

**Savitribai Phule Pune University  
(Pattern – 2013) w.e.f. 2015-2016**

**T.Y. B.B.A.  
Semester V  
Compulsory Paper**

**Subject Name :- Supply Chain and Logistics Management**

**Course Code :- 501**

**Objectives:**

1. To introduce the fundamental concepts in Materials and Logistics Management.
2. To familiarize with the issues in core functions in materials and logistics management

Unit Number	Particulars	No. of lectures
<b>1</b>	<b>Supply Chain Management –</b> 1.1 Concept, objectives, significance 1.2 Process view of a supply chain-cycle and push pull view 1.3 Drivers/components of supply chain – Facilities, Inventory, Transportation, Information, Material Handling 1.4 Achieving tradeoff between customer service and cost	10
<b>2</b>	<b>Physical distribution –</b> 2.1 Definition, Importance, participants in physical distribution process. 2.2 Marketing Channels – Definition and Importance 2.3 Different forms of channels - Unconventional channels - Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi channel 2.4 Functions of Marketing Channels 2.5 Channel Management – Channel Selection Process & criteria 2.6 Performance appraisal of Channel Members - Channel Conflicts & Techniques to resolve channel conflicts	10
<b>3</b>	<b>3.1 Procurement -</b> Supplier Management, Management Supplier Selection, Tendering, E-Tendering, Negotiation <b>3.2 Warehouse and Dispatch Management -</b> Types of Warehousing, Warehouse Layout Docking and Marshalling, Warehouse Safety Management.	10
<b>4</b>	<b>Inventory -</b> 4.1 Need and Types of Inventory - 4.2 Costs associated with Inventory– Basic EOQ Model - EOQ with discounts; ABC Analysis - ( <b><i>Numericals expected on Basic EOQ, EOQ with discounts &amp; ABC</i></b> ) 4.3 Stacking and Racking Systems. LIFO , FIFO	10
<b>5</b>	<b>Current trends in Supply chain management –</b> 5.1 Green Supply Chain Management	8

	5.2 Role and Future of IT in the Supply Chain 5.3 Customer Relationship Management 5.4 Supplier Relationship Management 5.5 E-Business and the Supply Chain; E-Business in Practice	
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Supply Chain Management* by Sunil Chopra, Peter Meindl & D.V. Kalra
2. *Inventory Management* by L.C. Jhamb
3. *Principles and Practices of Costing* by Sunita Pokharna, Success Publications, Pune
4. *Sales and Distribution Management* by Krishna K. Havaladar & Vasant M Cavale
5. *Purchasing and Supply Management* by Dobler and Burt
6. *Supply Chain Management Best Practices* by David Blanchard
7. *Channel Management & Retail Management* by Meenal Dhotre
8. *The Supply Chain handbook* by James A. Tompkins, Dale A. Harmelink

## Compulsory Paper

**Subject Name - : Entrepreneurship Development**

**Course Code - : 502**

**Objectives:**

1. To create entrepreneurial awareness among the students.
2. To help students to up bring out their own business plan.
3. To develop knowledge and understanding in creating and managing new venture.

Unit Number	Particulars	No. of lectures
<b>1</b>	<b>Entrepreneur and Entrepreneurship:</b> 1.1 Concept of Entrepreneur, Manager, Intrapreneur 1.1.1 Definition ,meaning and functions of an entrepreneur 1.1.2 Concept of Manager 1.1.3 Roles and Responsibilities of Manager 1.1.4 Concept of Intrapreneur 1.2. Need and Importance of Entrepreneurship 1.3. Enterprise v/s Entrepreneurship 1.4. Self Employment v/s Entrepreneurship 1.5. Problem of Unemployment and Importance of wealth creation 1.6. Entrepreneurial career as an option.	<b>10</b>
<b>2</b>	<b>Business opportunity Identification and Preliminary Project Report(PPR):</b> 2.1 Opportunity Search: Divergent Thinking Mode: 2.1.1 Meaning ,Objectives 2.1.2 Tools and Techniques: Environmental scanning for business opportunity Identification 2.2 Opportunity Selection: Convergent Thinking Mode: 2.2.1 Meaning ,Objectives 2.2.2 Tools And Techniques: Market Survey 2.3 Preliminary Project Report(PPR)	<b>10</b>
<b>3</b>	<b>Business Plan:</b> 3.1 Meaning and ,Objectives of Business Plan 3.2 Elements of Business Plan 3.3 Business Planning Process - Self Audit, Evaluation of Business Environment, Setting Objectives, Forecasting Market Conditions, Stating actions and resources required, Evaluating Proposed plan, Assessing Alternative strategic plans, Controlling the plan through Annual Budget	<b>10</b>
<b>4</b>	<b>Institutional Support to New Venture (Students are expected to study the assistance scheme of following institutions)</b> 4.1 District Industries Center(DIC)	<b>12</b>  3

	4.2 Maharashtra Industrial Development Corporation(MIDC) 4.3 Small Industries Service Sector(SISI) 4.4 Micro, Small & Medium Enterprise(MSME)  Financial Assistance for Small Enterprise: Institutional: a)Bank Loan b) Angel Funding c) Venture Funding d) Self Employment Schemes of Government of Maharashtra e) Government Financial Institutions: Khadi and Village Industries Board(KVIB),Rajiv Gandhi Udyami Mitra Yojana (RUGMY) f) Prime Minister Employment Generation Programme (PMEGP)	
<b>5</b>	<b>Study of Entrepreneurs' Biographies:</b> 5.1 Rahul Bajaj 5.2 Kiran Muzumdar Shaw 5.3 Azim Premji 5.4 Sabeer Bhatia	<b>6</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. Desai Vasant: "Management of Small Scale Industries" - Himalaya Publishing House
2. Taneja Satish and Gupta: "Entrepreneurship Development-New Venture Creation" - Galgotia Publishing Company, New Delhi
3. Jain P.C: Handbook For New Entrepreneurs Entrepreneurship Development Institute of India
4. Sangle B. R. : Business Environment & Entrepreneurship, Success Publications, Pune
5. Gupta C.B. & Srinivas: "Entrepreneurial Development"- Sultan D, Chand & Sons, New Delhi
6. Prof Rajeev Roy: "Entrepreneurship" - Oxford University Press
7. Edward D. Bono: "Opportunities"

## Compulsory Paper

**Subject Name :- Business Law**

**Course Code :- 503**

### Objectives:

1. To understand basic legal terms and concepts used in law pertaining to business
2. To comprehend applicability of legal principles to situations in Business world by referring to few decided leading cases.

<b>Unit Number</b>	<b>Particulars</b>	<b>No. of lectures</b>
<b>1</b>	<b>Indian Contract Act 1872</b> 1.1 Definition, kinds and concepts of contracts, Essentials U/S10 1.2 Offer and Acceptance 1.3 Consideration 1.4 Legality and Objects of consideration 1.5 Capacity of Parties 1.6 Free Consent 1.7 Void Agreements and Agreements opposed to public policy 1.8 Performance of Contract. 1.9 Discharge of Contract and Remedies.	<b>10</b>
<b>2</b>	<b>The Sale of Goods Act 1930</b> 2.1 Contract of Sales of Goods-Essentials 2.2 Distinction between Sale and Agreement to Sale 2.3 Subject matter of Contract of Sale-Classification of goods & Concept of Price 2.4 Conditions and Warranties-Types and Distinction 2.5 Transfer of Property-Possession & Risk, Passing of property, Goods sent on approval or "on sale or return" basis, Sale by Non-owner 2.6 Performance of a contract of sale-Delivery of goods, Rights and duties of the buyer, buyers liability for rejecting or refusing delivery 2.7 Rights of unpaid Seller 2.8 Remedies for Breach of Contract of Sale	<b>8</b>
<b>3</b>	<b>The Companies Act, 1956</b> 3.1 Company-Definition, Meaning, Features and Types of Companies 3.2 Incorporation of a Company-Mode of forming ,Documents to be filed with registrar, Certificate of Incorporation, Effects of Registration, Promoter and his position 3.3 Memorandum of Association-Its contents and alteration, Doctrine of Ultra Vires 3.4 Article Of Association- Its contents and alteration-Comparison between Articles and Memorandum, Doctrine of	<b>8</b>

	Indoor Management 3.5 Prospectus- Registration and contents 3.6 Statement in lieu of Prospectus	
<b>4</b>	<b>Information Technology Act, 2000</b> 4.1 Preliminary and Definitions 4.2 Digital Signature: Concept, Authentication of electronic records 4.3 Electronic Governance (Legal recognition of electronic records, Legal recognition of digital signatures, Use of electronic records and digital signatures in Government and its agencies) 4.4 Advantages and Disadvantages of E-Governance	<b>8</b>
<b>5</b>	<b>The Right To Information Act, 2005</b> 5.1 Preliminary & Definitions 5.2 Right to Information and obligations of Public Authority: 5.3 Designation of Public Information Officers: 5.4 Request for obtaining information, Disposal of request, Exemption from disclosure of information. 5.5 Grounds for rejection to access in certain cases, Severability, Third party information 5.6 The Central Information Commission: • Constitution of State Information Commission. • Tenure of office and conditions of service. • Removal of State Chief Information Commissioner or State Information Commissioner • Powers & Functions of the Information Commissions, Appeals and Penalty	<b>14</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

- 1) *Business and Commercial Laws-Sen and Mitra.*
- 2) *Mercantile Law-S. U. Jadhavar, Success Publications, Pune*
- 3) *Business Law-G. M. Dumbre, Success Publications, Pune.*
- 4) *An Introduction to Mercantile Laws-N. D. Kapoor*
- 5) *Business Laws-N. M. Wechlekar*
- 6) *Company Law-Avatar Singh*
- 7) *Law of Contract-Avtar Singh*
- 8) *Business Laws-Kuchhal M.C.*
- 9) *Business Law for Management-Bulchandani K.R.*
- 10) *Consumer Protection Act in India. Niraj Kumar*
- 11) *Consumer protection in India. V.K.Agrawal*
- 12) *Consumer Grievance Redressal under CPA. Deepa Sharma.*
- 13) *Commentary on the Information Technology Act 2000 by Bhansali S.R*
- 14) *E Governance Issues and Strategies by Chaudhary, Suman Kalyan & Nayak, Sudhanshu Shekhar*
- 15) *Information Technology Act, 2005*

## Compulsory Paper

**Subject Name -: Research Methodology**

**Course Code -: 504**

### Objectives:

1. To provide the students with basic understanding of research process and tools for the same.
2. To provide an understanding of the tools and techniques necessary for research and report writing.

