO 7	PsO 8
CO1		✓		✓	✓	✓	✓		✓	✓				
CO2	✓	✓	✓	✓	✓	✓	✓		✓					
CO3	✓	✓	✓		✓	✓	✓	✓	✓	✓				
CO4	✓	✓		✓	✓	✓	✓				✓			
CO5	✓	✓	✓	✓	✓	✓	✓				✓			

Choice Based Credit System
M.B.A.-II SEM-III
Elective I- MARKETING MANAGEMENT
PAPER-III
SERVICE MARKETING AND RETAIL MARKETING

Course Objectives:	<p>To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services.</p> <p>To develop and understand the importance of the “state of the art” service management thinking.</p> <p>To promote a customer service-oriented mindset.</p> <p>To understand the role of services marketing and discuss its theory and core concepts.</p>		
Expected Skills Impartation(Through theory and Practical’s)	<ol style="list-style-type: none"> 1. Data Searching, Synthesis and Analysis. 2. Interpersonal Communication 3. Comprehension 		
Marks : 80	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents:			
Unit 1 : a. Theory	Service Marketing – Meaning, definition, importance of services, distinction between services & goods, characteristics of services, Marketing Mix in Service Marketing- Product, Price, Place, Promotion, People – Moment of Truth, Service encounters service personnel issues, emotions and service situations, service profit chain, Physical Evidence- evidence types, role of physical evidence, stimulus response model, services scapes, Process – types, Service Blueprint, service process matrix, service recovery and empowerment Service Quality –Gap model, SERVQUAL Model	10 Hours	
b. Practical	Select any one service organization and study its marketing strategies.	5 Hours	
Unit 2 : a. Theory	Application of 7 P’s of Services Marketing – Tourism and Hospitality management, Banking, Insurance and Financial Services, Healthcare services, Education services, Entertainment, Consultancy, Transportation	10 Hours	
b. Practical	Visit a service organization online and study details provided with respect to 7 P’s of services marketing and strategies.	5 Hours	
Unit 3 : a. Theory	Retail Marketing: Introduction to retail, Factors behind the change of Indian Retailing industry, Classification of retailers: Store based and Non-store based retailers, Organised and Unorganised Retailing, retail consumer, retail marketing mix, Store location and site evaluation, Store layout, design.	10 Hours	
b. Practical	List out the organized retail outlets in your city as per the different retail formats.	5 Hours	

Unit 4 : a. Theory	Retail Strategies, store management, Managing the Retail Store: Store management, Role of Store managers, Retail Personnel Management Process, Retail supply chain management, Information system, Visual merchandise, Customer Service, Retail franchising, Ethical and Legal issues in retailing, Careers in Retailing: Employment opportunities, ownership opportunity. Online Retailing	10 Hours
b. Practical	Visit any online retailing organization e.g. Amazon, Flipkart, Snapdeal, First Cry etc. Study retail strategies of company.	5 Hours
Note	Case studies should be discussed on topics given in syllabi.	
Reference Books	<ol style="list-style-type: none"> 1. Services Marketing - Zha S.M., Himalaya Publishing House 2. Services Marketing - Zeithaml, Bitner, Gremler&Pandit, McGraw Hill Publication 3. Services Marketing – Harsh Verma, Pearson Education 4. Service Marketing – RajendraNargudkar, 5. Retail Marketing -A Sivakumar, Excel Books New Delhi 6. Retail Management -Suja Nair , Himalaya Publishing House Mumbai 7. Retailing Management: SwapnaPradhan, 'Tata McGraw-Hill Publishing Company 8. Retail Marketing Management- David Gilbert, Pearson Education 	
Suggested Additional Readings: (if web source then provide url)	American Marketing Association: https://www.ama.org/Pages/default.aspx .	
Suggested Research Journal :	Indian Journal of Marketing The IUP Journal of Marketing Management IUP Marketing Mastermind.	

Equivalence:

Papers	Title of paper in Previous Syllabus	Papers	Title of course in this Syllabus
Paper – I	Contemporary Issues In Marketing	Paper – I	Consumer Behavior And Brand Management
Paper – II	Buying Behavior and Brand Management	Paper – II	Sales And Distribution Management
Paper – III	Marketing Strategy and CRM	Paper – III	Service Marketing And Retail Marketing
Paper – IV	Sales Management and Advertising Management	Paper – IV	Strategic Marketing
Paper – V	Retail and Rural Marketing	Paper – V	Contemporary Issues In Marketing

Paper III: SERVICE MARKETING AND RETAIL MARKETING

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Distinguish between marketing of services and goods
CO2	Analyze service marketing strategies using marketing mix
CO3	Describe the importance of service quality using SERVQUAL and Gap model
CO4	Analyze service strategies adapted by different service industry
CO5	Describe Indian Retail mix and factors behind changes in Indian retail industry
CO6	Classify different retailers using various parameters
CO7	Describe ethical and legal issues in retailing and careers in retailing

Course outcome- Program Outcome Matrix

Paper III: SERVICE MARKETING AND RETAIL MARKETING

Course outcome	Program Outcome						Program Specific Outcome							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PsO 1	PsO 2	PsO 3	PsO 4	PsO 5	PsO 6	PsO 7	PsO 8
CO1	✓			✓					✓					
CO2	✓	✓		✓	✓		✓		✓		✓			
CO3		✓		✓	✓		✓		✓					
CO4	✓	✓		✓			✓		✓					
CO5	✓			✓			✓	✓	✓	✓	✓	✓		✓
CO6	✓	✓		✓				✓	✓	✓	✓	✓		✓
CO7	✓	✓		✓		✓		✓	✓	✓		✓		

MBA- II Sem. IV
Elective -II – Human Resource Management Paper- I
Human Resource Planning & Procurement

Marks :80	Total Hours of Teaching : 60	Theory : 40	Practical : 20

Objectives :-

- 1) **To describe the detailed process of HRD.**
- 2) **To explain the recruitment and selection process in the organization.**
- 3) **To explain the different types of interviews.**

Unit – 1. Job Analysis – (10)

Job Design - Meaning, Different approaches to job design. Job Analysis – Concept, process of job analysis, Techniques of data Collection for job analysis. Job Description – Contents, steps in writing job description. Job Specification – Meaning , Contents. Job Evaluation – Meaning, Objectives, Methods/ Techniques of Job Evaluation.

Practical – Make a job analysis of any organization & submit a report on it (05)

Unit – II Human Resource Planning & Recruitment (10)

HR Planning Process - HR demand forecasting – HR supply forecasting, determining number and types of people, recruitment- Policy, e- Recruitment, evaluation and control of recruitment, : Recruitment Process, recruitment practice in India.

Practical :- Make a study of recruitment practice of any organization submit a report on it (05)

Unit – III Selection of Human Resource – (10)

Meaning, Selection Hurdles, Placement Induction Programme – Objective , benefit, Content of Induction Programme, Phases of Induction placement – meaning and Objective, Socialization – Concept, Phase of Socialization.

Practical :- Describe the selection process of any organization & submit a report on it (05)

Unit – IV Interviewing :- (10)

Types of Interviews- Unstructured , structured behavioral, Job related Principles of Interviewing – Do's and Don'ts Interviewing procedure – preparation, setting – physical and mental, conduct of interview, close.

Practical :- Visit the local organization & study the interview techniques in it and submit a report there on (05)

Books Recommended :-

1. Personnel Management by Edwin Flippo
2. Personnel 7 Human Resource Management – Text & Case by p. Subba Rao.
3. Human Resource Management by Garry Desslar, Pearson Education Asia.
4. Human Resource Management by S.S. Khanka, S.Chand & Co, New Delhi.
5. Human Resource Management and personal Management by Aswanthappa, Tata Mc Graw Hill, New Delhi.
6. Human Resource Management by Biswajeet Patnaik Hall of Indua Private Limited, New Delhi.
7. Human Resource Management – An Experimental Approach by H. John Bernandin & Joyce E.A. Russel.

Paper 1 Human Resource Planning and Procurement

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Explain the term HRD, its process and ethical issues in HRD.
CO2	Describe the model of training need identification and training effectiveness, methods of training & executive development
CO3	Describe the essentials and methods of performance appraisal.
CO4	Understand the concepts; career anchors, career development programme and Competency mapping, different training instrument tests
CO5	Explain the term human resource accounting, its objectives and methods.
CO6	Understand the term HR auditing, its scope and process.

Course outcome	Program Outcome						Program Specific Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6	PsO1	PsO2	PsO3	PsO4	PsO5	PsO6
CO1	✓				✓	✓	✓		✓			✓
CO2	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓
CO3			✓				✓	✓	✓			✓
CO4	✓		✓		✓		✓	✓	✓		✓	
CO5		✓					✓					
CO6		✓					✓					

MBA- II Sem. III
Elective -II- Human Resource Management Paper - II
Human Resource Development

Marks :80	Total Hours of Teaching : 60	Theory : 40	Practical : 20

Objective :-

- (1) To explain the Concept of HRD
- (2) To explain the different methods of Training & Development
- (3) To explain about – career planning

Unit-1.

(10)

Human Resource Development - Concept of HRD, Objective, Origin of HRD Focus of HRD:- Development human sub systems, Development of HRD Climate, Development of HRD process, Ethical issues in HRD

Practical :- Visit manufacturing and or service organization to study various HRD activities. Prepare a report featuring outcome of these activities in respective organization (05)

Unit-2. Training and Development – Concept, Principles of training, Difference between training and development, methods of training (on the job and off the job) and Executive Development Methods (Methods to develop managerial skills- decision making skills, interpersonal skills, organization knowledge, job knowledge etc.) Model of training and development :- Identification of training and development need, including 3 tier training need survey, Designing training and development programme, conduct of training and development programme. Evaluation and Measurement of Training result. How to improve effectiveness of training programme? (10)

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Practical :- Study the training and development system by visiting manufacturing and or service organization prepare a report comprise entire process, methodology and training programme imparted to employee in the preceding financial year. (05)

Unit-3. Learning and Performance Appraisal – concept of learning principles of learning theories of learning. Elements for effective integration of learning and training.

Performance appraisal- essentials – Concept, essentials of performance appraisal, methods of performance appraisal.

Career Planning- Career anchor, Career development programme:- career need assessment, career opportunities, need opportunity alignment, designing career path. (10)

Practical :- Visit manufacturing and or service organization to do the micro analysis of performance appraisal system. Prepare a report contain methods of performance appraisal used in respective organization, problem encountered and criterion used to appraise performance.

(05)

Unit-4.Organisation Development and Evaluating HRD- Meaning of OD, phases Evaluating HRD-HR Accounting (Objectives, Methods of Human Resource Accounting), HR Auditing

(Scope, Process), Competency mapping, training instrument test:- Psychometric Test, Myers Briggs Type Indication (MBTI), Passive, Aggressive and assertiveness (PAA) (10)

Practical :- Do your own career planning : SWOC analysis Explore the occupation, Research labor market, Investigating source of additional training and education if needed. Developing job search strategy, Resume Writing, Gathering company information, Preparing for selection process. (05)

References-

- 1.S.K.Bhatia Training and Development, Deep and Deep Publications Pvt. Ltd.
- 2.P.N.Singh, Training for Management Development, Suchandra Publication s,
- 3.Tapomoy Deb, Training and Development, And Books Private Limited
- 4.Thomas N. Garavan, Carole Hogan, Training and Development, Peatagon Press
- 5.Margret Anne Red Harry Barrington, Training Intervention A Jaico Book
- 6.Patrick Forsyth Appraising Job Performance
- 7.G.Pandu Naik, Training and Development, Text and cases, Excel Books

Paper 2 Human Resource Development

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Explain the term HRD, its process and ethical issues in HRD.
CO2	Describe the model of training need identification and training effectiveness, methods of training & executive development
CO3	Describe the essentials and methods of performance appraisal.
CO4	Understand the concepts; career anchors, career development programme and Competency mapping, different training instrument tests
CO5	Explain the term human resource accounting, its objectives and methods.
CO6	Understand the term HR auditing, its scope and process.

Course outcome	Program Outcome						Program Specific Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6	PsO1	PsO2	PsO3	PsO4	PsO5	PsO6
CO1	✓				✓	✓	✓		✓			✓
CO2	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓
CO3			✓				✓	✓	✓			✓
CO4	✓		✓		✓		✓	✓	✓		✓	
CO5		✓					✓					
CO6		✓					✓					

MBA –II, Sem - III
Elective -II- Human Resource Management Paper - III
Compensation Management

Marks :80	Total Hours of Teaching : 60	Theory : 40	Practical : 20

Objective :- To understand

1. How organizational wages and salaries are fixed
2. How job evaluation is used in pay fixation & incentives
3. Legislation and polices related to payment off wages and salary.

Unit 1 : Introduction to Pay Systems (10)

Compensation – Meaning , types, philosophies, components, challenges and theories – reinforcement, expectancy, equity & agency. Factors influencing employee compensation, pay policies – wage policies in India. Concept of Minimum wage, Fair wage and living wage.

Practical – Visit local organizations & check compensation methods applied. (05)

Unit 2 :- Designing & Pricing pay plans (10)

Job Evaluation : Meaning, objectives, principles, procedure, methods/ techniques of job evaluation – non quantitative (Ranking, job classification), Quantitative (points rating, factors comparison). Problems of job evaluation. 16 steps in designing market competitive pay plan, pricing managerial & professional jobs, contemporary aspects- competency based pay, broad banding, flexible/ cafeteria style compensation, wage differentials, components of pay structures in India (basic wage, DA, HRA, Conveyance, LTA, medical reimbursement, bonus, special allowances, indirect compensation)

Practical - Job evaluation exercise – quantify jobs with point rating system. (05)

Unit 3 :- Incentives, Benefits & Services (10)

Motivation & Incentives, individual incentives, team & organization wide incentive plans – gain sharing, profit sharing, ESOP: Employee benefits in India, policy issues in benefits, Benefits – Voluntary & Government mandated benefits – Security, health care, Financial, retirement, personal services & family – friend time off & other.

Practical-study incentives and benefit plans of IT Industry. (05)

Unit 4:- Wage fixation & legislation (10)

Workmen Compensation Act, Employee State Insurance Act, PF Act, Employee Gratuity & Payment of Bonus Act, Minimum Wages Act, Equal Remuneration Act. Wage boards & pay commissions. (10)

Practical - Study cases of violation of compensation legislation. (05)

Books :-

1. Human Resource Management – Garry Dessler, Biji Varkkey – 14th edition
2. Human Resource Management an experiential approach – H John Bernardin – 4th edition
3. Managing Human Resources Wayne F. Cascio, Ranjeet Nambudiri – 8th edition
4. Human Resource Management – A south asian perspective – Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy
5. Human Resource Management Text & Cases – K Aswathappa
6. Compensation Management – Dr. Kanchan Bhatia
7. Personnel & Human Resource Management text & cases – P. Subba Rao

Paper 3 Compensation Management

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Understand the philosophies, components, theories and factors influencing employee compensation.
CO2	Describe wage policies, wage legislations and the role of wage boards and pay commissions in India
CO3	Explain the principles, procedure and methods/ techniques of job evaluation.
CO4	Discuss 16 steps in designing market competitive pay plan.
CO5	Understand the concepts; competency based pay, broad banding, flexible/ cafeteria style compensation, wage differentials and components of pay structures in India
CO6	Explain various types of incentive plans- individual, group and organization wide plans.
CO7	Discuss the policy issues of employee benefits in India and Voluntary & Government mandated benefits.

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome						Program Specific Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6	PsO1	PsO2	PsO3	PsO4	PsO5	PsO6
CO1							✓	✓	✓	✓		
CO2	✓									✓	✓	
CO3								✓	✓	✓	✓	
CO4	✓					✓			✓	✓		✓
CO5		✓						✓	✓	✓	✓	✓
CO6				✓	✓	✓	✓	✓	✓	✓	✓	
CO7	✓								✓	✓		

M. B. A. Part-II Semester-III
Elective III- FINANCIAL MANAGEMENT
PAPER- I: INDIAN FINANCIAL SYSTEM
(Choice-Based Credit System)

Marks: 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Introduction to Indian Financial System- Overview, Organizational structure of Indian Financial System, Major Components, Financial Institutions-Regulatory, Intermediaries, Non-Intermediaries Institutions, Reserve Bank of India(RBI), Securities Exchange Board of India (SEBI) and Insurance Regulatory and Development Authority (IRDA)- their Objectives and Functions.	10 Hours	
b) Practical	i) Group discussion on organizational structure of Indian financial system/ Role of regulatory bodies in Indian financial system.	5 Hours	
Unit 2: a) Theory	Financial Markets- a) Capital Market: concept, types of markets- primary and secondary, Instruments in Capital Market- Shares, stocks, Debentures, bonds b) Money Market: concept, Instruments in Money market- Commercial Papers, Certificate of Deposits, Treasury Bills, Bills of Exchange c) Commodities & Derivatives Market: concept, Transactions- Swaps, Options and Futures d) Foreign Exchange Market: concept and characteristics	10 Hours	
b) Practical	i) Visit to any bank branch to study commercial papers, certificate of deposits and bills of exchange and other instruments used in banks and foreign exchange transactions. ii) Visit to broker's office to study Swaps, Options and Futures.	5 Hours	

Unit 3: a) Theory	Stock Exchanges: a) Stock Exchanges in India: National Stock Exchange (NSE), Bombay Stock Exchange (BSE), Over The Counter Exchange of India (OTCE) and other exchanges, SENSEX and NIFTY b) Trading Mechanism in Stock Exchanges: Demat, National Exchange of Automated Trading (NEAT), BSE Online Trading (BOLT), Screen based trading c) Depositories: Role of depositories, National Securities Depository Limited (NSDL) and Central Depository Services Limited (CSDL), Eligibility and functions of Depository Participants (DPs).	10 Hours
b) Practical	i) Opening demat account for studying its procedure. ii) Visit to broker's office to study online trading of securities	5 Hours
Unit 4: a) Theory	Financial Services: a) Venture Capital, Merchant Banking, Hire Purchase and Leasing and Credit Rating. b) Insurance: concept and importance, types of insurance- Life Insurance and General Insurance, Privatization and Globalization of Insurance in India.	10 Hours
b) Practical	i) Developing and analyzing a case on hire-purchase or lease. ii) Visit to any insurance company to learn about insurance business.	5 Hours
Note:		
Reference Books:		
<ol style="list-style-type: none"> 1) Bhole, L. M. and Mahakud Jitendra (2009), Financial Institutions and Markets, Tata McGraw-Hill Education Private Limited, New Delhi. 2) Khan, M.Y. (2013), Indian Financial System, Tata McGraw-Hill Education Private Limited, New Delhi. 3) Pathak, Bharati (2014), Indian Financial System, Dorling Kindersley India Pvt. Ltd. licensees of Pearson Education in South Asia, New Delhi. 4) Bhalla, V. K. (2004), Management of Financial Services, Anmol Publishing House 5) Ramesh Babu (2009), Indian Financial System, Himalaya Publishing House, Mumbai. 6) Gordon, E. and Natrajan A. (2015), Financial Markets and Institutions, Himalaya Publishing House, Mumbai. 7) Desai, Vasant (2010), Financial Markets and Financial Services, Himalaya Publishing House, Mumbai. 		
<ol style="list-style-type: none"> 1) www.finmin.nic.in 2) www.sebi.gov.in 3) www.rbi.org.in 		
Suggested Research Journals:		
<ol style="list-style-type: none"> 1) Indian Journal of Finance 2) RBI Bulletin 3) Finance India 4) Journal of Banking and Finance 5) Banking and Finance Review 		

PAPER- I: INDIAN FINANCIAL SYSTEM

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Define organizational structure of Indian Financial system
CO2	Describe major financial institutions along with their functions and objectives
CO3	Explain different financial market- Capital, Money and commodity and derivatives
CO4	Describe the functional mechanism of major stock exchange in India
CO5	Explain different financial services provided viz. venture capital, leasing, merchant banking and hire purchase
CO6	Describe the concept and importance and type of insurance service

M. B. A. Part-II Semester-III

Elective III- FINANCIAL MANAGEMENT

PAPER- I: INDIAN FINANCIAL SYSTEM

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome						Program Specific Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6	PsO1	PsO2	PsO3	PsO4	PsO5	PsO6
CO1	✓						✓	✓				
CO2	✓						✓	✓				
CO3	✓						✓	✓				
CO4	✓						✓	✓				
CO5	✓						✓	✓		✓		
CO6	✓						✓	✓				

M. B. A. Part-II Semester-III
Elective III- FINANCIAL MANAGEMENT
PAPER- II: FINANCIAL DECISION
ANALYSIS (Choice-Based Credit System)

Marks: 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Capital Structure Decisions: a) Capital Structure: concept of capital structure, Determinants of capital structure, Approaches to Appropriate Capital Structure (Net Income Approach, Net Operating Income Approach, Traditional Approach and Modigliani Miller Approach), Indifference point, EBIT-EPS Analysis, Capital Structure policies in practice. b) Leverage: Financial Leverage, Operating Leverages and Combined Leverage.	10 Hours	
b) Practical	i) Making EBIT-EPS Analysis on the basis of data from annual reports. ii) Comparing leverage of any company on the basis of data from annual reports.	5 Hours	
Unit 2: a) Theory	Dividend Decisions: a) Concept of Dividend, Types of dividend, Legal and Procedural Aspects of Dividend, Dividend Models, Determinants of Dividend Policy Dividend policy in practice, Purpose of Dividend Payout Ratio, Stability in Dividend Policy. b) Bonus Shares- concept, regulation, reasons, deciding bonus ratio. bonus shares and stock splits.	10 Hours	
b) Practical	i) Analyzing dividend policy on the basis of annual reports and discussion with authorities of a company.	5 Hours	
Unit 3: a) Theory	Corporate Restructuring: a) Merger and Acquisition: Reasons for merger, Mechanics of Merger, Cost Benefits of Merger, Terms of Merger, Takeovers, Joint ventures, Acquisition, b) Portfolio Restructuring, Financial Restructuring, Organizational Restructuring.	10 Hours	

b) Practical	i) Analyzing a case of merger on the basis of cost and benefit with calculations.	5 Hours
Unit 4: a) Theory	Financial Management of Sick Units- Definition of Industrial Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units.	10 Hours
b) Practical	i) Collecting and analyzing data about sick units, from industrial associations.	5 Hours

Note: Problems should be covered on following topics only: (a) Capital Structure Decisions, (b) Divided Decisions and (c) Merger and Takeover.

Reference Books:

- 1) Kulkarni, P. V. and Satyaprasad, B. G.(2011), Financial Management, Himalaya Publishing House, Mumbai.
- 2) Rustagi, R. P. (2016), Fundamentals of Financial Management, Taxman Publication, New Delhi.
- 3) Pandey, I. M. (2015), Financial Management, Vikas Publishing House, New Delhi.
- 4) Chandra Prasanna (2014), Financial Management, McGraw-Hill India Pvt. Ltd., New Delhi.
- 5) Khan, M. Y. and Jain, P. K. (2014), Financial Management, McGraw-Hill India Pvt. Ltd., New Delhi.
- 6) Bhalla, V. K. (2014), Financial Management, S. Chand Publishing, New Delhi.
- 7) Bhalla, V. K. (2014), Working Capital Management, S. Chand Publishing, New Delhi.

Suggested Additional Reading:

- 1) Financial Management http://students.icai.org/?page_id=5210
- 2) Paramshivam, P and Subramanian T. (2014), Financial Management, New Age International Publishers, New Delhi.
- 3) Institute of Cost and Management Accountant, Financial Management and International Finance icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf

Suggested Research Journals:

- 1) Journal of Financial Management
- 2) Indian Journal of Finance
- 3) RBI Bulletin
- 4) Finance India
- 5) Journal of Banking and Finance
- 6) Banking and Finance Review

PAPER- II: FINANCIAL DECISION ANALYSIS

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Describe concept and determinants of capital structure
CO2	Analyze and design appropriate capital structure
CO3	Understand legal and procedural aspects of dividend policy
CO4	Describe concept, regulation and reasons for bonus shares
CO5	Analyze reasons, mechanism and cost-benefit of mergers, takeovers, joint ventures and acquisitions
CO6	Describe financial management of sick units

Elective III- FINANCIAL MANAGEMENT PAPER- II: FINANCIAL DECISION ANALYSIS Course outcome- Program Outcome Matrix

Course outcome	Program Outcome						Program Specific Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6	PsO1	PsO2	PsO3	PsO4	PsO5	PsO6
CO1	✓	✓		✓			✓	✓	✓	✓		
CO2	✓	✓		✓			✓	✓	✓	✓		
CO3	✓	✓		✓		✓	✓		✓			
CO4	✓	✓		✓			✓		✓			
CO5	✓	✓		✓			✓		✓			
CO6		✓		✓		✓	✓	✓	✓			

M. B. A. Part-II Semester-III
Elective III- FINANCIAL MANAGEMENT
PAPER- III: PROJECT PLANNING AND FINANCE
(Choice-Based Credit System)

Marks: 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Project Planning: Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis, Financial Feasibility & viability, Start-up India, Stand-up India.	10 Hours	
b) Practical	i) Testing of financial feasibility and making market analysis of proposed project. ii) Group discussion on Start-up India and Stand-up India	5 Hours	
Unit 2: a) Theory	Financial Estimates and Projections: a) Estimation of cost of project & means of finance, Projection of Financial Statements & Profitability, b) Project Financing- Long Term Sources and Short Term Sources, Classification of internal and external sources of finance. c) Appraisal of Term Loans by Financial Institutions, MUDRA Bank.	10 Hours	
b) Practical	i) Preparation of projected financial statements in respect of proposed project. ii) Preparing project proposal for any proposed business unit.	5 Hours	
Unit 3: a) Theory	Management Cash: a) Motive for holding Cash, Objective of case Management, Factors determine the cash needs; Determining cash Need-Cash Budget; Techniques of Cash Management Inter- Corporate deposits. b) Cash Management Model- Baumol Model Miller-or Model, Orgler's Model. c) Online Payment: Wallets, Fund Transfer, National Electronic Fund Transfer (NEFT) and Real Time Gross Settlement (RTGS), Payment Apps.	10 Hours	
b) Practical	i) Visit to bank branch or any business unit to discuss cash management policy and practices.	5 Hours	
Unit 4: a) Theory	Receivables Management: a) Objective of Receivable Management, Credit Polices Credit Standards & Credit Analysis Credit terms, Cash Discount, Collection Policies. b) Provisions, Bad debts, Doubtful debts, Problems of recovery and over-dues, Strategies for efficient collection.	10 Hours	
b) Practical	i) Visit to recovery department/ Marketing department to learn problems of recovery and strategies for efficient collection.	5 Hours	
Note: Practical Problems will be asked on cash Budget and projected financial statements.			

Reference Books:

- 1) Chandra Prasanna (2014), Projects: Planning, Analysis, Selection, financing, McGraw-Hill India Pvt. Ltd., New Delhi.
- 2) Kulkarni, P. V. and Satyaprasad, B. G.(2011), Financial Management, Himalaya Publishing House, Mumbai.
- 3) Rustagi, R. P. (2016), Fundamentals of Financial Management, Taxman Publication, New Delhi.
- 4) Pandey, I. M. (2015), Financial Management, Vikas Publishing House, New Delhi.

Suggested Additional Reading:

- 1) IIBF (2015), Principles and Practices of Banking, Macmillan Education, New Delhi.
- 2) Mary J. Cronin (1998), Banking and Finance on Internet, John Wiley and Sons, New York.
- 3) Financial Management http://students.icai.org/?page_id=5210

Suggested Research Journals:

- 1) Indian Journal of Finance
- 2) RBI Bulletin
- 3) Finance India
- 4) Journal of Banking and Finance
- 5) Banking and Finance Review

**Elective III- FINANCIAL MANAGEMENT
PAPER- III: PROJECT PLANNING AND FINANCE**

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Describe stages of project planning and understand feasibility of project plan
CO2	Calculate project cost and project financial statements
CO3	Identify long term and short term sources of finance
CO4	Describe importance, techniques and models of cash management
CO5	Describe tools and techniques of online payment
CO6	Describe concept of receivable management and strategies adapted to reduce bad debt

M. B. A. Part-II Semester-III

**Elective III- FINANCIAL MANAGEMENT
PAPER- III: PROJECT PLANNING AND FINANCE**

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome						Program Specific Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6	PsO1	PsO2	PsO3	PsO4	PsO5	PsO6
CO1	✓	✓		✓	✓	✓	✓		✓	✓	✓	
CO2	✓	✓		✓		✓	✓		✓	✓	✓	
CO3	✓	✓		✓		✓	✓			✓		
CO4		✓		✓		✓	✓			✓		
CO5	✓			✓		✓	✓			✓		
CO6		✓		✓		✓	✓			✓		

MBA II Semester IV

PAPER 25

ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT (Choice-Based Credit System)

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Objectives: <ol style="list-style-type: none"> 1. To inspire students to start an enterprise 2. To understand the concept and importance of entrepreneurship 3. To understand the support system provided by the government 4. To study different entrepreneurial opportunities 5. To understand factors to be considered while planning and managing project 			
Unit 1: A. Concept	Entrepreneurship: <ol style="list-style-type: none"> a. Concept of entrepreneurship, Entrepreneur, Netpreneur, Entrepreneurship and Enterprise, Link between Entrepreneurship and Economic Development, Skill Development and Entrepreneurship Development. b. Factors influencing Entrepreneurship Development- Economic and Non-economic like individual, environment, socio-cultural etc. c. Innovations and Entrepreneurship- Link between innovation and entrepreneurship, Schumpeter's Theory Peter Ducker's systematic Hagen's Theory- practical David McClelland's Need for achievement theory, Role of entrepreneur in economic development. 	10 hours	
B. Practical	Interview a local entrepreneur and understand attributes behind his/her success. Case studies of successful entrepreneurs can be discussed in class	5 hours	
C. Course Outcomes	Students will come to know various theories of entrepreneurship development and factors necessary for becoming successful entrepreneur.	--	
Unit 2 A. Concept	Entrepreneurship Policy and Support System: <ol style="list-style-type: none"> a. Micro, Small and Medium Entrepreneurship Development Act 2006, Policies for MSMEs, Concessions and Incentives, Financial support schemes, District Industries Centre's (DIC) Role and Functions b. Start-up India, Make in India and Digital India and c. Export Promotion facilities for MSMEs and Global Vision for Entrepreneur. d. Entrepreneurship Training and Development- Objectives of Training, Programmes, Contents and Method, Various Training and Development Institutions in India. 	10 hours	
B. Practical	Visit to support institutions and understand their role in entrepreneurship development. Visit to DIC and Training Institutions. Visit to MSME units. which form would you like to begin for your start-up	5 hours	
C. Course Outcomes	Students will come to know government support system working for entrepreneurship development	--	
Unit 3 A. Concept	Sectoral Entrepreneurship: <ol style="list-style-type: none"> a. Entrepreneurship in Agri and Rural Sector- Scope, Problems and Prospects. b. Entrepreneurship in Manufacturing Sector - Scope, Problems and Prospects. c. Entrepreneurship in Service Sector - Scope, Problems and Prospects. d. Women Entrepreneurship- Scope, Problems and Prospects. 	10 hours	
B. Practical	Visit any form of enterprise viz. Agro, rural, manufacturing, service units and women entrepreneurs units and study in detail the scope, problems and prospects of said unit.	5 hours	

C. Course Outcomes	Students will come to know different types of start-up opportunities along with different forms of business organization	--
Unit 4 A. Concept	Entrepreneurship Launching: a. Developing and analysis business ideas. b. Project report preparation. c. Choice and form of business organization. d. Area and size of operation, Sources and financial resources	10 hours
B. Practical	Feasibility report of a new project should be prepared as a group task.	5 hours
C. Course Outcomes	Students will learn the concept of feasibility report which in turn will assist them to prepare report of any proposed business	--
<p>Web Portals: MSME Act: http://dcmsme.gov.in/MSMED2006.pdf Directorate of Industries: https://di.maharashtra.gov.in/layouts/15/DOIStaticSite/English/investors_guide_dic.html. Startup India: http://startupindia.gov.in/ Export Promotion Council: http://www.indiantradeportal.in/vs.jsp?lang=1&id=0,31,223,225</p>		
<p>References: Entrepreneurship Development by P.N.Singh and J.C. Saboo. Published by Dr. P.N. Singh Entrepreneurial Development by S.S. Khanaka. Published by S.Chand and Company Ltd. New Delhi-110055 Dynamics of Entrepreneurship Development by Vasant Desai. Innovations and Entrepreneurship By Peter Drucker Pub: UBS publishers and Distributors Ltd. New Delhi-110002</p>		

Paper 25 Entrepreneurship Development and Project Management

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Explain the concept, role and characteristics of an entrepreneur
CO2	Describe various factors responsible for entrepreneurial development
CO3	Explore various sectors offering entrepreneurial opportunities
CO4	Identify major government support systems and their role in entrepreneurship development
CO5	Describe various stages of developing and analyzing business ideas
CO6	Prepare a comprehensive feasibility report on any one business idea.

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1		✓		✓		✓
CO2	✓	✓		✓		✓
CO3	✓	✓		✓		✓
CO4	✓	✓		✓		✓
CO5	✓	✓		✓		✓
CO6	✓	✓	✓	✓		✓

M. B. A. Part-II Semester-IV
Paper-XXVI
MANAGEMENT CONTROL SYSTEM
(Choice-Based Credit System)

Marks: 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Introduction to Management Control System : A) Concept & Scope of Management Control System: a) Basic Concept, b) Boundaries of Management Control c) Management Control Environment- Behaviour in organization- Goals; Goal Congruence, Informal factors and formal factors influencing Control Systems, d) Functions of Controller, e) Management Control Process and Strategic Planning. B) Designing Management Control Systems: a) Process of working within Organizational Structure/ Constraints, b) Identification of Responsibility Centers: Types of Responsibility Centers – cost centre, Profit Centre and Investment Centre C) Development of Measures of Performance, Monitoring and Reporting Results.	10 Hours	
b) Practical		5 Hours	
Unit 2: a) Theory	Management Control Techniques: A) Budget and Budgetary control: Concept of Budget, Budgeting and Budgetary Control, Organization for Budgetary control- Budget Centers, Budget Committee, Budget Manual, Budget period, Principal Budget, Fixed Budget & Flexible Budget, Factors. Advantages and limitations of Budgetary Control System. Functional Budgets and Master Budget, Cash Budget, Concept of Zero-base Budgeting, Performance Budgeting B) Standard Costing and variance analysis, C) Cost Volume Profit Relationship, a) Advanced Decisions under CVP Analysis b) Decisions on the basis of Activity Based Costing, Activity Based Management.	10 Hours	
b) Practical		5 Hours	

Unit 3: a) Theory	Measurement of Performance: A) Financial Measures of Performance- Return on Investment (ROI), Residual Income, Earning per share (EPS) Net Present Value (NPV) and Economic Value Added (EVA) B) Non-financial Measures of performance –a)Control of quality, Control of Cycle time, Control of Productivity and Balanced scorecard. b) Behaviour Aspect of Management control- Motivation and Morale of Employees to achieve Goal congruence and Exert Managerial Effort through Rewards, participative and Responsive Management.	10 Hours
b) Practical		5 Hours
Unit 4: a) Theory	Management Control in Various Organization: A) Variations in Management Control: Management control in Service Organizations and Non-profit organizations, problems of management control in Multinational organization B) Management Control in Decentralized Organizational: a)Divisional performance Evaluation: Advantages and Disadvantages of divisionalisation, prerequisite for successful divisionalization b) Transfer pricing in divisionalized companies- objective of Transfer pricing, Methods of Transfer pricing and Transfer pricing conflict.	10 Hours
b) Practical		5 Hours
Note: Problems should be covered on following topics only (Level of Knowledge: working): a) Preparation of Functional budgets, Master budget, Flexible Budget (excluding cash budget), b) Problem on EVA and c) Problem on Activity Based Costing.		
Reference Books: 1) Anthony, Robert and Govindrajan, Vijay(2006), Management Control Systems, Tata McGraw-Hill Publishing Company Limited, New Delhi. 2) Charles T. Horngren and Gray L. Sundem (1994), Introduction to Management Accounting, Prentice-Hall of India Private Limited, New Delhi. 3) Maciariello, J. A. and Kirby C. J. (1994), Management Control System, Pretice-Hall. 4) Kenneth Merchant and Wim A. Van der Stede (2003) Management Control System, Pearson Education Limited. 5) Khan, M. Y. and Jain, P. K. (2013), Cost Accounting, McGraw-Hill India Pvt. Ltd., New Delhi. 6) Khan, M. Y. and Jain, P. K. (2014), Management Accounting, McGraw-Hill India Pvt. Ltd., New Delhi.		
Suggested Additional Reading: 1) Giglione, G. B. & Bedein, A. G.(1974), A Conception of Management Control System, Academy of Management Journal, June 1974. 2) Study Material ICAI http://www.icai.org/post.html?post_id=10160		
1) Journal of Management Control 2) Management Accountant 3) Chartered Accountant 4) Indian Journal of Commerce 5) Indian Journal of Accounting		

MANAGEMENT CONTROL SYSTEM

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Explain the scope and concept of Management Control System
CO2	Describe formal and informal factors influencing control system and identify cost and responsibility center.
CO3	Identify different tools and techniques of management control and solve problems on budgetary control, standard costing and CVP ANALYSIS
CO4	Analyze different financial measures of performance viz. ROI, EPS, NPV, EVA.
CO5	Analyze different non-financial measures of performance
CO6	Describe management control system applicable to service organization, Non-Profit organization, multinational organization and decentralized organization.
CO7	Describe the concept and types of transfer pricing in divisionalized organization

Paper-XXVI

MANAGEMENT CONTROL SYSTEM

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓		✓	✓	✓
CO2	✓	✓		✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓		✓	✓	✓
CO5	✓	✓		✓	✓	✓
CO6	✓	✓			✓	✓

MBA -II SEM-IV

Global Quality System

(Choice-Based Credit System)

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
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1. To make aware students about quality concepts.
2. To foster thinking of students towards quality parameters and its implementation.
3. To facilitate hands on experience towards various quality concepts.

