

SHIVAJI UNIVERSITY, KOLHAPUR.



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Revised Syllabus For
Bachelor of Business Administration - (BBA Part III)
(Subject to the modifications will be made from time to time)
Syllabus to be implemented from June 2007.

B.B.A. III
(BACHELOR OF BUSINESS ADMINISTRATION)
PAPER - I
PRODUCTION & SERVICES MANAGEMENT

Section-I

1. Production Management – concepts, scope, importance, approaches in production management. (10 Periods)
2. Factory Planning – concepts, importance, factors responsible for locating factory & factory building. Factory building design - modern concepts. (10 Periods)
3. Plant layout – types, factors affecting, plant layout, production systems. (8 Periods)
4. Production planning and control – functions, material requirements, inventory system, forecasting of inventory, scheduling & controlling. Product assurance – total quality management, quality certification system, ISO9000 and other standards. (20 Periods)
5. Plant maintenances – meaning & importance of plant maintenance, classification of maintenance Activities, organization for plant maintenances, department. (10 Periods)

Section - II

6. Service Management – concept, nature and characteristics of service, classification of services, components of services, attitude towards services and service sector, role of services in economy. (12 Periods)
7. Service process – introduction, classification of service operating system, policies and flow-charting, balancing supply and demand, challenges for service manager, process improvement.
 Service quality – definition, dimension, scope, measurements, tools. service quality improvement. (10 Periods)

8. Service facility location – location considerations, classification of location, location techniques, site consideration.

Franchising – nature, benefits, issues for the franchiser. (12 Periods)

9. Pricing the services – pricing, price terminology, cost of service, pricing strategy, price determination procedure, price modification.

Promoting services – promotional objectives, selection criteria, guidelines for improving promotion of services. Sales promotion and sales promotion tools.

(12 Period)

10. Marketing of services – conceptual framework, service marketing basic issues, designing service strategy, marketing of financial services.

(12 Period)

Reference Books.:

1. B. Balaji: Services Marketing and Management – S. Chand and Co. Ltd. New Delhi.
2. James A Fitzsimmons and Mona J. Fitzsimmons: Services Management operations, Strategy and information Technology – McGraw Hill Books Co. Ltd. Singapore.
3. Vasnti Venugopal, Raghu V. N.: Service Marketing – Himalaya Publishing House.
4. S.M. Jha: Service Marketing – Himalaya Publishing House.
5. S. Balchandran: Customer Driven Service management – Sage Publications India Pvt. Ltd.
6. K. K. Ahuja : Production Management – C.B. S. Publishers and Distributors, Sahadara Delhi.
7. K. Ashwathappa : Production Management – Himalaya Publishing House.
8. S. K. Singh : ISO9000 and Total Quality Management – Commonwealth Publishers, Ansari Road, New Delhi.
9. Girdhar J. Gyani: Training Manual on ISO 9000 and TQM – Raj Publishing House, Jaipur.

PAPER - V : B.B.A. Part-III **MARKETING MANAGEMENT**

Objectives : To introduce the basic concepts of marketing to the students.

1. **Introduction to Marketing** : Origin, Definitions and Evolution of Marketing, Concepts of Marketing - Traditional and Modern Concepts of Marketing, Distinction between Market and Marketing, Distinction between Marketing and Selling, Scope and Importance of Marketing. (10)

2. **Marketing Environment** : Concept, Forces of Marketing Environment, Economic, Social, Political, Physical, Technological, Demographic, International Environment. (10)
3. **Consumer Behaviour** : Meaning of Consumer Behaviour, Need and Importance of Consumer Behaviour, Factors affecting Consumer Behaviour - economic factors, social and cultural factors, psychological factors, personal factors, distinction between Consumer and Customer. (20)
4. **Market Segmentation** : Concept, Basis for Market Segmentation, Benefits of Market Segmentation, Requires of sound Market Segmentation, Target Marketing, Product Positioning. (10)
5. **Marketing Mix** : Concept, Marketing Mix Elements - Product, Price, Place, Promotion, People, Process, Packaging. (10)
6. **Product Decisions** : Concept of Product, Levels of Product, Product Mix Decisions, Product Line Decisions, Individual Product Decisions, Branding, Product Life-cycle - Stages and Strategies. (15)
7. **Pricing Decisions** : Meaning, Factors influencing Product Pricing Decisions, Methods of Pricing. (10)
8. **Place Decisions** : Meaning, Channels of Distribution, Logistic Management. (10)
9. **Promotion Decisions** : Meaning, Steps in Promotion Mix, Elements of Promotion Mix - Advertising, Publicity, Sales Promotion, Personal Selling, Direct Marketing and Public Relations. (15)
10. **Marketing Research** : Meaning, Need and Scope of Marketing Research, Process of Marketing Research, Areas of Marketing Research. (10)