<b>Unit Number</b>	<b>Particulars</b>	<b>No. of lectures</b>
<b>1</b>	<b>Introduction to Research</b> 1.1 Research – Meaning, Characteristics & Importance 1.2 Basic Research Process – An overview & steps involved 1.3 Research Design – Meaning, Characteristics of a good research design 1.4 Components of Research Design 1.5 Sampling Design – Steps involved & Types of Samplings	<b>10</b>
<b>2</b>	<b>Sources of Collection of Data:</b> 2.1 Primary Data: Concept and Definitions 2.2 Respondents: Concept and Meaning 2.3 Secondary Data: Concept and Definition 2.4 Types of sources of secondary data	<b>8</b>
<b>3</b>	<b>Methods of Collecting of Data:</b> 3.1 Primary Data: Methods of collecting primary data, 3.1.1 Survey Method: Types of surveys 3.1.2 Questionnaire Method: Types of questions, Essentials of good questionnaire 3.1.3 Interview Method: Types of Interviews 3.1.4 Experimentation & Observation Methods: Types of observations 3.1.5 Focus Group Methods like Panel groups & Group Discussions 3.2 Secondary Data: Methods of collecting secondary data 3.2.1 Evaluating Quality of Data 3.2.2 Advantages and Disadvantages of Secondary Data	<b>10</b>
<b>4</b>	<b>Data Processing &amp; Analysis</b> 4.1 Data Processing – Editing, Codification, Classification, Tabulation, Scaling & Measurement (Should be taught with help of computer) 4.2 Data Analysis – Methods of analyzing data 4.3 Hypothesis - Concept and Types of Errors 4.4 Hypothesis Testing – Chi Square Test, Z-test & t-test	<b>10</b>

<b>5</b>	<b>Writing Skills for Business Research:</b> 5.1 Project Report Writing – Selecting and defining topic, Writing Chapters, Subject Matter, Style and Structure 5.2 Research Paper Writing – Structure of research paper, referencing styles 5.3 One Research Paper to be written and presented by student <b>(50 % Weightage in Internal Evaluation to be given for the same)</b>	<b>10</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. Ghosh, B.N. *Scientific Method and Social Research* (Sterling: New Delhi)
2. Kothari. C.R. *Research Methodology – Methods and Techniques* (New Age: New Delhi)
3. Sangale B. R. *Research Methodology – (Success Publications, Pune)*
4. Donald. R. Cooper and Pamela S. Schindler, *Business Research Methods* (Irwin McGraw-Hill Publications, New Delhi).
5. Naresh K. Malhotra, *Basic Marketing Research 4/E* (Pearson Education Publications).
6. S. N. Murthy and U. Bhojanna, *Business Research Methods.* (Excel Books, New Delhi).



## Finance Special Paper I

**Subject Name -: Analysis of Financial Statements**

**Course Code -: 505 – A**

### **Objectives:**

1. This course is designed to prepare students for interpretation and analysis of financial statements effectively.
2. To make the student well acquainted with current financial practices
3. This course is designed primarily for students who expect to be intensive users of financial statements as part of their professional responsibilities.

<b>Unit Number</b>	<b>Particulars</b>	<b>No. of lectures</b>
<b>1</b>	<b>Financial Statements of Corporate Organizations</b> 1.1 Meaning of Financial statements 1.2 Need of Financial statements 1.3 Importance of Financial statements. 1.4 Preparation of Financial Statements as per schedule VI of the Amended Companies Act 2013 1.5 Revised Schedules 1.6 How to read company's Balance Sheet	<b>8</b>
<b>2</b>	<b>Introduction to analysis and Interpretation of financial statements</b> 2.1 Analysis and Interpretation of financial statements – Meaning/ introduction 2.2 Types of financial analysis 2.3 Advantages of financial analysis 2.4 Limitations of financial analysis 2.5 Techniques of financial analysis i. Comparative financial statements ii. Trend Analysis iii. Common Size Financial Statements iv. Funds Flow Analysis v. Cash Flow Analysis vi. Ratio Analysis	<b>8</b>

<p><b>3</b></p>	<p><b>Ratio Analysis</b>  3.1 Concept of Ratio  3.2 Meaning of Ratio Analysis  3.3 Interpretation of Ratios  3.4 Classification of Ratios  i) Liquidity Ratios  ii) Turnover Ratios  iii) Solvency Ratios  iv) Profitability Ratios  V) Miscellaneous Group  3.5 Role of Ratio  3.6 Advantages of Ratio Analysis  3.7 Limitations of Ratio Analysis  3.8 <b>Practical Problems</b></p>	<p><b>10</b></p>
<p><b>4</b></p>	<p><b>Cash Flow Analysis</b>  4.1 Meaning of Cash Flow Statement  4.2 Objectives of Cash Flow Statement  4.3 Uses of Cash Flow Statement  4.4 Limitations of Cash Flow Statement  4.5 Preparation of Cash Flow Statement  4.6 Methods of Cash Flow Statement  a) Direct Method – b) Indirect Method  4.7 Cash Flow Activities –  Operating, Investing, Financing  4.8 <b>Practical Problems on Indirect Method</b></p>	<p><b>11</b></p>
<p><b>5</b></p>	<p><b>Funds Flow Analysis</b>  5.1 Concept of Fund  5.2 Meaning of Fund Flow Statement  5.3 Uses of Fund Flow Statement  5.4 Limitations of Fund Flow Statement  5.5 Preparation of Fund Flow Statement  a) Funds From Operations  b) Statement of Changes in Working Capital</p>	<p><b>11</b></p>

	c) Funds Flow Statement.	
	<b>5.6 Practical Problems</b>	
	<b>Total</b>	<b>48</b>

**Allocation of Marks:**

Theory - 50%

Practical problems - 50%

**Reference Books:**

1. *N.M. Vechlekar*                      *Financial Management*
2. *G. M. Dumbre*                      *Advanced Management Accounting, Success Publications, Pune*
3. *I.M Pandey*                              *Financial Management*
4. *Ravi. M. Kishore*                      *Financial Management*
5. *P.C Pardeshi*                              *Business Finance.*
6. *Khan and Jain*                              *Financial Management*
7. *N.D.Kapoor*                              *Financial Management*
8. *Prasanna Chandra*                      *Financial Management*
9. *Prof.Satish Inamdar*                      *Financial Statement and Analysis*

## Marketing Special Paper I

**Subject Name -: Sales Management**

**Course Code -: 505 – B**

### **Objectives:**

1. To provide the students with basic understanding of the processes and skills necessary to be successful in personal selling and insights about recent trends in sales management.

2. To provide an understanding of the tools and techniques necessary to effectively manage the sales function - organization - sales individual.

3. To provide students with advanced skills in the areas of interpersonal communications, Motivational techniques

<b>Unit Number</b>	<b>Particulars</b>	<b>No. of lectures</b>
<b>1</b>	<b>Introduction to Sales Management:</b> 1.1 Definition 1.2 Meaning 1.3 Objectives 1.4 Role of sales management in marketing 1.5 Recent trends in sales management 1.6 Ethical and legal issues involved in sales management	<b>10</b>
<b>2</b>	<b>Sales Organization:</b> 2.1 Need for sales organization 2.2 Types and structures of sales organization 2.3 Principles for building successful sales organization 2.4 Functions and responsibilities of sales manager	<b>8</b>
<b>3</b>	<b>Managing the Sales Force:</b> 3.1 <b>Recruitment and Selection:</b> Sales personnel selection process, criteria used for selection of sales personnel 3.2 <b>Training:</b> Importance, Areas of sales training- Company specific knowledge, product knowledge, Industry and market trend knowledge, Customers and technology, Relationship Selling, Customer education, Value added Selling. 3.3 <b>Motivation:</b> Motivation and productivity of sales force, Types of compensation plans, sales meetings, sales contests, fine tuning of compensation plan 3.4 <b>Sales Reporting:</b> Sales records, Sales reports, Sample of Sales Report Format, Key Performance Indicators of sales	<b>10</b>
<b>4</b>	<b>Sales planning and control:</b> 4.1 <b>Sales planning:</b> Sales forecasting – concept and methods- qualitative and quantitative 4.2. Market and Sales potential- concept and methods 4.3 Sales quotas- concept, purpose and types	<b>10</b>

	4.4 <b>Sales control:</b> process of sales control- Goal setting, Performance Measurement, diagnosis and corrective actions	
<b>5</b>	<b>Personal Selling and Relationship Management:</b> 5.1 <b>Personal Selling:</b> concept, process, Tools for personal selling 5.2 Effective selling techniques 5.3 Concepts of Sales leads, sales calls, types of sales calls, sales presentation 5.4 Characteristics of a successful salesman 5.5 Use of technology in personal selling 5.6 <b>Relationship Management:</b> concept 5.7 Role of relationship management in personal Selling 5.8 Characteristics of relationship	<b>10</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Sales and Distribution Management by Havaladar & Cavale, TMGH*
2. *Sales Management by Still, Cundiff & Govani, Pearson Education*
3. *Sales and Distribution Management, SL Gupta, Excel books*
4. *Marketing Management, B. R. Sangale, Success Publications, Pune*
5. *Retailing Management by Michael Levy & Barton Weitz, TMGH, 5thEdition*
6. *Building a Winning Sales Team – Gini Graham & Scott*
7. *Sales Management Handbook – Forsyth Ptrick*
8. *Professional Sales Management – Anderson, Hair and Bush*
9. *Sales Management - Richard R Still Edward W. Cundiff*
10. *International Marketing – Robert Reed*
11. *Strategies for selling-Gerald A. Michaelson*

## Human Resource Management Special Paper I

**Subject Name -:** Human Resource Management Principles and Functions

**Course Code -:** 505 – C

**Objective:**

To introduce the concept, principles and practices of H.R.M. to the students

<b>Unit Number</b>	<b>Particulars</b>	<b>No. of lectures</b>
<b>1</b>	<b>Human Resource Management and HR planning</b> 1.1. Introduction to Human Resource Management 1.2. Nature of Human Resource Management 1.3. Scope & Functions of HRM 1.4. Objectives of HRM 1.5. Role of H.R. manager 1.6. Strategic HRM: Meaning, Objectives & Challenges 1.7. HR Planning: Meaning, Definition 1.8. Need for HR Planning 1.9. Process HR Planning 1.10. Job Analysis, Job Design & Job Evaluation	<b>12</b>
<b>2</b>	<b>HR Recruitment and Selection</b> 2.1. Recruitment: Meaning & Definition 2.2. Recruitment Source: Internal vs. External 2.3. E-recruiting Methods, Benefits and Limitations 2.4. Factors Affecting Recruitment 2.5. Selection: Meaning & Process 2.6. E-selection, Advantages and Disadvantages. 2.7. Promotion: Policy and Types 2.8. Transfer: Policy and Procedure for Transfer 2.9. Demotion: Meaning, Causes of Demotion 2.10. Labor Turnover: Meaning. Measurement of Labor Turnover, Causes and Control measures	<b>10</b>
<b>3</b>	<b>Training, development and evaluation</b> 3.1. Training: Meaning, Objectives & Need 3.2. Training Process & Evaluation 3.3. Methods of Training: On the Job & Off the Job 3.4. Management Development: Meaning & Methods of MDP 3.5. Management Development Process and Evaluation 3.6. Performance Appraisal: Meaning, Definition & Need 3.7. Techniques of PA: Traditional & Modern Techniques 3.8. Possible Errors or Problems in Appraisal 3.9. E-performance Management: Meaning, Advantages & Disadvantages 3.10. Performance Management System: Meaning & Importance	<b>12</b>