Syllabus Contents:

Unit 1: a) Theory	I) Quality Concepts Evolution of Quality concept (Juran, Deming, Crosby), Definition, Quality Dimensions, Quality Process, system and human component- Customer Focused Quality, Drivers of quality, Quality Organization, Introduction to strategic quality management, Quality Strategy. Quality costs- concept, types, balance between cost of quality and value of quality, failure analysis, Cost of poor quality, reliability and maintainability	10 Hours
b) Fieldwork	Visit an organization and submit report on various quality strategies implemented by the organization. Discuss the report in the class.	5 Hours
Unit 2: a) Theory	II) Total Quality Management Objectives, procedures, and evolution of TQM, Approaches to TQM, 5S, Quality Circle, QFD, Poka Yoke. TQM in services sector- SERVQUAL model, TQM implementation in services, Business Process Reengineering.	10 Hours
b) Fieldwork	Visit an organization and study TQM tools implemented by the organization. Discuss the report in the class and submit it.	5 Hours
Unit 3: a) Theory	III) Quality Improvement & Quality Control PDCA cycle, Benchmarking, Kaizen- procedure for implementation. Six Sigma- stages of six sigma implementation – Process improvement, Product and service improvement, Investor relations, design methodology, supplier improvement, Training & recruiting,. QC tools- Ishikawa Diagram, Check sheet, Control chart, Histogram, Pareto chart, Scatter diagram, Stratification	10 Hours
b) Fieldwork	Formulate MBA student Kaizen teams. Involve teaching & non-teaching staff and visitors. Kaizen suggestion boxes and forms should be located in each building. Encourage all teams to come up with Kaizen and implement it with the support of staff for betterment of the Institute. Discuss the report in the class and submit it.	5 Hours

Unit 4: a) Theory	IV) Quality Certifications and Awards Significance of Quality certification system, Bureau of India Standards- Hallmark, Agmark, Eco Mark. ISO 9000, ISO 14000, QS 9000, ISO/TS 16949 & other standards. International/National Quality Awards- Malcolm Baldrige National Quality award, Deming Prize in Japan by JUSE, European quality award, Rajiv Gandhi National Quality award in India.	10 Hours
b) Fieldwork	Visit an organization and study quality certification achieved by that organization. Also find the awareness of quality awards among the managers of the organization. Discuss the report in the class and submit it.	5 Hours

Books Recommended :-

1. R. P. Mohanty & R. R. Lakhe, Handbook of Total Quality Management, Jaico Publishing House,.
2. Dale H. Bester field, Carol – Bester fied – Total Quality Management, Pearson Education.
3. Mikel Harry, Richard Schroeder, Doubleday Six Sigma, Random House Inc. New York.
4. Kanishka Bedi, Quality Management, Oxford University Press.

Website:

1. www.iso.org
2. www.asq.org.in

Suggested Research Journal:

1. The TQM Journal ISSN: 1754-2731
<http://www.emeraldinsight.com/doi/abs/10.1108/17542730910995873>
2. Quality Management Journal <http://asq.org/pub/qmj/index.html>

Global Quality System

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Explain the Quality concept and Quality organization.
CO2	Describe quality cost, reliability and Maintainability.
CO3	Explain TQM and approaches to TQM.
CO4	Describe PDCA cycle and Explain Six sigma process.
CO5	Evaluate various Quality control tools.
CO6	Explain Different quality certificates and awards.

**Course outcome- Program Outcome Matrix
Global Quality System**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓		✓		
CO2	✓	✓		✓		
CO3	✓	✓		✓		
CO4	✓	✓		✓	✓	
CO5	✓	✓		✓		
CO6	✓	✓	✓	✓	✓	✓

MBA – II Sem . IV (CBCS)

XXVIII – International Business

Marks :80	Total Hours of Teaching : 60	Theory : 40	Practical : 20

Objectives –

- (1) To explain the concept of International Business
- (2) To develop the understanding of difference between domestic & international business
- (3) To bring the awareness of International Business Environment& business strategies

Unit – 1 International Business –

Meaning, Nature & Scope; Stages of Internationalization Advantages and problems of International Business; International Business Environment – Economic, Political, Technological, Social & Cultural Environment; Economic Integration (Trade Blocks) – Types of Economic Integration. (10)

Practical– (05)

Select the organization having local base but engaged in International operations, and present a report on it-

Unit 2 – International Institutions - (10)

International Monetary fund – Functions; Organization & Management; Resources; Financing Facilities & Policies World Bank – Policies of World Bank, Lending Programmes, World Trade Organization – Functions, Organization Structure; India & WTO

Practical :- Make the review of Literature of reviewed articles providing the information related with W.T.O. This exercise will be based upon gathering the secondary data. (05)

Unit 3– International Trade - (10)

Government Influence on trade – protectionism, tariff barriers, non – tariff barriers, state trading, regulation of foreign trade; Foreign trade Procedure export procedures, Import procedures, Financing techniques, export promotion; Foreign Direct Investment – Forms of FDI; Cost & benefits of FDI; FDI in India.

Practical - Select one organization having international business and study the various initiatives taken related with FDI (05)

Unit 4 – Multinational Corporations

(10)

Characteristics, importance & benefits of MNCS; code of conduct to guide & regulate MCS; Transfer of Technology – Methods & Issues in Transfer of Technology – Methods & Issues in Transfer of Technology; Global competitiveness – Factors of competitiveness; Role of innovation in competitive advantage .

Practical:- Choose any one organization with international business activities and study the various functions to achieve global competitiveness. (05)

References –

1. International Business – Text and Cases by Dr. P. Subba Rao, Himalaya Publishing House, Delhi.
2. International Business by K. Aswathappa, Tata McGraw Hill Education Private Limited, New Delhi
3. International business – Test and Cases by Francis Cherunilam. PHI Learning Pvt. Ltd. New Delhi.
4. International Business by Justin Paul. PHI Learning Pvt. Ltd, New Delhi.
5. International Business by Rakesh Mohan Joshi, Oxford Publication.

International Business

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Explain International Business Environment.
CO2	Describe economic integration.
CO3	Evaluate International Institutes performance.
CO4	Explain trade barriers and Foreign trade procedures.
CO5	Explain International trade Finance.
CO6	Explain transfer of technology and MNC.

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓		✓	✓	✓
CO2	✓	✓		✓		✓
CO3	✓	✓		✓		✓
CO4	✓	✓		✓		
CO5	✓	✓		✓		
CO6	✓	✓	✓	✓	✓	✓

Choice Based Credit System
M.B.A.-II SEM-IV
Elective -I
MARKETING MANAGEMENT
PAPER-IV
STRATEGIC MARKETING

Course Objectives:	<p>The course teaches principal concepts and tools of strategic marketing.</p> <p>An understanding of and ability to critically discuss contemporary strategy frameworks and concepts</p> <p>An identification of key strategic issues and challenges facing real life organizations</p> <p>The ability to apply analytical approaches and strategy frameworks to complex issues and contexts</p> <p>The ability to work in a team and research, plan, structure and present a strategic analysis of a given organisation in a comprehensive yet concise way.</p>		
Expected Skills Impartation(Through theory and Practical's)	Comprehension Analysis		
Marks : 80	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents:			
Unit 1 : a. Theory	Overview of Marketing Strategy – Concept, Relationship with Corporate Vision, Mission and Objectives. Strategic Role of Marketing. Formulating and implementing marketing strategy. Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage.	10	Hours
b. Practical	Visit website of corporate unit and study the relationship of marketing strategy with strategic intent of corporate.	5	Hours
Unit 2 : a. Theory	Strategic Implications of Product Life Cycle, Market Entry Strategies - Pioneer Strategy and follower Strategy, Growth Market Strategies – Market Leaders Strategies - Flanker Strategy, Confrontation Strategy, Market Expansion, Contraction. Market Challenger Strategies – Frontal Attack, Leapfrog Strategy, Flank Attack, Guerrilla Attack, Bypass Attack. Market Follower strategies – Cloner, Imitator, and Adopter. Market Nicher strategies. Strategic Choice for Mature Markets, Strategies for declining Markets. Services Marketing Strategies	10	Hours
b. Practical	Regularly read business newspapers and study unfolding strategies of business reported in the same. Study the news reported as a case and prepare report on the basis of analysis.	5	Hours

Unit 3 : a. Theory	CRM as business strategy: concept, CRM process, measuring CRM, CRM framework, Tangible Components of CRM, CRM in services, CRM in product management, Zero customer defection, customer loyalty, and customer loyalty development strategies. International Marketing strategy –Entry strategies, International organization, Product Design Decisions, Geographic expansion strategic alternatives, New product in Global Market, Global pricing policy alternatives, Channel objectives & constraints, Advertising decision in international marketing.	10 Hours
b. Practical	Select three popular FMCG products in the market which are selling like hotcake and find out the marketing strategy followed by the companies for making the product successful.	5 Hours
Unit 4 : a. Theory	Green Marketing Strategy – Meaning & importance, issues involved in green marketing – social responsibility, pressure of government, competitive pressure, cost of profit. Problems of green marketing, green marketing strategies Social marketing strategy – Meaning, nature, importance & scope of social marketing, types of non-business organizations, markets involved in social marketing, developing a marketing programme for social cause, Cause related marketing	10 Hours
b. Practical	Visit any organization devoted for social cause, Study the functioning of entire organization from the view point of management in general and marketing in specific.	5 Hours
Note	Case studies should be discussed on topics given in syllabi.	
Reference Books	<ol style="list-style-type: none"> 1. Marketing Strategy - Boyd, Walker, Mullins, Larrech, Tata McGraw-Hill Publishing Company Ltd., New Delhi. 2. Strategic Market Management -David Aaker, Wiley Global Education 3. Customer relationship Management - Sheth, Parvatiyar, Shainesh, Tata McGraw-Hill Publishing Company Ltd., New Delhi. 4. Handbook of Relationship Marketing - JagdishSheth, Atul Parvatiyar, Sage Publications 5. International Marketing - Francis Cherunilam, Himalaya Publishing House 6. Global Marketing Management - Keegan Warren J.,Pearson Education 7. Social Marketing: Influencing Behaviours for Good – Nancy Lee and Philip Kotler, Sage Publications 8. Marketing Management: Text & Cases - Panda Tapan, Excel Books 9. Marketing Management, Ramaswamy, Namakumari, McGraw Hill Education 	

Suggested Additional Readings: (if web source then provide url)	American Marketing Association: https://www.ama.org/Pages/default.aspx .	
Suggested Research Journal :	Indian Journal of Marketing The IUP Journal of Marketing Management IUP Marketing Mastermind.	

Paper IV: Strategic Marketing

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Describe relationship between strategic intent and marketing strategies
CO2	Describe and analyze different marketing strategies and tactics
CO3	Define concept, importance and process of CRM
CO4	Describe international marketing strategies
CO5	Describe meaning and importance of green marketing
CO6	Understand need, importance and scope of social marketing
CO7	Understand process of developing a marketing program for social cause

Course outcome- Program Outcome Matrix Paper IV: STRATEGIC MARKETING

Course outcome	Program Outcome						Program Specific Outcome							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PsO 1	PsO 2	PsO 3	PsO 4	PsO 5	PsO 6	PsO 7	PsO 8
CO1	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
CO2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
CO3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
CO4	✓	✓		✓	✓	✓	✓	✓			✓		✓	
CO5	✓	✓		✓	✓	✓	✓	✓			✓		✓	✓
CO6	✓	✓		✓	✓	✓	✓	✓			✓		✓	✓
CO7	✓	✓		✓	✓	✓	✓	✓			✓		✓	✓

Choice Based Credit System

M.B.A.-II SEM-IV

Elective -I

MARKETING MANAGEMENT

PAPER-V

CONTEMPORARY ISSUES IN MARKETING

Course Objectives:	The primary objective of the course is to provide each student with the background and experience necessary to develop and implement marketing communication strategies. The emphasis is on the planning of campaigns in which advertising is a major component. The emergence of alternative media and vehicles necessitates that attention also be devoted to such options (e.g., online advertising, social media) To provide an understanding of the 5 Ms of Advertising. To help the students understand rural Indian markets. To help them understand and develop marketing strategies that are unique to rural India		
Expected Skills Impartation(Through theory and Practical's)	1. Drawing inference through observations 2. Evaluation 3. Research and Analysis 4. Synthesis		
Marks : 80	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents:			
Unit 1 : a. Theory	Advertising Management- Role & Importance of advertising, Setting advertising objectives, Types of advertising, Advertising Budget - methods, factors influencing on budget. Media planning strategy- Types of media, Advantages & disadvantages of different medias, Media planning process, Factors in media selection. Designing media plan. Message design & development- Types of message appeals, Creative Process in visualization, Layout of advertisement, Incremental formats of layout. Advertising Effectiveness –Types of Advertising evaluation, Pre testing and post testing techniques of ads. Advertising Business and Advertising Agency – Functions of Advertising Agency, working of agency		10 Hours
b. Practical	Select any brand, set advertising budget and prepare media plan.		5 Hours

Unit 2 : a. Theory	Internet Marketing & E- commerce – Meaning, Scope of e- marketing, Challenges & opportunities for e- marketing, e- marketing planning, Online buying process, Buying Behaviour in e- marketing era, e- marketing strategy	10 Hours
b. Practical	Conduct a survey regarding the online marketing behavior of the customers in your city.	5 Hours
Unit 3 : a. Theory	Social Media Marketing - Introduction to social media, Social consumers, social media marketing segmentation, Digital Communities. 4 Zones of social media – marketing applications of zones i.e. Social Community; Social Publishing; Social Entertainment and Social Commerce. Careers in Social Media Marketing.	5 Hours
b. Practical	Conduct a campaign through facebook on solid waste management / non-smoking Champaign / environmental awareness / anti-plastic bags and the like. Prepare a report and discuss in the class.	5 Hours
Unit 4 : a. Theory	Rural Marketing: Introduction, Characteristics of rural marketing, Rural marketing mix challenges, Rural marketing environment, Rural consumer behavior, STP for Rural Markets, Rural Marketing mix strategies, Rural Services Marketing – Telecommunication, ICT in Rural Areas –ITC's e Choupal, Project Shakti, n-Logue, Financial Services - Banking services, Microfinance and Credit services - Self Help Groups, Delivery Mechanism in Rural Finance: Multi Agency Approach, Regional Rural Banks(RRBs),Service Area Approach (SAA), The future of Rural marketing in India. Marketing of Agricultural Inputs, agricultural products, non-farm products.	15 Hours
b. Practical	Visit a village nearby and study the marketing activities in detail.	5 Hours
Note	Case studies should be discussed on topics given in syllabi.	
Reference Books	<ol style="list-style-type: none"> 1. Advertising Management - David A. Aaker&John G. Myers, Prentice Hall 2. Foundations of advertising: Theory & Practice - S.A. Chunawala&K.C.Sethia, Himalaya Publishing House 3. e- Business & e – Commerce Management: Strategy, Implementation, Practice – Dave Chaffey, Pearson Education 4. e – Commerce: Strategy, Technologies & Applications – David Whiteley, McGraw Hill Education (India) Pvt. Ltd. 5. Social Media Marketing – Dan Zarrella, O'Reilly Media Inc., Canada 6. Social Media Marketing – Dave Evans, Jake Mckee, Wiley Publishing Inc. 7. Rural Marketing- C S G Krishnamacharyulu ,LalithaRamakrishnan, ', Pearson Education 8. Rural Marketing: PradeepKashyap, Siddhartha Raut , Biztantra, New Delhi 9. Rural Marketing- T P Gopaldaswamy, Vikas Publishing House New Delhi 	

	<p>10. Rural Marketing-Bir Singh, Anmol Publications Pvt. Ltd. New Delhi.</p> <p>11. Social Media: Dominating Strategies for Social Media Marketing with Twitter, Facebook, Youtube, LinkedIn, and Instagram by Michael Richards</p> <p>12. Social Media: Strategies To Mastering Your Brand- Facebook, Instagram, Twitter and Snapchat by David Kelly</p> <p>13. Social Media Marketing, Dave Evans with Jake McKee, Wiley Publishing Inc.</p> <p>14. Likeable Social Media by Dave Kerpen.</p> <p>15. Jab, Jab, Jab, Right Hook by Gary Vaynerchuk.</p> <p>16. Audience: Marketing in the Age of Subscribers, Fans & Followers by Jeffrey Rohrs.</p> <p>17. The Art of Social Media by Guy Kawasaki & Peg Fitzpatrick.</p>	
Suggested Additional Readings: (if web source then provide url)	Advertising Agencies Association of India (AAAI): http://www.aaaindia.org/	
Suggested Research Journal :	<p>Indian Journal of Marketing</p> <p>The IUP Journal of Marketing Management</p> <p>International Journal of Rural Management by Institute of Rural Management (IRMA), Anand, India.</p> <p>IUP Marketing Mastermind.</p> <p>IUP Advertising Express</p>	

Equivalence:

Papers	Title of paper in Previous Syllabus	Papers	Title of course in this Syllabus
Paper – I	Contemporary Issues In Marketing	Paper – I	Consumer Behavior And Brand Management
Paper – II	Buying Behavior and Brand Management	Paper – II	Sales And Distribution Management
Paper – III	Marketing Strategy and CRM	Paper – III	Service Marketing And Retail Marketing
Paper – IV	Sales Management and Advertising Management	Paper – IV	Strategic Marketing
Paper – V	Retail and Rural Marketing	Paper – V	Contemporary Issues In Marketing

Paper V Contemporary issues in marketing

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Elaborate importance of advertising as a part of marketing management
CO2	Analyze advertising management using the tool of 'Five Ms'
CO3	Explain the importance, challenges and opportunities of e-marketing.
CO4	Explain the meaning of social media and four zones of social media
CO5	Describe the characteristics and challenges of rural marketing
CO6	Analyze marketing mix strategies adapted by different companies in order to cater rural market
CO7	Explain strategies useful for marketing of agriculture inputs

**Course outcome- Program Outcome Matrix
Paper V Contemporary issues in marketing**

Course outcome	Program Outcome						Program Specific Outcome							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PsO 1	PsO 2	PsO 3	PsO 4	PsO 5	PsO 6	PsO 7	PsO 8
CO1	✓	✓		✓		✓	✓	✓						
CO2	✓	✓		✓		✓	✓	✓						
CO3	✓	✓		✓		✓	✓	✓						
CO4	✓	✓		✓		✓	✓	✓						
CO5	✓	✓		✓		✓	✓	✓						
CO6	✓	✓		✓		✓	✓	✓						

Elective –II HUMAN RESOURCE MANAGEMENT – PAPER IV**EMPLOYEE RELATIONS AND LABOUR LAWS**

Marks :80	Total Hours of Teaching : 60	Theory : 40	Practical : 20

Objective :-

1. To provide an idea of theories, techniques and approaches to manage employee relations
2. To understand the various labour laws and their implications
3. To familiarize in the major Industrial Relations Systems operating in different context.

Unit 1: (10)

1a. Theory :- Employee Relations and Trade Union

Concepts of Employee Relations, Actors in employee relations, Approaches to Industrial Relations, Changing Dimensions of Industrial Relations in India. Salient features of Industrial Employment (Standing Orders) Act, 1946.

Trade Union : Purpose, Functions of trade unions, Theories and Problems of Trade unions, Trade union recognition and registration, Measures to strengthen Trade Union Movement in India, Trade Union politics :- Linkage, Implications, White Collar Unionism, Trade Union Act (1926)

1b. Practical :- (05)

Arrange a debate about the duties of Trade Union : Ask students to meet atleast five trade union leaders and conduct an interview and present a report in class on the above.

To prepare a standing order for an organization employing more than 300 employees.

Unit II : (10)

2a. Theory :- Industrial Disputes , and Disciplinary Procedure

Causes of Industrial Disputes, Prevention and Settlement of Industrial Disputes - Relevant Provisions related to Industrial Disputes Act, 1947. Procedure and machinery for collective bargaining process, emerging trends in collective bargaining.

Collective bargaining and negotiation of service conditions, Non unionized organizations and industrial relation with non unionized workers.

Meaning and significance of employee discipline, service rules and standing orders, misconduct, suspension and subsistence allowance, show cause notice, investigation, enquiry and charge sheet, principles of natural justice and enquiry procedure.

2b. Practical :- (05)

Give a case of collective bargaining and ask the students to prepare and present role play.

Give an industrial dispute case and ask students to prepare a reply of the employer for the said case Give a list of allegations reported against an employee and ask the students to draft the charge sheet.

Unit- III : (10)

3a Theory :- Employee Relations and Labour Administration

Participative Management :- Workers participation in Management (Statutory and Non statutory Schemes), Quality Circles, Participation of workers in the Management Bill, 1990, Management of Grievances – Grievance Redressal Procedure., Whistle blowing :- Conditions for justified whistle blowing , dangers and benefits of organization whistle blowing policy, Whistle Blowers Protection Act 2013.

ILO, ILC – Indian Constitutional provisions in relation to Labour administration, Central Machinery of Labour Administration, Management of Sexual Harassment and Sexual Harassment Laws in India – Supreme Court verdict in Vishaka Versus State of Rajasthan case, and Management of Contract Labour.

3b.Practical:- (05)

Prepare a policy document to prevent Sexual Harassment at workplace.

Unit IV : (10)

4a Theory :- Labour Laws

Social Securities in India, Maternity Benefit act 1961, Bombay Shop and Establishment Act, Apprenticeship Act 1961, Factories Act 1948- Provisions related with health & safety of employees.

4b. Practical :- (05)

Understand the procedure and documents needed for the above acts

RECOMMENDED REFERENCES BOOKS :- (05)

1. ArunMonappa, Industrial Relations, Tata McGraw Hill Publishing Company Ltd.
2. Mamoria C.B, Dynamics of Industrial relations, Himalaya Publishing House
3. Michael R Carrel and Christina Heavrin, Labour Relations and Collective Baragaining- Private and Public Sectors, Merrill.
4. PRN Sinha, Industrial Relation, Trade Union, Labour Legislations, Person Education.
5. Pramod Verma, Management of Industrial relations, Reading and Cases, Oxford and IBH Publications.
6. Sarma AM, Industrial Jurisprudence and Labour Legislation, HPH.
7. Singh B.D, Industrial Relations – Emerging Paradigms, Excel Books.
8. Srivastava S.C. Industrial Relations and Labour Laws, Vikas Publishing House Pvt.Ltd.

Journals :-

1. Indian Journal of Industrial Relations
2. Indian Labour Journal
3. Current Labour Report
4. Labour Law Journal
5. HRM Review

Internet Resources :-

1. www.ILO.org
2. www.labour.nic.in
3. www.laburlawreporter.com

Paper 4 Employee relations and labour laws

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Understand the concept of employee relation and actors in employee relations.
CO2	Explain approaches to industrial relations and its changing dimensions.
CO3	Describe different laws/acts for maintaining harmonious industrial relations.
CO4	Describe the Indian Constitutional provisions in relation to Labour administration,
CO5	Understand various forms of workers participation in management.
CO6	Understand different labour laws and its implications

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome						Program Specific Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6	PsO1	PsO2	PsO3	PsO4	PsO5	PsO6
CO1	✓		✓	✓		✓	✓		✓			
CO2	✓		✓	✓		✓	✓		✓		✓	✓
CO3						✓	✓	✓	✓	✓	✓	
CO4						✓	✓	✓	✓	✓	✓	✓
CO5						✓	✓	✓	✓	✓	✓	✓
CO6						✓	✓	✓		✓	✓	✓

MBA- II Sem. IV HRM

Elective –II Human Resource Management Paper-V

Strategic Human Resource Management and International Perspective

Marks :80	Total Hours of Teaching : 60	Theory : 40	Practical : 20

Context: In the competitive environment Human Resource Management has to design the company's HR system which will be confirming to the other business strategies designed to achieve strategic goal of the company. HR manager has to take intelligent strategic decision regarding the HR issues facing the company. The complexity of such decisions is more while company functions on global level.

Objectives: At the end of the course, student would be able to – 1. Understand how to develop HR system that will help to achieve strategic goals of a company. 2. Know the strategic management process and role of HR in the strategic management process. 3. Challenges faced by the company while operating at global level.

1. Strategic HRM – (10)

Meaning, significance of strategic HRM, Evolution of SHRM, difference between traditional HRM & strategic HRM, 5- P model of strategic HRM, Outcome of strategic HRM .Strategic HR Tools – Strategy map HR Scoreboard , Digital Dashboards.

Practical- Visit to the nearest organization and study the 5- P model of Strategic HRM implemented and write the report. (05)

2. Changing Environment of HRM - (10)

Globalization, Technological development, Nature of work, Exporting jobs, Workforce Demographics, HRM and Change.

Practical- Visit to the organisation and study the effect of technological development on HRM, write the report. (05)

3. Strategic Management Process – (10)

Environment Scanning, Strategy formulation, strategy implementation, Evaluation and control, Role HR – translating strategy into HR policy and practice HRP & Strategic HRP, types of strategic HRP, strategic issues in recruitment, selection, training and employee separation.

Practical – Formulate the HR strategy for the identified organisation situated in industrial area and prepare the report on it. (05)

4. International HRM – (10)

Difference between Global & Domestic HRM, Strategic Global HR -Purpose, selection, orientation, ethnocentric, polycentric, geocentric, Repatriation, career and personal problems, Compensation, performance appraisal of expatriates, HRM Practices in India, China, USA, UK & Japan.

Practical- Visit the industrial establishment in your locality, identify the incumbent who is in dilemma of career and personal problem. Study the problem and suggest the remedies thereof. (05)

Reference Books:

1. Strategic Human Resource Management – Randall S. Schuler and Susan E. Jackson
2. Strategic Human Resource Management - Jeffrey A. Mello
3. Human Resource Management - V.S.P. Rao,
4. Strategic Human Resource Management –Tanuja Agarwala
5. Strategic Human Resource Management – Anjali Ghanekar
6. Human Resource Management - Gary Dessler
7. Human Resource Management – Aswathappa
8. Strategic Human Resource Management –Anuradha Sharma and Aradhana Sharma
9. International Human Resource Management – Subba Rao
10. International Human Resource Management – S.K. Bhatia

Paper 5 Strategic Human Resource Management and International Perspective

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Know the strategic management process and role of HR in the strategic management process
CO2	Understand different strategic human resource management tools
CO3	Describe the impact of impact of changing environment on HRM
CO4	Describe strategic human resource planning process and types
CO5	Describe HR practices of different countries
CO6	Understand the repatriation issues and problems

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome						Program Specific Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6	PsO1	PsO2	PsO3	PsO4	PsO5	PsO6
CO1	✓	✓		✓					✓			✓
CO2	✓	✓		✓				✓				✓
CO3	✓	✓		✓		✓	✓		✓	✓		✓
CO4		✓		✓		✓	✓	✓				✓
CO5						✓			✓			✓
CO6		✓				✓	✓	✓				✓

M. B. A. Part-II Semester-IV
Elective III- FINANCIAL MANAGEMENT
PAPER- IV: INVESTMENT MANAGEMENT
(Choice-Based Credit System)

Marks: 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Investment and its Avenues & Investment Management Framework: a) Investment : Concept, Objectives, Investment v/s speculation, Characteristics of Investment and Investment attributes. b) Avenues of Investment: Non-marketable Fixed Income Avenues- Bank Deposit, Fixed Deposit with companies, PPF scheme, PF, National Savings scheme, National Savings Certificates and ponzi schemes. Marketable Fixed Income Avenues- Shares, FCD, NCD, Bonds, RBI's Tax Free Bonds, Gilt-edged securities. Other Avenues- Units of MF, Life Insurance, Real Estate. c) Risk and Return: Meaning of Risk, Elements of Risk- Systematic Risk and Unsystematic Risk, Measurement of Risk- Expected Return- mean-variance approach, Measurement of systematic risk, risk-return trade off and precautions to minimize the risk. d) Investment Management Framework : Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation.	10 Hours	
b) Practical	i) Collecting the information about various investment avenues, comparing them with each other and analyzing risk associated with them.	5 Hours	
Unit 2: a) Theory	Analytical Framework for investment in Shares: a) Valuation of shares: Fundamental Analysis-Economic Analysis, Industry Analysis and Company Analysis. Technical Analysis- Trends, Indicators, Indices and moving averages applied in Technical Analysis. b) Portfolio Analysis: Portfolio Selection, Feasible set of portfolio, Efficient set of portfolio- The Efficient Frontier, Selection of optimal portfolio. c) Random Walk Theory- Assumptions of Random Walk Theory, Random Walk and Efficient Market Hypothesis- Weak, semi-strong, strong market and its testing techniques.	10 Hours	
b) Practical	i) Compare minimum two companies (company analysis) by analyzing annual reports with investment perspective. ii) Application of Random Walk Theory to specific listed company.	5 Hours	

Unit 3: a) Theory	Debt and Mutual Fund as Avenues of Investment: a) Debt Instruments: Risk in Debt, Innovations in Debt Securities, Structure of Interest Rates in India, Bank Fixed Deposits, Company Fixed Deposits, Introduction to concept of Bond Valuation, Bond Yields- Current Yield, Yield to Maturity. b) Mutual Funds: Concept, Advantages of MF, Management of MF, Role of SEBI in MF, Types of Funds- Open-end v/s Close-end Funds, Mutual Fund Types based on Nature of Investment, Investment Objective and Risk Profile. Investment in MF- Investment in Units- Purchase and redemption of units, entry and exit load.	10 Hours
b) Practical	i) Collecting information about selected mutual funds schemes and compare them with each other. ii) Examining risk profile of investors investing in debt instruments.	5 Hours
Unit 4: a) Theory	Investment plans for individuals at various life cycle stages: a) Life cycle Stages: A) Young unmarried stage B) Young Married stage: i) Where both partners work ii) If only one of the two partners earns in the family living C) Young Married with Children Stage, D) Married with Older Children Stage E) Pre- retirement Stage F) Retirement Stage. b) Income tax Provisions pertaining to investment plan.	10 Hours
b) Practical	i) Preparing Investment plan for above categories considering individuals under various tax brackets.	5 Hours
<p>Note: (1) Tax provisions applicable to individual related to investment should be studied for the current Assessment year. E.g. For the academic year 2003-2004, applicable Assessment Year will be 2004-2005.</p> <p>(2) Problems to be covered on following topics: (a) Risk and Return, (b) Valuation of shares and Bonds and (c) Preparation of Investment plans for Individuals at various stages of life cycle.</p>		
<p>Reference Books:</p> <ol style="list-style-type: none"> 1) Donald E. Fischer and Ronald J. Jordon, Security Analysis and Portfolio Management, Pearson India Education, New Delhi. 2) Singh, Preeti (2006), Investment Management, Himalaya Publishing House, Mumbai. 3) Chandra, Prasanna (2010), Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi. 4) Avadhani, V. A. (2010), Securities Analysis and Portfolio Management, Himalaya Publishing House, Mumbai. 5) Punithavathy Pandian (2012), Securities Analysis and Portfolio Management, Vikas Publishing House, New Delhi. 6) Yasaswy, N. J. (2011), Personal Investment & Tax Planning, Vision Books Pvt. Ltd., New Delhi. 7) Gerald Krefetz, The Basics of Investing, Vision Books Pvt. Ltd., New Delhi. 		
<p>Suggested Additional Reading:</p> <ol style="list-style-type: none"> 1) MSc Investment Management- ICMA Centre www.icmacentre.ac.uk/programmes/msc-investment-management/ 2) Benjamin Graham, The Intelligent Investor 		
<p>Suggested Research Journals:</p> <ol style="list-style-type: none"> 1) Journal of Investment Management 2) Indian Journal of Finance 3) RBI Bulletin 4) Finance India 5) Journal of Banking and Finance 6) Banking and Finance Review 		

PAPER- IV: INVESTMENT MANAGEMENT

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Describe the concept and objective of investment management
CO2	Evaluate and analyze different avenues of investment
CO3	Describe fundamental and technical analysis essential for investment in shares
CO4	Explain the concept of portfolio analysis
CO5	Analyze risk and benefit of investing in debt and mutual fund
CO6	Analyze and plan investment plans for individuals considering various life cycle stages

M. B. A. Part-II Semester- IV

Elective III- FINANCIAL MANAGEMENT

PAPER- IV: INVESTMENT MANAGEMENT

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome						Program Specific Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6	PsO1	PsO2	PsO3	PsO4	PsO5	PsO6
CO1	✓	✓			✓	✓	✓				✓	
CO2	✓	✓			✓	✓	✓				✓	
CO3	✓	✓			✓	✓					✓	
CO4	✓	✓			✓	✓	✓				✓	
CO5	✓	✓			✓	✓	✓				✓	
CO6	✓	✓			✓	✓	✓				✓	

M. B. A. Part-II Semester-IV
Elective III- FINANCIAL MANAGEMENT
PAPER- V: INTERNATIONAL FINANCE
(Choice-Based Credit System)

Marks: 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	International Finance: a) Concept and Scope of International Finance, Foreign Exchange Reserve, Balance of payment current Account, Convertibility- Current Account and Capital Account. b) World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market, World Bank and International Monetary Fund (IMF).	10 Hours	
b) Practical	i) Group discussion on 'Current Account V/s. Capital Account Convertibility	5 Hours	
Unit 2: a) Theory	Foreign Exchange Market: a) Foreign Exchange Market: Structure , Types of Transactions, Exchange Rate quotations and arbitrage between Exchange rate and Interest Rate b) Exchange Rate Mechanism: Determination of exchange rate in spot market and forward market, Factors influencing exchange rate, Theories of Exchange Rate Behavior. c) Risks in International Operations: Exchange rate risk, Interest rate risk and Political risk.	10 Hours	
b) Practical	i) Visit to bank branch to understand foreign exchange procedure and exchange rate risk coverage.	5 Hours	
Unit 3: a) Theory	Import-Export Mechanism and Finance: a) Export Credit Guarantee Corporation, EXIM Bank, Foreign Exchange Dealers' Association of India. b) Export Import Financing Mechanism: Buyers' Credit, Suppliers' Credit, Financing in foreign currency for exports and rupee finance c) Non-resident Accounts: Repatriable and Non-Repatriable, Significance of NRA.	10 Hours	
b) Practical	i) Group discussion/ Case study on import/export finance.	5 Hours	
Unit 4: a) Theory	Financial Management of Multinational Corporations (MNCs): Foreign Direct Investment, Cost of Capital and Capital Structure of a MNC, Capital Budgeting and Cash Management of MNC, Country Risk Analysis, International Taxation, and Double Taxation Avoidance Agreements.	10 Hours	
b) Practical	i) Group discussion on Foreign Direct Investment/ Case study on double taxation avoidance.	5 Hours	
Note: Problems should be covered on following topics only. a) Exchange Rate quotations and arbitrage b) Determination of exchange rate in spot market and forward market. c) Techniques of covering risks d) Multinational Capital Budgeting			

Reference Books:

- 1) Vij, Madhu(2006), International Financial Management, Excel Books, New Delhi.
- 2) Avadhani, V. A.(2013), International Financial Management, Himalaya Publishing House, Mumbai.
- 3) Apte, P. G.(2011), International Financial Management, Tata McGraw-Hill Pvt. Ltd., New Delhi.
- 4) Rajwade, A. V. and Desai, H. G.(2014), Foreign Exchange International Finance and Risk Management, Shroff Publishers and Distributors Pvt. Ltd., Mumbai.
- 5) Cowdell, Paul; Hyde; Watson, Alasdair (2000), Finance of International Trade, Financial World Publishing.
- 6) Cheol D. Eun & Burce G. Resnick(2001), International Financial Management, Irwin McGraw-Hill.

Suggested Additional Reading:

Multinational Financial Management <http://www.ddegjust.ac.in/studymaterial/mba/ib-416.pdf>

Suggested Research Journals:

- 1) International Finance
- 2) Journal of International Financial Management
- 3) Indian Journal of Finance
- 4) RBI Bulletin
- 5) Finance India

PAPER- V: INTERNATIONAL FINANCE

External Marks: 80 Internal Marks: 20 Total hours of teaching: 60 Theory: 40 Practical: 20

CO1	Describe scope and importance of international finance
CO2	Explain the role and importance of international financial institutions
CO3	Describe structure, mechanism and risk in foreign exchange market
CO4	Understand import-export mechanism and process of financing international business
CO5	Understand financial management of Multinational corporations
CO6	Explain country risk analysis

M. B. A. Part-II Semester- IV**Elective III- FINANCIAL MANAGEMENT****PAPER- V: INTERNATIONAL FINANCE****Course outcome- Program Outcome Matrix**

Course outcome	Program Outcome						Program Specific Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6	PsO1	PsO2	PsO3	PsO4	PsO5	PsO6
CO1	✓	✓			✓	✓	✓					✓
CO2	✓	✓			✓	✓	✓		✓	✓		✓
CO3	✓	✓			✓	✓	✓		✓	✓		✓
CO4	✓	✓			✓	✓	✓			✓		✓
CO5	✓	✓			✓	✓	✓		✓	✓		✓
CO6	✓	✓			✓	✓	✓		✓	✓		✓



Shivaji University

Revised Syllabus for

Bachelor of Business Administration –I (B.B.A. Part -I) **(Subject to the modifications from time to time)** **Syllabus to be implemented from the year June-2010-11**

1. Title :- The degree of shall be titled as Bachelor of Business Administration (B.B.A.) under the Faculty of Commerce

2.OBJECTIES:-

1. To provide conceptual and an in-depth knowledge of different subjects of business education.
2. To inculcate different skill required in various live business Situations / Problems.
2. To build up self confidence and competency in students to take up self employable business Ventures
3. To give an adequate exposure to operational environment in the field of management.
4. To inculcate training to use techniques of management modern for the benefit of all parties concerned.
5. To inculcate Entrepreneurship skills.

