



## ಗುಲಬರ್ಗಾ ವಿಶ್ವವಿದ್ಯಾಲಯ

ಜ್ಞಾನ ಗಂಗಾ, ಕಲಬುರಗಿ-585 106, ಕರ್ನಾಟಕ

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ಕ್ರ.ಸಂ.ಗುವಿಕ/ವಿಮವಿ/ಬಿ.ಓ.ಎಸ್/2020-21/334

ದಿನಾಂಕ: 06/08/20

### ಅಧಿಸೂಚನೆ

ವಿಷಯ : ಬಿ.ಬಿ.ಎಂ. ಕೋರ್ಸಿನ V ಮತ್ತು VIನೇ ಸೆಮೆಸ್ಟರ್‌ನ ಪಠ್ಯಕ್ರಮವನ್ನು ಪರಿಷ್ಕರಿಸಿ ಜಾರಿಗೊಳಿಸಿದ ಬಗ್ಗೆ.

- ಉಲ್ಲೇಖ: 1. ಸ್ನಾತಕ ಅಧ್ಯಯನ ಮಂಡಳಿ ಸಭೆ ದಿನಾಂಕ: 26.02.2020  
 2. ವಾಣಿಜ್ಯ ನಿಕಾಯದ ಸಭೆ ದಿನಾಂಕ: 02.06.2020  
 3. ವಿದ್ಯಾವಿಷಯಕ ಪರಿಷತ್ ಸಭೆಯ ಗೊತ್ತುವಳಿ ಸಂಖ್ಯೆ 4 ದಿನಾಂಕ: 02.07.2020  
 4. ಕುಲಪತಿಗಳ ಅನುಮೋದನೆ ದಿನಾಂಕ 24.07.2020

ಉಲ್ಲೇಖ (3) ರಲ್ಲಿನ ವಿದ್ಯಾವಿಷಯಕ ಪರಿಷತ್‌ನ ಸಭೆಯ ಗೊತ್ತುವಳಿ ಸಂಖ್ಯೆ 4 ನ್ನು ಅನುಷ್ಠಾನಗೊಳಿಸುತ್ತ; ಅಧ್ಯಯನ ಮಂಡಳಿ ಹಾಗೂ ವಾಣಿಜ್ಯ ನಿಕಾಯದ ಸಭೆಯಲ್ಲಿ ಅನುಮೋದನೆ ಪಡೆಯಲಾಗಿರುವ ಬಿ.ಬಿ.ಎಂ ಕೋರ್ಸಿನ V ಮತ್ತು VIನೇ ಸೆಮೆಸ್ಟರ್ ಪಠ್ಯಕ್ರಮವನ್ನು ವಿದ್ಯಾ ವಿಷಯಕ ಪರಿಷತ್‌ನ ಅನುಮೋದನೆಯೊಂದಿಗೆ 2020-21 ನೇ ಶೈಕ್ಷಣಿಕ ಸಾಲಿನಿಂದ ಅನ್ವಯವಾಗುವಂತೆ ಪರಿಷ್ಕರಿಸಿ ಜಾರಿಗೊಳಿಸಲಾಗಿದೆ.

ಈ ಮಾಹಿತಿಯನ್ನು ಸಂಬಂಧಪಟ್ಟ ಶಿಕ್ಷಕರ ಹಾಗೂ ವಿದ್ಯಾರ್ಥಿಗಳ ಗಮನಕ್ಕೆ ತರಲು ಸೂಚಿಸಲಾಗಿದೆ. ಪಠ್ಯಕ್ರಮದ ವಿವರವನ್ನು ಗುಲಬರ್ಗಾ ವಿಶ್ವವಿದ್ಯಾಲಯದ ವೆಬ್‌ಸೈಟ್ [www.gug.ac.in](http://www.gug.ac.in) ದಿಂದ ಪಡೆಯಬಹುದು.

ಕುಲಸಚಿವರು 04/8/20

ಗುಲಬರ್ಗಾ ವಿಶ್ವವಿದ್ಯಾಲಯ, ಕಲಬುರಗಿ

ಗೆ,

1. ಮುಖ್ಯಸ್ಥರು, ವಾಣಿಜ್ಯ ಅಧ್ಯಯನ ವಿಭಾಗ, ಗು.ವಿ. ಕಲಬುರಗಿ
2. ಎಲ್ಲಾ ಪದವಿ ಕಾಲೇಜುಗಳ ಪ್ರಾಂಶುಪಾಲರಿಗೆ.

ಪ್ರತಿಗಳು:

1. ಡೀನ್‌ರು, ವಾಣಿಜ್ಯ ನಿಕಾಯ, ಗು.ವಿ.ಕಲಬುರಗಿ ರವರ ಮಾಹಿತಿಗಾಗಿ.
2. ಕುಲಸಚಿವರು, (ಮೌಲ್ಯಮಾಪನ) ಗುಲಬರ್ಗಾ ವಿಶ್ವವಿದ್ಯಾಲಯ, ಕಲಬುರಗಿ ರವರ ಮಾಹಿತಿಗಾಗಿ.
3. ನಿರ್ದೇಶಕರು, ಯೋಜನೆ, ಮೇಲ್ವಿಚಾರಣೆ ಹಾಗೂ ಮೌಲ್ಯಮಾಪನ ಮಂಡಳಿ, ಗು.ವಿ. ಕಲಬುರಗಿ
4. ಗ್ರಂಥಪಾಲಕರು, ಗು.ವಿ.ಕಲಬುರಗಿ ರವರ ಮಾಹಿತಿಗಾಗಿ.
5. ವಾಣಿಜ್ಯ ಮತ್ತು ನಿರ್ವಹಣೆ ನಿಕಾಯದ ಎಲ್ಲಾ ವಿಭಾಗಗಳ ಮುಖ್ಯಸ್ಥರಿಗೆ
6. ಮುಖ್ಯಸ್ಥರು, ಗಣಕಕೇಂದ್ರ ಗು.ವಿ.ಕಲಬುರಗಿ ಇವರಿಗೆ ಸದರಿ ಪಠ್ಯಕ್ರಮವನ್ನು ವಿಶ್ವವಿದ್ಯಾಲಯದ ವೆಬ್‌ಸೈಟ್‌ನಲ್ಲಿ ಪ್ರಕಟಿಸಲು ತಿಳಿಸಲಾಗಿದೆ.
7. ಕುಲಪತಿಗಳ ಆಪ್ತ ಕಾರ್ಯದರ್ಶಿ/ಕುಲಸಚಿವರ ಆಪ್ತ ಸಹಾಯಕರು ಗು.ವಿ. ಕಲಬುರಗಿ ರವರ ಮಾಹಿತಿಗಾಗಿ