<b>4</b>	<b>Personnel records reports and audit</b> 4.1. Meaning & Significance of Records and Reports 4.2. Essentials of a good Record and good Report 4.3. Personnel Audit: Objective, Scope & Importance 4.4. Methods of Analysis 4.5. Audit Report: Meaning & Importance	<b>6</b>
<b>5</b>	<b>New trends in HRM and exit policy</b> 5.1. Exit Policy: Meaning & Procedure 5.2. Challenges in implementing Exit Policy 5.3. Voluntary Retirement Schemes: Meaning, Merits & Demerits 5.4. Effects of Excess Manpower 5.5. HR in International Context: Global competency and Global Dimensions 5.6. Developing Cross Cultural Sensitivity 5.7. Human Resource Accounting 5.8. Human Resource Audit 5.9. Bench marking 5.10. Human Resource Research	<b>8</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Personnel Management: - Bhatia S. K. and Singh Nirmal*
2. *Business Administration – G. M. Dumbre, Success Publications, Pune*
3. *Personnel Management: - Kumar Arun and Sharma Rachana*
4. *Human Resource Management- Ashwathappa*
5. *International Human Resource Management by Peter J Dowling, Device E Welch, 4th Edition.*
6. *International Human Resource Management by K Aswathappa and Sadhna Dash, TMGH*

## Service Sector Management Special Paper I

**Subject Name -: Management of Services**

**Course Code -: 505 – D**

**Objectives:**

1. To inculcate in depth knowledge of services as an essential economic activity.
2. To get overall understanding about special features of services, various concepts and issues related with management of services.

Unit Number	Particulars	No. of lectures
<b>1</b>	<b>An Introduction to services</b> 1.1 Concept of services – Definitions and meaning 1.2 Characteristics of services 1.3 Differences between goods and services 1.4 Stages of Economic Development - Preindustrial Society, Industrial Society, Post Industrial Society 1.5 Dependency of Manufacturing on Services 1.6 Fastest Growing Services – Banking, Insurance, Wholesale and Retail Trading, Health care, Travel and Tourism, I.T. and B.P.O. 1.7 Role of services in the economy 1.8 Management challenges in the service sector	<b>10</b>
<b>2</b>	<b>Classification of services</b> 2.1 Bases for Classifying services 2.2 Service Package 2.3 Distinctive Characteristics of Service Operations 2.4 Nature of service Act 2.5 Relationship of service organisation with customers, Customization and Judgment in Service Delivery 2.6 Nature of demand and supply of service delivery	<b>8</b>
<b>3</b>	<b>Managing Service Operations</b> 3.1 Forecasting demand for services – Meaning and Techniques 3.2 Managing Service Capacity - Strategies for managing demand, Strategies for managing supply 3.3 Yield management – Meaning, Characteristics and Applications 3.4 Managing waiting lines - Inevitability of waiting, The Psychology of waiting. 3.5 Queuing systems – Meaning, Essential features of Queuing Systems.	<b>10</b>
<b>4</b>	<b>Designing of Service Enterprise</b> 4.1 New service development – Meaning, Process cycle 4.2 Service design elements, service blueprinting, Benchmarking 4.3 Generic approaches to service system design 4.4 Technology in services	<b>12</b>



	4.5 Service quality – meaning, Scope of Service Quality, Service Quality Improvement – i) Quality and Productivity Improvement ii) Quality tools for Analysis and Problem solving – Check Sheet, Run Chart, Histogram, Pareto Chart, Flowchart, Cause and Effect Diagram, Scatter Diagram, Control Chart etc. iii) Programs for organizational quality improvement – Personnel Programs for Quality Assurance, Quality-Improvement Program to Achieve Zero Defects, Deming’s 14-Point Program, ISO 9000 and Six-Sigma.	
<b>5</b>	<b>Globalization of Services</b> 5.1 Meaning and importance of globalization of services 5.2 Globalization and Indian services 5.3 Domestic growth and expansion strategies – focused service, focused network, clustered service and diversified network 5.4 Franchising – meaning, nature, benefits and issues 5.5 Global service strategies – Multi country expansion, importing customers, following your customers, service off-shoring and Beating the Clock.	<b>8</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Service Management – Operations, Strategy, information Technology*, James A. Fitzsimmons & Mona J. Fitzsimmons, Tata McGRAW-Hill.
2. *Services Management*, Sanjay V. Patankar, Himalaya Publishing House, Mumbai.
3. *Services Marketing – M. G. Mulla*, Success Publications, Pune.
4. *Marketing Management – B. R. Sangale*, Success Publications, Pune.
5. *Services Management*, Dr. K.Ramachandra, B. Chandrashekara and S. Shivakumar, Himalaya Publishing House, Mumbai.
6. *Services Marketing –Text and cases*, Rajendra Nargoundkar, Tata McGRAW-Hills.
7. *Services Marketing – Govind Apte*, Oxford University Press 2004.

## Agri Business Management Special Paper I

**Subject Name -:** Agricultural and Rural Development

**Course Code -:** 505 – E

**Objectives:**

1. To study the importance of rural economy of India
2. To understand the role of agribusiness management in development of economy

<b>Unit Number</b>	<b>Particulars</b>	<b>No. of lectures</b>
<b>1</b>	<b>Introduction to Agribusiness Management</b> 1.1 Indian Agricultural Economy – Characteristics, importance and Economic Planning, 1.2 Meaning, Scope and Importance of Agribusiness Management 1.3 Basic Infrastructural Facilities for Agribusiness 1.4 Linkages of Agro Industries to Indian Economy	<b>8</b>
<b>2</b>	<b>Rural Credit</b> 2.1 Role of Commercial Banks in Agricultural Sector 2.2 Role of National Bank for Agriculture and Rural Development (NABARD) 2.3 Role of cooperative institutions 2.4 Role of Regional Rural Banks (RRBs) 2.5 Introduction to Microfinance and concept of Self help Group	<b>12</b>
<b>3</b>	<b>Reforms in Indian Agriculture</b> 3.1 Land Reforms: Abolition of Zamindari Act, Tenancy reforms 3.2 Government Schemes/ programmes in Agriculture Sector: National Food Security Mission (NFSM); Rashtriya Krishi Vikas Mission (RKVM); National Rural Employment Guarantee Act (NREGA) 3.3 Irrigation	<b>12</b>
<b>4</b>	<b>Agricultural Taxation in India</b> 4.1 Importance of agricultural taxation for a developing country like India 4.2 Agricultural Income Tax	<b>6</b>
<b>5</b>	<b>Role of Corporate Sector and Agri Export</b> 5.1 Management Decisions 5.2 Export of Agricultural Products – Export Potential of Agro Based Products 5.3 Agricultural Export Zones 5.4 New Export Promotion Scheme (NEPS) 5.5 Role of NGOs in promotion of export of Agricultural produce	<b>10</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Indian Economy : Dutt and Sundaram.*
2. *Indian Economy : A.N. Agarwal.*
3. *Agri. Business Management : Smita Diwase*
4. *Agricultural Business Management: Prof. H. L. Nagaraja Muthy; Himalaya Publishing House*

## Finance Special Paper II

**Subject Name :- Long Term Finance**

**Course Code :- 506 – A**

**Objectives:**

1. To make the study of long-term financing
2. To make the student well-acquainted regarding current financial structure

<b>Unit Number</b>	<b>Particulars</b>	<b>No. of lectures</b>
<b>1</b>	<b>Sources of Finance:</b> 1.1 Owned and Borrowed funds 1.2 Equity Shares, Preference Shares 1.3 Debentures, Term Loan, Lease Financing, Hire Purchasing	10
<b>2</b>	<b>Capital Structure:</b> 2.1 Meaning, factors affecting Capital Structure – Internal factors, External factors and General factors 2.2 Cost of Capital, Trading on Equity, Capital Gearing and Leverages	14
<b>3</b>	<b>Capital Budgeting:</b> 3.1 Meaning 3.2 Techniques of Capital Budgeting 3.3 Mutually Exclusive Proposals	8
<b>4</b>	<b>Specialized Private Financial Institutions-</b> objectives and functions of 4.1 IFCI 4.2 IDBI 4.3 ICICI 4.4 SFCs 4.5 UTI	10
<b>5</b>	<b>Dividend Decisions:</b> 5.1 Dividend policy, determinants of dividend policy 5.2 Types of dividend policy 5.3 Forms of dividend	6
	<b>Total</b>	<b>48</b>

**Topic for practical problems:**

1. Leverages
2. Cost of Capital and Capital Structure

**Reference Books:**

1. *I.M.Pandey – Financial Management – Vikas Publishing House*
2. *Ravi M.Kishore – Financial Management*

3. *G. M. Dumbre – Modern Banking, Success Publications, Pune.*
4. *P.C.Pardeshi – Business Finance*
5. *Khan and Jain – Financial Management – Tata McGraw Hill*
6. *Prasanna Chandra – Financial Management – Tata McGraw hill*
7. *Appannaiah, Reddy, Satyaprakash – Financial Management – Himalaya Publishing Pvt. Ltd*
8. *Satish Inamdar – Financial Statement and Analysis*

## Marketing Special Paper II

**Subject Name -: Retail Management**

**Course Code -: 506 – B**

**Objectives:**

1. To provide insights into all functional areas of retailing.
2. To give a perspective of the Indian retail scenario.
3. To identify the paradigm shifts in retailing business with increasing scope of technology and e-business.

