Module (I)

(A) COST OF CAPITAL

Meaning, Importance, Explicit and Implicit Costs, Measurement of Specific Costs
Weighted Average and Marginal Cost of Capital
(Including sums using market and book value weights)
Capital Asset Pricing Model (CAPM – Excluding Sums)
(Recommended books Khan & Jain, I.M. Pandey, Prasanna Chandra)

B) VALUATION OF SECURITIES

Valuation of Bonds/Debentures (Including Calculation of Yield to Maturity)
Valuation of Preference Shares and Valuation of Equity Shares
(Recommended books Khan & Jain, I.M. Pandey)

Module (II)

(A) CAPITAL BUDGETING

Application of the following Capital budgeting Techniques for evaluating below mentioned decisions
   Net Present Value, Profitability Index, Pay Back Profitability Index and Internal Rate of Return
Decisions to be included:
   Replacement
   Mutually Exclusive
   Unequal Lives
(Sums pertaining to WDV, SLM, Block of Assets are included)
(Recommended Books Khan & Jain, I.M. Pande, Prasanna Chandra)

(B) ANALYSIS OF RISK AND UNCERTAINTY Only Theory

Definition of Risk & Uncertainty, Sensitivity Analysis
Risk Evaluation Approaches, Risk Adjusted Discount Rate
Certainty Equivalent Approach and Decision Tree Approach
(Recommended Book Khan & Jain)

Module (III)

(A) WORKING CAPITAL MANAGEMENT

Working Capital Financing
(i) By Banks
(ii) Factoring
   Meaning, Types, Mechanism, Charges (Costs), Benefits and Functions of a Factor
(iii) Meaning of Forfeiting
   Difference between Factoring and Forfeiting

Working Capital Planning (Estimation)
(Sums excluding double shift)
(Recommended Book Khan & Jain)

(B) LEVERAGE

Definition and Concept of Financial Break Even Point (With Sums)
Concept of Indifference Point and its computation
(Without EBIT - EPS Analysis, simple computation of Operating, Financial & Combined Leverage should be ignored)
(Recommended Book Khan & Jain)

MODULE (IV)

(A) DIVIDEND DECISION

Objectives of Dividend, Determinants of Dividend Policy, Forms of Dividend, Legal, Procedural and Tax aspects of Dividend, Share Split, Share Buyback
(Only Theory Excluding Sums)
(Recommended Books I.M. Pandey, Khan & Jain, Prassenanna Chandra))

(B) VENTURE CAPITAL

Meaning, Features, Stages & Process of Venture Capital Financing
Forms of Venture Capital Financing, Dis-investment mechanisms
(Recommended Book I.M.Pandey)

MODULE (V)

(A) MUTUAL FUNDS

Meaning and Definition, Benefits and Drawbacks of Mutual Funds
Types of Mutual Fund Schemes, Net Asset Value (Excluding Sums)
Introduction to Sponsors, Trustee and AMC
(Without Obligations of an AMC, SEBI Regulations)
(Recommended Book Bharti V. Pathak)

(B) INSURANCE

Meaning, Definition, Role of Insurance in Economic Growth, Principles of Insurance
Life Insurance
Benefits of Life Insurance and Life Insurance Product

Non Life Insurance
(i) General Insurance
   Meaning and General Insurance Products
      (a) Fire
      (b) Motor
      (c) Marine Cargo

Health Insurance

Insurance Intermediaries
(Agents, Surveyors & Loss Assessors, Brokers, Third Party Administrators)

Bancassurance

Risk Management
(Recommended Book Bharti V. Pathak)

MODULE (VI)

TERMS RELATED TO FINANCIAL MARKETS AND INSTITUTIONS:
(Ref. Book : Bharti Pathak)

1. FDI
2. Book Building
3. BRLM – Book Running Lead Manager
4. RHP- Red Herring Prospectus
5. Floor Price
6. Cap Price
7. Collar Price
8. Price Band
9. QIBs
10. HNIs
11. Green Shoe Option
12. FPO- Follow On Public Offer
13. ADR
14. GDR
15. ECB
16. FCCB
17. Euro Issue
18. Demutualization
19. Circuit Breaker
20. Trading and Settlement
21. Dematerialization of Securities
22. A Group
23. B1 Group
24. B2 Group
25. F category  
26. Z Group  
27. Depository  
28. Physical Share  
29. Rematerialization  
30. NSDL  
31. DP  
32. SHCIL  
33. NSDL  
34. CDSL  
35. Custodians  
36. Floating Rate Bonds  
37. Zero Interest Bonds  
38. DDBs (Deep Discount Bonds)  
39. SPNs (Secured Premium Notes)  
40. NCDs  
41. Differential Shares  
42. Securitized Paper  
43. Municipal Bonds  
44. Disinvestment  
45. Derivatives  
46. Forwards  
47. Futures  
48. Options  
49. Swaps (interest rate and currency swap)  
50. Hedger  
51. Speculator  
52. Arbitrageur  
53. Spot Price  
54. Contract Size  
55. Contract Cycle  
56. Initial Margin  
57. F&O Segment  
58. Marking to Market  
59. Long  
60. Short  
61. Future Price  
62. Expiry Date  
63. Spread  
64. Underlying  
65. Option Premium  
66. Exercise Date  
67. Option Holder  
68. Option Seller (Writer)  
69. Call  
70. Put  
71. CRISIL (Credit Rating Information Services of India Limited)  
72. ICRA (Investment Information and Credit Rating Agency)
73. CARE (Credit Analysis and Research Limited)
74. Self Help Group
75. Microfinance
76. NBFCs
77. RRBs
78. Retail Banking
79. SCRA (Securities Contract Regulation Act)
80. Credit Card
81. Debit Card
82. ATM
83. SEBI
84. DICGC
85. ECGC
86. IRDA
87. Nifty
88. Sensex
89. Market Capitalization
90. Mid & small cap