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**BBM (CBCS) V&VI SEMESTER SYLLABUS**

**V SEMESTER**

- SEC-1: COMPUTER AIDED ACCOUNTING  
DSC-17: STRATEGIC MANAGEMENT  
DSC-18: GOODS AND SERVICES TAX  
DSC-19: ENTREPRENEURSHIP DEVELOPMENT  
DSE-1 : ELECTIVE-I  
DSE-2: ELECTIVE-II

**VI SEMESTER**

- SEC-2: PROJECT  
DSC-20: INTERNATIONAL BUSINESS  
DSC-21: SERVICES MANAGEMENT  
DSC-22: BANKING AND INSURANCE  
DSE-3: ELECTIVE-I  
DSE-4: ELECTIVE-II

  
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## **BBM V Semester**

### **SEC – 1**

## **COMPUTER AIDED ACCOUNTING**

Teaching Hours Per Week- 3 and Credit- 3

**OBJECTIVE:** The objective this course is to provide an exposure to the students about usage of computers and accounting soft wares in preparing accounts of a business.

### **UNIT - I: COMPANY CREATION:**

Introduction – tally.erp 9, starting tally, creating, selecting, altering, closing and deleting a company. Accounts information: account groups, company features, ledger accounts – creating, displaying, altering and deleting ledger accounts. Multiple ledgers.

### **UNIT - II: INVENTORY INFORMATION:**

**Stock groups:** single stock group - creating, displaying, altering and deleting single stock group. **Stock categories:** creating, displaying, altering and deleting a single stock category. **Units of measure:** creating, displaying and altering units of measure. **Locations/godowns:** creating a location, displaying and altering storage locations. **Stock items:** creating, displaying and altering a single stock item. **Purchase orders:** creating, altering and deleting a purchase order, receipt note voucher for purchases. **Sales order:** creating, altering and deleting sales order, delivery note voucher for sales.

### **UNIT - III: VOUCHER ENTRY**

Voucher types, steps to make a voucher entry, receipt voucher, payment voucher, contra voucher, purchase voucher, sales voucher, journal voucher, credit note, debit note, stock journal, physical stock voucher, memorandum voucher, reversing journal. Displaying, altering, deleting and cancelling vouchers, vat computation.

### **UNIT - IV: REPORTS**

Balance sheet, profit and loss account, trial balance, stock summary and day book, account books.

  
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## UNIT - V: PAYROLL

Introduction to payroll accounting, steps to generate a pay slip, creation of employee group and employee salary details, payroll reports.

[Note: The study is to be done using Tally or similar accounting software]

### References:

1. Tally.ERP 9 - Vishnu Priya Singh
2. Tally.ERP 9 - Tally Solutions Pvt Ltd
3. Institute of computer Accounts, Tally Vikas Publishing House, New Delhi.
1. 4.Tally Acdemy, Tally Manual.

  
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## DSC -17

**STRATEGIC MANAGEMENT**

Teaching Hours Per Week- 4 and Credit- 4

**OBJECTIVE:** The objective of this course is to make students understand how business can be conducted strategically in a situation of dynamic environment.

**UNIT - I: CONCEPT OF STRATEGY**

**Concept of Strategy-** Meaning and definition of strategy, mission and purpose, objectives and goals, strategic business unit, functional level strategy.

**UNIT - II: EXTERNAL ENVIRONMENT**

**External Environmental Analysis** – Concept of environment and its components, environmental scanning and appraisal- ETOP.

**UNIT - III: INTERNAL ENVIRONMENT**

**Internal Environmental Analysis-** Components of internal environment and its appraisal – SAP and SWOT.

**UNIT - IV: STRATEGIC ALTERNATIVES**

**Strategic Alternatives** - Strategic diversification, merger, takeover, turnaround, divestment, liquidation- process of strategic choice.

**UNIT - V: STRATEGY IMPLEMENTATION**

**Strategy Implementation** - Inter-relationship between formulation and implementation, issues in strategy implementation, resource allocation.

**Reference Books:**

1. Azhar Kazmi –Business Policy.- TMH
2. Michael.E.Porter – The Competitive Advantage of Nations - HBR
3. T.V.Subbarao - Business Policy – Himalaya Publishing House
4. Sharma.R.A. – Strategic Management in Indian Companies.Deep and Deep Publication

*M. Anwar*  
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**DSC - 18****GOODS & SERVICES TAX**

Teaching Hours Per Week- 4 and Credit- 4

**OBJECTIVE:** The objective of this course is to impart knowledge of and enabling the students for computing GST liability of a business concern.