<b>Unit Number</b>	<b>Particulars</b>	<b>No. of lectures</b>
<b>1</b>	<p><b>Retailing:</b></p> <p><b>1.1 Overview of retailing:</b> Definition, Scope , Role and Functions of retailers, Advantages of Retailing, Organized and Unorganized Retailing, Indian Retail Scenario Vs. Global Retail Scenario , Drivers of retail change in India, Emerging Trends in Retailing in India , Role of Retail in Nation's Economy.</p> <p><b>1.2.Classification of Retailers:</b></p> <p><b>a. Traditional Retail Formats : (Store Based Retail Formats)</b> Independent stores, chain stores, Franchisee, Discount Stores, Cooperatives, Specialty stores, supermarkets, departmental stores, hypermarkets, convenience stores, chain stores, off price retailers etc.</p> <p><b>b. Modern Retail Formats: (Non Store Based Retail Formats)</b> Direct Selling, Direct Marketing, Catalog Marketing, Tele Marketing, Automatic Vending Machines, Airport Retailing, Kiosks, Electronic Shopping</p>	<b>12</b>
<b>2</b>	<p><b>Retail Location and site selection, store layout &amp; design and visual merchandising, category management:</b></p> <p><b>2.1 Retail Location and Site Selection:</b> Concept of location and site, factors to be considered in retail locations, important retail locations- central business district-destination locations-stand alone locations-convenience locations, process of retail location and site selection- selection of a city, deciding about trade location in the city, analysis of alternative sites</p> <p><b>2.2 Store Design and Store Layout:</b> The concept of store design, element of store design(interior and exterior), Store layout- Types of layout , factors affecting store</p>	<b>11</b>

	<p>layout, store facade</p> <p><b>2.3 Visual Merchandising:</b> Concept, Need and importance, tools used for visual merchandising and store atmospherics</p>	
<b>3</b>	<p><b>Retail Merchandising, Merchandise Planning and Category Management:</b></p> <p><b>3.1 Retail Merchandising:</b> Concept and principles of merchandising,</p> <p><b>3.2 Merchandise Planning:</b> Concept of merchandise planning, types of merchandise, process of merchandise planning, introduction of Private label brands</p> <p><b>3.3 Category Management:</b> Definition and process</p>	<b>08</b>
<b>4</b>	<p><b>Promotion mix in retailing and Retail Strategies</b></p> <p><b>4.1 Promotion Mix in Retailing:</b> Concept, need and objectives of promotion mix, elements of promotion mix, tool of promotion mix in store advertisements, outdoor advertisement, online advertising,</p> <p><b>4.2 Retail Strategies:</b> Differentiation strategy, growth strategy, expansion strategy, pricing strategy</p>	<b>09</b>
<b>5</b>	<p><b>Current trends in retailing:</b></p> <p><b>5.1 Role of IT in retailing:</b> Electronic Data Interchange(EDI), Database Management, Data Warehousing, Data Mining, Radio Frequency Identification(RFID), E-tailing, Bar Coding</p> <p><b>5.2 Rural Marketing -Retail:</b> Concept of rural marketing, Emerging models in rural markets Opportunities and Challenges in rural retail marketing.</p> <p><b>5.3 Mall Management:</b> Nature and concept of a mall, growth of malls globally and in India, Indian Malls Vs. Western countries Malls.</p>	<b>08</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Retailing Management : Michael Levy and Barton Weitz, TMGH,5th Edition*
2. *Retail Management: Swapna Pradhan, TTMGH*
3. *Retail Management : Gibson Vedamani, Jaico Books*
4. *Fundamentals of Retailing: K V S Madaan, McGraw Hill*
5. *Retail Marketing Management: David Gilbert, Pearson Publication*
6. *Retail Management : Arif Sheikh, Himalaya Publishing*

**Supplementary Reading Material**

1. *It happened in India by Kishor Biyani, Rupa and Company*
2. *Business Today , November 1999, Mall Management , pp. 7-22*

**Websites**

1. [www.indiaretailing.com](http://www.indiaretailing.com)
2. [www.imageretail.com](http://www.imageretail.com)

## Human Resource Management Special Paper II

**Subject Name -:** Human Resource Practices

**Course Code -:** 506 – C

**Objectives:**

To familiarize the students with it & practices

Unit Number	Particulars	No. of lectures
<b>1</b>	<b>A Introduction to Strategic HRM</b> 1.1 What is Strategy & Strategic Management? 1.2 Functional Level strategies 1.3.Challenges of Strategic HRM <b>B Job Analysis – Job Description &amp; Job Specification</b> 1.4 Work Scheduling 1.5 Job stress	
<b>2</b>	<b>A Executive Compensation</b> 2.1 Introduction 2.2 Methods/ Techniques 2.3 Importance <b>B. Working Conditions &amp; Welfare</b> 2.4 Importance Working Condition 2.5 Employee welfare- Importance, Types. 2.6 Industrial Accidents- causes and prevention, Accidents reports & records.	
<b>3</b>	<b>Organizational Development</b> 3.1 Concept & objectives 3.2 OD programme 3.3 OD Process and OD Culture 3.4 Ethics- organizational	
<b>4</b>	<b>A. Employee Grievance &amp; Discipline</b> 4.1 Meaning & Need for Discipline 4.2 Objectives 4.3 Causes of Indiscipline & its Actions 4.4 Essentials of a good Disciplinary System <b>B. Grievance causes &amp; its Procedure</b>	
<b>5</b>	<b>E- Human Resource</b> 5.1 E- Job Design 5.2 E- Human Resource Planning 5.3 E- Recruitment & E- Selection 5.4 E-Compensation 5.5 E- HR Records & E- HR Information 5.6 E-HR Audit	
	<b>Total</b>	<b>48</b>



**Reference Books:**

1. *Human Resource Management- V S P Rao (Excel Books)*
2. *Personnel & Human Resource Management- P. Subba Rao (Himalaya Publishing House)*
3. *Human Resource Management- Ashwathappa (McGraw-Hill)*
4. *Human Resource Management – S. S. Shete (Success Publications, Pune)*
5. *Fundamentals of Human Resource Management- Gary Dessler (Pearson Education; First edition (2010))*
6. *E-Human Resources Management: Managing knowledge people – Teresa Torres, Mario Arias, Oliva*
7. *Strategic Human Resource Management – A general Managerial Approach- Charlis R. Greer; second edition*

## Service Sector Management Special Paper II

Subject Name -: Marketing Services

Course Code -: 506 – D

Objectives:

Unit Number	Particulars	No. of lectures
1	<b>Introduction</b> 1.1 Meaning & Scope of Services Marketing, 1.2 Nature and characteristics of services, 1.3 Classification of services, 1.4 Importance of services marketing,	8
2	<b>Delivering quality services</b> 2.1 Services based components of quality, perceived quality, 2.2 Gaps in quality, 2.3 Bench marking, 2.4 TQM and customer satisfaction measurement techniques, 2.5 Strategies for improvement of service quality service guarantee.	10
3	<b>Services Marketing Mix</b> 3.1 Concept and definition of Marketing Mix 3.2 Four P's(Product, Price, Place and Promotion) 3.3 Extended Ps of Marketing (People, Process and Physical evidence)	10
4	<b>Managing service competition</b> 4.1 Guidelines for managing service competition, 4.2 Approaches to service competition, 4.3 Promotional planning and marketing strategy for services	10
5	<b>Recent Trends of Services Marketing In India</b> 5.1 Role of IT services. 5.2 Types of E- Services – 5.2.1 E- services–Financial services, 5.2.2 Hospitality services, 5.2.3 Education services, 5.2.4 IT services, 5.2.5 Hotel & Tourism services, 5.2.6 Event management services, 5.2.7 Consultancy services	10
	<b>Total</b>	<b>48</b>

### Reference Books:

1. *Services Marketing – (Concepts, Practices and Case from Indian Environment)*  
Dr. S. Shajahan, Himalaya Publication House
2. *Services Marketing – Vasanti Vanugopal Raghu V.N. Himalaya Publications House*

3. *Services Marketing – Text and cases Hansh V. Varma Parsons Educations*
4. *Services Marketing – M. G. Mulla, Success Publications, Pune.*
5. *Services Marketing Text and Cases - Harsh V Varma*
6. *Principles of Marketing - Phillip Kotler and Gary Armstrong*
7. *Marketing - V.S. Ramaswamy and S Namankumari*

## Agri Business Management Special Paper II

**Subject Name -:** International Agricultural Systems

**Course Code -:** 506 – E

**Objectives:**

1. To study of farming system and recent issues in agriculture sector.
2. To understand export potential of Agri. Business

Unit Number	Particulars	No. of lectures
1.	<b>Study of Farming System in various countries of the world.</b> 1.1 Israeli System 1.2 Chinese System 1.3 American System	12
2.	<b>Recent Issues in Agriculture.</b> 2.1 Genetically modified crops. 2.2 Ecological farming and sustainable agriculture	10
3	<b>WTO and Agriculture.</b> 3.1 Agreement on Agriculture(AoA) 3.2 Controversy regarding Agricultural Subsidies 3.3 India's New Patent Regime	12
4.	<b>Export potential of Agri Business</b> 4.1 Agricultural SEZs 4.2 Agro Processing Zones (APZs) 4.3 Agro Export Zones (AEZs) 4.4 Initiatives for Export Promotions	08
5.	<b>Foreign Direct Investment</b> 5.1 Meaning, Significance 5.2 FDI Vs Exports in relation to Agriculture	06
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Indian Economy : Dutt and Sundaram*
2. *Agri.Business Management : Smita Diwase*
3. *Agri.Business Management: A.C. Broadway and Broadway*
4. *Indian Economy : A.N. Agarwal*
5. *Indian Economy : Mishra Puri*

**T.Y. B.B.A.  
Semester VI**

**Compulsory Paper**

**Subject Name :- Business Planning and Project Management**

**Course Code :- 601**

**Objectives:**

To acquaint the students with the planning process in business and familiarize them with the function and techniques of project management

Unit Number	Particulars	No. of lectures
<b>1</b>	<p><b>Planning:</b></p> <p>1.1 Introduction, Meaning, Definition, Characteristic, objective, nature of Planning</p> <p>1.2 Advantages and limitations of planning</p> <p>1.3 Steps in planning process</p> <p>1.4 Methods of planning</p> <p>1.5 Essentials of a good planning</p> <p>1.6 Obstacles in planning, Planning Premises and Classification of Planning Premises</p> <p>1.7 Plan and Planning, Business Planning</p> <p><b>Planning and Forecasting :</b></p> <p>1.8 Introduction, Meaning, Definition, Characteristics, Process,</p> <p>1.9 Importance of forecasting</p> <p>1.10 Areas of forecasting</p> <p>1.11 Forecasting Techniques- Types, Methods</p> <p>1.12 Advantages of forecasting, Limitations of forecasting</p> <p>1.13 Difference between forecasting and planning</p>	<b>10</b>
<b>2</b>	<p><b>Project Management –</b></p> <p>2.1 Definition of a “Project”</p> <p>2.2 Why project Management, The project Life-Cycle, Project Management Maturity</p> <p>2.3 Project Selection and Criteria of Choice</p> <p>2.4 The Nature of Project Selection Models, Types of Project Selection Models</p> <p>2.5 Project Portfolio Process, Project Proposals.</p> <p>2.6 The Project Manager – Qualities , Project Management and the Project Manager, Special Demands on the Project Manager</p> <p>2.7 Problems of Cultural Differences, Impact of Institutional Environments, Project Organization,</p> <p>2.8 The project as Part of the Functional Organization, Pure Project Organization, The Matrix organization</p> <p>2.9 Choosing an Organizational form The Project Team.</p>	<b>10</b>