3. DURATION

1. The course shall be a full time course.
2. The duration of course shall be three years.
3. The course shall be run on self-supporting basis.

4. NUMBER OF STUDENTS :

A batch shall consist of not more than 80 students.

5. ELIGIBILITY

1. A candidate for being eligible for admission to the Degree Course in Business Administration Shall have passed XII Std. Examination with minimum qualifying marks for the candidates from all the categories will be 45% of the Maharashtra Board of Higher Secondary Education or its equivalent or any Diploma of not less than two years.
2. Every eligible candidate has to pass a Common Entrance Test to be conducted by the University to get admission in First year B.B.A.

6. MEDIUM OF INSTRUCTION

The medium of instructions shall be in English only.

- 1- B.B.A.Part –I ----- 2010-2011
- 2- B.B.A.Part –II ----- 2011-2012
- 3- B.B.A.Part –III ----- 2012-2013

7. TEACHERS QUALLIFICATIONS:

Master Degree in Relevant subject with Good Academic Record.

8. SCHEME OF EXAMINATION :

- i) B.B.A. Course will be conducted through semester pattern.
- ii) Total duration of course will be three years Each year two semesters will be conducted.
- iii) First Semester will be conducted at the end of first Term and Second Semester will be Conducted at the end of II nd Term. In the same manner the Semesters for second and Third year will be conducted.
- iv) Each subject/paper during each semester will carry 50 marks. Out of this, 40 marks will be allotted to University theory papers and 10 marks to be

given by each college through internal evaluation.

Division of Internal marks for each subject is given below.

(a) Preparation of Seminar/ Field work 5Marks

(b) Presentation of Seminar/ Field work report 5 Marks
(Through Seminar)

Total marks-

10 Marks

The records of all internal marks should be strictly maintained by faculty member. Each student should prepare seminar paper of 2 to

3

pages & submit a small field work report of 3 to 4 pages

9. Workload (Period/Lectures for each Subject)

For every semester 48 periods are allotted to complete the syllabus of each subject.

10. STANDARD OF PASSING :

A candidate must obtain minimum 40% of the marks in each University examination paper as well as in internal evaluation and major project report.

- i) Class will be awarded on the basis of marks obtained by the candidate in all the six semester examinations.
- ii) Candidate who has secured 40% marks in university examination & should have non-zero score as internal credit will be declared passed in the semester examination.
- iii) Candidate who fails in any particular theory paper/s shall be allowed to reappear for that theory paper/s. However, his/her internal credit marks shall be carried over.
- iv) Internal record should be maintained at non-zero.

Rule 1 :-**Rule to carry over backlog of subjects:**

i) A candidate who fails in any number of subjects during Semester – I & II shall be admitted to B.B.A. – II (appear for Semester – III & Semester IV examinations).

However the candidate shall not be admitted to B.B.A. - III (Semester-V) unless he/she passed in all the subjects at B.B.A. – I(Semester – I & Semester - II).

ii) A Candidate who fails in any number of subjects during Semester – III & IV shall be admitted for B.B.A. – III & allowed to appear for Semester-V & VI examinations.

11. AWARD OF CLASS :

Class will be awarded to the students of B.B.A. basis of on the aggregate marks obtained in all six semesters :-

The award of class shall be as under :

i)	Aggregate 70 % and above	First Class with Distinction
ii)	Aggregate 60% and above but less than 70%	First Class
iii)	Aggregate 50% and above but less than 60%	Second Class
iv)	Aggregate 40% and above but less than 50%	pass Class

12. FEE STRUCTURE :

As per University norms.

13. REQUIREMENTS :**(A) Core Faculty :**

i)	First Year	1	Full- time Teacher
ii)	Second Year	2	Full- time Teachers
iii)	Third Year	3	Full- time Teachers
iv)	In addition there shall be visiting Faculty drawn from academicians / professionals from different fields.		

(B) LIBRARY :

The College / Institution shall spent Rs. 20,000/- each year on purchase of books and journals in the first three years as the initial investment on the library. In addition, the entire library fees collected from the students shall be invested on library.

(C) EQUIPMENTS :

Overhead Projector, 5 Computers and necessary software's and operating systems.

(D) COMPUTER STATIONARY :

Supply of adequate computer stationery as per requirements.

New Structure of B.B.A. Course (Semester wise to be introduce from the year June 2010-11)

B.B.A.-I

Semester	Sr. N0.	Title of the Subject	Marks
Semester-I	1	Principles of Management –Paper-I	50
	2	Financial Accounting Paper-I	50
	3	Marketing Management- Paper-I	50
	4	Human Resource Management - Paper-I	50
	5	Business Economics (Macro-I)- Paper-I	50
	6	Business Communication- Paper-I	50
	7	Computer Applications in Business- Paper-I	50
		TOTAL	350
Semester-II	8	Principles of Management –Paper-II	50
	9	Financial Accounting Paper-II	50
	10	Marketing Management- Paper-II	50
	11	Human Resource Management - Paper-II	50
	12	Business Economics (Macro-I)- Paper-II	50
	13	Business Communication- Paper-II	50
	14	Computer Applications in Business- Paper-II	50
		TOTAL	350

B.B.A.-II

Semester	Sr. N0.	Title of the Subject	Marks
Semester-III	15	Management of Business Services –Paper-I	50
	16	Cost and Management Accounting –Paper-I	50
	17	Production Management	50
	18	Business Economics (Macro-II) –Paper-I	50
	19	Entrepreneurship Development –Paper-I	50
	20	Statistical Techniques for Business –Paper-I	50
	21	E-Commerce –Paper-I	50
		TOTAL	350
Semester-IV	22	Management of Business Services –Paper-II	50
	23	Cost and Management Accounting –Paper-II	50
	24	Material Management	50
	25	Business Economics (Macro-II) –Paper-II	50
	26	Entrepreneurship Development –Paper-II	50
	27	Statistical Techniques for Business –Paper-II	50
	28	E-Commerce –Paper-II	50
		TOTAL	350

B.B.A.-III

Semester	Sr. N0.	Title of the Subject	Marks
Semester-V	29	Practices in Modern Management–Paper-I	50
	30	Recent Trends in Marketing –Paper-I	50
	31	Financial Management –Paper-I	50
	32	Fundamentals of Business Laws and Tax Laws–Paper-I	50
	33	Foundation of human skills –Paper-I	50
	34	International Business –Paper-I	50
	35	Research Methodology	50
		TOTAL	350
Semester-VI	36	Practices in Modern Management–Paper-II	50
	37	Recent Trends in Marketing –Paper-II	50
	38	Financial Management –Paper-II	50
	39	Fundamentals of Business Laws and Tax Laws–Paper-II	50
	40	Foundation of human skills –Paper-II	50
	41	International Business –Paper-I I	50
	42	Project Work	50
		TOTAL	350

Equivalence for Pre-revised subject:**9. REVISED STRUCTURE OF B.B.A. DEGREE****FIRST YEAR B.B.A.(SEVEN PAPERS)**

Sr. No.	Revised Title of the Subject	Conversion in to semester	
1.	Principles of Management	Semi-I	Principles of Management –Paper-I
		Semi-II	Principles of Management –Paper-II
2.	Financial Accounting	Semi-I	Financial Accounting Paper-I
		Semi-II	Financial Accounting Paper-II
3.	Marketing Management	Semi-I	Marketing Management- Paper-I
		Semi-II	Marketing Management- Paper-II
4.	Human Resource Management	Semi-I	Human Resource Management - Paper-I
		Semi-II	Human Resource Management - Paper-II
5.	Business Economics (Macro-I)	Semi-I	Business Economics (Macro-I)- Paper-I
		Semi-II	Business Economics (Macro-I)- Paper-II
6.	Business Communication	Semi-I	Business Communication- Paper-I
		Semi-II	Business Communication- Paper-II
7.	Computer Applications in Business	Semi-I	Computer Applications in Business- Paper-I
		Semi-II	Computer Applications in Business- Paper-II

SECOND YEAR B.B.A.(SEVEN PAPERS)

Sr. No.	Revised Title of the Subject	Conversion in to semester	
1.	Management of Business Services	Semi-I	Management of Business Services –Paper-I
		Semi-II	Management of Business Services –Paper-II
2.	Cost and Management Accounting	Semi-I	Cost and Management Accounting –Paper-I
		Semi-II	Cost and Management Accounting –Paper-II
3.	Production and Material Management	Semi-I	Production Management
		Semi-II	Material Management
4.	Business Economics (Macro-II)	Semi-I	Business Economics (Macro-II) –Paper-I
		Semi-II	Business Economics (Macro-II) –Paper-II
5.	Entrepreneurship Development	Semi-I	Entrepreneurship Development –Paper-I
		Semi-II	Entrepreneurship Development –Paper-II
6.	Statistical Techniques for Business	Semi-I	Statistical Techniques for Business –Paper-I
		Semi-II	Statistical Techniques for Business –Paper-II
7.	E-Commerce	Semi-I	E-Commerce –Paper-I
		Semi-II	E-Commerce –Paper-II

THIRD YEAR B.B.A.(SEVEN PAPERS)

Sr. No.	Revised Title of the Subject	Conversion in to semester	
1.	Recent Trends in Marketing	Semi-I	Recent Trends in Marketing –Paper-I
		Semi-II	Recent Trends in Marketing –Paper-II
2.	International Business	Semi-I	International Business –Paper-I
		Semi-II	International Business –Paper-II
3.	Financial Management	Semi-I	Financial Management –Paper-I
		Semi-II	Financial Management –Paper-II
4.	Fundamentals of Business Laws and Tax Laws	Semi-I	Fundamentals of Business Laws and Tax Laws–Paper-I
		Semi-II	Fundamentals of Business Laws and Tax Laws–Paper-II
5.	Foundation of human skills	Semi-I	Foundation of human skills –Paper-I
		Semi-II	Foundation of human skills –Paper-II
6.	Practices in Modern Management	Semi-I	Practices in Modern Management–Paper-I
		Semi-II	Practices in Modern Management–Paper-II
7.	Research Methodology and project Work	Semi-I	Research Methodology
		Semi-II	Project Work

Project Work

Internal Evaluation: 25 Marks

External Evaluation: 25 Marks

Total 50 Marks

REVISED SYLLABUS OF B.B.A. – I

(For Semester – I & Semester – II)

Will Be Introduced From:

B.B.A. PART – I (Semester – I & II) 2010-2011

B.B.A. PART – II (semester – III & IV) 2011-2012

B.B.A. PART – III (Semester – V & VI) 2012-2013

Scheme Of Examination:

- iv) B.B.A. Course will be conducted through semester pattern.
- v) Total duration of course will be three years Each year two semesters will be conducted.
- vi) First Semester will be conducted at the end of first Term and Second Semester will be Conducted at the end of IInd Term. In the same manner the Semesters for second and Third year will be conducted.
- vii) Each subject/paper during each semester will carry 50 marks. Out of this, 40 marks will be allotted to University theory papers and 10 marks to be given by each college through internal evaluation.

University Question Paper (Theory) = 40 marks

Internal Evaluation = 10 marks

Total = 50 marks

- viii) **University Question Paper of each Semester for each subject is of 40 marks only.**

BBA Program Outcomes:

Students of bachelors of business administration will be able to achieve

1. An ability to gain the fundamental concepts and theories of business practices in different management disciplines.
2. An ability to know inter and intra-personal skills essential for handling business situations.
3. An ability to think, analyzes problems quantitatively, and uses the gained business knowledge to solve business problems.
4. An ability to develop an awareness and understanding of business environment and inculcate comprehensive view of the industrial and organizational establishments.
5. An ability to understand the ethical and social issues that are concerned to the business community and gain the essential knowledge regarding various activities undertaken to run socially responsible business organization
6. Ability to acquire knowledge for developing entrepreneurial perspective

B.B.A.-I
Semester-I
Principles of Management (Paper-I)

Objectives:	To help Students to understand basic Principles and concept of Management	
Unit-I	Introduction to Management : Meaning and Definition of Management, Nature and importance of Management Management and Administration. Management- as a Science and An Art Brief review of basic Functions of Management- planning.- organizing,- staffing, Leading and controlling, Levels of Management	12

Unit-II	Contribution towards Management Thought- Scientific Management by F.W. Tylor, Contribution of Henry Fayol-14 principles of Management Contributions by Max-weber.	12
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Unit- III	Planning- Meaning and importance of planning Steps in planning process. Decision making- importance of Decision making Process of Decision making. Effective decision making.	12
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Unit-IV	Organizing- Meaning and Definition, objectives and importance, organizing process. Understanding the terms- Authority, Responsibility, Centralization and Decentralization-.	12
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Recommended Books:	
1	Management- Stoner Freeman Gilborht Peasons
2	Management- Michael
3	Management-L.M. Prasad

Course Outcome
Principles of Management (Paper-I)

C01	Describe the importance, functions and levels of management
C02	Describe the scientific management theory by F W Taylor and Henry Fayol's principles of management theory
C03	Describe various steps in planning process
C04	Analyze the management is a Science as well as Art
C05	Describe the organizing process

Course outcome-program outcome Matrix

Course outcome	Program Outcome				
	P01	P02	P03	P04	P05
C01	✓	✓	✓	✓	✓
C02	✓	✓	✓	✓	✓
C03	✓	✓	✓		✓
C04	✓	✓	✓	✓	✓
C05	✓	✓			✓

B.B.A. –I
Semester-I
Financial Accounting -Paper-I

Objectives:	To understand the basic concepts & principles of financial accounting.	Periods
Unit-I	Introduction	12
	-History and Development of Accounting- meaning, objective and functions of Accounting Book keeping V/S financial Accounting – uses of Accounting Information - Accounting concepts and Conventions - Accounting Terms.	
Unit-II	Financial Accounting Process	12
	Classification of Accounting Transactions and Accounts- Rules of Debit and Credit as Per Double Entry System- Journal Entries- Ledger posting – Subsidiary Books- Cash Book Bank Reconciliation Statement	
Unit-III	Preparation of Trial Balance and Rectification of errors	12
Unit-IV	Final Accounts of sole proprietorship- Preparation of Trading Account, profit and Loss A/C and Balance Sheet (with Basic Adjustments)	12

Reference Book:	
1	Advance Accountancy: M.C. Shukla And Grewal
2	Advance Accountancy: S.C. Jain And Narang
3	Advance Accountancy: R.L. Gupta
4	Advance Accountancy: S.M. Shukla

Financial Accounting (Paper-I)

C01	Describe concepts & conventions of financial Accounting.
C02	Describe Bank Reconciliation Statement & causes of disagreement between cash book balance with pass book balance.
C03	Analyze different methods of cash book.
C04	Analyze different methods of subsidiaries books.
C05	Analyze the procedure of final account
C06	Analyze types of Accounts & rules of debit & credit as per Double Entry System.

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01						
C02	✓	✓				
C03	✓	✓				
C04		✓				
C05		✓				
C06	✓	✓	✓		✓	

B.B.A.-I
Semester-I
Marketing Management Paper - I

Objectives	To help Students to understand the principles and functions of Marketing.	Periods
Unit-I	Introduction to Marketing- Meaning and Definition Importance of Marketing Understanding core concepts- Needs, Wants, Demands, Value and Satisfaction, Exchange and transactions. Different approaches- Production, Product, Selling, Marketing and Societal Marketing.	12
Unit-II	Marketing Research- meaning and importance, Steps in marketing research, Scope/areas of marketing research.	12
Unit-III	Consumer Behavior- meaning and Importance of consumer behavior. Factors affecting consumer Behaviour	12
Unit-IV	Market Segmentation- Meaning and Importance of market segmentation. Basis for market segmentation. Requisites of sound market segmentation.	12

Reference Books:-		
Marketing Management – Philip Kotler		
Marketing Management – Rajan Sarena		
Marketing Management – V.S.Ramswami & Namkumari		
Marketing Management – William J. Stanton & Michael J. Etzel		
Marketing Management – Dr.C.N. Sontakki		
Marketing Management - Sherlekar		
Marketing Management – Joseph Guiltinam & Gordon Paul.		

Marketing Management (Paper - I)

C01	The students will be able to understand the basic principles and fundamental concepts of marketing
C02	analyze the marketing problems through market research and solve marketing problems on the basis of market related information
C03	demonstrate understanding of the marketing's role in creating and delivering consumer value by gaining insight into consumer behavior
C04	apply theories of consumer behavior to segmentation, targeting and positioning strategies and managerial decisions
C05	articulate marketing concepts to inform management decision-making;

Course outcome-program outcome Matrix

Course outcome	Program outcome				
	P01	P02	P03	P04	P05
C01	✓	✓	✓	✓	✓
C02	✓	✓		✓	✓
C03	✓	✓	✓	✓	✓
C04					
C05	✓				

B.B.A. - I
Semi-I
Human Resource Management, Paper - I

Objectives:	To understand basic concepts, principles , factors & functions of Human Resources Management.,	Periods
Unit-I	Human Resource Management (HRM)- Meaning Nature, Importance of HRM-Role of HR Manager, Characteristics & Qualities HR Manger.	12
Unit-II	Human Resource Planning- Meaning Importance & Factors affecting Human Resource Planning. Human Resource Planning Process, Concept of Job Analysis, Job Description, Job Evaluation & Job Specification.	12
Unit-III	Recruitment & Selection- Objectives, Sources of recruitment Factors affecting recruitment & election Selection procedure. Significances of selection	12
Unit-IV	Training & Development – Training Needs & objectives, Training Methods, advantages of training, Development- Concept of Management Development Methods of Management Development	12

Reference Book:-
Human Recourse Management – Ian Breadsevace and len Holden
Human Recourse Management – S.S. Khankar
Human Recourse Management –Biswajeet Patnayak
Human Recourse Management and Industrial Management – Aswathappa
Management of Human Recourse – R.S. Diwivedi

Human Resource Management - Paper-I

C01	Describe human resource planning process
C02	Describe selection procedure in detail
C03	Describe the methods of management development
C04	Analyze why human resource management is important
C05	Describe different methods of training

Course outcome-program outcome Matrix

Course outcome	Program Outcome				
	P01	P02	P03	P04	P05
C01	✓	✓	✓		✓
C02		✓		✓	✓
C03	✓	✓	✓	✓	
C04					
C05	✓	✓		✓	✓

B.B.A.-I
Semester - I
Business Economics (Micro), Paper- I

Unit-I	Introduction of Economics	Periods
1.1	Definitions, Nature, Scope and Significance of Economics.	8
1.2	Difference between Micro and Macro Economics.	
1.3	Basic Economic Problems.	
1.4	Business Economic and Business Decisions.	

Unit-II	Consumer Behavior	15
2.1	Concept of Consumer Behavior and Utility	
2.2	Law of Diminishing Marginal Utility	
2.3	Law of Equi-Marginal Utility.	
2.4	Consumer's surplus.	
2.5	Indifference Curve Analysis- Features, Price-line, Consumer's Equilibrium.	

Unit-III	Demand Analysis	10
3.1	Concept of Demand	
3.2	Demand Function and The Law of Demand	
3.3	Elasticity of Demand :- Types, Methods of Measurement, Determinants and Significance of Elasticity of Demand	

Unit-IV	Analysis of Supply, Production and Cost	15
4.1	Derivation of Individual and Market supply curves.	
4.2	Concept of Production Function.	
4.3	Concepts of Real, Opportunity and Social, Short-run and Long-run Cost Curves.	
4.4	Revenue Curves- Total, Average and Marginal (Perfect Competition and Monopoly)	

Reference Books and Periodicals for Business Economics Paper – I & Paper II of Semester – I & II	
1.	Stonier and Hague : A Textbook of Economic Theory, Orient Longmans Ltd. (Latest edition)
2.	Andrew Mas-Colell, Michael D. Whinston and Jerry R. Green:- Micro Economic Theory, Oxford University Press, New York, 1985
3.	J.M. Henderson and Richard E. Quandt., Micro economic Theory, Mcgraw Hill Company, New York, 1971
4.	M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra. 1979

5.	M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi, 1982
6.	G.S. Gupta :- Managerial Economics, TaTa McGraw Hill Publishing Company, Ltd. New Delhi,1990
7.	Dean J., Managerial Economics, Prentice Hall New Delhi, 1976
8.	Mithani.D.M. :- Managerial Economics, Theory and Applications, Himalaya Publishing House, New Delhi
9.	Ahuja H.L.:- Advanced Economic Theory
10.	Mithani D.M.:- Business Economic, Himalaya Publishing House, New Delhi
11.	Amartya Sen:- Choice, Welfare and Measurement, Oxford University Press, New Delhi, 1983
12.	Amartya Sen:- Economic Inequality, Oxford University Press, New Delhi,1974

Business Economics (Macro - I) Paper – I

C01	Describe the concept and scope of economics, difference between micro and macroeconomics and basic economic problems
C02	Describe the concept of utility, laws of utility and consumer's surplus
C03	Analyze indifference curve and consumer's equilibrium
C04	Analyze the law of demand and types, methods of measurement and significance of elasticity of demand.
C05	Describe the production function, individual and market supply curve.
C06	Describe various cost and revenue curves.

Course outcome-program outcome Matrix

Course Outcomes	Program Outcomes					
	P01	P02	P03	P04	P05	P06
C01	✓		✓		✓	✓
C02	✓		✓			✓
C03	✓					
C04	✓	✓	✓	✓		✓
C05	✓			✓	2	✓
C06	✓		✓			✓

B.B.A. Part-I
Sem-I
Business Communication Paper - I

		Periods
Objective:	i) To identify various communication skills involved in the business organization. ii) To develop business communication skills among the students.	Periods
Unit-I	Nature of Communication	12
	-Definition,	
	-Need and Importance of Communication skills	
	- Basic types of Communication – Reading, -Writing , -listening, - speaking	
	-Forms of Communication -Verbal,- written.- oral, - Non-verbal	
	-The Communication Process -Encoding ideas-, Transmitting messages, - receiving messages, -decoding,- perceiving and giving feedback.)	
-Barriers of Communication and ways in overcoming barriers.		
Unit-II	Written Communication	12
	-The Process of formal written Communication (deciding purpose, analyzing audience, deigning a message, organizing, selecting, arranging ideas and preparing outlines, developing a message- writing, Evaluating, Revising and Editing.)	
	- The qualities of good writing -Clarity,- conciseness, Concincfness, comprehensiveness,- correct, coherence, courtiers,	
	-you Attitude.	
Unit-III	Business Correspondence in organization	12
	-Business letters: Enquiry, - letter of reply, letter of order, letter of execution, -letter of complaint,- letter of collection.	
	-Common errors in business- writing: Errors with pronouns, adjectives,- verbs, adverbs, -participles and prepositions.	
	-Inter Departmental Communication	
	-Internal memo, office, Circulars, -office Orders office notes, Communication with Regional and Branch office.	
Unit-IV	Reporting to management	12
	-Principles of writing reports	
	-Types of reports	
	-Structure of report	
	-Presentation of report	

Business Communication- Paper-I

CO1	Describe Need & Importance of communication skills.
CO2	Describe Types, process & barriers of communication
CO3	Analyze qualities, types & principles of writing reports.
CO4	Analyze Verbal & non verbal communication.
CO5	Analyze 7 C's of good writing.
CO6	Analyze different ways of inter departmental communication.

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓	✓	✓	✓	✓	✓
C02	✓	✓	✓	✓	✓	✓
C03	✓	✓	✓	✓	✓	✓
C04	✓	✓	✓	✓	✓	✓
C05		✓				
C06	✓		✓	✓	✓	

B.B.A. Part-I

Sem-I

Computer Applications in Business- Paper-I

Objectives:	To introduce Computer Applications in Business	Periods
Unit -I	(Introduction to Computer : Computer Characteristics, Evolution of computer and Generations of Computer. Types of Computer, Input Devices, Output Devices.	12
Unit - II	1. Personal Computers- PC and its main components, hardware configuration, Computer Memory – Concept, Internal and External Memory, Internal Memory- Types-RAM, SRAM, DRAM, ROM, PROM, EPROM, EEPROM External Memory- Floppy Disk, Hard Disk, CD, DVD, ZIP drive. Factors influencing on PC performance.	12
Unit - III	1. Software – System and Application Software, Operating system- Functions and types. Computer Languages- Lower level language and Higher level language, compiler and interpreter, Characteristics of Good Language. Introduction to Windows , Basic commands in Windows.	12
Unit – IV	2. Word Processing : Introduction to MS Office components, Introduction and working with MS Word , Word basic commands, Formatting- text and documents, sorting and tables, introduction to mail-merge.	12

Recommended Books :

1. Fundamentals of Computer by P.K.Sinha
2. Computer Today – Basundara
3. Fundamentals of Computer – V.Rajaraman
4. MS-Office

Computer Applications in Business (Paper-I)

C01	To understand the introduction of Computer system
C02	Ability to get the information of generations of computers
C03	To understand the hardware's and software's used in a computer system
C04	To understand the basic software's used in computer system
C05	Ability to understand the MS OFFICE software
C06	To understand the basic commands and working with different softwares of MS OFFICE

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓	✓		✓		✓
C02	✓					✓
C03	✓		✓	✓		✓
C04	✓		✓	✓		✓
C05	✓	✓	✓	✓		✓
C06	✓	✓	✓	✓		✓

B.B.A.-I
Semester-II
Principles of Management: Paper-II

Objective	To help Students to understand basic Principles and concept of Management	Periods
Unit-I	Motivating – Meaning and importance- Theories of motivation- Maslow’s Hierarchy of needs Theory, - Herzberg’s Two- factor Theory, McGregor’s Theory ‘x’ and Theory ‘y’ Financial and Non-financial incentives	12
Unit-II	Leading- Meaning of Leadership- Functions and qualities of leader, Leadership styles. Likert’s four systems of leadership Charismatic Leadership	12
Unit-III	Controlling- meaning and importance of controlling - controlling process, - controlling Techniques, Traditional and Modern.	12
Unit-IV	Management of Change- concept, need for change, process of planned change- unfreezing. Changing and refreezing, - Resistance to change; Emerging Horizons of Management in a changing environment.	12

Recommended- Books:	
1	Management- Stoner, Freeman, Gilbert- Pearsons pub.
2	Management-Michael
3	Essentials of Management- weihrich and Koontzp Tata Mcgraw Hill.
4	Management-L.M. Prasad.

Principles of Management (Paper-I)

C01	Evaluate McGregor’s x and y theory and Maslow’s ‘need hierarchy’ theory of motivation
C02	Describe leadership styles disclosed by likert
C03	Describe the individual factors accounting for resistance to change
C04	Explain the process of planed changed
C05	Explain the importance and methods of controlling

Course outcome-program outcome Matrix

Course outcome	Program Outcome				
	PO1	PO2	PO3	PO4	PO5
C01	✓	✓	✓	✓	✓
C02	✓	✓	✓	✓	✓
C03	✓	✓	✓	✓	✓
C04	✓	✓	✓	✓	✓
C05	✓	✓	✓	✓	✓

B.B.A. –I
Semester-II
Financial Accounting Paper-II

Objectives:	To understand the basic concepts & principles of Financial accounting.	Periods
Unit-I	Management Information System (MIS)- Concept and Nature- Electronic Data Processing – Accounting Information System-Concept & Nature of Accounting System.	12
Unit-II	Depreciation	12
	Concept- Causes for Depreciation- Basis for Depreciation- Methods of Depreciation- Straight Line Method – Written Down Method- Change of Depreciation Method.	
Unit-III	Accounting for Bill of Exchange Meaning- Need- Definition- Parties to Bill of Exchange- Accounting entries for Honour of Bill- Dishonor of Bill- Endorsement of Bill – Discounting of Bill- Bills of Collection- Renewal and Retirement of Bill- Bill of Accommodation. (14)	12
Unit-IV	Final Accounts of Partnership Firm (10)	12
	Fixed and fluctuating capital Method (with Advance Adjustments)	

Reference Book:	
1	Advance Accountancy: M.C. Shukla And Grewal
2	Advance Accountancy: S.C. Jain And Narang
3	Advance Accountancy: R.L. Gupta
4	Advance Accountancy: S.M. Shukal

Financial Accounting Paper-II

C01	Analyze the causes & methods of Depreciation.
C02	Describe the parties & features of Bill of Exchange.
C03	Analyze the concept & nature of Electronic Data Processing.
C04	Analyze the concept & nature of Accounting System & Management Information System
C05	Analyze the concept of Accommodation of Bill.
C06	Analyze the fixed & fluctuating capital.

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01		✓	✓	✓		
C02						
C03	✓	✓	✓	✓		
C04			✓	✓		
C05			✓	✓		
C06			✓	✓		

B.B.A.-I
Semester-II
Marketing Management, Paper- II

Objectives:	To help Students to understand the principles and functions of Marketing.	Periods
Unit-I	Marketing MIX- Concept, Brief understanding of 4 Ps of Marketing MIX- Product, price. Promotion and place.	12
Unit-II	Product Decisions- Concept of Product, levels of product, Product MIX decisions, product line decisions. Branding and Trade Mark.	12
Unit-III	Pricing Decisions- Importance of pricing Factors influencing pricing decisions, Methods of pricing	12
Unit-IV	Promotion and place- Elements of promotion Mix- Advertising, personal selling, Sales promotion, publicity and public Relations. Meaning and Importance of Channels of Distribution. Factors affecting choice of distribution channel.	12

Reference Books:-	
1	Marketing Management – Philp kotler
2	Marketing Management – Rajan Sarena
3	Marketing Management – V.S.Ramswami & Namkumari
4	Marketing Management – William J. Stanton & Micahel J. Etzel
5	Marketing Management – Dr.C.N. Sontakki
6	Marketing Management - Sherlekar
7	Marketing Management – Joseph Guiltinam & Gordon paul.

Marketing Management (Paper-II)

C01	The students will be able to understand the basic principles and fundamental concepts of marketing mix (4P's of marketing)
C02	able to understand the fundamental concepts of product and levels of product
C03	analyze the different product mix and product line decisions taken by organizations
C04	analyze the different pricing strategies adopted by organizations and factors affecting decisions regarding pricing
C05	analyze the different elements of promotion mix and factors affecting channel of distribution in deciding the marketing strategy of organization

Course outcome-program outcome Matrix

Course Outcomes	Program Outcomes				
	P01	P02	P03	P04	P05
C01	✓	✓	✓	✓	✓
C02	✓			✓	✓
C03	✓	✓	✓	✓	
C04	✓	✓	✓	✓	✓
C05	✓	✓	✓	✓	✓
C06		✓	✓		✓

B.B.A.- I

Semester-II

Human Resource Management Paper – II

Objectives:	To understand basic concepts, principles , factors & functions of Human Resources Management.,	Periods
1	Performance Appraisal- Need/Purpose and Methods of & Methods of Performance Appraisal	12
2	Promotion, Transfer & Demotion- Meaning & importance, Employee separation- Exit Policy, V R S , Lifetime employment without guarantee Lay- off – retrenchment	12
3	Compensation Management- Components of Remuneration, factors effecting wage & Salary levels, Variable compensation, incentive schemes	12
4	Employee Benefits & Services- Factors influencing Benefits & Services, Employee Security Benefits, Old-age & retirement Benefits, Employee Health & Safety, Accident Prevention- Safety Engineering.	12

Reference Book:-
Human Recourse Management – Ian Breadsevace and len Holden
Human Recourse Management – S.S. Khankar
Human Recourse Management –Biswajeet Patnayak
Human Recourse Management and Industrial Management – Aswathappa
Management of Human Recourse – R.S. Diwivedi

Human Resource Management (Paper-II)

CO1	Describe the various types of employee separation.
CO2	Describe the methods of performance appraisal
CO3	Describe the factors affecting wage and salary level
CO4	Describe the importance of promotion transfer and demotion
CO5	Elaborate concept of incentive schemes with respect to compensation management

Course outcome-program outcome Matrix

Course outcome	Program Outcome				
	P01	P02	P03	P04	P05
C01	✓		✓	✓	
C02	✓		✓	✓	✓
C03	✓	✓		✓	
C04		✓			✓
C05			✓	✓	

B.B.A. - I
Semester-II
Business Economics -(Micro), Paper - II

Unit-I	Market Structure and Product Pricing	Periods
1.1	Classification of Markets	15
1.2	Perfect Competition : Features and Price determination of the firm & industry	
1.3	Monopoly : Features, Price determination & Price discrimination.	
Unit-II	Monopolistic Competition & Oligopoly	15
2.1	Monopolistic Competition : Features & Price determination	
2.2	Product differentiation & Selling Cost	
2.3	Oligopoly : Features, Kinked demand Curve & Price leadership	
Unit-III	Factor Pricing	10
3.1	Marginal Productivity Theory of Distribution	
3.2	Rent : Modern Theory of Rent & Quasi Rent	
3.3	Wages : Minimum & living Wages, Trade union & Wages	
3.4	Interest Liquidity Preference Theory of Interest	
3.5	Profit: Innovation Theory of Profit, Risk & Uncertainty Theory of Profit	
Unit-IV	Welfare Economics	8
4.1	Concept of Welfare and its determinants	
4.2	Concept of Welfare State & Role of Government	
4.3	Views of Prof.A.C.Pigou, Dr.H.Dalton, & Dr. Amartya Sen on Welfare	

Reference Books and Periodicals for Business Economics Paper – I & Paper II of Semester – I & II	
1.	Stonier and Hague : A Textbook of Economic Theory, Orient Longmans Ltd. (Latest edition)
2.	Andrew Mas-Colell, Michael D. Whinston and Jerry R. Green:- Micro Economic Theory, Oxford University Press, New York, 1985
3.	J.M. Henderson and Richard E. Quandt., Micro economic Theory, McGraw Hill Company, New York, 1971
4.	M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra. 1979
5.	M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi, 1982
6.	G.S. Gupta :- Managerial Economics, TaTa McGraw Hill Publishing Company, Ltd. New Delhi, 1990
7.	Dean J., Managerial Economics, Prentice Hall New Delhi, 1976
8.	Mithani.D.M. :- Managerial Economics, Theory and Applications, Himalaya Publishing House, New Delhi
9.	Ahuja H.L.:- Advanced Economic Theory
10.	Mithani D.M.:- Business Economic, Himalaya Publishing House, New Delhi
11.	Amartya Sen:- Choice, Welfare and Measurement, Oxford University Press, New Delhi, 1983
12.	Amartya Sen:- Economic Inequality, Oxford University Press, New Delhi, 1974

Business Economics (Macro-I)(Paper-II)

C01	Describe the concept and scope of economics, difference between micro and macro economics and basic economic problems
C02	Describe the concept of utility, laws of utility and consumer's surplus
C03	Analyse indifference curve and consumer's equilibrium
C04	Analyse the law of demand and types, methods of measurement and significance of elasticity of demand
C05	Describe the production function, individual and market supply curve
C06	Describe various cost and revenue curves.

Course outcome-program outcome Matrix

Course Outcomes	Program Outcomes					
	P01	P02	P03	P04	P05	P06
C01	✓		✓		✓	✓
C02	✓		✓			✓
C03	✓					
C04	✓	✓	✓	✓		✓
C05	✓			✓	✓	✓
C06	✓		✓			✓

B.B.A. Part-I
Semi-II
Business Communication, Paper - II

Unit-I	Oral Communication	Periods
	-Nature,- characteristics, public speech, prepared and extempore speech	12
	-Business interactions- Various situations in business world.-	
	-Interviews, conducting interviews and giving interviews.	
	Meetings- notice, agenda, minutes and drafting resolutions.	
Unit-II	Communication in Organization	12
	-Formal Channels : Downward, upward, horizontal	
	-Internal Channels : Grapevine, Rumour etc.	
Unit-III	Seminar Conferences and group discussions	12
	-Seminars- preparing, Conducting and organizing seminars and conferences	
	-Group Discussions : Opening of topic, discussion, summary observer's comments.-	
	-Concepts of symposium, -work-shops, orientation and refresher programs etc.	
Unit-IV	Modern office Communication	12
	-Electronic Communication- Telephone, EPBAX system, Tele-conferencing, answering machines,- E-mail, voice-mail, Fax-Internet ,Audia- Visual aids etc.	

Business Communication- Paper-II

C01	Describe importance, limitations, & measures of organizational communication.
C02	Describe nature & characteristics of oral communication
C03	Analyze modern means of communication used in business organization.
C04	Analyze features of notice of meeting, conferences & seminars.
C05	Analyze process & guidelines of group discussion.
C06	Analyze formal channel of communication used in organisation.