**UNIT - I: INTRODUCTION:**

Constitutional frame work of Indirect Taxes before introduction of GST (Taxation Powers Union & State Government); Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of indirect Taxes prior to GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council: GST Network, Compensation Mechanism, Registration.

**UNIT - II: LEVY AND COLLECTION OF GST**

Taxable event - "Supply" of Goods and Services; Place of supply: Within state, interstate, Import and Export; Time of supply; Valuation for GST – Valuation rules- Exemption from GST: Small supplies and Composition Scheme; Classification of Goods and Services: Composite and Mixed Supplies.

**UNIT - III: INPUT TAX CREDIT:**

Eligible and Ineligible supply for input Tax Credit: Apportionment of Credit and Blocked Credits; Tax Credit in respect of Capital Goods; Recovery of Excess Tax Credit; Availability of Tax Credit in special circumstances; Transfer of Input Credit(Input Service Distribution); Payment of Taxes; Refund; Doctrine of unjust enrichment; Reverse Charge Mechanism, Job work.

**UNIT - IV: GST PROCEDURES:**

Tax invoice, Credit and Debit Notes, Returns, Audit in GST, Assessment; Self- Assessment, Summary and Scrutiny.

**UNIT - V: SPECIAL PROVISIONS:**

Taxability of E- commerce, Anti- Profiteering, Avoidance of dual control, E-way bills, zero-rated supply, Offences and Penalties, Appeals

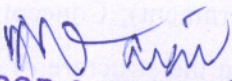
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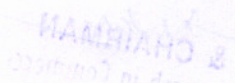
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### References:

1. The Central Goods and Service Tax Act, 2017
2. The Integrated Goods and Service Tax Act, 2017
3. The Union Territory Goods and Service Tax Act, 2017
4. The Central Goods and Service Tax (Compensation to States) Act, 2017
5. The Constitution (One hundred and First Amendments) Act, 2016.
6. Indirect Taxes : Law and Practice – Datey V S – Taxmann Publications

  
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## DSC -19

**ENTREPRENEURSHIP DEVELOPMENT**

Teaching Hours Per Week- 4 and Credit- 4

**OBJECTIVE:** The objective of this course is to make students understand about the skills required and schemes available to start an enterprise and its development.

**UNIT - I: INTRODUCTION:**

Concept of entrepreneurship – definition – traits – types – classification of entrepreneurs – factors influencing entrepreneurship.

**UNIT - II: BUSINESS IDEA:**

Search for business idea - sources of project identification – formalities of setting up a unit – project selection – project formulation – feasibility analysis – projects report.

**UNIT -III: SCHEMES AND ASSISTANCE OF SUPPORT AGENCIES:**

MSME Act and support agencies, Banks, DIC, SFC and SIDC, LIC representatives in improving the quality of entrepreneurs.

**UNIT - IV: VISITS TO SMALL ENTERPRISES:**

Process of becoming an entrepreneur and problems encountered by the entrepreneurs – interaction with entrepreneurs, presentation of the problems faced by the entrepreneurs while starting an enterprise.

**UNIT - V: LAUNCHING OF SMALL BUSINESS:**

Launching of small business: - finance and human resource mobilization- operations planning-market and channel selection-growth strategies-product launching-incubation, venture capital, startups-techno parks-industrial estates-incentive

**References:**

1. Vasanth Desai, Small Business Entrepreneurship, Himalaya Publications
2. Sangram Keshrai Mohanty, Fundamentals of Entrepreneurship, PHI, New Delhi.
3. Sontakki C N, Project Management, Kalyani Publishers, Ludhiana
4. MSME Act 2006
5. Shukla M.B Entrepreneurship and small Business Management, Kitab Mahal Allahabad
6. Sangam Keshrai Mohanty. Fundamentals of Entrepreneurship, PHI, New Delhi.

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## **ELECTIVE GROUP (A): MARKETING**

**DSE - 01**

### **CONSUMER BEHAVIOUR**

Teaching Hours Per Week- 5 and Credit- 5

**OBJECTIVE:** The objective of this course is to make students know the determinants of consumer buying behavior and also the industrial buying behavior.

#### **UNIT – I: CONSUMER BEHAVIOUR THEORY AND ITS APPLICATIONS TO MARKETING STRATEGY**

Consumer buying process, extensive, limited and routine problem solving behaviors.

#### **UNIT - II: INTERNAL DETERMINANTS AND CONSUMER BEHAVIOUR**

Needs, motivation and information processing and consumer perception, meaning, attitudes and attitude change, personality, psychographs, values and life style.

#### **UNIT -III: EXTERNAL DETERMINANTS OF BUYING BEHAVIOUR**


Family and household influences, reference groups and social class, influence of culture, sub- cultural aspects of consumer behavior.

#### **UNIT - IV: OPINION LEADERSHIP AND INNOVATION DIFFUSION**

Opinion Leadership – process, measurement, profile, opinion leadership and forms promotional strategy, innovation and adaption process, innovator as opinion leader.

#### **UNIT - V: MODEL OF CONSUMER AND INDUSTRIAL BUYING BEHAVIORS**

Concept of economic man, passive man, co-cognitive man and emotional

  
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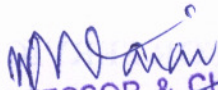
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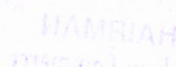


man, modes of consumer decision making, industrial buying behavior and models.