Reference Books

1. Marketing Management : Philip Kotler,
2. Marketing Management : Rajan Saxena,
3. Marketing Management : Joseph P.Guiltinan & Gordon W.Paul,
4. Marketing Management : V.S.Ramaswami & S.Namakumari.
5. Marketing (The Oxford Textbook) : Keith Blois.
6. Fundamentals of Marketing : Willian J.Stanton & Michael J.Etzel.
7. Marketing Management : Dr.K.N.Sontakki,
8. Marketing Management : Sherlekar.

PAPER - III : B.B.A. Part-III **FUNDAMENTALS OF BUSINESS LAW**

Objectives : To gain knowledge of those branches of law relating to business transactions, certain corporate bodies and related matters and their application to practical commercial situations.

Section - I

1. **The Indian Contract Act, 1872** : Definition, Nature of Contract, Classification of contracts, Essentials of Valid contract, Capacity to Contract, Consideration, Free Consent, Legality of Objects - Void Agreements, Performance of Contract, Discharge of Contract, Remedies for Breach of Contract.

2. **The Sale of Goods Act, 1930** : Definition of Sale, Agreement to Sell and Goods, Conditions and Warranties, Transfer of Property in Goods, Performance of Contract of Sale, Unpaid Seller and his Rights, Sale by Auction, Distinction between Sale and Hire-Purchase.
3. **The Indian Partnership Act, 1932** : Definitions and Characteristics of Partnership, Types of Partnership and Kinds of Partners, Relations of Partners, i.e. Rights and Duties of Partners, Dissolution of Partnership Firms and its Consequences.
4. **Foreign Exchange Management Act, 2000** : Definitions and salient features of the Foreign Exchange Management Act, 2000, Penalties under the FEMA.

Section - II

5. **The Companies Act, 1956** : Definition and Characteristics of Companies, Kinds of Companies, Memorandum of Association, Articles of Association, Share Capital, Meetings of Companies, Motion and Resolution.
6. **The Negotiable Instruments Act, 1881** : Definition of Negotiable Instruments, Features, Kinds of Negotiable Instruments, Holder and Holder-in-due course, Crossing of Cheque, Types of Crossing, Dishonour and Discharge of Negotiable Instruments.
7. **The Consumer Protection Act, 1986** : Definition of 'Consumer', Complaint, Complainant, Goods and Services, Provisions relating to Consumer Disputes, Redressal Machinery.
8. **The Copyright Act, 1959** : Meaning of Copyright, Ownership of Copyright, Rights of the Owner, Registration of Copyright and Infringement of Copyright.

Reference Books

1. Indian Contract Act, 1872 : Student Edition : D.F.Mulla, N.M.Tripati Private Limited, Mumbai.
2. Elements of Mercantile Law including Industrial Law : N.D.Kapoor, Sultan Chand Publications.
3. Principles of Mercantile Law : R.P.Maheshwari and S.N.Maheshwari.
4. Commercial & Industrial Law, A.K.Sen and J.K.Mitra.
5. Sale of Goods Act and Partnership Act, D.F.Mulla, N.M.Tripati Private Limited, Mumbai.
6. The Negotiable Instruments Act, J.S.Kherangamwala, N.M.Tripati Private Limited, Mumbai.
7. Mercantile and Industrial Law, Davar.
8. Information Technology Law, R.K.Suri and Parag Diwan, Pentagon Press, New Delhi.
9. The Consumer Product Act, 1986, Government Publication Base Act.
10. Texts of the Prescribed Acts as amended upto date (Government of India Publications).
11. Universal's Intellectual Property Law, edition 2004.
12. Business Law for Management, K.R.Bulchandani, Himalaya Publications.