<b>3</b>	<b>Initial Project Coordination</b> 3.1 The Nature of Negotiation, Partnering, Chartering and change, Conflict and the project life cycle. 3.2 Estimating Project Budgets, Improving the Process of Cost Estimation.	<b>10</b>
<b>4</b>	<b>Network Techniques</b> 4.1 PERT and CPM 4.2 Risk Analysis Using Simulation with Crystal Ball 2000 4.3 Critical Path Method- Crashing a Project, The Resource Allocation Problem, Resource Loading, Resource Leveling, Constrained Resource Allocation 4.4 The Planning-Monitoring-Controlling Cycle, Information Needs and the Reporting Process, Earned Value Analysis 4.5 The Fundamental Purposes of Control, Three Types of Control Processes, Comments on the Design of Control Systems, Control as a Function of Management.	<b>10</b>
<b>5</b>	<b>Purposes of Evaluation</b> 5.1 Goals of the System 5.2 The Project Audit, Construction and Use of the Audit Report, The Project Audit Life Cycle, some essentials of an Audit/Evolution 5.3 The Varieties of Project Termination, when to Terminate a Project, The Termination Process.	<b>8</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Production and Operation Management:K. Ashwathappa and Siddharth Bhat, Himalaya Publishing House,2010 editions*
2. *Project Management- Samule J Mantel, Jr, Jack R. Meredith, Scott M. Shafer, Margaret M, Sutton with M.R. Gopalan, Wiley India Pvt. Ltd.*
3. *Business Administration with G. M. Dumbre, Success Publications, Pune.*
4. *Successful Project Management- Milton D. Rosenau, Jr., Cregory D. Githens, Wiley India Pvt. Ltd*
5. *Project Management- Vasant Desai, Himalaya Publishing House*
6. *Project Management : A Managerial Approach, Jack R. Meredith, Samuel J. Mantel Jr. Wiley India Pvt. Ltd.*
7. *Principles of Management – T. Ramasamy, Himalaya Publishing House*
8. *The McGraw-Hill 36-Hour Project Management Course -McGraw-Hill*

## Compulsory Paper

**Subject Name -:** Event Management

**Course Code -:** 602

**Objectives:** To acquaint the students with concepts, issues and various aspects of event management.

Unit Number	Particulars	No. of lectures
1	<p><b><u>Introduction to Event and Event Management</u></b>            1.1 Introduction and Definition of Event.            1.2 Event Designing, 5 C's of Events.            1.3 5 W's of Event.            1.4 Types of Events.            1.5 Categories of Event and its characteristics.            1.6 Objectives of Event Management.            1.7 Problems associated with traditional media.</p>	08
2	<p><b><u>Facets of Event Management</u></b>            2.1 <u>Event Infrastructure</u>: Core Concept, Core People, Core Talent, Core Structure.            2.2 <u>Clients</u>: Set Objectives for the Event, Negotiating Contracts with Event Organizers, Locating Interaction Points, Banners , Displays etc., at the Event, Preparing the Company's Staff for the Event, Post-event Follow-up.            2.3 <u>Event Organizers</u>: Role of Event Organizer, Qualities of an Event Organizer, Steps in Organizing an event.            2.4 <u>Venue</u>: In-house Venue, External Venue.</p>	10
3	<p><b><u>Execution of Event:</u></b>            3.1 <u>Networking Components</u>: Print Media, Radio Television, The Internet, Cable Network, Outdoor Media, Direct Media.            3.2 <u>Types of promotion methods used in events</u>: Sales Promotions, Audience Interaction, Public Relations, Merchandising, In-venue Publicity, Direct Marketing, Advertising, Public relations.            3.3 <u>Activities in Event Management</u>: Pre-event Activities, During-event Activities, Post-event Activities.            3.4 <u>Functions of Event Management</u>: Planning, Organizing, Staffing, Leading and Coordination, Controlling.            3.5 <u>Event Management Information System</u>.            3.6 <u>Technology in Event Management</u>.- Role and Importance.</p>	10
4	<p><b><u>Marketing of Event</u></b>            4.1 <u>Concept of Market in Events</u>            *Revenue Generating Customers.            *Nonrevenue Generating Customers.            4.2 Segmentation for Events, Niche marketing in events.            4.3 Targeting.</p>	10

	<p>4.4 Positioning of Events.  4.5 Branding in Events.  4.6 Reach Interaction Matrix.  4.7 Concept of Pricing in Events.  4.8 Legislation and Tax Laws.  4.9 Marketing Communication Tool.  4.10 Implementation of Marketing Plan.  4.11 Relationship Building.  4.12 <u>The Diverse Marketing Needs Addressed by Events: Brand Building, Focusing the Target Market, Creating Opportunities for Better Deals with Different Media, Events and the Economy.</u>  4.13 Concept of Ambush Marketing.</p>	
<b>5</b>	<p><b><u>Strategies of Event Management</u></b>  5.1 Strategic Approach.  5.2 Critical Success Factor Analysis.  5.3 <u>Strategic Alternatives Arising From Environmental Analysis:</u> Maintenance Strategy, Developmental Strategy, Preemptive Strategy, Survival Strategy.  5.4 <u>Strategic Alternatives Arising from Competitive Analysis:</u> Sustenance Strategy, Rebuttal Strategy, Accomplishment Strategy, Venture Strategy.  5.5 Strategic Alternatives Arising from Defined Objectives.  5.6 PREP Model.  5.7 Risk versus Return Matrix.  5.8 Forms of Revenue Generation.  5.9 <u>The Basic Evaluation Process:</u> Establishing Tangible Objectives and Sensitivity in Evaluation, Measuring Performance, Correcting deviations, Critical Evaluation Points in Events.</p>	<b>10</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Event Management: Wagen, Lynn Van Der, Pearson Education, 2012*
2. *Event Marketing and Management: Gaur, Sanjaya Singh, Vikas Publishing House Pvt Ltd. 2003*
3. *Business Management : G. M. Dumbre, Success Publications, Pune.*
4. *Event Planning And Management: Sharma, Diwakar, Deep & Deep Publication Pvt Ltd. 2005*
5. *Events Management: Raj, Razaq, SAGE Publication India Pvt. Ltd. 2009*



## Compulsory Paper

**Subject Name - : Management Control System**

**Course Code - : 603**

**Objectives:**

To introduce to the students the function of management control, its nature, functional areas, and techniques.

<b>Unit Number</b>	<b>Particulars</b>	<b>No. of lectures</b>
<b>1</b>	<b>Introduction To Management Control System</b> 1.1 The control function- Elements of Control- Nature of Control – Problems in control 1.2 Management Control – Characteristics, Principles & Types of Management Control 1.3 Factors Affecting Managerial Philosophy 1.4 Management Control Systems - Elements of MCS – Designing of MCS – 10 commandments of Effective Control System	<b>10</b>
<b>2</b>	<b>Management Controls In Functional Areas</b> 2.1 Production Control: Need – Procedure – Techniques Of Production Control 2.2 Inventory Control: Classification Of Inventories – Motives For Holding Inventories- Determination Of Stock Levels 2.3 Marketing Control: Process Of Marketing Control- Importance Of Marketing Control System- Tools And Techniques Of Marketing Control 2.4 Control In Personnel Area: Reasons For Workers Resistance To Controls- Kind Of Control Devices 2.5 IT Measures And Control – Installation Of Management Information & Control System, Structured & unstructured Decision	<b>12</b>
<b>3</b>	<b>Computers Systems</b> 3.1 Computer for Management Control Purposes- Are Computers essential for MIS? 3.2 Computers and Information System – Manual Systems – Mechanical Systems- MIS – Decision Support Systems- Characteristics of DSS- Where to apply DSS- Expert Systems.	<b>8</b>
<b>4</b>	<b>Management Control Of Projects</b> 4.1 Meaning of project – Aspects of Project – Factors affecting Project - 4.2 Project Planning – Time Dimension – Cost Dimension- Quality Dimension 4.3 Project Control- Reports Costs and Time- Reports on output- Revisions.	<b>10</b>

<b>5</b>	<b>Implementing MCS for small &amp; medium size companies</b> 5.1 Methodology of implementing Management Controls - Roles and responsibilities in implementing Management Control. 5.2 Management Control Structure - Responsibility centre, cost centre, profit centre, investment centre. 5.3 MCS in service & non-profit organizations.	<b>8</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. Anthony R. N. and John Dearden: *Management Control Systems*
2. 3. Bhattacharya S. K.: *Managerial Planning & Control System*
4. Mark G. Simkin : *Computer information systems for Business*
5. Robert J. Mockler: *Readings in Management Control*
6. Subhash Das : *Management Control Systems.*
7. P. Saravanavel : *MCS – H.P. House*
8. Arora Ashok & Akshay Bhatia, *Excel Books, New Delhi: Information Systems for Managers*

## Compulsory Paper

Subject Name -: E- Commerce

Course Code -: 604

### Objectives:

1. To know the concept of electronic commerce
2. To know the concept of Cyber Law & Cyber Jurisprudence
3. To know Internet marketing techniques

Unit Number	Particulars	No. of lectures
1	<b>E- Commerce and Business Model Concepts</b> 1.1 Main Activities of E Commerce 1.2 Definition 1.3 Goals 1.4 Technical Components 1.5 Functions 1.6 Status 1.7 Prospects 1.8 Significance 1.9 Advantages 1.10 Disadvantages  <b>E-Commerce Business Models</b> 1.11 Major Business to Consumer (B2C)Business Model Portal, E-tailor 1.12 Major Business to Business (B2B) Business Model 1.13 E Distributor, E-Procurement, Exchanges 1.14 Business models in Emerging E-Commerce Areas - C2C, P2P, and B2G.	11
2	<b>E-Money</b> 2.1 Real World Cash 2.2 E-Money 2.3 Requirements 2.4 Types of Electronic Payment Media 2.5 B2B E-Payment Systems  <b>Viruses</b> 2.6 Types of Viruses 2.7 Spyware & Adware 2.8 Virus Characteristics 2.9 Protection against Fraud & Viruses	10
3	<b>E-Marketing</b> 3.1 Identifying Goals	11

	3.2 Browsing Behavior Model 3.3 Online Marketing 3.4 E Advertising 3.5 Internet Marketing Trends 3.6 Target Markets 3.7 E-Branding 3.8 Marketing Strategies 3.9 Consumer Online: The Internet Audience and Consumer Behavior 3.10 E-cycle of Internet Marketing.	
<b>4</b>	<b>Cyber Law Concepts</b> 4.1 E Contract 4.2 Jurisdiction Concept 4.3 Choice of Law 4.4 Minimum Contacts 4.5 Internet Jurisdiction 4.6 Contractual Obligation in cyberspace 4.7 Active Vs Passive Websites 4.8 E-mail Transactions	<b>8</b>
<b>5</b>	<b>Cyber Jurisprudence</b> 5.1 Evolution of New System 5.2 Legal Meaning of Software 5.3 Legal Issues for Internet Commerce 5.4 Cyber Attack –Trojan, Virus ,Worm, Spam 5.5 Hacking – Phishing, IP Spoofing.	<b>8</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *E – Commerce Concepts – Models – Strategies*, Himalaya Publishing House. ISBN : 978-81-8488-096-0; C.S.V. Murthy
2. *Electronic Commerce From Vision to Fulfillment*, 3rd Edition, PHI. ISBN : 81-203-3027-7; Elias M. Awad
3. *E – Commerce An Indian Approach*, 2nd Edition, PHI ISBN : 81-203-2788-8; P.T.Joseph, S.J.
4. *Laws Relating to Computers Internet & E-Commerce*, 4th Edition, Universal Law Publishing Company. ISBN : 978-81-7534-778-6; Nandan Kamath
5. *E-Commerce –The Cutting Edge of Business* Second Edition; Kamlesh K Bajaj, Debjani Nag
6. *E-Commerce –Business ,Technology, society*; Kenneth C.Laudon,Carol Guercio Traver
7. *Introduction to E-Commerce*; Zheng Qin