### TABLE OF WEIGHTS

<table>
<thead>
<tr>
<th>MODULE I</th>
<th>WEIGHT %</th>
<th>OUT OF 70 (Marks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Capital</td>
<td>10%</td>
<td>07</td>
</tr>
<tr>
<td>Valuation of Securities</td>
<td>10%</td>
<td>07</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MODULE II</th>
<th>WEIGHT %</th>
<th>OUT OF 70 (Marks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Budgeting</td>
<td>14%</td>
<td>10</td>
</tr>
<tr>
<td>Analysis of Risk &amp; Uncertainty</td>
<td>06%</td>
<td>04</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MODULE III</th>
<th>WEIGHT %</th>
<th>OUT OF 70 (Marks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Capital Management</td>
<td>10%</td>
<td>07</td>
</tr>
<tr>
<td>Leverage</td>
<td>10%</td>
<td>07</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MODULE IV</th>
<th>WEIGHT %</th>
<th>OUT OF 70 (Marks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividend Decision</td>
<td>10%</td>
<td>07</td>
</tr>
<tr>
<td>Venture Capital</td>
<td>(Combined)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module V</th>
<th>WEIGHT %</th>
<th>OUT OF 70 (Marks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutual Funds</td>
<td>10%</td>
<td>07</td>
</tr>
<tr>
<td>Insurance</td>
<td>10%</td>
<td>07</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module VI</th>
<th>WEIGHT %</th>
<th>OUT OF 70 (Marks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terms</td>
<td>10%</td>
<td>07</td>
</tr>
</tbody>
</table>

| TOTAL | 100% | 70 Marks |
Recommended Books

(i) Financial Management
Text Problems and Cases
By M.Y. Khan & P.K. Jain
5\textsuperscript{TH} Edition
Tata McGraw Hill Publishing Company Limited

(ii) Financial Management
By I.M. Pandey
9\textsuperscript{TH} Edition
Vikas Publishing House Pvt. Ltd.

(iii) Financial Management
Theory & Practice
By Prasanna Chandra
6\textsuperscript{TH} Edition
TATA Mc Graw Hill Publishing Company Limited

(iv) The Indian Financial System
Markets Institutions and Services
By Dr. Bharti V. Pathak
2\textsuperscript{ND} Edition
Pearson Education

\textbf{NO OF LECTURES PER DIVISION PER WEEK – 4 (FOUR)}
SYLLABUS
TYBBA
ADVANCED HUMAN RESOURCE MANAGEMENT(ELECTIVE)
EFFECTIVE FROM JUNE 2008

MODULE I STRATEGIC HUMAN RESOURCE MANAGEMENT & HR ENVIRONMENT

(A) STRATEGIC HUMAN RESOURCE MANAGEMENT

(i) ROLE OF HUMAN RESOURCES IN STRATEGY

- Strategic Human Resource Management (SHRM)
- Definition and Components
- Human Resources as assets
- The Investment Perspective of Human Resources
- Risks involved in Investing in Human Assets
- Factors Determining the Investment Orientation of an Organization

(ii) EVOLUTION OF SHRM

- From Personnel Management to SHRM
- From HRM TO SHRM
- Objectives of SHRM
- Difference between Traditional HRM V/S SHRM
- Difference between SHRM & HR Strategies
- Link between HR Strategy & Business Strategy

(B) HUMAN RESOURCE ENVIRONMENT

(i) HUMAN RESOURCE ENVIRONMENT: A BRIEF OVERVIEW

- Environmental Trends Affecting HRM
- Trends in Business Environment
- Changing Nature of Work
- Demographic, Societal and Workforce Trends
- Changing Nature of Employment Relationship

(ii) HRM A CHANGING FUNCTION

- Roles Associated with Management of HR
- Partnership of HR & Line Managers

(Reference Book Tanuja Agarwala)
MODULE II

(A) PERSONNEL PLANNING AND RECRUITING
Meaning
Steps in Recruitment and Selection Process
(In brief as given in Gary Dessler)

(B) EMPLOYEE TESTING AND SELECTION
(i) Importance of Careful Selection
(ii) Basic Testing Concepts (in detail)
   Reliability
   Validity

(C) INTERVIEWING CANDIDATES
(i) Meaning
(ii) Designing & Conducting Effective Interview
(iii) Structured, Situational Interview and its Process
(iv) How to Conduct a more Effective Interview?
   Structure
   Presentation
   Establish Rapport
   Ask Questions
   Close Interview
   Review Interview
   (Reference Book Gary Dessler)

MODULE III

MAINTAINING SATISFIED WORKFORCE

(A) PERFORMANCE MANAGEMENT AND APPRAISAL
(i) Comparison of Performance Appraisal and Performance Management
(ii) Why Performance Management?
(iii) The Supervisor’s Role in Appraising Performance
(iv) Methods of Performance Appraisal with Important Advantages and Disadvantages
   Graphic Rating Scale
   Alteration Ranking Method
   Paired Comparison Method
   Forced Distribution Method
   Critical Incident Method
   Computerized and Web Based Performance Appraisal
   Electronic Performance Monitoring (EPM)
(vii) How to Avoid Appraisal Problems?
(B) DETERMINING STRATEGIC PAY PLANS

(i) Determining Pay Rates
(ii) Union Influence on Compensation
(iii) Corporate Strategy, Competitive Strategy and Compensation
(iv) Equity and its impact on Pay Rates
(v) Competency Based Pay
   Meaning
   Reasons for use of Competency Based Pay
   Advantages & Disadvantages of Competency Based Pay

(vi) Other Compensation Trends
    Broad Banding
    Strategic Compensation
    Comparable Worth

(C) EMPLOYEE BENEFITS

Flexible Benefits Program
(i) The Cafeteria Approach
(ii) Flexible Work Arrangements
    Flex Time
    Compressed Work week
    Effectiveness of Flex Time and Compressed Work week
(iii) Other Flexible Work Arrangements
    Job Sharing
    Work Sharing
    Tele communicating
    (Reference Book Gary Dessler)

(D) EMPLOYEE DISCIPLINE

Concept & Definitions
Objectives
Causes of Indiscipline
Types of Discipline
Essentials of a good disciplinary system
Code of Discipline
Procedure
Kinds of punishments/Penalties
Role of HR Manager in maintaining discipline
Statutory provisions concerning discipline
Guidelines of a disciplinary action
Principles of effective discipline
(References P.G.Aquinas & S.S.Khanka)
MODULE IV

HUMAN RESOURCE DEVELOPMENT

(A) TRAINING AND DEVELOPMENT OF HUMAN RESOURCES

(i) SIGNIFICANCE OF TRAINING AND DEVELOPMENT
   Training as a Strategic Organizational Activity

(ii) LINKAGE BETWEEN BUSINESS STRATEGY AND TRAINING
   Defender Strategy
   Prospector Strategy

(iii) THE PROCESS OF TRAINING AND DEVELOPMENT
   Needs Assessment (Diagnostic Stage)
   Programme design and development
   Programme Implementation
   Evaluation