PAPER - VII : B.B.A. Part-III
HUMAN RESOURCE MANAGEMENT

1. **Human Resource Management (HRM)** : Meaning, Nature, Importance and Functions of HRM, Role of HR Manager, Characteristics and Qualities of HR Manager, Challenges of HRM in the 21st Century. (15)
2. **Human Resource Planning** : Meaning, Importance and Factors affecting Human Resource Planning, Human Resource Planning Process, Human Resource Planning at different levels, Concept of Job Analysis, Job Description, Job Evaluation and Job Specification. (15)
3. **Recruitment** : Objectives, Sources of recruitment, Factors affecting Recruitment. (10)
4. **Selection** : Essentials and Significance of Selection, Selection Procedure, Factors affecting Selection Decision (10)
5. **Training and Development** : Training Needs and Objectives, Training Methods, Advantages of Training, management Development - Concept, Essential Ingredients, Methods of Management Development. (15)
6. **Compensation Management** : Components of Remuneration, Factors affecting Wage and Salary levels, Variable Compensation, Incentive Schemes. (10)
7. **Performance Appraisal** : Need, Methods of Performance Appraisal (10)
8. **Promotion, Transfer and Demotion** : Meaning & Importance. (10)
9. **Employee Separation** : Exit Policy, Voluntary Retirement Schemes, Lifetime employment without guarantee, Layoff, retrenchment. (10)
10. **Employee Benefits and Services** : Factors influencing Benefits and Services, Employee Security Benefits, Old-age and Retirement Benefits, Employee Health and Safety, Accident Prevention, Safety Engineering (15)

Reference Books

1. Human Resource Management : Ian Beardswell and Len Holden.
2. Human Resource Management : S.S.Khankar.
3. Human Resource Management : Biswajeet Patnayak.
4. Human Resource Management and Personnel Management :
K.Aswathappa
5. Management of Human Resources : R.S.Dwivedi.
6. Essentials of Human Resource Management and Industrial Relations :
P.Subba Rao.
7. Managing Human Resources : Arun Monappa.
8. Personnel - The Management of Human Resources : Stephen S.Robbins.

PAPER - : B.B.A. Part-III
BUSINESS ECONOMICS - III

Objective : Students to understand the emerging issues in Indian Economic Environment at national and international levels.

Section - I

1. (a) Basic Characteristics of Indian Economy. Major problems of Indian economy.
 (b) Poverty - Concept, nature, causes and measures.
 (c) Unemployment - Concept, nature, causes and measures.
 (d) Major factors in economic development.
 (e) Environmental protection and sustainable development. (15)
2. **Structure of Indian Economy :** Composition of output and relative rates of growth of agriculture, industry and services sector; Sub-sectoral analysis. (5)
3. **Population :** Size and growth of population in India. Demographic characteristics of population. Causes of rapid growth of population. Policy measures to control population growth. Population explosion and recent population policy. (15)
4. **Agricultural Development :**
 (a) Role of agriculture in Indian economy,
 (b) Trends in Agriculture Production and Productivity.
 (c) Causes of Low Productivity.
 (d) Measures to raise Productivity.
 (e) Green Revolution and its impact on agricultural environment. (15)
5. **Industrial Development :**
 (a) Role of industry in Indian economy.
 (b) Trends in industrial production and productivity.
 (c) Industrial Policy Resolutions of 1948, 1956, 1978 and 1991.
 (d) Role and problems of small scale industries.
 (e) Public and private sector in Indian economy. (20)

Section - II

6. **Economic Planning :**
 (a) Objectives of Planning.
 (b) Overall Performance of Planning.
 (c) 10th and 11th Five Year Plans - Objectives, Strategy, Mobilization and Allocation of resources and evaluation. (20)
7. **Privatization, Liberalization and Globalization :**
 (a) Concepts, implementation and impact on economy.
 (b) New Economic Policy and Challenges before Indian Economy. (15)
8. **International Economic Environment**
 (a) Trends in world trade and problems of UDCs.
 (b) Foreign capital - meaning, need, component. Policy of Government of India towards foreign capital.

- (c) Multinational Corporations - Definition, characteristics, Merits and Demerits.
9. International Institutions (IMF, IBRD, WTO, ADB, SAARC) and Indian Economy. (20)