## Finance Special Paper III

**Subject Name :- Financial Services**

**Course Code :- 605 A**

**Objectives:**

- 1) To study in detail various financial services in India
- 2) To make the students well acquainted regarding financial markets

Unit Number	Particulars	No. of lectures
<b>1</b>	<b>Indian Financial System : An Overview</b> 1.1 Introduction to Financial System 1.2 Structure of Financial System - Financial Institutions , Financial Markets, Financial Instruments and Financial Services 1.3 Overview of Indian Financial System since 1991 1.4 Financial Intermediaries in Financial System: - Merchant Bankers, Underwriters, Depositories, Brokers, Sub brokers, Bankers etc.	<b>9</b>
<b>2</b>	<b>Introduction to Financial Markets</b> 2.1 Capital Market- Primary Market – Management of IPO, Secondary Market – Stock Exchanges in India – Introduction , NSE , BSE , OTCEI 2.2 Role of SEBI as a regulatory authority 2.3 Introduction to Derivatives, Futures and Options 2.4 Money Market – Introduction , Money Market instruments – Call and Notice money market , Treasury Bill , Commercial Papers , Certificate of Deposits , Money Market Mutual Fund , Inter corporate deposits 2.5 Difference between Money Market and Capital Market	<b>14</b>
<b>3</b>	<b>Financial Services in India</b> 3.1 Mutual Fund 3.2 Factoring and Forfeiting 3.3 Credit Rating 3.4 Venture Capital	<b>9</b>
<b>4</b>	<b>Banking and Insurance Sector in India :-</b> 4.1 Introduction 4.2 Structure of Banking and Insurance Sector in India 4.3 Role of RBI and IRDA as a regulatory authority	<b>5</b>
<b>5</b>	<b>Recent Trends in Accounting and Finance</b> 5.1 Zero Base Budgeting 5.2 Inflation Accounting 5.3 Human Resource Accounting 5.4 Activity Based Costing 5.5 Mergers and Acquisition	<b>11</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Kohak MA :- Financial Services*
2. *L M Bhole and Jitendra Mahakut – Financial Institutions and Markets*
3. *G. M. Dumbre – Modern Banking, Success Publications, Pune.*
4. *S. S. Shete – Financial Marketing and Institutions in India, Success Publications, Pune.*
5. *Dr. S Gurusamy :- Essentials of Financial Services*
6. *M Y Khan :- Indian Financial System*
7. *Rajesh Kothari :- Financial Services in India , Concept and Application*

## Marketing Special Paper III

**Subject Name -: Advertising and Sales Promotion**

**Course Code -: 605 B**

**Objectives:**

1. To develop knowledge and understanding of importance and functions of advertising.
2. To understand Key features of Sales Promotion

<b>Unit Number</b>	<b>Particulars</b>	<b>No. of lectures</b>
<b>1</b>	<b>Introduction and Measurement of Effective Advertising</b> 1.1 Advertising – Evolution, Meaning, Definition, Classification, Benefits, Functions, Criticism, Ethics, Social issues 1.2 Strategic Advertising Decision - Setting Advertising Objectives, Deciding Advertising Budget, Advertising Framework planning and Organization. 1.3 Advertising Campaign – Meaning, Basis of Campaign, Length of Campaign, Parameters governing advertising Campaign, Planning of advertising of Campaign 1.4 Advertising Agency – Meaning, Definition, Functions, Types, Advantages, Structure, Advertiser and Advertising Interface 1.5 Advertising Effectiveness – Objective of measuring Advertising Effectiveness, Difficulties and Evaluation of Advertising Effectiveness 1.6 Advertising Control – Control of Advertising by Practitioners	<b>12</b>
<b>2</b>	<b>Copy Decisions</b> 2.1 Advertising Copy --Meaning, Objectives, Elements, Features, Types of Copy 2.2 Advertising Layout – Principles, Components, Visualization of Layout, Layout Format, 2.3 Copy Creation – Approaches, Principles, Styles of Copy creation, Verbal Versus Visual Thinking, Pre Testing methods and Measurements.	<b>10</b>
<b>3</b>	<b>Media Decisions</b> 3.1 Advertising Media – Meaning, Definition, Functions, Types of Media 3.2 Media Planning – Importance, Process, Difficulties, Basics of Reach, Frequency, Continuity in Media Planning 3.3 Media Research – Meaning, Importance, Functions, Process of Media Research 3.4 Media Selection – Approaches and factors affecting Media Selection	<b>10</b>
<b>4</b>	<b>Sales Promotion And Brand Equity</b> 4.1 Sales Promotion – Meaning, Definition, Objectives of sales	<b>10</b>

	<p>promotion, Factors affecting Sales Promotion Growth, Techniques of Sales Promotion</p> <p>4.2 Strategic Sales Promotion -- Strategies and Practices in Sales Promotion, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.</p> <p>4.3 Brand Equity – Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve “Brand standing”, Leveraging Brand values for business and non-business contexts.</p>	
<b>5</b>	<p><b>Role of Information Technology in Advertising and Sales Promotion</b></p> <p>5.1 Comparison of Traditional and Modern Advertising</p> <p>5.2 Internet Advertising – Purpose, Types, Advantages, disadvantages of internet Advertising</p> <p>5.3 Pre-Requisites of Online Advertising</p> <p>5.4 E – Advertising Guidelines</p> <p>5.5 Internet Advertising today</p>	<b>6</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Advertising and Promotions - Belch & Belch, Tata McGraw Hill 2001*
2. *Advertising Management - Rajeev Batra, John G. Myers & David A Aaker-PHI*
3. *Otto Kleepner’s Advertising Procedure – PH*
4. *Advertising Management – Rawal C. N., Success Publications, Pune.*
5. *International Edition - Contemporary Advertising Irwin/McGraw –Hill*
6. *Integrated Marketing Communications - Duncon- TMH*
7. *Foundations of Advertising Theory & Practice- S.A.Chunawalla & K.C.Sethia- Himalaya Publishing*
8. *Integrated Advertising, Promotion and Marketing Communication- By Clow Baack*
9. *Advertising Management- Manendra Mohan*
10. *Advertising Management- Batra, Myers & Aaker*
11. *Sales Promotion: M.N.Mishra*
12. *Advertising and Promotion- George Belch and Michael Belch*
13. *Marketing Management – Philip Kotler, Keller Jha- Pearson Education, 11th Edition*



## Human Resource Management Special Paper III

**Subject Name :- Labour Laws**

**Course Code :- 605 C**

**Objective:**

To acquaint the students with important legal provisions governing the industrial employees

Unit Number	Particulars	No. of lectures
<b>1</b>	<b>An Introduction to Labour Laws in India</b> 1.1 History and Evolution of Labour Laws in India 1.2 Labour Policy of India 1.3. Classification of Labour Laws and an overview of labour laws. 1.4 Unfair Labour Practices 1.5 Labour Laws in the unorganized sector 1.6 Authorities under the Labour Laws in India (Ministry of Labour & Employment –Government of India, Chief Labour Commissioner Labour Courts / Industrial Tribunals, (Appointment, Qualification, Disqualification, Rights & duties) 1.7 International Labour Organization	<b>10</b>
<b>2</b>	<b>The Employees Provident Funds And Miscellaneous Provisions Act,1952</b> 2.1 Scope, Application and Definitions 2.2 Schemes under the Act 2.3 Chapter II of the Act(Employee Provident Fund Scheme, State Board, appointment of Officers, Employees Pension Scheme and Fund, Employee Deposit Linked insurance Scheme, Inspectors.) 2.4 Membership of the Fund.	<b>10</b>
<b>3</b>	<b>The Employees State Insurance Act,1948</b> 3.1 Scope, Application and Definitions 3.2 Chapter II of the Act(ESI Corporation, Standing Committee, Medical Benefit Council, Principle Officers) 3.3 Chapter III of the Act(Finance & Audit) 3.4 Chapter IV-(Contributions, Recovery of Contribution,) 3.5 Chapter V(Benefits) 3.6 Chapter VI(Adjudication of Disputes & Claims) 3.7 Chapter VII(Punishment)	<b>10</b>
<b>4</b>	<b>The Child Labour (Prohibition and Regulation) Act,1986</b> 4.1 Part I (Preliminary) 4.2 Part II (prohibition of Employment of Children in Certain Occupations and Processes) 4.3 Part III (Regulation of Conditions of Work of Children) 4.4 Part IV (Miscellaneous- Penalties)	<b>08</b>

	4.5 IPEC(International Programme on Elimination of Child Labour)	
<b>5</b>	<b>Maternity Benefits Act,1961</b> 5.1 Extent, Application and Definitions 5.2 Employment or work prohibited by women in certain periods 5.3 Right to Payment of Maternity Benefits 5.4 Payment of Maternity benefits in case of death of women 5.5. Payment of Medical Bonus 5.6 Leave for Miscarriage and wages for Tubectomy Operation 5.7 Leave for Pregnancy illness, delivery, premature birth of a child, Medical Termination of Pregnancy, Nursing Breaks 5.8 Appointment of Inspectors, Powers and Duties	<b>10</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Bare Acts*
2. *Business Law – G. M. Dumbre, Success Publications, Pune.*
3. *Industrial and Labour Laws-S.P.Jain*
4. *Industrial Law - P.L. Malik*
5. *Labour Laws- Taxman*
6. *Labour & Industrial Laws-S.K.Puri*
7. *Labour & Industrial Laws-Goswami V.G.*
8. *Labour & Industrial Laws- Mishra S.N.*
9. *Labour & Industrial Laws- K.M.Pillai*

## Service Sector Management Special Paper III

Subject Name -: Special Services of Marketing in India

Course Code -: 605 D

### Objective:

1. To create a right understanding about nature of services in India.
2. To develop a right approach towards marketing of services in India.
3. To make students aware about upcoming areas of services in India.