#### References:

1. Assel. H.- Consumer Behaviour and Marketing Action – South- Western College Publishing
2. Schiffman, Kumar - Consumer Behaviour - Pearson
3. D L Loudon, Albert J DellaBitta - Consumer Behaviour : Concepts and Applications \_ McGraw Hill 1993
4. Wilkie, William.L.- Consumer Behaviour – Wiley-1994

  
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**DSE - 02****SERVICES MARKETING**

Teaching Hours Per Week- 5 and Credit- 5

**OBJECTIVE:** The basic objective of this course is to provide knowledge of basic aspects concerning services marketing.

**UNIT - I: IMPORTANCE OF SERVICE SECTOR**

Nature and types of services, Difference between services and goods marketing, services marketing triangle.

**UNIT - II: ENVIRONMENT FOR SERVICES MARKETING**

Macro and micro environments, understanding service customers, models of service consumer behaviour, customer expectation and perception, service, quality and GAP model.

**UNIT - III: MARKET SEGMENTATION AND SELECTION**

Service market segmentation, targeting and positioning.

**UNIT - IV: SERVICE MARKETING MIX**

Need for expanded marketing mix, planning for service offer, pricing, promotion and distribution of services, management of people, process and physical evidence, matching of demand for and supply of services.

**UNIT - V: SERVICE MARKETING APPLICATIONS**

Marketing of financial, hospitality, hospital, tourism and education services.  
International marketing of services and GATS.


**Reference Books:**


1. Payne Adrion The essence of service marketing – Prentice Hall 1993
2. Shankar Ravi – Service Marketing – Excel Books
3. Shankar Ravi – Service Marketing- The Indian Experience - ebook
4. Zeithamal.V.A. and M.J.Bitner – Service Marketing – Tata McGraw Hill,2012

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Sri. M. V. G. P.



5. Wilkie, William.L.- Consumer Behaviour – Wiley 1994
6. Verma H V- Services Marketing – Pearson Publishing
7. Rampal and Gupta – Services Marketing-Concepts, Applications and Cases-  
Golgota Publication
8. Apte- Services Marketing – Oxford University Press.

  
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**ELECTIVE GROUP (B): FINANCE****DSE-01****FINANCIAL SYSTEMS AND MARKETS**

Teaching Hours Per Week- 5 and Credit- 5

**OBJECTIVE:** The objective of this course is to give broad knowledge of financial system, financial institutions, corporate restructuring and international financial management.

**UNIT - I: INTRODUCTION TO INDIAN FINANCIAL SYSTEM**

Financial market-money market-capital market- Government securities market.

**UNIT - II: FINANCIAL INSTITUTION**

Meaning, scope and functions of IDBI, IFCI, ICICI, RBI, EXIM BANK, investment institutions-LIC, GIC, UTI, mutual funds, commercial banks and NBFCs.

**UNIT - III: INVESTMENT MANAGEMENT AND SECURITY ANALYSIS**

Stock exchange, National Stock Exchange, OTCEI, BSE Index-New Issue Market- SEBI functions and powers.

**UNIT - IV: CORPORATE MERGER AND AMALGAMATION**

Meaning, reasons for mergers, legal and procedural aspects of mergers, benefits and limitations of mergers.

**UNIT - V: INTERNATIONAL FINANCIAL MANAGEMENT**

FOREX policy of Government of India, foreign exchange market analysis, rupee convertibility.


  
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**Reference Books:**

1. I.M.Bhole – Financial Institutions and market – Tata McGraw Hill, New Delhi
2. M.Y.Khan - Indian Financial System – Tata McGraw Hill, New Delhi
3. Edminister R.O – Financial Markets, Institutions and Services – Tata McGraw Hill, New York
4. V.K.Balla – Institutional and Financial Markets – Sultan Chand Publishing

  
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**DSE-02****INVESTMENT MANAGEMENT**

Teaching Hours Per Week- 5 and Credit- 5

**OBJECTIVE:** The objective of this course is to make students understand the process of investment management.

**UNIT - I: INVESTMENT**

Nature and scope of investment analysis, elements of investment, return, risk and time elements, objectives of investment, security return and risk analysis, measurement of return and risk, approaches to investment analysis.

**UNIT - II: TYPES OF INVESTMENT**

Financial investments, securities and derivatives, deposits tax sheltered investments, non-financial investments-real estate, gold and others, their characteristics. Sources of financial information.

**UNIT - III: FUNDAMENTAL ANALYSIS**

Economic analysis, industry analysis and company analysis.

**UNIT - IV: TECHNICAL ANALYSIS**

Various prices and volume indices and making averages, interpretation of various indices and trends.

**UNIT - V: EFFICIENT MARKET HYPOTHESIS**

Weak, semi-strong and strong market, testing of different forms of market efficiency and their significance.

**Reference Books:**

1. Jack Clark and Francis- Investments: analysis and management – New York McGraw Hill
2. Fabozzi, Frank J.- Investment management – John Wiley and Sons
3. Chenet and E Muses- Fundamentals of investments
4. Herbert B, Mayo –Investments: An Introduction – www. Cengage-ebooks

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## ORGANISATION DEVELOPMENT

Understanding the role of the HRD in the organisation

OBJECTIVE: The main objective of the course is to provide students with a comprehensive understanding of the role of the HRD in the organisation and to develop their skills in this area.

### UNIT - I: ORGANISATION DEVELOPMENT

Introduction, meaning, definition, characteristics, evolution of HRD, importance of HRD in the organisation, HRD as a strategic process.

### UNIT - II: DIAGNOSTIC TECHNIQUES & SKILLS

Introduction, diagnostic techniques, diagnostic skills, importance of diagnostic techniques in the organisation, diagnostic techniques for identifying organisational problems, diagnostic techniques for identifying individual problems, diagnostic techniques for identifying team problems.