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓	✓	✓	✓	✓	✓
C02	✓	✓	✓	✓	✓	✓
C03	✓	✓	✓	✓	✓	✓
C04	✓	✓	✓	✓	✓	✓
C05		✓				
C06	✓		✓	✓	✓	

BBA Part-I Sem II

Computer Applications in Business- Paper-II

Objectives	To introduce Computer Applications in Business	Periods
Unit - I	Modern Information Technology – Network Topology, Basic idea of Local Area Networks and Wide Area Networks, Intranet and Internet, Basic requirements for internet connection, Internet Access, E-mail, Discussion groups, Search tools, Web utilities	12
Unit - II	Spread Sheets: Working with EXCEL- formatting, functions, chart features, Working with graphics in Excel.	12
Unit - III	Presentation with Power-Point: Power-point basics, creating presentation, working with graphics, show time, sound effects and animation effects.	12
Unit - IV	Introduction to Accounting Packages: Presentation of vouchers, invoice , Maintenance of inventory records, Maintenance of accounting books and final accounts, financial report generation. Practical using tally accounting software	12

Recommended Books:

- 1 Information Technology- Yadhav
- 2 MS – OFFICE -97 By Gini Courter and Annette Marquis, BCB publication
- 3 Computer Network 3rd Edition by Andrew Tanenbaum, Prentice Hall India
- 4 Tally User Manual
- 5 Computer Fundamentals by P K Sinha

Computer Applications in Business (Paper-II)

C01	To understand the basic introduction of networking
C02	To understand the working of spread sheets & working on excel
C03	To understand the working of Power point
C04	Ability to understand the basic introduction to Tally software
C05	To understand basic software of MS Office
C06	To give demonstration of Tally software

Course outcome- Program Outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓	✓	✓			✓
C02	✓	✓	✓	✓		✓
C03	✓	✓	✓	✓		✓
C04	✓	✓	✓	✓		✓
C05	✓			✓		✓
C06	✓	✓	✓	✓		✓

Equivalence for Pre-revised Subject:

14. REVISED STRUCTURE OF B.B.A. DEGREE

FIRST YEAR B.B.A.(SEVEN PAPERS)

Sr. No.	Pre-Revised (Existing Titles of the Subject)	Revised Title of the subjects
1.	Principles of Management	Principles of Management
2.	Financial Accounting	Financial Accounting
3.	Business Environment	Marketing Management
4.	Foundation of Human Skill	Human Resource Management
5.	Business Economics (Micro-I)	Business Economics (Micro-I)
6.	Business Communication	Business Communication
7.	Computer Applications in Business	Computer Applications in Business

SECOND YEAR B.B.A.(SEVEN PAPERS)

Sr. No.	Pre-Revised (Existing Titles of the Subject)	Revised Title of the subjects
1.	Management of Business Services	Management of Business Services
2.	Management Accounting	Cost and Management Accounting
3.	International Business	Production and Material Management
4.	Business Economics (Macro-II)	Business Economics (Macro-II)
5.	Entrepreneurship Development	Entrepreneurship Development
6.	Statistical Techniques for Business	Statistical Techniques for Business
7.	E-Commerce	E-Commerce

THIRD YEAR B.B.A.(SEVEN PAPERS)

Sr. No.	Pre-Revised (Existing Titles of the Subject)	Revised Title of the subjects
1.	Production & Services Management	Practices in Modern Management
2.	Marketing Management	Recent Trends in Marketing
3.	Financial Management	Financial Management
4.	Fundamentals of Business Laws and Tax Laws	Fundamentals of Business Laws and Tax Laws
5.	Human Resources Management	Foundation of human skills
6.	Business Economics -III	International Business
7.	Information Technology	Research Methodology and project Work

B.B.A. Semester System

Nature of Question Paper- For all semesters

Duration : 2 Hours -Total Marks – 40

Instructions: - 1) All Questions are compulsory

2) Figures to the right indicate marks

	Nature of Questions	Marks
Q.1	Broad Question	14
	OR	
Q.1	Broad Question	14
Q.2	Write Short Answers (Any Two)	16
	a)	
	b)	
	c)	
	d)	
Q.3	Write Short Notes (Any Two)	10
	a)	
	b)	
	c)	
	d)	

Note :- The above nature of question paper is applicable for all the subjects of B.B.A. Course for all six semesters.

Shivaji University

Revised Syllabus for

(B.B.A. Part -II)

Bachelor of Business Administration –II

Syllabus to be implemented from the year June-2011-12

New Structure of B.B.A. Course:-

(Semester wise to be introduce from the year June 2011-12)

B.B.A.-II

Semester	Sr. NO.	Title of the Subject	Marks
Semester III	15	Management of Business Services –Paper-I	50
	16	Cost and Management Accounting –Paper-I	50
	17	Production Management	50
	18	Business Economics (Macro-II) –Paper-I	50
	19	Entrepreneurship Development –Paper-I	50
	20	Statistical Techniques for Business –Paper-I	50
	21	E-Commerce –Paper-I	50
		Total	350
Semester IV	22	Management of Business Services –Paper-II	50
	23	Cost and Management Accounting –Paper-II	50
	24	Material Management	50
	25	Business Economics (Macro-II) –Paper-II	50
	26	Entrepreneurship Development –Paper-II	50
	27	Statistical Techniques for Business –Paper-II	50
	28	E-Commerce –Paper-II	50
		Total	350

B. B. A. II (Sem. III)

15: MANAGEMENT OF BUSINESS SERVICES (Paper-I)

Marks 50

	Periods
Unit I : Services: - Meaning and concept of services – Goods and Services – Salient Features of Services, Classification of Services. Importance, Growth and Development of Service Sector in India. New Economic Policy and its Impact on Service Sector	14
Unit II : Service Marketing : - Meaning, 7Ps in Service Marketing – Service Product – Pricing the Service - Service Location and Channels of Services - Promotion and Communication of Services - People in Services – Process in Services – Physical Evidence in Services – Nature and Problems in Service Marketing	14
Unit III : Management of Banking Services: - Concept – Scope and Importance, Physical Infrastructure – Product and Pricing Policies – Human Resource Management in banking services – Computerization, Recent Trends in Banking.	10
Unit IV : Management of Hotel Services: - Concept, Scope and Importance - Profile of Services, Locational Decisions – Pricing Policies – H. R.M and Customer Care – Promotion Polices – Management of Hotel Services in 10 India.	

REFERENCE BOOKS :

1. Jha S. M. 'Service Marketing', Himalaya Publishing House, Mumbai.
2. Valarie A. Zeithmal and Mary Jo. Bitner, 'Services Marketing', Tata Mcgraw Hill.
3. Rao A. V. S. 'Service Sector Management in India', Allied Publishers, Hyderabad 1986.
4. Shiv Shankar 'Service Marketing'.
5. Vasanti Venugopal, Raghu V. N. - 'Service Marketing'.
6. Reidenback E. R. and Pits R. E., 'Bank Marketing'.
7. Seth Prem Nath 'Successful Tourism Management'.
8. Colin J. Coulson, Thomas Collier – 'Service Management : Operating Decisions.
9. Kotler Philip, 'Marketing Management Analysis, Planning, Implementation and Control',
Prentice Hall of India Pvt. Ltd., New Delhi – 110001.

Management of Business Services (Paper-I)

C01	Describe scope, types of Transport services in India
C02	Describe product & pricing strategies of consultancy services.
C03	Analyze marketing mix of Tele communication, Tourism, Education & Education services.
C04	Analyze concept, scope & importance of insurance services.
C05	Analyze marketing mix strategy in insurance services.
C06	Analyze marketing mix strategy in transport services.

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01						
C02	✓	✓	✓			✓
C03	✓	✓	✓	✓	✓	✓
C04		✓				✓
C05		✓	✓			✓
C06		✓	✓		✓	✓

Semester No-III

16: Management Accounting- Paper-I

	Marks	50
Unit I : Management Accounting:- Meaning and Definitions Functions of Management Accounting, Differences between Financial Accounting and Management Accounting, Differences between Cost Accounting and Management Accounting.	Periods	15
Unit II : Budgets and Budgetary Control:- Concept of Budgets and Budgetary control, Objectives and Advantages, Steps in budget Preparation, of Cash Budget, Capital Budget, Functional Budgets and Master Budget.		20
Unit III : Marginal Costing and Break- Even Analysis: Concept of marginal cost, concept of marginal costing Break-Even Analysis. Practical Problems of Break-even analysis, Derision making under Break- Even Analysis.		20
Unit IV : Standard Costing: Concept of standard cost and standard costing, setting of standards, Advantages and Disadvantages of standard costing, Limitations of standard costing.		10

Reference Book:-

- 1-Principles of Management Accounting- man Mohan, Goyal S.N.
- 2-Management Accounting ---- I.M.Pandey
- 3-Management Accounting -----Shashi Gupta & R.K.Sharma
- 4-Cost Accounting -----M.N.Arora

Cost and Management Accounting (Paper-I)

C01	Describe Management accounting & its usefulness or scope to modern management.
C02	Describe different tools & techniques of Management Accounting.
C03	Analyze the different methods of Capital budgeting.
C04	Analyze the role of standard costing in management accounting.
C05	Describe budget & its importance, steps, types of budget.
C06	Describe the concept of marginal costing & its importance in management accounting.

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓	✓	✓	✓		✓
C02						
C03	✓	✓	✓	✓		
C04						
C05	✓	✓	✓	✓		
C06	✓	✓	✓	✓		✓

B. B. A. II (Sem.III)
17: Production Management

Marks: 50

	Periods
Unit I : Production Management: - concept, scope, functions and importance, types of production systems, recent trends in production management.	10
Unit II : Factory Planning: - concept and importance, factors influencing in location of factory - factory building, recent trends in factory building design. <u>Plant Layout:</u> - objectives, types, factors affecting plant layout.	14
Unit III : Production Planning & Control: - Meaning, scope, objectives and functions, Techniques – routing, scheduling, dispatching, follow-up, Product assurance – total quality management, ISO 9000, six sigma, benchmarking.	14
Unit IV : Plant Maintenance :- Meaning & importance, classification of maintenance activities, organization for plant maintenance Department.	10

REFERENCE BOOKS :

- 1) S. A. Chunawalla & D. R. Patel - Production and operations management, Himalaya Publishing House.
- 2) K. A Swathappa & K. Shridhara Bhat – Production & Operations Management, Himalaya Publishing House
- 3) K. K. Ahuja : Production Management , C. B. S. Publishers & Distributors, Sahadara, Delhi.
- 4) S. K. Singh : ISO 9000 & Total Quality Management, Commonwealth Publishers, Ansari Road, New Delhi.
- 5) Girdhar J. Gyani :- Training Manual on ISO 9000 & TQM, Raj Publishing House, Jaipur.
- 6) Alan Mulemann, John Oakland, Keith Locker – Production & Operations Management – Macmillan India Ltd.

Production Management

C01	able to understand the fundamental concepts, scope, function and importance of production
C02	analyze the different factors affecting types of plant layout and plant location
C03	demonstrate understanding of different concepts in production such as six sigma, benchmarking, ISO and total quality management
C04	able to understand the different maintenance activities carried out in the organizations

Course outcome-program outcome Matrix

Course Outcomes	Program Outcome				
	P01	P02	P03	P04	P05
C01	✓		✓	✓	✓
C02	✓	✓	✓		✓
C03	✓		✓	✓	✓
C04	✓	✓			✓

B. B. A. II (Sem.III)
18: Business Economics (Macro) (Paper I)

Marks 50

Periods

Unit I Introduction :

- 1.1: Meaning, Nature and Scope of Macro Economics
- 1.2: Meaning and different concepts of National Income.
- 1.3: Significance of National Income data.
- 1.4: Methods of measurement of National Income (Product, Expenditure & Social Accounting)

12

Unit II Money :

- 2.1: Definition and Functions of Money.
- 2.2 : Demand for money – Classical, Keynesian and Milton Friedman's Approach.
- 2.3: Value of Money – Transaction Approach.
- 2.4: Cash Balance Approach.

12

Unit III Output and Employment :

- 3.1 : Say's Law of Market
- 3.2 : Keynesian Theory of Employment
- 3.3 : Consumption Function
- 3.4: Investment Function.

12

Unit IV Inflation and Deflation :-

- 4.1 : Inflation – meaning and causes
- 4.2: Types – Demand Pull and Cost Push inflation.
- 4.3 : Deflation – Meaning and Causes
- 4.4: Monetary and Fiscal measures.

12

REFERENCE BOOKS :

- 1) Keynes J. M. : The General Theory.
- 2) Gardener Ackley : Macro Economics : Theory and Policy.
- 3) Shapiro Edward : Macro Economic Analysis.
- 4) Allen R. G. D. : Macro – Economic Theory.
- 5) Das Gupta A. . : Keynestan Economics and Under developed countries.
- 6) Fisher Irving : The Purchasing Power of Money.
- 7) Ghose Alak : Financial Intermediaries and Monetary Policy in a Developing Economy.

- 8) Gupta K. R. : Macro Economics.
- 9) Hicks J. R. : Trade Cycles.
- 10) Shukla D. K. : Monetary Economics.
- 11) Samuelson P. A. : Interactions Between the Multiplier Analysis and the principle of Acceleration.
- 12) Musgrave R. A. : The Theory of Public Finance.
- 13) Pigou A. C. : A Study in Public Finance.
- 14) Seligman E. R. A. : Essay in Taxation.
- 15) Taylor P. F. : The Economics of Public Finance.
- 16) Sundram K. P. M. : Indian Public Finance and Financial Administration.
- 17) Hicks, Ursula : Public Finance.
- 18) Stonier and Hague : A text book of Economic Theory.
- 19) Kurihara K. K. : Monetary Theory and Public Policy.
- 20) Vaish M. C. : Monetary Theory.
- 21) Mithani D. M. : Monetary Theory.
- 22) Gupta G. S. : Managerial Economics.

Business Economics (Macro-II) (Paper-I)

C01	Describe the concepts of macro economics and national income, significance and methods of measurement of national income.
C02	Describe the functions of money and also analyse value of money – Transaction approach & Cash-balance approach
C03	Analyse demand for money –Classical, Keynesian & Friedman’s approach
C04	Analyse the Say’s law of market & Keynesian theory of employment and describe consumption & investment function
C05	Describe the meaning and causes of inflation & deflation and also analyse demand pull & cost push inflation
C06	Analyse monetary and fiscal measures to control inflation & deflation

Course outcome-program outcome Matrix

Course Outcomes	Program Outcomes					
	P01	P02	P03	P04	P05	P06
C01	✓		✓	✓	✓	✓
C02	✓		✓		✓	
C03	✓		✓		✓	
C04	✓	✓	✓	✓	✓	✓
C05	✓		✓	✓	✓	✓
C06	✓		✓	✓	✓	✓

B. B. A. II (Sem.III)

19: Entrepreneurship Development (Paper – I)

Marks 50

Unit I	Entrepreneur :- Meaning, Evolution of the concept, Characteristics, Types – Functions and Role of entrepreneurs, Entrepreneur v/s intrapreneur, Entrepreneur v/s Manager, factors affecting entrepreneurial growth.	Periods 12
Unit II	Entrepreneurship :- Concept - Role of entrepreneurship in Economic Development – Theories of Entrepreneurship – Schumpeter-Max Weber. Thomas Cochranz – Peter Drucker. Obstacles in entrepreneurial growth.	12
Unit III	Women Entrepreneurship :- Concept-functions-growth-problems-remedial Measures- Recent Trends in woman entrepreneurship-Self Help Groups.	12
Unit IV	Small and Medium Enterprises: – Definition, role and problems of Small & Medium enterprises-Role of SIDCO, SIDBI & DIC.	12

REFERENCE BOOKS :

- 1) Vasant Desai - “The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai, Sixth Edition, 2010.
- 2) Khanka S. S. “Entrepreneurial Development”, Chand and Company Ltd, New Delhi, Third Revised Edition, 2001.
- 3) Prof. E. Gordon & K. Natarajan, “Entrepreneurship Development”
- 4) N.P. Singh, “Entrepreneurship Development”, - Theories & Practices.
- 5) M. Gangadhar Rao, “Entrepreneurship & Entertainment Development”.

Entrepreneurship Development (Paper-I)

C01	Describe the process of project identification.
C02	Describe the identifying the business opportunity
C03	Describe the Contribution of Laxmi Narayan Mittal, N R Narayan Murthy, Anand Mahindra and Dr Vittal Kamat
C04	Describe the sources of searching a business idea.
C05	Describe the different types of business organization

Course outcome-program outcome Matrix

Course outcome	Program Outcome				
	PO1	PO2	PO3	PO4	PO5
C01			✓	✓	✓
C02	✓	✓			✓
C03			✓		✓
C04	✓	✓		✓	✓
C05		✓		✓	

B. B. A. II (Sem.III)
20: STATISTICAL TECHNIQUES FOR BUSINESS (PAPER-I)

Marks: 50

Periods

Unit I :	(A) Introduction to Statistics: 12 1.1) Meaning of Statistics 1.2) Scope of Statistics: In Industry, Economics, and Management Sciences. 1.3) Meaning of primary and secondary data. 1.4) Frequency and Frequency Distribution. 1.5) Construction of Histogram and Ogive Curve.	12
	B) Sampling Techniques: 1.6) Sample, Population, Sampling. 1.7) Census Method and Sampling Method. Advantages of Sampling over Census Method. 1.8) Simple Random Sampling with and without Replacement Method. Stratified Sampling Method.	
Unit II :	Measures of Central Tendency (MCT) (Location): 2.1) Meaning of MCT. 2.2) Requirements of good MCT. 2.3) Definition: Arithmetic Mean, Combined A.M., Median, Mode. 2.4) Merits and demerits of Mean, Median, Mode. 2.5) Numerical Examples.	12
Unit III :	Measures of Dispersion (variability): 3.1) Meaning of Dispersion. 3.2) Requirements of good Measure of Dispersion. 3.3) Absolute and Relative Measure of Dispersion. 3.4) Definition M.D., S.D. and their relative Measures. Variance, Combined Variance, C.V. 3.5) Numerical Examples.	12
Unit IV :	Correlation and Regression: 12 A : Correlation : 4.1) Concept of correlation. 4.2) Types of Correlation. 4.3) Methods of Studying Correlation: i) Karl Pearson's Correlation Coefficient. ii) Spearman's Rank Correlation Coefficient. iii) Scatter Diagram. 4.4) Interpretation of $r = -1, 0, 1$. B : Regression : 4.5) Concept of Regression 4.6) Regression Coefficients and Equations of Line of Regression. 4.7) Relation between Correlation Coefficient and Regression Coefficients. 4.8) Numerical Examples.	12

Note: Use of non programmable calculator is allowed.

REFERENCE BOOKS :

- 1) Statistical methods by Dr.S.P.Gupta, Sultan Chand and Sons Publishers.
- 2) Business Statistics by S.S. Desai.
- 3) Introduction to statistics methods by C.B.Gupta.
- 4) Business Statistics by G.V. Kumbhojkar
- 5) Statistic, Theory and practices by Ghosh Choudhari.

Statistical Techniques for Business (Paper-I)

C01	Draw a random ample from population by using simple random sampling method or stratified random sampling method
C02	Calculate measure of central tendency which is representative of the entire data.
C03	Calculate measure of dispersion to find reliability of measures of central tendency.
C04	Calculate correlation coefficient between two variables.
C05	Estimate the value of one variable if value of another variable is given (Two variables must be correlated)

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓	✓				
C02	✓		✓			
C03	✓		✓			
C04	✓		✓			
C05			✓			

B. B. A. II (Sem.III)
21: E-commerce (Paper I)

Total Marks 50
Periods

Unit I :	Introduction to E-Commerce – concept, features and functions of e-commerce, Scope and basic models of E – Commerce, Benefits of E – commerce.	09
Unit II :	Electronic data interchange – Concept of EDI, Differences in Paper-based Business and EDI based Business, Advantages of EDI, Application Areas for EDI, Action plan for implementing EDI, Factors influencing the choice of EDI software.	09
Unit III :	Internet: - Concept of internet, Use of internet, requirement for internet Domains, Internet services, Establishing connectivity on the internet, Types of internet providers, constituents of internet, protocol: TCP, IP, FTP, WALS,GOFFER, SNNP, SMTP, POP3, TELNET, Browsing the internet, Email.	14
Unit IV :	Applications of E-Commerce:-. E- Marketing – Traditional Marketing V/s E-Marketing, Impact of E-commerce on markets, Marketing issues in E-Marketing, Promoting your E-Business, Direct Marketing – One to One Marketing. E-Finance: - Areas of E- Financing, E- Banking, Traditional Banking V/s E- Banking, Operations in E-Banking, E-Trading – Stock market trading. Importance and advantages of E-Trading.	16

REFERENCE BOOKS :

1. Computer Today – S. Bansundara.
2. E – Commerce – Kamblesh Bajaj and Debjani Nag (TATA Mc)
3. E – Commerce – S Jaiswal
4. E – Business – Kittel Amer

E-Commerce (Paper-I)

C01	Describe the features of E-Commerce along with their characteristics
C02	Understand the concept of EDI(Electronic Data Interchange)
C03	Understand the concept of Internet with its different applications
C04	Analyze the importance of different internet protocols
C05	Understand the importance and scope of E-Marketing
C06	Understand the importance and scope of E-Finance

Course outcome-program outcome Matrix

Course Outcomes	Program Outcomes					
	P01	P02	P03	P04	P05	P06
C01	✓	✓	✓	✓	✓	
C02		✓	✓	✓	✓	
C03	✓	✓	✓			✓
C04					✓	
C05	✓	✓	✓	✓		✓
C06	✓	✓	✓	✓	✓	✓

B. B. A. II (Sem.IV)

22: MANAGEMENT OF BUSINESS SERVICES (Paper II)

Total Marks 50

Periods

Unit I :	Management of Insurance Services : Concept, Scope and Importance-Types of Insurance Services – Product and Pricing – Customers Services – and Promotional Strategies – Privatization of Insurance Services – Government Control and Protection of Customers Interest.	10
Unit II :	Management of Transport Services : Concept, Scope and Importance – Passenger transport and Goods transport – Road, Rail and Water Transport – Organization and Control of Transport Services – Problem of Coordination – Pricing and facilities –Management of Transport Services in India.	10
Unit III :	Management of Consultancy Services: Concept, Scope and Importance. Types of Consultancy Services – Legal, Technical, Financial, Medical and Managerial – Pricing Strategies and People mix.	14
Unit IV :	Management of other Services : Tourism, Entertainment, Education and Telecommunication: Introduction, Formulation of Marketing mix of these Services.	14

REFERENCE BOOKS

- 1) Jha S. M. ‘Service Marketing’, Himalaya Publishing House, Mumbai.
- 2) Valarie A. Zeithmal and Mary Jo. Bitner, ‘Services Marketing’, Tata Mcgraw Hill.
- 3) Rao A. V. S. ‘Service Sector Management in India’, Allied Publishers, Hyderabad 1986.
- 4) Shiv Shankar ‘Service Marketing’.
- 5) Vasanti Venugopal, Raghu V. N. - ‘Service Marketing’.
- 6) Reidenback E. R. and Pits R. E., ‘Bank Marketing’.
- 7) Seth Prem Nath ‘Successful Tourism Management’.
- 8) Colin J. Coulson, Thomas Collier – ‘Service Management : Operating Decisions.
- 9) Kotler Philip, ‘Marketing Management Analysis, Planning, Implementation and Control’, Prentice Hall of India Pvt. Ltd., New Delhi – 110001.

Management of Business Services (Paper - II)

C01	Describe nature, problem, growth & development of service marketing.
C02	Describe 7 ps in service marketing.
C03	Analyze concept, scope & importance in hotel services.
C04	Analyze concept, scope & importance, recent trends in Banking.
C05	Describe computerization & HRM in Banking.
C06	Analyze pricing & promotion policies in hotel services.

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓	✓	✓	✓	✓	✓
C02	✓	✓	✓		✓	✓
C03	✓	✓				✓
C04	✓	✓	✓	✓	✓	✓
C05	✓	✓	✓	✓	✓	✓
C06		✓	✓	✓	✓	✓

B. B. A. II (Sem.IV)
23: Management Accounting- Paper-II

Total Marks 50
Periods

Unit I :	Analysis and Interpretation of Financial statements Ratio analysis nature of Ratio Analysis classification of Rations, significance of Ratio analysis, Practical problems- Basic level.	20
Unit II :	Funds fund and cash flow Analysis: Concept of Funds, Concept of Flow of Funds Funds Flow and cash Haw statement- Practical Problems, Importance of funds flow statement.	20
Unit III :	Reporting to Management: Objects, Types of Reports, Use of Reports by Management	10
Unit IV :	Human Resource Accounting: Meaning, Basic concept, significance of Human Resource Accounting, Advantages of HRA, Procedure of Human Resource Accounting, (Only theoretical understanding should be given)	10

Reference Book:-

- 1-Principles of Management Accounting- man Mohan, Goyal S.N.
- 2-Management Accounting ---- I.M.Pandey
- 3-Management Accounting -----Shashi Gupta & R.K.Sharma
- 4-Cost Accounting -----M.N.Arora

Cost and Management Accounting (Paper - II)

C01	Describe Management accounting & its usefulness or scope to modern management.
C02	Describe different tools & techniques of Management Accounting.
C03	Analyze the different methods of Capital budgeting.
C04	Analyze the role of standard costing in management accounting.

C05	Describe budget & its importance, steps, types of budget.
C06	Describe the concept of marginal costing & its importance in management accounting.

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓	✓	✓	✓		✓
C02						
C03	✓	✓	✓	✓		
C04						
C05	✓	✓	✓	✓		
C06	✓	✓	✓	✓		✓

B. B. A. II (Sem.IV)
24: Materials Management (Paper II)

Total Marks 50
Periods

Unit I :	Materials Management :- Concept, objectives, importance, scope & functions of materials management. 12 Materials planning & Control:- concept, significance, material requirement planning (MRP), Material control cycle.	
Unit II :	Purchase Management :- concept, objectives of purchasing, functions of purchase department, Purchasing cycle, purchase organization, methods of purchasing.	12
Unit III :	Stores Management & Materials handling:- <i>Stores Management</i> : Meaning, stores function, stores organization, Classification & codification – meaning, need & methods. <i>Materials handling</i> : Nature, objectives, importance and scope of materials handling, material handling equipments.	12
Unit IV :	Inventory Management & Control :- Inventory – Meaning, types of inventory, inventory costs. Inventory Management :- Meaning, objectives, Techniques of inventory control :- Stock levels, ABC (Always Better Control) Analysis, VED (Vital, Essential & Desirable) Analysis, EOQ (Economic order quantity) Analysis.	12

References :-

- 1) K. Aswathappa & K. Shridhara Bhat - Production & Operations Management
Himalaya Publishing House.
- 2) S. A Chunawalla & D R. Patel – Production & Operations Management –
Himalaya Publishing House.
- 3) Datta A. K., Materials Management :- Procedures, Text & Cases,
Prentice Hall of India.
- 4) Donald W. Dobler & David M. Burt- Purchasing & Supply Management – Text & Cases.

Material Management

C01	understand the basic principles and fundamental concepts of material management
C02	describe the concept of material requirement planning
C03	understand concept, significance, objectives, functions and methods of purchasing
C04	describe the scope of material handling and understand different material handling equipment's
C05	understand different concepts and methods of inventory management
C06	describe the concept of stores management and its contribution towards materials management

Course outcome-program outcome Matrix

Course Outcome	Program Outcome				
	P01	P02	P03	P04	P05
C01	✓		✓	✓	✓
C02	✓	✓	✓		✓
C03	✓		✓	✓	✓
C04	✓	✓			✓
C05	✓	✓	✓		✓
C06	✓	✓		✓	✓

B. B. A. II (Sem.IV)
25: Business Economics (Macro) (Paper II)

Total Marks
50 Periods

Unit I :	Unit I :- Business Cycles :	
	1.1 : Business Cycle – Meaning, Nature & Characteristics	
	1.2 : Phases of Business Cycle.	12
	1.3 : Hawtrey’s Theory of Business Cycle.	
	1.4 : Schumpeter’s Theory of Business Cycle.	
Unit II :	Unit II :- Public Finance :	
	2.1 : Nature and Scope of Public Finance	
	2.2 : Direct and Indirect Taxes.	12
	2.3 : Causes and effects of Public expenditure	
	2.4 : Objectives and effects of Deficit Finance.	
Unit III :	Unit III :- Monetary and Fiscal Policy	
	3.1 : Monetary Policy – Meaning & objectives.	12
	3.2 : Fiscal Policy – Meaning & Objectives.	
	3.3 : Budgetary Policy – Meaning & Objectives	
Unit IV :	Unit IV :- Economic Growth	
	4.1 : Meaning and Importance of Economic Growth	
	4.2 : Sources of Growth	12
	4.3 : Economic Growth and Technological Progress	
	4.4 : Constraints upon Growth.	

References :-

- 1) Keynes J. M. : The General Theory.
- 2) Gardener Ackley : Macro Economics : Theory and Policy.
- 3) Shapiro Edward : Macro Economic Analysis.
- 4) Allen R. G. D. : Macro – Economic Theory.
- 5) Das Gupta A. . : Keynestan Economics and Under developed countries.
- 6) Fisher Irving : The Purchasing Power of Money.
- 7) Ghose Alak : Financial Intermediaries and Monetary Policy in a Developing Economy.
- 8) Gupta K. R. : Macro Economics.
- 9) Hicks J. R. : Trade Cycles.
- 10) Shukla D. K. : Monetary Economics.
- 11) Samuelson P. A. : Interactions Between the Multiplier Analysis and the prin. of acceleration.
- 12) Musgrave R. A. : The Theory of Public Finance.
- 13) Pigou A. C. : A Study in Public Finance.
- 14) Seligman E. R. A. : Essay in Taxation.
- 15) Taylor P. F. : The Economics of Public Finance.
- 16) Sundram K. P. M. : Indian Public Finance and Financial Administration.
- 17) Hicks, Ursula : Public Finance.
- 18) Stonier and Hague : A text book of Economic Theory.
- 19) Kurihara K. K. : Monetary Theory and Public Policy.

- 20) Vaish M. C. : Monetary Theory.
 21) Mithani D. M. : Monetary Theory.
 22) Gupta G. S. : Managerial Economics.

Business Economics (Macro-II) (Paper - II)

C01	Describe the concept, features & phases of business cycle and analyse Hawtrey's & Schumpeter's theory of business cycle
C02	Describe the concept of public finance and also describe merits & demerits of direct & indirect taxes
C03	Analyse causes & effects of public expenditure and also analyse objectives & effects of deficit finance
C04	Describe meaning & objectives of monetary, fiscal and budgetary policy
C05	Describe the meaning, importance & sources of economic growth
C06	Describe economic growth and technological progress and also analyse constraints upon economic growth

Course outcome-program outcome Matrix

Course Outcomes	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓		✓	✓		✓
C02	✓			✓	✓	✓
C03	✓		✓	✓	✓	✓
C04	✓		✓	✓	✓	✓
C05	✓		✓		✓	✓
C06	✓		✓	✓	✓	✓

B. B. A. II (Sem.IV)
26: Entrepreneurship Development (Paper II)

Total Marks 50
Periods

Unit I :	Business organizations :- Meaning, types of business organization – Sole proprietorship, Partnership, Co-operative Society, Joint-Stock Company, Selection of an appropriate form of business organization.	12
Unit II :	Entrepreneurship development: - concept, objectives and phases of EDP. Institutions for entrepreneurship Development - EDII Ahamedabad- NIESBUD New Delhi – MCED-Aurangabad.	12
Unit III :	Project Identification & Report :- Meaning and concept - Sources of Business idea- identifying Business opportunity – concept of project - project identification – formulation –appraisal-selection- implementation and management–preparation of project report for dairy and retail stores.	12
Unit IV :	Stories of successful Entrepreneurs: - Narayan Murthy (Infosys) – Vitthal Kamath (Chain of Restaurants) - Laxmi Narayan Mittal(Iron and Steel) - Anand Mahindra(Mahindra and Mahindra).	12

REFERENCE BOOKS

- 1) Vasant Desai : “The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai, Sixth Edition, 2010.
- 2) Khanka S. S., “Entrepreneurial Development”, Chand and Company Ltd, New Delhi, Third Revised Edition, 2001.
- 3) Prof. E. Gordon & K. Natarajan, “Entrepreneurship Development”
- 4) N.P. Singh, “Entrepreneurship Development”, - Theories & Practices.
- 5) M. Gangadhar Rao, “Entrepreneurship & Entertainment Development

Entrepreneurship Development (Paper - II)

C01	Describe the qualities of successful entrepreneur
C02	Describe the theories of entrepreneurship
C03	Analyze the various challenges of Entrepreneurship in modern era
C04	Describe the process of entrepreneurship development
C05	Describe the reasons for failure of project

Course outcome-program outcome Matrix

Course Outcomes	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01		✓	✓	✓		✓
C02	✓	✓	✓	✓	✓	✓
C03				✓		✓
C04	✓				✓	
C05			✓			

B. B. A. II (Sem.IV)

27: STATISTICAL TECHNIQUES FOR BUSINESS (Paper II)

Total Marks 50

Periods

Unit I :	Time series Analysis : 1.1) Meaning and Need of Time Series. Use of Analysis of Time Series. 1.2) Components of Time Series. 1.3) Determination of Trend by the Method of Moving and Progressive Averages. 1.4) Simple Examples.	12
Unit II :	Index Number: 2.1) Meaning and Need of Index Numbers. Use of Index Numbers. 2.2) Problems in Construction of Index Numbers. 2.3) Types of Index Numbers: Price, Quantity and Value Index Numbers. 2.4) Methods of Constructing Index Numbers. i) Unweighted Index Numbers: By Simple Aggregate Method and Simple Average of Relative Method. ii) Weighted Index Numbers: By Laspeyre's, Paasche's and Fisher's Price and Quantity Index Numbers. 2.5) Value Index Numbers. 2.6) Simple Examples.	12
Unit III :	Statistical Quality Control (S.Q.C.): 3.1) Concept and Advantages of S.Q.C. 3.2) Causes of Variation. Types of Control (Process Control and Product Control) 3.3) Construction of Control Chart. 3.4) Control Charts for Variables. Control Charts for Mean (X) and Range (R). 3.5) Control Charts for Attributes: Control Chart for Number of Defectives(np) Chart, Control Chart for Number of Defects (C) Chart. 3.6) Simple Examples.	12
Unit IV :	Probability 4.1) Definition: Random Experiment, Sample Space, Event and Types of Events. Classical Definition of Probability of an Event. Conditional Probability. 4.2) Addition and Multiplication laws of Probability for two events (without proof). 4.3) Examples without use of permutation and combination	12

Note: Use of non Programmable Calculator is allowed.

Recommended Books:-

- 1) Statistical methods by Dr.S.P.Gupta, Sultan Chand and Sons Publishers.
- 2) Business Statistics by S.S. Desai.
- 3) Introduction to statistics methods by C.B.Gupta.
- 4) Business Statistics by G.V. Kumbhojkar
- 5) Statistic, Theory and practices by Ghosh Choudhari.

Statistical Techniques for Business (Paper - II)

C01	Estimate trend values by using i) Progressive average method ii) Moving average method
C02	Calculate Price Index Number and Quantity Index Number.
C03	Construct Xbar and R chart (Variable)
C04	Construct C chart and np chart (Attributes)
C05	Calculate probabilities for the event using addition and multiplication theorem of probability.

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓		✓			
C02	✓		✓			
C03	✓		✓			
C04	✓		✓			
C05						

B. B. A. II (Sem.IV)
28: E-commerce (Paper II)

Total Marks 50
Periods

- Unit I : **E- Payments:-** Transactions through Internet, Requirements of payment Systems, *Post-Paid payment system:* credit card, Cyber cash, Internet cheques. *Instant paid payment system:* Debit cards, Direct Debit. *Prepaid 12 payment system* - Electronic cash, Digi cash, net cash, Cyber cash, Smart cards.
- Unit II : **E-Security :-** Areas of Internet Security, Security Threats, Security Breach, Breach avoidance, Detection and Recovery, Confidentiality and Integrity, Electronic signature, access control, Authentication, firewalls and proxy Services, Precautions for secure E – commerce. SSL (Secure Socket Layer), HTTP, HTTPS. 16 Website – Meaning of Website and Webpage, static, dynamic web site, importance of website and home page and its features, guidelines for constructing the web page.
- Unit III : **Introduction to HTML:–** Web page text formatting and alignment, font control and special characters, colors and design, Title , Paragraphs, indents , fonts , page breaks, graphics , putting images on the Web, creating Web page, image, hyperlinks, working with themes, frames and table model, Interactive Web pages, Interactive layout with frames. 16
- Unit IV : **E – commerce in India** – state of E – Commerce in India,, Problems and Opportunities in E – commerce in India, future of E – Commerce, Legal Issues Involved in E – commerce in India. 4

REFERENCE BOOKS :

1. E - Commence C.S.V. Murthy.
2. E - Commerce – Kamblesh Bajaj and Debjani Nag (TATA Mc)
3. E - Commerce – S. Jaiswal
4. E - Business – Kittel Amer
5. HTML4 Unleashed – Rick Dranell
6. Dynamic Web Publishing Unleashed – Shelly Power.