Unit Number	Particulars	No. of lectures
1	<b>Introduction:-</b> 1.1 Introduction 1.2 Concept and objectives of Services Marketing 1.3 Reasons of growth of Service Sector 1.4 Role of Services in Indian Economy 1.5 Challenges of Service Marketing	8
2	<b>Marketing of Bank Services and Insurance Services:-</b> 2.1 Introduction to banking services, Concepts and objectives, Bank Marketing in Indian prospective, Application of Indian concepts in Indian Banking. 2.2 Introduction to Life insurance services, Concepts and objectives, Marketing of Life Insurance in India, Marketing approach of Life Insurance ( Study of 4P's of Marketing Mix)	10
3	<b>Tourism, Hospitality and Health Care Services:-</b> 3.1 Tourism marketing concept - Market segmentation for tourism, Special Characteristics of Indian Tourism Marketing. 3.2 Uses of hospitality services, Health care marketing, Study of 7p's of marketing mix. 3.3 Introduction to Health Care Services, Consumer buying behaviour in health care services.	10
4	<b>Marketing of Other Services:-</b> 4.1 Emerging trends and its features : 4.2 Marketing of Higher Education, Political Marketing, Airline Marketing, Cellular and Entertainment Services, Internet services	10
5	<b>Technology in Services:-</b> 7.1 Technology in services 7.2 The emergence of self service 7.3 Automation in services 7.4 Technological innovations in services: Challenges of adopting new technology in service 7.5 Managing the new technology adoption process	10
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Services Marketing* - S.M.Jha, Himalaya Publication House
2. *Services Marketing* - P.K.Sinha, S.C.Sahoo, Himalaya Publication House
3. *Services Marketing* – M. G. Mulla, Success Publications, Pune.
4. *Services Marketing* – Vasanti Venugopal, Raghu V.N., Himalaya Publication House
5. *Service Management* – James A. Fitzsimmons, Mona J. Fitzsimmons, TATA McGraw Hill
6. *Marketing of Services - An Indian Perspective – Text and Cases*, Dr. S. L. Gupta, V.V. Ratna, Wisdom Publications, Delhi.

## Agri Business Management Special Paper III

**Subject Name -:** Recent Trends in Agri business

**Course Code -:** 605 E

**Objectives:**

1. To study the agro base industries in Indian economy
2. To understand services associated with Agriculture Business.

Unit Number	Particulars	No. of lectures
<b>1</b>	<b>Introduction</b> 1.1 Agro based industries and their linkages to the Indian Economy. 1.2 Impact of International Agri. Business on Indian Economy. 1.3 Contract Framing.	<b>10</b>
<b>2</b>	<b>Inputs in Agriculture</b> 2.1 Agricultural Research and Education. 2.2 Agricultural Insurance.	<b>8</b>
<b>3</b>	<b>Agro based Industries.</b> 3.1 Food Processing Industries – Meaning, Future prospects of Processed food industry, constraints in export of processed food 3.2 Poultry Industries. 3.3. Dairy Industry – Characteristics, product range, future growth 3.4. Sugar Industry 3.5. Cotton Textiles Industry	<b>12</b>
<b>4</b>	<b>Services Associated with agriculture.</b> 4.1 Processing of Agricultural Products. 4.2 Agricultural Marketing 4.3 Agricultural Retailing. 4.4 Agricultural Finance. 4.5 HRM in agri business	<b>10</b>
<b>5</b>	<b>Standardization and legislation :</b> 5.1 Co-operative Management 5.2 Co-operative Marketing 5.3 Cooperative Institutions. 5.4 Grading and Standardization, Bureau of Indian Standards (BIS) 5.5 Business Legislation – Essential Commodities Act, Food Adulteration Act, Food safety and standards, Consumer Protection Act.	<b>8</b>
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. *Indian Economy : Dutt and Sundaram*
2. *Agri.Business Management : Smita Diwase*
3. *Agri.Business Management: A.C. Broadway and Broadway*
4. *Indian Economy : A.N. Agarwal*
5. *Indian Economy : Mishra Puri*

## Finance Special Paper IV

**Subject Name :- Cases in Finance/ Project**

**Course Code :- 606 A**

The student shall write a project report on the topics selected under the guidance of a faculty and submit one hard binding copy and one soft copy of the same to the Principal of the college before 31st March. Soft copy should be conserved at college level. The project shall be assessed both internally (20 marks) and externally (30 marks). For external evaluation there will be a viva voce. Such viva-voce shall be conducted by a panel of two referees appointed by the University.

Total Lectures: 24 Project + 24 Cases in Finance = 48

### Topics for Project:

1. Projected financial statements to be submitted to the bank for loan proposal.
2. Analysis & interpretations of financial statement with the help of Techniques like Ratio analysis, Fund flow Analysis, Cash flow Analysis.
3. Project related Insurance sector.
4. Working Capital Management.

The students can select any other topic related to finance, for their project in consultation with their respective teacher. At least ten cases covering the following aspects should be studied.

- A. Capital Budgeting
- B. Working Capital
- C. Cost of Capital

Total Lectures: 24 Project + 24 Cases in Marketing = 48

NOTE: Scheme of marking for this paper will be as follows:

Project work	30
Viva voce (conducted by internal as well as external to be appointed by University)	20
Theory Paper on cases in finance	50
	-----
	Total 100 marks

Project report should be evaluated by both internal and external examiner. Each examiner will allot marks out of 50 i.e. project work 30 marks and viva voce 20 marks. The total marks given by both internal and external examiner will be out of 100 and will be converted into marks out of 50.

**Sample Case No 1:**

Jay Industries Ltd. is considering purchasing a new machine. Two alternative models are under consideration. The comparative data of the two machines are as follows:

Particulars	Machine X	Machine Y
Cost of Machine	3,00,000	5,00,000
Estimated Life	10 years	10 years
Estimated Saving is Scrap p.a.	20,000	30,000
Additional Cost of Supervision p.a	24,000	32,000
Additional Cost of Maintenance p.a.	14,000	22,000
Cost of Indirect Material p.a.	12,000	16,000
Additional Savings in Wages p.a	1,80,000	2,40,000

Rate of Taxation: 50% of the Profits. Assume Targeted Cost of Capital @ 10%. As a Finance Executive advice Management regarding which machine may be a profitable investment by calculating Annual Cash Flow, Payback Period, NPV and PL. Total PV @ 10% for 10 years = 6.144

**Sample Case No 2:**

The following information is related to Parekh Industries Pvt. Ltd., Pune. Budgeted Sales (78,000 units) Rs. 46.80 lakhs. 25% Sales are Cash Sales

**Analysis of Selling Price**

Raw Material	60% of Selling Price
Direct Labour	6.00 per unit
Variable Overheads	1.00 per unit
Fixed Overheads	5 Lakhs (Including Rs. 1, 10,000 as depreciation)

It is estimated that:

- (a) Holding Period of:
  - Raw Materials – 3 weeks
  - Work-in-Process – 1 week
  - Finished Goods – 2 week
- (b) Suppliers will give 4 weeks credit.
- (c) Customers are allowed 4 weeks credit.
- (d) Wages are paid after 4 weeks.
- (e) Lag in payment of overheads will be 2 weeks.
- (f) Cash in Hand Rs. 50,000.

Prepare a statement showing working capital requirement for a year using cash cost approach. Year = 52 weeks



## Marketing Special Paper IV

**Subject Name :- Cases in Marketing / Project**

**Course Code :- 606 B**

### **Objectives:**

To understand of application of theory into practice

The student shall write a project report on the topics selected under the guidance of a faculty and submit one hard binding copy and one soft copy of the same to the Principal of the college before 31st March. Soft copy should be conserved at college level. The project shall be assessed both internally (20 marks) and externally (30 marks). For external evaluation there will be a viva voce. Such viva-voce shall be conducted by a panel of two referees appointed by the University.

Total Lectures: 24 Project + 24 Cases in Marketing = 48

**CASES STUDIES :- ( 50 Marks)**

1. Introduction to Case Studies:-

Case – Meaning – Objectives of Case Studies –  
Characteristics & Importance of Case Studies –  
Guidelines for Case Studies & Cases Discussion.

2. Topics for Case Studies:-

- Advertising & Sales Promotions
- Consumer Behavior
- Buyer Behavior
- Industrial Marketing
- Service Marketing
- Brand Marketing
- Retail Marketing
- Rural Marketing
- Sales and Distribution Management
- International Marketing
- Marketing Research
- New & Existing Products
- E-Commerce / On-line Marketing

### **Sample Case No-1**

Computer Consumables Ltd. (CCL) is a small scale company with a product portfolio consisting of printer Ribbons, Cartridges and Ink Jet refill packs. The company's turnover in its first year (i.e. year ending March 2014) is Rs. 2-5 crores. It has a marketing department consisting of one G.M. (Mktg.), one Sales Manager, one Dispatch Assistant and Five Sales Engineers covering Maharashtra and Gujarat. Next year's sales turnover target is Rs. 5 Crore. The G.M. (Mktg.) has proposed addition of two

Product/Brand Executives and twenty Sales Engineers. The Managing Director is not convinced of the utility of product/brand executives to his company. He also has hesitation about the return on investment (ROI) of additional Rs. 25 lakh towards salary of additional staff in marketing department.

- 1) Identify and allot new territories for Sales Engineers and the Sales Targets.
- 2) Develop an advertising plan for CCL.

### **Sample Case No-2**

For unless the consumer walked into a retailer and specially asked for Frooti, the retailer might choose to push any other product, including those on which the retailer margins were higher or those that were then undertaking a major promotional activity. Indeed, the sales of Frooti had been falling over the years. Besides just competition from products in other categories, its market shares in the 'tetra pack' category was also gradually falling, as new players had entered the segment and were using the same packaging technique. Clearly, something needed to be done. Frooti had acquired an 'old boy' image, as a 'kids-only' product, perhaps due its 'tetra pack' packaging as opposed to the glass and PET bottles used by other beverage manufacturers. Consumers typically consumed the product using a straw, something seen as 'for kids'.

- (1) How could the brand re-position itself in the market? In particular, it needed to drop the perception of being only for kids.
- (2) What should Frooti have done when its market share was falling consistently?

### **Sample Case No -3**

Jack and Jill of Goa, are two partners, engaged in the business of manufacturing and selling sports equipments under the brand name 'J2'. They cater to the needs of indoor and outdoor sports and recreation activities.

Recently they have acquired an imported sewing machine, which can stitch cotton as well as synthetic fabrics. The machine is being used to stitch anoraks, track-suits, tents, tent-covers, etc. The machine is so versatile, that it can stitch jackets, jerkins, rajais and quilts, which are so commonly used in central and northern states, in winter. Inspired by this impressive range of products, that they can create, Jack and Jill wish to chalk-out an elaborate marketing action-plan. Extend your advice for the following:

- (1) Analyze this case with suitable title.
- (2) Suggest Market Segmentation for their new non-sports products.