### UNIT - III: OD INTERVENTIONS

Introduction, definition of OD interventions, types of OD interventions, importance of OD interventions in the organisation, OD interventions for improving organisational performance, OD interventions for improving individual performance, OD interventions for improving team performance.

### UNIT - IV: STRATEGIC INTERVENTIONS

Introduction, definition of strategic interventions, types of strategic interventions, importance of strategic interventions in the organisation, strategic interventions for improving organisational performance, strategic interventions for improving individual performance, strategic interventions for improving team performance.

### UNIT - V: ORGANISATIONAL CLIMATE

Introduction, definition of organisational climate, types of organisational climate, importance of organisational climate in the organisation, organisational climate for improving organisational performance, organisational climate for improving individual performance, organisational climate for improving team performance.

**ELECTIVE GROUP (C): HUMAN RESOURCE**

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DSE- 01

**ORGANISATION DEVELOPMENT**

Teaching Hours Per Week- 5 and Credit- 5

**OBJECTIVE:** The main objective of this course is to make students understand structural interventions and organizational learning in ensuring the development.

**UNIT - I: ORGANISATION DEVELOPMENT**

Introduction, meaning, definition, characteristics, evolution of OD, assumptions, strategies for change, Model of OD process.

**UNIT - II: DIAGNOSTIC STRATEGIES & SKILLS**

Introduction, diagnosis, diagnostic models, diagnostic skills, methods of obtaining diagnostic information, concept of organisation politics, ethics in OD, power and control issues in organisation.

**UNIT - III: O.D. INTERVENTIONS**


Introduction, definition, selecting an OD intervention, classification of OD interventions, OD personal and interpersonal interventions. OD Teams, introduction, team development, interventions, inter group development interventions.

**UNIT - IV: STRUCTURAL INTERVENTIONS**

Introduction, job design, quality of work circle , quality circles, MBO Appraisal , socio-technical systems, collateral organisation, physical setting , comprehensive interventions, introduction, confrontation, meeting , survey, feedback system & management.

**UNIT - V: ORGANISATIONAL LEARNING**

Introduction, executive view on organisational learning, steps in initiating organisational learning.

  
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**Reference Books:**

1. Organisational Change and Development- Kavita Singh – Excell Books India 2009
2. Management and Organisation-Louis A. Allen – McGraw Hill Series
3. Organisational Development-Theory Practice and Research-Porras J. I. and Robertson P. J – Consulting Psychologists Press
4. Organisation Development-Principles and Practice- Burke W. W.- Boston: Little Brown
5. Organisation Development-Strategies and Models- Richard Beekhard – Addison Wesley 1972

  
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**DSE - 02****MANAGEMENT OF INDUSTRIAL RELATIONS**

Teaching Hours Per Week- 5 and Credit- 5

**OBJECTIVE:** The objective of this course is to make students aware of industrial conflicts and methods of their resolution.

**UNIT - I: INTRODUCTION**

Concept and Importance, Historical background of industrial relations, IR on post, Independence period, role of Government, political involvement – emerging trends.

**UNIT - II: INDUSTRIAL RELATIONS**

Attitudes and approaches, IR attitudes and approaches, factors influencing the IR, models of IR, human relations and frame of reference, IR practices in India, IR practice at plant level in India, symptoms of unrest and treatment.

**UNIT - III: INDUSTRIAL CONFLICT**

Nature of conflict and its manifestations – conflict data and trends- conflict resolutions – tripartite and labour administrative machinery. Prevention and settlement of industrial disputes, rise of industrial disputes, meaning and forms of industrial disputes, rights to strike, settlement of industrial disputes, joint consultations, negotiation, conciliation, mediation, arbitration (voluntary and compulsory), employers federations, FKCCI, AIOCE, EFI, and their role in industrial relations.

**UNIT - IV: COLLECTIVE BARGAINING**

  
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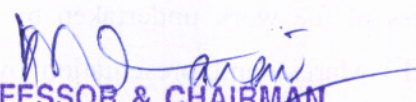
Objectives & methods, managements' approaches, bargaining procedure and tactics. Issues in bargaining, institutional and personal security, work schedules, Collective bargaining in India.

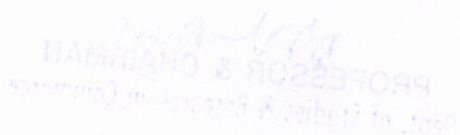
## UNIT - V: WORKERS PARTICIPATION IN MANAGEMENT

Introduction and concept, determinants of workers' participation in management in India (works committees, joint management councils), different schemes of workers participation in management, workers' participation in management in different countries.

### Reference Books:

1. Industrial Relations in India-Charles Mayers – Asia Publishing House
2. Industrial Relations in India-Agnihotri V- AtmaRam and Sons, New Delhi
3. Dynamics of Industrial Relations in India-Agarwal R. D. – Tata McGraw Hill New Delhi
4. Maanagement of Industrial Relations-Varma Promod – IBH Publishing 1991

  
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## **BBM VI Semester**

**SEC – 02**

### **PROJECT**

Teaching Hours Per Week- 4 Credit- 4

**OBJECTIVE:** The main objective of this course is to give a deep exposure to the students about the selected topic of project work. The students are made to personally involve in the carrying out of the project work, and thereby they are expected to develop the skills of observation, interaction and implementation in relation to the selected course topic.

Every student has to select a topic for project work at the end of V<sup>th</sup> Semester in consultation with the department. The concerned teacher / Guide has to guide and monitor the progress of the work undertaken by the students under his/her guidance. One test (carrying 10 Marks) and presentation by the student (carrying 10 Marks) shall be considered for awarding internal assessment marks.