E-Commerce (Paper-II)

C01	Describe the scope of different transaction methods along with their characteristics
C02	Understand the importance of internet security(causes, recovery, avoidance)
C03	Understand the concepts of CIATRID(Confidentiality, Integrity, Accessibility)
C04	Analyze the development & working of different components of website
C05	Understand the problems & opportunities of E-Commerce at national & international levels
C06	Understanding the legal issues involved in E-Commerce at national & international levels

Course outcome-program outcome Matrix

Course Outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓	✓	✓	✓	✓	
C02	✓	✓			✓	✓
C03	✓		✓			✓
C04	✓	✓	✓	✓	✓	✓
C05	✓	✓			✓	✓
C06	✓	✓	✓		✓	

Equivalence for Pre-revised subject:**SECOND YEAR B.B.A.(SEVEN PAPERS)**

Sr. No.	Revised Title of the Subject	Conversion in to semester	
1.	Management of Business Services	Semi-I	Management of Business Services –Paper-I
		Semi-II	Management of Business Services –Paper-II
2.	Cost and Management Accounting	Semi-I	Cost and Management Accounting –Paper-I
		Semi-II	Cost and Management Accounting –Paper-II
3.	Production and Material Management	Semi-I	Production Management
		Semi-II	Material Management
4	Business Economics (Macro-II)	Semi-I	Business Economics (Macro-II) –Paper-I
		Semi-II	Business Economics (Macro-II) –Paper-II
5.	Entrepreneurship Development	Semi-I	Entrepreneurship Development –Paper-I
		Semi-II	Entrepreneurship Development –Paper-II
6.	Statistical Techniques for Business	Semi-I	Statistical Techniques for Business –Paper-I
		Semi-II	Statistical Techniques for Business –Paper-II
7.	E-Commerce	Semi-I	E-Commerce –Paper-I
		Semi-II	E-Commerce –Paper-II

B.B.A. Semester System

Nature of Question Paper- For all semesters

Duration : 2 Hours -Total Marks – 40

Instructions: - 1) All Questions are compulsory

2) Figures to the right indicate marks

	Nature of Questions	Marks
Q.1	Broad Question	14
	OR	
Q.1	Broad Question	14
Q.2	Write Short Answers (Any Two)	16
	a)	
	b)	
	c)	
	d)	
Q.3	Write Short Notes (Any Two)	10
	a)	
	b)	
	c)	
	d)	

Note :- The above nature of question paper is applicable for all the subjects of B.B.A. Course for all six semesters.

SHIVAJI UNIVERSITY, KOLHAPUR.



B
(2009)

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Revised Syllabus For
Bachelor of Business Administration Part-III
(B.B. A. Part -III)

Sem-V & Sem-VI

Introduced from June 2012 and Onwards

(Subject to the modifications will be made from time to time)

SHIVAJI UNIVERSITY, KOLHAPUR

B. B.A. Part – III

Sem-V & Sem-VI

Sr. No.	Semester -V	Sr. No.	Semester -VI
1	Fundamentals of Business Laws and Tax Laws Paper-I	8	Fundamentals of Business Laws and Tax Laws Paper-II
2	Practices in Modern Management Paper-I	9	Practices in Modern Management Paper-II
3	Recent Trends in Marketing Paper-I	10	Recent Trends in Marketing Paper-II
4	International Business Paper-I	11	International Business Paper-II
5	Financial Management Paper I	12	Financial Management Paper III
6	Foundation of Human Skill -Paper- I	13	Foundation of Human Skill Paper –II
7	Research Methodology Paper-I	14	Project Work Paper-II

**B.B.A. Third Year
(Semester V & VI)**

Sr. No.	Subject/Paper	Teaching Scheme Hrs/Week				Examination Scheme Marks		
		L	T	P	Total	Theory	Term Work	Total
1	Fundamentals of Business Laws and Tax Laws Paper-I	4	-	-	4	40	10	50
2	Fundamentals of Business Laws and Tax Laws Paper-II	4	-	-	4	40	10	50
3	Recent Trends in Marketing Paper-I	4	-	-	4	40	10	50
4	Recent Trends in Marketing Paper-II	4	-	-	4	40	10	50
5	Practices in Modern Management Paper-I	4	-	-	4	40	10	50
6	Practices in Modern Management Paper-II	4	-	-	4	40	10	50
7	International Business Paper-I	4	-	-	4	40	10	50
8	International Business Paper-II	4	-	-	4	40	10	50
9	Financial Management Paper-I	4	-	-	4	40	10	50
10	Financial Management Paper-II	4	-	-	4	40	10	50
11	Foundation of Human Skill Paper-I	4	-	-	4	40	10	50
12	Foundation of Human Skill Paper-II	4	-	-	4	40	10	50
13	Research Methodology Paper-I	4	----	----	4	40	10	50
14	Project Work Paper-II	4	----	----	4	40	10	50

B.B.A. Part - III

Fundamentals of Business Laws and Tax Laws

Semester - V (Paper - I)

(New Syllabus will be implemented from June 2012 onwards)

- Objectives :-**
1. To bring awareness about business Laws and tax laws among the students.
 2. To give exposure to various laws and acts which have impact on business and industry.

Unit I :- Introduction to Business Law - Meaning and Philosophy of Law - Object of Law - Classification of Law - Justice Delivery System in India - Classification of Courts in India - Meaning and Sources - Business Law. (08 Periods)

Unit II :- The Indian Contract Act 1872 - Definition of Contract - Essentials of Valid Contract - Consideration - Free Consent - Void Contracts - Performance of Contract - Termination and Discharge of Contract – Breach of contract and remedies for breach of contract (20 Periods)

Unit III :- Sale of Goods Act 1930 - Definition of Contract of Sale of goods - Agreement to sell - Essentials of Contract of Sale - Condition and Warranty - Transfer of Property - Transfer of Title - Performance of Contract of Sale - Unpaid Seller and his rights. (10 Periods)

Unit IV :- Tax Laws - Sources of Government revenue - Meaning of Tax - Objectives of Taxes - Classification of Taxes - Tax Laws applicable to Business. (10 Periods)

• Reference Books -

1. Elements of Mercantile Law - By N. D. Kapoor - Sultanchand & Sons
2. Indian Contract Act - By Avtar Singh - Eastern Book Company
3. Business Law for Managers - Prof. (cmde) P. K. Goel, Biztantra
4. Business Law - By M. C. Kuchal Vikas Publication
5. Business Law including Company Law - S. S. Gulshan, G. K. Kapoor, New Age International Publishers, New Delhi.
6. Modern Business Law - S. K. Aggarwal, Galgotia Publishing Company
7. Income Tax - Dinkar Pagare
8. Direct and Indirect Taxes - Dr. H.C. Mehrotra, Prof. Agarwal

Sahitya Bhava Publishers, Agra

Course Outcome
Fundamentals of Business Laws and Tax Laws (Paper - I)

C01	Describe the concept of Law, sources of Indian Law and describe the classification of courts in India
C02	Analyse the statement “all agreements are contracts but all contracts are not agreement”. Describe the modes of discharge of contract
C03	Describe sale and agreement to sale under sale of goods act Analyse implied conditions and warranties under the said act
C04	Describe unpaid seller and analyse his rights against the goods and against the buyer personally under sale of goods act
C05	Analyse the different types of tax under Indian tax regime and describe the tax Laws applicable to business in India
C06	Analyse anticipatory breach of contract and also analyse the remedies available to the aggrieved party under Indian contract act in circumstances of breach of Contract

Course outcome-program outcome Matrix

Course Outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01					✓	
C02			✓		✓	
C03			✓		✓	
C04		✓	✓	✓	✓	
C05			✓		✓	
C06	✓		✓			✓

B.B.A. Part - III

Fundamentals of Business Laws and Tax Laws

Semester - VI (Paper - II)

(New Syllabus will be implemented from June 2012 onwards)

- Objectives :-**
1. To bring awareness about business Laws and tax laws among the students.
 2. To give exposure to various laws and acts which have impact on business and industry.

Unit I :- Indian Companies Act 1956 - Definition and Characteristics of Company - Classification of Company - Procedure of Incorporation - Memorandum of Association - Articles of Association - Prospectus - Share Capital - Management of Companies - Qualifications - Appointments - Removal of directors - Company Meetings - Winding up of a Company. (20 Periods)

Unit II :- Negotiable Instrument Act 1881 - Definition - Features of Negotiable Instruments - Types of Negotiable Instruments - Holder and Holder in due Course - Negotiation - Assignment - Endorsement of Negotiable Instrument Crossing of Cheque - its Kind - Dishonour and Discharge of Negotiable Instruments. (10 Periods)

Unit III :- The Consumer Protection Act 1986 - Definitions - Consumer - Service - Complaint - Complainant - Fair and Unfair Trade - Practices - Consumer dispute - Consumers dispute redressal agencies. (10 Periods)

Unit IV :- Intellectual Property Rights and Right to Information Act - Intellectual Property Rights - Trade Marks - Patents - Copy Rights - Industrial Design (Only Concepts)
Right to Information Act - Nature and Scope - Right to Information Act (08 Periods)

Fundamentals of Business Laws and Tax Laws (Paper - II)

C01	Describe the concept of company advantages and disadvantages of company and analyses the types of companies as enumerated under the companies act 2013
C02	analyze the provisions of discharge and dishonor of negotiable instruments under Negotiable Instruments Act 1881
C03	Describe the concept of consumer under the Consumer Protection Act and analyze the three tier redressal machinery under the said act
C04	analyse the scope and importance of Right to Information Act 2005
C05	analyse the Memorandum of Association and Article of Association under Companies Act
C06	analyse Copyright and Trademark as Intellectual Property Rights

Course outcome-program outcome Matrix

Course Outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓		✓	✓		
C02		✓	✓		✓	
C03	✓	✓	✓		✓	
C04			✓		✓	
C05	✓	✓	✓	✓	✓	✓
C06					✓	✓

B.B.A. Part - III

Recent Trends In Marketing

Semester - V (Paper - I)

(New Syllabus will be implemented from June 2012 onwards)

- Objectives :-**
1. To help the students in understanding the recent trends in marketing.
 2. To provide an understanding of the application of marketing management for decision on marketing.

Unit I :- Marketing Information System - Meaning and Characteristics, Elements or Components of MIS, Need for MIS, Benefits of MIS. (12 Periods)

Unit II :- Marketing Communication and Direct Marketing - Meaning and Concept of Marketing Communication, Process of Integrated Marketing Communication, Factors determining - Marketing Communication Mix, Future Medium of Communication - WEBS & INTERNET.
Direct Marketing - Meaning, Forms of Direct Marketing (12 Periods)

Unit III :- Customer Relationship Management (CRM) - Meaning, Changing, Nature of Customer relationship, Customer relation, Customer dissatisfaction and delight, e-CRM, Customer strategy for building customer relationship. (12 Periods)

Unit IV :- Rural Marketing - Meaning, Definition, Concept, Characteristics of Rural Market, Reasons for growth of Rural Market, Segmenting & Targeting Rural Markets, Problems in Rural Marketing. (12 Periods)

• **Reference Books -**

1. Principles of Marketing - Philip Kotler Gavy Armstrong - Pearson-Prentice Hall Ltd., Delhi.
2. Marketing Management (Text & cases in Indian context) - Dr. Karunakaran - Himalaya Publishing House, Mumbai
3. Rural Marketing - Pradeep Kashap - Pearson-Prentice Hall Ltd., Delhi.
4. Rural Marketing - CSG Krishna - Marharyulud, Lalita Rama - Krishanan - Pearson- Prentice Hall Ltd., Delhi.

Recent Trends in Marketing (Paper - I)

CO1	The students will be able to understand the recent trends used by organizations in the field of information technology for deciding marketing strategies
CO2	analyze the different marketing communication mix strategies adopted by organizations to be successful in today's competitive market
CO3	demonstrate understanding of the marketing's role in creating and delivering consumer value by gaining insight into customer relationship management
CO4	apply theories of segmentation, targeting and positioning strategies and managerial decisions in rural markets
CO5	identify market opportunities on the basis of marketing communication and direct marketing

Course outcome-program outcome Matrix

Course Outcome	Program Outcome				
	P01	P02	P03	P04	P05
C01	✓		✓	✓	✓
C02	✓	✓	✓	✓	✓
C03	✓		✓	✓	✓
C04	✓	✓	✓	✓	✓
C05	✓			✓	

B.B.A. Part - III

Recent Trends In Marketing

Semester - VI (Paper - II)

(New Syllabus will be implemented from June 2012 onwards)

- Objectives :-**
1. To help the students in understanding the recent trends in marketing.
 2. To provide an understanding of the application of marketing management for decision on marketing.

Unit I :- Online Marketing - Meaning and Concepts, Merits of online marketing, Demerits of online marketing, Online Marketing Domains, Setting up an online marketing Presence. (12 Periods)

Unit II :- Retail Marketing - Meaning and Functions of retailing, Characteristics of retailing, types of retailing, Retail marketing strategy, Retail Management Activities, Retail Organisation Structure, Retailing Scene in India. (12 Periods)

Unit III :- Global Marketing / International Marketing - Meaning, Definition, Objectives / reasons for global marketing, difference between domestic and global marketing, global marketing environment, Marketing -mix strategy for global marketing (i.e. Product, Price, Promotion, Distribution, Strategies.) (12 Periods)

Unit IV :- News In Marketing - Holistic Marketing, Emotional Marketing experiential marketing, Event Marketing, Consumerism, Marketing Ethics. (12 Periods)

• Reference Books -

1. Principles of Marketing - Philip Kotler and Others - Pearson-Prentice Hall Ltd.,
New, Delhi, Edⁿ 2011
2. Marketing Management (Text & cases in Indian context) - Dr. Karunakaran - Himalaya Publishing House, Mumbai , Edⁿ 2008
3. Marketing Management - S. A. Chunnawalla - Himalaya Publishing House, Mumbai , Edⁿ 2006
4. Marketing Management - Rajan Saxena
5. Marketing Management - V. S. Ramaswamy and S. Namakumari.
6. Marketing Management - Sherlekar, H. P. House
7. Marketing Management - Dr. K. N. Sontakki

Recent Trends in Marketing (Paper - II)

C01	understand the basic principles and fundamental concepts of online marketing, retail marketing and global marketing
C02	analyze and implement the different retail marketing strategies adopted by organizations
C03	demonstrate understanding of the marketing's role in creating and delivering consumer value by gaining insight into modern marketing concepts like holistic marketing, emotional marketing, event marketing and experiential marketing
C04	analyze the global marketing environment and identify market opportunities and strategies to enter the global markets
C05	understand the rights of consumers in today's complex marketing environment and safeguard the rights of consumers against exploitation

Course outcome-program outcome Matrix

Course Outcome	Program Outcome				
	P01	P02	P03	P04	P05
C01	✓	✓	✓	✓	✓
C02	✓	✓	✓	✓	
C03	✓	✓	✓	✓	✓
C04	✓	✓	✓	✓	
C05	✓				

Practices in Modern Management

SEMESTER V

Paper-I

New syllabus will be implemented from June 2012 onwards

- Objectives:** 1. To impart knowledge about various modern management thoughts.
2. To understand the application of management techniques to solve various Management problems.

Unit No.	Title of the Topic	No. of Lectures
I	Development of Management Thought: Different Approaches to Management- Classical, Functional, Behavioral, Human relation, Contingency and System Approach. Management by Objectives	14
II	Contribution of Michel Porter: Competitive Advantage- Cost leadership, differentiation – and Focus.	10
III	Organizational Environment: Internal and External Environment, Environment Analysis- SWOT Analysis, Applicability of SWOT to individual and organization	12
IV	Management in future: management: Challenges and tasks, skills needed by manager in future, changes in managerial functions and evolving new managerial systems.	12

1. Management: Concept and Strategies by J. S. Chandan, Vikas Publishing
2. Business Environment and Policy – A book on Strategic Management/Corporate Planning By Francis Cherunilam Himalaya Publishing House 2001 Edition
3. Principles & practice of management - Dr. L.M.Parasad, Sultan Chand & Sons - New Delhi
4. Principles and Practices of management by shejwalkar
5. Essential of management by Koontz H and Weitrich
6. Principles and practices of Management by T. N. Chabra
7. Management theory and practice, Dr.C.B.Gupta Sultan Chand and sons Publication New Delhi
8. Competitive Advantage –Porter M.E.
9. Management Today- Gone Bulton and Manaf Thakur

Practices in Modern Management Paper-I

C01	Understand about various modern management thoughts.
C02	Understand, analyze and implement the different business strategies in light with dynamic business environment
C03	understanding and analyze the different internal and external environment affecting business organization
C04	analyze and implement SWOT analysis to different business organizations
C05	describe challenges and tasks, skills needed by manager in future
C06	understand and implement the evolving new managerial systems

Course outcome-program outcome Matrix

Course Outcome	Program Outcome				
	P01	P02	P03	P04	P05
C01	✓	✓	✓	✓	
C02	✓	✓	✓	✓	✓
C03	✓	✓	✓	✓	✓
C04	✓	✓	✓	✓	
C05	✓	✓	✓	✓	✓
C06	✓	✓		✓	

B.B.A.III
Practices in Modern Management
SEMESTER VI
Paper-II

Unit No.	Title of the Topic	No. of Lectures
I	Social Responsibilities and Business Ethics: Concept of Social Responsibility – Areas of Social Responsibility. Concept of Ethics, Ethical issues in business.	12
II	Time and Event Management: Meaning, Importance and Techniques of Time Management, Concept and Importance of Event Management, Types of Events. (Case Study)	12
III	Stress and Disaster Management: Definition, causes, types of Stress, Management of stress. Meaning of Disaster, Types of Disaster and managing Disaster. (Case Study)	14
IV	Strategic Management: Introduction, Definition, Meaning Nature, Scope and Importance of Strategic Management.	10

Books Recommended:

1. Principles and Practices of management by shejwalkar
2. Essential of management by Koontz H and Weitrich
3. Principles and practices of Management by T. N. Chabra
4. Management theory and practice Dr.C.B.Gupta Sultan Chand and sons Publication New Delhi
5. Management James A.F.Stoner, R.Edward Freeman, Daniel R.Gilbert (Jr) prentice - Hall of India Pvt.Ltd New Delhi
6. Practice of Management – Peter Drucker
7. Business Environment and Policy – A book on Strategic Management/Corporate Planning By Francis Cherunilam Himalaya Publishing House 2001 Edition
1. Cases in Personnel Management – Shymkant Gokhale – Everest Publication
2. Case Studies in Indian Management – Dr. M. A. Kohok – Everest Publication
3. Business Policy and Strategic Management – Azar Kazmi
4. Management Policy and Strategic Management Concepts Skills and Practices – R.M. Srivastava.
5. Managing Corporate Ethics- Agnilar F.

Practices in Modern Management Paper - II

C01	able to understand the basic principles and fundamental concepts of modern practices in management
C02	describe various unethical issues arising in business organizations
C03	apply theories of time management and event management
C04	analyze different factors contributing to organizational stress and strategies to cope up with stress
C05	learn and apply the concept of strategic management to business problems

Course outcome-program outcome Matrix

Course Outcome	Program Outcome				
	P01	P02	P03	P04	P05
C01	✓	✓	✓	✓	
C02	✓	✓	✓	✓	✓
C03	✓	✓	✓	✓	✓
C04	✓	✓	✓	✓	
C05	✓	✓	✓	✓	✓

B.B.A. Part III
Semester V and VI

Nature of Question Paper

Duration: 2 Hours -

Total Marks – 40

1

- Instructions:** - 1) All Questions are compulsory
2) Figures to the right indicate full marks.

	Nature of Questions	Marks
Q.1	Broad Question	14
	OR	
Q.1	Broad Question	14
Q.2	Write Short Answers(Any Two)	16
	a)	
	b)	
	c)	
	d)	
Q.3	Write Short Notes(Any Two)	10
	a)	
	b)	
	c)	
	d)	

Sr.No.	Title of old paper	Title of new paper
1.	-----	Practices in Modern Management Paper-I Practices in Modern Management Paper-II

INTERNATIONAL BUSINESS

SEMESTER V

Paper - I

New syllabus will be implemented from June 2012 onwards

- Objectives:** 1. To impart knowledge and skill of analysis of operational processes of business between two or more nations.
2. To understand the application of knowledge for decision making in international business.

Unit No.	Title of the Topic	Periods
I	International Business : Meaning, Nature and Importance. Types of International Business, International Business Approaches : Neo-Classical Approach, Modern Approach.	10
II	International Business Environment : Globalization - Forces, Meaning, Dimensions and Stages in Globalization - Introduction to theory of Absolute Differences in Costs by Adam Smith, Ricardian Theory of Comparative Costs. Role of International Business in Economic Development.	12
III	International Business - Decision : Modes of Entry, Marketing Mix, Factors Affecting Decision For International Business, Tariff and Non-tariff barriers - Trade Blocks. Role of International Institutions (WTO, ECM, IMF, IBRD, IDA, IFC, UNCTAD) in International Business.	14
IV	Trends in International Trade and Documentation: Multi - national Corporations - Types, Merits and Demerits. Import - Export procedure. EXIM Documents. India's Export and Import Policy, Balance of Payment, Custom and Tariff Rationalization.	12

Reference Books	
1.	International Business - Governance Structure : Ramu S Shiva
2.	International Finance : P. G. Apte
3.	International Marketing Management : Varshney and Bhattacharya
4.	International Business : Francis Cherulinam Himalaya Publishing House, Mumbai
5.	International Business : Rao and Rangachari
6.	Economic Environment of Business : Mishra, Puri. Himalaya Publishing House, Mumbai
7.	International Business : P. Subba Rao, Himalaya Publishing House, Mumbai
8.	International Economics : M. L. Jhingan, Vrinda Publications, Delhi

International Business (Paper - I)

C01	Explain importance of International business
C02	Explain importance of Globalization
C03	Describe factor Affecting decision for international business
C04	Explain tariff and non-tariff barriers
C05	Explain role of international institution
C06	Understand importance of MNCs
C07	Describe Export- Import procedure

Course outcome-program outcome Matrix

Course Outcome	Program Outcome				
	P01	P02	P03	P04	P05
C01	✓	✓		✓	✓
C02		✓		✓	✓
C03				✓	✓
C04				✓	✓
C05				✓	✓
C06				✓	✓
C07				✓	✓

B.B.A.III
INTERNATIONAL BUSINESS
SEMESTER VI
Paper - II

New syllabus will be implemented from June 2012 onwards

- Objectives:** 1. To impart knowledge and skill of analysis of operational processes of business between two or more nations.
2. To understand the application of knowledge for decision making in international business.

Unit No.	Title of the Topic	Periods
I	Finance Aspects of International Business : International Capital Movement, Risk in International Operations, International Investment, Financing For Foreign trade, Introduction to FEMA, Role of ECGC. Objectives of Export Promotion Council.	14
II	Trade Blocks and Business Centers : Regional Economic Groupings, Major Trade Blocks - EEC, NAFTA, ASEAN, SAARC and BRICS	10
III	International Business in Indian Perspective : Volume, Direction and Composition. Global sourcing and its impact on Indian Industry, India's competitive advantage in industries like IT, Textiles, Gem & Jewellery. Potentials and threats.	12
IV	Country Risk Analysis : Country Risk Analysis of India, Japan, South East Asia and China with respect to Political, Social, Economic, Cultural and Ethical perspective	12

Reference Books	
1.	International Business - Governance Structure : Ramu S Shiva
2.	International Finance : P. G. Apte
3.	International Marketing Management : Varshney and Bhattacharya
4.	International Business : Francis Cherulinam Himalaya Publishing House, Mumbai
5.	International Business : Rao and Rangachari
6.	Economic Environment of Business : Mishra, Puri. Himalaya Publishing House, Mumbai
7.	International Business : P. Subba Rao, Himalaya Publishing House, Mumbai
8.	International Economics : M. L. Jhingan, Vrinda Publications, Delhi

International Business (Paper - II)

C01	Understand international capital movement
C02	Explain importance of trade blocks and business centers
C03	Explain volume, direction & composition of International trade
C04	Explain competitive advantages in the industries like IT, Textile & Jewelry
C05	Able to analyze country risk in international business

Course outcome-program outcome Matrix

Course Outcome	Program Outcome				
	P01	P02	P03	P04	P05
C01	✓		✓	✓	✓
C02	✓		✓	✓	✓
C03	✓		✓	✓	
C04	✓		✓	✓	
C05	✓		✓	✓	✓

Nature of Question Paper

Duration: 2 Hours -

Total Marks – 40

]

- Instructions:** - 1) All Questions are compulsory
2) Figures to the right indicate full marks.

	Nature of Questions	Marks
Q.1	Broad Question	14
Q.2	Write Short Answers(Any Two)	16
	a)	
	b)	
	c)	
	d)	
Q.3	Write Short Notes(Any Two)	10
	a)	
	b)	
	c)	
	d)	

Sr.No.	Title of old paper	Title of new paper
1.	-----	INTERNATIONAL BUSINESS Paper-I INTERNATIONAL BUSINESS Paper-II

B.B.A.III
FINANCIAL MANAGEMENT
SEMESTER V
Paper - I

New syllabus will be implemented from June 2012 onwards

- Objectives:** 1. The objective of this subject is to help the students in understanding the conceptual frame work of financial management..
2. This subject provides the students an understanding of the application of financial management for decision making.

Unit No.	Title of the Topic	Periods
I	Nature of Financial Management : Meaning and Significance, Nature : Finance and related disciplines, Scope : Traditional and Modern approaches, Objectives : Profit maximization versus wealth maximization, Functions of Financial Management : Recurring and non - recurring.	12
II	Financial Planning : Meaning, Objectives, Characteristics, Steps, Types of financial plans, Capitalization : Concept, Theories of capitalization, Over - capitalization and under - capitalization.	12
III	Management of Working Capital : Meaning and Concept, Importance of adequate working capital, Types of working capital, Determinants of working capital, Computation of working capital (Practical Problems)	12
IV	Operating and Financial Leverage : Meaning, Concept, Measurement of leverages, Effect of Operating and Financial Leverage of profit, analyzing alternative financial plans, Combined Operating and Financial Leverage.	12

Reference Books	
1.	Financial Management : Prasanna Chandra
2.	Financial Management : Text and Problems : M. Y. Khan and P. K. Jain
3.	Financial Management : An Analytical and Conceptual Approach, S. C. Kuchal
4.	Financial Management : I. M. Pandey
5.	Taxman's Financial Management : Ravi M. Kishore
6.	Financial Management : Principles and Practice : S. N. Maheshwari

Financial Management (Paper - I)

C01	Describe the scope of Financial Management & outline the major finance functions.
C02	Describe the concept of profit maximization v/s wealth maximization.
C03	Describe the factors affecting working capital requirements of business.
C04	Describe leverage using different techniques of leverage.
C05	Analyze the methods & theories of capitalization.
C06	Describe steps & methods of financial planning.

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01				✓		✓
C02	✓	✓		✓		✓
C03	✓	✓		✓		✓
C04	✓	✓		✓		
C05	✓	✓		✓	✓	
C06	✓	✓	✓	✓	✓	✓

B.B.A.III
FINANCIAL MANAGEMENT
SEMESTER VI
Paper - II

New syllabus will be implemented from June 2012 onwards

- Objectives:** 1. The objective of this subject is to help the students in understanding the conceptual frame work of financial management..
2. This subject provides the students an understanding of the application of financial management for decision making.

Unit No.	Title of the Topic	Periods
I	Financial Statement Analysis : Meaning, Tools of Financial Statement. * Ratio analysis - Meaning, Steps in ratio analysis, Types of ratio (Advanced practical problem) * Common Size Statement - Meaning and Importance. * Trend analysis - Meaning, Importance.	14
II	Capital Structure : Meaning, Factors to be considered while framing capital structure, capital structure theories : Net income approach, net operating income approach, Traditional theory, Modigliani and Miller approach.	10
III	Cost Of Capital : Meaning, Importance, Measurement of cost of capital (i) specific cost : Cost of debt, Cost of equity shares, Cost of preference shares; (ii) Overall cost : Weighted averages, cost of capital. (Practical Problems)	10
IV	Capital Budgeting Decision : Meaning, Importance, Techniques of evaluation of capital budgeting proposals - Pay back period, Accounting rate of return, Net present value, Internal rate of return, Profitability index (practical problems)	14

Reference Books	
1.	Financial Management : Prasanna Chandra
2.	Financial Management : Text and Problems : M. Y. Khan and P. K. Jain
3.	Financial Management : An Analytical and Conceptual Approach, S. C. Kuchal
4.	Financial Management : I. M. Pandey
5.	Taxman's Financial Management : Ravi M. Kishore
6.	Financial Management : Principles and Practice : S. N. Maheshwari

Financial Management (Paper - II)

C01	Describe the significance & different tools of financial statement analysis.
C02	Describe different techniques of capital budgeting.
C03	Analyze importance & different types of cost of capital.
C04	Describe importance & different types of ratio.
C05	Describe different theories of capital structure
C06	Describe common size statement & Trend Analysis.

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓	✓		✓	✓	
C02						
C03	✓	✓	✓	✓		
C04						
C05	✓	✓	✓	✓		
C06	✓	✓	✓	✓		

B.B.A. SEMESTER SYSTEM

Nature of Question Paper - For All Semesters

Duration: 2 Hours -

Total Marks – 40

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- Instructions:** - 1) All Questions are compulsory
2) Figures to the right indicate full marks.

	Nature of Questions	Marks
Q.1	Broad Question	14
	OR	
Q.1	Broad Question	14
Q.2	Write Short Answers(Any Two)	16
	a)	
	b)	
	c)	
	d)	
Q.3	Write Short Notes(Any Two)	10
	a)	
	b)	
	c)	
	d)	

Sr.No.	Title of old paper	Title of new paper
1.	Financial Management	Financial Management - I Financial Management - II

FOUNDATION OF HUMAN SKILLS

SEMISTER V

PAPER I : (New syllabus will be implemented from June 2012 onwards)

- OBJECTIVES:**
- 1.To develop different human skills among students.
 - 2.To enhance quality behavior.
 - 3.To increase Emotional Quotient by learning values.

UNIT I	<p>Basics Of Human Skills</p> <p>Introduction to Human skills, Types of human skills – Reading, Writing, Listening, Speaking.</p> <p>Basic abilities – Muscular, sensor, mental, social and conceptual.</p> <p>Use of basic abilities in organizational life .</p>	12 Lectures
UNIT II	<p>Understanding Self And Others</p> <p>Understanding self and others through Johari Window. Journey of self discovery. Analysis of strength and weakness. Goal settings to overcome weakness.</p> <p>Learning - Concepts, Principles of learning, learning through reinforcement, learning through feedbacks, learning by observations, learning through experience.</p>	14 Lectures
UNIT III	<p>Human Attitudes And Values</p> <p>Attitudes - concept, components of attitudes. The attitude formation process .</p> <p>Values- Importance of values, sources of values, five universal values (Truth, Righteous conducts, Peace, Love, Non-violence) & sub values.</p>	12 Lectures
UNIT IV	<p>Communication</p> <p>Meaning- Four functions of communication - control, Motivation, Emotional expression, Information, Characteristics of communication. Written communication- preparation of Resume.</p> <p>Oral communication- Facing an Interview.</p>	10 Lectures

Note: Practical sessions may be conducted to improve the skills of students.

Foundation of Human Skill (Paper - I)

C01	Describe the basic human skills and abilities required in organization's life.
C02	Explain the methods used for understanding self and others
C03	Understand the components of attitude and process of attitude formation.
C04	Describe the sources and types of universal values
C05	Explain the functions and types of communication

Course outcome-program outcome Matrix

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓	✓	✓		✓	✓
C02	✓	✓	✓		✓	✓
C03	✓	✓				✓
C04		✓			✓	✓
C05	✓	✓	✓			✓

FOUNDATION OF HUMAN SKILLS

SEMISTER VI

PAPER II: (New syllabus will be implemented from June 2012 onwards)

UNIT V	New Skills In Management Creative style – Emotional Intelligence (E.Q.) – Leadership skills, work style- sales competencies, sports mental skills, conflict management, stress management, Team role skills critical thinking skills, computing skills.	12 Lectures
UNIT VI	Personality Meaning- Aspects of personality, Development of personality: Erikson’s eight life stages, Jung’s Personality Theory, Traits influencing organizational behavior. Locus of control. Problem solving styles.	12 Lectures
UNIT VII	Skills Development Decision making skills, Methods used to develop decision making skills- In the basket, Business games, case studies. Interpersonal skills - Meaning, Methods Used to develop interpersonal skills - role playing, Behavior modeling, sensitivity Training, Transactions Analysis – structural Insight.	12 Lectures
UNIT VIII	Utilizations of skills Career Management – Career stages model, basic career – Anchors – Security, Autonomy, creativity, Functional competence, Managerial Competence, factors affecting career choices, career opportunities in management.	12 Lectures

Note: Practical sessions may be conducted to improve the skills of students.

Foundation of Human Skill (Paper - II)

C01	Understand the new skills required in management for creative style and work style.
C02	Describe Erikson’s eight life stages and Jung’s Personality Development theory.
C03	Understand the methods used to develop decision making skills through in the basket, Business games and case studies method
C04	Study different methods Used to develop interpersonal skills
C05	Describe career stages model and understand the career anchors.

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01	✓	✓	✓	✓		✓
C02	✓	✓				
C03	✓	✓	✓	✓		✓
C04	✓	✓	✓			
C05	✓	✓				

Reference Books

Basic Managerial Skills For All	E.H. McGrath (Prentice Hall of India Ltd.)
Human Values For Managers	Chakraborty
Organizational Behavior Through Indian Philosophy	M.N. Mishra (Himalaya Publishing House)
Total Quality Management	S.D. Bagade (Himalaya Publishing House)
Organizational Behavior	Luthans Fred
Education to Human Values	Tilak Raj Bhardwaj (A Mittal Publication)
Personnel Management	Edwin Flippo

B.B.A. SEMESTER SYSTEM

Nature of Question Paper - For All Semesters

Duration: 2 Hours -

Total Marks – 40

]

- Instructions:** - 1) All Questions are compulsory
2) Figures to the right indicate full marks.

	Nature of Questions	Marks
Q.1	Broad Question	14
	OR	
Q.1	Broad Question	14
Q.2	Write Short Answers(Any Two)	16
	a)	
	b)	
	c)	
	d)	
Q.3	Write Short Notes(Any Two)	10
	a)	
	b)	
	c)	
	d)	

SHIVAJI UNIVERSITY, KOLHAPUR

New syllabus for

BACHLER OF BUSINESS ADMINISTRATION (B.B.A.III)

SEMESTER V

Research Methodology

Will be implemented from June 2012

1-Title: Research Methodology.

2-Year of Implementation: New syllabus will be implemented from June 2012 onwards

3-Pattern: Pattern of examination will be semester.

4-Medium of instruction: English.

5-Scheme of teaching and examination:

6-Scheme of Examination: The examination shall be conducted at the end of each semester.

The theory paper shall carry 40 marks.

Mark-40

Objectives- To Provide basic knowledge of research objectives , research problem formulation, research design, samplings, data collection, analysis of data and report writing .

Periods

Unit –I – Introduction to research methodology - 12

Meaning, definition, objective and types of research, significance of research, selection of research problem.

Research Design: Meaning, steps in research design, characteristics of research design.

Unit –II– Sampling Design and Data Collection - 12

Meaning of sampling, characteristics of good sample design, Types of sample design.

Data collection-Meaning, types, of data, methods of collecting primary data- observation, interview questionnaire and schedules, Sources of secondary data.

Unit –III– Processing and Analysis of data - 12

Classification of data, types of classification, Tabulation, parts of table, types of tables, Graphical presentation of data- Bar –diagram, pie-chart and curves.

Analysis and Interpretation of data-meaning, methods of data analysis, techniques of interpretation.

Unit –IV– Report Writing 12

Meaning, significsteps in writing report, logout of the research report, Types of report, mechanics of writing a research report, Precautions for writing research report, Uses of computer in research.

REFERENCE BOOKS

- a. C.R. Kothari- Research Methodology, New age, international (I) Ltd. New Delhi Reprint-2010
- b. Dr.V.P. Michael, Research Methodology in Management, Himalaya Publishing House, Mumbai, Ed, 2010
- c. Saranwalla- Research Methodology
- d. Bajpai-Methods of social survey research
- e. S.P.Gupta-Statistical Mehods.

Research Methodology (Paper - I)

C01	Describe the objectives and types of research.
C02	State the types of sample design and characteristics s of good sample design
C03	Describe the methods of data collection.
C04	Understand the methods of processing and analysis of data through tabulation and graphical presentation of data
C05	Explain the types of report writing and the lay out of report.

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
C01			✓	✓		✓
C02			✓	✓		✓
C03			✓	✓		✓
C04			✓	✓		✓
C05			✓	✓		✓

PAPER -VII : B.B.A. Part-III

PROJECT WORK

Objective : To expose the BBA students to practical application of theoretical concepts, which they have learnt during the BBA course.

Student should decide the topic for the project under the guidance of a teacher in the first month of the academic year of B.B.A.-III. The student will have the following options for selecting the project:

- (a) Field Work,
- (b) Library Work,
- (c) Placement with an Organization.

Student can carry out the project work after college hours, holidays/Diwali vacation. The student should take regular guidance from the teacher while carrying out project work. The project should be ready in the month of January. The guidelines for the project report are as follows”

- Declaration from the student that his research work is not copied from any other existing reports.
- Certificate of the guide : The guide should certify that the research work is original and completed satisfactorily under his guidance.
- The Chapter Scheme for the Project Report will be as follows:

Chapter-1 : Introduction to the Study

- 1.1 Introduction
- 1.2 Purpose of the study
- 1.3 Objectives of the study
- 1.4 Hypothesis of the study
- 1.5 Research Methodology
- 1.6 Scopes of the study
- 1.7 Significance of the study
- 1.8 Limitations
- 1.9 Chapter scheme.

Chapter-2 : Introduction to the Organization

- 2.1 Introduction to the Industry
- 2.2 Brief History of the Organization
- 2.3 Subsidiaries, Associates of the Company
- 2.4 Organization Structure
- 2.5 Departments/Manufacturing Process
- 2.6 Important Statistical Information
- 2.7 Future Prospects

If the student is completing a project in an organization, the above Chapter scheme can be used in case of other students. The detailed information relating to the topic may be included under this Chapter. **This Chapter should not be more than 5 pages.**

Chapter-3 : Theoretical Background

Basic Concepts

Necessary theoretical inputs may be added to support the research work.

Chapter-4 : Data Analysis and Interpretation

Chapter-5 : Findings and Observations

Chapter-6 : Conclusions and Suggestions

Bibliography

Appendix

The above guidelines are not a prescription for writing the project report but can be used as a milestone, while writing the project report. The guide has every discretion to change the Chapter as per requirements.