Reference Reading

(a) Books

1. Sundaram and Black, "The International Business Environment", Prentice Hall of India, New Delhi.
2. A.N.Agarwal, "Indian Economy", Vikas Publishing House.
3. R.Dutt and K.P.M.Sundaram, "Indian Economy", S.Chand & Co., New Delhi.
4. S.K.Misra and V.K.Puri, "Indian Economy", Himalaya Publishing, Mumbai.
5. R.Dutt, "Economic Reforms in India - A Critique", S.Chand & Co., New Delhi.
6. Charan D.Wadhwa (Editor), "Some Problems of India's Economic Policy", Tata-McGraw hill Publishing Co.Ltd., New Delhi.
7. J.S.Uppal, "India's Economic Problems", Tata-McGraw hill Publishing Co.Ltd., New Delhi.
8. V.Lokanathan, "India's Economic Development", S.Chand & Co., New Delhi.
9. Nick Hanley, Jason F.Shogren and Ben White, "Economics in Theory and Practice", Indian Reprint, Macmillan India Limited, Delhi.
10. G.S.Monga, "Environment and Development", Deep & Deep Publications.
11. Uma Kapila, "Indian Economy - Issues in Development and Planning and Sectoral Aspects", Academic Foundation, Ghaziabad.
12. Dr.N.Rajalakshmi and Dr.Dhulasi Birundha, "Environomics - Economic Analysis of Environment", Sunil Sachdev, Madras.
13. H.B.Parry, "Population and its Problems" (1974).
14. Prabha Shastri-Ranade, "Industries and Environment : A Study of Impact Assessment", A.P.H.Publishing Corporation, New Delhi, 1998.

(B) Periodicals

1. 'Economic and Political Weekly' (Sameeksha Trust, Hitkari House, 284, S.B.Road, Mumbai-40001).
2. 'Management Review' (IIM-Bangalore, Bammerghatta Road, Bangalore-560076).
3. 'Monthly Review of Indian Economy' (CMIE, 11, Apple Heritage and 54-C, Andheri-Kurla Road, Andheri (East), Mumbai-400093).
4. 'The Indian Journal of Commerce' (Managing Editor, IJOC, Indira Gandhi National Open University, Gandhi Maidan, New Delhi-110068).
5. 'The Indian Economic Journal' (Managing Editor, IEJ, No.9/12, Kalappa Block, Basavanagudi, Bangalore-560004).
6. 'Journal of Indian School of Political Economy' (Director, Indian School of Political Economy, Arthabodh, 968/21-22, Sepapati Bapat Road, Pune-411016).

PAPER - : B.B.A. Part-III
FINANCIAL MANAGEMENT

Section - I

1. **Nature of Financial Management** : Meaning and Significance, Nature : Finance and related disciplines, Scope : Traditional and modern approaches, Objectives : Profit maximization versus wealth maximization, Functions of Financial Management : Recurring and non-recurring. (10)
2. **Financial Planning** : Meaning, Objectives, Characteristics, Steps, Types of financial plans, Capitalization : Concept, theories of capitalization, over-capitalization and under-capitalization. (10)
3. **Management of Working Capital** : Meaning and concepts, Importance of adequate working capital, Types of working capital, Determinants of working capital, Computation of working capital (practical problems) (20)
4. **Cash Management** : Concept, Motives for holding cash, Objectives of cash management, Factors determining cash needs, Preparation of Cash budget (practical problems). **Inventory Management** : Concept, Motives for holding inventories, Techniques of inventory management, EOQ and ABC (practical problems). (20)

Section - II

5. **Financial Statement Analysis** : Meaning, Tools of financial statement analysis -
 - Ratio analysis - Meaning, Classification of ratios, importance and limitations (practical problems).
 - Common Size Statement - Meaning and importance.
 - Trend analysis - Meaning, importance and limitations (20)
6. **Capital Structure** - Meaning, Factors to be considered while framing capital structure, Capital structure theories : Net income approach, net operating income approach, Traditional theory, Modigliani and Miller approach. (10)
7. **Cost of Capital** : Meaning, Importance, Measurement of cost of capital (i) specific cost : Cost of debt, Cost of equity shares, cost of preference shares; (ii) Overall cost : Weighted average, Cost of capital, Concept of marginal cost of capital. (10)
8. **Capital Budgeting Decision** : Meaning, Importance, Techniques of evaluation of capital budgeting proposals - Pay back period, Accounting rate of return, Net present value, Internal rate of return, Profitability index (practical problems). (20)