  
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DSC -20

**INTERNATIONAL BUSINESS**

Teaching Hours Per Week- 4 and Credit- 4

**OBJECTIVE:** The objective of this course is to make students understand the conceptual framework of international business.

**UNIT - I: INTERNATIONAL BUSINESS:**

Nature, importance and scope, framework for analyzing international business, geographical, ecological, socio –cultural, political and legal environment.

**UNIT - II: TRADE POLICY AND BALANCE OF PAYMENT:**

Free trade –meaning and importance – arguments for protection –balance of payments- meaning and components.

**UNIT - III: MULTINATIONAL CORPORATIONS:**

Conceptual framework of MNCs, host and home country relations.

**UNIT - IV: INTERNATIONAL ECONOMIC INSTITUTIONS AND AGREEMENTS:**


WTO, UNCTAD, IMF, World Bank, International economic environment.

**UNIT - V: REGIONAL ECONOMIC INSTITUTIONS AND AGREEMENTS:**

Types and rational of regional economic groups- EU, NAFTA, ASEAN, SAFTA and other groups.

**References:**

1. Manab Adhikary – Global Business Management.
2. B.Bhattacharya- Going International Response Strategies for Indian sector.
3. Black and Sundaram - International Business Environment-
4. Monish.H.Tayab - The Global Business Environment an introduction
5. Peter.H.Lindert- International Economics
6. Francis Cherunilam, International Trade and Export Management - Himalaya Publishing House

  
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**DSC -21****SERVICES MANAGEMENT**

Teaching Hours Per Week- 4 and Credit- 4

**OBJECTIVE:** The objective of this course is to provide knowledge of the aspects concerning management of services.

**UNIT – I: INTRODUCTION**

Services – Importance, role in economy, service sector – growth; nature of services - service classification, service package, distinctive characteristics

**UNIT – II: SERVICE DESIGN**

New Service Development – design elements – service blue-printing - process structure – generic approaches –value to customer; retail design strategies – store size – network configuration

**UNIT – III: SERVICE QUALITY**

Service Quality- Dimensions, service quality gap model; measuring service quality – SERVQUAL.

**UNIT – IV: SERVICE FACILITY**

Nature, objectives, process analysis – process flow diagram, process steps, simulation; service facility layout

**UNIT – V: MANAGING CAPACITY AND DEMAND**

Managing Demand – strategies; managing capacity – basic strategies, supply chain, supply management tactics, operations planning and control, capacity scheduling.

**Reference Books:**

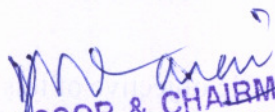
1. 1 James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 7th Edition 2013.

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2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton  
Successful Service Operations Management, South-Western, Cengage Learning,  
2nd Edition, 2012

  
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Cult. 2012



**DSC -22****BANKING AND INSURANCE**

Teaching Hours Per Week- 4 and Credit- 4

**OBJECTIVE:** The basic objective of this course is to provide the knowledge of basic aspects concerning banking and insurance.

**UNIT - I: BANKING**

Functions -liquidity management- credit creation- banking and non- banking functions- CORE bank solutions- retail bank product and services

**UNIT - II: BANKING PRACTICE**

Banker –customer – definition as per Banking Regulation Act – relationship between banker and customer – general and special relationship – negotiable instruments – differences between transferability and negotiability.

**UNIT - III: INNOVATIONS AND REFORMS IN BANKING**

E-banking - ECS - EFT – RTGS – NEFT - SWIFT- unified payment interface -Mobile Banking – shift from plastic money - apps based banking - internet banking- digital banking.

**UNIT - IV: INTRODUCTION TO INSURANCE**

Meaning of risk-classification of risk-features of insurable risk-meaning and functions of insurance-importance of insurance - classification of insurance business in india-life – general - fire, accident, asset, medical, home, commercial travel, rural, and marine -underwriting-meaning-procedure of life insurance and non-life insurance-insurance premium-insurance documents.

**UNIT - V: INSURANCE CLAIMS AND REGULATIONS**

Meaning-importance-types of claims-procedure of settlement of life insurance claims and non-life insurance claims-privatization of insurance industry-FDI in insurance – Bancassurance – IRDA regulations

  
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**Reference Books:**

1. Sundaram K.P.M and Varshney P.N. Banking Theory Law and Practice, Sultan Chand & Sons, New Delhi.
2. Maheswari S.N .Banking Theory Law and Practice, Kalyani Publishers New Delhi.
3. Sekhar K.C. Banking Theory Law and Practice, Vikas Publishing House, New Delhi.
4. Gordon E. and Natarajan K. Banking Theory Law and Practice, Himalaya Publishing House, Mumbai.
5. Lall Nigam B.M. Banking Law and Practice, Konark Publishers Pvt. Ltd., New Delhi.
6. Radhaswami M. Practical Banking, Sultan Chand & Sons, New Delhi.
7. Dekock .Central Banking, Crosby Lockwood Staples, London.
8. P Agarwal, Principles and practice of insurance.
9. M N Mishra, and S B Mishra :Insurance Principles and Practice, , S. Chand Publishers.

  
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## **ELECTIVE GROUP (A): MARKETIN**

**DSE-03**

### **BRAND MANAGEMENT**

Teaching Hours Per Week-5 and Credit- 5

**OBJECTIVE:** The basic objective of this course is to make students understand the process and strategies of managing brands.

#### **UNIT - I: BRAND**

Meaning and definition of brands and trademarks, importance of brands, evaluation of brands, umbrella branding, range branding, source / double branding.

#### **UNIT - II: BRANDING STRATEGIES**

Basic branding concepts, brand awareness, brand personality, brand image, brand identity, loyalty, brand equity, product versus corporate branding.