(iv) SPECIAL FORMS OF TRAINING AND DEVELOPMENT
   Team Training
   Diversity Training
   Training for Global Assignments
   Training for Leadership Skills
   Orientation Training

(B) MANAGING CAREERS

(i) CAREER PLANNING METHODS/PRACTICES
   Objectives of Career Planning Methods/Practices
   Career Planning Methods used by Organizations
   Concerns and Planning Methods at each Career Stage

(ii) CAREER DEVELOPMENT
   Career Development Interventions for Each Career Stage
   Roles of Employee and Employer in Career Development

(C) MENTOR RELATIONSHIPS

(i) THE CONCEPT OF MENTORING
   Mentoring v/s Coaching, Training and Counseling
   Mentors and Proteges
   Functions of Mentoring
   Formal Informal Mentoring Relationships
(ii) **OUTCOMES OF MENTORING PROGRAMMES**
Job Performance, Socialization, HR & Succession Planning, Leadership, Cultural Diversity, Political Sponsorship,
Positive Outcomes of Mentoring
Negative Mentoring Experiences
Costs –Risks Associated with Mentoring Relationships

(Reference Book Tanuja Agarwala)

**MODULE V**

**CONTEMPORARY ISSUES OF HR**

(I) **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**
Types of International Organizations
International Human resource Management(IHRM)
Difference Between IHRM & Domestic HRM
Reasons for Increasing Importance of IHRM
External Environment and HRM

**IHRM PRACTICES**
International Staffing
Pre-Departure Training for International Assignments
Repatriation
Performance Management in International Assignments
Compensation Issues in International Assignments
(Reference Book Tanuja Agarwala)

(II) **CHALLENGES FACED BY HR IN KNOWLEDGE ECONOMY**
Reference: Exhibit 2.2 (Pages 81-83)-Tanuja Agarwala

(III) **ROLE OF HR IN MANAGING CULTURE CHANGE**
Reference: (Page 104-107) Tanuja Agarwala

(IV) **HUMAN RESOURCE RECORDS AND INFORMATION SYSTEM (HRIS)**
References: (P.G Aquinas & S.S. Khanka)

(V) **MANAGING HR IN VIRTUAL ORGANIZATIONS**
(HRM Text & Cases, S.S.Khanka, S.Chand)
SUGGESTED REFERENCE BOOKS

1. Human Resource Management
   By Gary Dessler
   Pearson Prantice Hall
   Tenth Edition

2. Strategic Human Resource Management
   By Tanuja Agarwala
   2007 –Edition
   Oxford University Press

3. Human Resource Management Principles and Practice
   By P.G. Aquinas
   Vikas Publishing House Pvt. Ltd.) (Reprinted in 2007)

4. Human Resource Management (Text and Cases)
   By S.S. Khanka
   S.Chand & Company Limited
   (Reprint 2007)

NOTE:

The topics under contemporary issues may be reviewed every two years

TABLE OF WEIGHTS

<table>
<thead>
<tr>
<th>Module</th>
<th>% Weight</th>
<th>Out of 70 Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td>20%</td>
<td>14</td>
</tr>
<tr>
<td>Module II</td>
<td>20%</td>
<td>14</td>
</tr>
<tr>
<td>Module III</td>
<td>20%</td>
<td>14</td>
</tr>
<tr>
<td>Module IV</td>
<td>20%</td>
<td>14</td>
</tr>
<tr>
<td>Module V</td>
<td>20%</td>
<td>14</td>
</tr>
</tbody>
</table>

NUMBER OF LECTURES PER DIVISION PER WEEK 4- (FOUR)
GUJARAT UNIVERSITY

Syllabus

TYBBA

BUSINESS ENVIRONMENT & POLICY

Effective from June 2008

MODULE-1   (20%)

1.1 Introduction to Business Environment   (10%)
   - Concept, Definition & Importance of Business Environment, Internal & External environment of business

1.2 Introduction to Strategic Management   (10%)
   - Meaning of Strategy, Strategic Management, Core Competence, Tactic, Long-term objectives
   - Advantages of Strategic Management, Process of Strategic Management, Different levels of Strategy, Factors to be considered while determining Mission & Vision

MODULE-2   (20%)

2. Economic Environment
   - Reforms in Indian Money Market, Primary Capital Market & Secondary Capital Market
   - Union Budget: Concept, Main constituents of Budget, Various types of Budgetary Deficits
   - Price & Distribution controls: Objectives, Price controls; Direct Vs Indirect, Administered prices, Dual pricing, Subsidisation, Public Distribution System
   - Privatisation: Concept, Ways of privatisation, Disinvestment process in India.
   - Exit Policy

MODULE-3   (20%)

3. Global Environment
   - Globalisation: Definition, Meaning & indicators of Globalisation
   - Foreign Investment Flows: Concepts of FDI, FPI & Role of Foreign Investments
- MNCs: Meaning of MNC & TNC, Benefits from MNCs, Problems brought by MNCs
- Export Promotion & Import Substitution policy: Meaning & Arguments in Favour & Against it

**MODULE-4 (20%)**

4.1 Social Environment (10%)
- Meaning of Social Responsibility of Business & social responsibility of Business
  - Business Ethics: Meaning & Its importance
  - Consumerism: Concept, Consumer Rights & Consumerism in India

4.2 Strategic Analysis (10%)
- Internal Analysis: Concept, Tools for Internal Analysis-Concepts of BCG Matrix, GE9 & Value- Chain
  - Concept of External Analysis (PEST)
  - Concept of SWOT Analysis

**MODULE-5 (20%)**

5.1 Technological & Natural Environment (10%)
- Technology & Innovation, Sources of Technology Dynamics
- Concept of Natural Environment & its impact on Business
- Meaning of Sustainable Development & its need
- The Global Environmental Concerns

5.2 Strategic Alternatives (10%)
- Concepts of Growth & Expansion, Diversifications, Stability, Retrenchment, Turnaround, Liquidation, Mergers & Acquisitions

Reference Books:
8. Strategic Management, Upendra Khachru, Excel Book

<table>
<thead>
<tr>
<th>Module</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>20%</td>
</tr>
<tr>
<td>2</td>
<td>20%</td>
</tr>
<tr>
<td>3</td>
<td>20%</td>
</tr>
<tr>
<td>4</td>
<td>20%</td>
</tr>
<tr>
<td>5</td>
<td>20%</td>
</tr>
</tbody>
</table>