Notes:

- (1) There should be a proper linkage between objectives, data and interpretation, findings and suggestions.
- (2) Header and Footer on project report pages shall consist of University name and Institute/College name, respectively. No other information should be included in the Header and Footer.
- (3) Colour ink should not be used for text.
- (4) Page numbers are compulsory.

Project Report will be assessed by the internal teacher out of 25 marks and there will be a viva-voce examination carrying 25 marks. University will appoint a viva-voce committee, consisting of 3 members, 2 members being external and 1 member being internal. External members will be from out of the district of the College, one external member will be the chairman of the committee. The viva-voce will be conducted before the annual examination. The Chairman has to submit viva-voce marks to the University immediately after the viva-voce.

7-Equivalence in accordance with titles and contents of paper (for semester pattern)

Sr.No.	Title of old paper	Title of new paper
1.	Project Work	Research Methodology Paper-I



Revised Syllabus of BACHELOR OF COMPUTER APPLICATIONS (BCA)

(Under the Faculty of Commerce)

w.e.f. Academic Year 2013-14 and onwards

1) Objective of the Course:

The main objective of the course is to develop different software development skills in the students with current trends in IT industry as well as Business Management and to take up student at various positions such as System Analyst, System Manager, Software Engineers, Web Design Programmers, EDP Managers, Database Administrators, Academician in different areas of computer application, Management and Information Technology Industry.

Keeping above mottos, curriculum includes extensive study of problem solving and system development, project design, development areas. The extensive practical areas of different programming environment are covered in various operating environments. It also includes versatile subjects on Entrepreneurship and Business Management.

2) Duration of BCA Degree:

The duration of the course is full time three years divided into three parts of six semesters.

3) Eligibility for Admission:

A candidate must have passed H. S. C.(10+2) in any stream or any diploma (of minimum two years duration after S. S. C.) awarded by State Board in any technical or vocational stream.

Intake Capacity: 80 students.

Duration, Teaching Schedule and Examinations:

The teaching of semester I, III and V will start from 1st July to 15th of October (14 weeks) and the teaching for the semester II, IV and VI will start from 1st Dec. to 15th March (14 weeks). There will be semester end examination in November and April for all the semester. In addition there will be internal examinations for each paper to be conducted by the respective institutes /colleges.

4) Structure of Syllabus:

B.C.A. Part-I (Semester- I and II)

Paper No.	Semester-I	Paper No.	Semester-II
101	Fundamentals of Computers	201	Software Packages
102	Programming in 'C' Part-I	202	Programming in 'C' Part-II
103	Principles of Management	203	Bank Management
104	Financial Accounting	204	Financial Accounting with Tally
105	Office Management And Communications	205	Principles of Marketing
106	Lab Course Based on Paper-101	206	Lab Course Based on Paper-201, 204
107	Lab Course Based on Paper-102	207	Lab Course Based on Paper-202

5) Fee Structure:

The university authorities have granted approval to the revised Fee structure of BCA (commerce) programme from the academic year 2009-10. The revised fee structure will be implemented, gradually from the academic years 2009-10, 2010-11 and 2011-12 for BCA – Part-I, BCA – Part-II and BCA – Part-III respectively.

Sr. No.	Particulars	Amount in Rs.
1	Tuition Fee (Including Computer Lab charges)	14,000.00
2	Library Fee	500.00
3	Journal & Stationary	500.00
Total fee per student per year		15,000.00
Examination and other fee is applicable as per University norms.		

Important Note:-

The above mentioned tuition fee should be collected in two phases i.e. Rs.9500/- in the first semester and Rs.4500/- in the second semester.

It should be noted that if the college concerned has appointed full time teachers then the remaining tuition fee of Rs.4500/- be collected in second semester. Otherwise (if full time teachers are not appointed) the college concerned, should deduct Rs.1000/- from as per rules the same and collect only Rs.3500/- out of the prescribed tuition fee for second semester.

(Please refer circular No.S.U/B.O.S/B.C.A/3983 dated 01-07-2009 for more details)

6) Standard of

Passing: Rule 1 :

- (1) A candidate who fails at BCA Sem-I examination will be allowed to keep terms for BCA Sem-II examination.
- (2) A candidate who fails at BCA Sem-III examination will be allowed to keep terms for BCA Sem-IV examination.
- (3) A candidate who fails at BCA Sem-V examination will be allowed to keep terms for BCA Sem-VI examination.

Rule 2 :

1. A candidate who fails in not more than three heads of passing including aggregate of First Year BCA (Sem.I and II), Second Year BCA (Sem.III and.IV) and Third Year BCA (Sem.V and.VI) examination will be permitted to keep terms in the higher class namely, Second Year BCA (Sem.III and IV), Third Year BCA (Sem.V and VI).

Rule 3 :

1. No candidate will be admitted to Second Year BCA (Sem-III) of the course unless he/she-
 - i) passes BCA sem-I and Sem- II examination. Or
 - ii) fails in not more than three heads of passing at the first year BCA Sem-I and Sem-II examination.
2. No candidate will be admitted to Third Year BCA (Sem-V) of the course unless he/she –
 - i) passes BCA sem-I, Sem-II, Sem-III and Sem- IV examination. Or
 - ii) passes his BCA Sem-I and BCA Sem-II examination and fails in not more than three heads of passing at the Second year BCA Sem-III and Sem-IV examination.

Rule 4 :

The class will be awarded on the basis of aggregate marks obtained by the candidate for all three years

The award of class will be as follows:

Aggregate Percentage of Marks Class

- (i) Aggregate 70% and above First Class with Distinction.
- (ii) Aggregate 60% and above but less than 70% First Class
- (iii) Aggregate 50% and more but less than 60% Second Class
- (iii) Aggregate 40% and more but less than 50% Pass Class
- (iii) Aggregate bellow 40% Fail

Rule 5:

- a) There is separate head of passing for Internal and External (i.e. University theory examination).
- b) The candidate must have to secure minimum 40% of marks for passing in each head.
- c) No class will be awarded to any part of examination.
- d) Scaling down for internal examination marks up-to 20% of university theory exam.

7) Nature of Question Paper:

Nature of question paper is as follows for University end semester examination **a. Theory Examination : 80 Marks**

Duration : 3 Hrs

Nature of Theory question paper :

There will be Eight (8) questions of 16 Marks and out of which five (5) to be attempted. Question No.8 is compulsory and is of short type answers.

Internal Exams: 20 Marks

Attendance	:	5 Marks
Home Assignments	:	5 Marks
Preliminary Examination	:	10 Marks

b. Practical Examination (Lab Course):

- i. Duration of Practical Examination : 3 Hrs.(1 hr. for paper work and oral,2 hrs for live implementation of practical work)
- ii. Nature of Practical Question Paper
There will be three questions of 15 Marks each, Out of which student have to attempt any two questions.
- iii. Distribution of marks
Total Marks: 50 Marks
Journal- 10 Marks
Oral Examination 10 Marks
Practical Examination- 30 Marks

Practical Examination conducted by the University examination panel. There will be one external and one internal examiner appointed by university.

8) Mini- Project

The Objective of the mini project is, to aware the student with current technology to be used in the IT industry. The language/platform of the mini-project to be selected from the subject studied in the previous and present semester. The Group size of maximum 4 students can do mini project.

9) Major Software Development Project :

The Objective of the major project is to design and develop the live application with current technology to be used in the various industries. The Group size of maximum three students can do major project. Project Viva-Voce Examination will be conducted by the external examiner panel appointed by university.

11) Requirements:

a) Core Faculty:

First Year: One Full time lecturer in Computer Application & one Lab assistant
Second Year: One Full time lecturer in Computer Application
Third Year: One Full time lecturer in Computer Application & one Lab assistant
In addition to the above three Full time faculties & two lab assistant, there shall be part time or CHB faculty for other than computer subjects.

b) Non Teaching Staff: One Clerk and two peons.

c) Computer Lab:
Twenty computers with electricity backup facility, Internet Broadband connectivity.

d) Other Infrastructure requirements

- Class Room:** At least 3 classrooms of seating capacity 80 students.
- Internet:** At least 256 mbps Broadband connectivity.
- LCD projector.
- Licensed Software's as per syllabi.
- Library should have sufficient copies of books prescribed in the syllabi.

- At least two computer related journals and two research journal in Management and allied areas.
- Industrial study tour and Industry guest lectures should be organized.
- Organize placement activity for final year students.

BCA Program Outcomes

Students of Bachelors of Computer Application will be able to achieve

PO1. An ability to understand techniques, skills and modern tools essential for software development .

PO2. An ability to understand computing and management concepts with their applications in different business domains.

PO3. An ability to identify and analyze software application problems in multiple aspects of coding, testing and implementation pertaining to various business applications.

PO4. An ability to study, analyze and identify management and technical requirements for any business domain.

PO5. An ability to understand the requirements of multifunctional business technological operating environments.

PO6. An ability to understandability and skills necessary for building entrepreneurial acumen essential for IT enabled business activities

B.C.A. Part-I (Semester- I)**Paper No-101****Fundamentals Of Computer****Unit 1: Introduction to Computer (15)**

Introduction, Characteristics, History & Evolution, Organization of Computers, Concept of Hardware & Software, Applications of Computers in Various Fields, Computer Hardware and Software, Computer Languages – Machine Language, Assembly Language, High-level Language, Language translators: Compiler, Interpreter, Assembler, Features of Good Language.

Unit 2: Peripheral Devices (15)

Input Devices – Keying: Keyboard, Touch screen, Pointing: Mouse, digitizer, Joystick and scanning devices: Scanner, OMR, OCR, and MICR. Output Devices – Monitors (CRT, TFT, LCD, Plasma), Screen Image Projector, Printers & its types, Plotters. Memory Devices - Primary Memory & its types (RAM, ROM), Secondary memory & its types (Hard Disk, Flash Drives, Magnetic Tape, Optical Discs- CD, DVD, Blue-Ray)

Unit 3: Number Systems & Computer Codes (12)

Number System - Decimal, Binary, Octal & Hexadecimal, Conversion from One base to another base. Computer Codes - : BCD, EBCDIC, ASCII

Unit 4: Introduction to OS (18)

Meaning and Definition, Structure of O.S., Types of O.S., Functions of O.S., DOS - Internal & External commands. Windows Operating system: Components of window-Desktop, windows explorer, control panel, Managing the files and folders, Accessories: Paint, calculator and notepad.

Reference Books -

1. Computer Fundamentals by P.K.Sinha and Priti Sinha.
2. Computer fundamentals by Rajaraman.
3. Introduction to Data Processing By Prof. D. R. Patil, Pawar, Lad, Shinde (Dreamtech Publication)
5. Computer Today – Basandara
6. Computer Fundamentals, Architecture & Organisation By B. Ram
7. Information technology by D. S. Yadhav.

FUNDAMENTALS OF COMPUTERS

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Describe the scope of computers along with their characteristics.
CO2	Understand the importance of all hardware components.
CO3	Understand the applications of different types of software's.
CO4	Analyze the importance of different computer codes.
CO5	Understand the importance and scope of different types of programming languages.
CO6	Understanding the importance of different types of operating systems along with their characteristics and functions.

Course outcome- Program Outcome Matrix
FUNDAMENTALS OF COMPUTERS

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
CO1	✓	✓	✓	✓	✓	✓
CO2		✓		✓	✓	✓
CO3	✓		✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	
CO5		✓	✓	✓		✓
CO6		✓	✓	✓	✓	✓

Paper No-102
Programming in 'C' Part-I

Unit 1: Problem Solving Methods: (15)

Problem definition, analysis. ALGORITHM: Definition, notations, characteristics of algorithm, examples on algorithm. FLOWCHARTS: Definition, features of flowcharts, symbols, examples, coding, running, debugging-types of errors (syntax, Logical, runtime errors.)

Unit 2: Introduction to c: (15)

History, features of c language, Character set, Identifiers: variables, constants, symbolic constants, keywords. Data types, Operators: Arithmetic, relational, logical, assignment, bitwise, increment/decrement and special operators. Structure of program, Input and Output Functions.

Unit 3: Control Structures: (15)

Conditional statements: if, If-else nested if-else, switch statement. Loops: while, for, do..While loop, Unconditional statements: Break, continue, exit, goto statements.

Unit 4: Arrays and Strings: (15)

Arrays: Meaning and definition, Declaration, Initialization and types of arrays (single and multidimensional arrays). Strings: Meaning and definition, Declaration, Initialization String functions- strlen(),strrev(),strlwr(),strupr(),strcat(),strcmp()strcpy().Handling of character array.

Reference Books -

1. The C programming Language by Ritchie and Kernighan.
2. Let us C by Y.C. Kanetkar
3. Introduction to programming using C by Prof.D.R.Patil, Pawar, Shinde and Lad(Dreamtech).
4. Programming in C by D Ravichandran.
5. C Programming by Venugopal.

PROGRAMMING IN C

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Understand the basic terminology used in computer programming
CO2	Write, compile and debug programs in C language.
CO3	Use different data types in a computer program.
CO4	Design programs involving decision structures, loops and functions.
CO5	Explain the difference between control structures
CO6	Understand the declaration of Arrays and string.

Course outcome- Program Outcome Matrix

PROGRAMMING IN C

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	
CO2	✓	✓	✓		✓	✓
CO3	✓	✓	✓		✓	✓
CO4		✓	✓	✓	✓	
CO5			✓	✓	✓	
CO6			✓			

Paper No-103
Principles of Management

Unit-1- Introduction to Management (15) Definition of Management, nature and importance of management, Functions- Planning, Organizing, Staffing, Directing, Controlling. Levels of management, Management as a Profession, Role of Manager in Organization, Contribution of F.W. Taylor, Henry Fayol, Max Weber Elton Mayo and Peter Drucker to management theory.

Unit-2- Planning & Organizing (15)
Meaning, Nature and Importance and limitation of planning, Types of plans, steps in planning. Organizing :- Meaning, definition, Importance, principles of organizing. Formal & Informal organization, Virtual organization.

Unit-3- Staffing & Motivation (15)
Staffing:- Meaning, Definition, Characteristics, Process of Staffing, Sources of Recruitment & Scientific Selection Procedure Training & Development, Performance appraisal.

Motivation:- Meaning, definition & importance of motivation, Theories of motivation –Need Theory , Two factor theory & Theory X & Y.

Unit-4- Leading & Controlling (15)
Meaning, Definition, Important aspects of Leading: function, Supervision, Leadership, Challenges of Leadership, Functions of a Leader, Leadership Styles, Team Leadership.

Controlling :- Meaning, Importance, Steps in Control Process, Types of control- Feed forward control, Concurrent control & feedback control, Techniques of control

Reference Books

1. Essential of Management by Kncotz & O’ Donnel.
2. Principles & practice of Management by Geeage Terry.
3. Principles & Practice of Management by Tripathis C.reddy
4. Management a global Practice-Heinz Welthrich & Harold Koontz.
5. Management –L.M.Prasad
6. Fundamentals of Management – Stepham P. Robbins
7. Principles of Management- P. Subba Rao

PRINCIPLES OF MANAGEMENT

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Describe the importance, functions and level of management
CO2	Describe the various steps in planning process
CO3	Describe the qualities of a leader
CO4	Describe the scientific theory of F W Taylor
CO5	Describe the techniques of controlling

Course outcome- Program Outcome Matrix

PRINCIPLES OF MANAGEMENT

Course outcome	Program Outcome					P06
	PO1	PO2	PO3	PO4	PO5	
CO1	✓	✓	✓	✓	✓	✓
CO2		✓		✓		✓
CO3	✓					✓
CO4		✓		✓		✓
CO5				✓	✓	✓

Paper No-104
Financial Accounting

Unit-1- Book-Keeping & Accounting:- (15)

Meaning, Internal & External uses of Accounting information, Accounting Concepts & Conventions, Accounting Procedure:- Transactions, Types of accounts, Rules of accounting, Source Documents:- Cash voucher, Petty Cash voucher, cash Memo, Receipt, Debit Note, Credit Note, Paying slips, withdrawals, Cheque

Unit-2 – Journal & Ledger: Journal, Subsidiary Books, Cash Book, Ledger Posting. (15)

Unit-3-Final Accounts: (15)

Preparation of Trial balance, Preparation of final Accounts of Sole Traders & Partnership firms.

Unit-4- Reconciliation and Depreciation: (15)

Bank Reconciliation Statement, Methods of Depreciation: Straight line Methods, Reducing Balance Method, Change in Depreciation Method.

Reference Books

1. Advance Accountancy:- M.C. Shukla & T.S. Grewal
2. Advance Accountancy:- S.C. Jain & K.L. Narang
3. Advance Accountancy:- S.M. Shukla
4. Advance Accountancy:- Maheshwari
5. Advance Accountancy:- R.L.Gupta

FINANCIAL ACCOUNTING

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Describe concepts & conventions of financial Accounting.
CO2	Describe Bank Reconciliation Statement & causes of disagreement between cash book balance with pass book balance.
CO3	Analyze different methods of cash book.
CO4	Analyze the causes & methods of Depreciation.
CO5	Analyze the procedure of final account
CO6	Analyze types of Accounts & rules of debit & credit as per Double Entry System.

Course outcome- Program Outcome Matrix

FINANCIAL ACCOUNTING

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1						
CO2	✓	✓		✓		
CO3						
CO4	✓	✓		✓	✓	
CO5		✓		✓		
CO6	✓	✓		✓		

Paper No- 105
Office Management and Communication

Unit-1: Introduction to Office Management (15)

Meaning of traditional office and E-Office-Activities of office-Office Management-meaning-elements of office management-purpose, environment, means and personnel, function of office management- planning, organizing, staffing directing, motivating, co-ordinating, and controlling.

Unit-2: Location, Layout and Environment of Office (15)

Location of office-meaning, principles-factors affecting location-Urban versus suburban location. Office layout-meaning and objectives, factors affecting office layout-preparing the layout-relayout. Office environment-meaning-importance-elements-office lighting, ventilation and temperature control, interior decoration, furniture, freedom from noise and dust, safety, sanitary arrangement, security and secrecy.

Unit-3: Communication (15)

Meaning, characteristics and importance of communication-classification of communication-formal and informal communication-advantages and disadvantages-means of formal and informal communication.

Unit-4: Communication Process (15)

Steps in communication process-role of communication in business organization-barriers to effective communication-remedies for improving effectiveness of communication, E-communication-meaning-importance tools-benefits and limitations.

Reference Books

1. J.C. Denyar-Office Management
2. R.K.Chopra-Office Management
3. Leffingwell and Robinson-Text book of Office Management
4. George R.Terry-Office Management and Control
5. P.H.Reddy-Office Management and Communication
6. Sharma, Gupta and Nayyar-Office Management
7. Essentials of Business Communication - Rajendra Pal and J.S.Korlahalli
8. Business Communication-U.S.Rai and S.M.Rai
9. Bussiness Correspondence and Report Writing-R.C.Sharma and Krishna Mohan
10. Business Communication-Robert MaArcher, Ruth Pearson.

OFFICE MANAGEMENT AND COMMUNICATIONS

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Describe the scope of E-office along with its activities.
CO2	Understand the importance of functions of office management.
CO3	Understand the importance of location and environment of office.
CO4	Describe Need & Importance of communication skills.
CO5	Describe Types, process & barriers of communication.
CO6	Analyze Verbal & nonverbal communication.

Course outcome- Program Outcome Matrix
OFFICE MANAGEMENT AND COMMUNICATIONS

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓		✓
CO2		✓		✓	✓	✓
CO3	✓		✓	✓		✓
CO4	✓	✓	✓		✓	
CO5		✓	✓	✓		✓
CO6		✓	✓	✓	✓	✓

Paper No-106
Lab Course Based on Paper-101

- **DOS OS**
 - 1) Introduction ,installation and working of DOS
 - 2) Internal DOS Commands
 - 3) External DOS commands

- **WI0DOWS OS**
 1. Creating folder, cut, copy, paste, managing file and folder in windows.
 2. Arrange icons, set display properties
 3. Adding and removing software and hardware
 4. Setting date and time, screen saver and appearance.
 5. Using windows accessories.(Notepad, WordPad, Paint)
 6. Settings of all control panel items
 7. Search file

Note: Minimum six assignments from DOS OS and ten assignments from WI0DOWS OS to be covered.

FUNDAMENTALS OF COMPUTERS
(Paper No 106 Lab Course Paper Based on 101)

External Marks: 50	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Understand the hardware architecture of computers.
CO2	Understand the process of operating system installation.
CO3	Understand the different components of control panel.
CO4	Understand the execution of Internal & External DOS commands.
CO5	Understand the display properties & its appearance.
CO6	Understanding the different windows accessories.

Course outcome- Program Outcome Matrix
(Paper No 106 Lab Course Paper Based on 101)

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1		✓	✓			
CO2	✓		✓	✓	✓	✓
CO3	✓	✓			✓	✓
CO4	✓	✓	✓	✓		
CO5	✓	✓	✓	✓	✓	
CO6	✓		✓		✓	

Paper No-107
Lab Course Based on Paper-102

1. Simple programs using printf(), scanf()
2. Programs based on if statements
3. Programs using switch statement
4. Programs based on while loops
5. Programs based on for loops
6. Programs based on do loops
7. Simple program using array to find frequency of each value within an array.
8. Programs on matrices like addition, subtraction and multiplication and transpose.
9. Programs on sorting and searching methods.
10. Programs based on string handling.

Note: All programs are to be written in ‘C’ language and minimum 16 assignments to be covered during practical in each semester.

PROGRAMMING IN C
(Paper No 107 Lab Course Paper Based on 102)

External Marks: 50	Total hours of teaching: 2Hours (per week)
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COURSE OUTCOMES

CO1	Understand the basic concept of C Programming, and its different modules that includes Conditional and looping expressions, Arrays, Strings.
CO2	Acquire knowledge about the basic concept of writing a program.
CO3	Role of constants, variables, identifiers, operators and other building blocks of C Language.
CO4	Use of conditional expressions and looping statements to solve problems associated with Conditions and repetitions.
CO5	Role of Functions involving the idea of modularity.
CO6	To formulate problems and implement algorithms in C.

Course outcome- Program Outcome Matrix
PROGRAMMING IN CLAB COURSE

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4	✓		✓	✓		✓
CO5	✓	✓	✓	✓	✓	
CO6	✓			✓	✓	✓

B.C.A. Part-I (Semester- II)
Paper No-201
Software Package: MS-Office.

Unit-1: Introduction To MS-Office (10)

Introduction to software packages, Components of MS-Office, Features of MS-Office.

Unit-2: MS-Word (20)

Introduction, Menus, Shortcuts, Document types, **Working With Documents**-Opening, Saving, Closing, Editing Document, Using Toolbars, Rulers, Help, **Formatting Documents**-Setting font, paragraph, **Page Style**-Setting foot notes, page break, Line break, creating sections and frames, Inserting clip arts, pictures, Setting document styles, **Creating Tables**-Settings, borders, alignments, Merging, splitting, sorting rows and columns, **Drawing**-Inserting, drawing, formatting, grouping, ordering, rotating pictures, **Tools**-Word completion, Spell check, Macros, Mail merge, Tracking Changes, Security, Printing Documents .

Unit-3: MS-Excel (15)

Introduction, Spread sheet application, Menus, Tool bars and icons, **Spreadsheet**-Opening, saving, closing, printing file, setting margins, Converting file to different formats, spread sheet addressing, **Entering And Editing Data**- Copy, cut, paste, undo, redo, find, search, replace, filling continuous rows and columns, inserting data cells, columns, rows and sheet, **Computation Data**- Setting formula, finding total in rows and columns, **Functions Types**- Mathematical, Group, string, date and time, **Formatting Spread Sheet**- Alignment, font, border, hiding, locking, cells, highlighting values, background color, bordering and shading, **Working With Sheet**-Sorting, filtering, validation, consolidation, subtotals, **Charts**-Selecting, formatting, labeling, scaling, **Tools**- Error checking, spell check, formula auditing, tracking changes, customization .

Unit-4: MS-Power Point (15)

Introduction, Opening new presentation, Presentation templates, presentation layout, **Creating Presentation**- Setting presentation style, adding text, **Formatting**-Adding style, color, gradient fills, arranging objects, adding header and footer, slide background, slide layout, Slide Show, **Adding Graphics**-Inserting pictures, movies, tables, **Adding Effects**-Setting animation and transition effects, audio and video, Printing handouts.

Reference Books:

Microsoft Office 2010 Bible- WILEY.

Microsoft Office-Word 2007 inside out Microsoft Press Publication.

Microsoft Office-Excel 2007 inside out Microsoft Press Publication.

Step by step 2007 Microsoft Office system by Curtis Frye, Joyce Cox, Steve Lambert. Microsoft Office-Power Point 2007 Plian and simple- Nancy Muir.

Software Packages

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Describe the scope of software's in terms of packages.
CO2	Understand the importance of MS-Office.
CO3	Understand the applications of different components of MS-Office.
CO4	Analyze the importance of different features of MS-Word.
CO5	Understand the importance and scope of different applications MS-Excel.
CO6	Understanding the standard presentation procedure with MS-PowerPoint.

Course outcome- Program Outcome Matrix Software Packages

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓		✓	✓	✓
CO4	✓		✓	✓	✓	✓
CO5	✓	✓	✓	✓		✓
CO6	✓	✓	✓	✓	✓	✓

Paper No. 202
Programming In 'C' - Part-II

Unit-1 User defined functions: (15)

Need, multi functioned program, form of a c function, return value and their type, calling a function, category of a functions, functions with array Storage classes: auto, external, static and register.

Unit- 2 Pointers: (15)

Understanding pointers, accessing address of variable, declaration and initializing pointers, pointer expression, pointer to array and functions, function call by value and by reference.

Unit- 3 Structures and Unions: (15)

Defining and processing a structure, array of structure, array within structure, structure within structure, Defining and processing a Unions.

Unit- 4 File Handling: (15)

Defining and opening a file, File opening mode- open, modify, write, Closing a file, Functions:fopen(),fclose(),fscanf(), Input/Output Operations on file: getc(), putc(), getw(), putw(), fprintf(), fscanf(), ftell(), fseek(), rewind().

Reference Books

1. Introduction to Programming Using C- A. J Pawar, R. A. Lad, S. S. Shinde, D. R. Patil(Wiley-Dreamtech)
2. Programming in ANSI C - E. Balagurusamy
3. Programming in C – Schuam outline Series
4. Let Us C – Yashwant Kanetkar

PROGRAMMING IN C

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Understand the basic terminology used in computer programming
CO2	Write, compile and debug programs in C language.
CO3	Use different data types in a computer program.
CO4	Design programs User defined functions.
CO5	Explain the difference between function call by value and call by reference
CO6	Understand the concept of pointers, structures and unions, file handling.

Course outcome- Program Outcome Matrix

PROGRAMMING IN C

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓		✓
CO2	✓	✓	✓	✓	✓	✓
CO3			✓	✓		✓
CO4	✓	✓	✓		✓	
CO5	✓			✓	✓	
CO6	✓				✓	✓

Bank Management

Objectives:

- 1- To study and understand the nature of Bank Management
- 2- To be aware about recent technologies required to be adopted for efficient Banking.

Unit-1 Bank Organization:

(15)

Meaning and concept of Bank Importance and Functions of Bank-Meaning and concept of Bank Management- Customer centric v/s Business Centric management-organizational set up of commercial bank-Bank organization- Role of Director, General manager- Important Provisions of and Branch manager Important Provisions of - Banking regulation Act- 1949.

Unit-2 Liquidity and credit Management-

(15)

Liquidity policies- Day to Day management of the money position-Fund based credit management NPA- supervision and Follow up credit administration and monitoring of advances-Non fund based credit management-concept of Leasing and Hire purchase.

Unit-3 Investment-Portfolio and profit Management

(15)

Investment practices and policies-fundamental principles of security investment-The determinants of bank profits-Management of -
Long term & Short term Funds Capital to Risk Assets Ratio (CRAR)
Long term and short term funds- Management of reserves-
Risk Management.

Unit-4 Capital Management and Information Technology

(15)

Banking sector reforms- Capital adequacy-E- banking, E-money and Tele Banking-
Cyber Law-Management Information system.

Reference Book:-

1. Management of Indian Financial Institutions- R.M.Srivastawa.
2. Commercial Bank Management- Edward w.Reed
3. The Management of Bank funds- Roland I Robinsion
4. Development Banking- Issues and options-Vasant Desai
5. Modern Banking of India- O.P. Agarwal
6. Banking principles and operation-M.N.Gopinath

BANK MANAGEMENT

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Describe Importance & Functions of Bank.
CO2	Describe Investment portfolio management? Discuss the principles that guide a bank in investing its funds.
CO3	Analyze impact of information technology on banking sector? Explain E-Banking, E. Money & Tele Money.
CO4	Describe non-fund credit management & concept of leasing & hire purchasing.
CO5	Describe cyber law & the importance of cyber law in banking sector.
CO6	Analyze the importance of liquidity policies in fund management of a Bank

Course outcome- Program Outcome Matrix BANK MANAGEMENT

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓		✓	✓	✓	✓
CO2	✓	✓	✓		✓	
CO3	✓		✓		✓	
CO4	✓	✓	✓	✓	✓	
CO5			✓			
CO6	✓		✓		✓	

Accounting of Non-trading/Non profit making organizations- Preparation of Receipts and Payments A/C, Income and Expenditure A/C and Balance /Sheet.

Unit-2: Profit and Loss Account (15)

Accounting of Limited company Type of shares and Debentures, Classification of share Capital, Preparation of Profit and Loss A/C and Balance Sheet in verticle format.

Unit-3: Introduction to Tally (15)

Introduction to Tally - Features of tally, creation of company, Accounts only and Accounts with, Getway of Tally, Accounts confisation, Groups and Ledgers, Voucher entry with Bill wise details Interest computation, order processing.

Unit -4: Reports (15)

Reports- Profit and Loss A/C, Balance Sheet, Interest calculation. Statutory Master-VAT. computation, VAT Forms, CST Reports, TDS Repots, TCS Reports, Inventory Report, Day Book.

Reference Books-

1. Advanced Accountancy- Shukla, Grewal and Gupta
2. Advanced Accountancy- Jain and Narans
3. Advanced Accountancy- Maheshwari
4. Advanced Accountancy- L.B.Singh & V.P. Singh
5. Computerized Financial Accounting Using Tally - Rajan Chougale.

FINANCIAL ACCOUNTING WITH TALLY

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Analyze ledger, voucher, & groups in tally.
CO2	Describe TDS, TCS, and CST & Inventory report.
CO3	Describe Share capital. Explain different types of share capital.
CO4	Describe the concept of VAT & different benefits of VAT.
CO5	Describe Debenture. Explain the classification of debentures.
CO6	Describe nonprofit concern. Distinction between receipt & payment a/c & income & expenditure a/c.

**Course outcome- Program Outcome Matrix
FINANCIAL ACCOUNTING WITH TALLY**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1						
CO2	✓	✓		✓		✓
CO3						
CO4	✓	✓		✓		✓
CO5		✓		✓		
CO6	✓	✓	✓	✓		

Paper No 205
Subject- Principle of Marketing

Objectives- 1. To help the students to understand the concepts of Marketing

2. To acquaint the students with application of I.T. In Marketing.

Unit-1: Introduction to marketing

(20)

A) Introduction :

Meaning, & definition of Marketing, features of Marketing, Significance of marketing, core concepts of Marketing- Need, Want, Demand, Value, Satisfaction, exchange, transaction & relationship.

Modern Marketing concept, holistic marketing & green marketing. Marketing in 21st Century- Challenges & opportunities.

B) Marketing Environment- Elements in Micro & Macro environment, Analysis of their impact on Marketing function of an organization

Unit-2:

(15)

A) Marketing Mix: - 7 P's of marketing mix- product, price, place, promotion, people process & physical evidence.

B) Marketing of Services- Meaning, Characteristics of services, problems in services Marketing, Outsourcing of I.T. services.

Unit-3:

(15)

A) Marketing Research: - Meaning & importance, Steps in Marketing research process, Marketing Information System- concepts & components

B) E-Marketing: Concept & techniques, significance of e-Marketing in 21st Century.

Unit-4:

(10)

A) Consumer Behavior: Meaning & significance of consumer behavior, factors affecting consumer behavior.

B) Market Segmentation: Concept & importance of marketing segmentation, Bases of Market segmentation.

Reference Books

1. Philip Kotler- Marketing Management Prentice Hall of India Pvt. Ltd. delhi (10th edition Sept 2001)
2. Ravi Shankar- Service Marketing – The Indian Perspective, Excel Books (1998)
3. S.M. Jha- Service Marketing Himalaya publishing House , Mumbai (1994)
4. V.S. Ramaswamy & S Namakumari- Marketing Management Himalaya publishing House Mumbai.
5. William stamtor & Ajay Pandit: Marketing concepts and cases The Mc GraowHill Ltd , New Delhi
6. Amukumanr and N. Marketing Management Vikas Publishing House Pvt. Ltd. New Delhi

PRINCIPLES OF MARKETING

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Analyze marketing in 21 st century challenges and opportunities
CO2	Describe micro and macro elements of marketing environment in details
CO3	Describe 7 P's of marketing mix
CO4	Describe the different components of Marketing Information System
CO5	Describe the different factors affecting consumer behavior.

Course outcome- Program Outcome Matrix**PRINCIPLES OF MARKETING**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	P06
CO1	✓	✓		✓		
CO2				✓		
CO3						
CO4		✓		✓	✓	
CO5						

Paper No-206
Lab Course Based on Paper 201, 204

MS-Word

1. Creating & Editing Document
2. Formatting Document
3. Use of Auto-text, Autocorrect, Spelling and Grammar Tool,
4. Page Formatting, Page Border, Background,
5. Creation of MS-Word-Mail Merge, Macros, Tables.
6. Practice of Printing, page setup etc.

MS-Excel

1. Creating & Editing Worksheet, Fill Handle
2. Use Formulas and Functions
3. Preparing Charts

MS-PowerPoint

1. Creating, Manipulating & Enhancing Slides,
2. Inserting Organizational Charts, Excel Charts
3. Using Word Art
4. Putting Animations and Sounds
5. Inserting Animated Pictures
6. Inserting Recorded Sound Effect

Tally

Different sections of Gateway of Tally, Creation, alteration and deletion of company, recording transactions, creation of ledgers and groups, creation of voucher types, creation of different reports using tally software.

Note: Minimum four assignments from each unit to be covered. (i.e. sixteen assignments)

Paper No 206 Lab Course Paper Based on 201,204

External Marks: 50	Total hours of teaching: 2 Hours (per week)
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COURSE OUTCOME

CO1	Understand the creating, editing & formatting documents in MS-Word.
CO2	Understand the Mail-Merge & different macros of MS-Word.
CO3	Understand the usage of different functions & formula auditing.
CO4	Understand the creation of different types of charts in MS-Excel.
CO5	Understand the different types of Power Point presentations.
CO6	Understanding the working of accounting software (Tally ERP 9.0).

Course outcome- Program Outcome Matrix
Paper No 206 Lab Course Paper Based on 201,204

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	
CO2	✓	✓		✓		✓
CO3			✓			
CO4	✓		✓	✓	✓	
CO5	✓	✓	✓	✓		✓
CO6		✓			✓	✓

Paper No-207
Lab Course Based on Paper 202

1. Programs based on user defined functions(covering categories of functions)
2. Programs based on recursion
3. Programs based on pointers(pointer arithmetic, pointer expressions)
4. Programs based on Structures(array of structures, array within structures and structure within structure)
5. Programs based on Unions
6. Programs based on File handling covering basic file operations
7. Programs based on File handling (single and multiple file handling).

Note: All programs are to be written in ‘C’ language and minimum 16 assignments to be covered during practical in each semester.

PROGRAMMING IN C
(Paper No 207 Lab Course Paper Based on 202)

External Marks: 50	Total hours of teaching: 2 Hours (per week)
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COURSE OUTCOMES

CO1	Understand the basic concept of C Programming, and its different modules that includes User defined functions, pointer, Structures, unions.
CO2	Acquire knowledge about the basic concept of writing a program.
CO3	Understand concept of file handling and covering basic file operations.
CO4	Use of storage class to allocate memory allocation.
CO5	Understand the concept of pointer
CO6	To formulate problems and implement algorithms in C.

Course outcome- Program Outcome Matrix
PROGRAMMING IN C LAB COURSE

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓		✓	
CO2	✓	✓	✓	✓		✓
CO3	✓	✓	✓			✓
CO4	✓	✓	✓		✓	
CO5	✓		✓			
CO6	✓	✓	✓		✓	✓

Equivalence of Old papers with New Papers of B.C.A. Part - I:**Semester - I**

Paper No.	Name of the subject(Old)	Paper No.	Name of the subject(New)
101	Modern Operating Environment	101	Fundamentals of Computers
102	Procedure Oriented Programming in C	102	Programming in 'C' Part-I
103	* Computer Applications in Statistics	103	Principles of Management
104	Financial Accounting with Tally 9.0	104	Financial Accounting
105	Business Communication	105	Office Management And Communications
106	Lab Course I (based on paper no 101 &104)	106	Lab Course Based on Computer Paper-101
107	Lab Course II (based on paper no 102)	107	Lab Course Based on Computer Paper-102

Semester- II

Paper No.	Name of the subject(Old)	Paper No.	Name of the subject(New)
201	DBMS Through MS-Access	201	Software Packages
202	Data Structure Using C	202	Programming in 'C' Part-II
203	* Business Mathematics	203	Bank Management
204	Financial Management	204	Financial Accounting with Tally
205	Principles of Management	205	Principles of Marketing
206	Lab Course III (Based on Paper No. 201)	206	Lab Course Based on Paper-201, 204
207	Lab Course IV (Based on Paper No. 202)	207	Lab Course Based on Paper-202

*** Two more attempts are to be given to the candidate for these subjects.**



Shivaji University, Kolhapur

**Revise Syllabus of
Bachelor of Computer Application (BCA)
(Under the Faculty of Commerce)
w.e.f. Academic year 2014-15 and onwards
BCA Part - II
(Semester III & IV)**

Paper No.	Semester - III	Paper No.	Semester - IV
301	Cost Accounting	401	Entrepreneurship Development
302	HRM	402	Organizational Behaviour
303	System Analysis & Design	403	DBMS using MS-Access.
304	Object Oriented Programming with C++	404	Web Technology
305	Computer Oriented Statistical Methods	405	Computer Mathematics
306	Lab Course Based on Paper No. 304	406	Lab Course Based on Paper No. 403 & 404
307	Lab Course Based on Paper No. 305 (Using MS-Excel)	407	Mini Project.