#### **UNIT - III: MAJOR BRANDING DECISIONS**

Selecting a brand name, brand extension decision, family versus individual brand names, multiple branding, private versus national branding.

#### **UNIT - IV: BRAND POSITIONING AND RE-LAUNCH**

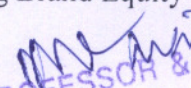
Brand building and communication.

#### **UNIT - V: BRANDING IN SPECIFIC SECTORS**

Customer, industrial retail, service brands, E-branding, branding for international marketing.

#### **Reference Books:**

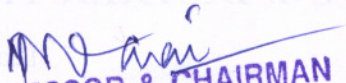
1. Murty I.R. –Brand Management – Vikas Publishing, New Delhi.
2. Kuller K.L. - Strategic Brand Management – Prentice Hall, New Delhi.
3. Majumdar Ramanuj – Product Management in India.- Prentice Hall, New Delhi
4. David Aaker – Managing Brand Equity – The Free Press, New York

  
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5. Moorthi.Y.L.R - Brand Management – Vikas Publishing House, New Delhi
6. Subroto Sen Gupta – Brand Positioning: Strategies for Competitive Advantage – Tata McGraw Hill, New Delhi.

  
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**DSE - 04****SALES AND DISTRIBUTION MANAGEMENT**

Teaching Hours Per Week- 5 and Credit- 5

**OBJECTIVE:** The objective of this course is to make students understand the aspects concerning the process and functions of sales and distribution management.

**UNIT - I: SELLING**

Concept, objectives and functions of sales management, buyer – seller dyads; fundamentals of selling, selling process, salesmanship, product and customer knowledge.

**UNIT - II: IMPORTANCE AND TYPES OF SALES PLANNING**

Sales planning process, sales forecasting, territory allocation, sales quotas and sales budget.

**UNIT - III: SALES ORGANISATION**

Setting up of sales organization, planning process, principles of determining sales organization

**UNIT - IV: SALES FORCE MANAGEMENT**

Estimating manpower requirements for sales department, planning for manpower, recruitment and selection, training and development, placement and induction, motivating sales force, leading sales force, compensation and promotion policies, sales meetings and contests.

**UNIT - V: CHANNEL OBJECTIVES AND MANAGEMENT**

**Channel objectives and constraints:** Identifying and evaluation, major channel alternatives, selecting and motivating channel members, conflicts and resolution of conflicts among channel members. **Physical distribution:** Concepts, nature and components of physical distribution system, distribution costs and cost cutting abilities of physical distribution system.

**Reference Books:**

1. Sales and distribution management: ICAI Centre for Management Research.

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2. Sales management- decisions, strategies and cases: Richard R. Still, Edward Cundiff, Norman A P Govoni – Prentice Hall
3. Marketing channels: A relationship approach: Lock and Pelton, David Closs
4. Davud Aaker – Managing Brand Equity.- TATA MacGraw Hill.

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## **ELECTIVE GROUP (B): FINANCE**

**DSE – 03**

### **MANAGEMENT OF FINANCIAL SERVICES**

Teaching Hours Per Week- 5 and Credit- 5

**OBJECTIVE:** The objective of this course is to provide knowledge of specific financial services to the students.

#### **UNIT - I: INTRODUCTION TO FINANCIAL SERVICES**

Meaning, role of financial services in Indian financial system, developments, classification.

#### **UNIT - II: FUND BASED FINANCIAL SERVICES**

Venture Capital, features, types, process, growth and major players in the Indian market. Leasing, types, advantages, limitations, leasing institutions in India, Factoring, objectives, features, types. Forfeiting (Concept only), Infrastructure financing, features, types, Housing Finance- features, types, institutions, NHB- securitization process.

#### **UNIT - III: OTHER FUND BASED FINANCIAL SERVICES**

Hire purchase, features, institutions, operators, Installment, features, Insurance – type of insurance, Schemes, trends in insurance sector. Mutual Funds- definition and meaning, organization structure, trust, sponsors, trustees, AMC, types of schemes, NAV, advantages and disadvantages of investment in Mutual Fund; growth and present position of mutual fund business in India, SIP.

#### **UNIT - IV: FEE BASED FINANCIAL SERVICES**

Merchant banking, functions, classification, role in primary and secondary markets, regulation of merchant banking in India, major players, Underwriting, meaning, types, role in primary market, liability calculation, advantages, major players. Portfolio management services, meaning, portfolio selection, maintenance, revision, evaluation.

#### **UNIT - V: CREDIT RATING**

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Objectives significance, credit rating methodology and factors, advantages, credit rating agencies in India, foreign rating agencies (a brief study only). Individual credit worthiness, The Credit Information Bureau (India) Limited (CIBIL)

#### References:

1. Gupta N.K and Monika Chopra .Financial Markets, Institutions and Services, Ane Books India, New Delhi.
2. Yogesh Maheswari .Investment Management, PHI, New Delhi.
3. Kevin S. Security Analysis and Portfolio Management, PHI, New Delhi.
4. Avadhani V.A .Security Analysis and Portfolio Management, Himalaya Publishing House, New Delhi.
5. Donald M. Fischer and Ronald J. Jordon. Security Analysis and Portfolio Management, PHI, New Delhi.
6. Bhole L.M .Financial Markets and Institutions, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.

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**DSE – 04****PROJECT MANAGEMENT**

Teaching Hours Per Week- 5 and Credit- 5

**OBJECTIVE:** The basic objective of this course is to make students understand the process of project management.

**UNIT - I: INTRODUCTION**

Identification of investment opportunities, project ideas, screening of ideas, environment screening and opportunity analysis, Government regulatory frame work.