NO. OF LECTURES PER WEEK PER DIVISION: 3
IT TOOLS AND APPLICATIONS

(For TYBBA)
Total Lectures/Lab Sessions=25

Introduction to Computers (1)
Computer system components, Input devices, Output devices, Storage devices, computer storage elements, Types of computer, Applications of computers, advantages of using computer

Operating System (1)
Computer Software categories, Operating System, Types of User interfaces, Functions of Operating Systems, Types of Operating systems, Examples of Operating Systems,

Windows Utilities and Virus (2)
Control panel (Managing users, date and time settings, display settings, adding/removing hardware, programs), Search, System tools
What is Virus, Types of computer viruses, Anti virus, diagnosing a virus infection, Preventive measures

Internet and Outlook (2)
What is internet, Most popular internet services and their functions (e-mail, world wide web, FTP, Usenet, Internet relay chart, instant messaging, Internet telephony, How internet works, connecting to the internet
Managing e-mails, Using address book, working with task list, scheduling appointments

Advanced Features of MS Word (6)
Creating a document, formatting text of a document, formatting a document, Inserting and removing page breaks, Inserting headers and footers, viewing a document, Page setup of document, printing a document, working with tables and graphics, working with objects, Mail merge and labels, spelling and grammar tools, Autocorrect, Autotext, Autoformat, Inserting Endnotes, foot notes, working with columns, inserting comments, creating index and tables from the content of document, counting words, saving document with passwords

Working with Advanced Features of Spreadsheets (7)
Pivot table, Creating and editing charts, goal seek, scenario manager, protecting worksheet, Data analysis (Standard deviation, Variance, Correlation, Z-test, chi-square)
Working with Presentation Software  (6)

Creating a basic presentation, Formatting slide contents, linking multiple slides using hyperlinks and advance buttons, using slide layouts, adding notes to the slides, editing and formatting slides, working with slide masters, inserting objects on the slide, Animating objects, Slide transitions, choosing preset animations, triggering animations, Applying sound effects to animation effects, playing videos, Rehearsing timings, Slide show, slide show options (using pen pointer, highlighter)

Books:

2. IT Tools and Applications by Sanjay Saxena and Prabhpreet Chopra, Vikas Publishing 2005
Proposed Syllabus
T.Y. BBA
Industrial & Commercial Laws

SECTION 1: COMMERCIAL LAWS (70%)

Module I. Indian Contract Act, 1872 (30%)
- Introduction to Contract Act-Definition, Essential Elements for a valid Contract
- Offer
- Acceptance
- Consideration
- Capacity of Parties (Minor’s Agreement)
- Void, Voidable & illegal Agreements
- Contingent Contracts
- Discharge Of Contract
- Remedies for Breach Of Contract
- Quasi-Contract
- Bailment Contract-Definition, Requisites for a Valid Bailment, Rights-Duties & Liabilities of Bailor & Bailee, Finder of Goods
- Doctrine Of Frustration
- Doctrine Of Quantum Merit

Module II Sale Of Goods Act, 1930 (10%)
- Definition- Sale, Goods, Types Of Goods, Documents of Title to Goods
- Distinction between – Sale & Agreement to Sell
- Unpaid Seller- Definition & Rights Of an Unpaid Seller
- No Seller Has A Better Title Than What He Himself Has (Sale By Non Owners)
- Doctrine Of Caveat Emptor (Buyer’s Beware)
- CIF & FOB Contracts

Module III Negotiable Instrument Act, 1881 (5%)
- Promissory Note- Definition, Characteristics
- Bills Of Exchange- Definition, Characteristics
- Cheque-Definition, Types Of Cheques, Types of Crossing Of Cheques & its Advantages,
- Distinction between- Promissory Note, Bills Of Exchange & Cheque
- Holder & Holder In Due Course

Module IV Consumer Protection Act, 1986 (5%)
- Introduction & Objects Of Consumer Protection Act
- Definition- Consumer, Service, Deficiency In Service, Unfair Trade Practice,
  Monopolistic & Restrictive Trade Practice
- Authorities for settlement of Consumer Dispute – District Forum & State Commission

Module V Information Technology Act, 2000 (10%)
- What Is Cyber Law & Cyber Crime
- Offences (Sec. 65 to 78 of Information Technology Act, 2000)
- Cyber Regulations Appellate Tribunal (Sec 48 to 64)

Module VI Intellectual Property Act – Trade Marks Act (10%)
- Trade Mark – Introduction & Definition
- Procedure for Registration Of Trade Mark
- Passing Off & Infringement Of a Trade Mark
SECTION 2: Industrial Laws : ( 30% )

Module 7 Industrial Dispute Act, 1947
- Definition- Industry, Industrial Dispute, Workmen
- Strike- Definition, Types & circumstances under which it become illegal
- Lockout-Definition & circumstances under which it become illegal
- Lay-Off & Retrenchment
- Various Authorities for Settlement of Industrial Dispute Act, 1947

Module VIII Factories Act, 1948
- Definition- Factory, Hazardous Process, Manufacturing Process, Occupier, Worker
- Provisions Related to Worker
  - (a) Health – Sec 11 to 20
  - (b) Safety – Sec 21 to 41
  - (c) Welfare – Sec 42 to 50
  - (d) Working Hours of Women & Children- Sec 51 to 66
  - (e) Annual Leave with Wages

Module IX Workmen’s Compensation Act, 1923
- Definition & Scope of Workmen’s Compensation Act
- Accident
- Dependent
- Disablement
- Entitlement Conditions for getting Compensation

Module X Employees Provident Fund Act, 1952
- Introduction & Scope Of Employees Provident Fund Act, 1952
- Contribution
- Employees P.F. Scheme
- Family Pension Scheme
- Employees Deposit Linked Insurance Funds Scheme

Recommended Books :

2) Contract Act – Avtaar Singh ( Module I, II & III )
3) Labour Laws – Jhabwala ( Module VII, VIII, IX & X )
4) Intellectual Property Act – Narayan ( Module VI )
5) Information Technology Act -( Module V )
Allocation of weight to the topics

SECTION 1: Commercial Laws (70%)

Module I  Indian Contract Act, 1872  30%
Module II  Sale Of Goods Act, 1930  10%
Module III Negotiable Instrument Act, 1881  5%
Module IV  Consumer Protection Act, 1986  5%
Module V  Information Technology Act, 2000  10%
Module VI  Intellectual Property Act – The Trade Marks Act  10%

SECTION 2: Industrial Laws (30%)

Module VII  Industrial Disputes Act, 1947
Module VIII  Factories Act, 1948
Module IX  Workmen’s Compensation Act, 1923
Module X  Employees Provident Fund Act, 1952

(Questions need to be framed in a manner which cover all the modules of this section i.e although clubbing of modules is allowed, no module should be exempted completely)
Module-I

CENTRAL EXCISE

- Nature of excise duty, legislative history, coverage; levy and collection of excise duties under the Central Excise Act.
- Definitions and types of excise duty
- Classification of goods under Central Excise Tariff Act, 1985, with reference to Rules of Interpretation.
- Assessment including provisional assessment, self-removal procedure, payment of duty, and rate of duty. Record-based control and production-based control.
- Registration procedures.
- Procedure for exports, duty draw back.
- Provisions relating to CENVAT.
- Exemptions for small scale industries.