BCA Program Outcomes

Students of Bachelors of Computer Application will be able to achieve

PO1. An ability to understand techniques, skills and modern tools essential for software development .

PO2. An ability to understand computing and management concepts with their applications in different business domains.

PO3. An ability to identify and analyze software application problems in multiple aspects of coding, testing and implementation pertaining to various business applications.

PO4. An ability to study, analyze and identify management and technical requirements for any business domain.

PO5. An ability to understand the requirements of multifunctional business technological operating environments.

PO6. An ability to understandability and skills necessary for building entrepreneurial acumen essential for IT enabled business activities

Paper No. 301

Cost Accounting

Objectives : To gain the understanding of costing concept & procedure in cost accounting system

Unit 1: Introduction To Cost Accounting (15)

Concept of cost, costing, Cost Accounting and Cost Accountancy, Objectives, Advantages and Limitations of Cost Accounting, Difference between cost Accounting & Financial Accounting, Cost Unit and cost centre. Elements of Cost, Preparation of cost sheet.

Unit - 2: Accounting and control of Elements of Cost (15)

Methods of pricing of material issues FIFO, LIFO, Simple Average, weighted Average. Time keeping and Time Booking, ----- Time, over time, and Labour Turnover, Classification, allocation, apportionment and absorption of overheads (Labour and overhead only Theory)

Unit - 3: Methods of Costing - Process (15)

Costing excluding calculation of Equivalent production, contract costing, service costing (Transport Costing).

Unit - 4: Reconciliation of Cost and Financial Accounts- (15)

Reference Books -

1. Jawahar Lal, Cost Accounting - Tata-McGraw Hill Publishing Co, New Delhi.
- 2.M.N.Arora, Cost Accounting - principles and Practice, Vikas Publishing House New Delhi,
3. D.K. Mittal and Luv Mittal, Cost Accounting, Galgotia Publishing co. New Delhi.
4. Ravi M. Kishore - Cost Accounting, Taxman Allied services pvt. Ltd New Delhi.
5. B.M. Lall Nigam and I.C.Jain, Cost Accounting, Principles, Methods and Techniques, K.L. Malik & sons Pvt. Ltd., Daryaganj, New Delhi.
6. M.C. Shukla, T.S. Grewal and M.P.Gupta, Cost Accounting, Text and problems, S. Chand and Co. Ltd. New Delhi.
7. S.P. Jain and K.L. Narang, Cost Accounting, Principles and Methods, Kalyani Publishers, Jalandhar.
8. S.N. Maheshwari & S.N. Mittal, Cost Accounting, Theory and Problems. Shre Mahabir Book Depot, New Delhi.

COST ACCOUNTING

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Describe in brief three major Element of cost.
CO2	Describe Overhead Cost, classification, allocation, apportionment & absorption of overhead cost.
CO3	Describe Reconciliation of cost & financial account & importance of reconciliation of cost & financial account.
CO4	Analyze the concept of cost, costing, cost accounting, cost unit & cost Centre.
CO5	Describe the different methods of pricing material issue & its advantages & disadvantages
CO6	Describe process costing & features of process costing.

Course outcome- Program Outcome Matrix

COST ACCOUNTING

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1						
CO2						
CO3						
CO4						
CO5						
CO6			✓	✓		

Semester III
Paper No. 302
HRM

Unit I: Introduction to HRM

Definition & concept of HRM, HRD, functions of HRM. Organization of HR Dept, Role of HRM, Limitations & challenges of HRM in I.T. Industry. Recent trends in I.T. Industry.

Unit II: Human resource Planning & Development

Concept of HRM, Process of HRP in I.T. Industry. Concept of Recruitment & selection Sources of recruitment followed in I.T. Industry selection procedure followed in I.T. industry. concept of Training & Development. Training & Development methods followed in industry.

Unit III: Administration practices

Defferent Administrative Practices folled in I.T. industry, virtual org. HRIS, stress mgt. practices in I.T. industry.

Unit IV : Employee Separation

Employee Separation practices in I.T. industry. Exit interview, external mobility, Retrenchment, Lay off.

HRM

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	The students will be able to understand the basic principles and fundamental concepts of human resource management
CO2	Understand and implement the process of recruitment and selection followed in IT industries
CO3	Understand and implement the process of training and development followed in IT industries
CO4	Analyze the sources of stress and strategies used to cope with stress in IT industries
CO5	Describe the concept and application of HRIS in organizations
CO6	Understand and analyze different separation practices followed in IT industry

Course outcome- Program Outcome Matrix
HUMAN RESOURCE MANAGEMENT

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓		✓	✓	
CO2	✓			✓		✓
CO3		✓		✓	✓	
CO4	✓		✓		✓	
CO5		✓		✓		✓
CO6	✓	✓	✓		✓	

Semester - III
Paper No.303
System Analysis and Design

Unit I: Introduction to System Concept

System Concept, elements, types of System, Characteristics of System, Program, Software System, Computer based System, SDLC,

Unit II: System Analysis-Role and Traits

Preliminary analysis - Problem Solving attitude, Analyzing user requirement, Fact Finding - Interviews, questionnaire, observation, historical documents, Preliminary report, detailed analysis-review and assignment - Preliminary report, authorization and notification. Feasibility study, DFD and ERD.

Unit III: System Design

Input design - Data entry methods, Controlling data entry, guidelines for designing data entry screens, Output design - Guidelines, selecting best media, Formatting reports, report types, Controlling output. File design - Data storage, Capabilities and methods, disks, tapes, CD, Sequential access files, indexed files, direct access files.

Unit IV: Testing and Maintenance -

Software testing strategies - Unit testing, integration, testing, Validation testing, System testing, debugging Maintenance - Problems with maintenance, Structured and unstructured maintenance, organizing for maintenance, maintenance side effects.

Reference Books:-

- 1) System analysis and design - Perry Edwards Mc Guraw Hill international Education.
- 2) Software Engineering - A practitioners approach - Roqerr pressman (Mc Graw Hill Series)
- 3) System Analysis and Design - Elias M. Awad
- 4) Engineering MIS for Strategic Business Process - Arpita Gopal
- 5) Analysis and Design of Information System - James A Sen.

SYSTEM ANALYSIS AND DESIGN

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOMES

CO1	Ability to gather and Analyzing Users requirements of the system.
CO2	Develop some basic level of system design
CO3	Apply different testing and debugging techniques and analyzing their effectiveness.
CO4	Able to understand and apply the basic System analysis role and traits in real software development.
CO5	Ability to work in a team as well as independently on software development.
CO6	Apply standard coding practices.

Course outcome- Program Outcome Matrix SYSTEM ANALYSIS AND DESIGN

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓		✓
CO2	✓	✓	✓		✓	✓
CO3	✓	✓	✓	✓		
CO4	✓	✓	✓	✓	✓	✓
CO5	✓	✓	✓	✓	✓	✓
CO6	✓	✓	✓			

Sem-III

Paper No. 304

Object Oriented programming with C++

Lab Course based on paper No. 304

Unit 1: Programming with C++

Introduction, Data types, Constants & variables, arrays, Operators, Operator precedence, Control structures, (selective and iterative) inline function, function overloading.

Unit 2: Introduction to object oriented programming;

Basic concept of OOP, Benefits and futures, class-Def, syntax, member function and data members, Access specifies static data member, defining objects, array of object friend function, object as function argument friend class.

Unit 3 : Constructor, destructors, & inheritance constructor- Definition, syntax, rules, types of constructors- decant, parameterized, copy, multiple constructors, destructor- definition, syntax, use and working, inheritance: meaning, types- single, multi level multiple.

Unit 4: Polymorphism and file handling

Polymorphism: Meaning, compile Time and Run time, virtual functions, pure virtual function, file, classes for file stream operations, opening and classing files, modes, file pointers, input- output operations, get () Put (), read () Write ().

OBJECT ORIENTED PROGRAMMING WITH C++

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOMES

CO1	Understand the basic terminology used in computer programming
CO2	Write, compile and debug programs in Object Oriented Programming language.
CO3	Use different data types in a computer program.
CO4	Design programs involving class, inheritance, polymorphism, Constructor and Destructor.
CO5	Explain the difference between control structures
CO6	Understand the declaration of Class and Objects.

Course outcome- Program Outcome Matrix PROGRAMMING IN OBJECT ORIENTED PROGRAMMING

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓		✓		✓
CO4	✓		✓	✓	✓	✓
CO5		✓		✓	✓	✓
CO6	✓	✓			✓	

Semester – III
Paper No. – 305

Computer Oriented Statistical Methods

Unit 1 – Introduction to Statistics **(12)**

1.1 Meaning and Scope of Statistics, Primary and Secondary data.

1.2 Frequency, Frequency distribution, Qualitative and quantitative data, Discrete and Continuous variables.

1.3 Representation of frequency distribution by graphs: Histogram, Frequency polygon, Frequency curve, Ogive curve. Representation of Statistical data by Bar diagram and Pie chart.

1.4 Numerical examples based on 1.2, 1.3.

Unit 2 – Measures of Central Tendency and Dispersion **(18)**

2.1 Measures of central Tendency (Averages)

2.1.1 Meaning of averages, Requirements of good average.

2.1.2 Definitions of Arithmetic mean (A.M.), Combined mean, Median, Quartiles Mode, Relation between mean, median and mode.

2.1.3 Merits and Demerits of Mean, Median and Mode.

2.1.4 Numerical examples based on 2.1.2.

2.1.5 Determination of Median and Mode by Graph.

2.2 Measures of Dispersion (Variability):

2.2.1 Meaning of Variability, Absolute and Relative measures of dispersion.

2.2.2 Definitions of Q.D., M.D., S.D. and Variance, Combined variance and their relative measures, Coefficient of Variation (C.V.).

2.2.3 Numerical examples based on 2.2.2.

Unit 3 – Analysis of Bivariate data **(15)**

3.1 Correlation:

3.1.1 Concept of Correlation, Types of correlation (Positive, Negative, Linear and Non-linear), Methods of studying correlation: Scatter diagram, Karl Pearson's Correlation Coefficient (r) and Spearman's Rank Correlation Coefficient (R).

3.1.2 Interpretation of $r = +1$, $r = -1$, $r = 0$.

3.1.3 Numerical examples on 3.1.1 and 3.1.2

3.2 Regression: 3.2.1. Concept of Regression, Definitions of regression coefficients and Equations of regression lines. Properties of regression coefficients. (Statements only)

3.2.2 Numerical examples on 3.2.1.

Unit 4 – Sampling Techniques and Time Series Analysis

(15)

4.1 Sampling Techniques:

4.1.1 Definitions of Sample, Population, Sampling, Sampling Method and Census method.
Advantages of sampling method over census method.

4.1.2 Types of sampling: Simple Random Sampling (with and without replacement), Stratified Random Sampling, Merits and Demerits of S.R.S. and Stratified Sampling

4.1.3 Simple examples on Stratified Sampling.

4.2 Time Series: (Analysis and Forecasting)

4.2.1 Meaning and components of Time Series

4.2.2 Methods of determination of trend by

(I) Method of Moving Averages.

(II) Method of Progressive Averages.

(III) Method of Least Squares (St.Line only)

4.2.3 Numerical examples on 4.2.2.

Note: Use of Nonprogrammable calculator is allowed.

Reference Book

- 1) Mathematical Statistics by H.C. Saxena and J. N. Kapur
- 2) Business Statistics by G. V. Kumbhojkar
- 3) Fundamentals of Statistics by S. C. Gupta
- 4) Business Statistics by S. S. Desai
- 5) Business Statistics - SIM-Shivaji University, Kolhapur

COMPUTER ORIENTED STATISTICAL METHODS

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Construct Bar diagram, Pie diagram or Sub-divided bar diagram.
CO2	Calculate measure of central tendency which is representative of the entire data.
CO3	Calculate measure of dispersion to find reliability of measures of central tendency.
CO4	Calculate correlation coefficient between two variables.
CO5	Estimate the value of one variable if value of another variable is given (Two variables must be correlated)
CO6	Estimate trend values by using i) Progressive average method ii) Moving average method

Course outcome- Program Outcome Matrix COMPUTER ORIENTED STATISTICAL METHODS

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1						✓
CO2		✓				✓
CO3		✓				✓
CO4		✓				✓
CO5		✓				✓
CO6		✓			✓	✓

Sem.III

Paper No. 306

Lab Course Based on paper No. 304

Unit 1: Simple C++ Programs without Class.

- a) Using Control structures
- b) Illustrating function and
- c) Function Overloading

Unit 2: Programs based on Class

- a) Defining class & creating an object
- b) Using various accesses specifies
- c) Using static data members.
- d) Creating array of object
- e) Friend class and friend function.

Unit 3: Programs based on Constructor, destructor & inheritance

- a) Creating constructor, parameterized, copy, multiple constructors
- b) Program using destructor.
- c) Inheritance - Simple, Multiple, multilevel.

Unit 4: Programs on Polymorphism & file handling :-

- a) Programs based on following concepts
 - i) Compile Time
 - ii) Run Time
 - iii) Virtual Function
- b) Programs based on file handling
 - i) Opening, closing, reading, writing, file.
 - ii) Input - Output operations.

(Note: At least ten experiments to be completed in prescribed times for the given subject.)

(Paper No 306 Lab Course Paper Based on 304)

External Marks: 50	Total hours of teaching: 2 Hours (per week)
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COURSE OUTCOMES

CO1	Understand the basic concept of Object Oriented Programming, and its different modules that include class, objects and looping expressions, Constructor and destructor, inheritance, polymorphism.
CO2	Acquire knowledge about the basic concept of writing a program.
CO3	Role of constants, variables, identifiers, operators and other building blocks of Object Oriented Programming Language.
CO4	Use of conditional expressions and looping statements to solve problems associated with Conditions and repetitions.
CO5	Role of Class and Objects involving the idea of modularity.
CO6	To formulate problems and implement algorithms in Object Oriented Programming.

**Course outcome- Program Outcome Matrix
OBJECT ORIENTED PROGRAMMING
(Paper No 306 Lab Course Paper Based on 304)**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓
CO5	✓		✓	✓	✓	✓
CO6	✓		✓		✓	✓

Semester -III

Paper No. 307

Lab Course based on Paper No. 305

Lab Assignments

1-Formation of frequency distribution

2-Construct following types of charts with the help of given data.

- a) Bar
- b) Pie
- c) Histogram
- d) Ogive curve

3- Calculate Mean, mode and Median of given series (without using in built functions for mean, Mode Median in MS-Excel)

4- Calculate S.D. and C.V. (without using in built functions for SD & CV in MS-Excel)

5- Computation of correlation coefficient and rank correlation coefficient using appropriate statistical formula-

6- Time series computation of trend values by- Moving average Method

-Progressive average method

-Least square Method

(Note- Provide required data for each pract. Assignment)

Nature of question paper- Given in Structure 7(b)

(Paper No 307 Lab Course Paper Based on 305)

External Marks: 50	Total hours of teaching: 2 Hours (per week)
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COURSE OUTCOME

CO1	To understand the knowledge of MS- Excel
CO2	To understand the different charts used in MS-Excel
CO3	To understand the Mean, Mode, Median calculation in Excel
CO4	To understand Standard deviation and Coefficient of Variation
CO5	To understand the various graphs & charts
CO6	To compute of trend values by moving average method

**Course outcome- Program Outcome Matrix
(USING MS-EXCEL)
(Paper No 307 Lab Course Paper Based on 305)**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓
CO5	✓	✓	✓	✓	✓	✓
CO6	✓	✓	✓	✓	✓	✓

B.C.A. Part-II

Semester- IV

Paper No-401

Entrepreneurship Development

Objective:-

1. To impart theoretical knowledge & Entrepreneurship
2. To develop Entrepreneurship qualities and skills.

Unit-I –Entrepreneurship: Concept

Classification – Functions- Qualities of successful Entrepreneurship – Concept of Entrepreneur and Netpreneur. Changes before Entrepreneurship in modern Era.

Unit-II –Entrepreneurship

Concept- Importance. Theories of Entrepreneurship (Joseph Schumpeter's Innovation Theory, McClelland's Theory of Need of status withdrawal).

Entrepreneurship in service Industry- Factors stimulating Entrepreneurship obstacles in Entrepreneurship Growth.

Unit-III –Entrepreneurship Development

Concept-objectives –Process-problems and measures in Entrepreneurship development. Institutional support for Entrepreneurship development Entrepreneurship development – Institute of India (EDI) Ahmedabad National Institute for Entrepreneurship and small Business Development, (NIESBD) New Delhi, National Institute for Small Industry Extension Training (NISIET) Hyderabad, Small Industries Development Organization (SIDO) Small Industry Development Bank of India (SIDBI), Technical Consultancy Organizations (TCOS), District Industry centres (DIC)

Unit-IV – Project Management

Concept of project- classification of project- Stages of Project Management- Reasons for failure for project. Project for call centres, Retail stores, Hotel Hospital, Dairy.

Reference Books

- 1-Dynamics of Entrepreneurship Development - & Management –By Vasant Desai
- 2- Entrepreneurship Development in India- By C.B.Gupta and N.P.Srinivasan
- 3- Entrepreneurship Development-By S.S. Khanke
- 4- Entrepreneurship Development-By Godron E and Natarajan .
- 5-Udyogakata- By Prabhakar Deshmukhe project preparation appraisal,
- 6-Implementation –By Prasanna Chandra
- 7- Entrepreneurship Development –By S.L.Gupta & Arun Mittal

ENTREPRENEURSHIP DEVELOPMENT

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Describe the qualities of successful entrepreneur.
CO2	Describe the theories of entrepreneurship
CO3	Analyze the various challenges of Entrepreneurship in modern era
CO4	Describe the process of entrepreneurship development
CO5	Describe the reasons for failure of project
CO6	

Course outcome- Program Outcome Matrix ENTREPRENEURSHIP DEVELOPMENT

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	P06
CO1		✓	✓	✓		✓
CO2	✓	✓	✓	✓	✓	✓
CO3				✓		✓
CO4	✓				✓	
CO5			✓			

Semester- IV
Paper No-402
Organizational Behaviour

Objective:-

1. Time students should understand the impart that individual, group and structures have on their behavior within the organization.
2. They should identify the required behavioral model in the Organizational

Unit-I - Fundamentals of Organizational Behaviour

Definition, Nature, Scope and coals of Organizational Behaviour. Disciplines continuing to O.B, Evolution of O.B. Fundamental concept of organizational behavior

Unit-II - Attitude, Values and Motivation

Effects of employee attitudes, components of Attitude Personal and organizational Values. Nature and Importance of Motivation Motivation process- Motivation model. Maslow's Need Hierarchy Theory. Herzberg's Two Factor Theory Mc Gregor's x and y Theory

Unit-III- Personality and work steers

Definition of personality Determinants of personality Teori yes of personality: Trait Theory yes Time big five model. Pe-Theory: Myers- Briggs type personality. Self Theory: house of control. Meaning and defection of strers. Sources of streb: Individual level Organizational level. Type A and Type B personality course of stress in Organizational

Unit-IV- Group Behaviour and Cont like

Nature of Group. Types of Groups. Team Building and Effectine team works. Stages of group formation. Concept of conflict- Interpersonal, intrapersonal intergroup organizational, Johari window. Conflict management strategies.

Recommended Books

- 1- Organizational Behaviour Text, Course and Games- By K.Aswathappa. Himalaya publishing House, Mumbai.
- 2- Organizational Behaviour- By Final Luthans McGraw-Hill
- 3- Organizational Behaviour through Indian Philosophy- By M.N. Mishra, Himalaya Publication House.
- 4- Organizational Behaviour- By Steplen Robbins, Timotly Judge, Seema Sangli Peason Prentice Hall

ORGANIZATIONAL BEHAVIOUR

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOMES

CO1	Analyses the behavior of individuals and groups in organizations in terms of organizational behavior theories, models and concepts;
CO2	understand various disciplines contributing to OB and have a basic knowledge of key relationships between them
CO3	Summarize and discuss values, personality, attitude, individual decision and motivation theories
CO4	Discuss foundations of group behavior
CO5	Explain the dynamics of conflict and negotiation

Course outcome- Program Outcome Matrix ORGANIZATIONAL BEHAVIOUR

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	P06
CO1		✓			✓	
CO2	✓		✓	✓		✓
CO3	✓	✓		✓	✓	
CO4			✓			
CO5	✓	✓		✓	✓	✓

Semester- IV

Paper No. 403

Database Management through MS-Access

Unit-I - Introduction of Database

Definition of Database, Needs, features Database Management Systems (DBMS): Definition, components, file system, comparison of file processing system with DBMS, functions of DBMS, advantages, disadvantages of DBMS, Structure of DBMS, Services provided by DBMS, schema, subschema, data abstraction, data independence, architecture of database system, data dictionary, database administration, database manager.

Unit-II - Organization of Database System

Introduction of file, file types, organization of file- heap file organization, serial file organization, sequential, index sequential file, random access file (direct access file) Types of Database System: centralized database system, client-server system, distributed database system.

Unit-III - Data Models

Introduction, definition, features of data models, Object based data models- Entity Relationship Model, cardinality, Record based models- Relational Model, Network Model, Hierarchical Model, Physical Data Models

Keys: Primary key, foreign key, candidate key, super key, unique key

Normalization: Concept of normalization, advantages, First NF, Second NF, Third NF, examples of normalizations

Unit-IV - Relational algebra

Introduction, fundamental operations on relational algebra- select, project, renames, set operators, join operators

SQL: Introduction of SQL, features, SQL data types, SQL operators, DDL- create table, describe table, alter table, drop table commands, DML-insert, delete, update commands, DQL- select command, aggregate functions, order by clause

Database Management through Ms-Access: Introduction of Ms-Access, features, database creation, table creation, insert records, queries, forms and report creation, introduction to latest versions of Ms-Access.

Case Study: Design Database System for- Library management system, Bank management system, Inventory management system

Reference Books:

1. Database System Concept – Silberschatz, Korth
2. Fundamentals of Database System- Ramez Elmasri,Shamkant B. Navathe(Pearson)
3. Database Management System- Raghu Ramkrishnan,Gehrke (McGraw Hill)
4. Database Management System- R.Panneerselvam
5. Ms-Office Complete reference

DATABASE MANAGEMENT SYSTEM USING MS- ACCESS

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	To analyze Data Base design methodology.
CO2	Acquire knowledge in fundamentals of Data Base Management System.
CO3	Be able to analyze the difference between traditional file system and DBMS.
CO4	Able to handle with different Data Base languages.
CO5	Draw various data models for Data Base and Write queries mathematically.
CO6	Understand and apply database normalization types

**Course outcome- Program Outcome Matrix
DATABASE MANAGEMENT SYSTEM USING MS- ACCESS**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓		✓	✓		✓
CO2	✓		✓		✓	
CO3	✓	✓	✓		✓	
CO4	✓	✓	✓	✓		
CO5	✓		✓	✓		
CO6	✓	✓	✓	✓		

Semester- IV
Paper No. 404:
Web Technology

Unit-I - Internet and WWW

What is Internet? Introduction to internet and its applications, browsers, web servers

Web Development- introduction, features, steps in web development, limitations. HTML: What is HTML, what is tag and attributes, heading tags, text formatting tags, paragraph tags, font tag. List Tags-ordered and unordered, tags:
, <HR>.,<Marquee>, Hyperlink, <A> Image and Image maps, , <MAP>,<AREA>.

Tables: table tags, aligning entire table, alignment of row, cell and contents, table attributes, background color setting, width, adding a border, spacing within a cell, spacing between the cells, rowspan and colspan, Table Sections and column properties. Insert audio and video files- <BGSOUND><EMBED>

Frames: Introduction to Frames, the <FRAMESET> tag, nesting <FRAMESET> tag, placing content in frames with the <FRAME> tag, targeting named frames, creating floating frames <IFRAME>

Unit-II- Style Sheets

Introduction of CSS, inline, internal and external style sheet <link> <STYLE>, CSS selector- element, id, class, group. Cross Browser Testing.

Forms : Creating Forms, The <FORM> tag, form attributes, named input fields, <INPUT> tag, drop down and list boxes, hidden, text area, password, button, action buttons- Submit, Reset, Image. <INPUT> attributes radio, checkbox. Limitations of HTML,

Unit-III- Java Script

Introduction, Difference in Client-Side and Server-Side Script, features, introduction to Java script keywords, data types, control statements (if-else, looping) with examples, objects in java. Events and Event Handlers, Dialogue boxes, Built-in functions and Validations

Unit-IV-Introduction to Server-Side scripting

ASP – Advantages and limitations, server set-up for ASP (PWS/IIS), built in ASP objects, loop Structure, control structure (If-Else-Then), methods to get data from Clients – (GET and POST), difference between GET and POST, database handling, connections and record set object. **Case Studies:** On line Shopping Website, University Website

Reference Books:

1. HTML, JavaScript, DHTML and PHP, Ivan Bayross, BPB publications, 2010 Edition
2. HTML Black Book, Steven Holzner, DreamTech Press, 2009 Edition
3. Web Technologies Black Book, Kogent Learning Solutions Inc., Dreamtech press, 2011 Edition
4. ASP.NET 4.0 Black Book, Kogent Learning Solutions Inc., Dreamtech press, 2012 Edition

WEB TECHNOLOGY

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Understand the basic concept of Hypertext markup language and different tags.
CO2	Write, compile and debug programs in HTML language.
CO3	Understanding the concept of server side scripting.
CO4	Design programs using java script.
CO5	Explaining defining variables, control structures in java script
CO6	Understand the basic programs of HTML and Java script

Course outcome- Program Outcome Matrix

WEB TECHNOLOGY

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓
CO5	✓	✓	✓	✓	✓	✓
CO6		✓	✓	✓	✓	✓

B.C.A. Part-II

Semester- IV

Paper No-405

Title: Mathematical Foundation

Unit-1: SETS

(15)

- 1.1 Meaning of a set.
- 1.2 Methods of describing of a set.
 - 1.2.1 Tabular form
 - 1.2.2 Set builder form
- 1.3 Types of a set
 - 1.3.1 Finite set, Infinite set, Empty set, Subset, Universal set.
 - 1.3.2 Equal sets, Disjoint sets, Complementary set.
- 1.4 Operation on Sets
 - 1.4.1 Union of sets
 - 1.4.2 Intersection of sets
 - 1.4.3 Difference of sets.
- 1.5 De Morgan's Laws (without proof).
- 1.6 Venn diagram.
- 1.7 Cartesian product of two sets.
- 1.8 Idempotent laws, Identity laws, Commutative Laws, Associative laws, Distributive laws, Inverse laws, Domination Laws, Absorption laws, Involution laws.
- 1.9 Duality.
- 1.10 Computer Representation of sets and its operations.
- 1.11 Examples based on above.

Unit-2 Logic

(15)

- 2.1 Introduction.
- 2.2 Meaning of Statement (Proposition).
- 2.3 Simple and compound statements.
- 2.4 Truth values of a statement.
- 2.5 Law of excluded middle.

- 2.6 Logical Operations: Negation, Conjunction, Disjunction, Implication, Double Implication.
- 2.7 Equivalence of Logical statements.
- 2.8 Truth Tables and construction of truth tables.
- 2.9 Converse, Inverse and Contra positive.
- 2.10 Statement forms: Tautology, Contradiction, Contingency.
- 2.11 Duality, Laws of logic: Idempotent laws, Commutative laws, Associative laws, Identity laws, Involution laws, Distributive laws, Complement laws, De Morgan's laws.
- 2.12 Argument: Valid and Invalid arguments.
- 2.13 Examples based on above.

Unit - 3 Matrices

(15)

- 3.1 Meaning of a matrix, Order of matrix.
- 3.2 Types of matrices
 - 3.2.1 Row matrix, Column matrix, Null matrix, Unit matrix
 - 3.2.2 Square Matrix, Diagonal matrix, Scalar matrix,
 - 3.2.3 Symmetric matrix, Skew - symmetric matrix
 - 3.2.4 Transpose of a matrix,
- 3.3 Definition of Determinants of order 2nd & 3rd and their expansions
- 3.4 Singular and Non-Singular Matrices
- 3.5 Algebra of Matrices
 - 3.5.1 Equality of matrices
 - 3.5.2 Scalar Multiplication of matrix
 - 3.5.3 Addition of matrices, Subtraction of matrices
 - 3.5.4 Multiplication of matrices.
- 3.6 Elementary Row & Column Transformations
- 3.7 Inverse of Matrix (Using Elementary Transformations)
- 3.8 Examples based on above.

Unit - 4 Graph Theory

(15)

- 4.1 Introduction to Graph
- 4.2 Kinds of Graph : Simple, Multi and Pseudo Graph
- 4.3 Digraph
- 4.4 Weighted Graph
- 4.5 Degree of Vertex, Isolated Vertex
- 4.6 Path, Cycle, A-Cycle,

- 4.7 Types of Graph: Complete, Regular, Bi-Partite, Complete Bi-partite, Isomorphism of Graph
- 4.8 Matrix Representation of Graph: Adjacency and Incidence Matrix
- 4.9 Operation on Graph: Union, Intersection, Complement, Product of Graphs, Fusion of Graphs
- 4.10 Examples based on above.

Reference Books :

- Discrete Mathematics & Structures by Satinder Bal Gupta, *University Science Press*
- Fundamental Approach to Discrete Mathematics by D. P. Acharjya, Sreekumar, *New Age International Publishers*
- Discrete Mathematical Structures by Kolman, Busby, Ross, *Pearson Education Asia*
- Matrices by Shantinayakan, *S. Chand & Co. , New Delhi*
- Discrete Mathematics by Schaum Series
- Discrete Mathematics by K D Joshi

COMPUTER MATHEMATICS

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Find different sets by using set operations like union, intersection or difference of sets.
CO2	Find truth table for the statements using logical operations: Negation, Conjunction, Disjunction, Implication, Double Implication
CO3	Find addition, subtraction or multiplication of matrices, and also find inverse of the matrix.
CO4	Obtain adjacency and incidence Matrix from the graph.

**Course outcome- Program Outcome Matrix
COMPUTER MATHEMATICS**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1						
CO2						
CO3	✓		✓			
CO4	✓		✓			

Semester- IV

Paper No. 406

Lab Course Based on Paper No. 403 and 404

Lab Course Based on Paper No. 403

Practicals on MS-Access: (Take sample tables)

1. Write procedure for creating database in Ms-Access.
2. Generate form in Ms-Access and write steps in detail.
3. Establish relationship between tables and write steps for it.
4. Create reports using different queries based on multiple tables and write steps in detail for it.

I. Library system:

1. Create database for library system
2. Establish essential relationship between tables
3. Design form for above library system
4. Generate following reports for library system-
 - a. List of book with accession numbers
 - b. List of books according to author
 - c. List of books issued to student
 - d. Demand books report of students

II. Design Database System for Payroll management system:

1. Draw ER diagram
2. Create database- contains 1. At least 5 tables 2. At least 3 fields with proper data type
3. Set primary key wherever required
4. Create relationship structure
5. Create form for each table
6. Insert at least 5 records in each table
7. Create different query using query wizard
8. Create at least 3 reports using report wizard (at least 5 records)

III. Design Database System for Hospital management system

1. Draw ER diagram
2. Create database- contains 1. At least 5 tables 2. At least 3 fields with proper data type
3. Set primary key wherever required
4. Create relationship structure
5. Create form for each table

6. Insert at least 5 records in each table
7. Create different query using query wizard
8. Create at least 3 reports using report wizard (at least 5 records)

Paper No 406 Lab Course Paper Based on 403

External Marks: 50	Total hours of teaching: 2 Hours (per week)
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COURSE OUTCOMES

CO1	Understand the basic concept of MS Access, and its procedure like creating database, relationship and queries
CO2	Acquire knowledge about the basic concept DBMS using MS Access.
CO3	Able to Creating database files to different system
CO4	Able to Designing Forms and reports
CO5	Draw various Entity relationships Diagram for different management or system
CO6	Able to Establish essential relationship between tables

**Course outcome- Program Outcome Matrix
DATABASE MANAGEMENT SYSTEM USING MS- ACCESS
(Paper No 406 Lab Course Paper Based on 403)**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓		✓	
CO2	✓	✓	✓	✓	✓	
CO3	✓		✓			
CO4	✓	✓	✓		✓	✓
CO5	✓	✓	✓		✓	
CO6	✓	✓	✓		✓	

Lab Course Based on Paper No. 404

Unit-I

1. Programs based on singular and paired tags, formatting tags, list tags,
2. Programs based on marquee, hyperlink, image maps
3. Program based on frame tags

Unit-II

4. Programs based on CSS, cross browser testing
5. Programs based on creating forms, inputting values
6. Programs based on drop down and list box, text area, password
7. Program based on action buttons, radio, checkbox

Unit-III

8. Programs based on control statements
9. Programs based on event handling and built in functions
10. Program based on validations

Unit-IV

11. Programs based on control statements (branching and looping)
12. Programs based on GET and POST method
13. Programs based on database handling
14. Design and develop interactive website using different HTML tags, ASP, Java Script and database handling.

Paper No 406 Lab Course Paper Based on 404

External Marks: 50	Total hours of teaching: 2 Hours (per week)
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COURSE OUTCOMES

CO1	Understand the basic concept of HTML tags, and its different modules that includes Various formatting and other tags used in HTML.
CO2	Acquire knowledge about the basic concept of writing a program.
CO3	Understand concept of HTML and running simple HTML programs.
CO4	Use image mapping, cross browser testing and other tags used in HTML.
CO5	Understand the concept of java script
CO6	To formulate problems and implement programs in HTML and java script.

Course outcome- Program Outcome Matrix
WEB TECHNOLOGY
(Paper No 406 Lab Course Paper Based on 404)

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4	✓				✓	✓
CO5	✓	✓	✓	✓	✓	✓
CO6	✓	✓	✓	✓	✓	✓

Semester- IV

Paper No. 407

Mini Project

Paper No 407 MINI - PROJECT

External Marks: 50	Total hours of teaching: 2Hours (per week)
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COURSE OUTCOMES

CO1	Understand the system requirements.
CO2	Understand the system feasibility.
CO3	Understand the system architecture.
CO4	Understand the coding in different languages.
CO5	Understand the different frameworks.
CO6	Understand the system flow & its behavior.

**Course outcome- Program Outcome Matrix
Paper No 407 MINI - PROJECT**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓		✓	✓	
CO2	✓	✓		✓	✓	
CO3	✓	✓		✓	✓	
CO4	✓	✓		✓	✓	
CO5	✓	✓		✓	✓	
CO6	✓	✓		✓	✓	

(Any subject related to Computer Study.)

Equivalence of New course with old course:

Paper No.	Old Course	Paper No.	New Course
301	Software Engineering -I	303	System Analysis & Design
302	Object Oriented Programming With C++	304	Object Oriented Programming with C++
303	Programming in Visual Basic		##
304	Marketing Management	302	HRM
305	Financial Services and Banking	301	Cost Accounting
306	Lab Course V (Based on Paper No. 302 & 303)	306	Lab Course Based on Paper No. 304
307	Mini Project	307	Lab Course Based on Paper No. 305 (Using MS-Excel)
401	Operating System		##
402	RDBMS with Oracle	403	DBMS using MS-Access.
403	E-Commerce & Web Designing	404	Web Technology
404	Entrepreneurship Development and Small Business Management	401	Entrepreneurship Development
405	Development of Human Skill	402	Organizational Behaviour
406	Lab Course VI (Based on Paper No. 402,403)	406	Lab Course Based on Paper No. 403 & 404
407	Mini Project	407	Mini Project.

Two chances of examination to be given to the fail students of old course.



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SHIVAJI UNIVERSITY, KOLHAPUR-416 004. MAHARASHTRA

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Ref.No./SU/BOS/Commerce /BCA/2231

Date : 10 Jun 2015

The Principal,
All Affiliated B.C.A. Colleges
Shivaji University, Kolhapur.

Subject: Regarding revised Syllabi, Nature of Question Paper and Equivalence of
B.C.A. Part-III (Semester V & VI) under the Faculty of Commerce.

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the university authorities have accepted and granted approval to the revised syllabi of B.C.A. Part-III (Semester -V & VI) under the Faculty of Commerce.

This syllabi will be implemented from the academic year 2015-16 (i.e. from June 2015) onwards. A soft copy (C.D.) containing the syllabus is enclosed herewith. This syllabi is also available on university website www.unishivaji.ac.in.

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in Oct/Nov-2015 & March/April-2016. These two chances are available for repeater students, if any.

You are, therefore requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

Sd/-

Dy. Registrar

Encl: -As above.