### **Reference Books:**

1. Sales Management handbook – Forsyth P. Trick
2. Sales Management – Richard R Still Edward W. Cundiff
3. Retail Management – Gibson Vedamani
4. Channel Management & Retail Management – Minal Dhotre
5. Advertising and Promotions – Belch & Belch
6. Marketing Management – Rajan Saxena
7. Principles of Marketing 9th Edition – Philip Kotler and Garry Armstrong

## Human Resource Management Special Paper IV

**Subject Name :- Cases in Human Resource Management / Project**

**Course Code :- 606 C**

### **Objectives:**

To understand of application of theory into practice

### **Unit 1. Introduction to Case Studies:-**

Case – Meaning – Objectives of Case Studies –Characteristics & Importance of Case Studies – Cases Discussion

### **Guidelines for Analyzing Case Studies on the following points**

- Facts of the case
- Analysis
- Solution
- Action points
- Conclusion

### **Unit 2. Topics for Case studies:-**

1. Recruitment and Selection
2. Training & Development
3. Working conditions
4. Salary and Wage Administration -Pay scales and Grades
5. Performance Management System
6. Grievance Handling
7. Settlement of Industrial disputes-Industrial Relations
8. Transfer- Promotion-Demotion
9. Labor Welfare
10. Retrenchment- Layoffs
11. VRS

### **Sample Case 1:**

Sidhdheshwar Textile Ltd. is employing about 600 employees. During the last 6 to 7 years, the company is earning good profits. Due to general recessionary trends and other adverse factors, its profits are reduced beyond expectation. The internal unions of workers 'Solapur Majadur Sangh' and staff members (two separate unions) are insisting for 20% bonus, while the company is ready to give 15% bonus. Several rounds of negotiations were proved fruitless. Surprisingly, one day just before Diwali staff union decided to accept 15% bonus. The news was not welcomed by the Solapur Majadur Sangh. Some office-bearers of the Solapur Majadur Sangh charged the company to adopt 'divide and rule' policy. The company representatives refused to have done unfair labour practice. When the allegations were again made, company suspended six office-

bearers of Solapur Majadur Sangh, pending enquiry. The workers declared strike as a protest. The indefinite strike of workers deprived the other union's members 15% bonus, which was acceptable to them.

*Questions:*

- (a) Comment on the Industrial relations of the company in the context of bonus policy.*
- (b) What crucial role should the Personnel Manager play to ensure peace and harmony?*
- (c) Is the action of suspending union office-bearers correct? Examine pros and cons.*

**Sample Case 2:**

Mr. Patole is a Branch Manager of 'Janata Co-operative Bank Ltd.' at one of its village branches. His staff includes two clerks and one attender. Very often, Mr. Patole was left alone in the Bank after 5 p.m. to tally accounts, daybooks and complete all other formalities. On 30 December, Mr. Patole was working till past 2 a.m. tallying the accounts, since hardly one day was left for closing the accounts for the year. On this fateful night, the Branch Manager was attacked by a band of robbers, who looted the bank after brutally wounding Mr. Patole right hand, which had to be amputated, later. After his recovery, the Branch Manager applied for compensation. The Bank Management was of the opinion that Mr. Patole violated the job specifications by working beyond the stipulated hours of work. He, in its view, was not entitled to any compensation as the accident occurred during non employment hours. They also called for an explanation as to why the amount lost cannot be recovered from his salary and the provident fund.

*Questions:*

- (a) Analyze the case with suitable title.*
- (b) How do you justify the bank's stand in this case?*
- (c) What modifications do you suggest in job description to overcome such incidents in future?*

## Service Sector Management Special Paper IV

**Subject Name :- Cases in Service Sector Management / Project**

**Course Code :- 606 D**

### **Objectives:**

To understand of application of theory into practice

### **Unit 1. Introduction to Case Studies:-**

Case – Meaning – Objectives of Case Studies –Characteristics & Importance of Case Studies – Cases Discussion

### **Guidelines for Analyzing Case Studies on the following points**

Facts of the case

Theoretical implications: Market research: Methodologies of research.

SWOT

Analysis

Solution

Action points

Conclusion

### **Sample Case1:**

Mr. Kishore runs a hotel in a populated residential area. This hotel was started by his grandfather 50 years back. Since then this hotel was their only family business. However over the past few years the hotel faced consistent losses as the popularity of the hotel had reduced and not many people visited their hotel. Mr. Kishore is very concerned about this issue and wants to conduct a research to find the causes.

Q1. Frame a strategy to conduct a research to find the reasons for reduction in the customer walk-in's of the restaurant.

Q2. Design a questionnaire to collect customer feedback regarding food quality, service, ambience, etc.

### **Sample Case2:**

Mr. Joshi, had just retired as a primary school teacher. He has opened an account with a private sector bank. He used to pay his house rent by cheque every month. He had dropped a new cheque book request slip in the ATM drop box and was expecting the same to reach him in a week's time. However he did not receive the cheque book even after ten days. He required cheques urgently and hence went to the bank to complain about the issue, after waiting for 45 minutes he was called by a customer care officer. The officer told him that he can be issued a emergency cheque book for which he will have to pay a charge of Rs. 250/- The officer did not agree to the fact that Mr. Joshi had applied for the cheque book and did not receive one, hence he should not be charged for this cheque book. Mr. Joshi was not happy with the service he received.

Q1. What should have been the officials approach towards Mr. Joshi as a senior citizen?

Q2. What should Mr. Joshi do to safeguard his interest as a customer of this bank?

**Sample Case no.3:**

Using a mobile today has become a necessity rather than luxury, everyone, irrespective of income class can now afford a mobile phone. The telecom service providing companies are providing SIM cards at very low prices to target the masses. However the users consistently complain about services issues of these companies. One of such issues is pop up's that are recurrently appearing on the mobile screens and for people who are not aware about it, are unknowingly subscribing for unwanted services, like dialer tone, daily astrology, act. It becomes very difficult for a common man to disable the services. All the more they have to pay for the service they did not even want.

Q1. Is this activity of the telecom service providers Ethical? Explain with justification.

**Sample Case no.4:**

“Pretty Lady” is a reputed ladies wellness centre being run in a residential locality for almost a decade. The proprietors wish to conduct a survey to find out the perception of the customers about the quality of service being offered.

Q1. State the importance of quality in service sector

Q2. Prepare a questionnaire to collect the feedback of customers on quality of the service being provided.

**Sample Case no.5:**

Digital Marketing has evolved as a new channel of distribution in the retail sector. Hundreds of websites have started selling multiple products and brands online.

Many people are finding this option as a convenient one, due to their hectic schedules. However there is no face to face interaction between the seller and the buyer, making good service all the more important. The growth of this channel of distribution has also increased the demand for logistic services which would deliver these products to the door step of the customers. It is very important for this sector to provide good service to make sure the customer doesn't switch over to the competitors.

Q1. Analyse this case and suggest how the service factors can be improved by this channel of distribution.

## **Agri Business Management Special Paper IV**

**Subject Name -: Cases in Agri Business Management / Project**

**Course Code -: 606 E**

**Objectives:**

To understand of application of theory into practice

**Unit 1. Introduction to Case Studies:-**

Case – Meaning – Objectives of Case Studies –Characteristics & Importance of Case Studies – Cases Discussion

**Guidelines for Analyzing Case Studies on the following points**

- Introduction to case
- Facts of the case
- Actual Practical Solution for case with alternate if applicable
- Conclusion about the case

**Unit 2. Topics for Case studies**

- a. Rural Credit System.
- b. Role of Corporate Sector & Agri Export
- c. Reforms in Indian Agriculture
- d. Agro Based Industries
- e. Services Associated with Agriculture

**Sample Case 1:**

The distraught farmers of Maharashtra are at loss to understand the measures to protect their agricultural income. Severe drought conditions have destroyed their crop, 80 of the farmers are not aware of the schemes like Crop Insurance and relief aid from the Government.

Advise them on following points:

- i. Information regarding Insuring Crops.
- ii. The Crops that could be covered under Crop Insurance Scheme.
- iii. The agencies that provide Crop Insurance Scheme.
- iv. The procedure to get the relief aid from the Government and the rules and regulation.

**Sample Case 2:**

Kisan is a young farmer in the draught prone Marathwada. He wishes to develop a Horticulture Farm.

- i. What suggestions will you give?
- ii. Suggest the types of crops he could grow in the land where water is scarce.
- iii. Suggest water conservation techniques that are more suitable

**Sample Case 3:**

A group of people in Maharashtra decide to develop a dairy plant on co-operative basis, (Amul Model), give advice on following points:

- i. Procedure to establish co-operative dairy.
- ii. Resources required for development.
- iii. Various avenues of business except milk (Milk By-products)

**Sample Case 4:**

Suresh has a limited cultivable agricultural land. He is totally dependent on the agricultural income which is very less. Advise him on following points:

- i. A small side business which complements his agricultural land.
- ii. The procedure to open such business.
- iii. The resources that are required.

Support your answers with suitable examples

**Sample Case 5:**

Ram is a farmer from Marathwada, which is facing server drought conditions and scarcity of water. He suffered heavy losses but decides to do proper planning next year.

Suggest:

- (i) Water Conservation Methods
- (ii) Rain Harvesting
- (iii) Maximum Yield with minimum use of water



**Third Year Bachelor of Business Administration (T.Y.B.B.A.)**

**Pattern of Question paper of Theory papers**

Time: 3 Hours

Total Marks: 80

**Instructions:**

1. All questions are compulsory.
2. Figures to the right indicate full marks.
3. Draw neat and well labeled diagrams wherever necessary.

Q.1) Theory question (15)

**OR**

Theory Question

Q.2) Theory question (15)

**OR**

Theory Question

Q.3) Theory question (15)

**OR**

Theory Question

Q.4) Theory question (15)

**OR**

Theory Question

Q.5) Write Short Notes (Any **four** out of **six**) (20)

**Third Year Bachelor of Business Administration (B.B.A.) Semester VI**

**Pattern of Question paper of 606- Project/ Cases**

Time: 2 Hours

Total Marks: 50

**Instructions:**

1. **Q1.is compulsory.**
2. **Attempt any two** from the remaining.
3. Figures to the right indicate full marks.

Q1.	Case study	20
Q2.	Case study	15
Q3.	Case study	15
Q4.	Case study	15

**Third Year Bachelor of Business Administration (B.B.A.) Semester VI**

**Pattern of Question paper of 505 (A) – Analysis of Financial Statements**

Time: 3 Hours

Total Marks: 80

**Instructions:**

1. All Questions are Compulsory.
2. Figures to the right indicate full marks.
3. Use of calculator is allowed.

Q.1) Theory question (16)

**OR**

Theory Question

Q.2) Theory question (16)

**OR**

Theory Question

Q3. Write Short Notes (Any **two** out of **four**) (8)

Q4. (A) Practical Problem (10)

(B) Practical Problem (10)

Q5. Practical Problem (20)

**Third Year Bachelor of Business Administration (B.B.A.) Semester VI**

**Pattern of Question paper of 506 (A) – Long Term Finance**

Time: 3 Hours

Total Marks: 80

**Instructions:**

1. All questions are compulsory.
2. Figures to the right indicate full marks.
3. Use of calculator is allowed.

Q1. Practical Problem (15)

Q2. Theory Question (15)

**OR**

Theory Question

Q3. Theory Question (15)

**OR**

Theory Question

Q4. Theory Question (15)

**OR**

Theory Question

Q5. Write Short Notes (Any four out of six) (20)