Module-II

SERVICE TAX

- Evolution and Need of Service Tax, Advantages of Service Tax,
- Disadvantages of Service Tax
- Definitions and taxable services :-
- Classification of Taxable Services
- Valuation of Taxable Services
- Payment of Service Tax
- Registration Procedure
- procedures for returns
- Service Tax Credit Rules
  - Definitions
  - Service Tax Credit (Meaning etc.)
  - Utilisation of Service Tax Credit
  - Transfer of service tax credit
  - Documents & Accounts
- Information about different forms ST-1 to ST-7 and TR-6
Module-III

CUSTOM DUTY

- Principles governing levy of customs duty, types of duty including protective duty, safeguard duty, countervailing duty and anti-dumping duty and exemption from customs duties.
- Basic principles of classification of goods and valuation of goods.
- Customs authorities, appointment of customs ports, warehousing stations.
- Provisions governing conveyance, importation and exportation of goods, special provisions regarding baggage, goods imported or exported by post, and stores.
- Detailed procedure in relation to transportation and warehousing.
- Drawback of customs duties paid.

Module-IV

GUJARAT VAT

- Introduction and concept of vat and sales tax
- Advantages of VAT as to sales tax
- Scope and applicability of act (Including exemption from tax.
- Registration Provisions
- Various definitions under the act
  - Goods and Capital Goods
  - Sale
  - Dealer
  - Resale
  - Manufacturer
  - Person
  - Taxable Turnover
  - Business
- Incident of Tax, Tax Rate and Tax credit concepts.
- Returns (challens) and Statement of VAT and different types of Assessment scheme.

Module-V

OBJECTIVES AND CASE STUDIES FROM MODULE I TO IV
Recommended Books
- Indirect Taxes By Bangur – Adhya Prakashan
- VAT and Service Tax by V. S. Datey - Taxmann
- Indirect Taxes – Law and Practice By V. S. Datey -Taxmann

Total No of Lectures required 3 per week per division.

**ALLOCATION OF MARKS**

<table>
<thead>
<tr>
<th>MODULE</th>
<th>PERCENTAGE</th>
<th>MARKS OUT OF 70</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>30</td>
<td>21</td>
</tr>
<tr>
<td>II</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>III</td>
<td>15</td>
<td>11</td>
</tr>
<tr>
<td>IV</td>
<td>20</td>
<td>14</td>
</tr>
<tr>
<td>V</td>
<td>20</td>
<td>14</td>
</tr>
</tbody>
</table>
PROPOSED SYLLABUS
T.Y.B.B.A.
INDIRECT TAXES (ELECTIVE)

Module-I

CENTRAL EXCISE

- Nature of excise duty, legislative history, coverage; levy and collection of excise duties under the Central Excise Act.
- Definitions and types of excise duty
- Classification of goods under Central Excise Tariff Act, 1985, with reference to Rules of Interpretation.
- Assessment including provisional assessment, self-removal procedure, payment of duty, and rate of duty. Record-based control and production-based control.
- Registration procedures.
- Procedure for exports, duty draw back.
- Provisions relating to CENVAT.
- Exemptions for small scale industries.

Module-II

SERVICE TAX

- Evolution and Need of Service Tax, Advantages of Service Tax,
- Disadvantages of Service Tax
- Definitions and taxable services :-
- Classification of Taxable Services
- Valuation of Taxable Services
- Payment of Service Tax
- Registration & Procedure
- Returns & Periodicity and its procedures
- Service Tax Credit Rules
  - Definitions
  - Service Tax Credit (Meaning etc.)
  - Utilisation of Service Tax Credit
  - Transfer of service tax credit
  - Documents & Accounts
- Information about different forms ST-1 to ST-7 and TR-6
Module-III

CUSTOM DUTY

• Principles governing levy of customs duty, types of duty including protective duty, safeguard duty, countervailing duty and anti-dumping duty and exemption from customs duties.
• Basic principles of classification of goods and valuation of goods.
• Customs authorities, appointment of customs ports, warehousing stations.
• Provisions governing conveyance, importation and exportation of goods, special provisions regarding baggage, goods imported or exported by post, and stores.
• Detailed procedure in relation to transportation and warehousing.
• Drawback of customs duties paid.

Module-IV

GUJARAT VAT

• Introduction and concept of vat and sales tax
• Advantages of VAT as to sales tax
• Scope and applicability of act (Including exemption from tax.
• Registration Provisions
• Various definitions under the act
  o Goods and Capital Goods
  o Sale
  o Dealer
  o Resale
  o Manufacturer
  o Person
  o Taxable Turnover
  o Business
• Incident of Tax, Tax Rate and Tax credit concepts.
• Returns (challens) and Statement of VAT and different types of Assessment scheme.

Module-V

OBJECTIVES AND CASE STUDIES FROM MODULE I TO IV
Recommended Books

- Indirect Taxes By Bangur – Adhya Prakashan
- VAT and Service Tax by V. S. Datey - Taxmann
- Indirect Taxes – Law and Practice By V. S. Datey -Taxmann

Total No of Lectures required 3 per week per division.