Copy to:-

1. Dean, Faculty of Commerce
 2. Chairman, Board of Studies in Business Management
 3. Appointment Section
 4. Other Exam--35
 5. Affiliation Section (P.G.)
 6. Computer Centre
 7. P.G. Admission
 8. Meeting Section
 9. P.G. Seminar
 10. Eligibility Section
- } For information
- } For information & necessary action.

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Revised Syllabus For

Bachelor of Computer Applications

Semester – V and VI

(Under Faculty Of Commerce)

Syllabus to be implemented from June 2015-16 onwards.

Revised Syllabus of
BACHELOR OF COMPUTER APPLICATIONS (BCA) COURSE
 (Under the Faculty of Commerce)
 w.e.f. Academic Year 2015-16

Structure of the Course:

Paper No.	Name of The subject	Teaching Scheme		Examination Scheme		
		Theory per week	Total Practical per week per batch	Theory Marks	Internal Marks	Total Marks
B.C.A. Part- III Semester – V						
501	Management Accounting	4	--	80	20	100
502	E-Commerce	4	--	80	20	100
503	Computer Network	4	--	80	20	100
504	RDBMS with Oracle	4	--	80	20	100
505	Visual Programming	4	--	80	20	100
506	Lab Course based on 504 and 505	--	4	--	50	50
507	Mini Project	--	2	--	50	50
Total		20	06	400	200	600
B.C.A. Part- III Semester - VI						
601	Strategic Management	4	--	80	20	100
602	Data Mining and Data Warehousing	4	--	80	20	100
603	Linux Operating System	4	--	80	20	100
604	Java Programming	4	--	80	20	100
605	Lab Course based on Paper no.- 603	--	4	--	50	50
606	Lab Course based on Paper no. 604	--	4	--	50	50
607	Major Project	--	2	80	20	100
Total		16	10	400	200	600

BCA Program Outcomes

Students of Bachelors of Computer Application will be able to achieve

PO1. An ability to understand techniques, skills and modern tools essential for software development .

PO2. An ability to understand computing and management concepts with their applications in different business domains.

PO3. An ability to identify and analyze software application problems in multiple aspects of coding, testing and implementation pertaining to various business applications.

PO4. An ability to study, analyze and identify management and technical requirements for any business domain.

PO5. An ability to understand the requirements of multifunctional business technological operating environments.

PO6. An ability to understandability and skills necessary for building entrepreneurial acumen essential for IT enabled business activities

BCA-III (Sem.-V)
Paper No. 501: Management Accounting

Objectives: To make the students able to apply the techniques of Management Accounting

Unit - 1: Introduction to Management Accounting: 10

Meaning and Nature of Management Accounting, Role of Management Accountant in Planning, Controlling and Decision Making, Difference between Financial Accounting and Management Accounting, Tools and Techniques of Management Accounting.

Unit 2: Financial Statement Analysis 10

Importance of Financial Statement Analysis, Techniques of Financial Statement Analysis- Ratio Analysis, Classification of Ratios- Profitability Ratio, Turnover Ratios, Liquidity Ratios, Solvency Ratios.

Unit 3 : Cost-Volume- Profit(CVP) 10

Analysis and Decision Making- Break Even Analysis, Cost-Volume- Profit Analysis, Decision Making- Make or Buy Decisions, Shut Down or Continue Decisions, Alternative Course of Action etc.

Unit 4: Budgetary Control 10

Meaning of Budget and Budgetary Control, Objectives, Advantages, Limitations of Budgetary Control, Types of Budget- Production, Sales, Cash, Master Budget, Capital Expenditure, Budgeting.

Reference Books:

1. Management Accounting By Khan and Jain
2. Principles of Management Accounting By Manmohan and Goyal
3. Principles of Management Accounting BY Maheshwari
4. Management Accounting By Pandey I. M.
5. Introduction to Management Accounting By Charles T. Homgren

MANAGEMENT ACCOUNTING

External Marks: 80	Internal Marks: 20	Total hours of teaching: 40
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COURSE OUTCOME

C01	Describe the role and importance of management accounting in the organization
C02	Identify different tools and techniques of management accounting
C03	Solve problems on financial statement analysis using ratio analysis tool
C04	Understand the importance of CVP analysis and solve problems on the same
C05	Describe the importance of budget and budgetary control system
C06	Prepare different budgets such as cash, production, sales and master budget

Course outcome- Program Outcome Matrix MANAGEMENT ACCOUNTING

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
C01		✓		✓	✓	✓
C02		✓		✓	✓	✓
C03		✓		✓	✓	✓
C04		✓		✓	✓	✓
C05		✓		✓	✓	✓
C06		✓		✓	✓	✓

BCA-III

(Sem.-V)

Paper No. 502: E-Commerce

Unit-1- Introduction	12
1.1 E-Commerce- Concept, Definition, Goals	
1.2 Components and functions	
1.3 Advantages and Limitations	
1.4 Challenges and opportunities	
1.5 E-Commerce models-C2C, C2B, C2G, B2C, B2B, B2G	
1.6 EDI- Concept, components,	
1.7 Working mechanism of EDI	
1.8 Advantages and disadvantages of EDI	
Unit-2-Electronic payment System	12
4.1 Concept of e-payment	
4.2 Difference between traditional and electronics payment system	
4.3 Digital cash	
4.4 Credit and Debit card system, Smart Card	
4.5 Prepaid, post paid and instant payment system	
4.6 Electronic funds transfer	
4.7 Concept of e-banking	
Unit-3-E-Security	12
6.1 Concept of E-security	
6.2 Security threats- concept and types	
6.3 Malicious code	
6.4 Phishing and identity theft	
6.5 Hacking and cyber vandalism	
6.6 Credit card fraud/Theft	
6.7 Spoofing	
6.8 Denial of service (DoS)	
6.9 Firewall and proxy server	

Unit-4-Security Solutions

12

- 5.1 Concept of encryption and decryption
- 5.2 Symmetric and asymmetric key encryption
- 5.3 Cipher text
- 5.4 Digital Envelopes
- 5.5 Digital certificates
- 5.6 Security socket layer (SSL)
- 5.7 Limitations of encryption solutions.

References :

1. E-Commerce- Kenneth C.Laudon and Carol Guercio Traver
2. Internet marketing and E-commerce-Ward Hanson and Kirthi Kalyanam
3. E-Commerce Concepts , Models , Strategies by -- G.S.V Murthy
4. E-Commerce by --Kamlesh K Bajaj and Debjani Nag
5. Electronic Commerce by --Gary P. Schneider
6. E-Commerce A Managers Guide, Ravi Kalkota

E- Commerce

External Marks: 80	Internal Marks: 20	Total hours of teaching: 48
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COURSE OUTCOME

CO1	To develop an understanding of scope of E-Commerce.
CO2	Define and analyze the concept of electronic data interchange and its legal, social and technical aspects.
CO3	Define and analyze the security issues over the web, the available solutions and future aspects of e-commerce security.
CO4	Define and analyze the concept of E-banking, electronic payment system
CO5	To develop an understanding of business models.
CO6	Define and analyze the traditional Commerce and E-commerce

Course outcome- Program Outcome Matrix E- Commerce

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓		✓	
CO2	✓	✓				
CO3	✓	✓	✓	✓	✓	✓
CO4			✓			✓
CO5		✓	✓	✓		
CO6	✓	✓	✓			✓

B.C.A.- Part-III
Sem-V
Paper- 503 Computer Network

UNIT –1Basics of Data communication **12**

- 1.1. Data Communication concept
 - 1.1.1 Components-sender, receiver, message, transmission media
 - 1.1.2 Data Flow- simplex, half-duplex, or full-duplex
- 1.2 Networks
 - 1.2.1 Definition, Advantages and disadvantages
 - 1.2.2 Categories of Networks- LAN, WAN. MAN
 - 1.2.3 Network Architecture-Client-Server and Peer to peer
- 1.3 Multiplexing and switching
 - 1.3.1 Frequency-Division Multiplexing, Wavelength-Division Multiplexing, Time-Division Multiplexing
 - 1.3.2 Circuit switching, Packet Switching, Message Switching

UNIT – 2 Transmission media and Reference Models **12**

- 2.1 Transmission Media
 - 2.1.1 Guided Media - Twisted-Pair Cable, Coaxial Cable, Fiber-Optic Cable
 - 2.1.2 Unguided Media: Radio Waves, Microwaves, Infrared, satellite communication
- 2.2 Transmission Modes- Parallel and Serial -(Asynchronous, Synchronous)
- 2.3 Reference Models
 - 2.3.1 OSI reference model
 - 2.3.2 TCP/IP reference model
 - 2.3.3 Comparison of OSI and TCP/IP reference model
- 2.4 Protocol Standards
- 2.5 IP address scheme and characteristics of IP address

UNIT-3 Data link, Network and Transport layer **12**

3.1 Data link Layer-

3.1.1 Design issues

3.1.2 Framing, error detection and correction

3.2 Network layer

3.2.1 design issues of network layer

3.2.2 Routing algorithm (shortest path, Flooding, distance vector,)

3.2.3 Congestion control

3.3 Transport layer

3.3.1 Transport Layer Primitives: listen, connect, send, receive, disconnect

3.3.2 Protocols: TCP, UDP

UNIT- 4 Session, Presentation and Application layer **12**

4.1 Session layer:

4.1.1 Services: dialog management, synchronization, activity management, exception handling

4.1.2 Remote procedure calls

4.2 Presentation layer:

4.2.1 Services: Translation, compression, encryption

4.2.2 Cryptography: concept, symmetric key & asymmetric key cryptography

4.3 Application layer:

4.3.1 Function
4.3.2 Domain name system (DNS), Hypertext Transfer Protocol (HTTP), Simple Mail Transfer Protocol (SMTP), Telnet, File Transfer Protocol (FTP)

Reference Books-

1. Behrouz A. Forouzan- Data Communications And Networking - (4th edition) McGraw-Hill
2. Tanenbaum A.S. "Computer Network", 3rd Edition, Prentice Hall of India
3. Stallings W, "Computer Communication Network".(4th edition). Prentice hall of India 1993
4. Computer Networking: A Top Down Approach Featuring in Internet by James F. Kurose & K. W. Ross

B.C.A. Part – III
(Sem- V)
Paper No. 504: RDBMS with Oracle

Unit –1: Relational Database Management System: 12

- 1.1 Concept of RDBMS, Difference between DBMS and RDBMS, Features of RDBMS.
- 1.2 Introduction of Oracle, Role and responsibilities of DBA.
- 1.3 RDBMS Terminology- Relation, Tuple, Cardinality, Attribute, Degree, Primary Key, Domain, Codd's Rules
- 1.4 Relational Model, Functional Dependencies, Normalization and its types.

Unit –2: INTRODUCTION TO SQL: 12

- 2.1 Features of SQL, Data types,
- 2.2 Classification of SQL Commands – DDL (create, alter, drop), DML (insert, update, delete), DCL (grant, revoke), TCL (rollback, commit).
- 2.3 SQL Integrity Constraints-(Primary key, Foreign key, unique key, not null, default, check)
- 2.4 Select statement with group by and order by clause
- 2.5 SQL Operators-arithmetic, relational, Logical, Like, Between, IN operator
- 2.6 SQL Functions- Arithmetic functions, Conversion Functions, Date function, Aggregate functions, String functions.

Unit – 3: JOIN AND SUB QUERIES: 12

- 3.1 Join types - Inner Join, Outer Join, Cross Join and self-Join
- 3.2 Sub-queries, Multiple sub queries, nesting of sub queries, sub queries in DML commands.
- 3.3 Correlated queries, Indexes, Sequences. Views-Create View, Drop, View and its Advantages.

Unit – 4: INTRODUCTION TO PL/SQL:**12**

4.1 Introduction to PL/SQL, Block Structure

4.2 Data types in PL-SQL

4.3 Control Structures-Branching statements, Iterative Control statements.

4.4 Cursors –Concept, Types- Implicit, Explicit, Procedure to create explicit cursors, Cursor Attributes.

4.5 TRIGGERS: Concept and types.

References Books:

- 1) SQL, PL/SQL: The Programming Language- Ivan Bayross- (BPB)
- 2) Structured Query Language- by Osborne
- 3) SQL by Scott Ullman.
- 4) SQL & PL/SQL Black Book for Oracle by Dr,P.S.Deshpande.

RDBMS with ORACLE

External Marks: 80	Internal Marks: 20	Total hours of teaching: 48
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COURSE OUTCOME

CO1	State SQL, DDL, DML, DCL Statements
CO2	Explain Select, group by & having clause
CO3	Explain String & set operations
CO4	Describe Aggregate Functions
CO5	Describe Nested Sub Queries
CO6	Describe Embedded & Dynamic SQL

Course outcome- Program Outcome Matrix
RDBMS with ORACLE

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓		✓
CO2	✓	✓	✓		✓	
CO3	✓		✓	✓		✓
CO4	✓		✓	✓		✓
CO5	✓	✓	✓			
CO6	✓		✓			

B.C.A. Part – III
(Sem- V)
Paper No- 505 Visual Programming

Unit -1: Introduction **12**

- 1.1 overview, Architecture, Features of .NET ,
- 1.2 Meta data, CLR, Managed and unmanaged code
- 1.3 CTS, CLS, .NET base classes
- 1.4 Introduction to Visual Studio .NET IDE
- 1.5 Types of JIT compiler

Unit -2: Introduction To C# **12**

- 2.1 Introduction to C#, Entry point method, command line arguments
- 2.2 Compiling and building projects, Compiling a C# program using command line utility, CSC.EXE, Different valid forms of main.
- 2.3 Global stack and heap memory, reference type and data type, casting-implicit and explicit
- 2.4 Boxing and unboxing, pass by value and pass by reference and out parameters
- 2.5 Partial class, DLL, Difference between DLL and EXE

Unit-3: Introduction to Web Programming **12**

- 3.1 Understanding role of WEB server and WEB browser, HTTP request and response structure.
- 3.2 Introduction to ASP, Types of path, FORM tag
- 3.3 Types of server controls
- 3.4 Validation controls-Base validator, compare validator, range validator, grouping control validator
- 3.5 Web forms life cycle
- 3.6 Event handling in WEB forms, response.redirect, server.response, cross page post back property of button
- 3.7 ASP.NET state management
- 3.8 WEB.config, globalization and localization, AppDomain

4.1 Introduction to ADO.Net

4.2 ADO.NET Architecture- Connction, command, dat reader, data adapter, data set

4.3 Understanding connected layaer of ADO.NET and disconnected layer of ADO.NET

Reference Books-

1. Inside C# - By Tom Archer, Andrew Whitechapel (Microsoft Pub)
2. ASP.NET Black Book- By Steven Holzner
3. Professional ASP.NET 2 –Wrox Series- Wallace B. McClure

VISUAL PROGRAMMING

External Marks: 80	Internal Marks: 20	Total hours of teaching: 48
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COURSE OUTCOME

CO1	Describe the features and scope of .Net framework.
CO2	Understand the concept of portability.
CO3	Understand the applications of DLL and EXE.
CO4	Analyze the importance of different features of ASP.Net programming.
CO5	Understand the importance and scope of Web Programming applications
CO6	Understanding the standards of RDBMS with ADO.Net.

Course outcome- Program Outcome Matrix VISUAL PROGRAMMING

Course outcome	Program Outcome					
	P01	P02	P03	P04	P05	P06
CO1	✓	✓	✓	✓	✓	✓
CO2	✓		✓		✓	✓
CO3	✓	✓	✓			✓
CO4	✓	✓	✓	✓	✓	✓
CO5	✓	✓		✓	✓	✓
CO6	✓	✓	✓	✓	✓	✓

B.C.A. Part – III (Sem- V)
Paper No. 506: Lab Course based on 504 and 505
Lab exercise based on paper 504- RDBMS with Oracle

1. SQL queries on DDL statements.
2. SQL queries on DML statements.
3. SQL queries on Operators-relational, Logical, Like, Between, IN operator
4. SQL queries on Oracle Functions and clauses
5. SQL queries on Join
6. Creating Views and index
7. PL-SQL block on branching statement.
8. PL-SQL block on looping statement.
9. PL-SQL blocks to create explicit cursor.
- 10.PL-SQL blocks to study attributes of explicit cursor.
- 11.PL-SQL blocks to create Trigger.

Paper No 506 Lab Course Paper Based on 504

External Marks: 50	Total hours of teaching: 2Hours(per week)
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COURSE OUTCOME

CO1	Brief knowledge about SQL Fundamentals
CO2	Able to handle with different Data Base languages.
CO3	Table View, Log & Triggers.
CO4	Introduction to different Database packages (Oracle/ Sql/etc.)Commit & Rollback.
CO5	Database connectivity with front-end.
CO6	Describe PL SQL Block

Course outcome- Program Outcome Matrix
(Lab Course paper based on504- RDBMS with Oracle)

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2	✓	✓	✓		✓	
CO3	✓		✓			
CO4	✓	✓	✓			
CO5	✓	✓	✓			
CO6	✓		✓			

Paper No 506 Lab Course Paper Based on 505

External Marks: 50	Total hours of teaching: 2Hours(per week)
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COURSE OUTCOME

CO1	Understand the application of .Net framework.
CO2	Understand the concepts of console application.
CO3	Understand the concept of GUI (Graphical User Interface).
CO4	Understand the applications of EXE & DLL.
CO5	Understand the ADO.Net concepts.
CO6	Understand the different applications of RDBMS Concepts.

Course outcome- Program Outcome Matrix (Lab Course paper based on505- VISUAL PROGRAMMING)

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓		✓		✓	✓
CO2						
CO3	✓	✓	✓	✓	✓	✓
CO4						
CO5	✓	✓	✓	✓	✓	✓
CO6	✓	✓	✓	✓	✓	✓

B.C.A. Part – III (Sem- V)

Paper No 507: Mini Project

The group of students may undertake a software project in consultation with the internal guide. The group size should not exceed four students. The student is expected do project in any language studied in Vth or earlier Semesters. The mini Project will be evaluated by the external examiners appointed by University. Project documentation format is as per paper no 607.

Paper No 507 MINI-PROJECT

External Marks: 50	Total hours of teaching: 2 Hours (per week)
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COURSE OUTCOME

CO1	Understand the system requirements.
CO2	Understand the system feasibility.
CO3	Understand the system architecture.
CO4	Understand the coding in different languages
CO5	Understand the different frameworks.
CO6	Understand the system flow & its behavior.

Course outcome- Program Outcome Matrix
Paper No 507 MINI-PROJECT

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓		✓	✓	
CO2	✓	✓		✓	✓	
CO3	✓	✓		✓	✓	
CO4	✓	✓		✓	✓	
CO5	✓	✓		✓	✓	
CO6	✓	✓		✓	✓	

SHIVAJI UNIVERSITY, KOLHAPUR

B.C.A. Part – III

(Sem- VI)

Paper No.601 Strategic Management

Objectives:

- 1) To acquaint the students with the basic concepts of strategic management and its growing importance in modern era.
- 2) To familiarize the students with the process of strategic management.

Unit-1: Introduction to Strategic Management (15)

a) **Strategic Management:** Meaning and definitions of strategy and strategic Management- Need for Strategic Management- Steps involved in Strategic Management Process- Role of Board of Directors, Chief Executive Officers and Senior Management in Strategic Management

b) **Strategic management in different context:** Strategic management in small business, multinational corporations, manufacturing and service organizations (especially software companies) public sector, voluntary and not-for-profit organizations and professional organizations-

c) **Strategic Management in India**

Unit-2: Levels of Strategies (15)

a) **Corporate-level Strategies:** Grand, Stability, Expansion, Retrenchment, Combination Strategies and Corporate Restructuring

b) **Business- Level Strategies:** Cost Leadership, Differentiation and Focus Business Strategy,

c) **Tactics of Business Strategies**

Unit-3: Strategy Formulation (15)

a) Developing a vision and mission statement- Characteristics of a good vision and mission statement

b) Defining organizational goals and objectives- Characteristics of objectives

- c) Analysis of internal and external environment: SWOT Analysis and TOWS Matrix
- d) Generating strategic options and choosing a strategy
- e) Challenges faced during strategy formulation

Unit-4: Strategy Implementation, Evaluation and Control (15)

- a) Concept of strategy implementation- Inter-relationship of strategy formulation and implementation-
- b) Process of strategy implementation: resource allocation- structures for strategies (Mechanistic, organic tall, flat-SBU, matrix, network, structures), strategic leadership. Functional strategies (marketing, financial, operational and personnel)
- c) Concept of strategic evaluation and control- importance of strategic evaluation- problems in strategic evaluation-
- d) Process of strategic control– types and techniques of strategic control

Reference Books:

- 1) Strategic Management and Business Policy--- Azhar Kazmi, Tata McGraw Hill, 3rd Ed. 2009.
- 2) Strategic Management, Concepts and Cases--- Fred R. David, Pearson Education, 9th Ed. 2005.
- 3) Competitive Advantage--- Michael E. Porter, Free Press.
- 4) Globalization, Liberalization and Strategic Management---V. P. Michael. Himalaya Publishing House
- 5) Crafting and Executing Strategy- The quest for competitive advantage, Concept and Cases--- A.A. Thompson, A.J. Strickland, John E. Gamble, Arun K.Jain , Tata McGraw Hill-2010
- 6) Business Policy and Strategic Management---P. Subba Rao, Himalaya Publishing House
- 7) Strategic Management---Alpana Trehan, Kogent, LearningSolutions Inc.

- 8) Strategic Management--- Nitish Sengupta, K.J.S. Chandan , Vikas Publishing House Pvt. Ltd. New Delhi.
- 9) Strategic Management--- Pendra Kachru, ExcelBooks, New Delhi.
- 10) Strategic Management---Saroj Datta, Jaico Publishing House, New Delhi.
- 11)Strategic Management----N. Chandrsekaran and P.S. Ananthanarayanan, Oxford University Press, New Delhi
- 12) Business Policy and Strategic Management---Sukul Lomash and P.K. Mishra, (Vikas Publishing House Pvt. Ltd. New Delhi)

STRATEGIC MANAGEMENT

External Marks: 80	Internal Marks: 20	Total hours of teaching: 60
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COURSE OUTCOME

CO1	Describe the process of Strategic Planning
CO2	Identify different levels at which strategies are formulated
CO3	Understand importance of SWOT analysis and TWOS matrix in strategy formulation
CO4	Define factors involved in strategic choice and alternatives
CO5	Explain the relationship between strategic formulation and implementation
CO6	Elaborate the tools and techniques of strategic evaluation and control

Course outcome- Program Outcome Matrix STRATEGIC MANAGEMENT

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1		✓			✓	✓
CO2		✓			✓	✓
CO3		✓			✓	✓
CO4		✓			✓	✓
CO5		✓			✓	✓
CO6		✓			✓	✓

B.C.A. Part – III

(Sem- VI)

Paper No. 602 Data Mining and Data Warehousing

Unit - 1: Introduction to Data Mining **12**

- 1.1 Basic Data mining Task
- 1.2 DM versus Knowledge Discovery in Databases
- 1.3 Data Mining Issues
- 1.4 Data Mining Metrics
- 1.5 Social implementation of Data Mining
- 1.6 Overview of Application of Data mining
 - 1.6.1 Architecture of DW
 - 1.6.2 OLAP and Data Cubes
 - 1.6.3 Dimensional Data Modeling - star , snowflake schemas
 - 1.6.4 Data processing - Need Data cleaning. Data integration and Transformation, Data reduction
 - 1.6.5 machine learning
 - 1.6.6 pattern matching

Unit - 2:Data Mining techniques **14**

- 2.1 Frequent item - set and association rule mining: apriori algorithm, use of sampling for frequent item- set tree algorithm
- 2.2 graph sampling : frequent sub graph mining . tree mining ,sequence mining
- 2.3 **Classification and prediction:**
 - 2.3.1 Decision tree [3 hrs]
 - 2.3.2 Construction, performance, attribute selection
 - 2.3.3 Issues : Over fitting tree pruning methods, missing values, continuous classes
 - 2.3.4 Classification and regression tree(CART)
 - 2.3.5 Bayesians Classification [6 hrs]
 - 2.3.6 Bayesians theorem , Narvee Bayes classifier
 - 2.3.7 Bayesian networks

- 2.3.8 Inference
- 2.3.9 Parameter and structure learning
- 2.3.10 Linear classification [4 hrs]
- 2.3.11 Least squares, logistics , perception and SVM classifiers
- 2.3.12 Prediction [3 hrs]
- 2.3.13 Linear regression
- 2.3.14 Non-linear regression

Unit – 3: Clustering 12

- 3.1 K-means
- 3.2 expectation maximization (EM) algorithm
- 3.3 Hierarchical clustering , Carrolton clustering

Unit - 4: Software for Data mining and application of Data mining 10

- 4.1 R
- 4.2 Weka
- 4.3 Sample applications of data mining

Reference Book

1. Data Mining : Concept and Techniques Han Elsevier ISBN : 978938031913
2. Margaret H. Dunham , S. Shridhar Data Mining- Introductory and advanced topics Pearson education
3. Tom Mitchell- machine learning McGraw hill 1997

DATA MINING AND DATA WAREHOUSING

External Marks: 80	Internal Marks: 20	Total hours of teaching: 48
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COURSE OUTCOME

CO1	Understand the data extraction and transformation techniques.
CO2	List the association rule mining techniques and understand association mining to correlation analysis, constraint based association mining.
CO3	Understand operational database, warehousing and multidimensional need of data base to Meet industrial needs.
CO4	Understand the components of warehousing, classification methods and clustering analysis.
CO5	Identify and understand the Business analysis, query tools and application, OLAP etc.
CO6	Select and apply proper data mining algorithms to build analytical applications.

Course outcome- Program Outcome Matrix
DATA MINING AND DATA WAREHOUSING

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	
CO2	✓	✓	✓	✓		
CO3	✓	✓	✓			
CO4	✓	✓	✓	✓		
CO5	✓	✓	✓			
CO6	✓	✓	✓			

B.C.A. Part – III

(Sem- VI)

Paper No - 603: Linux Operating System

Unit-1 Introduction	12
1.1 Operating system	
1.2 Types of operating system	
1.3 Functions of operating system	
1.4 History and development of Linux	
1.5 Features of Linux	
1.6 Login , logout procedure, Concept of shell, kernel, Kernel-shell relationship	
Unit-2 Handling files and directory's	12
2.1 Concept of file, types, file system tree	
2.2 Different GPU (clear ,cal , date, wc, who)	
2.3 file handling- ls ,cat ,cp, mv , rm commands , listing file names, using meta characters (* , ? ,[]).	
2.4 Concept of directory , home directory , directory handling commands- cd , mkdir, rmdir,pwd.	
2.5 Basic file attributes, change file/directory, chmod command	
2.6 Filters-cut, paste, sort, unique, head, tail, grep commands.	
2.7 Command linking using pipe () operator, command substitution.	
Unit-3 VI editor	12
3.1 Vi Editor, use of VI , features of VI	
3.3 Different modes and working with VI editor	
3.4 Command mode -cursor movements(k,j,h,l), delete(character, line, word), Screen up , down, use of repeat factor , joining lines (J), searching for pattern (/ and ?)	
3.5 Input mode- switching with (I,o,r,s,a,I,O,R,S,A)	
3.6 ex mode – saving (w, x, q)	
Unit- 4 Simple Shell programming	12
4.1 Concept of Shell Script, running a shell script	
4.2 Statements – read , echo , test , if, case , exit.	
4.3 Loops- while, until, for	
4.4 Command line arguments	
4.5 Exit status of a command	

Reference books-

1. Unix concept and applications ----- Sumitabha Das
2. Unix shell programming- Yashwant Kanetkar
3. Linux programming- Foreword By- Alan Cox
4. RedHalt Linux 718 By Bill Ball , David Pitts

LINUX OPERATING SYSTEM

External Marks: 80	Internal Marks: 20	Total hours of teaching: 48
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COURSE OUTCOME

CO1	To get introduction to Linux Operating System.
CO2	Ability to understand the basic command used in Linux
CO3	Ability to find out the errors and solve the problems
CO4	Able to study the shell script programs in Linux.
CO5	Understanding the conditional and looping statements for programming
CO6	Understand and create shell script programs

Course outcome- Program Outcome Matrix LINUX

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	
CO5	✓		✓	✓	✓	✓
CO6		✓		✓	✓	✓

B.C.A. Part – III
(Sem- VI)
Paper No-604: Java Programming

Unit- 1- Introduction To Java	12
1.1 History and features of Java Programming	
1.2 Difference between Java & C++	
1.3 Java Environment	
1.4 Java tokens, constants, variables, data types, type casting	
1.5 Operators and Expressions	
1.6 Implementing Java Program	
1.7 Branching and looping statements	
1.8 Class, objects, methods	
1.9 Constructors and destructor	
Unit-2- Inheritance and Packages	12
2.1 Defining sub class, subclass constructor	
2.2 Inheritance-Multiple and hierarchical	
2.3 Defining packages, system packages	
2.4 Creating & accessing packages	
2.5 Adding a class to package	
2.6 Polymorphism- function overloading and over ridding, its difference	
Unit-3- Multithreading and Exception Handling	12
3.1 Creating threads, extending a thread class- declaring the class, run() method	
3.2 Stopping and blocking threads	
3.3 Life cycle of thread	
3.4 Using thread method	
3.5 Thread priority	
3.6 Introduction to exception	
3.7 Syntax of exception handling code	
3.8 Multiple catch statement	
3.9 Using finally statement	
3.10 Throwing exception	

- 4.1 Introduction to applets
- 4.2 Building applet code
- 4.3 Applet life cycle
- 4.4 Adding applet code to HTML file
- 4.5 Introduction to Abstract Window Toolkit (AWT)

Reference Books:

1. Programming with JAVA, A Primer, 2nd Editions, E Balagurusamy
2. Java Programming- Rajendra Salokhe (Aruta Pub)
3. Core Java an integrated approach – Dr R. Nageshwara

JAVA PROGRAMMING

External Marks: 80	Internal Marks: 20	Total hours of teaching: 48
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COURSE OUTCOME

CO1	Describe the features and scope of Java as a pure Object Oriented Programming language.
CO2	Understand the applications of Inheritance in Java programming.
CO3	Analyze the importance of Exception Handling in Java programming.
CO4	Understand the importance and scope of Packages in Java programming.
CO5	Understand the concept of multithreading in Java programming.
CO6	Understanding the applications of Applet with Java programming.

**Course outcome- Program Outcome Matrix
Java Programming**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2	✓	✓			✓	✓
CO3	✓		✓		✓	
CO4	✓	✓	✓	✓	✓	✓
CO5	✓	✓	✓		✓	✓
CO6	✓	✓	✓	✓	✓	✓

B.C.A. Part – III

(Sem- VI)

Paper-No-605: Lab Course based on Paper no.- 603

Practicals-

1. Login , logout procedure (user/ login name and password)
2. Copy, move, delete files form different directories.
3. Change file access permissions using chmod and confirm using ls –l command
4. Use of filter commands
5. Creating text files using VI editor.

Shell scripts-

1. Shell script to get any number and display its square , cube sum of its digits
2. Use of command line arguments in a script.
3. Script using if statement.
4. Script handling use of case structure.
5. Scripts with command substitution such as to count number of files, number of users working on Linux network etc,

LINUX

Paper No 605 Lab Course Paper Based on 603

External Marks: 50	Total hours of teaching: 2Hours(per week)
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COURSE OUTCOME

CO1	To understand the basic command used in Linux Operating System
CO2	Ability to know the working of Login and Logout procedure
CO3	To know the basics of VI Editor
CO4	To understand the basics of shell script programming
CO5	To understand the structure of shell script programming
CO6	Understanding the various conditional and looping statements used in shell script programming

Course outcome- Program Outcome Matrix

LINUX

(Paper No 605 Lab Course Paper Based on 603)

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓		✓	✓	✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4			✓	✓		
CO5	✓	✓	✓	✓	✓	✓
CO6	✓	✓	✓		✓	✓

B.C.A. Part – III (Sem- VI)
Paper No 606: Lab Course based on Paper no. 604

Sample programs

1. Java programs based on command line arguments
2. Java programs based Type Casting
3. Java programs based on branching and looping statements
4. Java programs based on constructors
5. Java programs based on method overloading
6. Java programs based on interfaces
7. Java programs based on inheritance
8. Java programs based on packages
9. Java programs based on multithreading
10. Java programs based on exception handling
10. Java programs with applets

JAVA

Paper No 606 Lab Course Paper Based on 604

External Marks: 50	Total hours of teaching: 2 Hours (per week)
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COURSE OUTCOME

CO1	Understand the basic java programming concepts.
CO2	Understand the concept of inheritance.
CO3	Understand the concept of multithreading.
CO4	Understand the exception handling in different situations.
CO5	Understand the application of applets.
CO6	Understand the application of AWT (Abstract Windows Toolkit).

Course outcome- Program Outcome Matrix

JAVA

(Paper No 606 Lab Course Paper Based on 604)

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2		✓	✓	✓		
CO3	✓	✓	✓			
CO4	✓	✓	✓		✓	✓
CO5	✓					
CO6						

B.C.A. Part – III

(Sem- VI)

Paper No 607: Major Project

A group of maximum four students prepare a major project under the guidance of internal teacher. Project report will be evaluated by the internal teacher out of 20 marks and there will be viva-voce examination for 80 marks.(Documentation – 20 Marks, Online Presentation-- 30 Marks, Viva-Voce -- 30 Marks.) The panel for viva-voce examination will be appointed by university. The student should prepare the project report on the work carried out as a project in semester VI.

Guidelines for Project:

Number of Copies: The student should submit two Hard-bound copies of the Project Report.

Acceptance/Rejection of Project Report:

The student must submit an outline of the project report to the college for approval. The college holds the right to accept the project or suggest modifications for resubmission. Only on acceptance of draft project report, the student should make the final copies.

Format of the Project Report:

The student must adhere strictly to the following format for the submission of the Project Report.

a. Paper:

The Report shall be typed on white paper, A4 size, for the final submission. The Report to be submitted to the must be original and subsequent copies may be photocopied on any paper.

b. Typing:

The typing shall be of standard letter size, 1.5 spaced and on one side of the paper only. (Normal text should have Arial Font size 11 or 12. Headings can have bigger size)

c. Margins:

The typing must be done in the following margins:

Left -----1.5 inch, Right ----- 1 inch

Top ----- 1 inch, Bottom ----- 1 inch

d. Front Cover:

The front cover should contain the following details:

TOP : The title in block capitals of 6mm to 15mm letters.

CENTRE: Full name in block capitals of 6mm to 10mm letters.

BOTTOM: Name of the University, Course, Year of submission -all in block capitals of 6mm to 10mm letters on separate lines with proper spacing and centering.

f. Blank Sheets:

At the beginning and end of the report, two white black bound papers should be provided, one for the purpose of binding and other to be left blank.

Documentation Format

- a) Cover Page
- b) Institute/College Recommendation
- c) Guide Certificate
- d) Declaration
- e) Acknowledgement
- f) Index
- g) Chapter Scheme
 - 1) Introduction to Project
 - Introduction
 - Existing System
 - Need and scope of Computer System
 - Organization Profile
 - 2) Proposed System -
 - Objectives -
 - Requirement Engg.
 - Requirement Gathering
 - SRS
 - 3) System Analysis
 - DFD
 - ERD
 - UML(if applicable)
 - 4) System Design
 - Database Design
 - Input Design
 - Output Design
 - 5) Implementation
 - System Requirement
 - Hardware
 - Software
 - Installation process
 - User Guideline
 - 6) Output(with valid Data)
(Minimum 6 reports)
 - 7) Conclusion and Suggestions
 - Conclusion
 - Limitations
 - Suggestion

8) References:-

i) Books:-

ii) Journals:-

iii) Periodicals and Newspapers:-

iv) Web

v) Questioner/Schedule(if used)

vi) Source code(Include Main Logic source code)

Paper No 607 MAJOR - PROJECT

External Marks: 80	Internal Marks:20	Total hours of teaching: 2 Hours (per week)
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COURSE OUTCOME

CO1	. Understand the system analysis phase.
CO2	Understand the system design phase.
CO3	Understand the system coding phase.
CO4	Understand the system testing phase.
CO5	Understand the system implementation phase.
CO6	Understand the system maintenance phase

**Course outcome- Program Outcome Matrix
Paper No 607 MAJOR - PROJECT**

Course outcome	Program Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	✓	✓	✓	✓	✓	✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓
CO5	✓	✓	✓	✓	✓	✓
CO6	✓	✓	✓	✓	✓	✓

EQUIVALENCE IN ACCORDANCE WITH TITLES AND CONTENTS OF PAPERS-

B.C.A. Part- III Semester – V			
Old Papers		New Papers	
Paper No.	Titles of the old Papers	Paper No.	Titles of the old Papers
501	Software Engineering – II	504	RDBMS with Oracle
502	Computer Network	503	Computer Network
503	Unified Modeling Language	505	Visual Programming
504	Internet Programming	502	E-Commerce
505	Enterprise Resource Planning (ERP)	501	Management Accounting
506	Lab Course VII (Based on Paper No. 504)	506	Lab Course based on 504 and 505
507	Mini Project	507	Mini Project
B.C.A. Part- III Semester – VI			
Old Papers		New Papers	
Paper No.	Titles of the old Papers	Paper No.	Titles of the New Papers
601	Linux	603	Linux Operating System
602	Data Warehousing & Data mining	602	Data Mining and Data Warehousing
603	Java Programming	604	Java Programming
604	Management Support System	601	Strategic Management
605	Lab Course VIII (Based on Paper No. 601)	605	Lab Course based on Paper no.- 603
606	Lab Course IX (Based on Paper No. 603)	606	Lab Course based on Paper no. 604
607	Major Project	607	Major Project