Reference Books

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

PAPER - : B.B.A. Part-III
IT APPLICATIONS IN MANAGEMENT

1. **Introduction to IT** : Concept, Component and advanced communication mediums, IT applications in Management. (8)
2. **Systems** : Definition, Elements and Characteristics, Types of systems - open, closed, deterministic, probabilistic systems, **Information Systems** : Scope and objectives of information system, Role and importance of information systems, Place of information systems in the organization, Strategic role of information systems, Information needs of different organization levels, Major types and role of these information systems in organization, TPS, OAS, KWS, MIS, DSS, ESS and relationship between them. (16)
3. **Information, Management and Decision-making** : Introduction to decision-making, Types of decisions, Stages of decision-making. (4)
4. **DBMS** : Need, Definition and Advantages of DBMS, Three-layer architecture of DBMS, Users of DBMS, Data independence, Data Modelling - Object-oriented and record-based models, Examples - Hierarchical, Network and Relational Models, Advantages and Limitations of these models. (11)
5. **ERP** : Evolution of ERP-MRP and MRP II : Problems of system islands, need for integration and interface, ERP advantages and disadvantages, Modules in ERP. ERP packages, ERP products and market opportunities and problems in ERP selection, ERP implementation (12)
6. **BPR** : Definition, Re-engineering concepts, Phases in BPR, Role of IT in BPR, BPR and ERP. (6)
7. **Business Process Outsourcing** : Introduction, Overview of BPO, BPO in different areas - Finance and accounts, Human resources, transaction processing, supply chain management. (6)
8. **Knowledge Management** : Definition, Introduction to knowledge management, Challenges in KM, KM organization, KM benefits, Reasons for implementation of KM, Key attributes of knowledge, KM myths. (6)
9. **Case Studies** : IT applications in Personnel Administration, Finance and Accounts Management, Production Management, Purchase and Materials Management, Marketing Management and Service Industries. (10)

Reference Books

1. Information Technology : Yadav,
2. System Analysis and Design : Elias Awad,
3. ERP : Leon
4. Knowledge Management : Elias Awad and Hassan M.Ghaziri Pearson Education.
5. Leading with Knowledge : Madanmohan Rao
6. Management of Technology : Edward P.Hawthorne.
7. Management Information System - Organization & Technology : Kenneth C.Laudon and Jane P.Laudon
8. Technology Management : S.V.S.Murthy.

PAPER -VIII : B.B.A. Part-III **PROJECT WORK**

Objective : To expose the BBA students to practical application of theoretical concepts, which they have learnt during the BBA course.

Student should decide the topic for the project under the guidance of a teacher in the first month of the academic year of B.B.A.-III. The student will have the following options for selecting the project:

- (a) Field Work,
- (b) Library Work,
- (c) Placement with an Organization.

Student can carry out the project work after college hours, holidays/Diwali vacation. The student should take regular guidance from the teacher while carrying out project work. The project should be ready in the month of January.

The guidelines for the project report are as follows”

- Declaration from the student that his research work is not copied from any other existing reports.
- Certificate of the guide : The guide should certify that the research work is original and completed satisfactorily under this guidance.
- The Chapter Scheme for the Project Report will be as follows:

Chapter-1 : Introduction to the Study

- 1.1 Introduction
- 1.2 Objectives and Importance of the Study
- 1.3 Scope and Limitations of the Study
- 1.4 Research Methodology,

Chapter-2 : Introduction to the Organization

- 2.1 Introduction to the Industry
- 2.2 Brief History of the Organization
- 2.3 Subsidiaries, Associates of the Company
- 2.4 Departments/Manufacturing Process
- 2.5 Important Statistical Information
- 2.6 Future Prospects
- 2.6 Organization Structure

If the student is completing a project in an organization, the above Chapter scheme can be used in case of other students. The detailed information relating to the topic may be included under this Chapter. **This Chapter should not be more than 5 pages.**

Chapter-3 : Theoretical Background

Basic Concepts

Necessary theoretical inputs may be added to support the research work.

Chapter-4 : Data Analysis and Interpretation

Chapter-5 : Findings and Observations

Chapter-6 : Conclusions and Suggestions

Appendix

Bibliography

The above guidelines are not a prescription for writing the project report but can be used as a milestone, while writing the project report. The guide has every discretion to change the Chapter as per requirements.

Notes:

- (1) There should be a proper linkage between objectives, data and interpretation, findings and suggestions.
- (2) Header and Footer on project report pages shall consist of University name and Institute/College name, respectively. No other information should be included in the Header and Footer.
- (3) Colour ink should not be used for text.
- (4) Page numbers are compulsory.

Project Report will be assessed by the internal teacher out of 50 marks and there will be a viva-voce examination carrying 50 marks. University will appoint a viva-voce committee, consisting of 3 members, 2 members being external and 1 member being internal. External members will be from out of the district of the College, one external member will be the chairman of the committee. The viva-voce will be conducted before the annual examination. The Chairman has to submit viva-voce marks to the University immediately after the viva-voce.

College/Institute should make lodging and boarding arrangements for the external members of the viva-voce committee.

The student should defend his project work before the viva-voce committee atleast for 15 minutes.

If any student fails in his viva-voce examination, the viva-voce committee should submit the reasons therefor in writing to the University.