ALLOCATION OF MARKS

<table>
<thead>
<tr>
<th>MODULE</th>
<th>PERCENTAGE</th>
<th>MARKS OUT OF 70</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>30</td>
<td>21</td>
</tr>
<tr>
<td>II</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>III</td>
<td>15</td>
<td>11</td>
</tr>
<tr>
<td>IV</td>
<td>20</td>
<td>14</td>
</tr>
<tr>
<td>V</td>
<td>20</td>
<td>14</td>
</tr>
<tr>
<td>Module No.</td>
<td>Contents</td>
<td>Weight (%)</td>
</tr>
<tr>
<td>-----------</td>
<td>--------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>1.</td>
<td><strong>Introduction to Cost and Management Accounting</strong></td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Basic Idea of Management Accounting, Tools and Techniques of Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Accounting, Cost – Financial – Management Accounting Comparison.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cost Concepts, Direct and Indirect costs, Behaviouristic Classification</td>
<td></td>
</tr>
<tr>
<td></td>
<td>of cost, Functional Classification of Cost, Overheads, Segregation of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Semi Variable overheads and Allocation and Apportionment of overheads</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Except Machine hour rate method)</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td><strong>Standard Costing</strong></td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td>Introduction to Standard costing and Variances, Calculation of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Variances (Materials, Labour, Fixed &amp; Variable Overhead, Sales and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sales Margin Variances) Finding Missing items from variances NOT</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expected.</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td><strong>Budgetary Control:</strong></td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td>Meaning &amp; Concept Budgets and Budgetary Control, Fixed Budgets, Flexible</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Budget, Zero Based Budgeting (ZBB)Various Functional Budgets like</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Production Budget, Purchase Budget, Sales Budget, Selling Overheads</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Budget, Cash Budget (Except constructing Balance Sheet from Cash Budget)</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td><strong>Cost – Volume – Profit Analysis:</strong></td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Interrelationship between Cost, Volume and Profits, Break Even Analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assumptions, Limitations, Margin of Safety, Profit Volume Ratio,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Relevant Cost Concepts, Problems relating to Merging Plants.</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td><strong>Decision Making:</strong></td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>Various Decisions and Relevant Cost Concepts:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Key Factor/Limiting Factor/Optimum Product Mix (Problems with</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Multiple Key factors should be avoided)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Make or Buy Decision</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Shut Down or Continue Decision</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Accept or Reject an order Decision</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Dropping of a Product Decision</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Replace or Continue Decision</td>
<td></td>
</tr>
</tbody>
</table>
6. Reporting to Management 10%

7. Responsibility Accounting and Transfer pricing 10%

8. Contemporary Areas in management Accounting 10%
(Theoretical Concept Only)
   1. Life Cycle Costing
      Meaning, concept and uses of PLC costing, costs at different stages of PLC.
   2. Activity Based Costing
   3. Target Costing
   4. Uniform Costing

Suggested Text Books:

Reference Books:
  1. Advanced Management Accounting: Ravi M. Kishore, Taxmann Publications
  2. Cost and Management Accounting : S. N. Maheshwari, Sultan Chand Publications
  4. Management Accounting : Khan & Jain

Number of Lectures per week per division : 4
Gujarat University Third Year B.B.A.
Materials, Production and Operations Management

Syllabus w.e.f. June 2008

This paper has two sections of equal weightage. Work Load: 4 lectures per week

SECTION I- OPERATIONS RESEARCH – 50 %

MODULE I

1. Overview of Operations Research (OR)
   1.1 Origin of OR
   1.2 OR Models and Modeling
   1.3 Application and Scope of OR

2. Linear Programming Problem (LPP)
   2.1 Introduction and General Mathematical Formulation of LPP
   2.2 Assumptions of LPP
   2.3 Formulation of LPP – application of LPP
   2.4 Graphical Solution
   2.5 Simplex Method (Maximization cases only)
   2.6 Concept of Duality – Formulating dual from primal problems

MODULE II

3. Transportation Problems (TP)
   3.1 General Mathematical Formulation of TP
   3.2 IBFS using North West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel’s Approximation Method (VAM)
   3.3 Optimum solution using Modified Distribution (MODI) method
   3.4 Solutions of TP under special cases of degeneracy, multiple, unbalanced, restricted and maximization.

4. Assignment Problems (AP)
   4.1 General Mathematical Formulation of AP
   4.2 Hungarian Method of solving AP
   4.3 Solutions of AP under special cases of unbalanced, maximization & restricted
   4.4 General Applications of AP like Airline – crew assignment

MODULE III

5. Network Models and Methods
   5.1 Introduction to network, network diagram, concepts of event and activity
   5.2 PERT
   5.3 CPM
   5.4 Computation of floats: total, free, independent
6. **Inventory Models**
   6.1 Concept, Terms and importance of inventory
   6.2 Types of inventory and various costs associated with inventory
   6.3 Classical Economic Order Quantity (EOQ) Model with & without Re-Order Point and Lead Time: Derivation and applications
   6.4 Economic Lot Size (ELS) / Economic Batch Quantity (EBQ) model without derivation : Applications
   6.5 EOQ model with price breaks (All units discount only): Applications

**Paper Scheme – Section A**

<table>
<thead>
<tr>
<th>Module</th>
<th>Topics</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>1, 2</td>
<td>16 %</td>
</tr>
<tr>
<td>II</td>
<td>3, 4</td>
<td>17 %</td>
</tr>
<tr>
<td>III</td>
<td>5, 6</td>
<td>17 %</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>50 %</strong></td>
</tr>
</tbody>
</table>

**Reference Books for Operations Research (Section A):**

(i) *An Introduction to Management Science: Quantitative Approach to Decision Making* by Anderson, Sweeney & Williams – Cengage (Erstwhile Thomson) Publications 11e

(ii) *Practical Management Science* by Winston & Albright - Cengage (Erstwhile Thomson) Publications


(iv) *Introduction to Operations Research* by H. A. Taha – PHI Publication

(v) *OR Techniques for Management* by V. K. Kapoor – Sultan Chand & Sons

(vi) *OR Theory & Practice* – J. K. Sharma – McMillan Publications

**FOR SECTION A NO. OF LECTURES PER WEEK PER DIVISION: 2**
Module – I (20%)
Nature and Scope of Production and Operations Management

Readings :

Nature, Importance and Scope of Production and Operations Management, Evolution, Characteristics, Why Study production and production management?

Types of Production: Intermittent – Continuous, One-time large project, Flow-Control, Open and Close Job Shop, Seasonal Manufacturing.

Production function and Productivity – Methods of production, Production function-Productivity, meaning of each and difference between them, factors affecting productivity, measurement of productivity, How to effect Productivity increase and benefits from such an increase, Automation

Module – II (20%)
Work Study – Motion Study (Method Study / Method Analysis)
Readings :

Work Study and Productivity - Definition, Importance, Benefits, Relationship of work-study to time and motion study, Position of Work Study department, Qualities of Work-study men, Why good relations necessary before work-study, Work Study and the workers, Work Study and management, Work study procedure

Motion Study (Method Study / Method Analysis) – Definition, Aim / Objective, Advantages, Factors Facilitating, Procedure, Recording techniques used, Therbligs, Present Symbols, Cycle graph, Chronocycle graph, Motion Economy, Design of work-place layout, Analysis in the form of charts, Memomotion study

Module – III (20%)
Materials Management
Readings :

Materials Management, Purchasing, Purchase Organization, Purchasing Policies, Materials Storing, Stores and Store Keeping, Materials Handling

Materials Management and Inventory Control - Only Introduction, Scope, Importance and Objects

Module – IV (20%)
Plant Location
Readings :
Plant Location, Facility Location
Module – V (20%)

Plant Layout

Readings :
Plant Layout, Facility Layout – Excluding CRAFT and numericals

Imp. Note : No Numericals to be taken in any modules nor to asked in the exams.