**UNIT - II: MARKET DEMAND ANALYSIS**

Information required for market and demand analysis, sources of information, primary and secondary, demand forecasting.

**UNIT - III: TECHNICAL ANALYSIS**

Materials and inputs, production technology, product mix, plant location and layout, selection of plant and equipment.

**UNIT - IV: COST OF PROJECTS AND MEANS OF FINANCING**

Major cost components, means of financing, planning capital structure, various financing schemes of financial institutions.

**UNIT - V: PRACTICABILITY, FINANCIAL PROJECTIONS AND TAX CONSIDERATIONS**

Cost of production, breakeven analysis, projected balance sheet, profit & loss account and cash flow statement, provisions and considerations for completing taxable income.

**Reference Books:**

1. Prasanna Chandra – Project Preparation, Appraisal and implementation- Tata McGraw Hill

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2. Choudhary.S. – Project Management – Himalaya Publishing House
3. Vasant Desai – Project Management – Himalaya Publishing House
4. Kamaraju Ramakrishna – Essentials of Project Management – Prentice Hall India

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## **ELECTIVE GROUP (C): HUMAN RESOURCES**

**DSE – 03**

### **PERFORMANCE MANAGEMENT**

Teaching Hours Per Week- 5 and Credit- 5

**OBJECTIVE:** The objective of this course is to provide knowledge of performance management, performance appraisal, and HR accounting to the students.

#### **UNIT - I: PERFORMANCE MANAGEMENT**

Meaning, concept, definition, philosophy, antecedents of performance management, systems model of performance management, performance management systems and process, linkages, industrial performance, planning performance, role clarity, ability and effectiveness, objectives and standards managing organisational performance, job stress and employee performance.

#### **UNIT - II: PERFORMANCE APPRAISAL**

Concept, definitions, characteristics, objectives, principles, importance and benefits, evaluation of performance appraisal, organisational culture and employee performance, organisational conflict and employees performance, job stress and employee performance.

#### **UNIT - III: IMPLICATIONS OF PERFORMANCE APPRAISAL & MANAGEMENT**

Compensation management, concept, objectives, correlation between compensation management and performance appraisal, approaches for rewarding performance, validity of performance based compensation, Career Development: Overview, concept, career system and strategies, phases of career development.

#### **UNIT - IV: IMPLICATIONS OF PERFORMANCE APPRAISAL AND MANAGEMENT TRAINING AND MOBILITY**

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Concept of training, methods of training, phases, concept of mobility, objectives of mobility, implications of employee performance in mobility decisions, concept of knowledge management, Pre- requisites of performance knowledge, skills and abilities, implications of performance management and appraisal, system of knowledge management.

## UNIT - V: HUMAN RESOURCE ACCOUNTING

Need, present practice and consequences – objectives of HRA, methods of valuation of Human Resource – valuation models- benefits of HRA, HRA in India. Human Resource Audit: objectives, areas of Human Resource Audit and Benefits.

### References:

1. TAPOMOY, DEB – Performance Appraisal and Management Concepts, Antecedents and Implications – Excell Books
2. C.B.Mamoria & S.V. Gankar. – H R Management Strategic Analysis Text & Cases.- I K International Pvt. Ltd.
3. Michael Armstrong – Performance Management – Kogan Page Ltd. UK
4. R.Bacal – Performance Management – Tata McGraw Hill, New Delhi
5. R.Lansbury - Performance Management- A Process Approach- John Wiley and Sons
6. R.Williams - Performance Management – Cengage learning, 1997

  
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**DSE – 04****MANAGEMENT OF LABOUR WELFARE**

Teaching Hours Per Week- 5 and Credit- 5

**OBJECTIVE:** The objective of this course is to make students understand about the labour welfare measures and other related aspects of labour.

**UNIT - I: INTRODUCTION -MEANING AND SCOPE OF LABOUR WELFARE**

Definitions, and classification of labour welfare facility, growth and concept of labour welfare in India, Importance of Labour Welfare, theories of labour welfare, principles of labour welfare.

**UNIT - II: LABOUR WELFARE ACTIVITIES**

Sanitary and hygiene facilities, washing and drinking water facilities- first aid ambulance, rest shelter and crèches, welfare amenities, applicability in mines, plantations, ports & docks, medical and recreational and transport, family planning- co – operative credit societies- consumers co-operative stores and fair price shops- distress relief and cash benefits.

**UNIT - III: HEALTH AND SAFETY OF INDUSTRIAL WORKERS**

Industrial health safety- accidents, causes and preventive measures, promotion of safety and accident prevention, labour legislation relating to working conditions, employee health and medical services, industrial hygiene, occupational diseases and their preventions.

**UNIT - IV: WELFARE OFFICERS AND AGENCIES FOR WELFARE WORK**

Welfare officers' role and importance, impact of welfare work, Factories Act and welfare training to welfare officers- duties of welfare officers, position of welfare officers- Agencies of welfare work – Central and State Government employees.

**UNIT - V: LABOUR WELFARE AND SOCIAL SECURITY**

Some concerns and issues – social security scheme for unorganized labour, existing welfare amenities in rural areas, welfare amenities for agriculture

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labour, statutory welfare funds, social work in Industry.

**References:**

1. Bhagoliwal – Economics of Labour and Social Welfare – Sahitya Bhavan Agra 1966
2. Dr. J.N. Mongia – Readings in Indian Labour and Social Welfare –AtmaRam and sons, New Delhi
3. Moorthy. M.V – Principles of Labour welfare – Oxford and IBH Publishing House+

  
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