Recommended Readings :

3. Industrial Engineering and Management Science by Banga Agarwal Sharma – Khanna Publishers
5. Production and Operation Management by Kanishka Bedi – Oxford University Press

<table>
<thead>
<tr>
<th>Module Number</th>
<th>Topic</th>
<th>Weight (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Nature and Scope of Production and Operations Management</td>
<td>20</td>
</tr>
<tr>
<td>II</td>
<td>Work-Study</td>
<td>20</td>
</tr>
<tr>
<td>III</td>
<td>Materials Management</td>
<td>20</td>
</tr>
<tr>
<td>IV</td>
<td>Plant Location</td>
<td>20</td>
</tr>
<tr>
<td>V</td>
<td>Plant Layout</td>
<td>20</td>
</tr>
</tbody>
</table>

No. of lectures per week per division for this section of the paper : 2 (TWO)
GUJARAT UNIVERSITY
SYLLABUS
T.Y.B.B.A.
ORANISATIONAL BEHAVIOUR
EFFECTIVE FROM JUNE 2008

MODULE- I
Introduction to OB.
-Definition of OB.
-Contributing Disciplines to the field of OB
-Challenges and Opportunities for OB
1). Responding to globalization
2). Managing work force diversity
3). Improving quality and productivity
4). Responding to outsourcing
5). Improving customer service
6). Improving people skills
7). Empowering people
8). Stimulating innovation and change
(Only a brief introduction is expected i.e. without sub-points)
-Models of OB.
1). Autocratic
2). Custodial
3). Supportive
4). Collegial
5). System
-Motivation models
1). ERG theory
2). David McClelland’s need theory
3). Equity theory
4). Victor Vroom’s expectancy theory
[With their implications for managers]
-Performance appraisal and motivation

MODULE- II
Foundations of Individual behaviour
1) Biographical characteristics
*age – gender – tenure – ability [including intellectual- physical and ability job fit] .
2) Learning
-Introduction
-definition
- Shaping -as a managerial tool
3) Attitudes
- Types of attitudes
1. Job Satisfaction
2. Job Involvement
3. Organizational Commitment
4) Personality
- Meaning
- Major Personality Attributes influencing OB.
1. Locus of control
2. Machiavellianism
3. Self-Esteem
4. Self-monitoring
5. Risk-Taking
6. Type A-Type B
8. Proactive Personality

A Short Note together on following 3 concepts
5) Perception
- Meaning
- Selective Perception
6) Values
7) Emotions

**MODULE-III**
Foundations of group Behaviour

- Meaning
- Def.
- Stages of Group Development (5 stage Model)
- Role: meaning, role-identity, role perception, role expectation, role conflicts, role ambiguity
- Status:-meaning, Sources of Status, Significance of status (Ref. Keith Davis & Newstrom -11th edition Pub: Tata McGraw)

- Techniques of Group-Decision making (Only the following two with their benefits and limitations)
1). Brainstorming
2). Nominal Group Technique

- Teams
- Type of Teams
1). Problem-Solving teams  
2). Self-managed teams  
3). Cross-Functional teams  
4). Virtual teams  
Consultation skills  
Research & Presentation skills  
Interpersonal skills  

**MODULE-IV**  
Foundation of Organizational Structure  
-Types of organizational structures  
1). Matrix Organization  
2). Virtual Organization  
3). Boundary less Organization  
-Power  
Meaning & def.  
Bases Of power  
Power Tactics  
Meaning & def  
Resistance to change (Types and Reasons)  
Levin’s 3 step model of change  
Implementing change successfully (including building support for change)  
-Organizational development.  
Meaning & def  
Benefits-limitations  
Process of OD.  
-Leadership theories  
* Fiedler’s Contingency model  
* Path Goal Theory  
* Hersey and Blanchard’s leadership Model  
* Short Notes on:  
1). Mentoring  
2). Self Leadership  
3). Transformational leadership  
4). Coaching  

**MODULE-V**  
Issues between individuals and organizations  
- Meaning & Definition
- Characteristics of Organizational Culture
- Communication of organization culture through the process of Socialization and Individualization
  - meaning and definition
  - Functional and Dysfunctional conflicts
- Sources of Conflicts
- Conflict Resolution Strategies

- **Counseling**
  - meaning & definition
  - Functions of counseling
  - Types of counseling
  - Transactional analysis (Including interpersonal orientation and stroking) as a technique of resolving conflicts

- **Stress**
  - Meaning-Definition
  - Stress and job performance relationship
  - Approaches to stress management (Coping with stress)

Reference book (for the topics where specifically not mentioned)
Organizational Behavior
Authors-Stephen Robbins & Seema Sanghi
Publisher: Pearson Education (2006)

<table>
<thead>
<tr>
<th>Module</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>20%</td>
</tr>
<tr>
<td>II</td>
<td>20%</td>
</tr>
<tr>
<td>III</td>
<td>20%</td>
</tr>
<tr>
<td>IV</td>
<td>20%</td>
</tr>
<tr>
<td>V</td>
<td>20%</td>
</tr>
</tbody>
</table>

**NUMBER OF LECTURES PER WEEK PER DIVISION**: 3
Module-I
Introduction to Income Tax
  • Definition
  • Residential Status And Incidence Of Tax
  • Income Tax Authorities
  • Tax Planning, Tax Avoidance, Evasion, Tax Management
  • Computation Of Tax
  • Assessment Procedure

Module-II
Income from Salary
  • Different form of salary
  • Allowances and perquisites
  • Retirement Benefits
  • Deductions
  • Provisions regarding Employees Provident Fund
  • Deductions under this head of Income
  • Fringe Benefits

Module-III
  • Unit-1 Income From House Property
  • Unit-2 Capital Gain (Capital Assets, Longterm Capital Assets, Short Term Capital Assets, Long-Term Capital Gain/Loss Shot term Capital Gain/Loss, Total or partial exemption of capital gains u/s 54, 54B, 54EA & 54EC (Any other deduction applicable to individual assessee)
  Unit-3 Income from other sources

Module-IV
  • Income from Business and Profession
  • Incomes covered under this head: allowable expenses, expressly disallowed expenses, and general dedications.
  • Depreciation Sec.32: Concept of Block of Assets for tangible and intangible assets. Rules for computation of depreciation.

Module-V
  • Deductions U/S 80-c to 80-u (Applicable to Individual Assessee)
  • Set Off and Carry Forward of Losses
  • Clubbing Of Income
  • Computation Of Total Income (only for individuals)

Module-VI
Wealth Tax
Recommended Books

- Systematic Approach to Income Tax: Bharat Publications
- Direct Taxes By B.Lal and Vashist - Pearson Education
- Prayas Income Tax: Mundhra-Law Point Publications
- Direct Tax – V.K.Singhania

ALLOCATION OF MARKS

<table>
<thead>
<tr>
<th>MODULE NO</th>
<th>PERCENTAGE OF MARKS</th>
<th>MARKS OUT OF 70</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>20</td>
<td>14</td>
</tr>
<tr>
<td>II</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>III</td>
<td>20</td>
<td>14</td>
</tr>
<tr>
<td>IV</td>
<td>15</td>
<td>11</td>
</tr>
<tr>
<td>V</td>
<td>20</td>
<td>14</td>
</tr>
<tr>
<td>VI</td>
<td>10</td>
<td>7</td>
</tr>
</tbody>
</table>

Total No of Lectures required 3 per week per division.
1. STRATEGIC BRAND MANAGEMENT

Ch:1  Brand and Brand Management

What is Brand?
Factors determining enduring Brand Leadership
Branding Challenges and opportunities
Strategic Brand Management Process

1) Identifying and establishing brand positioning and values
2) Planning and implementing brand marketing programmes
3) Measuring and interpreting brand performance
4) Growing and Sustaining brand equity

Ch:2  Customer based brand equity (CBBE)

Concept of CBBE
Brand equity as a bridge
Making a strong brand
  Brand Knowledge
Sources of Brand Equity
  Brand Awareness
  Brand Image
Building a strong brand
  Brand Building Blocks
  Brand Salience
  Brand Performance
  Brand Imagery
  Brand Judgements
  Brand Feelings
  Brand Resonance
Brand Building Implications
Book: Strategic Brand Management, Kevin Lane Keller, Pearson Education, 4th Indian Reprint.

2. MARKETING RESEARCH

Definition of Marketing Research
Classification of Marketing Research
Marketing Research Process
Secondary Data Analysis and classification of secondary data
Classification of Marketing Research Designs
Primary versus Secondary Data
Advantages and uses of secondary data
Disadvantages of secondary data
Criteria for evaluating secondary data
Primary Data: Qualitative v/s Quantitative Research

Survey Methods:
- Telephone Method
- Personal Method
- Mail Method
- Electronic Method

Observation Methods:
- Structured v/s unstructured observations
- Disguised v/s undisguised methods
- Natural v/s continued observation
- Personal Observation
- Mechanical Observation
- Audit Observation
- Content Analysis
- Trace Analysis

Primary Scales of Measurement:
- Nominal
- Ordinal
- Interval
- Ratio
- Itemized Rating Scales
  - Likert Scale
  - Sematic Differential Scale
  - Stapel Scale

Questionnaire
- Definition
- Objectives of questionnaire
- Questionnaire design process

Observational Forms

Sampling Design Process
Sampling Techniques

Data Preparation Process (in brief)
Report Preparation and presentation process in brief.


3. RETAIL MANAGEMENT

1. Introduction to Retailing (Chapter 1)
   - What is Retailing?
   - Characteristics of Retailing

2. Retail Location Strategy: (Chapter 6)
   - Importance of Location Decision
   - Determining factors
   - Types of Retail Location
3. **Product and Merchandise Management (Chapter 7)**
   Merchandise Management:
   - Components of merchandise management
   - Key dimensions of the merchandise mix
   - Constraining factors influencing merchandise plan

4. **Atmospherics and Retail Space Management**

   Atmospherics
   - Role of atmospherics in Retail Strategy
   - Immediate effects of Retail Unit Environment
   - Key components of Retail Atmospherics

Name: Retail Management
Book: Chetan Bajaj and Rajnish Tuli and Nidhi V Srivastava; Publisher: Oxford

4. **SERVICES MARKETING**

   Definition
   Characteristics
   Reasons for Growth of Service sector
   Services Marketing Mix
   Demand Situations
   Demand Patterns
   Demand Variations In services
   Strategies for demand management
   Determinants of Service Quality
   Managerial Process for Service Quality
   Total Quality Services Marketing
   Terms: 1. Internal Marketing 2. External Marketing 3. Interactive Marketing
   Gap Model  (Material to be provided by the concerned Faculty to the students)


5. **INTERNATIONAL MARKETING MANAGEMENT**

1. **Introduction**
   (i) Organizing Global Marketing (1.9)
   (ii) Objectives of Global Marketing (1.11)
2. Study of Environment for International Marketing
   a. Economic Environment
      I Macro- Economic Environment (4.1)
      II Micro-Economic Environment (4.2)
      III Screening micro eco-parameters (Pg 14)
   b. Cultural Environment
      I Cultural Variables and International Business Environment (5.2)
      II Cultural Influence on Marketing Mix (5.3)
   c. Political Environment
      I Political Interventions (6.2)
      II Political Risks in International Marketing (6.4)

3. Modes of Entry into International Markets
   (All modes in brief) (Pg 471 onwards)
   Low Intensity mode of entry
   Piggy backing
   Go-To-Market
   Exporting
   Contractual Agreement
   Licensing
   Franchising
   Joint Ventures
   Strategic Alliances
   Wholly Owned Subsidiaries

Book :- International Marketing – Raj Gopal (Vikas Publishing)

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>WEIGHTAGE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC BRAND MANAGEMENT</td>
<td>20</td>
</tr>
<tr>
<td>MARKETING RESEARCH</td>
<td>20</td>
</tr>
<tr>
<td>RETAIL MANAGEMENT</td>
<td>20</td>
</tr>
<tr>
<td>SERVICES MARKETING</td>
<td>20</td>
</tr>
<tr>
<td>INTERNATIONAL MARKETING</td>
<td>20</td>
</tr>
</tbody>
</table>

No. of Lectures per week per division: 4